

Ref. no. (to be filled out by CISU)

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## 1. Cover page

# THE CIVIL SOCIETY FUND

## SMALL-SCALE DEVELOPMENT PROJECT

(budget up to DKK 400,000)

<b>Project title</b>		Kazi kwa Pamoja - Towards a strong local community in Usa River, Tanzania			
Danish applicant organisation		Tanzibarn.dk	E-mail: tanzibarn.dk@gmail.com		
Other Danish partner(s), if any					
Contact person for the intervention		Name: Anders Hjortskov Larsen		E-mail: tanzibarn.dk@gmail.com	
Local partner organisation(s) Usa River Community Organisation (URICO)		Country(-ies): Tanzania		Country's GNI per capita: 500 USD	
Commencement date	January 1, 2017	Completion date	December 31, 2018	Number of months	24
<b>Amount applied for (DKK)</b>	<b>398.751 DKK</b>				
Is this a re-submission?		[ X ] No [ ] Yes, please note the ref.no.(j.nr.):			
Is this	[ ] a new project? [ X ] a project in extension of another project previously supported (by the Civil Society Fund or others)?				
Do you want a response letter in (choose one)			[ ] Danish or [ X ] English		
Do you want the Assessment Committee's notes about the application in (choose one)			[ ] Danish or [ X ] English		
<b>Synthesis</b> (maximum 10 lines – must be written in Danish, even if the rest of the application is in English)					
<p>Projektet "Kazi kwa Pamoja", med undertitlen "-Towards a strong local community in Usa River, Tanzania" har til formål at højne levestandarden og skabe mere bæredygtige økonomiske vilkår for borgere i Usa River, ved hjælp af følgende tre tiltag med fokus på: 1) Sundhed, familieplanlægning og seksualitet. 2) Mindre entreprenurielle tiltag og små forretninger. 3) At skabe muligheder for at søge og bruge information og netværk i lokalområdet og globalt. Disse tre fokusområder udgør fundamentet for at skabe bedre livsvilkår for borgerne i lokalområdet.</p> <p>Et essentielt element i projektet er at understøtte netværk på tværs af samfundslagene i lokalområdet, så viden, støtte og forretningsideer kan florere mellem medlemmerne i foreningen. Intentionen er at skabe et åbent rum for borgerne i Usa River på tværs af religiøse, politiske og økonomiske skel. Her kan de mest ressourcestærke medlemmer være rollemodeller og bidrage til at løfte de mindst ressourcestærke medlemmer op til en sundere og mere bæredygtig livsførelse.</p>					

\_\_\_\_\_

Date

\_\_\_\_\_

Person responsible (signature)

\_\_\_\_\_

Place

\_\_\_\_\_

Person responsible and position (block letters)

## 2. Application text

### A. THE PARTNERS

#### A.1 The Danish organisation

The Danish organisation, Tanzibarn.dk, was established in 1999 and today counts more than 300 paying members (quota is min. 50 DKK per year). The purpose of the organization is to support socially disadvantaged families and young people in Usa River, Tanzania. This is done by:

- Collecting funds for education and related expenses for the children who live and previously lived at Usa River Children Centre (URCC).
- Supporting sustainable projects in partnership with the Tanzanian NGOs URCC, Usa River Community Organisation (URICO) and Usa River Youth and Development Organisation (URYDO), for the benefit of the local community in Usa River, with a special focus on education, health awareness and skill-development. Strengthening the partnership between Tanzibarn and organizations URCC, URICO and URYDO.
- Contributing to the operation of the buildings of URCC and URYDO.

All activities in Tanzibarn revolve around the three local organisations URCC, URYDO and URICO located within a radius of 1km in the little town of Usa River in the northern Tanzania.

Tanzibarn's engagement in Tanzania started in 2001 with URCC. It was a traditional children's centre financed by a Western (Danish) donor organisation. In 2007, both Tanzibarn and the local partners expressed the desire to supplement the Children Centre with more preventive work in the village. This led to collaboration with the sports club Domingo, which resulted in the creation of Usa River Youth and Development Organisation (URYDO). The cooperation between Tanzibarn and URYDO grew strongly, and together they operated two Danida-funded projects. The latest project ended in 2016, and Tanzibarn is still assisting URYDO with fundraising and organisational development.

The results in URYDO led to a revision of URCC's activities. Despite a large and expensive effort, the conclusion was that the effect of the children centre was limited. Since 2011, there have been extensive discussions at general meetings and vision workshops discussing the future of Tanzibarn. Based on a mutual understanding between Tanzibarn and the locals partners a decision was made to focus more on preventive measures. That led to a decision to phase out the orphanage by closing the intake of new children. Instead focus turned to how the spacious buildings of the orphanage located in the poorest area of Usa River could be beneficial for a much larger segment of the local population in Usa River. This was the beginning of the new community organisation URICO.

<p>2001 - URCC Usa River Children Center</p> <p><b>Target group:</b> 24 street children <b>Activities:</b> Support for school and education, food, health and network</p>	<p>2007 - URYDO Usa River Youth and Development Organisation</p> <p><b>Target group:</b> Young people in Usa River <b>Activities:</b> Sport, health and network <b>Paying members:</b> 350</p>	<p>2014 - URICO Usa River Community Organisation</p> <p><b>Target group:</b> Poor families in Usa River <b>Activities:</b> Networking, personal finance, health and family planning <b>Paying members:</b> 360</p>
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There is a link between the visions of the three local organisations, but with their work and activities aimed at three different target groups. This together with an overlap in staff and board members has led to a stronger and stronger collaboration between the organizations throughout the recent years. URCC owns the buildings that the orphanage has occupied for many years (often referred to as "the centre"). The

number of children having their daily life there has steadily dropped over the last years, leaving large parts of the buildings unused, and URCC has agreed to let URICO use parts of the buildings free of charge.

The board of Tanzibarn has nine members. They meet physically four or five times a year as needed, while meetings via Skype are held regularly. The board has four subcommittees: A PR committee, a URYDO committee, a URICO committee and a finance committee. Several of the board members have been volunteers at URCC and all members but one have visited Usa River and met with our local partners. Consequently, there is a strong bond between the organisations as well as the individuals, which facilitates our regular communication.

#### **A.1 Other Danish partners (to be filled in if several Danish organisations are forming an alliance)**

*No other Danish partners*

#### **A.2 The local organisation**

Based on a mutual understanding between Tanzibarn and the locals partners to focus more on preventive measures, URICO was founded in the beginning of 2014 with the formation of a board based on relevant persons from the board of URCC. In the beginning minor activities took place for a limited group of people, but since August 2014 the board has held seminars, where more than 50 members of URICO have attended. During the meeting there was group work exploring the term “management”, and different groups with the purpose of making the local organization stronger was formed. After this, the activities have included several health seminars, workshops on making small businesses and different initiatives for children after school like tuition classes and reading room activities. A handful of computers were donated to the community centre and future activities include computer classes for both children and adults.

The members of URICO have continued to work on the vision for the organization. Their aim is for URICO to be a place to go for the members to get help in order to improve their own living situation and secure a sustainable life for them and their families. Since the buildings belong to the sister organisation and URICO is free to use them, the objectives within the Kazi kwa Pamoja project only need funding for specific activities such as health seminars, business projects etc. and the administration of these activities, not the actual buildings. The organisation should primarily be driven by the members’ volunteer commitment in the organisation and daily administration should be covered by membership fees and income generated by the members. Currently the salary expenses for watchmen at the centre is shared by the sister organisations URCC and URICO. However there is still quite far to go. There was a need of enhancing the organizational capacity and attracting member from different groups within Usa River.

On the foundation of the self-financed activities from the beginning of 2014 the first project between Tanzibarn and URICO was initiated. It was called Mtandao and had a strong focus on organizational capacity. We received funds to start the project in July 2015. At this time, selected Tanzibarn board members went to Tanzania and held several meetings with the URICO Board, the members and other stakeholders in the project, such as the local leaders and the District Commissioner of Arumeru District. This marked the beginning of the project, where focus was to establish a strong organisation with a democratic elected board and active members. Another important focus was to mark the buildings of the old children's centre as a new and more open place to conduct community work with different activities for local citizens of Usa River town. Mtandao has been running for over a year and has had a huge impact on the organization. The board has been up for election one time, and there has been a significant increase in the number of members.

URICO currently has approximately 360 members, is an approved NGO in Tanzania and works in a neutral manner, both politically and religiously. We continuously work on democratizing the organization, which has increased the members' sense of ownership.

The board consists of eight members, whereof two (David and Issa) are non-voting members because they are employed by URICO. The board was elected in June 2016 at a general assembly where 87 URICO members were present.

#### **URICO board:**

**Aminiel Munisi:** Chairman of the board. Retired Police officer from Usa River. Has previous experience with NGO work and great interest in community development.

**Subira Mahela:** Treasurer, has small shop in Usa River

**George Jacobo:** Self-employed bricklayer in Usa River with great local knowledge.

**Mohamed Said:** Has a shop in Usa River

**Ruth John:** Works as an auntie for the children still living at URCC

**Magreth Joseph:** Farming and selling groceries in Usa River

**David Lezyle (Daudi):** Secretary and responsible for the communication to Denmark. Daudi is employed in URICO as manager 20 hours a week. Self-employed carpenter. Secretary of the Roman Catholic Church in Usa River and founder of Usa River Youth and Development Organization (URYDO) and is now also employed in URYDO. Daudi is a non-voting member of the board.

**Issa Rashid:** Cashier: Issa is employed at URICO responsible for finance and accounting. Moreover, he is part of the project staff and volunteer in Usa River Youth and Development Organization (URYDO).

The board consists of locally-based and resourceful people with thorough knowledge of the organization and local area. The board meets at least four times a year and at the annual general meeting the different post in the board are distributed. The constitution of URICO was written and signed in August 2015 and a cooperation agreement between URICO and Tanzibarn was written and signed in July 2015 during a project visit in Usa River. The core of the organization URICO consists of the board above and the members, which often are included in decisions at member meetings. In addition to the URICO board, the members have decided to select "leaders" of smaller group activities, so the loan/saving groups called Mtandao-groups, have selected a board of leaders on their own.

URICO is strongly rooted in the target group of the project (poor families in Usa River) and several of the people in the board are in contact with these groups through other organisational work and local activities. Aminiel Munisi and George Jacobo also have experience from many years of board work in URCC and have been following and influenced the development there. Daudi Lezyle and Issa Rashid have great knowledge of working with development-oriented Danida projects through their work in URYDO with local sports activities, capacity building initiatives and democratic processes in this organisation. In addition, the financial management is now led by the same CISU-based policies in the three organisations, which allows for better oversight and transparency.

#### **A.3 The cooperative relationship and its prospects**

Tanzibarn and URICO have been working together since the foundation of URICO. Before that, Tanzibarn had years of cooperation with the main part of the current board members through URCC.

During the years of cooperation, there have been regular adjustments in the workflow to make the cooperation better for both partners and to ensure that the projects are locally managed. Previously, Tanzibarn served as full authority however, over the last years we have worked on a better model for cooperation and URICO is now the driving force in project development and management.

The responsibilities are divided between the partners and most decisions are made locally. There are several responsibilities where the work is divided between partners, e.g. sponsorship management and PR. Each board has its own responsibilities:

- URICO's management and employees are responsible for the daily operation
- URICO Board is responsible for project development, operating, reporting and budgeting
- Tanzibarn is responsible for fundraising, own member care and economy

Communication between partners is mainly handled by e-mail, however, telephone and online chats are also used. The Tanzanian board sends 14-day-reports by e-mail and they are answered by the Danish Board. Additionally, there is regular contact about inquiries, ideas, economy, or PR. There is also an exchange of minutes of all board meetings, and both boards have the opportunity to make inputs to each other's meetings.

This form of communication means that the board of Tanzibarn can follow the work of URICO regularly via mail. However, electronic communication has the disadvantage that only a few from the URICO board can use this communication form and write in English. The board of URICO has since 2015 received courses in communication. More competences in IT and English will clearly strengthen the cooperative relationship. It is still only two people from URICO that communicate directly with Tanzibarn.

URICO contributes to the collaboration with several years of experience in board work and project management. In addition, their local knowledge and language skills are very valuable for the project.

Tanzibarn contributes to cooperation with expertise in financial management and PR, and also several years' experience in organisational work, member organization and PR.

Both partners contribute to a positive relationship with both personal and professional commitment to the project, and make a great effort to achieve our common goals.

## **B. PROJECT ANALYSIS**

### **B.1 How has the project been prepared?**

The preparation for this project already began in 2014 when Tanzibarn visited Usa River. The partner organisations agreed upon that they wanted a real community organization with many members. It should be a place where the members were given opportunities to improve their own life as well as share experiences and knowledge and create new networks. Due to lack of experience and a new group of members it was decided to apply for a very small project (Mtandao) with focus on enhancing the organizational capacity and starting up activities. The idea was that if URICO developed in the right direction, the two partner organisations would apply for funding for the project that was the original idea afterwards. Kazi kwa Pamoja is that project. Kazi kwa Pamoja means "cooperating", and that is what the citizens in Usa River would like to do; joining forces and supporting each other in a healthy and cooperative environment.

The preparation of the project continued in 2015 when Tanzibarn visited URICO to start up Mtandao. Since then a lot had already happened: more members had join URICO and members had held several meetings. The members were poor, but strong and opinionated. Their wishes were clear. They needed skills and information to make them able to provide a better life for themselves and their families. This led to a discussion about which standards URICO had to live up for it to be relevant to for submitting a new application. It had to be a democratic organization, and the members had fully understood and supported the ideas of a volunteer based organization.

The project has been reviewed in general with a smaller status report in May 2016, where we discussed the project as being very new and in its initial stage. CISU approved this report and pointed out, that we in the end of the project should review the specific goals and indicators for the project. Besides that, it

was believed that we could reach our stated goals. Based on the comments from CISU, an evaluation of the project indicators was carried out, where Mtandao showed the following results:

- In only about 1,5 year URICO has managed to get around 360 members, who all pay member fee and attend activities.
- A range of activities, within health and business development, with typically 50-80 members attending, have been carried out.
- Democratic values and transparency have been incorporated in the organization, i.e. with budgets and activity plans at public display.
- An open and trustful relationship have been developed between members, board and management in the organization.
- A demand from the increasing number of members for more activities. This is seen as a very positive “problem” in the newly started organization.

In relation to the evaluation, the target group was discussed among other things. It was identified that the activities did not attract attendants of the poorest part of the target group, see more about this in the section describing the target group of Kazi kwa Pamoja.

See annex G for a more thorough follow up on goals, indicators and target group of the Mtandao project.

The issues about target groups have contributed to new activities in URICO and also adjusted our ways for pointing out the primary and secondary target group for this Kazi kwa Pamoja project. In general, we can see that by starting with the better half of the target group, who have some opportunities and resources, the organisation is now ready for its own members to help the lesser resourced citizens in the community. The first activities are activities that aim at a group of 25 citizens of Usa River which the members estimates do not even have one meal á day. The dynamics of networking and being a strong community is illustrated when those who have little resources join those who have very few and use each other to leverage. It is clearer to us now, on the basis of the first project, to focus on these positive dynamics in the local community.

The main finding from the evaluation is that URICO is now living up to the standards about democracy and its members are willing to volunteer. This led to a pressure from URICO to start the application for a new project.

Through intense communication over email, Facebook, skype and telephone the project has been prepared. The communication has been between the two boards and URICO has held many members meetings where the new project has been discussed. URICO has been especially involved in the problem analysis, as well as finding objectives, activities and indicators. They have also made the first version of the budget, and have been very dedicated to discuss the changes in the budget. Tanzibarn has written the first version of the application text and URICO have had comments and changes.

## **B.2 In what context is the project placed?**

Usa River is a city with approximately 35.000 citizens, from which there is a majority of children. The city is situated along the main road between Arusha and Moshi, which is two of the most important (tourist- and trading- ) cities of Tanzania. Usa River is also centrally situated when it comes to infrastructure, and is a focal point of both traffic and trading. The surrounding areas of Usa River is accompanied by tourism and mining as well as rose- and coffee farms. Usa River is undergoing great development, and it is mentioned as a place where there are chances of working with tourism as well as in export industries.

In Usa River it is at the same time less expensive to live compared to the bigger city near by, Arusha. Usa River has gone from being a village to a city in the governmental classification, since the territory of the city is rapidly growing. Besides this the city is also unique because more than 60 different tribes are represented. Usa River experiences a big wave of immigration of workers who do not have a long-term association with the city nor have they family situated there.

Approximately twenty bars are situated in the heart of Usa River, which have been a breeding ground for prostitution amongst others. The combination of prostitution as well as the fact that Usa River is a transit- and immigration city has contributed to the problems with HIV/AIDS, vulnerable single mothers as well as street children. Its compound population therefore characterizes the city, and the described conditions causes a poor affiliation and potential rootlessness of both the new arrivals as well as the “older” citizens of Usa River.

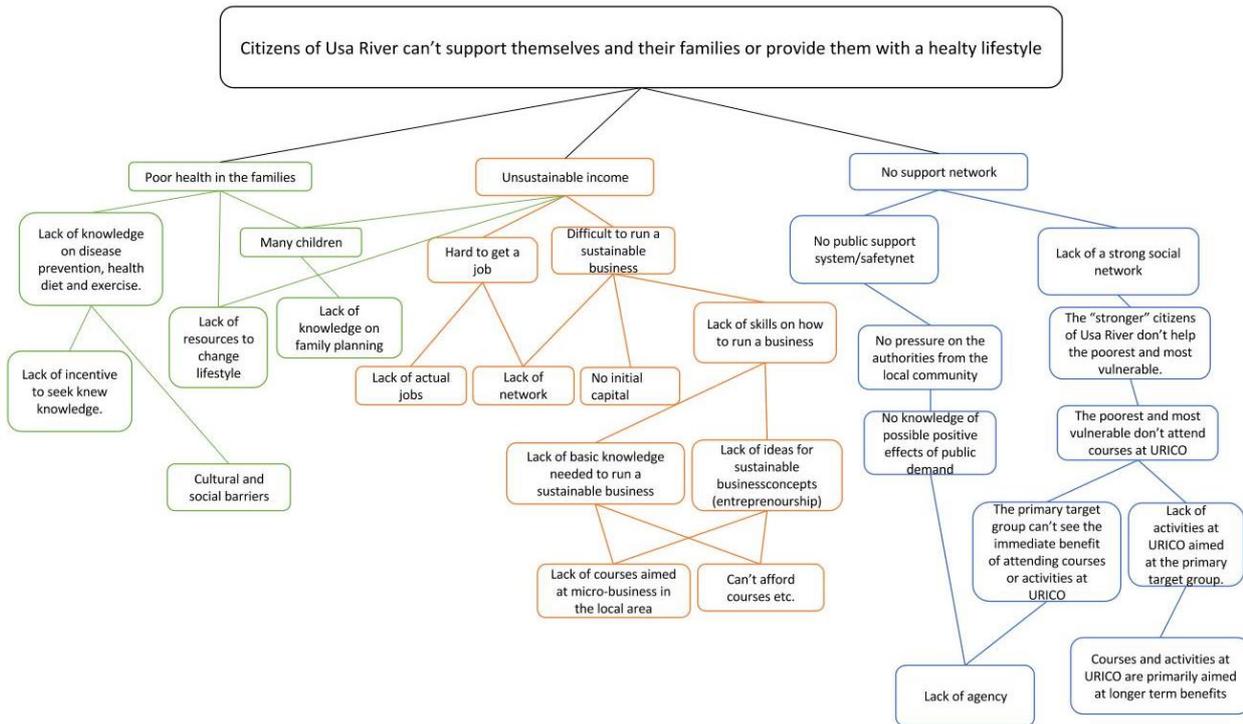
The youth and development organisation URYDO has become a focal point for the young people of Usa River. They meet in and around the clubhouse and the football fields where they form friendships and new networks. Furthermore it is possible to receive official information as well as information from other NGO's here. Within the period URYDO has existed, the youth club has experienced rising interest from other stakeholders for using the premises of the youth club. The youth club has been used as a channel of information for reducing rabies, avoiding corruption, national election as well as more ceremonial activities. For example the official Torch of Freedom (Uhuru Torch) spend one night in the club on its way around Tanzania recently. Other NGOs also use the youth club for information on health issues etc.

A good example is the success with foundation of the so called Vicoba-groups. Vicoba is small groups, where the members meet to save up, and where the individual citizen can borrow money from the joint saving. The initial training/introduction is financed by big American NGO's, while URYDO provides for meeting facilities etc. These initiative shows that there is a need for a framework for distributing information to the broader population of Usa River. When the board of URYDO represents the young people, they primarily cooperates with other partners on information for youngsters, og there is therefore a lack of information for families and adult citizens.

Besides churches and mosques, restaurants and bars there is no place in the city where people outside the URYDO target group can meet. It can be a challenge for a city such as Use River, where a big part of the population is coming from other parts of the country. This means that many lack a social bonding. This is especially obvious when looking across gender, social class, age, religion etc. The analysis carried out in connection to URYDO shows that many of the citizens only trust one single person. Even if many of the citizens have many acquaintances they lack a network who can help them as well as be there partners especially when dealing with making a business.

### **B.3 Problem analysis**

The problem analysis illustrated below is written on the basis of the LFA-analysis, which shows in the figure. This has been prepared in cooperation with URICO.



The main problem for the citizens in the local area of Usa River is the lack of sustainable ways of living. This is a problem with at least the three different fundamental problems as explained above, where economical and health issues are a part of the main problem.

**Orange: Unsustainable income**

Many citizens of Usa River do not have a sustainable income and do not know how to establish one by making for example a small business that can provide for the family. It is hard for the citizens without a big network to get a permanent job. The alternative is often to make one's own smaller business: selling vegetables, eggs, clothes or smaller manufactured goods of different kinds at the local market. Others have different service-orientated jobs where they for example wash cars, cut hair or prepare food for a party when called upon.

The main problem, with these income creating activities, is that many of the poor citizens do not have the capital for starting up their business and they are not in a position, where they can get a loan in the bank. Even if they managed to establish a business through our cooperation partners we know of many business activities where the initiator did not make an appropriate business plan or didn't understand the market. Others do not have the basic skills of calculating and making a profit which means their businesses did not work. When it comes to knowledge making these micro-business there is currently no courses and activities in the local area aimed at the poorest people. In the previously project, Mtandao, it has been identified that the people attending courses and activities are the poor but a bit more resourceful people of Usa River, and not the extremely poor citizens. The extremely poor do not see an immediate benefit of attending the courses, since the courses are mainly focused on a bit more long-term goals.

**Green: Bad health**

Because of lack of fulfilments of basic needs, many families are not able to foresee and prepare for any future events. This shows in the lack of family planning where citizens could have the opportunities to reflect upon their future incomes, their plans and especially the amount of children they get and when they are having them. Many citizens are at the same time struggling with health related problems in a context where witchdoctors and superstition still are alternatives to the established health care system and knowledge of professional doctors in the area. The knowledge of prevention of the different diseases

and the access to information and also contraception is still a great challenge for the local society. People already living with HIV and other long term conditions are not always knowledgeable about the reasons for eating correct and going to regular health check-ups.

### **Blue: No support network**

The general problem for the poorest society of Usa River is the lack of social networks and public structures that would help establish an appropriate foundation for the citizens.

A great social network can provide opportunities for income creation, emotional support and support during other challenges. It is hard to know and focus on social structures when you are struggling for the daily meal - especially when you are not aware of the future benefits a good social network can provide. It is a problem to clarify a need you do not see the immediate purpose of. The positive outcomes of the loans and savings groups are much easier to see the benefit of for the citizens of Usa River than activities that focuses on health or democratic development. The understanding of these underlying advantages from the URICO organisation is important if the organisation in the future is focusing more on the poorest part for the target group. The more resourceful members of URICO must have an understanding of the strength of the social networks that they provide to see an idea in helping the least resourceful members and becoming a good example of social structures.

The public structures do not provide any direct economical support for people in need and consequently a lot of citizens become marginalized. There's a lack of knowledge in how to establish smaller networks which could provide help and security in a town like Usa River. The urgency of focusing on social structures to support the poorest part of the country's inhabitants is at the same time not stated enough from the NGOs. Here, NGOs, like URICO, have the opportunity to show both the problems but also affordable and sustainable solutions for the problems if they can establish a contact and use agency.

## **C. PROJECT DESCRIPTION**

### **C.1 Target group and participants**

URICO has during the Mtandao project worked to identify and clarify the main target group. This has resulted in the identification of two target groups; a primary target group of the very poorest people of Usa River, and a secondary target group as a broader section of people in Usa River, who are a bit more resourceful than the primary target group.

URICO is physically based in the poorest part of Usa River, and the organization is started by people from this area. During the first year of the Mtandao project the members joining URICO have mainly been people from the area who were a bit more resourceful and had the energy and resources to join a new initiative. When this is said, all of the members of URICO are poor people, and this has lead to many discussions on how to distinguish between the primary and the secondary target group. We have identified issues in clearly defining and attracting the primary target group, as it demands a certain amount of personal resources and engagement to become an active member in a new organisation. The URICO board and management have been very aware of this differentiation between the target groups, and the daily manager has articulated the issue in a very practical manner:

*“The good thing is (we had) meetings where we managed to talk to those people who are very poor who cannot afford even one meal per day. We had 35 people who real need help. Some of them asking if we can support them by giving food as we are doing to our children's (The children of the URCC-project) others asking if we can empower them by providing small businesses.” David Mmole Lezyle*

This description has helped to a clearer identification of the primary target group as: Those who cannot afford even one meal per day.

**The primary target group** consists of the extremely poor and exposed families in Usa River. They either have social/economic difficulties or are in the risk of getting them. URICO has made a clear definition of this group, which is *“those people who are very poor who cannot afford even one meal per day”*. Now URICO has contact to 35 people in this group. The primary target group is not necessarily unmotivated to join URICO but their struggle is to get a meal per day and therefore have a natural short term focus.

**The secondary target group** is a broader group of the citizens in Usa River, still with focus on families but in a broader sense. Men, women, single parents, from all religions and people with mixed social and economic background, however with a low income. This group can have a small business and can have the opportunity to get food and money for today and tomorrow, but have no security for the future. This means that they are exposed and vulnerable for unexpected problems. However, this group has some resources and the will to better themselves, even if they may not now know how to apply their resources.

Our wish is to maintain the networks that have been build in Mtandao over the last year, and to use this experience as a positive foundation for the poorest families. From the first year of the Mtandao project we have seen great motivation and commitment from the secondary target group, and we have found how important that is for an organisation based on voluntariness, to work with a target group that takes responsibility and is motivated. Having a strong organisation with members who are resourceful enough to develop the organisation and engage themselves in the organisational work is an important step in reaching the very poorest as non-resourceful people in the primary target group. Establishing good networks and cooperation where the primary target group can meet and bond with the secondary target group and hopefully benefit from getting a network of more resourceful people and let all the citizens of Usa River help taking care of each other.

URICO now has 300 members and we expect this number to increase. To support the knowledge about URICOs members, the board made a questionnaire study among 80 members in June 2016. The study shows that 78% of members are female, and most are in the age 31-50. The women have shown to be very resourceful and to have great motivation, and therefore we believe that this group can be a strong starting point for reaching further out in the community.

We have a wish to increase this member base over the next 2 years, so that in 2018 URICO will have more than 500 members, whereof 10% should be of the primary target group.

**C.2 The project’s objectives and success criteria (indicators)**

<b>Development objective</b>	<b>Citizens in Usa River have a sustainable way of living, where they have a source of income and can ensure their families a healthy lifestyle.</b>
<b>Immediate objective I</b>	<b>Citizens within our target group in Usa River have the opportunity to learn about entrepreneurship and can use their skills for business</b>
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. 10% of attending members continue entrepreneurial projects to get a source of income.</li> <li>2. 25% of members in the primary target group, who have participated in entrepreneurship seminar, have a plan to improve their income.</li> <li>3. 50 members have created a new income based on their attendance at the entrepreneurship seminars.</li> </ol>

	4. Four activities within the project period have invited government officials to activities where employment issues of the local community are being discussed.
<b>Means of verification</b>	AD 1: Workshops and interviews with members AD 2: Attendants lists and monthly reports from the boards
<b>Immediate objective II</b>	<b>Citizens within our target group in Usa River are informed about their health and have the opportunity to get a healthier lifestyle</b>
<b>Indicators</b>	1. 50% of members attend a health seminar 2. 50% of attendants at health seminars can explain how family planning can improve their lives. 3. 50 % of attendants at health seminars are informed about their health and are interested in receiving more health information. 4. Three seminars or workshop on health related issues are carried out in cooperation with public health staff from the local public health institutions.
<b>Means of verification</b>	AD 1: Workshops and questionnaires among attending members AD 2: Questionnaires among all members AD 3: Attendant lists and monthly reports from the boards
<b>Immediate objective III</b>	<b>Citizens within our target group in Usa River have a place to network and seek information</b>
<b>Indicators</b>	1. 60% of members know how to seek information at the Community Centre 2. More than 50 members weekly visit the Community Centres reading room 3. 60 % of the members are able to and know how to use the WIFI-network
<b>Means of verification</b>	AD 1: Visitors lists and monthly reports from the boards AD 2: Questionnaires among members

### C.3 Outputs and activities

Regarding objectives	Expected outputs	Activities
<b>In pursuit of objective 1</b> <i>Citizens within our target group in Usa River have the opportunity to learn about entrepreneurship and can use their skills for business</i>	<b>1.1.</b> 200 members attending seminars on entrepreneurship.	<b>1.1.1</b> Seminars on entrepreneurship where members can learn about managing business. <b>1.1.2</b> Seminars on entrepreneurship where members can achieve specific and useful skills (e.g. chicken farming, cooking or sewing class) .
	<b>1.2</b> Regular attendants from the primary target group at seminars on entrepreneurship	<b>1.2.1</b> Seminars directed specifically at the primary target group, with resources supplied by the Community Centre. Resources could include a start up package (e.g. a chicken).
	<b>1.3</b> 8 loan/savings groups are established and have	<b>1.3.1</b> Loans/ savings group workshops

	scheduled meetings on the basis of workshops on URICO.	
<b>In pursuit of objective 2</b> <i>Citizens within our target group in Usa River are informed about their health and have the opportunity to get a healthier lifestyle</i>	<b>2.1</b> 200 members attending seminars on health and family planning yearly	<b>2.1.1</b> Seminars on health and family planning
	<b>2.2</b> Regular attendants from the primary target group at seminars on health and family planning	<b>2.2.1</b> Networking activity and communication with primary target group to invite them to seminars
	<b>2.3</b> Members of URICO are informed about the risks of various health-related issues and informed about the options they have and where they can go for further advice.	
<b>In pursuit of objective 3</b> <i>Citizens within our target group in Usa River have a place to network and seek information</i>	<b>3.1</b> A reading room is established and can provide 30 visitors simultaneously with light, power and newspapers.	<b>3.1.1</b> Establishment of a reading room, where members can get: <ul style="list-style-type: none"> <li>- Light</li> <li>- WiFi</li> <li>- Power for mobile phones</li> <li>- Access to newspapers</li> <li>- Access to a computer</li> </ul>
	<b>3.2</b> The board of URICO has the capacity to manage a Community Centre with many visitors	<b>3.2.1</b> Capacity building of the board, so that they can manage the organisation of a Community Centre. There will also be members meetings where the board shares information and knowledge with members.
	<b>3.3</b> URICO has 600 active members whereof 50 use the reading room. Members are aware of opening hours	<b>3.3.1</b> Information about the centre and offers at the centre, so that citizens in Usa River know where to seek information.

#### C.4 Strategy: how does the project cohere?

The core of this project is to build a strong and sustainable organisation that will have the capacity to work towards the development objective **“Citizens in Usa River have a sustainable way of living, where they have a source of income and can insure their families a healthy lifestyle.”**. During the last year with funding from the Mtandao project, the organisation URICO has proven to be very proactive and have taken great initiative for local advocacy by inviting official members of government to their activities. This work we will aim to continue with this project, as explained in the following:

**In pursuit of immediate objective 1:** *Citizens within our target group in Usa River have the opportunity to learn about entrepreneurship and can use their skills for business*

For this objective we have different levels of ambitions, as the two target groups have different resources at their disposal, which is the reason for the different entrepreneurial activities.

The secondary target group has within the last year proved to be very resourceful in the loans/savings

groups because of their great engagement and their possibility to contribute some of their savings to the project. The primary target group does not have the same resources or engagement, and therefore the activities for this group will have to provide materials and possibly a meal as additional incentive to join. Also the activities for the primary target group will have more focus on practical skills, and not so much on business management.

The selection of activities, both about business management and practical skills, are rooted in the feedback we have received from URICO members in the halfway evaluation. We also have previous experience with these skills-activities from URYDO. One of the most successful activities was a cooking class that resulted in a group of members that have made a group that is now being booked for weddings and large arrangements in town. A less successful course has been candle-making, which turned out to be unprofitable, since the materials were more expensive than the candles you can buy at the market.

There will be a focus on advocacy by inviting relevant people from the local government e.g. the district commissioner. It is important to work for having the local authorities supporting the organisation and for them to be inspired by the work towards ending poverty. Our wish is that the project will fit organically with the structures of the government and develop in a positive direction, and not create a parallel structure that competes with other existing structures. To support this, we will make sure to use the resources available in the local area e.g. by hiring local experts to speak and teach at the seminars, and invite relevant persons in the area. Whether the advocacy part will become successful is very depending on which people are in the government at the time. Within Mtandao's project period of 18 months there have been at least 3 different district commissioners who have shown very different levels of support to the project. However, if we succeed with URICO's advocacy, we would like to have additional debate meetings, where citizens and local government can meet and discuss relevant agendas, like unemployment, poverty, health etc.

To measure the outcome of this objectives activities will be based on primarily attendance and what the members use their required skills for afterwards. Therefore the means of verification will be attendance lists and the monthly reports, but most importantly the following workshops, where we can acquire some knowledge about which skills were useful and income generating and which target group the different members belong to.

**In pursuit of immediate objective 2:** *Citizens within our target group in Usa River are informed about their health and have the opportunity to get a healthier lifestyle*

This objective is very similar to an objective in the Mtandao project "Citizens of Usa River have an improved health condition and have the opportunity to achieve economic sustainability", in which both the part about economic sustainability and health has been very successful. However, in this project we can now specify the needs of the members, and elaborate on those two goals in separate objectives. In our halfway evaluation, many members for instance told that they were more informed about the importance of health check-ups through the seminars that they attended. Another example is the information about sexual transmitted diseases and direct HIV-tests which the health seminars also provide. We intend to expand this knowledge and activities to a larger part of the community. Therefore, the ambitions for Kazi kwa Pamoja are higher than for Mtandao.

We plan for the activities to reach more members and most importantly members from the primary target group. As the current members of URICO are relatively resourceful and have a lot of engagement, we wish for them to be the primary spokespeople for the people in the primary target group to join the health activities. There will also be served some food at these seminars, as the primary target group is defined by, that they cannot afford a meal per day, so food could give some incentive to join these seminars.

As explained under objective 1, advocacy is also a part of reaching objective 2. However, with this objective focus will be on the local health administration in Usa River, and the relevant people from the healthcare sector like hospitals and clinics. They will be involved both as teachers and informers and also be invited as guests. It is very important for our members to know and trust local health administration, to lift the health of all citizens in Usa River.

To ensure that this objective is reached URICO will regularly oversee the attendance lists both to see if the advocacy has been effective and if we are keeping the attendance numbers as high as possible. The more qualitative data as e.g. if members from the primary target group are attending and are benefiting from the seminars, will have to be researched through workshops and questionnaires. However, we believe that many in the primary target group will not be able to read and write, and therefore workshops are an important tool. The workshop also function as a tool for talking and networking across the target groups.

**In pursuit of immediate objective 3:** *Citizens within our target group in Usa River have a place to network and seek information*

The motivation for the idea of a community centre comes from many considerations, as to how we get the best use of the resources that we have in the buildings from the children's centre URCC. In Usa River there are not many good buildings, and certainly not of the same size. The buildings have capacity of holding more than 150 people, and there are rooms for classes of 20 people. There is a solar panel on the roof which ensures power, as electricity often only is available a few hours every day, and nights are often very dark. The centre also has a chicken house, toilet facilities, office facilities and running water from a well. All of these resources we would like to take advantage of with this idea of a community centre, of that the whole community of Usa River can benefit from this.

During the Mtandao project many ideas and dreams for the centre have been discussed. One of these ideas was a library, where the members would like to have a room with educational books for students. However, after many discussions about the management of such a library, there have proven to be a lot expenses with daily operation like a full time library guard and requiring the latest books, which can be very expensive. Setting up this library, could be possible, however it would be problematic to sustain this as a functioning offer for members after the project period ends. Therefore, we would instead of a library like to try an "information centre" with specifically a reading room with a few books – we already have some books at the centre – and most importantly we will work on requiring a stable WiFi connection. We believe that a WiFi connection will be of great use, as you can find so much information on the internet. The centre has some laptops that the members can use, and a great percentage of members have a mobile phone that can access the internet. At the moment, we hear that many of the younger citizens in Usa River use the WiFi connection outside the TCDC (centre of Mellemfolkeligt Samvirke) a little out of town. Then they sit outside the fence on the ground with a borrowed laptop. We would like to give the citizens of Usa River a more convenient opportunity to go online and search for information. We have a full time guard at the centre to watch the other facilities, and he would be able to keep watch over the information centre as well.

To ensure that this information centre will work as a sustainable offer to members of URICO, the organization needs further capacity building. During Mtandao project, the board has required many skills in e.g. computer skills and English, which has mainly been to improve communication with the Danish board. Further skills that could be useful for the board would be courses in making sustainable organizations and running a community centre with a large group of members. The capacity building of the organization is still important however, it has less focus in this project, since this had a lot of attention in Mtandao, and the organization is very transparent and strong today.

To measure this objective we will especially have focus on whether the members use the centre for information seeking. An important factor will be whether they know the WiFi code, and for this, we can use questionnaires.

## **C.5 Phase-out and sustainability**

### **Organisational sustainability**

Capacity building of the URICO board with a focus on organisational management and sustainability will be an important priority. We've experienced and confirmed throughout the Mtandao project that the URICO board is made up of some very proactive and engaged members illustrated by the fact that they have been able to run the Mtandao project with minimum guidance. Furthermore, we've experienced how the members of URICO (the target group) themselves are very engaged and have become empowered. They have taken increased ownership of the project and proven how the project serves their self-interests, which we believe is the biggest driver of their voluntary engagement. The organisation itself has at the same time grown in numbers to 360 active members on its own hand, which also shows a willingness to develop the organisation further.

During Kazi kwa Pamoja project period, we wish to maximize on these valuable experiences by ensuring continued capacity building of the URICO board as well as the members with a focus on good governance principles (transparency and democracy). This capacity building will guarantee the survival of the project when the implementation period expires.

### **Financial sustainability**

As the buildings are owned by URICO, the Community Centre will continue its activities after the funds have been withdrawn.

We have identified three strategies to ensure financial sustainability of the community centre:

1. **Membership fees:** We will continue to explore the possibilities of using membership fees and continue keeping this to a minimal amount to ensure the participation of the most vulnerable members (at this point: 2000 TSH per member per year). Alternatively, a fee could be introduced when members participate in seminars with the option of identifying and sponsoring some of the least resourceful members.
2. **Partnerships:** Forming meaningful partnerships with peer organisations in the area will be a priority in this second part of the project. This will be a priority because of the opportunities to exchange experiences and ideas with like-minded organisations and potentially benefiting from their resources in terms of undertaking activities. We wish to maximize on synergies in the local area with the purpose of mutual benefits and believe that forming partnerships with fellow organisations is the way to do this.
3. **Local fundraising:** We have good experiences with the management of the partner organisation, who has already applied for funding from the Foundation for Civil Society in Tanzania and from other international organisations. We will continue encouraging the URICO partner organisation to do this in the future.

## **C.6 Assumptions and risks**

The main assumption present for the Kazi kwa Pamoja project is active and voluntary participation and engagement of the board members and project members throughout all phases of the project. This includes management and running of the organisation as well as taking initiative and participate in activities. A second assumption is the availability of entrepreneurship and health experts, who are willing to collaborate with URICO so that health and entrepreneurship seminars can be undertaken. This assumption also includes the readiness of peer organisations to form meaningful partnerships. Third and last assumption is the accessibility of the community centre, where the activities are meant to take place.

Based on discussions with the target group, with the URICO board and the evaluations made in URICO we assume that these assumptions can hold true. The status of the project shows a local commitment to the community idea and a raise in memberships for URICO. Earlier experiences with the youth club have shown us ways of making the citizens of Usa River responsible for the organisation.

One of the major risks for Kazi kwa Pamoja project is to maintain general support from wider Usa River community and specifically the local leaders. Having a trustful reputation as a development organisation

that contributes to better Usa River is crucial. Without support from Usa River and especially local leaders we will face challenges with for example recruiting new members, undertaking activities or acting as an advocacy organisation influencing practices and policies in the local community. Local leaders are often replaced so one strategy to mitigate this risk is to ensure we liaise with informal as well as formal local leaders securing their continued support on a regular basis. This is already being practiced on a small scale but in the future we will raise awareness about this being important and structure meetings and seminar where we include the local leader in the process.

Another risk is the project being dependent on a few active members of the board and the management in URICO. Especially the project leader David Mmole and accountant Issa Rashid are the strongest communication link between the Danish organisation and the partner organisation in Tanzania, where weekly contact via e-mail, Facebook and video-communication shows the close cooperation. The risk is to have them falling out of the project in any way having no one to replace them. Our intention is to minimize this risk by focusing on capacity building for the whole URICO Board and give all of them incentives to communicate and being active in the project. To mitigate these risks the two are no longer eligible for voting at board meetings, and are not full-time employed, to ensure the need for the other board members and organisation members to take responsibility for activities etc.

## **D. PROJECT ORGANISATION AND FOLLOW-UP**

### **D.1 Division of roles in project implementation**

The Board members of the Tanzanian organisation are integrated in shaping the Kazi kwa Pamoja project and all have the responsibility of URICO having different activities and events together with representatives among the members. We are expecting the whole URICO Board and also the active members to participate in the decision-making and the arranging of the activities so the members feel as much ownership of the project as possible. This is the only project the URICO Board is involved in. We therefore expect their full attention as a whole Board on implementing this project which we have experienced with the earlier project. A cooperation agreement was designed in a workshop in the beginning of the Mtandao project in 2015 - this will be updated as a part of the new project to

David Mmole will as part of the management be responsible for the non-economical tasks which are related to the CISU-funding. This is including the formal informational structure with monthly reports and weekly updates, which already is established.

Issa Rashid is in charge of the economical part of the project. He is a trained accountant and has worked with the demands for good accounting the last 4 years which he have lived up to.

The Danish organisation has set up a project group (where the Danish Board also is represented) who will be the primary communication link between the two partners: Anders Hjortskov, Kathrine Brejnrod, Lene Weisbjerg and Karen Marie Thulstrup. To secure a successful completion of the implementation, the project group will have weekly contact to the management and at least monthly contact to the whole URICO Board through a reporting structure which also includes the economic reporting.

### **D.2 Monitoring and evaluation in project implementation**

There is a regular and systematic communication between Tanzibarn and URICO. This is currently based on reports on a two-weeks basis concerning general status, economic, activities carried out or planned ahead etc. Furthermore there is continuously contact via mail, social media etc. This ensures a continuous dialog and feedback about strategy, results, future goals etc. between the partners in south and the Danish organisation. The current project will be enrolled in a similar system reporting system based on the current communication form between the two organisations. Members of the Tanzibarn board will visit the project 1-2 times during the project period of Kazi kwa Pamoja to evaluate results and activities as well as discuss future planning of the project with the local partners. In the project budget 1 project visit is included, and if a second project visit is needed this will be self financed by Tanzibarn and carried out in relation to project visits of the two other organisations URCC and URYDO.

A more formal monitoring and evaluation of indicators will be carried out at the beginning, midway and at the end of the project in forms of questionnaires, interviews, workshops, list of attendees etc. as described in the section regarding indicators. The aim is that this part should be carried out by locals, for example social worker students or students from the near-by teacher college. Including a third party in the monitoring and evaluation can help increase the quality of the results, as well as including students can both help spread the knowledge of the project as well as help the students have real case-works studies and give them experience in this. There is included a small budget for salaries to the students.

## **E. INFORMATION WORK**

### **E.1 Has project-related information work in Denmark been planned?**

The organisation has different existing channels of communication that will be appropriate for this information work. Please see specifications for the information plan below:

**Channels:** Homepage [www.tanzibarn.dk](http://www.tanzibarn.dk), Facebook Tanzibarn.dk: 646 followers, Facebook URYDO: 343 followers, Newsletter: Sent twice yearly to 500 people (300 members in Denmark), Posters, postcards and brochures distributed in all of DK

**Responsible:** The PR responsible team within the board will carry out information work in Tanzbarn.dk, using mostly through the existing channels.

**Objectives:** The objective is mainly to inform Danish citizens about the “new” way of thinking development in Tanzania. As a Danish organisation that in many years has supported a children centre, we have experience with explaining the idea of development, so that people can understand that supporting a development project is a lot more beneficial to the local society, than supporting a children's centre. It is easier to grasp the concept of helping needing children, than the idea of adults and families learning about health and economy. These adults will be able to take care of their families, so that their children will not be needing a children's centre. However, this concept is not as appealing to people.

We would like to inform about how this sort of development work is more sustainable and therefore more beneficial for Tanzania and its citizens.

**Effect and target group:** It will get information about the projects in Usa River out to people that are interested, and new members in DK. We aim to reach people with interest in development work, as we also look for more ambassadors for the Kazi kwa Pamoja project and volunteers in the organisation.

**Expenses:** Print of materials, transport and shipment and material from Usa River: We will need stories, pictures and other relevant material from Usa River.

## 3. Budget summary

A detailed budget with budget notes must be submitted in Annex C 'Budget scheme' and submitted with the application. NOTICE: Remember to open all tabs in order to fill in each of the relevant five spreadsheets.

See also 'Guide to budget preparation' at [www.cisu.dk](http://www.cisu.dk).

Below please fill in a summary of the main budget items as follows:  
Fill sheet 1-4 in Annex C 'Budget scheme' - the budget summary will then automatically appear on sheet 5. This should be copied from Annex C and pasted below.

Budget summary		Currency
Indicate the total cost (i.e. including contributions from the Civil Society Fund as well as other sources)	<u>398.751</u>	DKK
Of this, the Civil Society Fund is to contribute	<u>398.751</u>	DKK
Of this, indicate the amount to be contributed by other sources of finance, including self-funding by the Danish organisation or its local partner, if any <i>Please list other sources of finance and date of grant:</i> - -	<u>0</u>	DKK
Indicate total cost in local currency	<u>131.587.760</u>	TSH
Indicate exchange rate applied	<u>1DKK = 330TSH</u>	

### Main budget items:

	Full amount	Financing plan	
		Of this, from Civil Society Fund	Of this, from other financial sources
1. Activities	141.900	141.900	-
2. Investments	20.000	20.000	-
3. Expatriate staff	0	0	-
4. Local staff	88.364	88.364	-
5. Local administration	31.200	31.200	-
6. Project monitoring	40.440	40.440	-
7. External evaluation	4.000	4.000	-
8. Information in Denmark (max 2 % of 1-7)	6.518	6.518	-
9. Budget margin (min 6% and max 10 % of 1-8)	33.242	33.242	-
10. Project expenses in total (1-9)	365.664	365.664	-
11. Auditing in Denmark	7.000	7.000	-
12. Subtotal (10 + 11)	372.664	372.664	-
13. Administration in Denmark (max 7 % of 12)	26.087	26.087	-
14. Total	398.751	398.751	-

## 4. ANNEXES

### OBLIGATORY ANNEXES

The following annexes must be submitted electronically to [puljer@cisu.dk](mailto:puljer@cisu.dk):

- A. Basic information about the Danish applicant organisation (filled in and signed by the Danish organisation)
- B. Factsheet about the local organisation (filled in and signed by the local partner. It can be submitted in a scanned version)
- C. Budget format

The following annexes must be uploaded via the organization's member login.

- D. The organisation's statutes
- E. The latest annual report
- F. The latest audited annual accounts (signed by the auditor and the management/board of the organisation)

[See instruction here.](#)

**NOTE:** If the Danish organisation estimates that the expected annual consumption in the Civil Society Fund exceeds 3.5 million DKK, the application must be accompanied by a summary of the expected future consumption for the coming three-year period.

### SUPPLEMENTARY ANNEXES (max 30 pages):

Annex no.	Annex title
G.	Mtandao M&E
H.	Statusrapport
I.	Revisionsprotokol vedr. årsregnskabet 2015

**Notice:** All annexes should be submitted electronically.