



# The Tumaini Fund

## Hope for HIV/AIDS Orphans and Widows in Tanzania

### Mission, Vision and 2020 Strategy

Tumaini is the Swahili word for 'hope'

# **Contents**

Mission Statement

Vision

Executive Summary

Introduction to the Tumaini Fund

The Tumaini Fund – Programmes and Projects

- Sponsorship

- Material Distributions

- Water Programme

- House Building Programme

- Education Programme

- Education Support, solar lamps, bicycles

- Vocational Training

- HIV/AIDS testing Centres

- Travel Grants

Organisation and Business Management

- Leadership and management

- Systems Development

- Financial reporting

- Database and Website

- Expert Advisors

- Sustainability

Future Strategy 2012-2020

- New Projects

- Fair Trade Coffee

- Partnerships

- Secondary School Uniforms

Extend Micro Finance

Renewable Energy Projects

Conclusion

Summary of Recommendations

Appendices

- 1- Organisational structure
- 2- PEPVAR evaluation
- 3- Strategic action plan
- 4- Maps of Tanzania and regions

**Mission Statement:**

To support the HIV/AIDS widows and orphans of the Dioceses of Kagera and Lweru in North-West Tanzania towards independent existence, by improving their standard of living and promoting their health and education.

**Vision:**

To develop a healthy, sustainable community in the North-West region of Tanzania.

The Tumaini Fund is a Christian Charity which, through faith in Jesus and the power of prayer, raises funds to support the widows and orphans in North-West Tanzania.

*“For I know the plans I have for you” declares the Lord, “Plans to prosper you and not to harm you, plans to give you hope and a future.”*

*Jeremiah 29:11*

*“Religion that our God and Father accepts as pure and faultless is this: to look after orphans and widows in their distress and to keep oneself from being polluted by the world”*

*James 1:27*

## Executive Summary

This report is the first external evaluation undertaken for the Tumaini Fund and it is anticipated that the report will be a beneficial tool when developing the future strategy of the organisation and also when approaching sponsors and donors who support the Charity's work .

The work of the Tumaini Fund is developing and this evaluation will assist in targeting future core areas of work and in identifying those aspects where partnership working will provide the necessary synergy to achieve wider objectives for supported communities.

The Evaluator was commissioned, on a 'pro bono' basis, by the Tumaini Fund Chairman, Dr Susan Wilson, to visit all of the Tumaini Fund projects and to carry out a rapid review and assessment of the work being carried out by the Charity's staff and volunteers. It was important to encourage an open and transparent process to ensure that the mission, action plans and long term vision will be fulfilled.

The Evaluator visited Tanzania in January/February 2012 and had the opportunity to have open dialogue with Tumaini Fund staff and parish volunteers based at the Murgwanza and Muleba offices, as well as many members of the community and government officials. In addition, the Evaluator met with the Bishops of the dioceses of Kagera and Lweru, who have been instrumental in supporting the growth of the Tumaini Fund, although both recognise that the relationship has evolved and will continue to do so.

The key issues for the evaluation were governance and accountability; action planning and delivering successful outcomes; audit and verification; community development and integration of programmes; and sustainability.

Many of the concepts outlined in the US President's Emergency Plan for AIDS Relief (PEPFAR) and the focus on orphans and vulnerable children (OVC) are directly relevant to the work of the Tumaini Fund and shall be referred to in this evaluation in assessing performance against key indicators. The evaluator carried out a rapid review and assessment of the current programmes and projects against the key criteria (Appendix 2).

This evaluation was undertaken by Valerie Cameron FFPH, FCIEH, Ch.EHO MREHIS, MBA.

Valerie Cameron is employed by the States of Guernsey. She is a Fellow of the Faculty of Public Health, Royal College of Physicians (UK), a Fellow of the Chartered Institute of Environmental Health (UK), a Chartered Environmental Health Officer member of the Royal Environmental Health Institute of Scotland and holds the Master of Business Administration degree. This report has been drafted independently of her employer and professional bodies.

## Introduction to the Tumaini Fund – Support for HIV/AIDS Widows and Orphans

The Tumaini Fund was established in 2003 by Dr Susan Wilson to provide support to HIV/AIDS widows and orphans in the Kagera region of Tanzania.

The following extracts from the PEPFAR report (US Presidents Emergency Plan for AIDS Relief) are relevant to the context for the work of the Tumaini Fund:

Because the Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome (HIV/AIDS) predominantly attacks people of childbearing age, its impact on children, extended families, and communities is devastating. When a parent dies of AIDS, his or her child is three times more likely to die – even when that child is HIV negative. Besides facing an increased risk of death, children whose parents have died due to HIV/AIDS also confront stigmatization, rejection and a lack of love and care. They often suffer from emotional distress, malnutrition, a lack of health care, and poor or no access to education. AIDS orphans are also at high risk for labour exploitation, sex trafficking, homelessness, and exposure to HIV. Increasingly, extended families and communities in highly affected areas find that their resources are inadequate to provide the basics for all needy children. In communities hard hit by the double hammer of HIV/AIDS and poverty, there are millions of children who may not be orphans, but who have been made more vulnerable by HIV/AIDS. For example, children whose parents are ill with HIV/AIDS might not receive the care and support they require. In extreme cases, roles in the household may be reversed and the children may become their parents' caregivers, often dropping out of school and becoming the breadwinner. Research indicates that these children, caring for sick and dying parents, are the most vulnerable of all.

The most straightforward way to meet the needs of vulnerable children is to keep their parents alive and well and thus prevent the children from becoming orphans. Treatment and palliative care often make it possible for an ill parent to resume the role of caretaker and allow the children to reclaim their childhood. Yet even with treatment and care programs to improve survivorship and prevention programs to reduce HIV prevalence, the number of children being orphaned due to AIDS is expected to continue to rise in many countries.

### Defining "OVC"

A vulnerable child is one who is living in circumstances with high risks and whose prospects for continued growth and development are seriously threatened. In the international community, the term "Orphans and other Vulnerable Children," or "OVC" sometimes refers only to children with increased vulnerabilities because of HIV/AIDS. At other times "OVC" refers to all vulnerable children, regardless of the cause – incorporating children who are the victims of chronic poverty, armed conflict, or famine. Since the Emergency Plan focuses on those with increased vulnerabilities due to HIV/AIDS, this guidance defines "OVC" in the following way:

*A child, 0-17 years old, who is either orphaned or made more vulnerable because of HIV/AIDS.*

Orphan: Has lost one or both parents to HIV/AIDS

Vulnerable: Is more vulnerable because of any or all of the following factors that result from HIV/AIDS:

- Is HIV-positive;
- Lives without adequate adult support (e.g., in a household with chronically ill parents, a household that has experienced a recent death from chronic illness, a household headed by a grandparent, and/or a household headed by a child);
- Lives outside of family care (e.g., in residential care or on the streets); or
- Is marginalized, stigmatized, or discriminated against.

The Tumaini Fund, therefore, has established the PEPVAR definitions and criteria as central to how it assesses those in need for acceptance to programmes for funding and support.

It is vital that Tumaini Fund staff, volunteers, sponsors and donors understand the various definitions used in order to prevent misunderstandings e.g. the definition an 'orphan' can include a child who had lost only one parent from HIV/AIDS, and not necessarily both. It is assumed that the surviving parent is likely to be infected and may, therefore, have a limited life expectancy. Keeping the surviving parent well for as long as possible, maintains the health and wellbeing of the children and prolongs their life expectancy.

## The Tumaini Fund - Programmes and Projects

This section outlines the work of the Tumaini Fund, the programmes and projects visited by the Evaluator and makes recommendations based on the rapid review and assessment undertaken.

### The Sponsorship Programme

There are no government social security funds or state pensions in Tanzania.

The Sponsorship Programme allows sponsors to donate a monthly sum to the Tumaini Fund, 100% of which is transferred to the child or family being sponsored.

#### Getting Sponsored

Every person/family needing support was nominated through one of several routes. They were identified by one of the volunteer parish workers who met the person/family, through the local Pastor or by personal petition to one of the Tumaini offices or members of staff working in the field. Once nominated, the person/family was then assessed by one of the Tumaini Social Workers. The assessment followed the PEPVAR criteria and was recorded using a template form developed by the Tumaini Fund for the purpose.

The form, once completed, was used to ensure that the information was recorded at the Tumaini office and that funding could be organised to provide the necessary support.

During the evaluation, a number of staff were interviewed about their approach and how they maintained the system. It was noted that there was a good level of consistency amongst the staff at the initial assessment stage and that the processing of the assessment was straightforward.

#### **Comment :**

The Evaluator was present on several occasions when people were assessed and found the process to be reliable, consistent and compassionate.

New cases are awaiting sponsorship.

New cases were being added to a waiting list, awaiting new sponsors.

During field visits, the Evaluator met a number of sponsored persons/families and they were able to describe the improvements in their life circumstances since the Tumaini Fund had provided support. In all cases the improvements could be seen as 'life changing' for the better. The funding led to improvements in providing education for children, a consistent and regular supply of food to prevent hunger thus improving diet and nutrition, and in assisting with employment opportunities through programmes and improved self-sufficiency.

It was noted on two occasions, that historic information kept at the Tumaini Office was out-of-date, e.g. a family visited appeared to have more children than recorded,



so a monitoring and update programme is essential to ensure accurate records were kept and maintained.

Once accepted for sponsorship, the person/family received a monthly sum to assist with daily needs. In addition a three-monthly sum was provided so that larger items could be purchased. In this case families had been encouraged to use this money to purchase a goat or plants that could be grown to supplement and improve the family diet. The breeding of goats had proved successful in providing regular supplies of milk and occasionally meat for the families. Many of the widows being supported were involved in producing hand crafts particularly baskets made from local elephant grass.

#### **Recommendation:**

It is recommended that the records of sponsored persons/families are checked on a quarterly basis to ensure that accurate records are kept and maintained.

An updated IT database system to enable effective monitoring of records is needed.

The process of assessment and periodic visits allowed the Tumaini Fund Social



Workers an opportunity to provide emotional and spiritual support to the person/family sponsored. Many of these people were living in desperate circumstances in remote locations and the visits by the Tumaini Fund staff were a very happy occasion. Many of the people concerned rarely had visitors who could offer support.

On a number of occasions the sponsored person/family went to great lengths to

explain how grateful they were for the visits and the help they received from the Tumaini Fund. This work proved to be very beneficial in improving mental health and wellbeing to those in need, who now had a sense that someone cared for them.

## **Material Distributions**

Every second year a shipping container was exported to Tanzania, containing a range of clothing, bedding, equipment, health consumables and materials. These were sorted and stored at the Tumaini Office and then distributed to sponsored persons/families. These resources were vital in supporting day-to-day living and also for schools and employment programmes. It was noted that the goods exported were of a high quality and in good condition. This was necessary if the cost of shipping was to be offset against the value of the goods being distributed. The people interviewed who

#### **Comment:**

The Evaluator took part in several distribution trips and was impressed at the impact that simple household goods and clothing can make to the lives of local people.

received supplies of clothing and blankets explained that they would not be able to buy such things locally as they had no money. They only had their land, or 'shamba', to provide a limited amount of food but no additional income.



## Water Programmes

In order to support widows and orphans whose lives had been affected by HIV/AIDS, it was important to assess the whole person, their whole environment and their situation. Without clean water, people who suffer from illness are unable to recover or maintain their health status. Personal hygiene and safe cooking of food was a daily challenge for the people of the region, some of whom were up to 10 miles from a water source, so had to carry it to their homes - an on-going daily challenge.

It was noted before the visit to Tanzania, that a previous evaluation of the Tumaini Fund's water programme had been undertaken and some progress had been made to develop policies and procedures.

The Tumaini Fund worked closely with officials from local government in the Kagera region, to identify villages where water points could be installed and to achieve the maximum benefit for local people.

The Chato District was particularly dry at the time of visit, with many miles of maize crops being parched. On many occasions crops failed due to drought and people died from dehydration and so the Tumaini Fund water programme was a very welcome development. It has, however, been fraught with problems.

The wells and boreholes were installed in remote locations which were difficult to access for monitoring and maintenance. In addition, the local custom was for the installation to be handed over to the local villagers, the Water Users Group, so that they take local 'ownership' and so could manage it locally, often by levying a small charge to cover the cost of a janitor and maintenance works.

### Comment:

1 in 5 children under 5 years die from diarrhoeal disease in the region. In most cases this is a result of drinking water infected with bacteria. Once infected the issue is compounded by the resulting dehydration the diarrhoea caused and then the drinking of further infected water.

The Evaluator noted that 2 of the Tumaini Fund wells had fallen into disrepair and this had not been reported because the wells had not been officially handed over. Following the visit a schedule of repairs was completed.

During the visit to Tanzania, the Evaluator visited the boreholes and shallow wells and was able to undertake rapid, one-off, chemical and bacterial testing. This revealed that the main chemical parameters were within World Health Organisation drinking water standards, although all were affected by bacterial contamination. The most important aspect for development was the disinfection of water to make it safe to drink. It was hoped that three monthly testing by the local government could lead to disinfection of any contaminated wells.



The Evaluator talked with many of the local people about the water points that had been installed and there was very positive support for this programme.

There was a reasonable level of understanding amongst the local people that the water may not be safe to drink without some form of treatment and most of them knew that they had to boil water before drinking it. However, it was noted that fire wood or other fuel source was needed to do this and there were occasions when this was scarce, resulting in the water being drunk without boiling. There appeared to be no access to chlorination or disinfection, except through the government treatment programme.

In addition, the Evaluator had meetings with another NGO – ‘Concern Worldwide’, funded by the EU, which is a recognised water and sanitation charity that had already installed over 250 water points in the Ngara region. Based in Murgwanza, Concern employed a number of highly qualified Tanzanian engineers, environmental health officers and PhD researchers. They also had their own laboratory service and had developed an extensive water sampling programme. Concern had the expertise to assess the results of the water sampling programme and took remedial action to ensure water sources were safe.

The Evaluator had discussions with Concern about the potential for working in partnership with the Tumaini Fund and this received a very positive response. However Concern only work around Ngara so the scope of this work could be restricted.

#### **Recommendation:**

The water programme should be delivered in partnership with Concern Worldwide, or similar NGO, who have the expertise to manage the system and can develop a routine water sampling programme.



## House Building Programme

The Tumaini Fund had been blessed with a number of donations to assist the house building programme. The provision of a home not only provides shelter but a sense of place and well-being, privacy and dignity.

The Tumaini Fund house building process started with the purchase of the land on which the house could be built with sufficient land around it for a 'shamba', a small area to grow the food for the family.



Some of the houses visited by the Evaluator were in very poor condition, being constructed with a stick frame coated with mud and topped with a grass roof and having a single room in which all family members and goats lived. Often cooking took place inside and so the interior was coated with dark smoke and wood resin deposits.



The new Tumaini Houses had a concrete floor, fired mud brick walls and a metal sheet roof. They were divided into at least three rooms to provide a communal area, separate sleeping rooms and a room for bathing. Cooking was undertaken outside on an open fire to reduce indoor smoke and air pollution.

The Evaluator noticed that a significant number of people interviewed appeared to be suffering for respiratory conditions: runny noses, wheezing and coughing were prevalent. There was no doubt that exposure to cooking smoke and the dust from roads/tracks, in the dry season, were major contributing factors.

Pedestrians would often stop at the side of the road to allow a vehicle to pass, thus being covered in road dust. Very few people covered their mouth and nose and so were routinely exposed to inhalation of dust.

### Comment:

Respiratory conditions were prevalent across the region, so further work needs to be done to provide advice about exposure to cooking smoke, dust from roads etc. as these can impact significantly on the immune-suppressed

## The Education Programme

One of the Tumaini Fund's first core programmes was to provide school fees for children.

In Tanzania, primary school education (age 7-14) is free, although children can only attend school if they have the appropriate school uniform and a supply of books and pencils etc. This costs approximately £5.

There were almost 12,000 primary students supported at the end of 2011.

During the visit the Evaluator had the opportunity to visit a number of schools where children were supported. Although the Tumaini Fund is a Christian charity, children from any religious group matching the PEPVAR criteria were eligible for sponsorship. Through contact with the Tumaini Fund's social workers, families were assisted in their social and spiritual development as well as with their education.



It was a sad fact that some children leave school at the age of 14. The Tanzanian education system requires children in the final year of primary education to undertake an examination for entry to secondary education. The children were allowed only one attempt at this examination and for those who failed there was no alternative than to work on the land or get a job. Without a full education this was virtually impossible and practical training courses were virtually non-existent or very expensive to join.

Secondary school education was a challenge for some of the students as all courses were taught in English, usually the child's third language. The Evaluator visited four secondary schools and was deeply impressed at the level of commitment the students showed. The need for a good education was a powerful driver to ensure good results. The Tumaini Fund was supporting 6257 secondary school students with their registration fees, examination fees, uniforms, books, pencils etc. at the end of 2011, at a cost of £35 per annum per student.

### Comment:

A major challenge for the Tumaini Fund in 2012 was the Tanzanian government's introduction of examination fees for secondary year 2 and year 4, which had to be paid at short notice.

For the children who passed the secondary school examination, there was the prospect of greater opportunities in the future, with access to higher education, university and paid employment.

2011/12 saw the first five Tumaini Fund orphans completing University degrees.

## Other Educational Support Programmes

### Solar Lamps

Many of the sponsored students in remote areas live in houses without electricity. In fact many schools did not have electricity. In order to assist students with their homework, the Tumaini Fund had provided 150 solar lamps by the end of 2011.

Provision of electricity in schools by solar energy devices should be considered by the Tumaini Fund as a sustainability project.

#### Recommendation:

The Tumaini Fund should consider supporting schools to install renewable energy devices.

### Bicycles

67 bicycles had been provided by the end of 2011, to secondary school students who lived more than 7Km from school.

## Vocational Training Centres

The Tumaini Fund had created a number of vocational training opportunities for young school leavers who did not pass the secondary school examination. This included a tailor's workshop that had been fitted out with sewing machines, a wood working workshop and agricultural training at the plantation in Muleba. This allowed young women and men the opportunity to learn the skills of dressmaking. It is hoped that secondary school uniforms will also be made here in future.



The young men were trained in plantsmanship and animal husbandry, crop rotation and rearing goats and chickens to produce the best yield and improve the local diet. These projects were still developing at the time of the evaluation.

It was widely recognised amongst Tumaini workers and government officials that education is a fundamental requirement for people to get out of poverty and have a better life expectancy.

The Evaluator visited the government Education Department in Karagwe and was able to discuss

#### Recommendation:

The manufacture of secondary school uniforms will dramatically reduce the cost of school sponsorship and will provide a good work stream for the Tailor's workshop, so should be pursued urgently.



the pressures placed on local people and NGO's by the introduction of the new examination fees for secondary students. It was generally viewed as a counter-productive strategy in that many students may have to withdraw from school altogether if their parents/sponsors could not pay the extra fees.

The Tumaini Fund Chairman embarked on additional fund raising activities to ensure that these additional fees could be paid on time. The sustainability of this project could be at risk if funds are not aligned with the number of sponsored pupils/students.

## HIV/AIDS Testing Centres



Up to 1 in 3 adults in the north-west area of Tanzania were affected by HIV/AIDS and so the prevention of the infection was vitally important. The first step in this process was for the people to know their own status so that they could take measures to prevent getting infected or infecting others. The Tumaini Fund had been involved in setting up testing centres in collaboration with the hospital in Murgwanza.

During the visit, the Evaluator attended a testing centre in the village of Ntobeye. This was a great parish event. The people in the district had been told several weeks in advance that the clinic would be set up in their parish church. As the people queued to be tested, the various community groups performed their favourite song: some had written a piece especially for the event. Around 400 people were tested, all age groups were there, and a number were found to be HIV positive. These people were able to join the government treatment programme, which is free.



This programme was directly related to the PEPVAR criteria and contributed to the concept of keeping parents fit and well so that they could care for their children longer, and also for the treatment of children who may have been affected since birth.

On this occasion it was noted that the hospital staff and Area Medical Officer were late arriving and had insufficient test kits etc. available for the queue of people, resulting in return trips to the hospital. It was noted that there was no project plan for this partnership project and so the management of the clinic was not as smooth as it could have been if all partners had signed up to their obligations at the planning stage.

## **Travel Grants**

For people in remote village locations, access to HIV/AIDS treatment was a serious challenge; some people interviewed lived sixty miles from the hospital and had no means of transport, other than the infrequent service buses.

The Tumaini Fund assisted with travel grants so that those with the infection could get to the hospital to collect their monthly supply of anti-retroviral drugs.

## **Organisation and Business Management**



The Evaluator worked with the Tumaini Fund Chairman and Tanzanian General Secretary to develop a new organisational structure to ensure good line management and reporting for the Tumaini Fund staff based in Tanzania. The organisational structure is attached as Appendix 1.

This work was essential so that staff employed by the Tumaini Fund understood who they reported to

and how their job roles related to each other. The role of General Secretary was created so that there was one senior manager with oversight of all projects being delivered in the two diocese areas. Both areas had an Area Coordinator, although in Murgwanza this role was combined with the GS role. Each area office had a number of social workers and community development officers, accountant and administrative staff. There was also a network of more than 150 Parish Worker Volunteers who worked in pairs, in the remote village locations and they provided vital information to the area offices on what was happening in the communities.



During the visit, the Evaluator reviewed all of the staff job descriptions and redrafted them to provide a consistent format and a job role that matched the new organisational structure.



Since the Tumaini Fund was initiated in 2003, the work of the charity had evolved and so has the relationship with the two Anglican Dioceses where the Tumaini Fund offices were located. As part of the new organisation structure, the Bishops of the two dioceses had been invited to act as Trustees along with the Chairs of the Tumaini Fund branches in Guernsey, Jersey, UK, USA, Canada, New Zealand and Australia. This

arrangement was still under discussion and development during the visit.

It is anticipated that this structure involving trustees will provide robust oversight to the activities of the charity in Tanzania which is essential for transparency and accountability. Registration as a charity in Tanzania will assist in providing clarity to management and oversight roles.

## Leadership and Management

The Evaluator had the opportunity to work closely with the Tumaini Fund staff. The development of the new organisational structure initially caused tensions between some staff as they were not used to structured line management. The General Secretary was still developing his own management style and needed support in developing his leadership style and team working within the new structure.

Some work has been done since the visit to develop 'servant leadership' rather than autocratic management. The concept being to serve those being lead, as Jesus did. The Evaluator will develop this work further during further visits to Tanzania when all staff will receive management training, team building etc.

Project management skills need to be developed within senior Tumaini Fund staff. This was particularly evident when creating projects that involved partner organisations. During the visit, it was noted that some very important joint projects were being

### Comment:

All of the Tumaini Fund staff were very keen to learn more about good employment and management practice and were delighted at the prospect of further training and development to enhance their work.

developed and the partner agencies were not fully advised of their roles and responsibilities. The Evaluator will provide the necessary training and documentation during the next visit.

The Evaluator worked with the General Secretary to complete the first annual work plan which identified the key programmes and projects being delivered. This was a very important development that can be used as an annual report on progress.

## **Systems Development**

The Evaluator was generally impressed with the administrative systems that had evolved. Filing systems were methodical and all sponsorship records were managed in the two regional offices.

The IT systems relied on dongle internet connections so internet access was slow, intermittent and costly. It should be noted that telecommunication infrastructure in Tanzania had developed differently to first and second world jurisdictions. In Tanzania there are few telephone land lines, but the mobile phone has revolutionised communications and was used widely.

The parish volunteers had mobile phones so were able to keep in touch with social workers and regional offices. This allowed them to report any problems rapidly e.g. new cases of extreme need, ill health amongst sponsored people, and allowed families to keep in touch with loved ones in hospital.

The use of internet connections allowed the staff to make regular contact with the Chairman in Guernsey by email.

## **Financial Reporting**

Financial update spread sheets were sent monthly from Tanzania to the Guernsey auditor by email. This allowed routine financial accounting updates to be shared rapidly. The Evaluator noted that some of the accounting mechanisms could be reviewed to ensure all support programmes, administrative costs etc. were managed with individual cost centres. This would allow all expenditure and income budget streams to be identified directly.

A new IT database system will allow financial accounting to be linked to all funds and support activities.

## **Database and Website**

Since the Evaluator returned to Guernsey, the IT database has been under development so that 'cloud' technology can be employed to allow the database system to be accessed by various authorised people, subject to security access, in international locations. This will allow the staff in Tanzania to add new projects, for persons/families being assessed etc. to be inputted, and the Chairman and others to access this information straight away.

Once this work has been completed the staff in Tanzania will be trained on the new database system.

In addition, the Tumaini Fund website had been reviewed and needed to be updated to allow sponsors to donate online through secure internet banking. This will be linked to the database to allow families waiting for sponsorship to be allocated directly to sponsors.

## **Expert Advisors**

As can be seen from the new organisational structure, the staff in Tanzania were supported by a number of advisors who support the charity on a 'pro bono' basis. The external advisors had provided essential technical expertise to the development of the Tumaini Fund's work.

The support covers a range of professional areas including:-

Medical leadership - Dr Susan Wilson

Legal Advisor – David Wilson

Social work - Denise Mabire

Honorary Auditor - Roger Arundale

Public Health – water and sanitation - Val Cameron

Business strategy and HR - Val Cameron

ICT and business systems - Adam Kinniburgh

Energy Advisor – Steven Morris

## **Sustainability**

The Evaluator noted that the Tumaini Fund had relied entirely on charitable donations, funds raised at events and individual sponsorship to provide the necessary financial income to support the various projects. Over the last ten years

the charity had developed and was providing a wide range of support services to the community.

In order to achieve the Tumaini Fund vision, further work will be needed to develop a sustainable community that can support itself. This will require continued financial support for the foreseeable future, although this needs to be prioritised and targeted at projects at the core of the charity's work. The subsidiary projects are very welcome but may not be affordable indefinitely so will need to be prioritised.

Consideration of realignment of direct payments into micro loans may be needed to ensure a return on investment. Alternative arrangements, such as providing breeding goats, with a return of offspring to a central pool could be a sustainable opportunity for the agriculture project.

### **Prioritisation**

It is essential that the Tumaini Fund continues to support the core projects that are central to the Tumaini Fund vision in working towards a sustainable community i.e. education and HIV/AIDS prevention work. School fees, uniforms, books etc. must be maintained for the students who are already in the programme. New students should be put on a waiting list until sponsorship can be found. Whilst it is difficult in dire circumstances, Tumaini Fund staff should desist from adding new students until funding is made available.

Improving education to better employment opportunities is central to this strategy. It is recommended, that over time, there will be a reducing reliance on direct financial payments and an increase in micro finance opportunities to support employment, where small loans may be paid that will pump prime business activities and encourage self-sufficiency. This will reduce the reliance on continuous fund raising and allow a return on investments that can be used again into the future.

## **FUTURE STRATEGY- 2012-2020**

The future strategy of the Tumaini Fund will be to fulfil the Tumaini Fund vision: -

*“To develop a healthy, sustainable community in the North-West region of Tanzania”.*

There is still a long way to go before this vision will become a reality.

## **NEW PROJECTS**

### **Fair Trade Coffee**

During the visit, the Evaluator had the opportunity to meet a number of business operators involved in the growing, harvesting, drying, grading and export of coffee from the Karagwe region. This was one of the remoter locations where employment opportunities were few and there was widespread poverty.

There may be the opportunity for an association of Tumaini Fund supported widows and orphans to be created within the existing Karagwe District Cooperative Union (KDCU), a fair trade, not for profit organisation that produces organic coffee for export. The KDCU was a cooperative of 76 associations with a membership of around 21,000 subsistence farmers. The farmers manage the KDCU through an elected Board and managerial staff employed by the Board. The price for the harvest is fixed by the Board guaranteeing an income for all farmers in the Cooperative. Some of the KDCU profits are reinvested in the communities for local educational projects.

This partnership opportunity will be vital if the Tumaini Fund decides to develop this project as a great deal of expertise is required, particularly in Tanzanian marketing and export legislation.

### **Partnership Working**

The Tumaini Fund vision is very wide ranging. Working in partnership with other NGOs and local government will provide the synergy to increase the work of the charity. The Evaluator met various officials from NGOs, local and regional government departments and the dialogue was very positive. The Tumaini Fund staff should seek opportunities to work together with partners in delivering projects. As previously mentioned it will be essential that good project management processes are introduced to ensure good governance of pooled resources, funds etc. and managing the expectations of partners and the community.

## **Secondary School Uniforms**

The young women and men training in the tailor's workshop in Muleba will soon have the necessary skills to make saleable items and increase income opportunities.

Primary school uniforms have for a number of years, been made locally by Tumaini village workers but secondary school uniforms have been purchased from a manufacturing factory. It is envisaged that these could be made locally for distribution. This will be a cost effective way of providing school uniforms to supported children and maintaining employment for the young women at the Vocational Training Centre.

## **Further Micro-Finance programmes**

One initiative due to commence in 2012 will use a large financial donation over a period of years and will provide the fees for teacher training. Thirty Tumaini Fund students annually, will be funded to attend teacher training college. Upon qualification and appointment, the student will start to repay the loan which will then fund other students in the future, enabling thirty Tumaini Fund orphans to be trained as teachers, year on year.

This concept could be developed for other Tumaini Fund projects.

A project called 'Soccas' has been implemented in various Tumaini supported communities in the past two years whereby a portion of sponsorship money was placed in a village bank enabling loans to be given out for various community projects, and then repaid to the bank with a small amount of interest.

## **Renewable Energy Projects**

The Tumaini Fund is to be visited by an external advisor with expertise in energy, particularly renewable electricity generation. This exciting development will assist in the supporting the education programme to provide power for computers in schools. The Evaluator visited a number of secondary schools that did not have access to a computer which prevented e-learning and communication.

In Tanzania electrical power was predominantly used for cooking, lighting, power for appliances, telecommunications, and for pumping water.

This project will develop in future.

## **Conclusion**

The Evaluator was impressed with the work of the Tumaini Fund in Tanzania.

The programmes and projects being delivered by the Tanzanian staff bring hope to the most vulnerable members of the community. They provided much needed support, both material and spiritual.

This extraordinary work could not have happened without the support of the Anglican Bishops of Kagera and Lweru, who have provided extensive resources to assist in the development of the area offices and vocational training centres.

The compassion showed by the staff in managing very distressing situations demonstrated true Christian charity and values.

Over the last ten years a wide range of projects have been initiated to meet the needs of the community and were seen to be very valuable in community development.

This evaluation was commissioned by the Chairman to take a fresh view of the work going on to ensure that the programmes and projects met the charity's core values and were accountable and transparent.

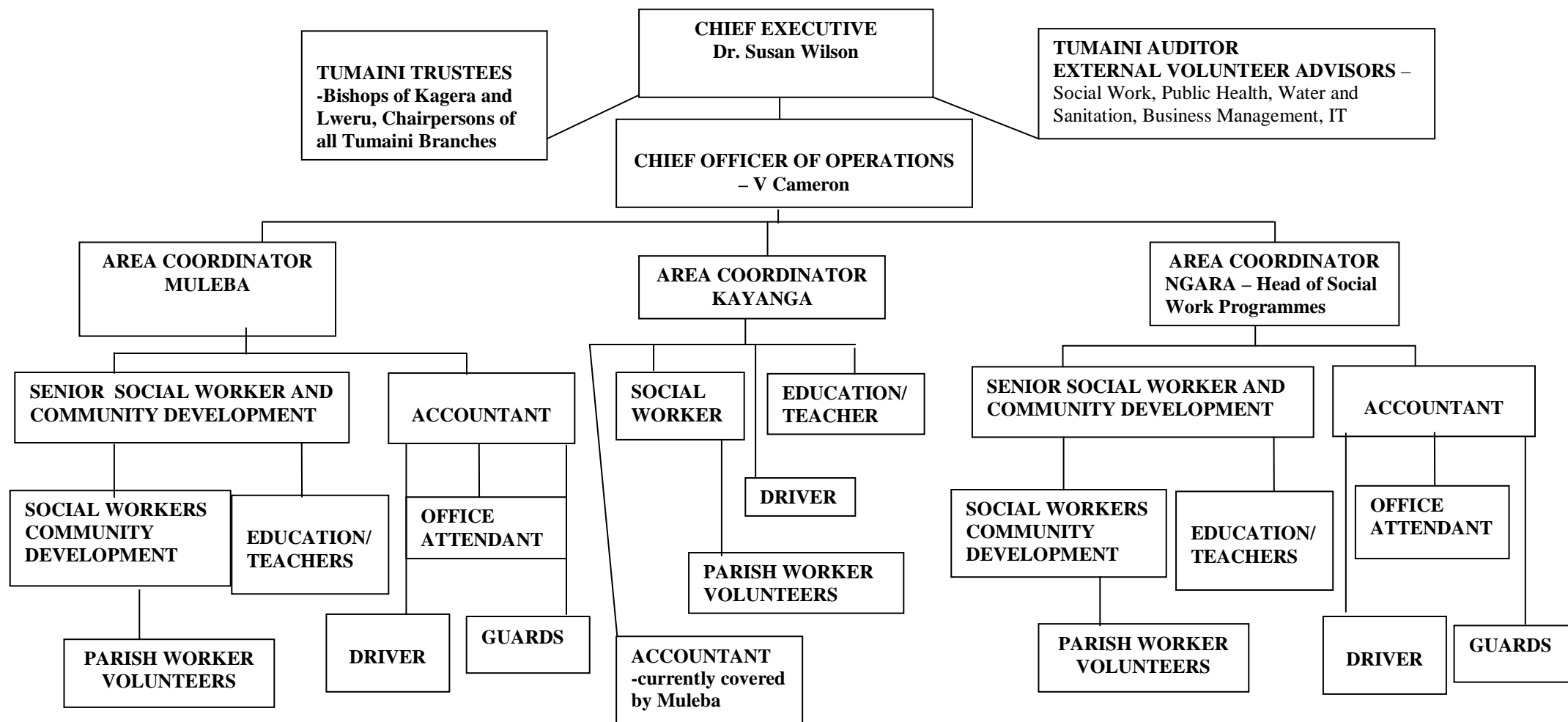
Throughout this report the Evaluator has made comments and recommendations on improvements that can be made to enhance the work of the charity in moving towards the Tumaini Fund vision.

## **Summary of Recommendations**

- 1 The Tumaini Fund needs to continue with the work streams started over the last ten years.
- 2 The staff should continue to use the PEPVAR criteria when assessing support programmes and projects
- 3 Funding should be maintained for the Core programmes and projects, and other projects should only be funded if there is sufficient funding available.
- 4 Consideration needs to be given to the sustainability and funding of programmes and projects. This may include realignment of funding streams to provide micro loans with a return on investment, rather than direct payment schemes.

- 5 A policy on staff training and development should be introduced along with a number of management and project management training seminars and documentation.
- 6 The Tumaini Fund should be registered with the Tanzanian Government as a charity to provide clarity to roles and responsibilities and oversight of activities.
- 7 The Tumaini Fund has a good reputation in the region and further partnership working opportunities with other NGOs and local government should be pursued. This should be supported by jointly agreed project plans.
- 8 Vocational training opportunities could be developed to provide employment for young people who are unable to attend secondary school.
- 9 The development and implementation of the IT database and web applications need to be progressed urgently to update business systems and internet presence.
- 10 All new programmes and projects should be subject to detailed projects plans and agreed by the Committee prior to commencement.
- 11 Fund raising activities should be reviewed.





**TUMAINI ORGANOGRAM – WORKING WITHIN THE DIOCESES OF KAGERA AND LWERU**

Project	Child 0-17	Orphans	HIV/AIDS	Living without adult care	Living outside of family	Marginalised etc
Sponsorship	+	+	+	+	+	+
Education - primary	+	+	+	+	+	+
Education - secondary	+	+	+	+	+	+
Vocational training						
Tailoring	+	+	+	Adult trainers provide support		+
Woodworking	+	+	+	Adult trainers provide support		+
Agriculture	+	+	+	Adult trainers provide support		+
HIV testing	All ages	+	+	+	+	+
Travel grants	All ages	+	+	+	+	+
Distributions	All ages	+	+	+	+	+
Solar lamps	+	+	+	+	+	+
Bicycles	+	+	+	+	+	+
Water/Sanitation	All ages	+	+	+	+	+
House Building	All ages	+	+	+	+	+

## Appendix 3

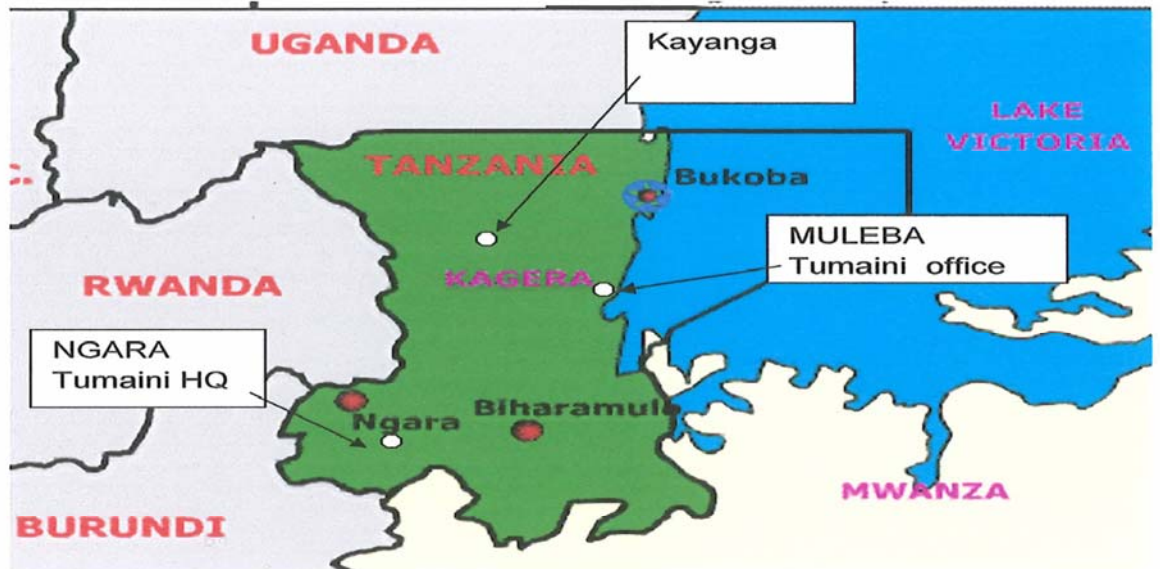
Tumaini Programmes	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Existing Core Projects</b>									
Sponsorship									
Education - primary									
Education - secondary									
Vocational training									
Tailoring									
Woodworking									
Agriculture									
HIV testing									
Travel grants									
<b>Support Projects</b>									
Distributions									
Solar lamps									
Bicycles									
Water/Sanitation									
House Building									
<b>New Projects</b>									
Fair trade coffee									
Uniform making									
Partnerships									
Micro finance									
Renewable Energy									
<b>Business management</b>									
Training									
IT database									
Website									
Key	Project Initiation Phase		Project Planning Phase		Project in progress				

## Appendix 4



Tumaini is the Swahili word for 'hope'





Map of Tanzania and Regional map of Kagera



Tumaini is the Swahili word for 'hope'