

When Development Work Succeeds

Achievements, lessons learnt and future challenges



MS Tanzania
Danish Association for
International Co-operation

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MS Tanzania

MS Tanzania is part of the Danish Association for International Co-operation (MS). Our vision is a world living in peace where cooperation between people promotes global equity and ensures improved conditions for poor and marginalised people. MS Tanzania has been present in Tanzania since 1963 and has partnered with local civil society organisations since 1992.

The main theme of MS Tanzania's program strategy is Building Local Democracy, with two sub-themes - Land Rights and Youth for Development. MS Tanzania believes that strengthening democracy at local level will help fight poverty and aims to defend and enhance popular participation in decision making processes. MS has a specific focus on women, youth and pastoralists.

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We need to learn more from each other

Sharing our ideas and experiences – good and not so good – is vital to the achievement of our common goals - to empower people, improve their livelihoods and reduce poverty in Tanzania. Nevertheless, information about development projects often lacks or gathers dust in a file somewhere without being disseminated for others to learn from.

As our contribution to the learning process, we have documented some of the projects initiated and implemented by MS Tanzania in cooperation with our local partners. The starting point for most of these projects has been the establishment of public private partnerships, an approach that has proved to be a major reason for their success and sustainability. We have told the stories of the projects from the viewpoint of stakeholders, reflecting on achievements, the challenges faced along the way, the lessons learnt and their thoughts on the future.

In particular, talking to beneficiaries has emphasised another important reason for documentation work. They are reminded of how much they have gained in terms of knowledge and results. They can take pride and be encouraged to face the challenges that lie ahead. Seeing the positive impact the projects have had on their lives gives others hope for a better tomorrow and inspires them to take action.

Enjoy the reading!

Flemming Winther Olsen
Country Director, MS Tanzania

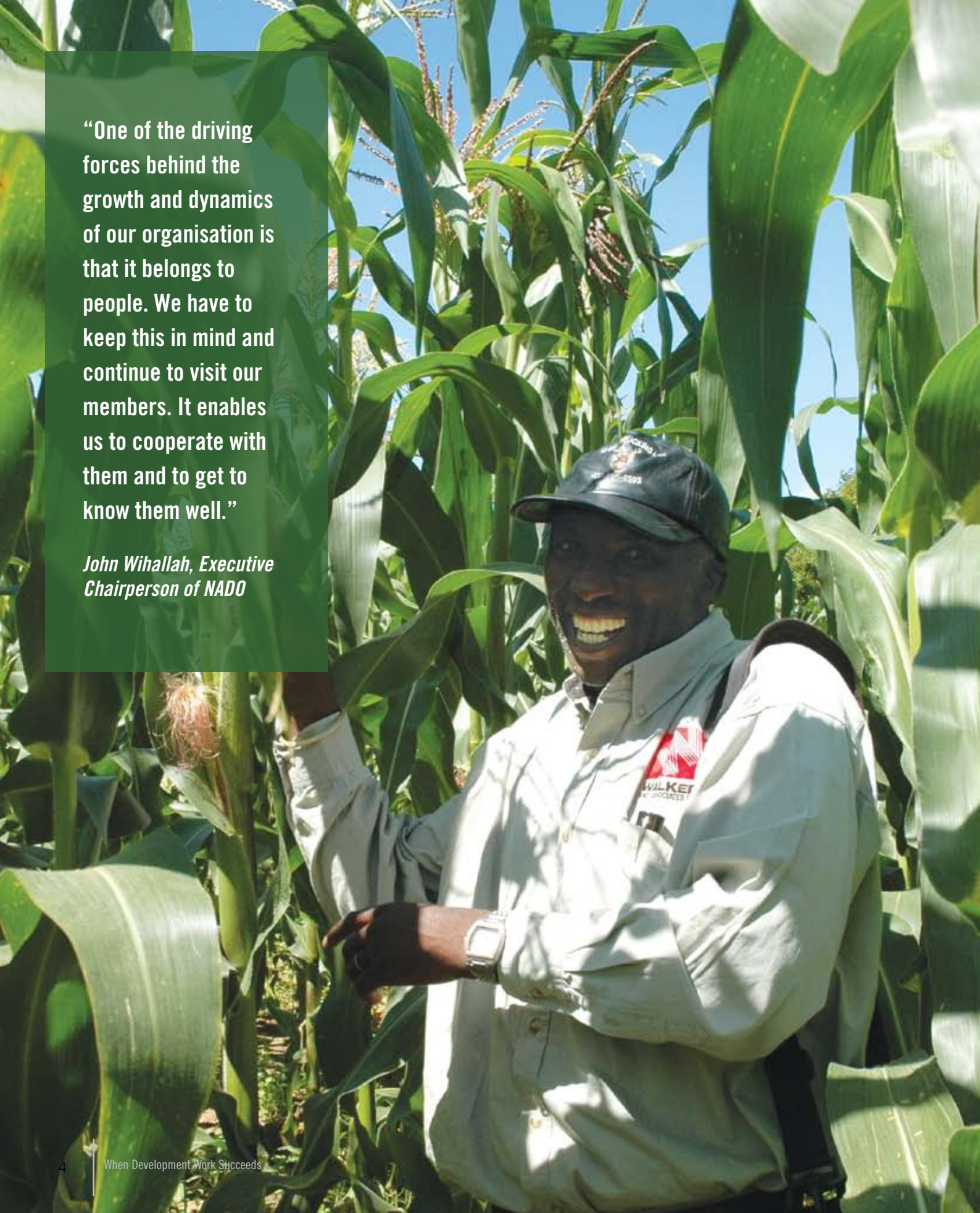
Development is
about change
and change is
first and foremost
about people



Milton Joseph Ng'ahala.


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A photograph of a man standing in a cornfield. He is wearing a white long-sleeved shirt with a red and white logo that says "WILKET" and "BY JOCKEY". He is also wearing a dark cap and a watch on his left wrist. He is smiling and looking towards the camera. The background is filled with tall corn plants under a clear blue sky.

“One of the driving forces behind the growth and dynamics of our organisation is that it belongs to people. We have to keep this in mind and continue to visit our members. It enables us to cooperate with them and to get to know them well.”

John Wihallah, Executive Chairperson of NADO



NADO – A Dynamic Organisation Leading the Way



Text and photos:
Marianne Buhrkal Soerensen

Njombe Agricultural Development Organisation (NADO) works hard to improve the livelihood of its members and their communities. Over the last five years it has become a key player in civil society in Njombe District. The reasons for NADO's success are very clear – it has earned the respect of all stakeholders through transparency, commitment and cooperation.

Building a strong organisation

In 1996, four Community Based Organisations (CBOs) in Njombe district of Iringa region entered into partnership with MS Tanzania. Eight more joined between 2001 and 2006. The 12 CBOs consist of small development groups who are engaged in various agricultural, livestock and income generating activities in Mdandu division.

In 2003, following a joint meeting to discuss lessons learnt and the way forward, Uvimta was formed as an umbrella organisation to coordinate the work of the CBOs. Uvimta assumed responsibility for assessing project applications from each organisation, monitoring and evaluating the progress of activities and distributing funds received from MS Tanzania.

In May 2008, Uvimta was registered as Njombe Agricultural Development Organisation (NADO). As the name indicates, the organisation covers the whole district of Njombe. Seven new CBOs have been approved as members while four were rejected because they mainly wanted financial support and lacked interest in working as a team. The membership has increased from



The management of NADO: Secretary Deo Msemwa, Treasurer Sara Mapile and Executive Chairperson John Wihallah.

NADO's aims and ways to reach them

NADO aims to improve the livelihoods of its members and their communities by:

1. Providing a strong, unified voice for farmers and livestock keepers at local level.
2. Lobbying at national level to increase the agricultural budget and advocating for the improvement of agricultural and livestock services and activities.
3. Initiating and developing mutually beneficial cooperative links with public and private sector stakeholders.

An important mean to achieve this is establishment of an agricultural forum NACC, Njombe Agricultural Coordination Committee mentioned on page 14. Other means to achieve the goals are to attract more funds to carry out activities and to establish a resource centre which will contain information materials and equipment like power tillers for members to rent. Also, it will be used for training of farmers.

time and hard work to break down the barriers of mistrust standing in the way of meaningful cooperation and change. During time NADO has challenged the local government to be more transparent about its planning, budgeting and financial management, hence encouraging good governance. On the other hand the organisation has also involved the local government more in its activities. "Involvement and transparency have to be a two way street and it is very important to be aware of the fact that respect is something you earn – not something you get. To a great extent it is a matter of changing the mindset of people and replacing the mistrust between CBOs and the local government with an effective partnership", says Executive Chairperson of NADO, John Wihallah.

Challenging local government

NADO faced a number of initial challenges in its relationship with local government. One early conflict arose out of an attempt by the authorities to control the funds NADO received from MS Tanzania. In order to avoid the risk of losses due to corruption in local government and to pay unnecessary administration costs, NADO chose to open its own bank account and receive MS funding directly. This decision caused some tension with government, which NADO reduced by encouraging

each CBO to involve village and ward leaders in its planning and budgeting. After MS Tanzania approved the plans, government leaders were once again invited to a meeting for a presentation of the grant given to carry out the activities. In this way local government began to accept the channeling of funds directly to NADO.

NADO also encountered some resistance and conflict in its effort to ensure transparency in local government finances - mainly because people were unsure about its intentions. The fact that NADO knew how the government budget process works at district level and tried to get an insight into how money was spent at ward and village level was taken badly by some government leaders and also by some members of the community. They tried to have NADO closed for possessing illegal information and even brought tape recorders to document it. However, the District Commissioner, Darlly Ibrahim Lwegasira, was supportive of NADO and praised its effort to make the public aware of its legal rights to access information about public expenditures as well as its efforts to track them.

This focus on transparency initiated a snowball effect. People became more aware both of their right to information and of the responsibilities of local

565 people to approximately 1000. NADO recently opened a new office in Njombe town to add to their existing base in Igwachanya village. Some of the main reasons NADO has developed into a strong organisation is its firm stand on the importance of good governance as well as a trustworthy and honest management. Also, it has managed to find solutions to challenges faced along the way.

Improved local governance through cooperation

Today, NADO and the local government work well together to make more efficient use of the resources available for agricultural development in Njombe district. However, it has taken

Theatre paves the way to good governance

“Performances like drama, songs and poems are good ways of delivering messages in an easy and understandable way to all kinds of people in society. We therefore decided to disseminate information on training received on human rights, civic education, good leadership, good governance and HIV/AIDS issues through theatre plays”, says John Wihallah.

NADO established a theatre group with 40 members in 2006. The purpose of the plays is to educate and

empower people by making them aware of their rights, to enable them to articulate what happens around them and to challenge the local government to live up to its responsibilities. “But another important thing is that we have to take our own medicine. People keep an eye on if we do what we preach”, John adds.

The first play was performed at a district level workshop. The district commissioner, heads of departments and counselors were among the audience. Several leaders appreciated the messages brought forward – but not the guilty ones. The group has given 16 performances so far, some of them at the invitation of the local government.

It has an impact

One of the members of the theatre group, Cathbeth Mhema, comes from the CBO in Itulahumba. Through his work as a secretary for the ruling party, CCM, he is used to talking with people. “I have learned that a leader has to cope with people. If you isolate yourself from them, they will not respect you. Furthermore, you will fail to learn about their challenges and to solve their problems”, he says. It makes him happy to perform because he knows the messages well and he can observe whether the audience understand and accept them or not. Afterwards people often come to him for advice on different issues.

One example is a woman who was unable to carry both her twins to a mobile clinic. Her husband refused to help her as it is a woman’s job. Cathbeth talked with her family to give advice on participation and involvement in domestic work and he managed to convince the man to help his wife.

Another member of the theatre group, Village Chairperson Davird Gabriel Ngole from Itambo, adds that people can learn from the play even though they are illiterate or disabled. “They can understand the message from our actions. Even kids can catch the meaning and remind the elder people to behave in a right manner. In other words the play is a valuable marketing tool.”

“ I have learned that a leader has to cope with people. If you isolate yourself from them, they will not respect you. Furthermore, you will fail to learn about their challenges and to solve their problems. ”

Cathbeth Mhema, a member of NADO's theatre group.



governments towards citizens. As a result, the distribution of funds from district to village level has improved and communities now demand information about how money is spent. Also, communities have started to question the local government about the progress of schools and other projects to which they have made personal contributions. Before, people often paid their contributions only to watch them go to waste – now they request feedback.

Management a key success factor

When talking to internal and external stakeholders of NADO, one thing keeps coming up as a major reason for its success – a trustworthy and honest management. It does not just talk about the importance of transparency and the need for cooperation and involvement of different stakeholders – it takes action and it has the courage to fight for change. But a lot of work still remains to be done e.g. ensuring that all member CBOs are managed by trustworthy leaders. Treasurer Sara Mapile has worked with NADO for four years and is proud of being a part of the management team. She recognises the faith people have in NADO and adds another reason for its success: “The members of the management team are always interested in learning more. If someone in the team does not know something he/she acknowledges it and seeks information instead of pretending to know better. This attitude paves the way for a good and open working environment without conflicts.”

Three lessons learned

Looking back, NADO has faced a number of challenges, but it has managed to find solutions to many of them along the way. The challenges highlighted below are the lack of economic skills among members, poor involvement of stakeholders in budget planning and too few extension officers.

1. Search for economic skills

Initially, it was very difficult for the CBOs to manage financial tasks. The money was used as planned but it was difficult for leaders to understand procedures, even though a financial adviser from MS Tanzania conducted training in how to make settlements. For example, one of the leaders put all the receipts in a plastic bag and delivered it to MS believing he was making the settlement in the proper way. Consequently, some of the leaders were changed and a big effort was made to train members to find suitable people to act as treasurers. NADO took the search process very seriously, as a trustworthy and skilled treasurer is important for the credibility of any CBO. Finally good people were found, but now the exercise must be repeated with the newer NADO members. “With the seven new CBOs we face the same challenge once again. It takes a lot of time to overcome the lack of economic skills but now we can build on our past experiences”, says Sara.

2. Involvement in budget planning

Some CBOs did not always involve members or village leaders in their budget planning. Also the local government didn't always carry out activities according to schedule. As a result NADO has established two committees – one to oversee project planning and another to conduct monitoring & evaluation.

“Before any project is started the CBO and NADO involves members, government leaders and the community in the planning. It makes it much easier for me as a government leader to participate in the implementation stage.”

*Davidr Gabriel Ngole,
Village Chairperson in Itambo*

The task of the project planning committee is mainly to train members in how to plan projects in a participatory manner, how to use available resources efficiently and how to cooperate effectively with the local government. It also visits project sites to give advice and to see who owns the project. The monitoring & evaluation committee follows up on budgets and ensures that projects are visible and that deadlines are met. They also talk to beneficiaries to assess and ensure the sustainability of projects. The two committees are very active and write reports after each visit. If any problems arise the management of NADO visits the CBO to find a



“Throughout the development of the organisation - from being four CBOs in one ward to the registration of NADO with 19 CBOs in Njombe district - MS Tanzania has supported with technical assistance and funding. But the will to make a difference comes from within the organisation and that is one of the main reasons it has been so successful”, says Program Officer with MS Tanzania, Andrew Mhina.

solution. For instance the monitoring and evaluation committee discovered a CBO was behind schedule and that the money granted was not yet spend. NADO requested the CBO and local government to return the funds until a strategy for successful project completion was devised.

Another measure taken to strengthen participation, networking and collaboration has been to focus on the criteria for selecting leaders. Previously the main criteria were a person's commitment and honesty. Now they have been expanded to include: a willingness to learn and take advice, an ability to write and present ideas clearly to an audience and a good attitude towards change and team work.

3. Too few extension officers

A scarcity of extension officers makes it difficult for them to visit all villages to help farmers with their agriculture and livestock keeping issues. To ensure that farmers get the advice they need NADO initiated training of trainers programs for members on dairy goat husbandry, improved maize cultivation techniques, use of traditional insecticides, water harvesting and how to dry fruits and vegetables, among others. Most of the training was conducted in cooperation with MS Tanzania and the local government. Also study tours to educational and research institutions were arranged. As more training is required, MS Tanzania has just conducted a base line study to map current needs, especially on marketing issues.

John praises the work of MS Tanzania and the training provided by Danish development workers/advisers attached to the organisation. "Besides introducing different kinds of training they have taught us valuable things regarding transparency, timekeeping, responsibility and that it is sometimes necessary to say things in a more direct way than what we normally practice in Tanzania", he says.

Expanding the organisation further?

When asked about future plans to expand the activities of the organisation to a regional or even national level John laughs: "It is definitely an opportunity, but for now we have to face the challenges of taking care of the interest of the current 1000 members – and



Fetching water is a tough job

Bajalina Mkongwa sees herself as fortunate. Due to a project initiated by the CBO in Itambo she has a public water tap 20 metres from her house. Before March 2008 she had to travel one kilometer to fetch water. Not only did she have to carry 20 litres of water on her head, she also carried a child on her back. Also, fetching water from a river in the dark can be dangerous. She uses the water in the household and for farming.



From the CBO in Itulahumba: Members Isack Mhema and Cathbeth Mhema, Secretary Geoffrey Msemwa and Chairperson Benny Nhimbudzi by the dam.

it is not a joke. We started from grass root level and have expanded to district level. One of the driving forces behind the growth and dynamics of our organisation is that it belongs to people. We have to keep this in mind and continue to visit our members. It enables us to cooperate with them and to get to know them well."

According to the Secretary of NADO, Deo Msemwa, the expansion of the geographical area and the increase of members both creates new challenges and enhances the existing ones. As examples he mentions the need to visit all members in the district using only two motorbikes as transport and getting people to agree and work towards the same goals. John adds, "In Uvimta, 99% of the board members were committed to their work. With several new members there is a risk the board will be less committed." They both stress training and capacity building as important tools to strengthen the competences of the newcomers. But older members need more training also. For instance, they lack skills in documentation and data collection as well as advocacy and lobbying. ■

Views from the CBO in Itulahumba

The CBO in Itulahumba has a strong management and trains other CBOs in e.g. how to run an organisation and how to take care of people. The training they received themselves from NADO and MS Tanzania has brought big changes for them, not only personally but also for their families. "Among lessons learned is the importance of involving women and to have them participate in planning at household level. In other words our knowledge about good leadership is transferred to our households. If we perform as bad leaders at home our families will not behave in a good manner. The same goes for our organisation", says Secretary, Geoffrey Msemwa.

The leaders in Itulahumba see it as a great advantage to be a member of NADO – three reasons being:

1. It is easier to get ideas and funds when CBOs stand united
2. They get a stronger voice
3. The contribution to development is higher than if each CBO works on its own.

In regard to the dynamic development of NADO and the effort it demands from the CBOs, Chairperson Benny Ngimbudzi comments: "To be a good leader needs commitment and hard work. It takes time to make the community realise the importance of our work and how they benefit. Sometimes they are not aware of the big workload we put into the job."

Some of NADO's projects

The projects initiated by NADO and MS Tanzania have had an impact on the day to day life of farmers and the community in general. Among the improvements are: increase in income, improved availability of water for irrigation and domestic use, expansion of markets, better shelter and increases in gender cooperation and sensitivity. Here are some of the projects. They demonstrate that progress has been made and that monitoring and evaluation are vital for sustainability.



Orga Msigala, one of the coordinators in Kanani.

Diary goat project

In 2004, six members from the CBOs in Kanani and Itambo attended training in how to keep dairy goats and to maintain huts for the animals. The activities of the dairy goat project are formalised in a development group Kanita.

Today it has 19 members but many farmers have applied for membership and are waiting for kids to be born. Every third month Kanita visits members to cleanse the goats of ticks and other pests, check their general health condition and to give advice. Contributions from members are used to buy medicine for the goats. Milk from the goats is used in the household, but it is also sold to people who suffer from stomach pains.



Construction of water dam

Water is scarce in Itulahumba village so a water dam has been constructed for irrigation and domestic use. The dam is also used as a fish pond to provide protein and to generate income. The dam has eased the lives of women and children especially as they used to walk four to six kilometres to fetch water in buckets on their heads. Furthermore the water to build the dispensary and a school building was supplied from the dam through a pipeline. Until then people carried it from a river to the building sites. A new water pump with a larger capacity is being installed as the old one could not meet the demand for water. The CBO also plans to increase the water supply to the community by connecting it to some big pipe lines.



Village Executive Officer, Method Mugo.



The house for the water pump and the water pipeline.

Dispensary

In 2006 a dispensary was build in the village Itulahumba to enable people to get treatment and medical care without having to travel too far. The doctor and nurse receive about 600 patients per month, but the clinic has no equipment to take proper care of these patients. The buildings are there, but all the rooms are empty except the reception and the office. There are no beds or equipment for e.g. delivering babies. Kibena Tea Company contributed with funds and the community made bricks, build the houses and a septic pit. The government supplied a vehicle to transport material and sent people with medical knowledge to help equip the dispensary, but it remains to deliver the badly needed equipment due to lack of resources.



Sunflower pressing machine

In 2003 MS Tanzania supplied a machine to press sunflower seeds to the CBO in Chalowe village. The goal was to reduce the heavy work load of women. Many traveled seven kilometers to bring their seeds to a pressing machine. They carried a bag of seeds on their head and a child on their back. The machine worked fine for three years, but due to lack of maintenance and business skills the CBO ran into huge problems. The organisation did not want to ask MS for help as it had promised the project would be sustainable, but the problems were discovered during a review workshop. A strategy for the project was prepared but there is still a long way to go before the project is sustainable.



Joining forces to create change for farmers

Farmers in Njombe face many challenges, such as high prices for agricultural inputs, water shortages, getting their produce to markets, receiving fair prices for their produce and a need to find new commercial crops. To create a platform for farmers to raise and discuss these issues, NADO came up with the idea of establishing an agricultural forum. In 2006 this idea was realised at a joint meeting with the local government, an umbrella organisation for NGOs in Njombe district (Njodingo), the Tanzania Chamber of Commerce, Industry & Agriculture in Njombe (TCCIA), farmer representatives, religious groups, media, the farmers' organisation MVIWATA and MS Tanzania. All agreed on the need to create a forum and Njombe Agricultural Coordination Committee (NACC) was born.

Two key issues identified

In a discussion on how to empower farmers, NACC highlighted two issues. The first one was the need for transparency in government policies and plans as well as for the involvement of the community in planning, implementation and participatory evaluation of projects. The second issue was a need to lobby and advocate for the rights of farmers and to increase the agricultural budget.

For development to occur, NACC recognised a need for its members to acquire extensive knowledge on both issues. Heads of department from local government were invited to present their respective policies and plans at a workshop. Many questions were posed and the heads of department received valuable input on how to improve their budgets. "The members of NACC

challenged them to prepare plans reflecting development needs and not to copy/paste from previous plans", comments Leo Tamambebe, District Executive Officer of TCCIA.

Another valuable outcome of the workshop was a better understanding of how some policies overlap different departments. These overlaps constitute a major hindrance for the community in understanding its rights.

Views on the future of NACC

Once the community understands the objectives of NACC, Executive Chairperson of NADO, John Wihallah, is convinced it will be used as a conduit to relay issues and ideas to the government. Also, it will act as a tool to enhance good governance through transparency. On the other hand, NADO will act as a middleman and will

Jasson Njogela is an innovative farmer from Chalowe village. Some of his key competencies are to produce seeds and to manage natural resources. For several years he has worked as a farmer adviser for NADO. Now he has also been attached to NACC to advice and train other farmers. Jasson sees NACC as a valuable forum to exchange ideas and to build capacity. He is happy about this chance to share his innovations and to improve his own skills as well.





Alatang L. Nyagawa is Chairperson of Njodingo, which represents about 200 NGOs and CBOs in Njombe district.



"I believe NACC will bring all farmers together and give them information about relevant policies", says Leo Tamambe.

A good starting point

Chairperson of Njodingo, Alatang L. Nyagawa, wears two caps in NACC – one is his role as a representative of Njodingo, the other his skills as a lawyer. He sees a lot of potential in NACC and emphasizes the importance of the way NACC was established. "To work together with the government right from the beginning created a good starting point. It makes NACC more official in the eyes of the community and eases the task of convincing the community about the advantages of the forum."

“ NACC is a platform for farmers to gain knowledge and talk about their rights. ”

Njodingo has access to the local government during the planning process and is therefore able to bring forward ideas from the civil society. Each local government department has a committee and Njodingo has suggested that members of NACC should participate in the planning activities of the agricultural committee. "They will not be able to vote, but they can make valuable contributions", Alatang adds. So far the reply has been "we will think about it".

work together with the government to ensure progress. "An important role of NACC is to be a watchdog", he concludes. Leo concurs and adds that he expects NACC to be the main umbrella organisation bringing together agriculture stakeholders in Njombe District. However, he stresses that NACC needs to be legally registered if it wants to be perceived as serious, trustworthy and professional.

All interviewees are happy about this opportunity to work together in

a structured and constructive way to raise the voice of farmers. They forecast that NACC will be able to lobby and advocate at district, regional and national levels – even at the Parliament in Dodoma. However, they are aware of the challenges the forum faces getting off the ground and developing in the right direction. The necessary requirements are team work, adaption to change, capacity building, communication and funding. At present MS Tanzania is the only donor. A vital precondition for the success of NACC is

How TCCIA can help promote NACC

Leo congratulates NADO for involving both the private and the public sector in its activities. "After identifying all the objectives of NACC at the first meeting, we too appreciate that it is an important forum to address development issues and a major tool to overcome the challenges facing farmers. One of the ways we can contribute is by advising farmers on how to introduce new crops to markets", he says. John also highlights TCCIA's knowledge on marketing issues and its network as major resources for NACC. TCCIA works on many of the same things as NACC, but instead of fearing competition from NACC, Leo sees opportunities in working together to get a stronger voice.

"An important task of NACC is to actively use the media as a tool in its advocacy work and here our experiences and contacts can be of great help", Leo says. TCCIA can contribute by training members of NACC in how to use the media and to come up with ideas. Also, it can use different channels like meetings, seminars and TCCIA's national newsletter to disseminate information about NACC's activities.

the support of the district commissioner. Fortunately Darlly Ibrahim Lwegasira fully backs the initiative and stresses the importance of transparency and cooperation. Furthermore, she encourages heads of department to develop a feedback system to inform the community about budget plans and activities.

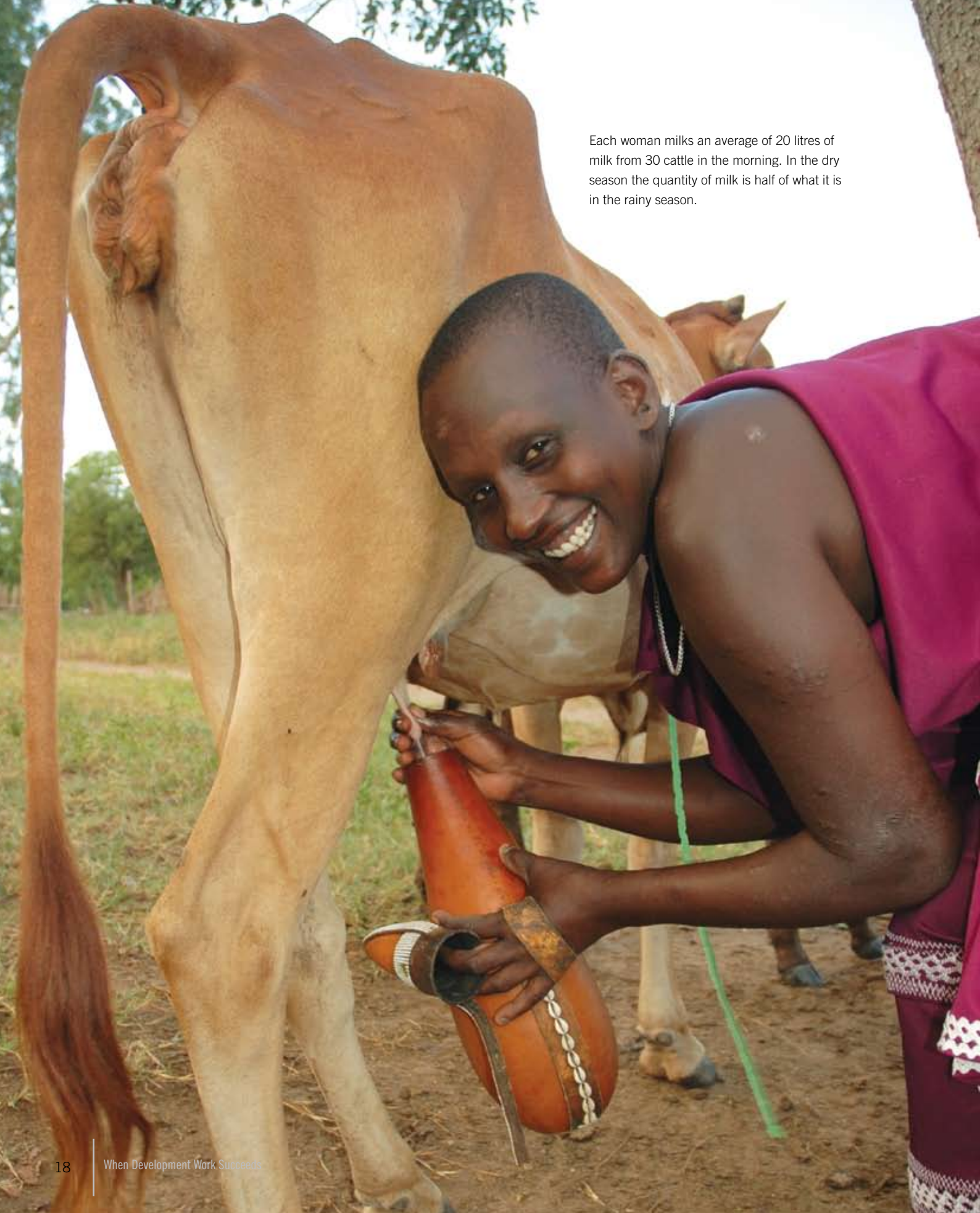


“When the money goes directly to the women it is used for the family and for small projects. In the end it helps the community at large. But if the men get the money, it will often be spent in a bar.”

Raheli Mtumia, Vice chair in Naramatisho.



Selling Milk Improves Livelihood & Empowers Maasai Women

A woman with a joyful expression is milking a light-colored cow. She is wearing a vibrant pink sleeveless top and a patterned skirt. She holds a traditional orange leather milk bucket with a metal rim. The cow's tail is visible, and the background shows a grassy field under a bright sky.

Each woman milks an average of 20 litres of milk from 30 cattle in the morning. In the dry season the quantity of milk is half of what it is in the rainy season.

Bagamoyo District Council and MS Tanzania are partnering with the pastoralist organisation Naramatisho to improve the livelihood of livestock keepers. Improvement of cattle dipping and establishment of milk collection centres has led to increased and more reliable incomes. The income from selling milk goes directly to the Maasai women, empowering them in their daily lives.

Text and photos:
Marianne Buhrkal Soerensen

Its 3 am at night. Maasai women in the village of Lulenge wake up and wash their eyes and hands. They make their way to the livestock enclosure by torchlight, where they milk the cattle until 6 am. Three boys employed by the women collect the milk and bring it to a milk centre in Ubena Zomozi 11 kilometers away. Each boy can carry up to 100 litres of milk in buckets on his bicycle. Once their milk is on the way to the centre the women move on to housework, sweeping and cleaning their boma. "And preparing tea for daddy", they comment laughingly.

The boys arrive at the milk centre around 8.30 am. The milk is quality

tested and, if approved, poured into the milk tank. Finally the quantity delivered is registered in a book for later payment. During the day the milk is collected by a private buyer with whom the centre has a contract.

Starting up the milk centre

Since 2005 Naramatisho has established four centres to collect, refrigerate and sell milk in Bagamoyo District – all managed by Maasai. The milk centre in Ubena Zomozi mainly serves two villages, Lulenge and Matuli. Finding a building for the milk centre was not an easy task. Only one suitable building could be identified in Ubena Zomozi. Naramatisho then entered a contract with a buyer, Royal Dairy Products, who also donated a milk tank. Only after the tank was brought from Tanga to Ubena Zomozi, it was discovered that the building had an old electricity bill for USD 800 outstanding. Now the cooperative had a tank but no building! Fortunately two kind-hearted Maasai brothers decided to build a house and install the electricity required. Within three weeks the building was ready and the tank installed. Delayed about a month the centre opened in September 2006, in the early part of the dry season. Although milk was scarce at the time, the centre got off to a good start with a dedicated staff of four people.



The milk centre in Ubena Zomozi.

About Naramatisho

Naramatisho is a pastoralist organisation with approximately 350 members including around 120 women. It is based in Chalinze and was founded in 2003 as an umbrella organisation bringing together a number of pastoralist cooperatives in Bagamoyo District. The aim of Naramatisho is to improve the livelihoods of livestock keepers. The organisation runs cattle dips and milk centres as well as raising awareness on human rights among livestock keepers and building capacity in member organisations.

Naramatisho entered into a public private partnership with Bagamoyo District Council and MS Tanzania. The District Council contributed a building in Chalinze and training, while MS Tanzania contributed funding, training and development workers. One of them being Marketing Adviser, Rune Elmgren Jakobsen. Training was provided in leadership, financial management, cooperative skills, land rights and gender rights. A group of previous development workers with MS and Grenaa Production School are working together to find and mend milk tanks, tools and other equipment to Naramatisho. Their most recent donation was two grinding mills for maize, which will be in production soon.



A boy from Gumba village delivers milk to Naramatisho's milk centre in Chalinze. The trip is 18 kilometers.

“ People used to call the milk centre "the white man's centre", but this has changed. ”

An empty cash box

Among the centre's staff was a very skilled young man whom everybody had faith in. Unfortunately he abused the trust of his coworkers and stole TSh. 2.5 million from the centre. Once the theft was discovered, it was too late – the cash box was empty and the young man had disappeared. In keeping with Maasai tradition, the cooperative leaders met with the young man's father and they agreed that the son should pay back TSh. 500,000. However, only TSh. 120,000 was paid to the centre. The issue was complicated by the fact that the young man's father is one of the wealthiest and most powerful Maasai in the area. The result was acceptance of the state of things.

Misfortunes rarely come singly. Shortly after the theft, Royal Dairy Products went bankrupt and the very expensive compressor in the milk cooler broke down. This meant that the centre now had no buyer, no refrigerating and no money to pay the livestock keepers for their milk. Fortunately, a milk



When the milk arrives at the centre in the morning it is quality tested in two different ways. The first test checks the water with a floater to ensure no water has been added. The second test ensures that the milk is not sour. If the milk fails the tests it is rejected. Some have tried to cheat but have learned from the lesson.



Elias Lenjeka is responsible for the daily operation of the milk centre in Ubena Zomozi. He comes from a poor family with few cattle. Prior to his job at the centre he was one of the boys delivering milk. "Now I have a better job and status due to my position at the centre. I am respected in another way", he says. When he started at the centre, he received training from the Vice chair at Naramatisho, Raheli Mtumia.

tank donated by a group of previous development workers with MS and Grenaa Production School arrived from Denmark at this time. However it was first installed at a milk centre in Chalinze for two weeks to substitute for a tank there, which had also broken down due to huge power fluctuations. During this time Marketing Adviser, Rune Elmgren Jakobsen, from MS Tanzania ensured alternative means of transport to bring the milk from Ubena Zomozi to Chalinze. Finally both milk tanks were in place again and the business could continue.

Overcoming two major crises

After the disruption caused by the theft and the equipment problems it took a lot of effort to get back to business as usual in Ubena Zomozi. The cooperative faced two major challenges – a crisis of confidence and a financial crisis. The Maasai women were reluctant to deliver milk due to lack of payment and rumors had it that the Board had emptied the cash box. The number of boys delivering milk to the centre dropped from 25 to four. "We received a lot of complaints and it was a very difficult time to be chairperson for the milk centre and to work here", says Kizota.

A big charm offensive was initiated. In order to convince the women to deliver milk again, the management and Rune campaigned to inform them about what actually happened and how the centre had overcome these problems. Their efforts bore fruit. The women came back and slowly the centre rose again. "We had faith in the Board and we also heard the truth behind the affair from people in Ubena Zomozi", say the women in Lulenge.

To overcome the financial crises the staff was reduced to two people – Elias Lenjeka and Musa Sultani. In the beginning they only received meals as payment. Moreover the Board agreed to attend weekly meetings at their own expense for a year to go over the accounts and monitor the development of the centre. However, one of the main reasons the centre managed to recover was through financial loans from a new private buyer and Rune, as well as an agreement with the livestock keepers to delay receipt of their payments until the centre made profit again. Now the number of boys delivering milk is 27. The centre is doing very well and has been able to save some money in the bank.

Reflections on the past

"If we could turn back the time and do something in a different way, the Board would definitely be more active from the beginning. We allowed the staff to take charge of everything. The Board did not meet – and see what happened! All the money disappeared. Nobody followed up on the accounts or if they were done at all. We only monitored whether the livestock keepers were paid or not and when the payments failed it was too late. When we finally went over the accounts we realized the money had been stolen over a longer period of time. The incident could have been avoided or at least reduced", says Kizota.



Selling milk enables Maasai women to pay school fees for their children.



“We would like to make products like butter and yoghurt out of the surplus milk. To start this activity we need a machine to skim the milk”, says Kizota Kisau.

The Board has learned from this costly lesson. Today it meets every month to monitor the accounts, the quantities of milk collected and whether the livestock keepers are being paid correctly, among others. Every tenth day the accounts are closed and the milk paid for. A Board member goes over the accounts with the staff and is present when the payments are made.

“It is extremely important to have an active Board and to let the staff know some one is keeping an eye on them. Then they perform better”, says Kizota. But he also expresses the hope that the Board and staff will receive more training in financial management. They perform their level best as it is, but the task is difficult for them.

To the reflections Rune adds that both the Board and he should have realised how big a temptation it is for a young man to suddenly be in charge of a lot of money. “It is risky business and we should have known better.”

Improved livelihood

The women in Lulenge agree that the milk centre has had a positive impact on their lives. Prior to the building of the centre at Ubena Zomozi, the women delivered their milk to Mdaula – a village far away. They did so for two years but could never be certain if they would be able to sell their milk at the centre there. Because of the long distance the boys arrived at Mdaula later in the morning and the milk tank was sometimes already full. The unsold milk would then be wasted as it turned sour.

“Before the women also sold the milk to middlemen along the main road, however this was poor business. The middlemen cheated with the prices, paying maybe only TSh. 200 per litre when the market price was TSh. 300”, adds Vice chair in Naramatisho, Raheli Mtumia. The wasted effort to sell the milk and the low income often made the women give up the business.

Now they have their own centre, which makes life much easier for them. They have a stable market, which enables them to budget. It gives them sustainability. And even though they would still like a better price for the milk, they know the centre pays the market price. It also keeps them up to date with reliable market information. Using their improved incomes from milk sales the women have been able to set up other small income generating projects selling sugar, soap and cloth. Also, they can now buy on credit from shops. One indicator of the improved livelihoods provided by the milk business is the fact that families need to sell fewer cattle. Increasingly, money from milk is used for expenses such as sending children to school and for buying food – even paying for use of the cattle dip.

“ Before the women also sold the milk to middlemen along the main road, however this was poor business. ”

The women receive money directly from the milk centre every tenth day. They say that if the men ever decide that they want to take some of the money they will stop milking. “When the money goes directly to the women it is used for the family and for small projects. In the end it helps the community at large. But if the men get the money, it will often be spent in a bar”, says Raheli. They see this in some of the other villages where the women are less empowered.

Standing solid on two feet

The milk centres established by Naramatisho face day to day challenges such as fluctuations in market prices, dependency on and reliability of buyers and keeping the milk tanks in operation. The maintenance costs associated with the tanks are the biggest headache for the centres. Raheli comments: “If the support from MS Tanzania stopped some of our centres would be in trouble. But we will not give up. We have plans to make it possible for Naramatisho to stand on its own two feet. One way of doing this is to increase our membership fees and another one is to fundraise in the Maasai community.” It is traditional to contribute money for larger projects that benefit the whole community. Maasai contribute to these projects according to how many livestock they own.

“We want to make Naramatisho strong and sustainable from within – not by entering into partnership with other donors”, adds the Secretary of Naramatisho, Onesmo Ngulele, with great earnestness. Although Raheli and Onesmo agree, this is easier said than done. ■



Cattle dipping reduces mortality

One of Naramatisho's most well functioning cattle dipping cooperatives is located in Naretisho close to Chalinze. Dipping reduces the transmission of insect-borne diseases among cattle. As a result, mortality is significantly lower, cattle grow faster and milk production is increased. 73% of the calves die if they are not washed. Also, pastoralists save the money they normally spend treating their animals and receive higher prices at market. There is also a psychological benefit, as Maasai feel good when their livestock is healthy. Goats and sheep are also washed in the dip.

"By using the cattle dip I keep my livestock healthy. This means I have more animals and I get a better price for them. And selling cattle is how I earn my living", says Yosia Saleiyo. His wife Joyce Yosia milks the cattle and takes the goats to graze.

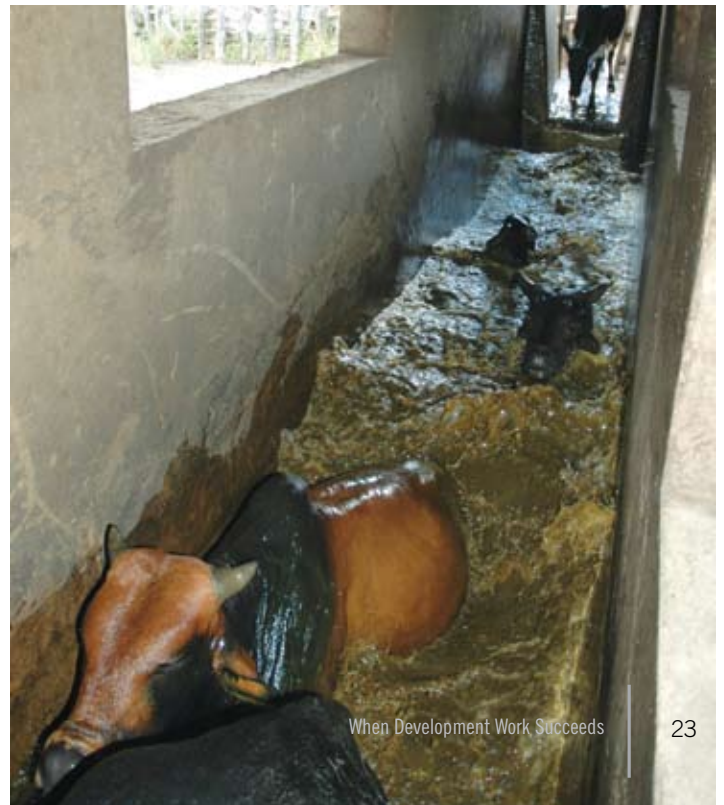
“By using money from the milk sale for cattle dipping the milk comes back to the cattle again. It is a cycle.”

Among the challenges faced by the cooperatives is the cost of filling the dip, maintaining the dip, few livestock when the cattle are away grazing in the dry season and to handle some of the big livestock keepers. Cattle dipping is too modern for some of them and at one centre the dip was poisoned. The members lost the money invested in filling the dip but were too afraid to take action on the sabotage.



Yosia Saleiyo

Cattle and goats swim through the 2 1/2 metres deep dip, which contains 12,000 litres of water and chemicals. Around 1000 livestock are washed each month during the dry season and 4000 in the rainy season.





Empowerment of women



Since the beginning of the partnership with Naramatisho, MS Tanzania has emphasized the importance of empowering women. The success of the milk business demonstrates that women in the communities have been empowered, but female participation in the management committee of the cooperative is still very low. However, the Board in the cooperative at Ubena Zomozi is aware of the importance of having female committee members. They intend to encourage more women to get involved and are taking steps to realise this goal.

At present, there are two women on the committee – one from Lulenge and one from Matuli – but they rarely attend meetings. Another woman from Lulenge has been elected recently.

According to Raheli one of the reasons for the women's absence from meetings is that invitations are sent out with too short notice. This allows them little time to delegate their many domestic responsibilities to others. But there are also other traditional reasons. Many Maasai women are not used to travelling and often need approval from their husbands to attend meetings. "The Board needs to enhance their efforts to engage women and the women need to be educated. Only very few of them are literate", concludes Raheli.

Raheli herself is a role model for Maasai women. Her first activity with Naramatisho was attending a workshop. Rune remembers how she sat shyly and quietly in a corner. Then she started



Raheli Mtumia, Vice chair in Naramatisho

working at the milk centre in Chalinze. She was trained in the daily operations and gradually she gained confidence. Later on she started to build capacity at other centres and cooperatives as a trainer and she also conducted monitoring and evaluations. Finally, in 2006 she was elected Vicechair of Naramatisho.

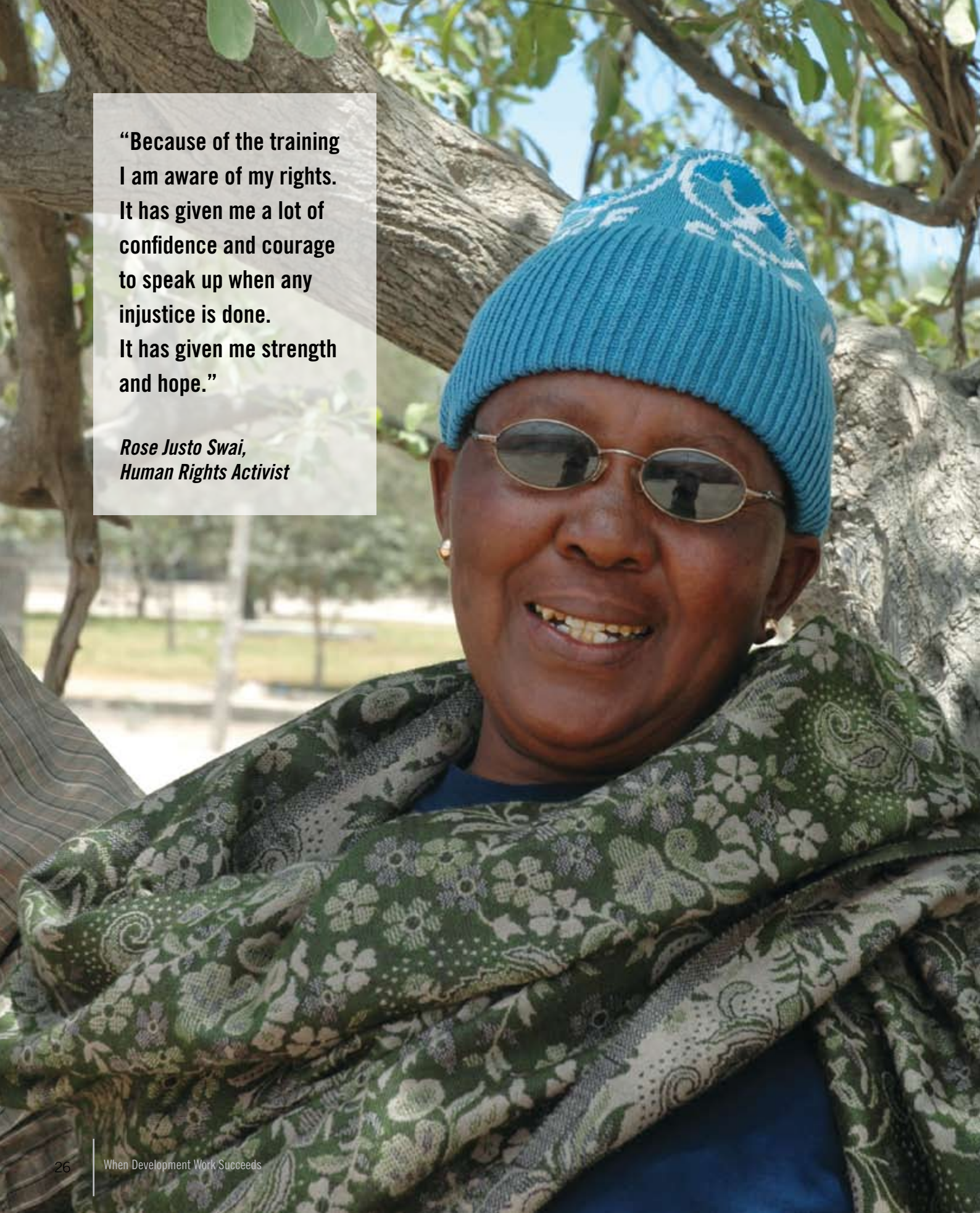
“Today Raheli can easily give her opinion and comment on things in front of men and in large gatherings. This was unthinkable three years ago. The other women look up to her and respect the work she is doing. It is important for them to watch a woman having the courage to speak her mind. If they say something themselves it is often just a whisper”, says Rune. One of the projects Raheli is responsible for is a SACCOS (savings and credit

co-operatives) for women only. It is not very big yet but it is doing well. The women are determined to succeed and to develop each other and themselves. They are especially proud that the women only SACCOS has succeeded while the SACCOS for both men and women has collapsed.

““ The women in Lulenge are very strong. There is a correlation between the strength of the women and how far the village is from a main road. The further away they live - the more traditional the life in the villages becomes. One of the main reasons is the lack of income generating activities like selling milk. ””

Rune Elmgren Jakobsen



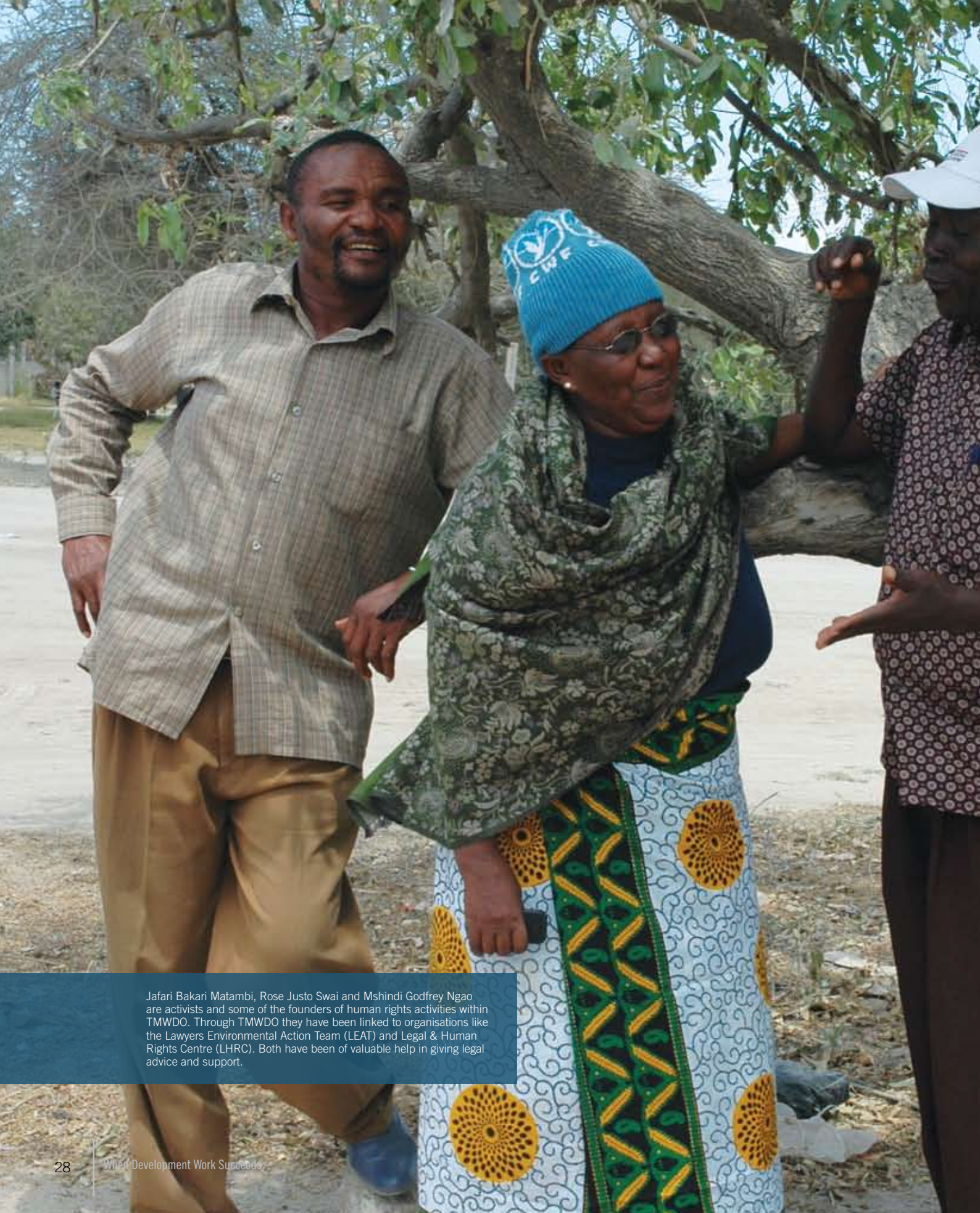


“Because of the training I am aware of my rights. It has given me a lot of confidence and courage to speak up when any injustice is done. It has given me strength and hope.”

*Rose Justo Swai,
Human Rights Activist*



Change Agents on Human Rights Issues



Jafari Bakari Matambi, Rose Justo Swai and Mshindi Godfrey Ngao are activists and some of the founders of human rights activities within TMWDO. Through TMWDO they have been linked to organisations like the Lawyers Environmental Action Team (LEAT) and Legal & Human Rights Centre (LHRC). Both have been of valuable help in giving legal advice and support.

Since the early 90's a bitter conflict over land and mining rights has simmered in Mererani town in Simanjiro District of Manyara Region. To empower people and reduce violations of human rights Tanzania Mine Workers Development Organisation (TMWDO) is educating community members and local government officials in human rights issues. Also, it focuses on reducing the huge gap of mistrust between the two parties.

In order to be able to fight for ones rights it is first necessary to be aware of their existence. However, knowledge is not enough in itself. To fight for ones rights requires action. And to take action often takes a lot of courage, determination and persistence. Activists in Mererani are familiar with the consequences of trying to fight some of the injustices done to small scale miners and improve their livelihoods. Several of them have faced threats of arrests and four men were charged with "war like undertakings" against a mining company in 2004. The men were imprisoned and denied bail, allegedly for their own safety and the safety of others. However, following media coverage, three non-governmental organisations were allowed to bail them out after a month. After repeated court appearances over a 2½ year period in Babati village, 300 kilometers away, the case was dismissed due to lack of evidence. This persecution resulted in a drop in membership from 50 to 16 in the activist movement. Seven out of the 16 are women. "Government officials tried to discourage us and other activists from fighting for our human rights, but I am not afraid of being put to jail. Now we are in the process of recruiting new activists and an important method of doing this is training", says Mshindi Godfrey Ngao, one of the activists imprisoned in 2004.

Awareness rising through training

TMWDO has initiated different training sessions to raise awareness and to

capacitate relevant stakeholders on human rights issues. One of the trainings was a three days session held in 2005 with 40 participants from the community and the local government. The training, which was funded by MS Tanzania, gave an introduction to basic human rights issues but focused mainly on land rights and mineral rights. These are issues of great importance to small scale miners as their rights have been violated and serious conflicts have existed since the government removed them from rich mining areas to poorer ones in the early 90's to favour the interests of big investors.

"Educating members of the community and government leaders in human rights is vital for change to happen. In order to bridge the huge gap of mistrust between the two parties, we try to create dialogue and inspire confidence as well as to make them understand that demands and obligations are equally important when working with human rights", says Director of TMWDO, Amani Mustafa Mhinda.

Follow up on the training shows that it has had an impact. The community has been empowered and the government is more aware of its role in relation to human rights issues. However, change happens at a slow pace and an enormous task still lies ahead. Strengthening of the activist movement and further training of all stakeholders are needed. TMWDO



About Tanzania Mineworkers Development Organisation (TMWDO)

TMWDO is a community based, non-profit organisation. It was established in 2001 in Mererani but started operations in the late 1990's as an activist group. The goal of TMWDO is to lobby and advocate for the rights of small scale miners and the community at large to ensure they benefit from mineral wealth and to defend and promote basic human rights.

In June 2008 TMWDO opened a coordination centre in Arusha town. This centre focuses on research, advocacy and administration while the program operations have remained in Mererani. The programs comprise livelihoods, human rights, legal aid, good governance and HIV/AIDS prevention and control. In 2009, TMWDO expects to open a program office in Mwanza and by 2013 the plan is to have a presence in Manyara, Mara, Singida and Tanga also.

TMWDO initiate activities like training and outreach meetings to raise awareness on e.g. human rights issues. Although, it is a legal aid clinic it does not conduct cases. Whenever a community member comes for legal advice, TMWDO investigates the matter. If a case exists legal aid is provided through the Legal & Human Rights Centre in Arusha or the person is referred to activist groups in Mererani. Activists have good experience in solving e.g. domestic violence cases.

MS Tanzania entered into partnership with TMWDO in 2005 and has funded training in human rights issues and a public private partnership initiative establishing MOIPO Development Actors forum. TMWDO is also funded by Oxfam Ireland and Sigrid. Read more about TMWDO on www.tmwdo.kabissa.org.

recognises that continuous communication is essential to the maintenance of a positive relationship between the community and the local government and has established a forum to facilitate this aim. The forum was established with public private partnership in mind and turned out to be a major help during the tragic flooding incident in March 2008, when more than 100 small scale miners were killed.

Courage to speak up

The primary target groups to attend the training were miners and people living with HIV/AIDS. Mererani is a high transmission area of the disease and has one of the country's highest HIV prevalence rates. According to Chairperson Khalifa Xakaria of the aids organisation Kimavumi, this was the first time that they had received training in human rights issues. "By transferring the gained knowledge to the community we have been able to help people. We can also feel how the community and the local government have started to recognise us more", he says. Khalifa is 29 years old and was infected with HIV/AIDS in 2005. He explains how, for instance, women come to Kimavumi for advice if their husbands die of HIV/AIDS. In many cases the family of a deceased man blames the wife for his death, forces her out of the house and deprives her of all her rights. Kimavumi talks to the women and takes them to TMWDO for further help.

“ Training is important but it is only part of the process. At the end of training a long journey lies ahead. We need to help activists to stand on their own feet and continue to promote constructive dialogue in order to improve the relationship between the local government and human rights activists. ”

Some of the mining activists have attended different training sessions on human rights issues through TMWDO over the

At the training one of the first things discovered by the facilitator from Legal & Human Rights Centre was that 90% of the participants had not seen or read The Constitution of the United Republic of Tanzania, Although some had read a plain language guide.

The Constitution is hard for the majority of Tanzanians to get access to but it is available in both Kiswahili and English on <http://www.tanzania.go.tz/constitutionf.html>



years. One of them is Rose Justo Swai. She is a mine owner herself and has been a dedicated fighter for the human rights of small scale miners since the activist movement started in Mererani in 1990. “Because of the training I am aware of my rights. It has given me a lot of confidence and courage to speak up when any injustice is done. It has given me strength and hope. It also helped me when the police tried to arrest me in Dar es Salaam in 2003 because I demonstrated against the removal of residents from Mererani. I told the police about my rights to speak and be listened to and that they should fight for the rights of Tanzanian people as well. I made them afraid and avoided being arrested”, she comments. Rose is still going strong. With pride in her voice she explains

how she and 41 other women won a case about land rights of a market area in Mererani in August 2008. This story is mentioned on page 37.

During the training the participants showed interest in learning about the Law of Marriage as there are many incidents of domestic violence and abuse of children in Mererani. The information turned out to be of personal value to one of the participants – a Maasai man. Assisted by TMWDO he managed to stop his 13 year old fiancé from being married off to a 58 years old man. When the case was taken to court and printed in the media, the girl’s father got afraid and dropped his mission. Instead the girl was sent back to school.

Secretary Amoni Polland, Chairperson Khalifa Xakaria and member Ally Hashima of Kiwavumi – an AIDS organisation in Mererani. Amoni and Ally were among the founders of the organisation in 2003. From this organisation five other groups have mushroomed around Mererani. Today Kiwavumi has 25 members, of which 13 are women. The organisation helps 35 people living with HIV/AIDS. Khalifa attended the training on human rights issues, which has been of valuable help to the work of the organisation. He stresses that more training is needed.



Help writing a letter

Mwajuma Ramadhani is one of the women whom the aids organisation Kiwavumi has been able to help due to human rights training. Her husband tried to cope with her disease but in the end he gave up. Finally she left their home in Singida taking their 12 year old daughter Rehema with her. Mwajuma had to leave three smaller children behind in the care of her parents-in-law. She has not seen them for six years..

Mwajuma ended up in Mererani working long hours to make a living. She was rarely at home to care for Rehema and was forced to send her to a primary boarding school far away in Maasai land. She does not know exactly how far away but the bus fare is 10,000 TSh. indicating a long distance. When Rehema moved on to secondary school in the beginning of 2008 she was automatically signed up at a school in the same area. Lacking the money to pay for school expenses and fares for Rehema to visit her, Mwajuma approached Kiwavumi for help. They recommended that she apply for Rehema to be moved to Benjamin Secondary School in Mererani, only five kilometers from her home, and helped her formulate a letter to the Regional Education Officer, who approved the change of school. "We were able to write the letter due to the human rights training. And if the transfer had not been approved, we would have taken the case further", says Ally. Today, Mwajuma is Deputy Secretary at Kiwavumi.

Rehema is now a student at Benjamin but is often - as today – expelled because her mother cannot afford to pay for the fees. A comfort in her despair is that she is together with her mother.



Local government is awakening

The local government was well represented at the training with leaders from sub village, village, ward and divisional level. Divisional Secretary of Mererani, Zakaria Gwacha, is very positive about the education of government leaders as their knowledge about human rights issues and good governance is insufficient.

After the training, government leaders conducted meetings with community members to disseminate the knowledge gained. According to Zakaria, one indicator showing that the messages put forward were understood is that more cases are now taken to the right government authority instead of to the chairman of the village. As an example he mentions land dispute cases which were previously solved by the village chairman with nothing put down in writing. Now people approach the Village Land Tribunal, where the cases are discussed, documented and legal assistance provided. The tribunal is responsible for mediating in land disputes and can file cases to Ward Land Committees if they cannot be solved locally. At ward level different kinds of disputes are solved. However, in Mererani the tribunal does not only handle land issues but also other civil matters and petty crime related issues.

Another example mentioned by Zakaria is that small scale miners seek advice from the government and legal entities because they have been expelled from work after a mining accident or due to health problems. Many of them are powerless as they have no written contract of employment. These cases are also taken to the tribunal. Actually, one important outcome of the human rights training was establishment of Village Land Committees and Ward Land Committees in Mererani. Even though they were supposed to be established after new land laws became effective in 1999, they were



Divisional Secretary of Mererani, Zakaria Gwacha, is very positive about partnership with the private sector. “In local government we have very limited resources with which to implement the strategies laid out in the Government policies. Working together with the private sector is essential for change to happen. It eases development and speeds up the process. It gives us an opportunity to mobilise, organise, plan and supervise. However we lack facilitation. Also, many of my colleagues need to understand that the private sector contributes to the development of our people and of our country. They need to get a heavy dose of training in that.”

still not in place. The importance of the committees was recognised at the training.

Mistrust a hard gap to bridge

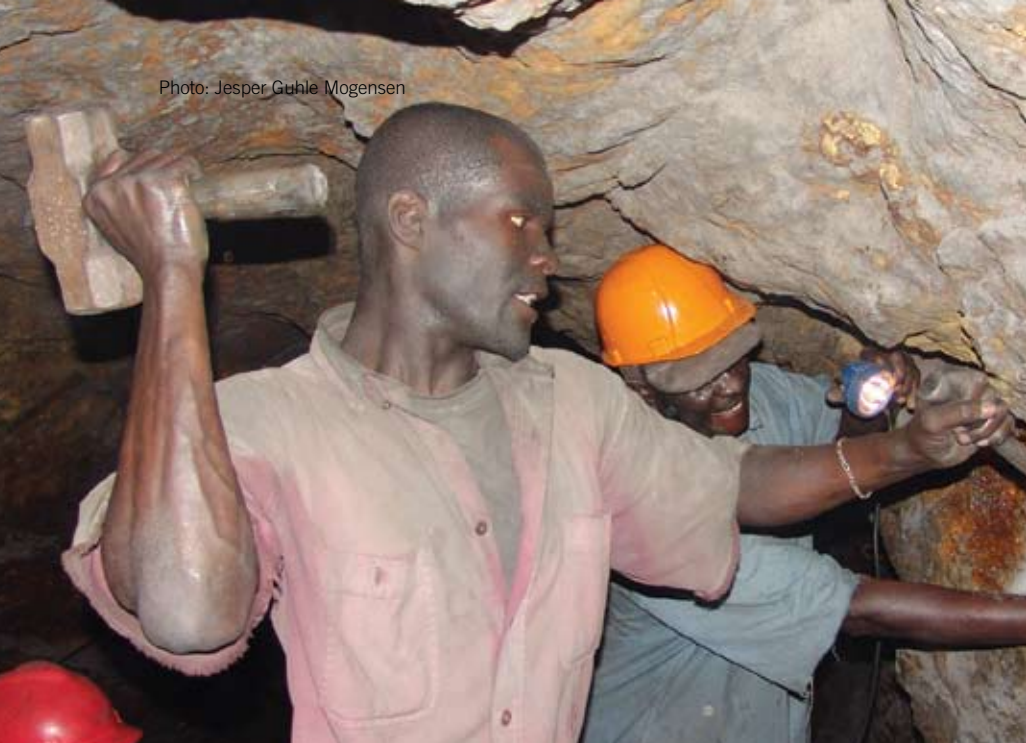
The conflict about land and mining rights, especially regarding block C has left deep marks on the relationship between activists and the local government. Mistrust and misconceptions are the order of the day. Conducting training on human rights issues with attendance by both parties was a step in the right direction. However, the subsequent changes are minor. The activists blame the local government for omitting to invite them to meetings to avoid resistance and the local government blames the activists for not seeking its advice and

assistance. Preconceived opinions hinder a constructive dialogue and cooperation.

Zakaria acknowledges that part of the problem is due to the way some government leaders perceive activism. “In the past many leaders did not even understand the meaning of the word. They looked at activists as intruders with doubtful connections and oppressed them instead of listening to what they had to say. That is a fact. Now leaders are slowly starting to realise that activists are of great help as they raise awareness of existing problems. And as government leaders we need to ensure these problems are taken care of. Also, we have to prevent problems from happening.”

“ In the past many leaders did not even understand the meaning of the word activism. ”

In order for the parties to start working together, Zakaria believes his colleagues need to understand how activists contribute to the community. On the other hand activists need to receive information from the government so they can understand how activities are prioritised according to available resources. “Cooperation has to work both ways. And frankly speaking, we are not working together at the moment”, he concludes.



There are 300 mines in Mererani. An estimated 17,500 people are directly involved in mining. In addition there are many providers of services such as security, administration, transport and food.

Did you know?

- Tanzanite is only found in Mererani in Tanzania.
- Tanzanite is 1000 times rarer than diamonds and is the most popular colored gemstone.
- Tanzanite generates about USD 360 million annually for the Tanzanian economy; mainly in exports.
- Experts estimate 60 to 80 million carats of tanzanite are still underground.

Understanding the situation in Mererani

Mererani is located in Simanjiro District of Manyara Region about 60 kilometers south east of Arusha town. The official population is 49,037, but taking day time residents and miners working during the night into account TMWDO estimates the figure to be closer to 120,000. Mererani is the only place in the world where Tanzanite is found. The rare gemstone is mined at Mererani hills in an area divided into four blocks; A, B, C and D. Block C is considered to be the heart of tanzanite because it was discovered here in the early 60's and the block is rich on mineral deposits.

Since the beginning, local small scale miners have mined in Mererani and legally the area is reserved for them. Despite this fact, in 1992 the Government granted mining rights for big investors to mine in blocks A, B and C. Hundreds of small scale miners were dispossessed and no compensation was given. Only block D was left for small scale miners but mining here is difficult without use of good equipment. Also, the gemstone is found deep under ground.

Violent clashes between small scale miners and the South African owned company African Gemstone (AFGEM) followed because AFGEM was given the right to mine in the valuable block C. From 2000 to 2004 TMWDO can document over 12 deaths and 34 injuries from bullets fired by AFGEM's security guards and attacks by dogs. A commission of inquiry

established by the Government in 2002 recommended handing over the whole mining area to the local miners. However, the Ministry in charge introduced a scheme to displace them to make way for large capital investments instead.

Mererani was declared a controlled/restricted area and only people with a special identity card were allowed to work and live in the area. Also, since 2002 all visitors have had to register at an immigration office. The card was issued in Arusha and Dar es Salaam at a fee, making it difficult for many people to get one. Of the 120,000 residents of the Mererani restricted area only 6,000 were issued with an identity card. The Government planned a massive operation to forcibly remove all the rest. Concerned that the use of force against the miners would lead to human rights abuses, including loss of more lives, Lawyers' Environmental Action Team (LEAT), TMWDO and activists Mshindi Ngao and Rose Justo Swai sent an appeal to the international community to demand that the Government of Tanzania stop the planned acts and respect international laws on human rights. The international community responded positively to the appeal and finally the Government gave up its mission.

Today, small scale miners are allowed to mine in block D and part of block B. TanzaniteOne and Kilimanjaro Mining Company Inc. have the rights to mine in block C and A respectively.

Strengthening the activism movement

Besides empowering activists through capacity building the purpose of training is to help them stand on their own feet. “We want to transfer the responsibility for raising awareness and building capacity in the community from TMWDO to activists. A large number of violations of human rights are taking place and we have limited resources with which to reach all community members. Therefore the activists are important to us as extension workers”, says Amani.

The activists concur that one of their main tasks is to sensitise the community to human rights issues through meetings and informal face to face dialogues. However, at the moment they are also short of resources due to the reduction in number of activists. Their suggested

solution is to recruit more members to the activist movement and to give them professional training. “We can raise awareness and mobilise people but we lack sufficient technical knowledge about the laws to conduct efficient training. Illiteracy among community members and the fact that only the land law is in Swahili are other problems we face”, says Mshindi. Rose agrees and adds that although people listen to them the words of outside facilitators carry more weight. “People would have more confidence if they were trained directly by professionals rather than by fellow community members.”

Actually, all stakeholders are requesting more training to accelerate change and development.

Another initiative taken by TMWDO to strengthen the activist movement is the formation of Community Based

Organisations (CBOs). These will enable activists to organise themselves, get funding and make them more independent of TMWDO. The first registration is in the pipeline and one or two CBOs are expected to be registered in 2008.

“To ensure focus on specific issues we have suggested forming three to four CBOs based on the fact that activists have competing interests like land, pastoralists, youth and gender. Also, they might agree on human rights issues but not leadership. Developing many strong organisations is better than developing one weak one”, says Amani. He stresses that a vital precondition for the CBOs to succeed is training in management and leadership including communication skills.

Self study at TMWDO

Ramadhani Salimu has been a small scale miner for more than 20 years. He was among those miners moved by the Government from a good mining area to a poorer one in the early 1990's. Today he is employed by a local miner. He has no written contract and no fixed income. Ramadhani wishes that all the mining areas would be given back to the indigenous people. “At first I thought it would be easy as it was promised by the Government. Now I know it will be very difficult. How will we ever be able to afford to claim back land that is rightfully ours?”, he questions.

In order to gain knowledge about human rights in general, Ramadhani is a frequent visitor to the resource centre at TMWDO. Through studying the publications there he has learned about human rights and how they should be respected.



Small scale miner Ramadhani Salimu seeks advice on human rights issues from Program Officer at TMWDO, Anthony Jacob.

PPP experience a help in flooding disaster

On Friday March 28 the Director of TMWDO, Amani Mustafa Mhinda, was heading back to Arusha after a days work at the office in Mererani. It was raining when he left the area. In the evening, after having their supper, about 160 small scale miners set off to work in the dark pits of block D with no idea of the disaster that was about to strike. During the night the pits were flooded and more than 100 miners did not come out alive.

Amani was informed about the disaster at 1 am Saturday morning. At that time the bad road conditions made it impossible for him to go back to Mererani. Instead he started to contact his network to mobilise people. Saturday morning staff from TMWDO held a meeting with government leaders, partners from civil society and community members to get an overview of the disaster and the scale of the damage. Actions of

different stakeholders, priority needs assessment, the risk of water born diseases and food security were among the main issues discussed.

According to Amani a major reason for the quick mobilisation of people was a forum MOIPO Development Actors Forum. It was initiated in 2006 with financial support from MS Tanzania and the approach is public private partnership. MOIPO is a division with three wards: Mererani, Shambarai and Naisinyai. "The forum is established at divisional level and it has strengthened our cooperation with the local government, the private sector and actors from civil society. When the disaster happened they were only a phone call away and we were able to establish a Disaster Management Committee", Amani explains. The next step is to make the disaster team permanent and sustainable so that it is well prepared and can respond within a short time when a disaster strikes. Statistically, there is a serious incident every third to fourth year.

The purpose of MOIPO Development Actors Forum itself is to share development plans in order to optimise efforts to improve the livelihoods of people living in MOIPO. Assembling stakeholders from different sectors is an important first step. However, the forum needs to be organised and specific objectives need to be identified. This next step awaits the formal restructuring of Mererani as a township. In 2006 it was decided to upgrade Mererani from a village to a town. The implementation started in 2008, but the new structure is still unknown. So far three meetings have been held in the forum. Before the forum was established meetings were only held at village level. ■



Joseph Mathiasi is 18 years old and a form 4 student at a secondary school in Mererani. He has read about human rights issues on his own initiative and discusses children's rights with his friends. "I have not learned about human rights in school but read about them in different publications. In the future I would like to get training and to engage in fighting for the human rights of people", he says.



Proving it matters to fight for ones rights

Human rights activist Rose Justo Swai and 41 other women in the group Mererani Multipurpose Cooperative Society Ltd won a big victory 14 August 2008. Rose is chairperson of the group, which produces and sells local beer. In 1982 the women were allocated a plot in Mererani by the Village Executive Officer to perform their activities. On the plot they built a marketplace where people could rent a stall and sell various products for TSh. 200 per day. The business continued until February 2007. At this time a ward councillor suddenly claimed her right to the plot. She wrote a notice of warning to the business people at the marketplace telling them to stop paying fees to the group. Afterwards she started to collect the fees herself. The councillor issued the warning notice with a CCM stamp in order to lend

credibility to her activities. However, the party was not behind the action, which was initiated by the councillor and her secretary out of personal interests.

“ I owe my confidence to the human rights training. Without that I would have been afraid as well. ”

Encouraged by Rose, the group took the matter to court. They filed an application to the District Land and Housing Tribunal for Simanjiro District to regain the right to use the plot and got legal advice from a private lawyer in Arusha. As evidence they had several witnesses and documents such as certificates of registration, a letter of plot allocation from the Mererani

Village Office, a list of group members and the notice letter and receipts handed out by the councillor. In the process Rose needed to facilitate the other members of the group as they were afraid of getting into trouble with the ruling party and had more or less given up. “I owe my confidence to the human rights training. Without that I would have been afraid as well. But now I had the courage to insist that we should stand up and fight for our rights”, says Rose. She also stresses that the fight is not over yet. Firstly she is encouraging the group to claim compensation for the economic loss and damages inflicted on them. Secondly she wants to prevent other leaders from misusing their position to oppress members of the community. To tell this story is a first step towards this goal.

A photograph of a man, Rabon Njema, standing in a coffee plantation. He is wearing a light-colored, short-sleeved button-down shirt and is smiling broadly, looking upwards and to the right. The background is filled with lush green coffee plants and branches bearing small green coffee cherries. The lighting is bright, suggesting a sunny day.

“We are not working for the project – we are working to improve our life. A better understanding of and access to the market means a lot to us.”

***Rabon Njema,
Chairperson of Coffee
Group in Muungano.***



Turning Coffee Farmers into Entrepreneurs



Development of organised smallholder coffee enterprises and introduction of sustainable agricultural practices improve the yield and coffee quality for 1700 farmers in Southern Tanzania. A farmer-to-farmer extension system, market linkages and access to credit are key elements of the initiative. The project's success is ensured through a close teamwork between the private and the public sector.

In Tanzania many smallholder coffee farmers lack knowledge of modern production and processing techniques as well as market information. The result is low yields, poor quality and low prices. Low incomes have led to low investments in the coffee fields and a declining spiral has begun. To turn the tide for coffee farmers in Mbeya Rural and Mbozi Districts, International Coffee Partners (ICP) launched a

coffee project in May 2006. 1000 farmers benefit directly but more than 1700 farmers participate in the project. The project focuses on building capacity in the production, processing and marketing of coffee as well as on developing strong producer organisations. Key means to achieve these goals and develop viable business enterprises are establishment of a farmer-to-farmer extension

system, development of leadership, accountability and participatory decision making in coffee groups and improvement of credit availability for input purchase.

Two of the main challenges faced by the project are to change the mindset of farmers and marketing of coffee.



*Text and photos:
Marianne Buhrkal Soerensen*



About International Coffee Partners GmbH (ICP)

ICP is a non-profit private sector initiative established in 2001 by a group of coffee roasting companies. The organisation develops partnerships with smallholder coffee farmers worldwide and encourages them to implement sustainable production practices. With the support of ICP, farmers enhance their competitiveness in the international coffee market while improving their living conditions and protecting natural resources. All projects supported and funded by ICP are public private partnerships implemented with the cooperation of international development organisations and local partners in order to achieve maximum impact for the farmers. Current beneficiaries include smallholder farmer organisations in Guatemala, Honduras, Dominican Republic, Peru, Cameroon, Uganda and Tanzania.

The shareholders in ICP are the coffee roasting companies: Luigi Lavazza S.p.A. (Italy), Löfbergs Lila AB (Sweden), Gustav Paulig Ltd. (Finland) and Tchibo GmbH (Germany) and the foundation Hanns R. Neumann Stiftung (Germany) – the largest group of green coffee specialist companies in the world. The consulting company, EDE Consulting, follow up on all ICP's operative activities.

Organisational setup

The 1000 farmers are split into 60 groups. Each group is a member-owned, democratically operated private business enterprise organised to meet economic and social needs of its members. “Some of the responsibilities of the groups are to conduct and manage bulk marketing and input supply activities in a cost effective manner, to control crop quality, weighing and bagging as well as to organise transport for members and other sustainable group activities”, explains Project Manager, Webster Miyanda.

In order to ensure the sustainability of the project a depot consisting of three to 18 coffee groups has been established in each ward. There are a total of seven depots which are responsible for assessing the group's eligibility in business activities, coordination of bulk buying of agricultural inputs and bulk marketing of coffee. By increasing the size of marketed lots of coffee, farmers can negotiate better deals with both international and local buyers. In the beginning, farmers resisted the idea of establishing depots because it reminded them of the old

malfunctioning cooperative system. Once they understood the purpose the depots were accepted. The idea is that depots will slowly take over the management responsibilities of the project, which is due to end in May 2009, and will sustain established business activities and extension services.

“Some of the responsibilities of the groups are to conduct and manage bulk marketing and input supply activities in a cost effective manner.”

Farmers train farmers

One important method of ensuring the development of viable, sustainable business enterprises has been to introduce a farmer-to-farmer extension system. A “contact farmer” and a “farmer promoter” have been elected by each group and trained in agricultural practices, leadership and business skills.

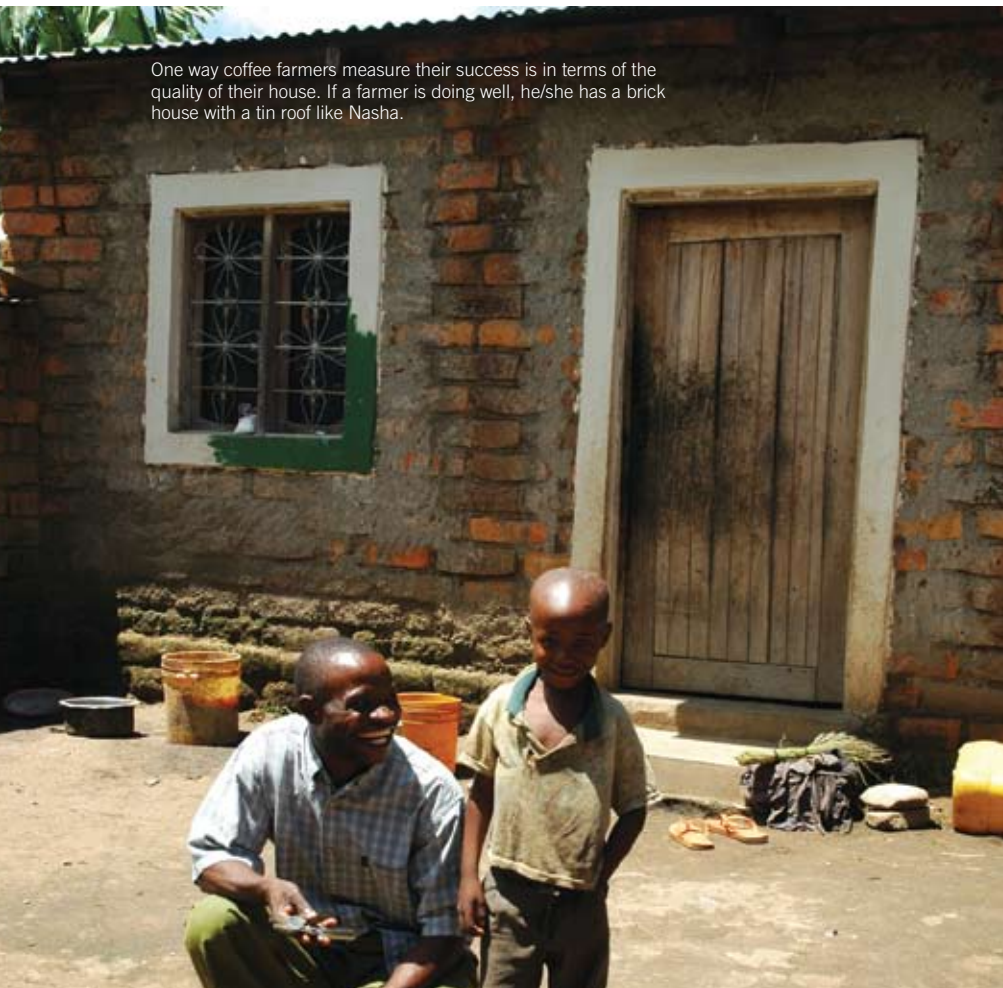
Contact farmers are responsible for transferring knowledge about sustainable coffee production to fellow farmers. This is primarily done through hands-on training in demonstration plots owned by the contact farmers. The plots make it possible to demonstrate how recommended practices like mulching, pruning,

weeding, erosion control, shade tree planting and the effective use of fertiliser can improve the quality of the coffee and increase the yield. In return for providing and managing demonstration plots, contact farmers receive free agricultural inputs and agronomical assistance.

Farmer promoters are responsible for organisational and business development activities in the group. They also enforce the contractual agreements of the group and provide support to the contact farmer and the executive committee. To enable farmer promoters to conduct more effective peer training and to follow up on activities, they have each received a bicycle.

Contact farmers and farmer promoters are represented in each depot by a lead contact farmer and a lead farmer promoter. Lead contact farmers ensure that colleagues follow recommended practices, provide technical support and link their depot to other agronomical training and support institutions and organisations such as the District Agricultural & Livestock Development Office. Lead farmer promoters are responsible for the organisational development activities of the depot. It is intended that lead farmer promoters will take over the role of producer organisation trainers when the ICP project ends.

One way coffee farmers measure their success is in terms of the quality of their house. If a farmer is doing well, he/she has a brick house with a tin roof like Nasha.



A contact farmer

Nasha Mwalingo is the contact farmer in the Muungano group in Mbeya Rural District. Part of his 1.5 acres of land is used as a demonstration plot. This plot has 40 coffee trees and is the training centre for all members of the group.

A plot is a visual sign of how well a group is performing and this group is doing very well. The yield of coffee per tree has increased by 1 kilo. As a result other groups come to look and learn. Nasha believes one of the major challenges faced by contact farmers is to ensure that other farmers apply the new practices to their own plots.

“ One of the main reasons for our good performance is that we practice what we have learned. ”

Access to loans helps farmers

Smallholder coffee farmers in Tanzania have difficulty getting bank loans. They can get loans for three months but these are limited to buying coffee only. As it takes several weeks from the time coffee is picked until farmers receive payments from the sale at the auction in Moshi, many are forced to sell their cherries straight off the tree to middlemen for a very low price. One year the group in Igamba sold its coffee to middlemen for TSh. 1000 per kilo. At harvesting time the coffee was worth TSh. 1500. Selling this way is a gamble and often poor business.

However the financial situation for the farmers looks better now. Through Private Agricultural Sector Support Ltd (PASS), they are offered an opportunity to get a one year loan from Cooperative & Rural Development Bank (CRDB) to buy agricultural inputs. PASS has approved loans to more than 14 groups from the ICP project and more are to follow. But even though the bank loan is of great value to the farmers some of the groups hesitate to apply for one. The group in Muungano is one of them. "Before applying for a loan we want to screen all our members and make sure they are capable of repaying it. We put great emphasis on only admitting trustworthy farmers. We heard of a group in Mbozi where members misused the loan for their own gain and we want to avoid that", says Chairperson, Rabon Njema. The group in Igamba is very positive about a loan they received through PASS. "When our coffee was sold the payment was transferred directly to our bank account. CRDB deducted the loan and we got the remainder", says Farmer Promotor, Lusekelo Mwalukomo.









Criteria for getting a loan

In order to qualify for a loan a coffee farmer must first be registered in a group. The group itself must be



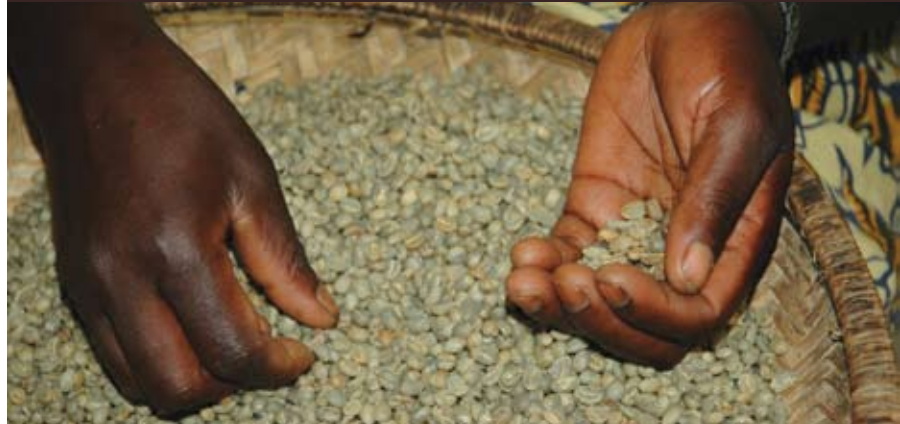
The differences in practices

There is a lot of talk about traditional and new methods, but what are the differences? Here are some of them:

-  Instead of using fertiliser in a random way, farmers now know which type to use, how best to apply it and how often and how much to apply.
-  Insecticides were often used only after diseases were discovered. The recommended method is to follow a regular application schedule.
-  Shade trees like banana and maize were seldom intercropped with coffee trees. Now shade trees donated by the ICP project provide shade to the coffee trees and improve the soil.
-  Ploughs and hoes were used in the fields which destroyed the coffee root system. The farmers have learned not to dig holes but only to use shallow methods and practices like mulching.
-  Coffee beans were left unpulped for days, turning them sour. Now farmers know beans have to be pulped within eight hours.
-  The cherries were often stripped and not properly picked. Also branches were not cut to avoid diseases.
-  Beans were dried on the soil or a smooth floor made of cow dung. This affects the flavour of the coffee as the beans tend to absorb the smell of soil and dung. The recommended practice is to use drying tables or mats raised from the ground to prevent contamination.
-  Farmers used to store coffee in a dark, wet room in the house along with insecticides and pesticides. Now the coffee is kept in a dry ventilated place and separate from the chemicals.



Women hand picking coffee at City Coffee. Each woman can manage to pick about one 60 kilo bag a day.



registered with the responsible ministry and be legally recognised. This registration is necessary for a group to be able to do commercial business. The local government and MS Tanzania have assisted the groups through the whole registration process. The group in Muungano has been trying to register since 2002 but only succeeded this year 2008.

In order to approve a loan CRDB also requires a business plan. To help prepare and submit these plans is one of PASS' main services. "Together with a coffee specialist and an extension officer, I meet with coffee groups to gather the information needed for a business plan and to make sure their project is viable. We evaluate if the loan is adequate to buy the required inputs, if the group will be able to increase its yield and if there is a market for the coffee. We take the sales history of the group into account too," says PASS Business Development Officer, Bakari Kipanga.

One of the challenges in preparing a business plan is a lack of historic information. Few farmers keep records of which inputs have been used, what they cost, how old the coffee trees are and when they need to be replanted. This information is valuable not only for the preparation of the business plan but also when it comes to deciding how much input to use and to measure how farmers have benefited from the loan. In order to encourage farmers to keep records the coffee groups have attended training, but there is still a long way to go.

Valuable lessons have been learned from paying both the loan and the deposits on bank accounts direct to farmers. In most cases the money is used wisely, but a few farmers have been unable to resist the temptation presented by relatively large sums of cash. Webster explains that instead of farmers withdrawing millions of Tanzanian shillings in cash it is proposed to introduce a procedure

whereby the bank transfers payment for agricultural inputs directly to the supplier. The same can be done with regard to the payment of school fees to primary schools. Another measure proposed to avoid misuse is to disburse money in stages according to the need for inputs instead of paying one lump sum. In addition, before money can be withdrawn from the bank a group must be able to document that its members have agreed the withdrawal. Three members must then collect the money.

Change of mindset

Traditionally, coffee farmers in Mbozi and Mbeya enjoy special status in the community. Owning a coffee farm is prestigious and farmers believe that coffee is coffee regardless of the quality. But, according to Lupakisyo Masuba, Coffee Specialist from Mbeya Rural, the ICP project is slowly changing this attitude. "Due to awareness raising more and more farmers are starting to appreciate the value of growing coffee of good quality.

Having a coffee plot is no longer just about status - it is business”, he says.

The groups in Muungano and Igamba have seen the advantages of looking at coffee farming from a business point of view. Since they joined the ICP project their yield has increased from 10 to 19 tons and 145 to 200 tons, respectively. The difference in volume is due to the number of members and the fact that coffee fields are bigger in Mbozi. “One of the reasons for our good performance is that we practice what we have learned. We can see how the new methods make a difference but some of the other groups are reluctant to change. They stick to the old thinking believing they know better”, explains Rabon.

“ Having a coffee plot is no longer just about status - it is business. ”

Webster confirms that it is difficult to change traditional practices in some groups. As an example he mentions that 52 out of the 60 groups are active – 13 in Mbeya rural and 39 in Mbozi. The remaining eight groups have been suspended because the farmers used short cuts instead of implementing the recommended practices. These groups were given time to reflect on whether they want to be part of the project or to continue as usual. In order to persuade these farmers to change, they were encouraged to practice the new methods on 40 trees. This way some farmers have seen the advantages of

the new practices. Other farmers have observed how the active farmers in the project have benefited. The eight suspended groups are now starting to return to the project.

Marketing is “the” challenge

Marketing of coffee is without doubt one of the biggest and most complicated challenges for coffee farmers. They find the marketing system impenetrable due to lack of information and knowledge about what happens in the value chain after they deliver their coffee to the milling company. Past experiences have made it hard for them to see any justice in the system.

Besides the middlemen mentioned previously, farmers can sell their coffee





Photo: Vanessa Vick

to milling companies who forward it to the auction in Moshi, where it is sold by the Tanzania Coffee Board (TCB). However, most farmers are not comfortable with the duration between sales and payments of their coffee through the auction. The other marketing window is for farmers to sell their coffee directly to foreign importers. One of the goals of the ICP project is to establish a link to these buyers. A first attempt was made in 2007, when the German coffee

roasting company Tchibo bought all top grade coffee from the groups. This amounted to 72% of the coffee produced.

Nevertheless the farmers were discontent about the sale. One of the main reasons was a lower price than expected. Although the coffee was bought at a good price in USD, some farmers suffered a loss due to a depreciation in the Tanzanian shilling, which neither Tchibo nor TCB could

do anything about. However, some groups waited for the exchange rate to increase and earned good money. Another cause of discontent was lack of price differentiation of coffee processed at a central pulping unit and by individual farmers.

In order to encourage farmers and to keep their focus on producing coffee of good quality, the ICP project visited the coffee groups to exchange ideas and suggestions on how to avoid similar occurrences. Tchibo also met the farmers to clarify any misunderstandings and to discuss future opportunities for cooperation. Today, Tchibo and some of the farmers have entered into a long term business relationship. Other sales opportunities may also appear as potential buyers from several international markets have visited the farmers in 2008.

More marketing improvements

Recognising that there is a lot of work to be done on the marketing issue, the ICP project has initiated a marketing committee managed by farmers. They met for the first time in April 2008 and will be responsible for supervising and communicating all activities pertaining to marketing such as price negotiations, contract formulation and negotiation with buyers. In other words the committee will be the link between the farmers and the buyers. It also has the important job of uniting and strengthening the depots.

Another initiative encourages farmers to use central pulping units (CPU), instead of pulping coffee at home. At a CPU, the pulping process can be monitored and uniform quality achieved. This change of practice should improve overall quality, competitiveness and the price achieved by the groups. The initiative is supported by PASS, which offers loans to the coffee groups to establish CPU's. At the moment three groups



The Agricultural Support Development Program ties some grants to public private partnerships, but to establish these is easier said than done. “Our experience is that the private sector fear involvement by the local government. Some organisations initiate projects and contact farmers without even informing us, thus risking duplication of activities. Actually, the cooperation with the ICP team is the first public private partnership we have entered into”, says DALDO, Ennock Nyasebwa.

Teamwork with local government

The project management team of the ICP project consists of a project manager, one project field officer, three producer organisation trainers and the local coordinator from MVIWATA, a national network of smallholder farmers. The team has played a vital role in anchoring the project. But members of the team agree on one thing. If they had not joined forces and established a good working relationship with local partners the project would have failed.

One of the first steps taken by the ICP project was to contact the District Commissioner and the District Agricultural & Livestock Development Officer (DALDO) to inform them about the project and to initiate a partnership. Links were made with

government extension officers and coffee specialists and villages were selected to participate in the project. The DALDO highly appreciates the cooperation with the ICP team. “This is a very good experience for us. The communication is very open and we are informed about everything that is going on in the project. We receive status reports on a regular basis and meet to share and discuss the progress made, challenges and action plans. The meetings are an opportunity for us to voice any concerns and to come up with ideas”, comments DALDO of Mbeya Rural District, Ennock Nyasebwa.

This appreciation of the benefits of constructive team work is mutual. Producer Organisation Trainer, John James Mbele, stresses that the

contribution of the DALDO's office is of great importance. As an example he mentions the cooperation with the coffee specialists. “Before our first contact with the farmers we partnered up with the two coffee specialists in Mbozi and Mbeya Rural, respectively. Without them it would have been difficult for us to be accepted by the communities. The coffee specialists are known and trusted and since they support the project farmers turned up for the first contact meeting and the training. In fact they inquired if the coffee specialists would attend”, he explains. On the other hand the coffee specialists and the farmers value the work of the producer organisation trainer as the extension officers are too few.



Project Manager, Webster Miyanda, at City Coffee - a milling factory in Mbeya. The project team discovered that coffee farmers knew little about the coffee value chain. Therefore, contact farmers and farmer promoters were invited for a study tour at City Coffee to learn about what happens to their coffee after they deliver to the factory.

in Mbozi are constructing their own unit. The project has also provided a demonstration eco-pulping machine to one of the groups in Mbozi district to be used by all participating groups for learning purposes.

Taking the road to success is a choice

Great emphasis has been put into creating ownership and to enabling coffee farmers to continue the initiated activities after the ICP project ends in April 2009. Farmers are encouraged to lead the process and linkages are established between them and important stakeholders to ensure that they can continue making progress on their own. "We give the farmers a good starting point to improve their livelihoods. Whether they grasp the opportunity or not is up to them. The success of the groups depends to a great extent on the commitment of farmers and the strength of the management. I believe the majority of the groups will manage fine, although some will fall behind", comments Webster. Lupakisyo is also optimistic that most groups will continue to progress as the benefits gained so far are an incentive to them.

As for the coffee farmers in Igamba and Muungano, they are in good spirits and very confident about the future, though they stress the importance of finding a good buyer for their coffee. ■

Did you know? - About coffee production in Tanzania

- ☕ Coffee is one of the major three export crops of Tanzania. The other two are cotton and cashew.
- ☕ 80% of the coffee is grown by smallholder farmers. The remaining 20% is grown on estates.
- ☕ In 1993/94 coffee trade in Tanzania was liberalised and private companies were allowed to buy coffee directly from farmers. Previously this was only done by cooperatives.
- ☕ Tanzania Coffee Board (TCB) was established in 1993 and governs all matters pertaining to coffee production and marketing.
- ☕ The Government is aiming for Tanzania to produce 120,000 tons of coffee annually by 2010. In 2007/2008 the estimated production is 54,000 tons.
- ☕ Coffee is sold in the form of green bean (clean coffee) through either a coffee auction in Moshi or direct export (top grades with good classification).
- ☕ Almost all of Tanzania's coffee production is exported.
- ☕ Leading buyers for Tanzanian coffee are Germany (30%) and Japan (12%) followed by Netherlands, Italy and the United States.
- ☕ Coffee provides employment to more than 400,000 families.

Source: Tanzania Coffee Board



Gender – still a long way to go

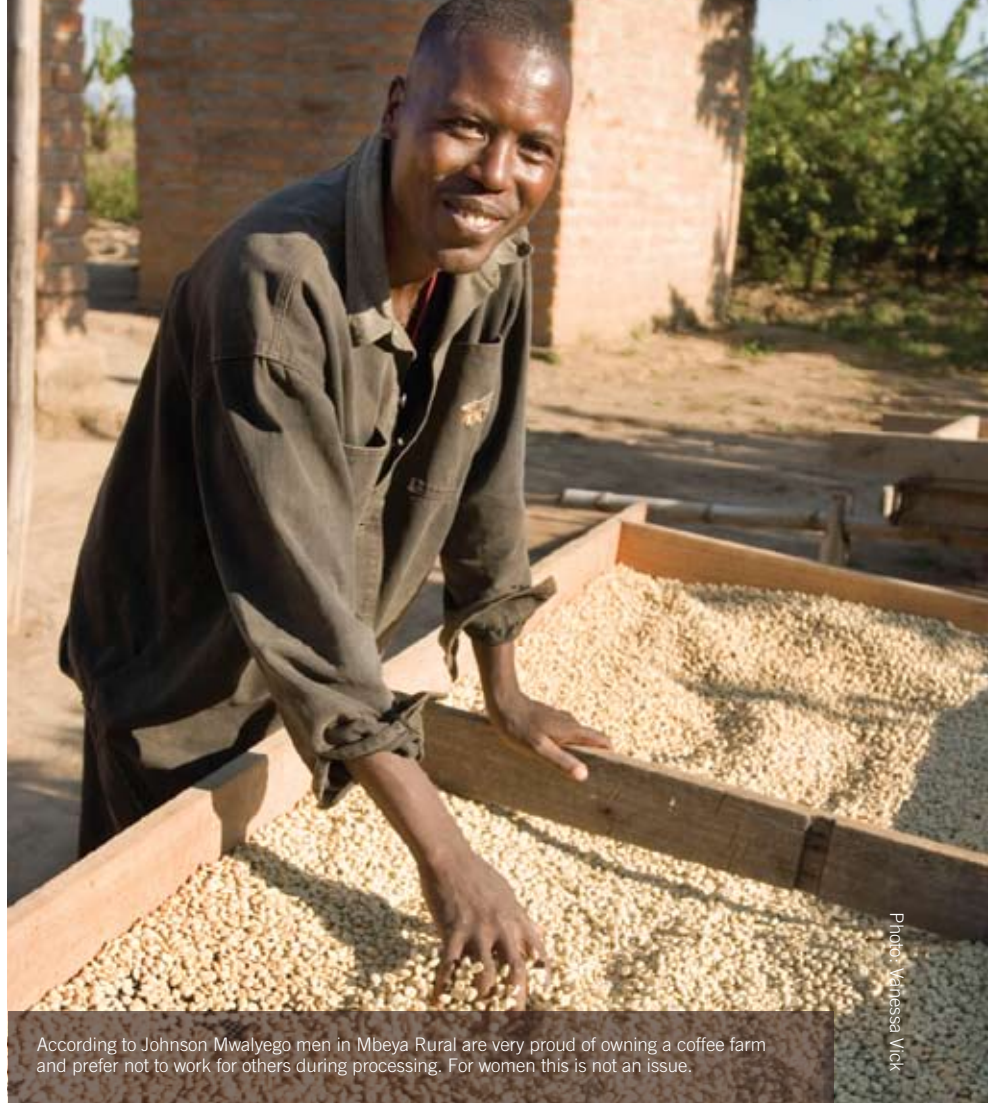
“We try to advise men to encourage their wives to join a group as well as to attend training”, say Asha Myombe and Luth Mwalili (right). They are both coffee farmers in Mbozi.

In Mbeya Region people live in a patriarchal society. Many men have two to four wives and traditionally men own the coffee plots and control the earnings.

“We only have four women with positions in the project – two contact farmers, one farmer promoter and one depot chair person. Moreover only a few group members are women. As to how to involve more women it is still all in the air”, says Project Manager, Webster Miyanda. The biggest barrier to involving more women is that a farmer has to own a coffee plot to qualify for membership in a group. “But if you visit a coffee field most often you will find the women and children working there and not the men”, Webster adds. The men in Igamba agree to this and acknowledge the need to increase the gender balance. “Women contribute with a significant portion of the labor. In order for us to improve our performance it would be an advantage to have more female members to give them direct access to training and improve their skills”, says Lusekelo Mwalukomo. In Muungano 20 out of 50 members are women, though only three are individual members. They all inherited the land after their husbands died. The remaining 17 women join the group through their husbands. In Mbeya Rural the work load between genders is different from Mbozi.

According to Producer Organisation Trainer, John James Mbele, about 90% of the work in coffee fields is done by men, while most of the processing is done by women.

“Our women are more interested in working with cash crops like beans or maize than with coffee. If my wives start to show more interest in managing a coffee field up till harvesting, I would consider giving them a plot”, says group member, Johnson Mwalyego.



According to Johnson Mwalyego men in Mbeya Rural are very proud of owning a coffee farm and prefer not to work for others during processing. For women this is not an issue.

Photo: Vanessa Mick

Two female coffee farmers

The coffee group in Igamba in Mbozi has 87 members out of which eight are women. One of them is Asha Myombe. She inherited the plot from her husband but not all women are that lucky. In most cases the family of a deceased husband takes over the land. According to Producer Organisation Trainer, Lized Cope, Asha is one of the most dedicated members of the group. She has never missed a meeting and she applies the practices learned. “After joining this project I have increased the coffee yield and this year I expect to harvest 1.5 tons. My life is very different from other women because of the knowledge I have gained from the direct training.” Due to the increased yields attributed to the project she has been able to

buy two cows, send children to school and to have electricity installed in her house.

Luth Mwalili is another of the female members of the group in Igamba. Even before the ICP project started her husband gave her two of his seven acres of land, to the benefit of both parties. She has become more independent and earns her own money to buy food and household equipment. He benefits by not having to worry about providing her with money or household stuff. The male members of the group agree that they need to encourage their wives to be members. Asked about if they would actually give a coffee plot to their wives to qualify them to be a member, they said: “Yes, it is not a problem.”

“Women are disadvantaged in our society and I feel committed to help them in achieving their rights. One way of doing this is to draft legal documents.”

***Amani Mwaipaja,
Lawyer at MPLC***





Volunteers essential to Paralegal Work at MPLC

Morogoro Paralegal Centre (MPLC) uses a network of volunteers and paralegal district offices to empower women and children living in rural areas of Morogoro Region. The centre provides the information and support needed by poor women and children to realise their rights in the areas of property inheritance, domestic violence and sexual abuse.

Women and children in rural areas are often oppressed by traditional laws and customs. To help them live decent lives, MPLC offers counselling services, raises awareness about legal rights for the whole community and advocates for changes in traditional customs and laws that deny women and children their rights. Since 1993, the organisation has run a legal aid clinic from its head office in Morogoro Town. Four paralegal district centres were established in late 2006, allowing MPLC to provide assistance, professional knowledge and advice to about 100 paralegal volunteers organised in groups in the greater Morogoro Region. Two centres are situated in Mvomero and one in each Ulanga and Morogoro Rural. A unique spirit of voluntarism and commitment drives the work of MPLC. Moreover, there is a strong sense of ownership as three of the founding members still work for the organisation. One of them is the present Coordinator, Flora Masoy. Women's access to land and land rights is a key focus of the Centre's activities.

Adjustment to growth

MPLC's capacity to provide legal advice for women has increased due to a growing number of paralegals and funding from different donors. Over the years, the Centre has combined this growth with a sharper strategic focus and refinements of its structure. In 2006 the organisation prepared its first strategic plan, which is an important guide in the preparation of project

proposals as well as the selection of donors and strategic network partners. While preparing the strategic plan, MPLC also made organisational improvements designed to make more efficient use of scarce resources. The main outputs were a new organisational structure, a definition of the new district structure and a decision to give higher priority to annual general meetings. Also, MPLC has ensured a strong voice for paralegals at the district centres by electing their representatives to a new Governing Council.

A lawyer – a milestone

Although some time has passed since the definition of the new organisational setup, it has yet to be fully implemented as there are insufficient numbers of staff to divide the work into departments. However, things are looking up. A lawyer was employed at the beginning of 2008 and the organisation is in the process of contracting a project officer, a secretary and an accountant. To have its own lawyer is a milestone for MPLC– one of the reasons being that it is now able to manage more complicated cases. An example comes from Tuliani where a house girl was in police custody because the house owner accused her of stealing. The truth was that although he had not paid her any salary for six months other than food and a bed, he managed to bribe the police to accept a theft case. At the time the district paralegals and the lawyer became involved, the girl had already been



A performance in Dakawa about land conflicts between pastoralists and farmers.

Text and photos:
Marianne Buhrkal Soerensen



Photo: Christoph Lodemann

Forum theatre - entertainment for everyone

One of MPLC's activities in the rural areas is awareness raising through theatre where big groups of beneficiaries, who do not need to know how to read or write, can be reached for little money. A way of attracting a big audience is to perform the plays on market days.

Since 1998 a professional theatre group has been attached to MPLC and it has performed plays about domestic violence, HIV/AIDS, early marriages, inheritance conflicts, land laws and good leadership with great success. Also, the theatre group has sensitised communities through performances about women's participation in the latest elections. Two of the paralegals are members of the group which consists of 12 people. The group has been trained by a professor at the University of Dar es Salaam, who is specialized in participatory theatre.



“This work has changed me a lot. Before I did not know anything about the law. Now I use what I have learnt in my personal life. It is about civil courage. You must show a good example yourself and you must speak up if you see people being mistreated. We have to practice what we preach.”

Flora Masoy, Volunteer for 15 years and now Coordinator of MPLC

Photo: Pernille Baerendsen

locked up for five weeks without trial. MPLC called on its contacts in the media, who called the Regional Police Commander to find out what was going on. The RPC called the police in Tuliani and the girl was released the same day. The lawyer also managed to make the house owner pay the girls salary so that she could take a bus back to her home in Dodoma. Without the lawyer and the help from the media, MPLC would probably not have been able to solve the case.

Setting up district centres

The new paralegal district centres bring services closer to the beneficiaries and allow improved monitoring of ongoing activities and coordination of the work of the paralegal groups at ward level. An important reason for establishing district offices has also

been to give the paralegals their own identity. Previously they often used the facilities of public institutions such as a room at a hospital, a school or at a local government office, leaving the beneficiaries confused about where the advice came from.

The main task of the district centres is to provide legal advice and counselling and to assist women to file court cases. As a lawyer is required to draft legal documents the paralegals assist clients in finding one. Whereas previously, MPLC could only provide advice, now MPLC's own lawyer can draft legal documents for clients. If the district paralegals are unable to solve a case, the client is referred to the head office. The centres monitor human rights violations, reporting both to head office and to the Legal & Human Rights

Centre in Dar es Salaam and also work closely with Village Land Committees to solve land rights cases. Finally they assist the head office whenever a program activity is initiated by preparing focus group discussions and acquiring permits to perform theatre plays, among other things.

Setting up an office in each district was not a big deal. It only required a table, a few chairs and a bench so the paralegals can meet and provide legal advice to clients. The challenging task has been and still is to build management and organisational capacity at the centres in such areas as planning, reporting, organising client registers and recording advice given. The low level of education of some of the district paralegals is also a constraint, making it difficult to teach

“If a woman approaches me for help I sit down with her together with another paralegal to listen to her story in detail. The contacts of the woman and her story are registered in our client register and from there the process depends on the type of case put forward.

In case of a matrimonial problem we write a letter to her husband to invite him for a meeting. If he refuses we write another letter delivered through the ward officer telling him to come for a meeting. Then we all talk together to find a solution. If they are Maasai the whole extended family usually shows up. If the woman wants a divorce we inform her about the procedure.”

Isabella Katungutu, a founder of MPLC and one of its most experienced legal aid providers.



Photo: Pernille Baerendsen

complicated planning tools. One experience gained is that the capacity to run an office differs from district to district. In one district the paralegals have taken the initiative to establish groups and open offices at ward level on their own, while the paralegals in another district wait for the head office to provide money, even though they are suppose to help provide funding themselves.

Volunteers ensure outreach

In order to achieve its mission to improve living conditions for women and children who are discriminated

against in rural areas, MPLC must educate rural people and empower them to take action for change themselves. The success of the organisation depends on its ability to engage committed volunteers. Voluntary paralegals provide essential outreach and increase the impact of activities.

Other benefits include improved direct connections with communities, a strong commitment to improve women’s rights due to easy identification with problems and improved results with land rights cases

where paralegals have been actively involved.

To prepare the volunteers for their work as paralegals, MPLC provides regular training in laws such as the Village Land Act and the Marriage Act as well as on how to give evidence in court. During training sessions the paralegals are always given the opportunity to share difficult cases and best practices in order that they can learn from each other. Also MPLC provides assistance, professional knowledge and advice to the paralegal groups. Monitoring and follow-up on the work at the district

Photo: Pernille Baerendsen



Where ever MPLC goes it talks with children and their parents about children’s rights, such as their right to play and the right for education.

About Morogoro Paralegal Centre

Morogoro Paralegal Centre is a non-governmental organisation, which was established in 1993 on the initiative of the Women's Legal Aid Centre. MPLC's long term goal is to contribute to poverty reduction among women and children in Morogoro Region by addressing laws and customs that suppress women and children's rights and by promoting human and legal rights education. The head office is in Morogoro Town from where the organisation coordinates activities and carries out counselling. In order to reach the rural population, MPLC has established paralegal district centres in Mvomero, Ulanga and Morogoro Rural.

MS Tanzania has partnered with MPLC since 2004, supporting administration (office/training/salaries), training of paralegals, awareness raising through theatre, sensitisation and trainings. An Advocacy and Networking Adviser, Christoph Lodemann, has been allocated by MS Tanzania to build capacity.

MPLC is part of various networks of women's and human rights organisations. Besides MS Tanzania it has received funding from: German Development Services, the Friedrich Ebert Stiftung, Forum Syd, Care Tanzania, Global Fund for Women, Canadian CIDA, Women's Legal Aid Centre, Women in Law and Development, Legal & Human Rights Centre, TACAIDS/RFA, Family Health International, and the Foundation for Civil Society.

Read more about MPLC on www.paralegaltz.org.

offices is done through visits, where activities are discussed and monthly reports written.

One of the paralegals in Sokoine Village in Mvomero District explains the importance of training people to apply their skills locally: 'It is easier in the long run if we manage to solve a conflict at the lowest level. We have a lot of minor local conflicts and if we can solve them ourselves, chances are that problems will not escalate.'

However, training volunteers to be paralegals is not enough. MPLC is conscious of the importance of inviting government representatives so that they can benefit from the training and establish personal connections. 'MPLC has very good relationships with the local government, especially at ward and village level and our paralegals work closely together with them. They can see the benefit of our work and it encourages them to perform as well', says Advocacy and Networking Adviser Christoph Lodemann. He has worked with MPLC for three years and is funded by MS Tanzania.

Profile of volunteers

But who are these people who dedicate their time to work as volunteers? At the head office some are teachers while in the districts they are mainly people who know from experience what it takes to fight for a right and want to help others do likewise. In other words many volunteers are role models. 55% are women. Recruitment of volunteers usually happens through people coming to the office asking for voluntary work. Also, volunteers propose others that they think might be good at the job.

However, many new volunteers come with misconceptions about the work. If their need for money is bigger than their commitment to the cause they usually do not stay for long. A few volunteers remain committed to

working for women's rights and these are the highly motivated people that MPLC retains.

MPLC has no problems relying on volunteers. 'They are dedicated and feel ownership towards MPLC. However, there is a limit to how much we can push them. We try to make agreements with volunteers to define their responsibilities and time commitment, but this has proven to be very difficult', says Christoph.

An example for others

Voluntarism, commitment and civic empowerment are big words, but they are not only used by MPLC. The Director of the Foundation for Civil Society (FCS), John Ulanga, says: 'We should learn from MPLC. It has a passion to help communities and the happiness of being able to help. The fight against poverty cannot be won if we do not address women.'

“We should learn from MPLC. It has a passion to help communities and the happiness of being able to help.”

Flora follows up and explains how helping families to be happy promotes poverty reduction:

People in the rural areas really benefit from sensitisation because it reduces conflicts. If a woman is not allowed to speak up, she will become discouraged and unhappy. Lack of dialogue between a wife and a husband creates insecurity in the household and creates poor conditions for raising children. Development starts at household level. If the family is happy and everyone respects each other there is space for development.



"Very few organisations can reach far into a rural area without voluntary work and engagement. MPLC's most important strength is the volunteers in the villages. Without these volunteers living close to the beneficiaries, only little impact would be achieved. MPLC is unique in having many paralegals and human rights monitors in the field. This is an incredible strength and it is important to focus on how to maximize the benefit gained from them."

*Advocacy and Networking Adviser
Christoph Lodemann (right)*

"I am a retired teacher and find myself in a position where I can afford to volunteer. But it is not only that. Volunteering adds to my quality of life as I get to deal with people - lots of people. That makes me happy. I earn respect and it occupies me. My job primarily consists of providing legal aid and counselling, facilitating workshops for education of the paralegals and monitoring and follow-up activities."

*Sylvester Massawe, Volunteer at
MPLC's head office in Morogoro
through nine years*



Photo: Pernille Baerendtsen

The Foundation for Civil Society and the Swiss Ambassador met with beneficiaries in Sokoine village in July 2008 to follow up on a project.



Photo: Christoph Lodemann

Sensitisation meeting on pastoralist rights to access land in Kibati Ward in Mvomero District

Excellence Award

In November 2008, MPLC was given the “Civil Society Organisations Excellence Award 2008” by Foundation for Civil Society. It was chosen among 124 organisations. MPLC also won the award for the best governed CSO.

Making ends meet

Even though MPLC has found a unique way of reaching its target group, it is also aware of the challenges it faces managing one head office, four paralegal offices in three districts and about 100 voluntary paralegals at ward level. One of these is the fact that the district offices operate in different surroundings. Therefore, each requires a different management approach. Ulanga District started with a district office and has just started establishing paralegal sub-groups. Mvomero is the opposite. There are strong groups in every ward with representatives at village level, thus allowing the district office in Mvomero to stand back a little and play a more coordinating role.

The new structure bringing MPLC’s services closer to the beneficiaries is not fully implemented and the effects still remain to be seen. Frequent monitoring visits and capacity building of the rural paralegals will be important to ensure progress. The planned expansion of staff should enhance MPLC’s capacity and enable it to more effectively assist the paralegal groups in the rural districts. A new two-year land rights project with FCS is expected to contribute to the capacity of the organisation. From experience MPLC knows that new funds increase the need to improve organisationally. Flora agrees that this process is healthy but admits that the challenge of building the centre’s capacity and attracting new volunteers is not easy.

“Capacity building and legal training of our volunteers is a constant challenge that will never end. Not only do we recruit new volunteers, but changes in the laws require that we regularly update their knowledge”, she explains.

MPLC also faces the challenge of implementing the focus area commitments outlined in the strategic plan. The plan concerning land rights is well under way due to funding from FCS and MS Tanzania, while the fight to reduce violence against women has suffered due to lack of funding. Also, the continuous operation of the legal aid clinic in Morogoro Town needs to be secured.

One way to enable the district centres to fundraise and to open their own bank accounts is to register them as Community Based Organisations (CBO’s). The registration process has already been initiated. Further training of the district paralegals in management and organisational skills is also needed. This will further improve the services provided to paralegals and beneficiaries and enhance the ongoing monitoring of activities

Long-term planning gives stability

MPLC has come a long way since 1993, when it started as a small organisation. It has grown steadily and continuously. Also, MPLC has gained a lot of experience over the years from working with women, rights, land and voluntarism. Flora concludes that support from MS Tanzania has made it easier to work with volunteers and to address organisational challenges. She explains that, apart from the support MPLC has received from FCS, the support from MS is different from their general support:

“The donors we have worked with before usually gave small amounts of financial support on a project by



Regina Solomon, Accountant at MPLC.

project basis. The cooperation with MS Tanzania is different in the sense that we sit down and decide plans and activities with the Program Officer. We have a mutual dialogue. MS offers long-term financial support, meaning we are sure about what we have and that makes planning possible. Another thing is that other donors do not support administration. MS does - and that reduces insecurity. The benefit of

long-term planning is sustainability of our work. It helps us to focus and it enables us to provide a better service.” ■

Number of cases handled by MPLC in 2006-2007

Type of cases	2006	2007
Matrimonial problems	178	153
Inheritance problems	121	148
Problems concerning children	81	127
Land conflicts	122	283
Other legal problems	46	101
Total	546	812



Land and women – still need for empowerment

Since 2004 MPLC has implemented activities to support women's rights to land in Mvomero District. Among the activities is legal counselling by the paralegal volunteers, training of representatives from Village Land Committees and sensitisation through theatre performances in all divisions of the district. In order to identify the future need for interventions, MPLC conducted a survey on 'Women's access to land' in the two villages of Sokoine and Kunke. The survey was carried out in 2006 and funded by MS Tanzania.

Traditions have a stronghold

The findings show that only 0.2%, or 3 women, in Sokoine village owned land. In Kunke village the numbers were 0.3% and 5 women respectively. Seven of the women inherited the land after their husband died and one managed to acquire it through her own means. None of the respondents knew of any

married couples who have entered into joint land ownership and they did not know about this possibility.

Also, the survey shows how difficult it is to reach women and to fight against cultural and traditional beliefs that keep them subordinate in the family hierarchy. Traditionally all property is inherited by the husband's family or the eldest man-child, leaving the wife and girls with nothing. In these cases women have to go back to their parents or marry another man. The Village Land Act overrides customary law if it denies women their right to use, transfer and own land. However, the survey proves that many women are not aware of this and that they do not understand why they should own land themselves. "I do not need to own land. When my husband dies I will just marry another man", one woman said. Fortunately, some women see the advantages of owning their own

land but often the system does not consider them. Though women applied for land offered in Kunke village all of it was given to men.

In other words women still have little access to land in spite of the national laws, the Village Land Act 1999 and the Marriage Act. One of the reasons is that Tanzania has a pluralistic legal system, meaning that traditions - tribal as well as religious - are accepted as law unless they are appealed to the legal system, where national law is applied. Family cases are often resolved using customary laws depending on the cultural context and often they do not favour women. However, if they appeal to the court the national law is used, respecting their rights. This is why paralegals are so important in rural areas.

The survey illustrated the ongoing need to inform and educate rural

communities about the legislation, their rights and how to solve conflicts. Certainly, women need awareness and empowerment. The survey also proved that awareness raising should be supported by sensitisation campaigns addressing other issues oppressing women such as bride prices and early marriages.

“ Traditions will change over time. Nevertheless, there is a need to address specific traditions that oppress women and to facilitate rapid change improving women’s rights to access land. ”

MPLC continues to raise awareness

The number of land conflict cases handled by MPLC has increased from 122 in 2006 to 283 in 2007. The organisation sees this increasing number of cases as a positive sign,

demonstrating that women are getting more aware of their rights and that inheritance traditions are in a transition phase.

MPLC continues its work to make rural women in Mvomero and Morogoro Rural Districts aware of their land rights through theatre performances and flyers containing information about the issue. In 2008 a play about land rights was performed twice to audiences of 300 to 350 people. Furthermore a seminar for Village Land Committees and village leaders was conducted in order to improve their knowledge and as an incentive for cooperation.

Looking to the future, MPLC received a strategic grant from the Foundation for Civil Society (FCS) in late 2008 to fund a two year project aimed at facilitating more women to own land. The project has been planned using the findings of the survey on women’s land ownership.

It will focus on joint land ownership between husband and wife, and it will assist women who own land to have their ownership documented. The strategic grant from FCS means that work already initiated can continue.

Another issue MPLC addresses in regard to land is pastoralist rights. A project focusing on reduction of conflicts between pastoralists and farmers has been initiated. It also focuses on traditions that oppress women and aims to give pastoralist women a stronger public voice. MPLC has also addressed women’s rights concerning HIV/AIDS. HIV prevention for widows has been organised through training of trainers and, in order to establish a better inheritance position for women, training on how to write a will has been conducted. MPLC still assists women who have legal disputes due to their status of being HIV positive.

We must do it because nobody else does

Anna Alimasi is Maasai and lives in Sokoine Village in Mvomero District. Some years ago her husband died, and she ended up having a hard struggle with his relatives to keep the right to their land. She was recommended to ask MPLC for help, and via their support she was able to take her case to court. Now she has her own plot of land and one of her three children is in secondary school. Had it not been for the voluntary network of paralegals, Anna would probably not have been able to access her rights

Today, Anna is a paralegal herself. Based on the support given to her, she is able to help other women in similar situations. Also, training on land issues has enabled her to mediate land conflicts. She is now a member of the Village Land Committee. “My eyes are opened and I want others to experience the same. It is important to be open and learn about the rights of women among the Maasai. I became a paralegal myself because I have seen how others helped when no one else did. As a paralegal I give counselling on human rights, in fact it is part of my work in the Village Land Committee. We meet every Tuesday and Friday to discuss cases. I think we have about 10 cases a month. If we cannot solve them here, we take them to the MPLC head office in Morogoro”, Anna says.



Photo: Pernille Baerendtsen

Abbreviations

CBO	Community Based Organisation
CPU	Central Pulping Unit
CRDB	Cooperative & Rural Development Bank
DALDO	District Agricultural & Livestock Development Officer
FCS	Foundation for Civil Society
ICP	International Coffee Partners GmbH
LEAT	Lawyers' Environmental Action Team
LHRC	Legal & Human Rights Centre
MPLC	Morogoro Paralegal Centre
NACC	Njombe Agricultural Coordination Committee
NADO	Njombe Agricultural Development Organisation
PASS	Private Agricultural Sector Support Ltd
PPP	Public Private Partnership
SACCOS	Savings And Credit Co-Operatives
TCB	Tanzania Coffee Board
TCCIA	Tanzania Chamber of Commerce, Industry & Agriculture
TMWDO	Tanzania Mine Workers Development Organisation

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