



IMARISHA YEAR FOUR

Q4 QUARTERLY REPORT

**IMARISHA — TANZANIA ECONOMIC STRENGTHENING FOR
HOUSEHOLDS AFFECTED BY AIDS**

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ABBREVIATIONS

ALAT	Association of Local Authorities in Tanzania
APS	Annual Program Statement
ES	Economic Strengthening
CADA	Community Active in Development Association
CHAC	Community HIV/AIDS Coordinator
CHBCP	Community Home Based Care Provider
CDC	US Center for Disease Control
CDO	Community Development Officer
CRP	Community Resource Person
CSO	Civil Society Organization
CSG	Community savings group
DAI	Development Alternatives Inc.
DALDO	District Agriculture and Livestock Development Officer
DED	District Executive Director
DOD	US Department of Defense
DSW	Department of Social Welfare (within the Ministry of Health)
ED	Economic Development
EEW	Economic Empowerment Worker
FANTA	Food and Nutrition Technical Assistance Project
FHI 360	Family Health International (now encompassing former AED)
FOG	Fixed Obligation Grant
FSDT	Financial Sector Deepening Tanzania
FtF	Feed the Future
HEA	Household Economic Assessment
HES	Household Economic Strengthening
HBC	Home Based Care
HGNS	Household Gardening and Nutrition Strengthening training
HISA	Household Income and Savings Association
HKI	Helen Keller International
ICASA	International Conference on AIDS and STIs in Africa
IE	Impact Evaluation
IIF	IMARISHA Innovation Fund
IP	Implementing Partner
IPG	Implementing Partner Group
IMTWC	Impact Mitigation Technical Working Committee (of TACAIDS)
JPPM	joint planning and programming meeting
KIHUMBE	Kikundi cha Huduma Majumbani Mbeya
LGA	local government authorities
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
MLFD	Ministry of Livestock and Fisheries Development
MIS	Management Information Systems
MOHSW	Ministry of Health and Social Welfare
MOU	Memorandum of Understanding
MUCOBA	Mufindi Community Bank
MVC	Most Vulnerable Children
NACS	nutrition assessment counseling and support
NCPA	National Costed Plan of Action for MVC
NMSF	National Multisectoral Framework for HIV/AIDS

OFSP	Orange Fleshed Sweet Potato
PEPFAR	President's Emergency Plan for AIDS Relief
PERSUAP	Pesticide Evaluation Report and Safer Use Action Plan
PPI	Progress out of Poverty Index
PSW	parasocial worker
RAC	Reaching Agents for Change
SUAP	Safer Use Action Plan
SWO	Social Welfare Officer
TAPP	Tanzania Agricultural Productivity Program
TACAIDS	Tanzanian Commission for AIDS
TASAF	Tanzania Social Action Fund
TFDA`	Tanzania Food and Drug Administration
TIP	Tanzania Interfaith Partnership
TIMAP	Tanzania Informal Microfinance Association of Practitioners
TOT	Training of Trainers
TPRI	Tanzania Pesticide Research Institute
USAID	United States Agency for International Development
VALO	Village Agriculture and Livestock Officer
VICOBA	Village community banking
WALO	Ward Agriculture and Livestock Officer
WEI	World Education Inc.

I. PROJECT MANAGEMENT

► Y4Q4 Project Management

- **Cooperative Agreement Modification.** None pending.
- **Training Plan.** IMARISHA's annual training plan was approved in Q2.
- **IMARISHA Innovation Fund.** In Q4, IMARISHA conducted final site visits as part of close out and also worked with KIHUMBE and Cheetah on key programmatic and administrative areas to ensure these grantees would be able to successfully close out their programs. The team also took time to review the overall achievements of these programs - observations on achievements and challenges are discussed in Technical Area 2.
- **Key personnel changes.** A formal key personnel change was submitted to the AOR and AO in Q3 and a formal modification was received in Q4.
- **Project Closeout.** IMARISHA's detailed close out plan was approved, and a detailed disposition plan was submitted in Q3. The disposition plan was approved in Q4 and close out activities took place over Q4 with limited issues.

One area that took longer than anticipated was the disposition of the vehicle. As the project closed out, the vehicle was parked in the USAID parking lot for security, pending approval for the transfer from the Ministry of Health and Social Welfare. The MOHSW, upon receiving the transfer/disposition request, asked IMARISHA for a MOU from the project on its work with MOH. This was not something that the project had directly, as MOHSW was the assigned parent ministry. The Ministry also asked for similar documentation for the intended recipient. Upon receiving these requests, the project reached out to USAID for additional support and clarification. USAID is working with Colleen Green to get the necessary information to move forward with the vehicle's disposition. In the meantime, the vehicle will remain in USAID's lot. Note: the vehicle was officially disposed of the week of March 30th 2015.

Y4Q4 Deliverables:

- Closeout and disposition plan submitted and approved – Q3 & Q4
- Final report for each grantee- Q4.
- Final report for the project- anticipated in early 2015

2. TECHNICAL PROGRAM

2.1 TECHNICAL AREA 1: INCREASING THE CAPACITY OF PEPFAR IMPLEMENTING PARTNERS (IPS)

OVERVIEW

In the first three years of operations, IMARISHA focused substantial resources on building the capacity of PEPFAR implementing partners to improve the quality and effectiveness of economic strengthening interventions for HIV vulnerable households. This has been done through a variety of different types of partnerships to provide training/TOTs, technical assistance, presentations to implementing partner groups, knowledge and experiential learning opportunities (including a study tour), monitoring visits, and improved oversight of households engaged in economic strengthening through mentoring. IMARISHA has worked with a large number of partners to begin or continue implementing economic strengthening programming. Technical assistance to PEPFAR partners is demand-driven and tied where possible to a clear partner development plan guided by the Memorandum of Understanding (MOU) IMARISHA shares with partners.

With about two dozen organizations, IMARISHA's engagement has been deeper; with these organizations IMARISHA has provided multiple opportunities to learn the tools and technical knowledge of ES. Given IMARISHA's own limited resources, it has leveraged a cascade model of training to multiply knowledge. IMARISHA cascades training from its specialist staff to partners/sub-partners, their hand-picked volunteers (selected based on criteria provided by IMARISHA), and to LGAs. Partners, sub-partners, and volunteers are expected to cascade knowledge further to households with partners, sub-partners and LGAs serving to support the process.

IMARISHA knows from adult learning research that cascading information to partners, sub-partners and their volunteers, means that quality and accuracy of knowledge communication diminishes. Therefore, IMARISHA has promoted follow-on monitoring visits and support with partners to mitigate challenges.

In the last year of the project IMARISHA is emphasizing ongoing support, mentoring and monitoring to ensure PEPFAR partners and sub-partners are able to continue incorporating economic strengthening into care and support efforts.

Ongoing challenges for IMARISHA include continued limited investment in and prioritization of economic strengthening as a critical component of PEPFAR programming. Limited funding (both resources available and allocated) for economic strengthening as well as a continued focus on numbers reached over quality of services/interventions demonstrates the ongoing challenges of integrating effective economic strengthening into PEPFAR programming.

In order to respond to the above noted challenges, IMARISHA uses a demand driven model – prioritizing collaboration and investment where there is complementary investment and commitment from other PEPFAR partners. IMARISHA's focus for Year 4 with PEPFAR Partners is on reinforcing ES interventions and training to ensure quality programming and management rather than introduce new areas. Through continued TA, mentoring, and monitoring visits, IMARISHA aims to leave behind expanded knowledge, capacity and experience with PEPFAR partners to continue ES integration efforts after the project ends.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► Continue Rolling Out Demand-Driven Support with PEPFAR Partners

- **Update MOUs with Partners.** As previously noted, given that this is the final year of implementation, the IMARISHA project issued no new MOUs and current MOUs were allowed to expire. IMARISHA wrapped up its work with MOU partners in Q3 and was in close out during Q4.

- **Monitoring Support Visits.** IMARISHA wrapped up monitoring and support visits earlier in the year and was in close out during Q4.
- **Participate in partners' meetings to ensure better coordination/programming.** None this quarter.
- **Roll-out Trainings for HISA MIS, Market Analysis and Monitoring and Evaluation.** IMARISHA was in close out during Q4 and no new HISA, MIS, Market Analysis and Monitoring and Evaluation was undertaken during this period.
- **Package and Disseminate Existing Materials for Ease of Replication.** As a resource to be used beyond the life of the project and beyond PEPFAR partners, IMARISHA updated proven materials so they are more “off-the-shelf” ready for practitioners with clear written guidance for how to conduct trainings and adapt them locally. This included all training manuals and accompanying Powerpoint presentations, Pre/Post Test and tools, checklists, survey tools, IEC materials and policy pointers. These materials were finalized in December 2014 and dissemination took place over December 2014 and January 2015.

Y4Q4 Deliverables:

- Financial Literacy curriculum finalized, Q1
- Workshop with Jason Wolfe by end of Y4Q2. As per discussions with Jason, we decided that neither the resources nor time were there to do it well before the end of Q2. This was communicated with USAID and removed from the work plan.
- Packaged materials disseminated, Q4 and into January 2015.

► Partnership Data Analysis

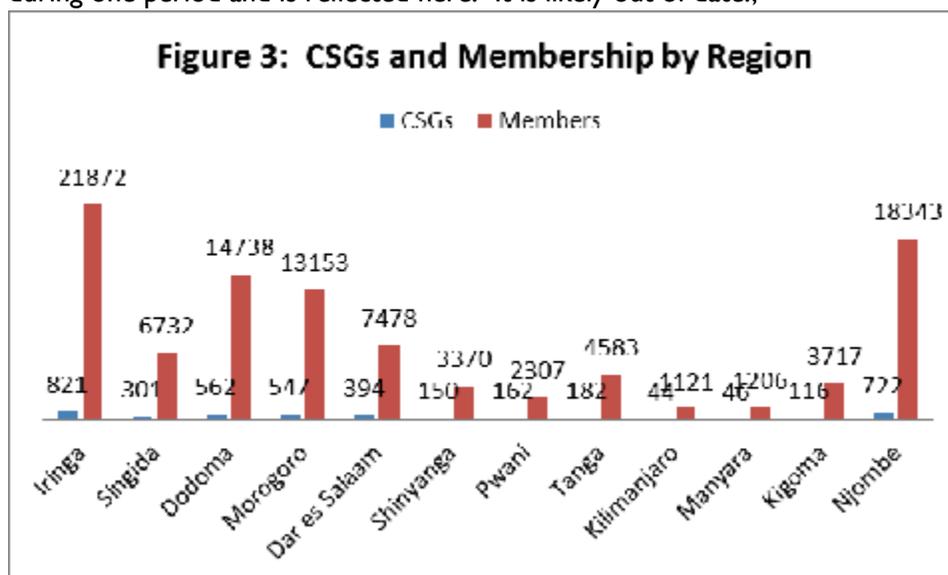
Over the life of the project IMARISHA worked closely with 6 PEPFAR IPs to learn and implement a variety of economic strengthening interventions. Within those 6 programs, community savings groups (CSGs) and income generating activities (IGAs) (which included agricultural activities, livestock rearing, and small business/trade activities) dominated the activities that partners implemented. But given partner choice and the myriad of data they reported in their quarterly and annual reports to USAID, CDC and PEPFAR, IMARISHA found that community savings group activities were the one common ES activity implemented by all and for which decent data was collected quarterly.

Starting at the end of 2012, IMARISHA began tracking and reporting partner performance related to savings. IMARISHA's six MOU partners were asked to share any and all ES data, especially that related to savings groups. Table 1 shows the cumulative results over the past two years related to PEPFAR IP savings groups activities. Note: one partner, TIP, encountered funding challenges and was unable to co-fund training or other HES activities; it only reported data once to us. Also, Pathfinder's Tutunzane II program ended in September 2014 and thus, data from that program is aggregated in the last two reporting periods, but no new savings group data was reported after September 2014.

Table 1: Community Savings Group Data from PEPFAR IPs Supported by IMARISHA

	Dec-12	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14
No. of PEPFAR IPs reporting	1	2	6	4	5	4	4	5
No of CSGs	565	1,306	2,758	3,083	3,389	3,559	3,891	4,117
No. of members	13,571	30,963	68,398	77,874	85,276	87,595	97,947	100,154
Average SG size	24	24	25	25	25	25	25	24
Cumulative Savings	517,8 M	2,75B	7,26B	8,25B	11,1B	13,57B	15,57B	17,14B
Cumulative MVC Funds	46,2 M	148,9M	248,8M	323,4M	464,3M	529,4M	672,57M	811,1M
Average Savings per member	38,157	89,074	118,515	124,668	137,768	161,790	166,905	179,460
MVC funds as percentage of Cumulative Savings	9%	6%	6%	6%	6%	6%	6%	7%

Figure 3 provides data on number of savings groups per region and total membership as per the close of the IMARISHA project. In this graph we include CSGs and members for Pathfinder in Dar es Salaam. However, no data was reported to IMARISHA on savings volumes for Dar. TIP data was only collected during one period and is reflected here. It is likely out of date.;



Some other useful statistics:

- Regions with the highest individual savings rates are: Iringa (for Africare PT it is 2.5 times larger than any other region), followed by Njombe, Dodoma and Morogoro. Iringa also reports the highest average individual savings rate of Tsh339,318 shillings per member (calculation does not reflect share outs of savings). Table 2 provides data on cumulative savings and MVC funds by region.
- Among home based care and OVC implementing partners, almost all formed savings groups with mixed membership. For HBC members, CSGs included both PLHIV and non-PLHIV

members; OVC CSGs included both caregivers and non-caregivers. Amongst HBC IPs, Morogoro region had the lowest percentage of PLHIV involved in savings groups (8.3%) and this dropped over time. By contrast Singida had the highest percentage of PLHIV participating in CSGs with 58.3% of members; Iringa was also high with 56.7%. Of OVC providers Pwani region had the highest percentage of caregivers participating in CSGs (91.5%) while Morogoro had the lowest (33.5%).

- Two partners tracked member use of social funds for Community Health Fund premium payments. These were Deloitte Tunajali and Africare.

Table 2: Cumulative Savings and MVC Funds by Region

Region	Cumulative Savings	MVC Funds**
Iringa	TZS 7,421,552,641	TZS 246,681,062
Singida	TZS 700,406,280	TZS 45,215,505
Dodoma	TZS 2,097,455,323	TZS 114,380,068
Morogoro	TZS 2,421,206,399	TZS 33,548,750
Dar es Salaam*	TZS 505,527,150	TZS 41,886,350
Shinyanga	TZS 221,625,860	TZS 4,473,850
Pwani	TZS 316,465,300	TZS 30,974,830
Tanga	TZS 520,764,270	TZS 25,798,635
Kilimanjaro	TZS 133,158,090	TZS 5,814,400
Manyara	TZS 119,191,500	TZS 7,010,800
Kigoma	TZS 63,499,300	TZS 3,294,700
Njombe	TZS 2,466,066,713	TZS 248,039,683
Total	TZS 17,138,460,554	TZS 811,100,733

* Reflects only FHI360 savings groups. Pathfinder did not report savings volumes.

**Five implementing partners have included MVC funds as part of their savings model. They are: FHI 360, Africare, WEI, Pathfinder and TIP.

2.2 TECHNICAL AREA 2: ESTABLISH PARTNERSHIPS, LINKAGES, AND PILOT PROGRAMS

OVERVIEW

Although IMARISHA is investing significant staff resources in capacity building for local partners (Technical Area 1) and the government (Technical Area 3), the efforts to expand economic strengthening require good partnerships with the private sector and development partners, strategic linkages to the right human and financial resources, and appropriate investments to support innovations. IMARISHA will continue to work with its partners to build their familiarity and understanding to ultimately establish their own linkages to expand ES efforts.

IMARISHA's role is a dual one: 1) matchmaker to link partners with the right resources and partners that can provide the right skills and experience and 2) investor to fund new innovations through the grants facility

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► IMARISHA Innovation Fund.

The IMARISHA Innovation Fund (IIF) was created with the vision to provide grants to a diverse range of institutions, including PEPFAR implementing partners, and other ES NGOs /CBOs, and private sector organizations that are stakeholders in Tanzania's efforts to mitigate the economic impact of HIV/AIDS. The IIF was specifically designed on the precept that in order to create an effective and sustainable national response to mitigate the economic effects of HIV/AIDS on households and families, stakeholders must introduce integrated, community-driven strategies which are locally appropriate, but can be taken to national scale grounded in sound economic practices. From the outset, IMARISHA envisioned that the distinguishing characteristic of all IMARISHA investments would be that they directly encourage, foster or scale up new innovative products, services, technologies, information and evidence that will make it easier for vulnerable populations to access, understand, utilize and benefit from economic strengthening support. Realizing that innovation comes with a high level of risk, IMARISHA designed the IIF specifically to support institutions in reducing risks that may have thwarted innovation in the first place. Finally, the IIF encouraged focusing specifically on investing in realistic "change actions," or initiatives, technologies or services that have the highest probability of positively effecting household economic production and resilience.

The most promising innovation proposals, with the greatest potential impact on HIV affected households were selected for award. The IIF had four innovation grantees that made it through implementation: Africa Bridge which proposed building dairy cooperatives to improve the livelihood and health/nutrition well-being of MVC households; Cheetah Development which proposed linking groups of women MVC caregivers to financing for solar dryers to use to process fruits and vegetables; Community Active in Development Association (CADA) which proposed building solar phone charging businesses for PLHIV groups; and Kikundi cha Huduma Majumbani Mbeya (KIHUMBE) which proposed building a job incubation center for graduates of vocation training to give them on-the-job experience and mentoring before they must go out on their own. An additional grant was issued to BRAC Tanzania; however this grant was cancelled due to noncompliance of grant terms and conditions.

Of the four programs that completed implementation, all grantees were able to show demonstrable gains in building the foundation for sustainable economic strengthening initiatives. Below are key achievements and lessons learned from each of these inspiring pilot programs.

Table 3: Awarded Grants from the IMARISHA Innovation Fund

Organization	Innovation Title	Region	Number of direct Beneficiaries	Funding Approved	Status
CADA (Mwanza)	Income generation through solar phone charging centers for PLHIV in off grid areas	Mwanza	100 HIV vulnerable households	\$60,305.13	Completed
Cheetah Development of Tanzania	Creation of food processing (solar drying) franchises for women MVC caregivers (in partnership with IMO and IOP)	Iringa	250 women	\$48,659.37	Completed – final payment based on negotiated settlement.
Kikundi cha Huduma Majumbani (KIHUMBE)	Enhancing vocational education skills and employment opportunities to OVCs through garage practical placement and tailoring in Mbeya region	Mbeya	60 unemployed OVCs that are recent graduates from KIHUMBE's vocational training programs. For mechanics (28 Males and 2 females) and for tailoring (28 females and 2 males)	\$51,456.25 (FOG) and \$72,307.50 (In-Kind Grant)	Completed.
Africa Bridge	Dairy Cow Cooperatives for Economic Strengthening	Mbeya	65 of the most vulnerable families that care for MVC	\$68,271.00	Completed.
BRAC Maendeleo Tanzania	Empowerment and Livelihood for Adolescents (ELA) Program,	Dar es Salaam	1200 Adolescent girls	\$50,000	Agreement terminated on 23/07/2013

	Economic Strengthening project.				
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Africa Bridge - Dairy Cow Cooperatives for Economic Strengthening Project

The \$68,271 Dairy Cow Cooperatives for Economic Strengthening project, implemented by Africa Bridge, made significant inroads in strengthening vulnerable households, while also building local capacity in agriculture and livestock knowledge and skills and producing a wealth of economic and cooperative data through project monitoring and evaluation.

The pilot program, which ran for 13.5 months, was built on Africa Bridge’s Five-Year Integrated Village model, which uses an approach cooperative structure appropriate for households in remote rural settings who are reliant on agriculture and face challenges of isolation, low literacy, and lack of knowledge about modern husbandry practices. The use of the cooperative structure sought to test an under-utilized strategy that holds promise as a long-term sustainable livelihoods pathway. Realizing that the Africa Bridge model is designed to be implemented over five years and achievement of sustained outcomes is anticipated as the cooperatives mature, the 13.5 months under the IIF allowed Africa Bridge to lay a strong foundation for pilot, establishing five dairy cow cooperatives, one in each of five Mpombo Ward villages in Rungwe District, Mbeya Region, with a total of 65 members from vulnerable households. The Africa Bridge team also conducted extensive training for a variety of audiences - para-professionals were taught modern dairy farming techniques so that they could be better resources for community members; cooperative members were taught all aspects of dairy farming and business skills to ensure that, once receiving their heifers and bulls, the cooperative could be successful; promising farmers were identified and taught advanced para-veterinary skills to serve as a resource for cooperative members for managing the health and proliferation of livestock. These activities are essential components to building a sustainable foundation for continued economic empowerment.



Tangible economic empowerment has already been realized for the sixty five members of the cooperative, five more than initially envisioned in the proposal, who are amongst the most vulnerable and poorest in their communities, as they now have an asset in the form of a dairy cow. By the end of implementation in August 2014, four calves had been birthed, with all four owners receiving milk from those cows to utilize for household consumption or sale. An additional 44 heifers were either pregnant or had given birth as implementation wrapped up, with the remaining heifers having been taken to the bull.

In addition to building the knowledge and expertise of cooperative members, the program’s efforts also lead to institutional capacity building, with local government partners gaining experience and expertise in the course of implementation. The Mpombo ward Agriculture and Livestock Officer and Village Agriculture and Livestock Officers participated for the first time in the formation, training and support of dairy cooperative groups, as well as receiving training on safe pesticide use. As noted in the reporting of attitudes among Masoko co-op participants, we can expect that the cumulative capacity-building that occurs over Africa Bridge’s five-year engagement period in a ward will help to embed skills and confidence and help to ensure sustainability of gains.



From experience, Africa Bridge knows that household economic improvement takes considerable time. In an effort to gain more immediate insight into program effectiveness, impact and sustainability possible for these vulnerable populations, Africa Bridge undertook a retrospective evaluation of a similar program that began in 2008 in the Masoko Ward, which is geographically, economically, and socially similar to the Mpombo Ward. The cooperative model implemented in Mpombo was almost identical to the model implemented in Masoko.

The evaluation enabled Africa Bridge to gather qualitative information on the impacts of the cooperative on different groups: cooperative members, guarantors, and the community as a whole. The information gathered in the qualitative evaluation highlights the impacts that are anticipated for the project undertaken in the Mpombo Ward through the IMARISHA Innovation Fund and shall be used to hone Africa Bridge's strategy and processes as the project continues over the next four years. Benefits reported for Masoko Ward were:

Financial: Financial gains were reported in all focus groups, related to the sale of milk, manure, and/or surplus crops. These gains have enabled households to improve their economic status and standard of living in several critical ways: improved shelter, nutrition, income diversity, and education for their children.

Agricultural: Manure application has been credited to an increased yield of crops, allowing households to sell surplus crops. Some villages reported they were able to increase farm size as a result of increased yields.

Nutritional: With access to milk for consumption and sale, household nutrition and economic opportunities have increased. Sale of milk has also led to increased food security, with some families being able to increase meals from 1-2 meals a day to 3 meals per day. Households also have the opportunity to purchase foods that they do not grow themselves.

Educational: Cooperative members reported educational benefits for children in their care, with responses showing that households are now able to send their children to school and provide for essential items (e.g. uniforms, books). Educational benefits were also received from the cooperative members themselves, having gained valuable knowledge on modern dairy cow farming and zero grazing techniques.

Relational: Respondents indicated that, through the Africa Bridge cooperative model, there was an increased sense of unity and solidarity among not only the cooperative members, but also the community at large. Some respondents cited that in some cases the cooperatives would work together to take care of the animals and assist each other on social issues like illness, deaths, and farming activities.

Household Health: As a result of increased economic means, families have been able to better provide for basic needs, such as medication, clothing, cooking oil, kerosene. Households were also able to invest in construction projects.

These benefits vary from cooperative member to member in Masoko ward. The benefit to the communities are also worth noting, with interviewees citing as a community benefit the availability in the village of milk, manure, and other surplus produce for purchase from cooperative members. Community members also acknowledged that the increased awareness about modern dairy farming has had a domino effect on the community, with non-cooperative members adopting some of the methods promoted in the cooperatives. Community members expect to receive a cow one day and there is a sense of prestige in dairy cow farming in the village, which was also noted as a positive community benefit.

As the only appreciable change in the Masoko and Mpombo programs is the addition of the para-professionals program in Mpombo, which increases support to cooperative members, it is reasonable to expect that the Mpombo cooperatives and communities can expect to see similar or better benefits over the short and long-term implementation of the program.

Beyond the continued support from Africa Bridge and evaluation results, Africa Bridge has also identified several opportunities for follow-on projects, one of which being the East Africa Dairy Development (EADD II) project. An ambitious market-oriented agricultural development initiative in Kenya, Uganda and Tanzania, one geographic area of focus of this project will be Rungwe District in Mbeya region and will seek, in part, to achieve sustainable dairy livelihoods for smallholder farm families and to strengthen the dairy sector in Tanzania. The major intervention will be creation of dairy “hubs.” Hubs will include milk storage and/or processing facilities and will provide a center for farmers to access a range of training, financial and other services. The project will also assist formation of small informal farmer groups, and in turn will help these groups organize themselves into Dairy Farmer Business Associations under Tanzania cooperative laws – the Africa Bridge model of small, informal farmer groups could be a natural complement to these efforts and the organization is exploring participation in this project.

The results are promising and the continued commitment and current data speaks to the viability of this intervention – greater economic and health gains are on the horizon for the Mpombo cooperatives and communities!

Cheetah Development of Tanzania

The \$48,659.37 Improving Health through Economic Development project, implemented by Cheetah Development of Tanzania Limited, laid a solid foundation for future economic strengthening of vulnerable, women-headed households, and individuals affected by HIV/AIDS in the Iringa region through the promotion of simple food preservation technology. The project sought to provide an appropriate technology solution that is accessible to vulnerable households; specifically, a solution that is less labor intensive, has a low operating cost, requires low start-up capital to begin, and requires simple maintenance for future upkeep. By introducing this technology, the project aimed to reduce post-harvest loss by providing an alternative in agricultural production that would also improve economic status, increase food security and increase nutrition at the household level.

In most key activity areas, targets were met or exceeded. Looking holistically at the intent of the award, the goals were ambitious and achievements notable for the 15-month pilot program. An overview of achievements against key activity targets are below:

- Identify 310 women for the program, exceeding established target of 250;

- Training 200 women on new food preservation technology as a viable economic opportunity, meeting established target;
- Trained 186 women on the topic of microfinance, exceeding established target of 160;
- Recruited and trained seven franchisee owners, meeting established target;
- Identified a reliable manufacturer for dryers;
- Dryers sold to four women, falling short of established target of 100;
- Established a guaranteed market for dried food sales through the creation of Reservoir, meeting part of target, though reach for women was limited due to poor dryer sales women, with only 4 women connecting to this service.



As it relates to the Cheetah's implementation of the award, several challenges have been documented that, while still being about to lay the groundwork for future successes, would ultimately cause the project to fall short of achieving its milestones. During an intensive review and verification process undertaken by DAI, three key obstacles to achievement were identified as:

- Inconsistent and poor project management and oversight by the grantee resulting in a failure to ensure that the project adhered to approved scope of work and implementation plan.
- Manufacturing delays for the solar dryers, which led to loss in sales opportunities due to seasonality (by the time the dryers were ready for sale, the season for drying had passed).
- Failure to establish access to microfinance for beneficiaries during project start up. During implementation, Cheetah realized that the relationship they intended to set up with CRBD Bank to offer access to microfinance to beneficiaries would not be feasible due to high interest rates and complicated requirements for group loans.

Note: Throughout implementation, DAI project staff, including the Chief of Party, Operations & Communications Director, and Grants Manager, physically met with Cheetah on more than half a dozen occasions (including monitoring visits and in-office visits) and followed up via phone or email regarding implementation concerns and issues multiple times per quarter to assist in getting the grant on track. Toward the end of the implementation period of the award, realizing that milestones would not be reached, the Operations & Communications Director and Grants Manager undertook an extensive verification process to ascertain accomplishments achieved under the grant award, working closely on site with Cheetah staff. Tragically, Cheetah's Director, Rena Menard, died suddenly in June 2014 from complications stemming from an infection. Her replacement, Ms. Caitlyn Larsen, worked closely with the IMARISHA team throughout the verification process. The purpose of the verification process was to document and verify work achieved under the award granted to Cheetah and the final report is available upon request.

As a result of these issues, Cheetah was unable to realize key activity benchmarks for their program, notably the solar dryer sales and subsequent linkage to a guaranteed market for women that would ultimately result in economic gains for beneficiaries.

Achievement of the solar dryer sales targets were exacerbated by several factors, which are outlined below. However, it must be noted that, even with these setbacks and delays, Cheetah was able to work through the issues and, ultimately, deliver on most targets set forth in their proposal. Working through these challenging issues has left the organization stronger and savvier in how to implement programming efforts – and this knowledge is being leveraged even now to realize benefits for vulnerable populations in the Iringa regions.

Creating more effective partnerships for mobilizing beneficiary groups. In order to ensure that the target beneficiary group was engaged, Cheetah identified two locally based organizations working with MVC, MVC Caregivers, and persons living with HIV/AIDS in the Kilolo district., namely Iringa Mercy Organization (IMO) and the Ilula Orphanage Program (IOP). It was thought that these two organizations would be able to provide Cheetah with access to pre-organized, appropriate audiences for solar dryer training. An added benefit was that these organizations also had experience with organizing vulnerable persons into community savings programs, which Cheetah hoped to leverage as a means for individuals or groups to purchase solar dryer purchase. Unfortunately, these partnerships proved challenging for various reasons. With IMO, engagement was delayed initially due to the seasonality issue – IMO was reluctant to engage women in the solar drying activity when there was no way for women to utilize the technology until the next harvest season. With IOP, the issue was more that they were less engaged, often failing to respond to Cheetah's request for assistance in identifying potential beneficiaries. It was sheer persistence that enabled Cheetah to not only reach, but exceed the identification targets in the end. Unfortunately, these delays from the outset had an impact on the overall success of the program, creating a ripple effect on dryer sales and, subsequently, sale of dried goods. In an effort to keep the hard-won collaborative spirit with partners going, Cheetah held three planning meetings with these partners over the course of November and December 2014 to discuss implementation plans and targets for 2015. A plan with the details of this ambitious implementation effort is available upon request from Cheetah.

Establishing viable microfinancing for vulnerable groups. During the proposal stage, Cheetah had identified CRDB, a longstanding banking partner of Cheetah's, as the institution to provide microfinancing solutions during implementation of the IIF award. However, once implementation was underway, it became evident that the corporate structure and regulations CRDB had in place created a serious impediment to linking their banking institution with vulnerable populations. More specifically: 1) CRDB did not offer field visits as a banking practice and 2) CRDB requires customers to be registered through the government in order to access any finance, which is expensive and time consuming for any person, but prohibitively so for vulnerable persons. After discussing potential solutions, Cheetah realized the relationship with CRDB would not be viable for the target beneficiaries under this award and began investigating new banking partnership opportunities in early Q2. By September 2013, Cheetah had identified Mucoba Bank as a potential partner- the most promising aspect of a relationship with Mucoba Bank was that the company was offering to engage with customers in their villages and to educate rural populations in financial tools and offered savings programs specifically for female customers. They were also willing to negotiate lower interest rates for applicants forming groups of 10 people or more. Negotiations commenced in Q2, but proved to be a complicated and time intensive process. By Q4 negotiations concluded and determinations for loans were underway.

While taking much longer than anticipated, the fact that Cheetah has this relationship online is an incredible success for future solar dryer owners. At the time that implementation ended on 28 July 2014, thirty women under this award had just begun loan applications for microfinance and 13 women had received a loan for the purchase of a solar dryer. It is anticipated that now the microfinancing solution is online, more women will be able to successfully take advantage of the opportunity, boosting the sales of dryers and, ultimately, leading to the true goal of this and similar projects, to improve the economic support, food security and household nutrition of vulnerable households. It is worth noting that, in addition to those beneficiaries under the IMARISHA pilot,

an additional forty-seven women from similar programs and demographics have received finance and acquired dryers from Mucoba - which is a positive indication that strongly suggests microfinance is indeed a viable opportunity that will be utilized by beneficiaries.

Identifying a reliable manufacturer for affordable solar dryers. The manufacturing quality and consistency was a significant challenge, which is not uncommon, particularly for the rural setting, and required close management throughout implementation. During start up, Cheetah engaged a number of manufacturers to design prototypes for solar dryers, including Mandela Furniture who was originally selected to manufacture solar dryers anticipated under the IIF award. When manufacturing began, Cheetah encountered significant problems when taking delivery of solar dryers, estimating that 1/3 of the delivered dryers required repairs before sale which resulted in serious delays for dryer sales. When efforts to improve quality did not yield sustained improvements, Cheetah started to search for an alternative manufacturer. Unfortunately, options were limited and other manufacturers in the area had already been interviewed and could not compete with the quality of Mandela Furniture, even considering the delays and issues Cheetah faced with the production of the first orders of dryers. Cheetah had to remain with Mandela until a viable alternative became available, which happened in July 2014. The new vendor, Aphrike Holdings Ltd. has proven more reliable, with solar dryers requiring minimal to no repairs upon delivery. Due to these production delays, Cheetah faced a series of setbacks. The first setback was a delay in being able to engage beneficiaries in project until after the harvest season, which took away the opportunity women to identify produce for use in solar drying. The second setback was, once the dryers were market ready, the drying season had already begun and limited time remained to take advantage of the technology. Understandably, women were not willing to take on the financial burden of a dryer that would not be productive enough to recover investment costs, cover loan repayments, or sustain their own nutritional needs through the next harvest season.

Even with these delays, there was substantial work accomplished under this pilot and, through this process of establishing systems and relationships under the IMARISHA grant, Cheetah has since been able to achieve notable and verifiable results for other programs, also funded by with USAID funds by organizations operating in the Iringa region, and is achieving the ultimate goal of economically empowering women in the Iringa region through the use of solar dryer technology.

It is the expectation that, given the trajectory and trends of activities toward the end of this award, that the ultimate goal of improving the economic well-being of vulnerable women in the Kilolo District, Iringa Region through the use of solar drying technology will continue to be realized in 2015!

Community Active in Development Association

The \$60,305.13 Solar Phone Charging project, implemented by Community Active in Development Association (CADA), had a two-fold objective: 1) to improve the social and economic well-being of vulnerable households in the Mwanza region and 2) to improve access to modern and affordable energy services for poor, rural households in the Mwanza region.

Over the course of the 12-month implementation timeline, CADA was able to successfully build a program that offers a tangible source of steady and regular income to the vulnerable households through income generating activities. Starting with vulnerable households that reported zero income per month, at the project's end group records showed that the average group monthly income had increased to \$281, or approximately \$56 per household. While this did fall short of the goal of \$450/month per group, which is reason for the short fall is fascinating – when the centers came online, competition sprang up, with entrepreneurs in most villages opening up similar phone charging businesses, which ultimately drove the



charging price down from 300 TSH to 200 TSH. Even with competition in the market, sales trends are showing improvements each month in targets and as the groups continue to learn their market and consumer demands, and even look to diversify their offerings, it is possible that these sales trends will continue on an upward trajectory.



The increased income generated from solar phone charging businesses has had an extraordinary impact on the households of direct beneficiaries. These vulnerable households have seen an increase in the number of meals per day from one meal to three meals; caregivers have been able to send children to school and support them as well, sending them with scholastic material, school uniforms, providing transport funds to get to/from school; households have seen an increase in the purchases of properties (e.g. farms) and an increase in other investments; improved medical health care has also been observed, as households can afford to purchase medicine. CADA has a series of success stories, available upon request, that given the real stories of these remarkable achievements.

The community benefit of these centers is also of note, as the general lack of accessible sources of electricity for recharging is a huge constraint and denies many people the full benefits to be derived from a mobile phone use, which includes increased economic activity, banking services, information, and reduced travel time. Under this pilot program, group records show that on average 500 customers are served per group per month. In such rural settings, it is estimated that one phone is used by at least 3 members of the family, which means through the centers this pilot is bringing services an estimated 30,000 people!

The impact on these indirect beneficiaries cannot be overlooked – through this pilot, lives have been changed, not only in terms of saved time, but also in terms of saved income. Before the inception of this project, people would have to walk between 1 and 8 kilometers to find services to charge their phone, spending anywhere from one to three hours walking or commuting alone. Saved income is also recognized, not only through saved transport costs and the availability of time to engage in work, but also through the competition that opening up these centers has created. The price of phone charging has decreased 50% to 250%, depending on the location, which prices dropping from 300-500 TSH to 200 TSH.

The pilot has also realized direct employment gains. For direct, these are the 100 beneficiaries that were selected to run the centers, as well as the two coaches that have been employed and remain employed to support the members. Due to some of the diversification efforts noted below, there were also two additional people hired to support a new solar shaving business.

One factor of the success of this pilot is the approach CADA, and their partner RESO, took when establishing groups. In an effort to ensure that members would be better able to not only establish, but also operate and maintain the solar phone charging centers, beneficiaries received intensive training in entrepreneurship, business management skills, and energy-related technical training. A significant component of the program was also to provide ongoing mentoring on business and technology to beneficiaries. Through this pilot, members have come to understand how energy can be harnessed as a viable business opportunity in rural areas. They have gained valuable technical knowledge in solar PV technology. As noted above, a core component of the pilot was the mentorship program, which has enabled members to sharpen the skills they have learned in real-life settings, which has contributed to better record keeping and financial controls.



An exciting result of the ongoing mentorship and dialogue is members' diversification of business opportunities. Rather than staying with one model, some groups, specifically the Nyang'anga and Ng'aya groups, took their newly learned entrepreneurship skills and applied them to establish barber shop using solar shaving machines – which has tripled their income. This kind of evolution and continued maturity is notable, demonstrating strong business acumen, financial understanding and discipline.

Beyond these groups, individual members of the groups have started to apply their newly acquired business management skills to start commercial farming enterprises. These types of gains that members have been able to realize are remarkable – and made possible by the thoughtful and deliberate training and mentorship strategy employed by the pilot.

The project has been accepted and well recognized by the local government and the public at large. Leaders at different levels in District Council participated in recruitment of beneficiaries, group formation and preparation of group constitutions, group registrations and identification of group locations. This engagement has and will continue to support the continuation of these centers and, it is hoped, lead to future replication efforts!

Kikundi cha Huduma Majumbani Mbeya (KIHUMBE)

Kikundi cha Huduma Majumbani Mbeya received two awards amounting to \$123,763.75 for the implementation of the Enhancing Vocational Education Skills and Employment Opportunities to OVCs pilot, a program that established a Job Incubation Center for vulnerable youth in the Mbeya region.

KIHUMBE sought to address the problem of under- or unemployment that youth were facing after graduating from vocational programs. In an effort to understand the reason behind this trend, KIHUMBE conducted research to explore the reasons for such high unemployment and found that most businesses in the region prefer to hire people that have at least one year of work experience. In order to address this gap, KIHUMBE, with support from DAI as directed in the Country Operational Plan for Tanzania, designed a pilot program to create an environment where graduates would gain not only the hands on, practical work experience required to enter into the Mbeya labor market, but also would receive essential basic business training to build the business acumen of these youth for future growth and success. Over the implementation period, KIHUMBE was able to make significant headway in the establishment of a sustainable, operational incubation center, providing practical placements in garage and tailoring for 60 former graduates of KIHUMBE's vocational school programs. Of those students that had participated in the pilot, more than 70% of students were either self-employed or employed at the end of the pilot's implementation period and each student had accumulated an average of \$98 in income



per person during the program – this is on top of the withholdings made on behalf of students were remitted upon ‘graduation’ from the program. While \$98 was a bit lower than targeted, this shortfall can be attributed, in part, to delays in the procurement of equipment, which resulted in less time for students to work within the program to earn money. Another factor that pushed down the overall average earned was competition from other garages and tailoring firms. The trend at both the garage and tailoring center is upward, however, and it is likely that students will see more earned income over time.

A significant focus for this pilot was to ensure that KIHUMBE would be equipped with the skills necessary to run the Job Incubation Center like a business, rather than like an NGO or other entity that would be purely dependent on future funding. Early in the proposal design phase of the project, this was identified as a critical need and a short term consultant was hired to work with KIHUMBE to undertake a more thorough market analysis, work with them to improve the business plan and financial model, and review real costs of operations and staffing so as to allow them to refine their funding proposal to USAID. Even with this groundwork laid at the outset, KIHUMBE still struggled with the concept of running the center as a business rather than as a grant. As the pilot neared close out in 2014, it became apparent that, with no other donor resources in place, the center had to be able to stand alone with its own market-based revenue, or risk shutting down. Of particular importance was the immediate September to December 2014 timeframe, as the IMARISHA project was also closing and would no longer be available to provide guidance and support beyond December 2014.

Thus, at such a critical time, it was vital that KIHUMBE understand the financial realities of what effectively is a small business - its cost structure, revenue forecast, and how to manage them both. By having a firm understanding on these areas, KIHUMBE would have true potential to transform the Job Incubation Center from a donor-subsidized endeavor to an independent, market-driven entity which realizes true sustainability.

With this goal in mind, DAI hired a short term consultant to co-create a user-friendly financial model with KIHUMBE which (1) provides KIHUMBE with visibility into its present and future financial circumstance, and (2) serves as a “living, breathing” financial management tool that permits course corrections as results come in. In addition, the consultancy developed supporting tools, templates, business processes, and roles and responsibilities to enable the effective use of the financial model and to create linkages with the center’s operating reality. Third, the consultant provided basic guidance on certain business basics including understanding the Income (Profit & Loss) Statement, marketing & promotion, and how best to position the KIHUMBE Job Incubation Center vis-à-vis its market competition. A full trip report for this final consultancy is available upon request.



The consultancy was well received and underscored that, since the Job Incubation Center’s creation less than one year ago, it has evolved from merely a good idea to an established provider of high-quality, fairly priced tailoring products and vehicle services. KIHUMBE has achieved this through the hard work and passionate commitment of its staff, along with IMARISHA’s multi-faceted assistance. It must be noted that, as it goes for the goal of financial independence and sustainability in the competitive market place, it will require ongoing discipline to continually seek out new jobs and contracts and that each KIHUMBE staff member, regardless of seniority or position, will need to fulfill the roles and responsibilities assigned to them.

Ultimately, it will be up to the KIHUMBE staff and their graduates to determine the success or failure of this ambitious new model. If they do reach or surpass revenue targets while keeping costs aligned to plan, then by early 2015 the center will be newly confident—with a monthly cash surplus which only increases as customers are retained and new customers arrive. And, pivotally, the center will no longer depend on donor funding to survive. Its upper limit will not simply be the budget ceiling of a grant (as is the norm). No, rather its future potential will be determined by a growing market demand for its services, which in turn will be determined by how hard KIHUMBE and its graduates work, the passion they bring to their trade, and the vision that they commit to achieve. This is not a commitment to a donor, nor to any other external source. It is a commitment to themselves, and to the futures of the vulnerable populations whom they serve.

KIHUMBE is continuing to link with different stakeholders to promote the success and continuation of the pilot through media (Bomba FM and Mbeyayetublog spot.com). KIHUMBE is also using other KIHUMBE centers to promote the Job Incubation Center.

BRAC- Tanzania - grant terminated

A fifth award to BRAC Tanzania was also part of the IMARISHA Innovation Fund, but was cancelled due to non-compliance with their award terms and conditions.

BRAC-Tanzania was the first award issued through the IMARISHA Innovation Fund, for the Empowerment and Livelihood for Adolescents (ELA) program. This grant sought to empower adolescent girls in Temeke district, Dar es Salaam, Tanzania. As a Grantee, BRAC – Tanzania proposed to provide training aimed at increasing the economic resilience of vulnerable girls of AIDS-affected households. Specifically, BRAC – Tanzania proposed to carry out activities that enable economic resilience by: establishing 30 groups, comprised of 600 young girls; training 300 members in one area of livelihoods training, which, depending training demanded and market appropriateness, may include tailoring, photography, beautification, food processing, poultry and livestock, horticulture nursery, vegetable growing and agriculture; training 150 members in financial literacy, with trained members sharing knowledge and leading discussions within groups; and providing microcredit to 400 girls. BRAC-Tanzania also proposed to increase knowledge and awareness on women’s legal rights under this award by training one mentor from each group that would lead weekly sessions and share information.

Unfortunately, as of July 23, 2013, after more than six months of following up with the grantee on various implementation issues, most importantly a failure to demonstrate progress on their award deliverables, the grant for BRAC-Tanzania was terminated.

Pilot Success

The IMARISHA Innovation Fund realized many achievements through the pilots that were funded. The most notable of these was the ability of grantees to take their concepts from pilot to program. For all four organizations that completed implementation, there is evidence that these pilots are, if not already, are on their way becoming established, stable programs that will carry on beyond the original period of performance for the pilot.

Y4Q4 Deliverables:

- Successful completion and closeout of grants program, Q4 & early 2015

► Finalization and Dissemination of Economic Strengthening Directory.

Starting in Y1Q3, IMARISHA began mapping services, projects and other efforts of international, national, community and private sector responses conducted in Tanzania (sources include the Local Government

Authorities, FANTA -2 and other NGOs). The directory maps economic strengthening partners and service providers in each region with the intent of identifying potential referral options for local organizations. (Note: IMARISHA's partner survey revealed that referrals for ES were very limited, and many PEPFAR providers as well as LGAs were unaware of local ES resources). The directory will be shared with Government and PEPFAR partners as well as via the IMARISHA project website, which is hosted on the USAID Microlinks site to allow it to continue beyond the project.

- ES Manual. The discussion started in Q2 with LIFTII project continued in Q3 about the possibilities of handing over the ES.

Y4Q4 Deliverables:

- Dissemination of directory to PEPFAR partners and Government, ES directory handed over to LIFTII project in Q3
- Posting to the IMARISHA website, Q4

► Partnership with Feed the Future Partner, the Tanzania Agriculture Productivity Program (TAPP) and Other Economic Growth Partners

In Year 3, IMARISHA developed a collaborative partnership with TAPP whereby IMARISHA sourced mature savings groups from PEPFAR partners to participate in TAPP's farmer field days. The partnership used the farmer field day model to reach more upwardly mobile vulnerable households into some of TAPP's activities and farmer groups, providing them with access and knowledge of new technologies in a stepped manner.

During this period, IMARISHA was in close out and no additional activities were undertaken.

2.3 TECHNICAL AREA 3: IMPROVE GOT CAPACITY

OVERVIEW

As PEPFAR shifts its strategy from emergency response to sustainable country ownership to a systems approach, it is imperative that the Tanzanian Government engage and lead ways to support vulnerable families in their endeavors to adopt health seeking behaviors and address issues of poverty. USAID FORWARD's objective to build local capacity to deliver results sits front and center in IMARISHA's response to improving the Government of Tanzania's coordination and role in supporting households affected by HIV.

Over the first three years, IMARISHA has forged key relationships with the Tanzanian Government at the national government levels with DSW, TASAF, MCDGC, Ministry of Agriculture and Food Security, the Tanzania Food and Nutrition Center and TACAIDS and in communities by working with and through local government authorities (LGAs). Last year, IMARISHA began a pilot activity in Mufindi and Kilolo districts of Iringa to identify and model ways LGA can engage to foster economic strengthening for HIV vulnerable households (including MVC households).

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Support Local Government Authorities (LGA) – by Continuing to Implement Capacity Building Program for LGAs in Mufindi and Kilolo**

In Y2, IMARISHA began critical relationship building with the LGAs, both through the inclusion of specific extension officers in ES trainings and partner meetings but also by sharing important household data with them such as the data from the HEA. In year three, IMARISHA began a pilot in Mufindi and Kilolo to support LGAs engaged in economic strengthening for vulnerable households. IMARISHA worked with each LGA to develop a tailored capacity building plan, which will continue in year 4.

- **Targeted Training Based on Job Assessment Findings.** In Year 3, IMARISHA conducted a job assessment of 47 ward extension officers in collaboration with LGAs in Mufindi and Kilolo to help identify opportunities, gaps, and prioritize areas of support for IMARISHA's pilot LGA program. The survey was conducted in August 2013 in 20 wards (9 in Mufindi and 11 in Kilolo). The draft job assessment report was finalized in late 2013 and shared with the district staff in mid-February as part of a monitoring visit. At that time, district staff provided feedback on the draft, specifically requesting that data be better disaggregated by district. The report was revised in late February based on this feedback and the final version has been shared with the districts and with USAID; the USAID Iringa coordinator has also shared it with other PEPFAR partners. See more on the findings from the report below.

Based on the findings, IMARISHA also developed its program for extension officers accordingly. In mid-September, IMARISHA conducted the first capacity building session on the basics of economic strengthening, understanding household vulnerability, and policies and laws that support HES. In early November, IMARISHA conducted the second capacity building session on informal savings groups. In late Y4Q2 IMARISHA conducted the third capacity building session on market analysis and household gardening and nutrition strengthening. The later course was introduced in conjunction with a three day training led by FHI360 FANTA and FHI360 LIFT in Mufindi District on using Nutrition Assessment Counseling and Support (NACS) tools in a community setting to improve nutrition outcomes for vulnerable children and PLWHA. Note: Mufindi is Partnership for an HIV/AIDS Free Generation district in which intensified support for NACS is being piloted. By combining it with HGNS, IMARISHA and FANTA wanted to solidify the importance of linking clinical nutrition assessment and support tools with community based activities that aim to change growing and consumption behaviors amongst rural populations.

IMARISHA conducted the final capacity building session with LGAs in Q3 – this training focused on monitoring HES activities and planning/budgeting for HES activities where a total of 33 extension officers were trained in Mufindi (23 men, 10 women) and 36 were trained in Kilolo (24 men, 12 women). The training accompanied by sharing of various monitoring tools that developed by IMARISHA including HISA monitoring tools and productive behavior checklist for HHGNS and Basic Business Skills.

IMARISHA was in close in Q4 and no additional activities were scheduled or undertaken.

- **Mentoring Visits to Promote Supervision and Capacity Development.** In order for economic strengthening activities to truly take hold, they need to be monitored and supported. IMARISHA will work with LGAs in Kilolo and Mufindi to improve their capacity to monitor and supervise ES activities across their communities (wards and villages). The IMARISHA team’s mentoring visits serve two purposes to both monitor the current capacity development plans with the LGAs, but also foster with LGAs an environment of monitoring and mentoring with local implementers and of community-based ES activities.

IMARISHA was in close out in Q4 and no additional activities were scheduled or undertaken.

Y4Q4 Deliverables:

- ES courses completed in Mufindi and Kilolo LGAs for HES monitoring and Evaluation course in Q3
- LGA capacity building program documented, extension officer survey finalized, Q4
- Monitoring visits conducted, Q3

► Continue to Support National Government Health and Social Welfare Actors on Economic Strengthening (DSW, TACAIDS and TASAF).

IMARISHA has identified DSW, TACAIDS, and TASAF as critical national levers for influencing ES activities for vulnerable populations within URT structures.

Department of Social Welfare

- **Support Finalization of National ES Guidelines.** As a part of its support to DSW for the roll out of the NCPA II, IMARISHA led a taskforce for DSW (and other Government Ministries, Department and Agencies – MDAs) to develop National Guidelines for Economic Strengthening for MVC Households. Since October 2013, IMARISHA continued to spearhead the development of the guidelines by coordinating several taskforce meetings that produced draft guidelines and by providing comprehensive inputs and presentations during the review of the draft guidelines. (For example, two big points debated were graduation and wealth ranking. IMARISHA helped educate the audience on internal practices and debates on these two points).

The draft guidelines were presented to the DSW management team in late January and revised draft was validated by implementing partner at a stakeholder meeting on March 18, 2014. Again, the guidelines were updated to include feedback and were submitted on April 15th (Q2) to the draft DSW Management for review by the Permanent Secretary and others at MOHSW. DSW and IMARISHA presented the guidelines to the MOHSW management on 17th June 2014. The draft was well-received, with one recommendation given that the guidelines should also consider street children in the guidelines. This issue was addressed and the document was approved in late June. The English version guidelines signed by DSW commissioner and permanent secretary MOHSW and sent to printer. Also during Q3 the guidelines translated into Swahili and reviewed

by taskforce members and DSW ready for signature and printing. In Q4, IMARISHA provided 1300 copies of the guidelines and shared them with stakeholders and partners at the IMARISHA and DSW-led sensitization training for the HES guidelines.

- **Work with DSW, MEASURE, and others to Integrate Economic Vulnerability Indicators into MVC Identification / Registration Process.** IMARISHA staff will continue to work with the MVC M&E working group and MEASURE Evaluation to integrate economic vulnerability indicators into the identification and registration process for vulnerable children across Tanzania.

During Q1, IMARISHA began discussions with MEASURE about reviewing and updating the MVC identification process to incorporate economic vulnerability indicators. To date, a meeting to discuss the revision of the identification tool has not been scheduled. IMARISHA participated in MVC M&E TWG in Q3 to verify the national M&E plan for MVCs, but no additional events took place in Q4.

TACAIDS

- **Participate in the TACAIDS Impact Mitigation Technical Working Committee (IMTWC).** IMARISHA continues to participate in the TACAIDS IMTWC, providing technical leadership and support for improving ES interventions at the national level. Specifically, IMARISHA works to share best practices, evidence and insights into better design, implementation and monitoring of ES interventions. As of current, the committee is also engaging TASAF on these issues. IMARISHA will coordinate with TASAF to ensure that the thought leadership is aligned.

No activities took place in Q4.

TASAF

- **Engagement with TASAF III and Capacity Building at the Local Level.** In August 2012, TASAF III was inaugurated and will begin operations in January 2013. TASAF III has financial support of 408 billion shillings from the World Bank, DFID, the Spanish Government and USAID and will roll out a cash transfers, cash for work (public works) and a savings and livelihoods program (different than under TASAF II). IMARISHA is collaborating with TASAF, sharing non-financial resources and evidence to contribute to the roll-out of TASAF's social protection efforts. As feasible, IMARISHA will work with TASAF III and USG OVC partners to look at issues of coordination and collaboration across programming streams to ensure key populations are being reached.

No activities took place in Q4.

Y4Q3 Deliverables:

- ES Guidelines shared with stakeholders and revised based on feedback; and approved, completed Q2
- Provided support/thought leadership on ES to TASAF and TACAIDS as requested during the year

► Participate in MVC and HBC IPGs and other Fora that Bring Partners Together and Where HES is a Needed Input.

IMARISHA will continue to engage with national level IPGs for MVC and HBC. Within these fora, IMARISHA will regularly communicate successes, ES information and upcoming events to increase

shared knowledge within the PEPFAR community. As needed, IMARISHA will lead new initiatives related to ES. IMARISHA will also continue to participate in the sub-working group of the MVC IPG for Specialized TA providers in Y4 as a way to improve coordination, harmonize calendars and better serve MVC service providers and the DSW. HBC IPG did not meet quarterly over the year and has been subsumed into the treatment partners IPG.

Y4Q4 Deliverables:

- No activities this quarter.

2.4 TECHNICAL AREA 4: ENHANCE THE EVIDENCE BASE THROUGH INCREASED M&E CAPACITY

OVERVIEW

Links between livelihoods development activities and household asset stabilization are clear, but practitioners working to integrate economic strengthening /livelihoods interventions into HIV/AIDS programming have a limited number of indicators to rely on. Linkages between how improving health status and economic resilience are connected are only beginning to emerge. To date, IMARISHA has worked to establish its own evidence base through the partner assessment and the HEA data collection, as well as to contribute lessons learned to the broader discussion around PEPFAR indicators for ES for OVC and PLHIV. More documenting of these best practices is required, particularly those that better measure the intersection and impact of ES and improved health outcomes. Additionally, IMARISHA is working with partners to take a more systematic approach to plan outcomes and results, monitor them better and use the information for informed decision making.

Year 4 will focus on leaving behind evidence to continue to guide Government and PEPFAR partners to improved ES efforts for vulnerable populations.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► Pamoja Tuwalee Savings Study.

In Year 3, IMARISHA began a Savings Study with USAID funded Pamoja Tuwalee OVC partners to better document the models of savings used across PEPFAR partners, the costs of the different models as well as emerging evidence of the effectiveness of different informal savings group models as a means to improve social protection and health outcomes. The study was finalized and shared with stakeholders in Q3 and, while not an impact evaluation, the results from the Savings Study illustrate key social, health, and economic impacts as reported by respondents, specifically:

- Increased group solidarity and cohesion to help support school costs.
- Improved business skills and savings habits among participants across groups.
- Increased financial support for MVC in communities, particularly around school attendance.
- Increased financial inclusion for vulnerable households.

While there were identified benefits, there were also identified challenges for CSGs, particularly around:

- Ensuring the participation and benefit of caregivers, particularly when groups were mixed and included wealthier, non-caregivers.
- Repayment and sustained participation was a challenge in some groups.
- MVC Fund or special funds from the CSGs set aside for vulnerable children had mixed results.
- Group structure did not always ensure continued engagement, with some groups going dormant because members did not see the benefit.

Since its publication in 2012, the study has also been shared with participants at the SEEP Conference in 2014 and with members of government and civil society who attended the Arusha Social Protection Conference in December 2014.

► Household Economic Assessment (HEA).

As part of its baseline activities in late 2011, IMARISHA rolled out an HEA of 1,300 households in eight regions to help PEPFAR partners plan more effectively and implement ES services. The HEA captured important beneficiary household information that previously had not been captured and enabled partners to do better

planning around livelihood interventions. Six international IPs participated in the initial HEA (and a seventh in 2012 when IMARISHA's geographic presence expanded to include the Northern Zone), and based on participation received detailed data on their beneficiary households. While not all partners took the information and used it in planning, those that did found the data helpful to internal planning and to advocate at the LGA level for additional services or support. One partner, Pathfinder, used it to lobby for additional food support to cover severely hungry households in Shinyanga.

The information also enabled IMARISHA to build a profile of different types of vulnerable households, which became useful in the development of the Livelihoods Pathway, the development of the National Guidelines with DSW, and the strategy behind the operationalization of the pathway model.

For IMARISHA, the HEA served as a baseline to show the project's starting point. The endline completed in 2014 enabled IMARISHA to learn how households within PEPFAR IP catchment areas benefited. Although there were some methodological issues with the survey, and some overstatement due to seasonality (in large part because IMARISHA's incremental funding was delayed and thus, time periods for the studies were not comparable), the HEA did show economic and social improvements of households who participated in ES activities. These improvements included:

- A reduction in moderate or severe hunger across target households from 44 percent to 17 percent. The greatest improvements in hunger were made in Shinyanga, Dodoma, and Dar es Salaam.
- More diversified income streams; households increased the number of sources of income. Similarly, households had a greater ability to invest in business and "expended" more on savings.
- Greater ability to save and more savings. The number of households with the ability to save \$6 or more per month increased from 27 to 53 percent.
- More productive and household assets, improved crop diversity and improved uptake of productive behavior such as planning, savings, etc.
- On the health and social impact side, 80.7 percent of households reported an increase in the number of children in school, 83 percent of children are receiving health services, and 86 percent of households report that children in their care have two sets of clothing and a pair of shoes.

The infographic on the next page provides a snapshot of other relevant results from the HEA.



IMARISHA Household Economic Assessment

Endline Assessment
May 2014



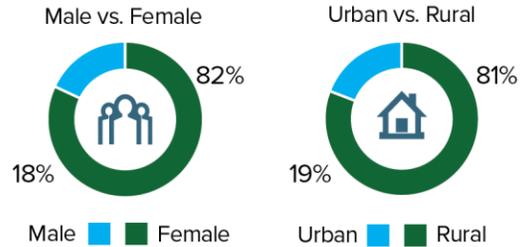
Regional Scope: Arusha, Dar es Salaam, Dodoma, Iringa, Kilimanjaro, Morogoro, Njombe, Shinyanga, Singida, Tanga

Number of Responses: 1,192

Average Age: 44 years old

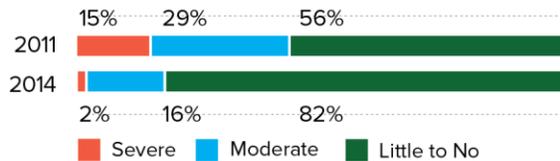
Participating Implementing Partners: FHI 360, World Education, Africare, and Pathfinder

Survey Respondents



FOOD SECURITY AND AGRICULTURAL PRODUCTION

Household Hunger Scale



Households that grow some portion of their food are ...

4x
LESS LIKELY



to have reported hunger than those that grow no food

HOUSEHOLD AND PRODUCTIVE ASSETS

Rural households went from having 2 to 3 productive assets



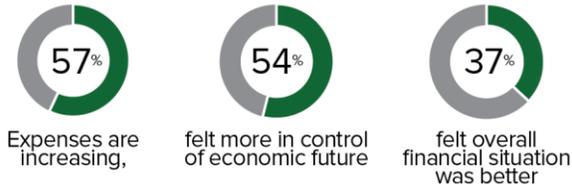
ACCESS TO SAVINGS AND CREDIT

Ability to save rose with more savings between \$6 to \$60 per month



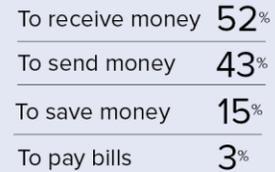
TSH INCOME AND EXPENDITURES

Household Perceptions of Economic Situation

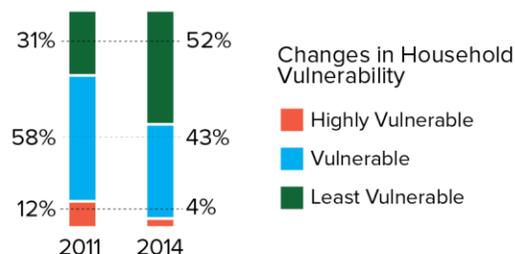


MOBILES IN DEVELOPMENT

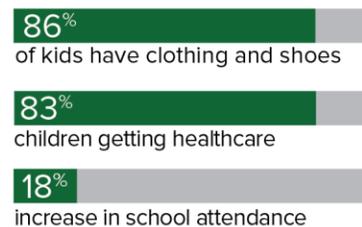
How do vulnerable households use mobile money?



VULNERABILITY INDEX



CHILD BASIC NEEDS



► **Technical Note Series.**

In the last year of the project, IMARISHA launched a technical notes series. The aim of the series was to document lessons learned and share local and global evidence of what works from implementation of ES. The first note documented the Livelihoods Pathway, one of the key components of the NCPA II. Other notes were designed to elaborate different interventions along the pathway. In the end, IMARISHA produced six technical notes and shared them with more than 600 people—community volunteers, LGAs, and local and international sub-partners. The final technical notes are:

- TN#1—The Livelihoods Pathway: A Model for Designing and Understanding Economic Strengthening.
- TN#2—Improving ART Adherence Through Integrated Food Support, Savings, and HIV Services: The Allamano Centre.
- TN#3—Cash Transfers: A Tool for Poverty Reduction.
- TN#4—Using an Integrated Model to Support MVC Households.
- TN#5—HEAs: An Overview.
- TN#6—Food Security and Nutrition: Understanding Indicators and IMARISHA Results.

► **Lessons Learned / Evidence Sharing Event.**

As part of closeout of the project, IMARISHA hosted a lessons learned / evidence sharing event with partners from the Government and PEPFAR. While one consideration was for this event was to do it in conjunction with the MVC Conference, due to the postponement of that conference until 2015, the event went ahead in December.

The event took place on December 4, 2014 at the Golden Tulip Hotel in Dar es Salaam from 8:00 am to 5:30pm. The event was followed by a reception. The key objective accomplished during this event were:

- Recognition of the collective achievements of IMARISHA's partners, and the Government in its economic support of vulnerable populations, especially MVC and PLHIV.
- Discussion on country ownership of economic strengthening support to vulnerable households in 2015 and beyond;
- Providing opportunities for ES practitioners to share successes, lessons learned and resources developed for broader use and institutionalization of ES; and to
- Launching the National Guidelines for Economic Strengthening of MVC Households (this was a soft launch as DSW was not able to gain approval for full launch).

Y4Q4 Deliverables:

- Savings study finalized and disseminated in Q3
- HEA finalized and disseminated by Q4
- Technical Notes series disseminated throughout the year-completed in Q4
- Lessons learned sharing event hosted by in Q4

3. COMMUNICATIONS

Communications and outreach are important tools for increasing awareness of USAID's and PEPFAR's work in economic strengthening as well as helping to gain stakeholder buy-in of the IMARISHA program. During Year 4, IMARISHA will continue to disseminate communication messages that raise awareness about the value of the collaborative USAID and PEPFAR investment in economic strengthening.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Effectively Communicate IMARISHA Project Information, Achievements and Lessons Learned.**

- **Dissemination of information.** IMARISHA continued to document internal activities with trip reports and updates as per the quarterly activity calendar.

- **Development of tools and resources.** IMARISHA finalized resource materials in Q4. For the final dissemination, IMARISHA released:
 - Final Household Income & Savings Association manuals in English & Swahili
 - Final Household Income & Savings Association for MIS in English
 - Final Local Chicken Production manuals in English & Swahili
 - Final Household Gardening and Nutrition Strengthening manuals in English & Swahili
 - Final Basic Business and Marketing manual in Swahili
 - Final Financial Literacy manuals in English & Swahili
 - Technical Note series
 - Step by Step guides
 - Final Policy Guide in English & Swahili
 - Final National Household Economic Strengthening Guidelines for Most Vulnerable Children Households in English & Swahili
 - CD of full reports, manuals, and other presentations and resource documents.

As noted in Q1, as part of its close out and hand off of materials, IMARISHA will provide final materials on USAID's Microlinks platform with the intent that these tools will be able to further enable ES providers in the future and to communicate results to USAID, project counterparts, GOT, other donors, and the public in general.

Y4Q4 Deliverables:

- Technical Notes Series Disseminated, completed Q4
- Savings Study and HEA Finalized and Disseminated, complete Q4
- Website updated with tools and documents, completed Q4
- 4 Grantee profiles, completed Q4

4. ENVIRONMENTAL COMPLIANCE

Environmental sustainability is integral to USAID's overall goal, and therefore in compliance with this goal IMARISHA is required to mainstream environmental compliance into its implemented activities. To date IMARISHA has implemented both local chicken production and household gardening (permaculture) training activities for PEPFAR Partners. Both activities involve the direct training of community volunteers, sub-partner staff and extension officers on techniques to manage the activities as well as how to manage the environmental consequences. However, only one (1) training course, Household Gardening and Nutrition Strengthening, was carried out this quarter in Kilolo district for LGAs there.

In addition, IMARISHA continued to provide technical assistance in area of environmental compliance to grantees. Environmental monitoring of the four grantees (KIHUMBE, Africa Bridge, Cheetah Development and Community Active in Development Association) related to issues on environmental compliance was undertaken this quarter and incorporated in line with milestones achieved for their grant progress reporting (see the attached revised environmental mitigation plan matrix- Table 7).

Table 7: Environmental Mitigation Plan Part 3 of 3: Reporting Form

List of Mitigation Measure from column 3 in the EMP Mitigation Plan (EMP Part 2 of 3)	Status of Mitigation Measures	List any outstanding issues relating to required conditions	Remarks
<p>The use of chicken vaccines will comply with Tanzanian tropical pesticides research institute act 18 of 1979, Bureau of Standards Act, No.3 of 1975, Food and Drugs Act, No 1 of 2003 as well as, USAID Environmental Procedure and Code of Federal Regulation 216</p>	<p>Chickens are susceptible to many diseases. In order to reducing losses of large numbers of chickens and improve chickens productivity. Trainees were advised to use vaccines that control Newcastle and fowl pox diseases. The vaccines advised for Newcastle is 1-2 which is Avirulent, thermostable vaccine used in chickens of all ages</p>	<p>Safe uses and handling of vaccines that makes provisional for trainers users and applicator as well as for monitoring uses and effectiveness of the vaccine(s).</p> <p>Note: In October 2013 Tanzania had suspended production and supply of Thermotolerant Newcastle Disease Vaccine Strain 1-2 that is produced by the Tanzania Vaccine Institute at Kibaha in Coast Region. It was a follow up after a discovery of fake vaccine flooding the market, an investigation carried out by the Tanzania Food and Drug Authority (TFDA). TFDA announced that it was halting production of all vaccines made in Tanzania for NCD; now livestock keeper and vaccinations will be required to use alternative vaccines include TAD ND VAC LASOTA, AviPro ND LASOTA, Medivac ND LASOTA, Medivac ND-IB and Medivac ND Hitcher BI.</p>	<p>The IMARISHA Project does not assist in the procurement or use by beneficiaries of vaccines; IMARISHA staff use vaccines only in the context of training community groups on local chicken keeping. However, IMARISHA does continue to provide oversight on grantee use of appropriate pesticides and shares any relevant information.</p>
<p>Permaculture and agriculture</p>	<p>Permaculture and agriculture demonstration</p>	<p>IMARISHA provides permaculture</p>	<p>IMARISHA</p>

<p>demonstration will employ Integrated Pest Management practices and uses of agricultural inputs (fertilizers and seeds) and biological controls</p>	<p>will employ Integrated Pest Management practices and uses of agricultural inputs (fertilizers, seeds) and biological controls</p>	<p>training and technical assistance from a perspective of sustainable agriculture. Trainings focus on sustainable agriculture techniques such as proper use of animal waste, grey water, double-digging, crop pairing to limit pests and foster growth. Note: the only exception to these demonstrations done during Farmer Field Days with TAPP who – under its EMP- has taken on higher impact, higher risk environmental activities including pesticide use for horticulture farmers.</p>	<p>encourages small scale farmers to use sustainable technologies and household materials they have on hand rather than pesticides and fertilizers. Only one training was conducted in QI with extension officers from Kilolo District. All environmental protocols were followed.</p>
<p>Several mitigation measure will be used during project intervention to support small scale diary cooperatives as an economic strengthening strategy for rural HIV vulnerable household this will includes:-</p> <ul style="list-style-type: none"> • Zero grazing system will be adopted. • Grantee will evaluate the uses of integrated vector management (IVM) and integrated pest management (IPM). However, when pesticides are used the grantee, Africa Bridge will adhere to safer use action plan and handling in line with 	<ul style="list-style-type: none"> • Africa Bridge procured 60 heifers and 5 bulls in July 2013. The animals are hybrid breeds, including Friesian/Jersey, Friesian/Ayrshire, and Friesian/Zebu crosses. Dairy co-op members were taught during trainings in August-October 2013 to adhere to zero-grazing practices, under which heifers and bulls are confined to shelters and food is gathered and brought to them, thereby minimizing exposure to other animals in the area. • Africa Bridge staff and para-professionals along with local government partners received training from a US expert on safe 	<ul style="list-style-type: none"> • There is some resistance to adopting zero-grazing, as it is a new practice. Africa Bridge staff and co-op para-professionals required to continue working with co-ops and the communities to communicate the purpose and importance of this. • Africa Bridge should continue cascade pest management training to beneficiaries. Para-veterinaries who received pest management training they need to have clear 	<p>Proposed project area is relevant for mixed farming system. However, there is a need for refresher training to para-professionals to improve their knowledge on the safe pesticides uses and general animal husbandry.</p>

<p>Tanzania Tropical Pesticides Research Act 18 of 1997, Bureau of Standards Act, No. 3 of 1975, Food and Drugs Act, No. 1 of 2003 as well as USAID Environmental Procedures and Code of Federal Regulation 216 and the details of the submitted and approved PERSUAP.</p> <ul style="list-style-type: none"> • Cleanliness and good husbandry carried out to ensure there are no leakages of effluent/waste water to ground water systems or land from livestock buildings and livestock buildings do not jeopardize quality of life of nearby residents 	<p>pesticide use in August 2013. Pesticide products were purchased in agro-vet shops in October 2013 as part of practical training with co-op members. Africa Bridge supported coops by procured and distributed pesticides for prevention of ticks and tick-borne diseases, anaplasmosis worms and East Coast Fever (ECF), includes Paranex, Alamycine, Sulfadimidine, Oxytetracycline, Ivermectin, ECF vaccine, Multivitamin and Maclick blocks. Similar excursions to procure products will be scheduled as needed in future months. The grantee and beneficiaries does not support the purchase, promotion or use of products containing alphamethrin, chorfenvinphos, cymiazole, ethion and flumethrin.</p> <ul style="list-style-type: none"> • Information learned in safe pesticide uses training was incorporated into subsequent trainings of co-op members. Prohibition of use of products containing alphamethrin, chorfenvinphos, cymiazole, ethion and flumethrin was communicated during training. • All 60 dairy co-op members completed cow shelter and manure shed construction by the end of September 2013. 65 shelters (for 60 heifers and 5 bulls) and 60 	<p>schedule on how they will cascade the trainings to their fellow beneficiaries.</p>	
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	<p>manure sheds were constructed. Locally available materials were used in construction. Construction was designed to prevent leakages of wastewater into the ground water systems or land.</p>		
<p>As part of its grant to KIHUMBE, mitigation measures for auto mechanics workshop will include:-</p> <ul style="list-style-type: none"> • Proper land use to curb the spread of pollutant and ensure sustainable environment • Protect existing trees which absorb generated carbon dioxide for photosynthesis. This will make the air environment of premises fresh all year round • Car painting done only in enclosed areas with less spraying so as to reduce gas production into the atmosphere • Proper handling of waste (e.g., brake fluid, greases, spent oil, radiator coolant, soot, fuel, metal scraps, chemicals) and other volatile compounds to reduce drastically air and land pollutants in the environment and enhance sound environmental management 	<p>The main potential environmental hazards in this project are limited to risks associated with noise impacting on students/staff and neighbors, improper handling of waste and other volatile compounds which may pose a threat to human life.</p> <ul style="list-style-type: none"> • IMARISHA assisted the grantee to procure modern equipments in accordance with environmental protection standards • 30 mechanics students were trained in proper land use to curb the spread of pollutants in the surroundings • The existed trees were protected. However, there will be some periodic pruning by TANESCO to avoid extension of trees into electrical cables. • KIHUMBE ensured proper handling of waste and pollutant. Some waste engine oil are stored in containers and resold as repellent against termites and to preserve wood for longer shelf life 	<p>No any outstanding issues relating to required conditions. However, KIHUMBE will required to continue to ensure no potential environmental hazards that may pose a threat to human life and surroundings</p>	<p>IMARISHA is promoting continuous application of an integrated preventative environmental strategy so as to reduce risk to humans and the environment.</p>

system of generated waste			
<p>For its grant to Cheetah Development, mitigation Measures for food preservation technology will include:-</p> <ul style="list-style-type: none"> • Procurement of solar drying racks with improved drying technologies which designed to reduce costs, conserve resources, mitigate risks to humans and the environment • Project will ensure that cleaner production techniques are used to produce quality and hygienic dried produce • Project will also ensure that drinking water sources or other productive uses of local services and resources are not compromised by the introduction of the food processing activity • Beneficiaries will avoid burning waste as this contributes to air pollution and ensure that any waste residue is used in some other productive activity such as making compost or providing feed to poultry or other animals • Site selection of market will ensure it addresses any concerns to the community that may harm human health and the environment 	<ul style="list-style-type: none"> • Cheetah Reservoir has had 50 drying racks manufactured so far. Of the 50, 35 have been sold. The racks are made using minimal wood, and environmentally friendly plastic to ensure no threat to environment. • Cheetah and their beneficiaries are ensured that drying processes and dried products are manufactured in an area that is not close to any water sources. The customers of the dryer and the dryer itself do not compromise local services or resources. • Customers of the drying rack are trained on health and hygiene. In addition, they are required to use salt as a means of preservation for tomatoes and onions, to ensure longer shelf life. Temperatures within the dryer ensure no bacterial contamination in dried products 	<p>Major concern in preservation of food using solar drying technology could be on hygiene and water which may pose a threat to human life. Cheetah Development Inc. will continue to create awareness on the technology as a viable economic opportunity for vulnerable subsistence farmers and ensure that cleaner production techniques are used to produce quality and hygienic dried produce</p>	<p>With the implementation of the specified mitigation and monitoring, significant adverse impacts are very unlikely</p>

<p>For grantee CADA, mitigation measures for economic strengthening of PLHIV in off grid areas by establishing solar phone charging centers include:</p> <ul style="list-style-type: none"> • Proper use and handling of solar components, proper decommissioning and potentially harmful materials are not released into the environment • Procure solar panels and solar phone charging components in accordance with environmental protection standards • Solar panels are encased in heavy duty glass or plastic, which ensure little risk on release of semiconductor material into the environment. 	<ul style="list-style-type: none"> • 20 solar kits were procured (which include 20 Solar panel, 20 batteries, 20 adaptors, 20 charge controller and 20 multi chargers). Solar phone charging components were procured in accordance with environmental protection standard • Solar panels are encased in heavy duty plastic material, battery are encased in wood boxes. This ensures little risk on the environmental and threat to human health. 	<p>No significant adverse impact anticipated that could potentially harm human life and/or the environment. However, CADA required to continuing create awareness on the technology and ensure that proper decommissioning and recycling of solar panels.</p>	<p>Battery decommissioned may happen after three years life of battery life span. However, with the implementation of the specified mitigation and monitoring, significant adverse impacts are very unlikely</p>
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5. WORK PLAN FOR COMING QUARTER

None

6. STATUS OF 2014 INTERATIONAL SHORT TERM CONSULTANICES

The matrix below lays out planned short term, international consultancies for 2014. All international consultants used by IMARISHA are paired with either a local consultant or staff member with the aim of skills transfer. Other short term technical assistance may be procured internationally with concurrence from the AO/ AOTR. Additionally, IMARISHA will source local consultants and expertise for a variety of work related to partner organizations.

Name of Individual	Role/Assistance He/She will Provide	Estimated Timeframe
Kirsten Weeks, Health and Livelihoods Technical Specialist/Researcher/Writer	Support for HEA, other technical notes and documentation, and closeout efforts	Completed Q2 – Completed. This ended up being Jeremy Keeton instead of Kirsten Weeks.
Brett Matthews, Savings Researcher	Support finalization of Savings Study	Completed Q1
TBD Financial Modeling Specialist	Support for grantee KIHUMBE	Completed Q4
TBD DAI Home Office Systems Administrator	Close down of DAI IT and Management Information Systems	Completed Q4
Serafina Buzby, DAI Home Office Project Coordinator for Close Down	Support the close down of the IMARISHA project	Completed Q4
TBD HES Materials packaging specialist	Assist with the packaging of any materials for dissemination and sharing amongst PEPFAR partners and the Government of Tanzania	This work is being done by a combination of a local firm and DAI's home office publications staff – no travel was required, completed Q4

**IMARISHA – TANZANIA ECONOMIC STRENGTHENING FOR
HOUSEHOLDS AFFECTED BY AIDS**

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