



Report to the Trustees

1st April 2007 – 31st March 2008

Mission Statement

“ Alleviating poverty in rural Tanzania ”

Method Statement

LTT is a self-help sustainable development micro-charity helping to alleviate poverty in rural Tanzania

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Julian Page
Trustee and Director of Operation
May 2008

Executive Summary

The main focus of year 1: Construction and regeneration at Waangwaray Primary school:

- Renovation of all classrooms including a kindergarten; new student and staff toilets; near completion of the teachers' houses; construction of a farm store/office/living quarter; and construction of enclosed livestock pens.

Other projects have include:

- The development of a school farm.
- Commencement of a teacher-training program for teachers from two primary schools.
- Sponsoring through secondary school of 5 students through a third party and 1 child at special school for the deaf.
- HIV/AIDS awareness programme for the community and teachers.
- The street cleaning project has been given the go-ahead and now has to be planned, costed, communicated and enacted
- 12 acres of land have been purchased for development purposes. The land will be used to build a volunteer accommodation centre to accommodate 24 volunteers at one time. Also on the site there will be a community football pitch, a visiting trustee and donor accommodation, a mangers house, a security guard hut and at a later date, subject to funds, tourist and older volunteer accommodation as well as a conference training centre.

Our biggest challenges have been: -

- The vocational training scheme failed to get off the ground and failed to get suitable sponsorship.
- Registration of charity
- Cross cultural communication

Main focus for year 2

1.4.08 - 31.3.09

Registration

Fund raising

Farm development and water project

2 more classrooms at Waangwaray and language centre

Build volunteer accommodation and dining area

Main focus for year 3

1.4.09 – 31.3.10

Build classrooms at Kwaraa

Build teachers houses at Waangwaray

Build trustee/guest/mature volunteer accommodation

Main focus for year 4

1.4.10 – 31.3.11

Build 2 classrooms at Kwaraa

Build 2 classrooms at Waangwaray

Review targets

Report

1. Education Development

To generate sufficient critical mass that a sustainable chain of excellence from kindergarten to the end of secondary school can be created in order to provide the students with the necessary knowledge and skills for them to excel, gain meaningful employment and through this allow them and their families to escape from poverty.

The Waangwaray community was selected due to their under developed primary school, lack of effective kindergarten and an incomplete secondary school. The community are mostly poor subsistence farmers who cannot afford the development fees being asked of them.

a. Kindergarten

To develop kindergarten facilities that encourages young children to learn key skills from a young age.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To improve the standard of the building	An out-building has been renovated, enlarged, painted and decorated.	Lessons can continue		Only 30-45 kids attend when it could be 90 and only half actually pay. The real causes need to be researched and then addressed
To improve the educational material			There are no educational toys and the kids are fed porridge which lacks nutrition but provides energy	Can the farm pay for this in the long-term?
To improve the teaching standards			The teacher does not get suitably rewarded and so there is little incentive	Is there a syllabus or it the class just "play time"
To improve the nutritional value of the lunch.			Kids currently get maize porridge.	There is a direct link between improved diet and improved learning.

b. Primary School –

i. Waangwaray

To develop schools of excellence that helps students gain the knowledge and skills required to progress

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To improve the academic, sporting and residential facilities	All the classrooms and teachers' offices have been renovated to a satisfactory. A new toilet block for the students and staff has been built. LTT have added running water (in 8 of the 14 cubicles) and hand washing facilities to improve personal hygiene.	Exam pass rate has improved from 56% to 77% Absenteeism due to ill health	Improve environment aids education. Greater external interest boosts learning. Toilet ventilation had to be put in. Taps replaced after over enthusiasm.	There needs to be a maintenance and clearing programme as the classrooms are looking a little tired Sink run off water goes to farm lands

	<p>Water tanks have been purchased for rainwater harvesting</p> <p>New desks, tables and chairs provided where needed for the students and for the teachers (made locally).</p> <p>A new stove has been built in the kitchen to reduce the carbon footprint and running costs</p> <p>The teachers' houses have had outside toilets, showers, kitchens and stores added, as well as a courtyard. A temporary solution has been found for the supply of water. 4 teachers have moved in already.</p> <p>Electricity has been brought across the valley to the school but not connected.</p> <p>Approx £7000 has been donated to build 2 classrooms, which will be used when the next set of Quest volunteer come out (2009)</p> <p>A number of sport kits have been delivered and more promised</p>	<p>Water used for farm or toilets</p> <p>Exam pass rate</p> <p>Reduced expense on wood. Not monitored</p> <p>Teachers are now living in the accommodation for the first time</p> <p>Use of the electricity for educational purposes</p> <p>Completion of additional classrooms</p> <p>Development of teams and unity approach to participation.</p>	<p>The guttering has proved to be extremely expensive and complicated. A local solution is being developed.</p> <p>Old ones can be mended and do not need to be thrown out</p> <p>No one to move in prior to completion next time. Courtyards not needed</p> <p>The electrical wires will have to be insulated and go underground along the drive way to reach the teachers house</p> <p>Don't know when that is</p> <p>To transport the sports kit and distribute fairly</p>	<p>The lack of architectural drawings makes things difficult to foresee and explain to fundis</p> <p>A new design for teachers' houses is with an architect and being drafted. This will need to be reviewed by the teachers and the Town Education officer. It is intended that the design makes it cheaper to build because existing design is brick and cement intensive</p> <p>In 2008/9 the teachers' houses and some classrooms will need to be connected. The teachers will have to pay their own bills. The income from the school farm will cover the costs of the school electricity usage.</p>
To improve the student diet	None	Increased energy, improved health and learning ability	How to it is in a sustainable manner without creating dependency	
To encourage students to speak and write English with confidence	The Jan/Feb 08 volunteers held conversational classes with year 7 On going	Shyness and lack of conversational vocabulary	Lack of exposure to English conversations	Learn 2 words a day while volunteer are there.
To develop audio visual learning opportunities	A UK based firm has agreed in principle to supply a large number of computers, keyboards and some screens for the installation of the language lab	Exam results	Transportation, installation, dust and heat concerns	
To include farming teaching into the lesson plan	Not yet		Add to time table	Discuss with Education Officer

ii. Ufani Primary School

This school is not part of our over all strategy but we were approached to assist in it's development and have acted as agents for a US charity.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To assist Don and Marianne Stolls complete the project work they started whilst in the care of Kahembe trekking	<p>The Stolls set up a charity</p> <p>The Stolls got commitment from the school they worked at subject to suitable supervision</p> <p>Through LTT Quest are to provide this supervision</p> <p>M&L are providing the airport collection, transportation and safaris</p> <p>Accommodation booked</p> <p>Building schedule agreed</p>	<p>The completion of the building works within the agreed timescale</p> <p>The improved understanding of what culture is and it's importance</p> <p>Agree to return next year</p>	During the discussions and developments there was a degree of poor communication and unclear expectations	

c. Secondary school (Kwaraa Secondary School)

To develop a school of excellence that encourages it's students to excel in all areas and prepares them for further education.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To improve the academic, sporting and residential facilities	<p>This school opened in March 2007 with 4 incomplete classrooms and 2 more classrooms and a teachers' office block has been added since.</p> <p>LTT have yet to undertake any work here.</p> <p>Read International is going to provide some books for the school, which need to be collected (Aug 08)</p>	<p>Completion of buildings</p> <p>Increase in the quantity of relevant books</p>	There is limited Government and private funding available but insufficient to meet the needs	<p>There are not enough toilets, classrooms, science or language laboratories, sporting facilities or dining hall /kitchen facilities</p> <p>There is no obvious space for income generation</p>
To encourage students to speak and write English with confidence.	The Harris Academy, of South Norwood (London), is brand new education facility and is seeking to establish a relationship with KSS. This will be a slow process, but already there is interest in establishing a link with creative writing and with blazers.	Improved results	<p>Storage, maintenance and allocation of the blazers is still to be addressed</p> <p>Direct Communication with the school</p>	
To develop audio visual learning opportunities	None	Improved English language results		Once Waangwaray model in place

d. Teacher training

To develop the skills and knowledge of the teaching staff at all selected schools.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To provide English language lessons for primary school teachers	Mr Moses and his assistant are providing English language lessons to the Waangwaray and the Sinai Primary School teachers. After consultation with the Town Education Officer this has been timetabled into their week. There are two streams for the different skill levels.	Improved English results at all levels	Weekend training proved unpopular due to domestic commitments. In consultation with the town education officer it was agreed to include the training into the official timetable. Teachers can be transferred at any time	Other schools would benefit from this training opportunity. Other type of training will be necessary as computers arrive. Have requested that no teachers be moved for the length of the training
To provide knowledge based training sessions	LTT, in association with GIYEDO ran a 4-day teacher training seminar so that the teachers can learn the necessary knowledge to teach the students.			Computer training
To provide teacher training lessons to study different methods of learning	None		Funding and teachers to conduct the training. Clarity of direction	

e. Sponsorship

To develop sponsorship programmes for students who have lost one or more parents or who suffer from a disability.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To find donors who are willing to sponsor children through their education	LTT have sponsored Phillip Kwendu, a deaf boy from Waangwaray. He was unable to gain the attention he needed and under the guidance of Teacher Kwaha was taken to a special needs school outside Moshi. LTT have linked with the Chalcot Africa Trust to sponsor 5 students from Waangwaray for the full 4 years of secondary school.	Whilst Philip is being paid for no sponsor has been found Chalcot Africa Trust have agreed to pay	Must try and find donors first	We must be a far bigger personnel profile on all eligible children. Must give full report to the Trust as to the children's progress

f. Community education

To provide education programmes that tackles the causes of poverty.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
Make the community aware of HIV/AIDS, how to prevent getting it and removing the stigma associated with it.	LTT, in association with GIYEDO, ran a community awareness ½ day programme to the community and 4 members had the opportunity to attend a 4-day in-depth course.	20 attendees Reduction in the contraction of diseases	There needs to be greater incentive to turn up. There needs to be more material to take away	The message needs to be continually highlighted
Disease prevention and early diagnosis	None	Reduction in contraction of diseases	Need to have a plan to market, so need to work out what diseases, who is training, what their qualifications are, how they are going to do the training and monitor the impact of it.	Need to work closely with Christian, the district health office, and the hospital.
To provide such assistance as may be needed in dealing with waste management.	LTT have agreed with the Town Authorities to sponsor a few bins in the bus station and run a public awareness campaign in July 08 for waste management. The concept is to train the students in local school so that they will in turn teach the bus station users.	The improved state of cleanliness of the bus station and the rate of filling of the bins	Funding Lack of information on health concerns, although information is coming from contacts in India Lack of ability to attend	Funding Information High visibility T-shirts will be bought to assist in this plan saying "Safisha Babati - Livingstone Tanzania Trust working in partnership with Babati Town Council"
To design and put in place an apprentice scheme for disadvantaged children in the community	The early concept nearly started but the apprentice dropped out.	Whether at the end of the programme the apprentices got a job	For street children we need to provide accommodation We need to have sufficient work for the apprentice to work on. This needs to be discussed further with Head Fundi Freddie who could offer such work.	Funding More structure to the programme
Agri-training at the school farm	No formal training to date	Up take of new ideas on local farms Formation of collectives to sell their produce as a single entity.	Data collection Impact on local supply and demand	LTT acknowledges that the community consists mostly of subsistence farmers whose farming knowledge has been passed down through the generations. By expanding the farmers' knowledge base on crop rotation, multi-planting, soil regeneration, irrigation systems and market demands, these farmers can increase their yields and create additional surplus

2. Income Generation

To generate a variety of income sources that ensures long-term sustainability

a. Tourism

To develop demand for cultural tourism.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To develop a UK demand for cultural tourism	Slow	Numbers	Lack of market exposure Cultural tourism alone is not a big enough draw and needs to be combined with other attractions if it is to be a success. Initially it was believed that the main source of funding was to be through tourism.	Develop a marketing plan

b. Volunteering

To develop programmes and sites suited for international volunteer organisations and individuals alike.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To create business links with volunteer organisations and offer our projects to them	Quest have been brought on board	Quest volunteers have been out and they have made a donation to the trust	The lack of suitable accommodation prevents large groups	To build kit out, staff and manage a volunteer accommodation centre
To continually develop programmes for groups	Programmes have been developed for groups to include cultural activities, learning/teaching opportunities and social interaction	Increased number of volunteers	Not enough community interaction Not enough worksite introductions Volunteers need to be trained to have the skills to assist Too greater proportion of funds being spent on accommodation rather than on development Require class 3 working Visas and not tourist visa (\$100). The lack of them caused problems with immigration and frustration to Joas We need to be in charge of setting the dates for volunteer groups. Wet weather plans need to be developed Timekeeping needs to be UK not Tz Tips for guides are not to be paid	Spend more time in the community Need formal introductions daily To ask the fundis to train the volunteers on the work they are undertaking Need own accommodation Tips need to be built into the costs form Quest Packed lunches need to be of a high standard For women travellers extra effort must be taken to ensure their safety and in the pre-departure information there ought to be information dealing with issues of a male dominated society and how that can impact as well as issues

			<p>by volunteers.</p> <p>There is a need for occasional “Sunday style activities” for the volunteers to maintain their interest and introduce them to the surrounding areas. These activities need to be free and include walks in the countryside, visits to the Old Fig Tree Hotel, God’s Well, walks to the Lake etc.</p>	<p>on feminine hygiene issues. Where suitable providing accommodation with other women might be worth considering.</p> <p>Need to develop our own volunteer networking opportunities with schools and colleges and consider the corporate world</p>
To develop programmes to individual or small groups	On going	Small targets need to be set, which is hard to predict	Need to liaise with Town Education officer for teachers	

c. **Farming** (for business plan see Appendix 1)

To utilise the land around selected projects and turn them into income generating schemes.

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To improve the output of the land using local staff under guidance of an experienced farm manager/consultant.	We appointed Marcel, a trained farmer who runs a demonstration plot in Bacho With his team he ploughed and planted large tracts of land. It was decided to outsource the management of the farming. An agreement was drawn up and signed, but due to lack of registration of LTT and a hesitation to set up a company under the proposed name, no action has yet been taken. This will need to be rectified before the farm generates an income	Yield and profits	There is a lack of soil fertility, which is being addressed by the students who are bringing in manure from their farms. There is a lack of running water to satisfy the farms needs The separate company/charity has not been set up to manage the accounts or the processes needed to be transparent at this stage.	A dedicated water source has been offered to LTT; this needs to be taken up. A separate Farm company to be registered and suitable directors found who, after capacity building, can manage it.
To increase the size of the land available	A request was made to the Town Director for the LAMPS land adjacent to the school's land		There is conflict over who will have the land and for what purpose, the town or the regional authorities.	JK to explain the farm strategy to the Town Director and request the land.
To maximise the potential revenue that the farm can generate	A farm store with farm managers' accommodation, kitchen and office has been built. The non-perishable goods can now be safely stored until the prices increase. Different beans, maize, millet and sunflower crops have been planted to determine their cost effectiveness. Fruit trees (Banana, mango, pawpaw, avocado and passion) have been planted in different locations Market garden crops have been planted Watermelon and squashes are being tried. Malaria herbal medicines have been planted to test	Crop yields and ratios. Revenue	This is the first year and trials on different crops are being undertaken.	It will be the case that as more farmers improve their yield the demand for the produce might not be able to be met in the town and markets further a field may need to be sought. In considering this consideration ought to be given to fair trade labels and farming collectives
To diversify the income base by bringing in livestock and it's associated income potential and it's other benefits (manure for the fields, the fishponds and bio-fuel oven)	Volunteers contributed towards and assisted in the building of cattle, chicken, goat, duck sheds and a food store. This livestock area has been fenced for security. Beehives have been set up in the spinney area. The fish ponds have been dug but not laid	Income analysis	No livestock have been purchased to date and Billy still lives in Bacho. There is no water for the fish ponds	We are seeking 5 high yield dairy cows whose milk can be sold locally, and a bull; 5 dairy goats and a male goat so that milk can be used to start a goats cheese business; 20 chickens to produce eggs and chicks; and 4 ducks to keep the fishponds free of weeds and mosquito larvae. Funding for livestock has been advertised on numerous web pages and for the Christmas gifts brochures. Water project to provide the water

				so that we can complete the fish pond and farm Tilapia fish
To take ownership of a dedicated water source	The site has been allocated to LTT and needs to be developed once funds found.		No official sanction of this project No official costs or designs Costs to be revised	Official costs, designs and permission needed prior to proceeding Funding needed
To create a workable management structure	The Farm manager runs the farm with three helpers and responsible for security, planting, irrigation, maintenance, crop selection, staff and sales		The company and it's directorship has yet to be established. Ownership will be with LTT until such time as the school is able to take over control LTT understands that this "model" school is not an island and that as a supply school to a secondary school (Kwaraa Secondary School), it must also help that school if the process of excellence is to be continued throughout the students' education. Developing this school is part of the medium term strategy.	A separate charitable business will be set up to manage the farm on behalf of the School in order that the farm is a benefit to the children and teachers. The school will own 49% of the charity with 51% being held by LTT. There will be a team of unpaid directors to manage the profits and ensure transparency. As the directors gain the competencies to run the charity LTT will start o slowly transfer ownership to the school and withdraw from the directorship. It is proposed that the Directors of the company be:-LTT Trustees; Local Councillor; Town Education Officer; Head Teacher; Village chief; School Development Chairman; and the Farm Manager. It is intended that profits of the farm be used to invest in: - New crops and farming equipment School utility bills Purchasing additional school books Maintenance of school buildings (except teachers houses) Building new school buildings Buying new desks The development of the Kwaraa Secondary school
To demonstrate to the local community the different farming techniques so that they are able to improve their own yields and generate a surplus.	Some farmers have been to see, but as yet the teaching facility is not ready	Poverty reduction.	A dedicated centre with educational information needs to be established Planning and communication	Planning and communication Built up relationships with Farm Africa and the Town council agricultural department.

To demonstrate to the students the different farming techniques so that they are able to assist at home and increase domestic yields	Some of the students have helped but child employment laws have prevented too much assistance.		A dedicated centre with educational information needs to be established Planning and communication	Classes need to be built into the weekly timetable
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d. Accommodation Provision

To provide accommodation and hospitality/conference services that can utilise local resources and ensure that all profits are directed community development projects.

To operate the facility as a training arena for hospitality services. To set up a bakery and other local small business

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To purchase land to build volunteer accommodation on	Approx 12 acres of land has been purchased under the name of Kahembe Trekking for the development, additional land might be made available which can be used for development purposes. Drawings have been made, amended and redrafted. The finalised drawings need to be costed and planning permission sought		On going site management	There is an immediate need for 2 volunteer accommodation blocks each with toilets and showers so accommodate 13 people in each block and restaurant/kitchen and living area for the volunteers to be built by November 08 Suitable space needs to be allocated for overland trucks should we want to attract them There is an immediate need for a security guard hut and a fence around any volunteer accommodation to be built by Nov 08 There is an immediate need for the property manager to have a house to be built by Nov 08 A detailed plan of staffing requirements needs to be made and suitable staff need to be recruited and paid There is a need to appoint a manager to oversee the building and completion of the accommodation, manage the budgets, recruit suitable staff and set up systems of operations There is a need for a gardener/farmer to ensure the landscaping is planned and executed
To build a community football pitch	Land has been allocated to this project and the community can start to turn this land into a football pitch when they are ready to do so			This land needs to be worked on and can be a community project but needs leadership.

To build a trustee/guest lodge	Drawings have been made, amended and redrafted. The finalised drawings need to be costed and planning permission sought. This is subject to funds			There is a medium term need for a 4 bedroom house to be used for visiting trustees, mature volunteers and guests to be built when funds become available
To build tourist and businessmen hotel and conference and training centre	The hotel and conference centre is several years off			

e. Donors

To widen our donor base and build up a stronger portfolio of standing orders

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To attract wealthy donors through word of mouth	We have had some very kind and large donations We have registered a number of projects on philanthropist websites	Income streams	To bring them out to see the problems and what they can do about them	
To broaden the number of standing orders	We have approx £200 coming in each month to cover on going costs	No of standing orders	Constant requesting and selling of a project that tickles each individual	

f. Grants

To obtain grants post year 1

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
To select suitable grant providers and philanthropists	On going		Many grant making bodies have strict areas of interest and require a few years of experience before giving	Research

g. Other income generating opportunities

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
Give as you buy scheme	We are registered but the uptake is very slow and small	Income levels	Not enough people think of us when they are purchasing	
Fundraising	A number of primary schools are showing interest in developing a relationship with LTT. The Christmas cards was a success and raised funds and covered costs. College staff have agreed to adopt us for a year and will raise funds and come out to spend supervise the spending in summer 09. American University has made contact and potentially want to raise funds for us Law firm have agreed to have us on their parole-	Increased income Broadening out income base	Create more cards but alter the message Vanderbilt University is a speculative contact	JP to talk at school assembly and to PTAs. We need to develop fund raising ideas for schools To build relationships with charity card suppliers and shops College might also provide some volunteers summer 2009 Law firm are interested in a fair

	giving scheme. They have been given the early childcare development programme to act as their firm's project.			trade craft day in their atrium. This needs to be considered and developed.
To act as management consultants to those wishing to have their own project	We acted as consultants for the Stolls and this raised a small sum			
To set up or assist local businesses	The development of pro-poor products raised some funds The sunflower business was not as rewarding as first suggested.		Getting into the catalogues of big suppliers was not achieved High initial investment	To broaden this opportunity

3. Administration

Lines of Understanding

Kahembe Trekking and Cultural Safari

KTCS is a Babati based company run by our Trustee Joas Kahembe. He is a founder of cultural tourism in Tanzania and runs the Kahembe guesthouse.

LTT have agreed to promote KTCS products under the LTT website as the soul provider of cultural tourism programmes in the Hanang-Babati region.

LTT and KTCS will annually review the charges for the services provided.

LTT also agree not to employ any KTCS employees without prior permission from Joas Kahembe

KTCS is not obliged to promote LTT to any of its customers and is not obliged to take people to any of the sites where LTT operate. However should KTCS's English customers wish to sponsor projects, having them donate their funds through LTT could increase their donation through tax incentives and make a greater impact on LTT's work.

Quest

Quest is a UK based volunteering organisation that operates in Africa and South America. They are frequently nominated for Responsible Tourism Awards and have a very high reputation and provide the largest or one of the largest donations to the project. Their Africa Manager assessed our operations and subject to us addressing their concerns they agreed to work with us.

They are currently responsible for all group volunteers for LTT. Conditions are as follows: -

- i. A wide variety of projects so that the relationship can last 5 years or longer.
- ii. Exclusive use of each project site.
- iii. The accommodation must be within a community and not in town. This stipulation is based on their experience of managing large groups. They expressed concern about the younger volunteers as Babati town has too many potential "private excursion" possibilities with the bars and clubs, which create problems within the team and with the supervision of the volunteers. They also are eager that the volunteers form a strong relationship with each other and with the community where they are working. This is part of their responsible volunteering policy. They are eager that the accommodation uses local staff, local materials and buys as much as it can from local people and thus make the greatest positive impact. A participatory approach is very important to them.
- iv. Suitable transport for the collection and transfer of volunteers to/from the airport and the ability to transfer individual to a hospital should the need arise.

Summer 2007 saw significant bad UK press apropos Volunteering and Gap year projects, with many companies providing little support, charging high prices and doing little to help the local communities. It is therefore vital that we act and are seen to act in a responsible manner at all times. Quest were impressed with our additional activities for the volunteers

ML Tours

This tour company is part of the Kahembe family, albeit remotely, and they are offering us a good price for safaris. We have designed the trips to cater for budget, average and luxury types of trips. They have their own transport and are building a lodge on the way to Ngorongoro crater.

Should we elect to make them our soul provider of safaris they will consider asking their own customers to make a contribution to LTT projects in Babati. They have agreed to make a donation for each person that we send through them

Rickshaw Travel

Rickshaw travel have sent us 4 Americans who were interested in seeing Babati and the work we were doing, they brought a few supplies and their friends may return next year. Rickshaw Travel is aware of our Cultural tours and is prepared to sell them. This will be far easier once Janet is on site. Our tours are Kahembe tours with a \$5 admin charge on top, which will contribute towards Janet's costs when she is working for us. Rickshaw Travel often receives money from their travellers to give to local charities and would happily consider giving to LTT. Rickshaw has also passed our details to the company writing for Precision Air

Solar Aid

Solar Aid is a UK based solar power charity who train operators to make and sell solar power units and they operate in Tanzania. They are currently considering our suggestion for a workshop to be set up for the assembling of solar panels in Babati. The structure and management of this operation would need to be set up by LTT prior to their agreement, together with proposed monitoring processes, sales strategy and accounting. The problems and how they are overcome will all need to be fully documented by LTT. This will need to be addressed in the near future

Read International

Further to meetings with Read International LTT have secured some books suitable for secondary school. These books need to be collected from Singida between mid August and mid September 2008. These books can then be donated to Kwaraa Secondary School

Accountancy and Transparency

In order to ensure good governance the following procedures will be put in place

We will set up a bank account with approved signatories only (Representative from the LTT)

Project Committee with 10 members (Village Chairman, Village Secretary, School Teachers (2), Representative from LTT, student (head prefect), Villagers (2 men and 2 women).

Clear roles and responsibilities. Including a “tender co-ordinator”, “a purchase quality inspector” to ensure the goods meet the specification standards, a “progress monitoring inspector” to report back to the committee any delays and or discrepancies.

Clear minute taking and agreeing of minute procedures

Tendering processes for the purchase of goods to be completed by the Tender co-ordinator to ensure competitive purchasing

Tendering process for the purchase of “fundi” services to be completed by tender co-ordinator and approved by the elected senior committee members (x 3)

All purchases to be agreed by the committee prior to purchase and purchase order forms with full proof of tendering process provided to the LTT representative.

All purchases to be recorded in a project ledger, and all receipts and documentation kept for a minimum of 5 years for auditing purposes

All revenue to the project to be kept logged and receipts offered to the donor and a copy kept by the Project secretary and the representative from the LTT.

Accounts to be presented to the committee, the donors and the village every 4 months for approval.

There must be a village meeting every four months, at which the project committee will present to the villagers the following: -

- a. Project progress, achievements, obstacles, possible problem solving methods
- b. Announce funds in the Project account and Project store room, present the receipt of all payments made with explanation
- c. Present the bank statement for the past four months
- d. Announce what is the next project plan and how to achieve it.

A representative from the donor must visit the site at least annually to inspect the site

Registration in Tanzania

This process has been complicated and long winded and consequently slow and this has led to many problems

This is now a top priority.

We will want to set up other charitable companies as and when needed

Capacity Building

To develop an individual to act as the site manager, team leader and financial controller for the project for the Trust

Developing local people who show intelligence and a willingness to learn new skills is key to development work and is to be encouraged at all opportunities

To develop local people to provide services at the accommodation centre

To develop people for positions on the Board of the Directors and subcommittee for the Farm company

Health and Safety Policies and Procedures

The Policy was submitted to the Charity Commission and lays responsibility for Health and Safety with the Director of Operations who is to promote a culture of safety within the Trust and maintain awareness through the publication of information, ensuring suitable training is provided and there is on going discussion.

LTT need to spent time discussing H&S with the Head Fundi to ensure that his team operate in a safe fashion at all times.

Quest will provide health and safety training prior to departure and Quest will provide a comprehensive equipment and medical check list. Quest will also provide emergency neck braces, and splints.

Quest will provide “toolbox chat” each day before tasks are undertaken. This process needs to be done formally, and daily report sheets maintained.

Personal eye protective equipment has been provided at the guesthouse and must worn at suitable times.

In the event of an accident the local hospital will be able to deal with most aspects. Broken bones and head injuries will be transferred to Dareda hospital and if necessary flown to Nairobi.

LTT's car or a taxi if required will provide transportation between the site and the hospital.

A contract between LTT and the Dareda hospital needs to be drafted and agreed. (Joas)

We need to develop a disaster recovery plan for open communication with JK when we have tourists and volunteers in country.

All tourists and individual volunteers receive information regarding the risks that they face and how they can avoid them.

Monitoring

The Trust is committed to monitoring the impact of it's activities in order to determine the effectiveness of it's operations, to determine strengths and weaknesses.

This annual report is drafted to be able to monitor the progress against strategy and indicate where any why it has not been achieved

An Objective analysis and the Development Impact Assessment suggests that LTT are having both a negative and positive impact on the community. (see Appendix 4)

Marketing Strategy

LTT have a variety of products on offer and each must have it's own marketing plans

Volunteering

A talk at College has generated interest for summer 2009 and this will be followed up with year talks in the autumn. The talks are on poverty; it's causes, what the world is doing, what we are doing and how you can help in a responsible fashion.

More talks are planned during 2008 at other venues

Word of mouth has produced positive results

Quest have provided one tour to date and have managed the American Tour

A Career fair needs to be accompanied by a talk.

Donors

The Newsletters have played an important role in informing people of our activities and generating interest and has led to revenue

The Christmas cards brought our name to many people and generated donations

The "Good Gifts Catalogue" have been contacted for Christmas 2009 with a view to selling Christmas cards and offer sponsorship deals

Email requests for assistance have had limited effective

Grant making bodies

A list of potential grant making bodes needs to be formed and each one written to

A number of philanthropic websites now contain information about our projects. These are there for philanthropists to review and determine if they are of any interest.

Tourists

Word of mouth has been the only success to date

With Kahembe Trekking already advertising on Responsible travel.com it seems unnecessary to offer the same packages. Other suitable sites need to be investigated

LTT was touted at the World Responsible Tourism Fair and a number of travel agents expressed an interest.

Pro-poor goods

The cloths pegs were all sold and generated a small income but did not generate additional interest.

The paper holder has yet to be presented

No contact has been made with Ian Logan, designer, who has offered help selling jewellery and craft because no suitable jewellery or suitable eco-friendly raw materials for making jewellery have been found.

Corporate Social Responsibility

International Law Firm have been approached and are interested in working with us, the capacity has yet to be worked out

Page & Page (Law Firm) have agreed to donate to anyone who comes to their firm via our website

The corporate image on the website and printed material is easily recognisable and effective.

Press and Trade journal

Local press have not shown any interest.

An article has been submitted for inclusion in Precision Air, which has generated a pre-publication donation
BBC will not assist unless LTT is a registered charity on their lists. This is being pursued
Radio 4 and Radio London have been contacted
No Trade magazines have been approached
New Zealand and Australia Press in London have rejected an article

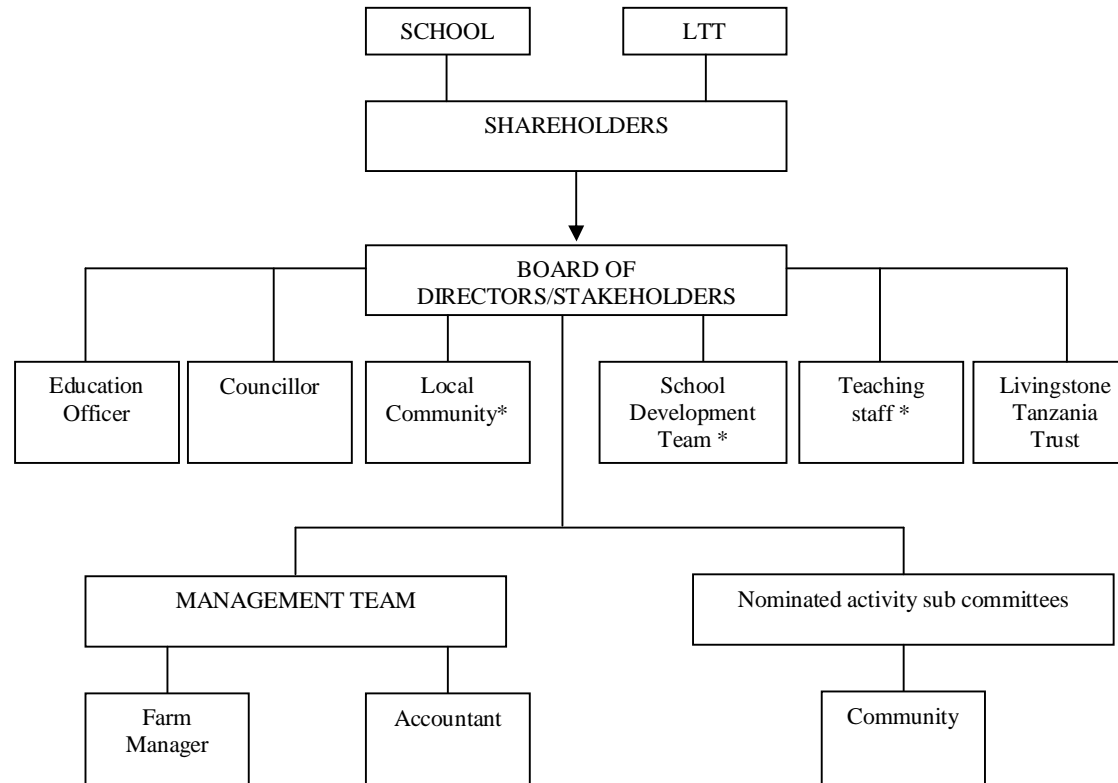
Appendix 1

Farm Business plan

The Objectives

1. To provide the school with the net profit from the farming activities for sponsoring “nominated activities”
2. To provide the school with an “agri-education centre” for the students and wider community
3. To provide some food for the students

Business Structure



* 3-year positions only

Income

The income sources will be divided between 5 key areas.

Category	Items	Anticipated revenue in TSH	
		Year 1	Year 2
Perishable goods	Tomatoes, peppers, chillies, carrots, onions, cabbages, watermelon, cassava, sweet potatoes, fruit	3,600,000	5,000,000
Non perishable goods	Maize, beans, malaria medicine, millet	5,800,000	10,000,000
Dairy goods	Milk, cheese, eggs, honey	1,000,000	1,500,000
Meat goods	Goats, chickens, ducks, cows and fish	700,000	1,500,000
Nursery	Young crops	2,000,000	2,000,000
TOTAL		13,100,000	20,000,000

Farm Running Costs

There will need to be initial investment, but after the first year these will be reduced

Category	Items	Anticipated spend in TSH	
		Year 1	Year 2
Purchase of livestock		3,000,000	1,000,000
Purchase Assets		1,200,000	
Wages		7,000,000	7,000,000
Seeds		500,000	400,000
Equipment		500,000	300,000
Total		12,200,000	8,700,000

Net Profit

	Year 1	Year 2
Projected income	13,100,000	20,000,000
Anticipated farm running costs	12,200,000	8,700,000
Net profit	700,000	11,300,000

Proposed "Nominated Activities"

It is proposed that nominated activities are divided into: -

Essential activities

Savings. 30% of all net profit revenue must be directed to savings. (A single capital/premises project must have 200% of the revenue needed before the project can be commenced)

The school building maintenance costs

The electricity and technical maintenance costs for the schools language laboratory.

Contribution to the Kwaraa Secondary School development costs.

Desired activities

The kindergarten schoolteacher' salary; and additional teaching resources as to develop early learning including the provision of nutritious food for the kindergarten students.

Additional teaching materials

Sponsorship for Waangwaray children to go to secondary school and beyond

Additional buildings

Special needs

Anticipated Allocation of Funds to Nominated Activities

Activity	Anticipated cost	Contribution year 1	Contribution year 2
Savings	30% of net profits	570,000	3,400,000
Maintenance of premises	Estimated	300,000	300,000
Electricity Bill	Estimated	300,000	400,000
Kwaraa secondary school	Estimated	250,000	500,000
Kindergarten teacher	1,000,000	480,000	1,000,000
Kindergarten resources	1,000,000	0	700,000
Kindergarten lunch	1,500,000	0	1,500,000
New Books	20,000,000	0	2,000,000
Sports Equipment	10,000,000	0	1,000,000
Building project	20,000,000	0	500,000
Total		1,900,000	11,300,000

Agriculture Education Centre

The aim of the centre is to provide practical knowledge and technical expertise to the community. With this knowledge we hope that they will be able to increase their crop yields and become “subsistence plus” farmers. With this extra yield they will be able to generate additional income or improve the diet and health of the families.

This centre is to be within the livestock area.

The concept is to offer specific days where the community can come and learn new ideas on irrigation, crop rotation, soil enhancement and animal welfare.

Student Food

This is an area that needs to be carefully thought through. The farm is not intended to generate crops specifically for student meals or to act as a substitute for their existing meals provision arrangements. In the long term however the fruit trees will produce more fruit than can be sold and the surplus can be distributed amongst the students to enhance the existing provision.

Roles and Responsibilities

Shareholders

To ensure that the over riding objectives of the “Farm” are upheld at all times for the long term benefit of the community.

Board of Directors

A position on the board of Directors is a position of trust and responsibility and must contribute to the aims of the Farm and uphold its values at all time. Consequently none of the positions will receive an income and no individual will seek personal gain from his/her position on the board.

Two Directors, including one from LTT, will act as signatories to the bank account and will only provide money upon receipt of written requests and will require receipts for the full amount spent. All expenditure must be in accordance with the pre-planned and approved budget.

A treasurer, a secretary and a chairman will be nominated from the Board.

The Board will ensure that

- the “Farm” is run in a style that realises the aims of the objectives.
- the accounting is fully transparent.
- there is an annual written review of all nominated projects and their budgets, prepared by the sub committees and that each project is reviewed against it’s original criteria.
- any proposed activities are given a fair hearing and due consideration.
- allocate funds to activities as appropriate following the guidelines set

- ensure that the fabric of the school and farm is maintained and that each building block is repainted internally and externally; and plastered where required not less than each 6 years. (The annual maintenance schedule be designed and put to tender to members of the Waangwaray Community and that the quote be based on the school purchasing the paint and other materials themselves. This will promote business opportunities within the community.)

Sub Committee

Any member of the Waangwaray Community can form a sub committee. Their proposal must reflect the needs of the school and the community. Each proposal must prepare a business case to include an analysis of the benefits, costs, and project duration, impact and how it will be measured. The business case must be submitted in writing for consideration by the directors.

Strategy

Livingstone Tanzania Trust will train the local Directors and sub committee members to be able to perform their tasks in a suitable and business like manner.

Furthermore the Trust will

- i. develop the land into a farm under the guidance of a trained expert
- ii. prepare livestock pens and fishponds.
- iii. build a water supply to ensure crop success.
- iv. build a store to house non-perishable goods.
- v. trial a variety of different crops on the land to determine the most cost effective crops.
- vi. sell every single part of the crop where possible (all items not sold must be accounted for).
- vii. store all non-perishable goods until later in the year when the prices are higher.
- viii. build a picture of the income potential.
- ix. identify and develop new product lines (Fish, honey, watermelon, malaria medicines, wheat)
- x. employ local people wherever possible.
- xi. return to the school any unsold fruit and vegetables for the students to eat.

Job Description: Farm Manager

Overview

This job is best suited to an individual with excellent farming knowledge, with accounting skills, an ability to teach and learn, a desire to excel and a belief in community service.

The farm is on land belonging to the Waangwaray Primary School and the Livingstone Tanzania Trust is working in partnership with the school.

The aim of the farm is to: -

- Generate cash crops to cover expenditure
- Educate the local community and the school students in different and new farming techniques
- Provide food for the school (maintain the current production as well as provide fruit and vegetables)

Duties

1. To manage the running of the Waangwaray School Farm
2. To manage the planting, nurturing, and harvesting of such crops as will maximise the potential revenue of the farm.
3. To ensure the health and wellbeing of the livestock.
4. To record crop and livestock productivity rates
5. To manage the storage of all crops and their safe handling
6. To manage the sale of all crops at the time when they will generate maximum income.
7. To co-ordinate the growing of crops for the school and record all crops provided for the school
8. To manage the labour working on the farm
9. To manage the visitors to the farm (tourists, volunteers and Farm Africa and local community members)
10. To ensure health and safety best practices are followed
11. To manage the student's action whilst on the farm
12. To keep receipts of every purchase and every sale and record them in a journal
13. To manage the security of the farm.

Appendix 2

Livingstone Tanzania Trust and Quest in Partnership in Babati

LTT working with Quest

Our aim is to give the Quest volunteers a fantastic experience through active participation in project work, through teamwork, through learning new skills and experiencing a different way of life. This must not be restricted to just the school where they work but in the community as a whole.

Concept

The volunteers must live within the community and not within Babati town to avoid temptation and reduce negative impact through alcohol. They must shop and cook for themselves and learn to be self sufficient and cope with difficulties.

Team leaders from the UK will act as “loco parentis” and manage the volunteers.

The groups will do different things at different times so that work can be kept varied and interesting, but for some projects they can all join together.

The idea is that they participate in the building of school classrooms with teachers’ offices, building teachers houses, working on a farm, in partnership with the community

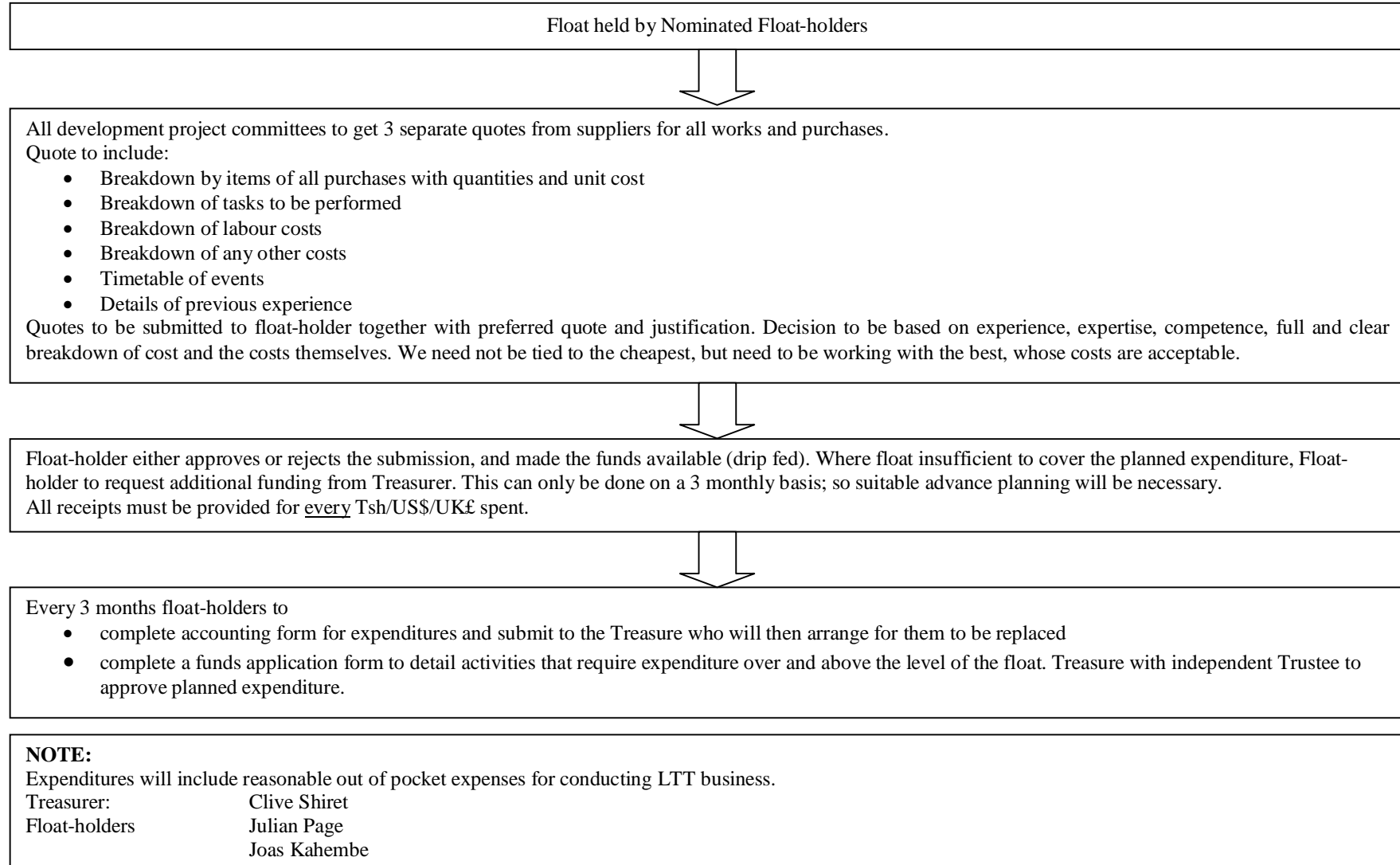
Activities:

Seeing how bricks are made	To mix cement with the team
Laying bricks to make walls	To plaster the walls
To assist build and erect the roof	To paint the walls
To lay a floor	To sand and paint the metal windows and doors
To dig and set a fish pond	To play rounders.
To play football/netball/volleyball with students	To learn Swahili
To set up conversational groups with pupils from several schools	To learn about developing countries and the problems they face
To have drumming/dancing classes	To learn how to wear a kanga
To learn about culture and what it is made up of.	To visit a modern farm and see the Iraqi culture
To visit the Barbaig Tribe in their traditional houses.	To visit a sunflower seed pressing factory and a corn mill
To climb a mountain (Hanang)	To travel on local transport
To visit students in their homes	To prepare and debate topics in groups
To learn to shop and cook as the locals do, so that they can prepare dinner for the team	To stay at a student’s family house and undertake a days chores with them.
To work with the students in cleaning the rubbish away from the bus stand and to sort out rubbish from recyclable material.	To plan a farm and plant the seeds, to learn about irrigation, crop rotation, soil enhancement and protection, harvesting, selling at market.
To learn leadership skills and team management.	

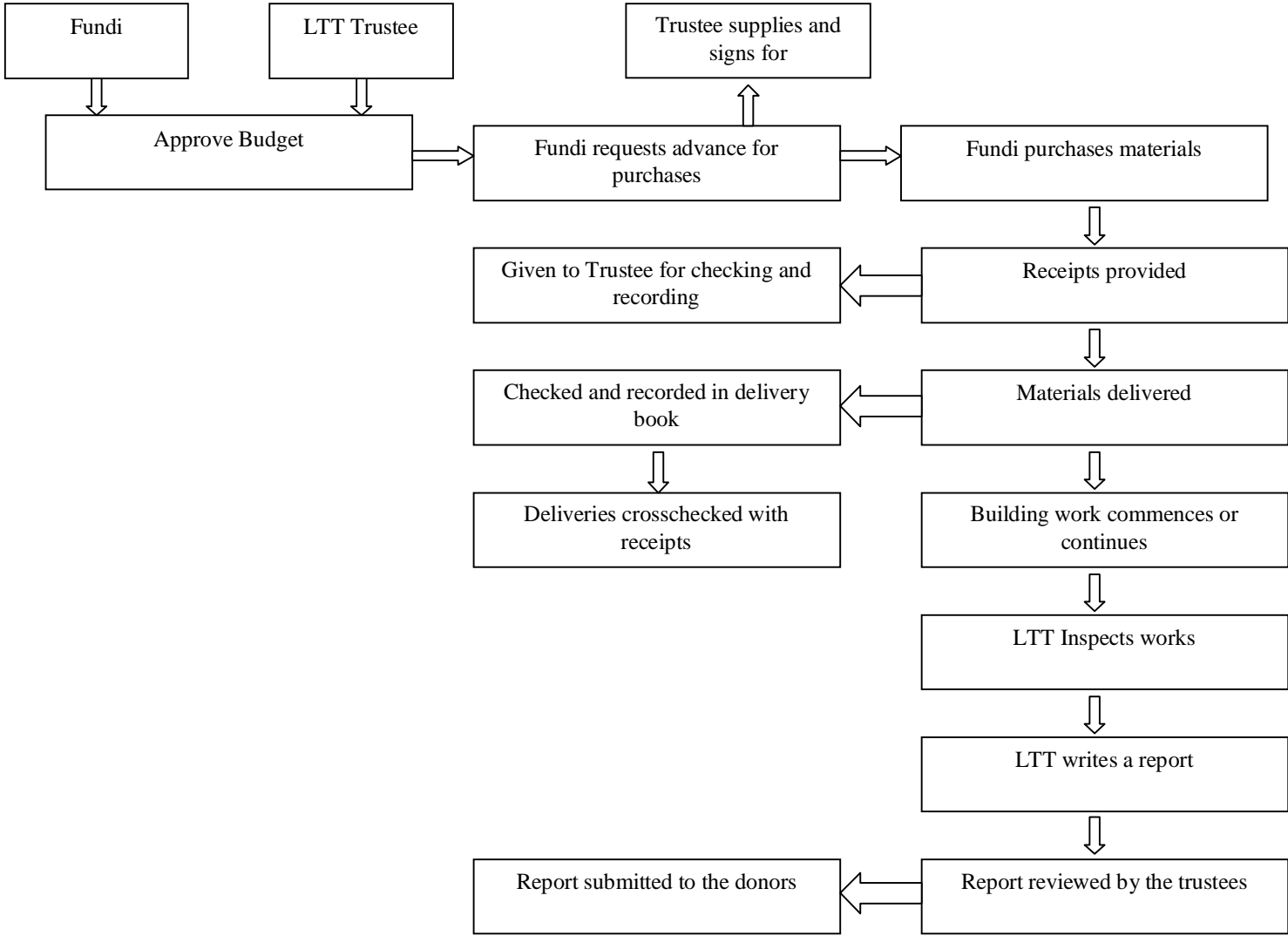
Through this active participation in many different areas we hope the volunteers will learn new skills that help them later in life, as well as build friends for live with each other and within the community. In the UK we will try and organise regular reunions with previous groups who have shared this once in a lifetime experience. We want the volunteers to be “Friends for Life” of the Livingstone Tanzania Trust and continue to help those less fortunate than themselves.

Appendix 3

Accounting procedures



Financial Control Procedures



Appendix 4

Monitoring

Strategy/Plan	Progress	Measurement of success	Lessons learned / problems encountered	Notes
85% of LTT employees to be native to the country.	80% Director of Operations - UK 1 Farm manager and 3 farm hands currently paid by LTT but will be paid for by the company running the farm	Ratio		Need to consider a farm accountant as the farm grows and consumes too much time of local trustee
75% of turnover and 100% of profits from tourism to be spent on those communities visited.				
To form associations, linkages and opportunities with local SME's.	We have formed a relationship with GIYEDO and HIV/AIDS NGO We have made contact with Farm Africa, but this needs to be developed We have worked with Peter the Carpenter	Quantity	Language barrier, costs and concrete plans for the future	Needs a clearer vision of how associations might work
To provide equal employment opportunities regardless of age, gender, ethnicity, religion and HIV status.	Poor	Ratio	Have struggled to employ women on a full time basis on the farm and can only offer part time employment.	
To consult with and encourage active participation of the village communities in decision making processes.	Poor		There has been limited consultation, but more discussions and explanations of aims. Language barriers	
To ensure that benefits associated with LTT are spread across the wider community	Slow HIV awareness and farm visits	No of projects	Most benefits are school directed	Once we have a bigger presence with the accommodation centre we will be better placed to discuss things
To have a transparent, open book accounting policy.	Mostly great, but some areas to be improved upon. JP earlier expenses	100% of funds accounted for	Allocating funds to the right budgets. Currency fluctuations	
To reduce rural poverty in the areas of operation	Too early to tell	Regional census No of people employed because of LTT No of tourist	Really need to assess the existing levels of wealth of the local community to have a bench mark against which to measure	Need to develop criteria to measure wealth.
To expose visitors to the rich diversity of Tanzania's culture, produce, flora and fauna that exists outside the main tourist areas	On going			
To promote the value of local culture to visitors and the local communities	On going			Want to promote a Babati local music and dance festival

To use the profits generated by LTT to help communities achieve their community development plans	On going		Consideration needs to be given as to what projects we are prepared to sponsor and discuss whether LTT has the right to determine that.	Consideration needs to be given to Kwaraa Secondary school as a community project so that that Waangwaray is not an island of educational development
To encourage pro-poor strategies with all partners and associations	None			Need to develop relationships first
To adhere to and promote sustainable tourism practices	On going	Impact analysis	Because cultural tourism is outsource it is hard to determine the financial impact.	
To operate through community consultation with full and active participation	Not achieved		Language, lack of permanency of Ops manager	
To promote peace, understanding and friendship across the racial and cultural divide	Some fundis were invited to the volunteer leaving dinner. Volunteers were invited to local people's homes	Visual, family visits, building up of relationships		

Impact Analysis

Positive Impact

- We are employing local people and thus injecting money into the local community.
- With some of that injection being spent locally on locally produced goods, the multiplier effect is likely to be high.
- Local subsistence farmers have started to copy some of our farming techniques.
- At least one local person had built a fish farm that can produce fish for personal consumption, and one is going to build a goat shed using the same designs as ours.
- The first team of Volunteers spent a good deal of money with local suppliers thus widening the variety of beneficiaries.

Negative Impact

- Other schools and some local authorities are asking why the funds are not being made available to them. It is not understood why are LTT making a model school when all could be made a little better. It is also not understood that the donors wishes must also be considered.
- The lack of LTT registration has caused questions to be answered about the Trust; it's intentions, integrity, its methods and its purpose, which has in turn lead to a level of suspicion. This has regrettably caused embarrassment, frustration and unwanted attention to Joas.
- Due to the lack of registration Julian has been forced to travel on a tourist visa whilst conducting activities outside that of a normal tourism. This has been discovered and led to further embarrassment for Joas
- The lack of clarity of the boundaries between LTT's operation and Kahembe travel have led to confusion and frustrations
- The communication between parties has not always been as transparent as it ought to have been and this has further caused conflict