Karibu, or welcome! Thank you for your interest in the Kutunza Project. This packet is designed to familiarize you with our programs, purpose, and organization. We’ve divided this information into several smaller sections that allow you to focus on the details that interest you most.

The Kutunza Project is located in Tungamalenga village, Tanzania, and its programs work to materially support orphans and widows, improve school nutrition, supply professional and vocational continuing education for community professionals, agricultural extension, literacy programs, and community health. Kutunza, “to care” in Kiswahili, is a sister project of Foxes Community and Wildlife Trust, a small, not-for-profit, Tanzanian non-government organization that exists to establish and promote small-scale, long-term, and community-based development work in economically and ecologically vulnerable East African communities.

Please take your time looking though the information in these pages, and we hope you will continue to get involved in the work we are doing.

Sincerely,

Carina & Ben Yanda
Project and Facilities Managers, The Kutunza Project

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**Letter of Introduction**

From Carina Yanda, project manager, & Ben Yanda, facilities manager

**Where we are**

Karibu! Welcome to Tungamalenga village, in the heart of beautiful Iringa region, Tanzania! Tungamalenga is located on the border of Ruaha National Park, about 31,069 square miles of environmentally sensitive ecosystems managed for diverse wildlife habitat, water resources, hunting, tourism, and subsistence agriculture.

Tungamalenga is also situated along the major access route into the park for trade, tourism, and the National Park Service. This road brings with it goods, food, crime, buyers of raw products, drugs, economic opportunity, and HIV. While global life expectancy has increased, life expectancy in Tanzania has dropped from 50 to 43 years over the past twenty five years. The HIV/AIDS epidemic is reaching into every community, taking its casualty toll most heavily on the population aged 18-40. Iringa region has the highest rate of HIV infection in Tanzania, with some estimates as high as 30%.

**Orphans**

Traditionally, when a child’s parents or primary care givers passed, that child would automatically be absorbed into a broad network of extended family; thus, historically, few children were truly orphaned. With the recent sharp increase of the number of orphans in each family, rural Tanzanian communities face more hungry citizens in greater poverty, while urban centers cope with thousands of street children who live on handouts, glue fumes, and petty crime. They have poor access to basic education and healthcare, and are vulnerable to exploitation. These young people are growing up without family connections, education, and the ability to participate constructively in Tanzanian society.

**Widows**

Elderly grandmothers who have lost their adult children to HIV and economic pressures are often struggling to raise numerous grandchildren who have lost their parents. These women are generally poor; they can no longer perform the hard labor of subsistence farming, they have few vocational skills, and little outside income from relatives to help support their livelihoods and the livelihoods of their dependents.

**What we’re doing**

On a farm that borders the village, we will build a cluster of homes for elderly women and their dependents, where food, shelter, medical care, school fees and uniforms, etc., will be provided for 3-6 caregivers and about 30 children.

**Community**

We do not believe that cross-cultural involvement in the form of direct care-giving will offer orphaned Tanzanian children the best future. We do believe that assisting care-giving Tanzanian individuals and communities with food, shelter, medical, economic, and educational security can help ensure safe nurturing and productive futures for the next generation of Tanzanians.

From this farm base, we will work with the village community, clinic, and school to establish small-scale programs that support school and community literacy, long-term and acute community health care, environmental sustainability, and economic stability, as well as employ some local individuals and inject some capital into the local economy. Our goal is for these small projects to function increasingly independent of direct managerial oversight.

Ben assisting a visiting surgeon correcting the legs of children crippled by rickets
How you can be involved—We need you!

1) **Stay informed**; know what’s going on in the lives of people around the world, particularly the elderly, the poor, and the children who are most vulnerable.

2) Then **tell others**; we need people who are knowledgeable and mobilized to make a difference through their energies, influences, abilities, and resources. Everywhere in the world, in big ways and small, people who care change things. Please pass this along to interested friends, family, and associates. If you would like to help us spread the word and gather support for Kutunza directly, there are a number of ways we suggest doing so. Please email us at carina.yanda@gmail.com, benyanda@gmail.com, or call 712.899.6414 or 505.690.0401.

3) **Come work with us**; Kutunza is all about building knowledge and understanding through partnerships and relationships. We need people from Tanzania and from around the world with the same goal of supporting vulnerable children and communities. Kutunza will partner with the public primary school and clinic in Tungamalenga to offer specialized medical care, community health programs, adult and children’s education, and vocational training. We need medical workers, educators, craftspeople, and technicians who can share their skills and offer additional training to local personnel. Come for a week, a month, or a year, and take your knowledge and experiences home with you to share with others.

4) **Help meet Kutunza’s financial goals**; we have two.

   A) Initial **start up costs of 150,000 to 300,000 USD** over the next one to two years. This amount will build the initial infrastructure from which to base orphan care and community work, and fund these programs through their first three years.

   B) **Ten-year goal of 1 to 2 million USD** endowment. This will ensure the project’s to long-term stability and sustainability, and free it from the pressures of constantly seeking additional grants and donations.

Any amount from anyone helps us to reach these two goals. Get information on how to offer a tax-deductable donation online through our affiliates, Foxest Community and Wildlife Trust in Tanzania and the UK, and Mufindi Orphans, Inc. in the US, at [http://www.wildorphans.org/AboutTheTrust/HowtoDonate.htm](http://www.wildorphans.org/AboutTheTrust/HowtoDonate.htm) or [http://www.mufindiorphans.com/](http://www.mufindiorphans.com/). You can also contribute by cash or check sent to:

The Kutunza Project
6 Sombra Court
Santa Fe, NM 87508

If you’re interested in learning more about what we are doing, how we’re doing it, or getting involved in the Kutunza project in any capacity, please contact us. We will also be launching a website shortly. In the meantime, please feel free to call, email, or write us. We’d love to talk more about Kutunza with you!

Carina & Ben Yanda, Spring 2009
The Kutunza Project is located in Tungamalenga village, Tanzania, and its emphases include materially supporting orphans and widows, school nutrition, professional and vocational continuing education for community professionals, agricultural extension, literacy programs, and community health. The Kutunza Project is a sister project of the Foxes Community and Wildlife Trust, a small, not-for-profit, Tanzanian non-government organization that exists to establish and promote small-scale, long-term, and community-based development work in economically and ecologically vulnerable East African communities.

Our Values: Allow us to be upfront about how the Kutunza Project works. We will be asking for your financial support; we will not ply you with stories of suffering African children who lead tragic lives. We have deliberately structured the Kutunza Project not to feature starving babies with distended bellies in squalid huts to emotive music, and thus elicit knee-jerk emotional reactions. We are not going to ask you to feel guilty about your life, or pity the lives of others who live in very different circumstances. As Americans, we have a lot. Many Tanzanians do not have the same material standards of living as most people living in the US, and most never will. This does not make them needful of your pity; it does not mean that they are miserable, or that they want your life any more than you want theirs. Like each of us, the average Tanzanian citizen lives from day to day as well as they can, works hard, takes pride in their community, values family, and wants the best education, health care, and economic opportunities possible for their children. Most Tanzanians, however, have access to fewer resources with which to pursue these things than most Americans. The Kutunza Project exists to responsibly and sustainably connect the abundant resources of the West with vulnerable Tanzanian orphans, widows, and communities who need those resources most.

Our Setting: Tanzania does not often make the international news. As African nations go, it is a peaceful, stable country with slow economic growth. Located on the East African coast just south of the equator, Tanzania is a vast nation of diverse landscapes and cultures, rich in natural resources and human and natural histories. It is also the world’s thirteenth poorest country. Like many countries in sub-Saharan Africa, the Tanzanian people are grappling with the ravages of the silent spread of HIV/AIDS among its most productive citizens. Rapid changes in the economy, climate, technology, and transportation alternately accelerate growth, waste, opportunity, and displacement among individuals and communities. At the same time, a growing population overwhelms limited medical, educational, vocational, agricultural, and public utilities services and systems.

Children are the most precious of Tanzania’s many resources. They are happiness and wealth, security and promise; children are Tanzania’s future. Children stand to benefit most from advances in education, technology, and job opportunities, but they are also some of the most vulnerable to the risks inherent in a rapidly changing society. While global life expectancy has increased, life expectancy in Tanzania has dropped from 50 to 43 years over the past twenty-five years. As a result of increased mobility, the HIV/AIDS epidemic is reaching into every community, with highest casualty rates among the population aged 18-40. When parents, professionals, wage earners, and care givers become ill and pass away, they leave behind the young children they had hoped to raise into adulthood, and the elderly parents (predominantly widowed grandmothers) who relied on their adult children to care for them in their older age.

The Need: Traditionally, when a child’s parents or primary care givers passed, that child would automatically be absorbed into a broad network of extended family. Thus, historically, there were almost no truly orphaned Tanzanian children. In recent years, these traditional community and familial structures have been so overwhelmed with children needing care that families and individuals are taking in far more children than they can materially support. As a result, rural Tanzanian communities face more citizens with fewer resources, while urban centers have seen a sharp increase in the number of street children who live on begging, glue fumes, and petty crime. Fewer of these children, in both rural and urban contexts, have access
to basic education and healthcare. They are more vulnerable to exploitation, and many young children are raising other, even younger relatives. These young people are growing up without family connections, education, and the invaluable cultural capital with which to participate constructively in Tanzanian society.

In too many communities, elderly grandmothers who have lost their adult children are struggling to raise five or more grandchildren who have lost their parents. These heroic women are generally poor; they can no longer perform the hard labor of subsistence farming, they have few vocational skills, and little outside income from relatives to help support their livelihoods and the livelihoods of their dependents. They often have no able-bodied relatives available to help maintain their homes and farm their fields. The soaring food and fuel prices that have impacted us all in the past year hit these women and children, the poorest of the poor, hardest.
Our philosophy about the Kutunza Project can be summed up in three words: **Relevance,** **Sustainability,** and **Accountability.**

These three attributes can be understood both as overlapping, and as distinctive from one another.

**Relevance:** Our purpose is to be culturally and economically relevant by working within the cultural norms we’ve described in this packet, implementing development that takes advantage of existing cultural structures and strengths. In order to do this, our work is organic, collectively constructed, local, relational, and responsive. Rather than super-imposing a set of programs that look impressive on paper from nine thousand miles away, our project components will be developed on the ground in response to existing needs, strengths, and community infrastructure in Tungamalenga village. Programs will be established in consultation with local professionals, elders, community members, and the governing village council. Tanzania is a land without the imperatives of timetables and deadlines; things get done here through relationships, getting to know how a community interacts, and being held accountable as a daily participant in that community. Development initiatives will change, improve, be forestalled, and rearranged, so although we have project components and phases to share with you, these are subject to change in response to real needs in real time as those needs are perceived and addressed by the people who feel them most acutely. This flexibility, while it is often frustrating or vague for donors and outsiders, is critical to the relevance and subsequent sustainability of the Kutunza Project.

**Sustainability:** In the world of international aid and development, an average of 1 in 5 USD of donor money ever reaches the population that it is intended to assist. The remaining 80% gets eaten up by overhead costs such as administrative and consultants’ fees, marketing and fundraising, supporting a large staff, and paying for expensive infrastructure like office space, computers, and vehicles. Even an extremely well-run NGO rarely can ensure that half of their donor dollars actually go to direct aid. The Kutunza Project is structured in several unique ways that help to minimize overhead costs and maximize donor monies reaching the community of Tungamalenga in practical ways. Some overhead costs are inevitable and necessary for effective management and accountability to take place. However, these costs can be deliberately limited.

In order to do this, Kutunza will pay modest salaries to one full-time and one part-time project managers who are not Tanzanian nationals. The advantage of hiring non-nationals to fill these two positions is that as community outsiders, they are not subject to the intense family and community pressure exerted on Tanzanian locals who have significant responsibility for the allocation of donor financing. Over the life of the project, these two positions will be tiered down to a single full time position, and finally one part-time position. The job of these individuals is to directly bridge the gap between international donors and Tungamalenga village through ongoing participation in both communities, and to offer fiscal and relational accountability to both groups while being similarly held accountable by all stakeholders.

All Kutunza facilities will be located on site in Tungamalenga, owned by the project, built in a simple style consistent with needs and resources of other community members using locally sourced materials and labor, and designed for multiple project uses.

Additional Tanzanian project staff will be hired as subcontractors to implement and oversee specific programs that are not contingent upon other Kutunza projects, such as a school nutrition initiative or a community health program. This will create non-management jobs (a class of NGO middle-management
workers has created an artificial job market in East Africa that is fundamentally unstable) that allow Kutunza contract staff to continue farming and participating in other aspects of community economic life while they work with Kutunza. These staff will be semi-autonomous, accountable to the Kutunza project manager for the work they are contracted to do, but able to implement their particular program independently, like any small business operator. These jobs will also inject small, disperse amounts of capital back into the local economy and contribute to an economic atmosphere of entrepreneurial activity and innovation in and around Tungamalenga.

**Accountability:** Another way Kutunza is structured to minimize overhead cost is its unique partnership with a similarly-minded and existing Tanzanian NGO, Foxes Community and Wildlife Trust. In Tanzania, the Kutunza Project functions as a satellite under the umbrella of Foxes Trust. As a functionary of the Trust, Kutunza can operate as a legal entity in Tanzania without the need to establish its status as a similar but distinct NGO, thus being able to operate immediately and with greater efficiency. Kutunza Project managers work with and are accountable to the Trust’s board, towards the same kinds of goals and projects as the Trust currently has underway in Mufindi, a community about three hours from Tungamalenga. Kutunza’s funding and direct management, however, operate independently of the Foxes Trust. Independently raised funds specific to the Kutunza Project are held and managed in the US by Kutunza USA, and legally distributed to the project in Tanzania through the Foxes Trust. Kutunza Project managers are directly responsible (through quarterly reports and an annual meeting) to the Kutunza USA and Foxes Trust boards for fiscal actions (http://www.wildorphans.org/; http://www.mufindiorphans.com/).

**Financial objectives:** The Kutunza Project has two very specific financial goals, one for the short term and the other for the long term financing of the project. The first goal is to raise between 150,000 and 300,000 USD to build the initial project infrastructure and support initial programs through their first three years of implementation. The second goal is to raise a total of one to two million USD over a 5-10 year period to endow the Kutunza Project, enabling a stable annual operating budget to come out of the yearly interest. This will ensure the project’s long-term stability and sustainability, and free it from the pressures of constantly seeking additional grants and donations. For more specific details about our costs and funding structures, see page 10.
International Distribution of Donor Dollars: The terms “international aid” and “international development” are thrown around a lot, but what do they actually tell you about how donated funds are used practically? Let us offer you some real life examples from our experiences of how donor dollars are generally distributed for international aid versus international development, and where the Kutunza Project fits in.

First, think of international aid as emergency medical care. Like an ambulance rescue and emergency room triage, aid is acute, temporary, and often drastic. It is a necessary component of international relations and daily saves thousands of lives from starvation, violence, disease, and natural disasters. Aid is also temporary. International development, which is where the Kutunza Project falls, is like long-term health care. Like your general practitioner, development works to subtly improve quality and longevity of life, through moderate preventative measures, improved infrastructure, and lasting lifestyle changes. It often results in slow, moderate gains in community and individual living conditions, health, resource protection, education and economic opportunities. These are gains, however, that often last, self-perpetuate, and expand across communities and generations.

There are many ways to fund international development. For example, if you were to donate 100 USD to a traditional, large-scale NGO offering food subsidies to the poor in Tanzania, perhaps fifty of those dollars would pay for the US salaries, travel, marketing, lobbying, literature, web design, and office headquarters of several executive directors and their support staff. Twenty would go to pay the US salaries, in-country housing, offices, travel, and vehicle of 1-2 ex-patriot managers. Ten would pay the Tanzanian salaries of their national support staff, a driver, a manager, and an assistant. The remaining twenty could be used for purchasing and distributing food to poor communities. Good work is being done, and it’s easy to see where your money goes and why, but it also gives pause to wonder if there isn’t some way of flipping this distribution equation.

Eco-tourism and cultural tourism offer another approach to the distribution of international dollars in places like Tanzania. Tungamalenga is located immediately outside Ruaha National Park on the major transportation corridor into the park for trade, tourism, and park management. In and along the park boundaries there are currently eight major tourist lodges, as well as large tracts of lands managed for high-end tourist hunting. Tourists pass through Tungamalenga daily, where they encounter scant infrastructure and practiced beggars that can be a shocking contrast to the luxurious lodge where they are staying. People are often genuinely moved to do something for a place where they have experienced a meaningful and memorable visit. These gifts generally take the form of candy and pencils thrown from car windows, coins distributed to eager children, and disproportionately large tips (by local standards) doled out to drivers, game guides, cooks, and porters. Unfortunately, the candy will be eaten by whichever child can get the most from his peers, and children have been injured by darting out in front of moving vehicles in expectation of treats. The coins will be collected by the biggest bully nearby (child or adult), and used by them for whatever they see fit. The fifty-dollar tip will make the Tanzanian worker a target of jealousy, theft, and curses from his peers, and is more likely to make its way to the local bar after a rough week than home to his family a hundred kilometers away. In each of these cases, the gift was well intentioned, but by distributing it outside of established cultural structures and norms, without relational context, understanding, or accountability, it does little good in either the long or the short term. This giving dynamic has also had the unfortunate effect of lessening mutual respect and understanding between Tanzanian nationals and international tourists as each group objectifies and misinterprets the lives and actions of the other.

There is a third approach to allocating international donor dollars in resource-depleted communities like Tungamalenga. Small-scale projects implemented over time by people committed to participating in the health and sustained growth of a community have proven both successful and efficient. These projects take small amounts of capital and use these monies to work within existing cultures and resources on projects
that promote small, sustainable changes and realistic goals. By working with community members, these projects are collectively designed to meet the self-perceived needs of recipients, rather than donor-perceived needs that may or may not be relevant. These NGOs carefully limit their overhead, and build relational accountability with donors and community members. They often achieve this by using their own time and resources to ensure that the donations are more fully allocated to the purposes for which they were intended. Like most of us, the people of Tanzania are willing to work together to improve their situation; sometimes all that is needed is a catalyst. Projects initiated by the private sector and small agencies are closer to the problems and have more freedom to experiment with concepts and methodology than more cumbersome government and large, top-down NGO aid. The Kutunza Project is using the examples offered by these smaller, innovative organizations. For additional information, references, and research studies, please see page 14.
<table>
<thead>
<tr>
<th>Project phases &amp; cost breakdowns</th>
<th>Facilities</th>
<th>Programs</th>
<th>Activities Ongoing/As Needed</th>
<th>Total Costs/Phase or year*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5-10 year project development plan</strong> (estimated duration)</td>
<td>Indicates facilities for a project component will be built.</td>
<td>Indicates initiation of a program; unless needs are reassessed, all programs are ongoing as new programs are added.</td>
<td></td>
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<tr>
<td><strong>Pre-Project</strong> (one year)</td>
<td>NA</td>
<td>Raise 150,000 to 300,000 to cover start-up costs through year three.</td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td><strong>Phase I</strong> (6-12 months)</td>
<td>Purchase and retrofit project vehicle (17,000). Hire foreman &amp; initial contract staff (total staffing budget of up to 40,000/year). Set up base camp on the farm in Tungamalenga. Build small house (10,000). Well/Water project (10,000).</td>
<td><strong>Finalize operating agreements:</strong> 1-long-term land use agreement of farm property w/private landowner (cost negligible). 2-long-term government visas. 3-working relationship with Tungamalenga village council.</td>
<td></td>
<td>77,000</td>
</tr>
<tr>
<td><strong>Phase II</strong> (1 year)</td>
<td>Construct 3 grandmother cottages (5-10,000). <strong>Agricultural, water, &amp; ecological projects (5,000/year):</strong> 1-contract food growers. 2-irrigation &amp; community water purification/security. 3-reclaim cashew trees on farm.</td>
<td>Consult w/primary school and health clinic staff. Consult w/TZ social worker(s), etc. Establish working relationship with grandmothers-in-residence and children (5,000/year).</td>
<td></td>
<td>60,000</td>
</tr>
<tr>
<td><strong>Phase III</strong> (1-3 years)</td>
<td>Construct vocational guide school infrastructure (5,000). Construct additional accommodation for visiting workers and donors (10-15,000). Electrical generation, sustainable and accessible to community (5-10,000).</td>
<td><strong>Educational infrastructure &amp; outreach (5-10,000/year):</strong> 1-teacher professional development. 2-community TESOL (ESL) evening classes. 3-build, staff, &amp; supply school library. <strong>Medical infrastructure &amp; outreach (5-10,000/year):</strong> 1-national/non-national nurse-midwife partnership</td>
<td></td>
<td>100,000</td>
</tr>
</tbody>
</table>
implementing community healthcare.  
2-source & store medical supplies, ie, nets, basic meds, etc).  
3-begin intensive, short medical clinics.

| Phase IV (3-5 years) | Additional grandmother cottages?  
|                      | Water security?  
|                      | Etc.  
| Guide school vocational courses.  
| Primary school nutrition program.  
| Agricultural extension.  
| Secondary student work-study program.  
| University scholarship program.  
| 80,000 |

Long-term project goals  
Project manager(s) function in a vastly decreased capacity.  
The Kutunza Project endowed at 1-2 million USD.  

*Costs for Phases I & II are totaled per phase; costs for Phases III & IV are totaled per year.
Aspects of project organization and accountability goals & structures

1. Infrastructure and programs are designed to be small and fairly distinct from one another, so that each can function independently and without direct supervision from Kutunza Project management.

2. Project manager will submit quarterly or bi-annual fiscal, progress, and goals reports to the Foxes Trust board.

3. Contract staff will submit quarterly or bi-annual fiscal, progress, and goals reports to a representative of the Foxes Trust board (most likely the project manager).

4. Project manager will receive a quarterly or bi-annual budget based on funds available and reports from the previous period, but with funds not varying drastically from quarter to quarter or year to year (from Kutunza Project monies held & managed by Kutunza USA, and distributed in Tanzania through Foxes Trust).

5. Contract staff will receive a quarterly or bi-annual budget based on reports from the previous period, but with funds not varying drastically from quarter to quarter or year to year.

6. Project manager will meet annually or bi-annually to update the Foxes Trust board on program status, progress, and goals (ideally, meetings will take place in person, but can be done by phone if necessary).

7. Later in the life of the Kutunza Project, contract staff will meet annually or bi-annually to update a representative of the Foxes Trust board (most likely the project manager) at an onsite check-in on program status and goals.

8. Project managers and any interested partners will raise funds in Tanzania and internationally as they are able until Kutunza is endowed at 1–2 million USD, so that the annual budgets for projects, programs, facilities, and staff come out of the interest generated by the endowment (held and managed by Kutunza USA, and distributed in Tanzania through Foxes Trust).

9. By no later than year 10, Tanzanian contract staff will have assumed operation of programs. Ideally, a staff person or maximum of two persons will manage a single program as a full or part-time worker.
Grandmother cottages: These facilities will consist of a cluster of several cottages with shared storerooms and facilities for housing 3-6 elderly female caregivers and about 30 orphaned children, built adjacent to the cashew groves on the farm property. These women will be responsible for raising the children and tending the cashew trees, and Kutunza will be responsible for supplying food, school fees and uniforms, shelter, medical care, and other basic needs for the grandmothers and children. The Kutunza Project will also partner with caregivers in similar situations in the village who may be able to maintain sufficient shelter for themselves and their dependents, but need some help supplementing school or food costs. Kutunza will partner with village leadership and government social workers to help determine appropriate individual recipients and amounts of assistance in the community.

Farm: The farm will serve as a base for all Kutunza Project programs. Infrastructure to be built on the farm will include accommodation for visitors and volunteers; water purification and security projects; local/sustainable electrical generation projects; dairy, poultry, and produce growing to supplement food supplies, provide additional employment for local laborers, and test agricultural extension projects for application in the broader community. The farm will also purchase food from community out-growers for consumption by staff, residents and visitors on the farm to benefit the local economy.

Clinic: The Kutunza Project will partner with the existing government clinic to build greater capacity for and consistency of care. This clinic is currently staffed by one clinical officer (TZ equivalent of a US-trained clinical paramedic) and serves as the primary care facility for between 20,000 and 50,000 local and regional residents. Kutunza would work to improve consistent stocking and storing of basic medical supplies (nets, syringes, IVs, common medicines, refrigeration, etc.). Kutunza would also hire and pay the salary for a full-time Tanzanian nurse-midwife to do prenatal, pediatric, and other outreach care and education at the clinic. We hope to pair a non-national nurse-midwife with the Tanzanian nurse-midwife for 6-12 months in order to enable each to learn from the other, and to equip the Tanzanian nurse-midwife to facilitate clinics with visiting medical specialists (the purpose is to bridge the gap between standards of care, cleanliness, language, efficiency, communication, etc. that often hamper international medical professionals working in rural Tanzania). If needed, Kutunza may also build some supplementary medical facilities.

Primary School support: These programs will include professional development for teachers in government primary schools who are often under supported, under prepared, under equipped, and under paid. Possibilities components include subsidized educational training seminars, ongoing English language education (a required subject in primary school), educational and reference supplies and materials, a school chai program (protein and nutrient rich snack time for students, who often come to school without breakfast or lunch), library facilities and materials, a full-time Tanzanian librarian and English language instructor hired and paid by Kutunza, and TESOL classes for teachers, students, and community members.

Guide school: This program will offer 3, 6, and 12 month residential professional field and classroom courses from a central location on the farm, which borders vast tracts of hunting reserves and national park land. On-site facilities may include thatched sleeping quarters and meeting space, and communal kitchen and bathroom facilities. The school will be headed by an experienced South African guide and guide educator and supported by local tour operators, and offer national and non-national students opportunities to learn from studying and living together; reduced tuition for national students supplemented by non-national tuition rates; and training in ecology, tracking, tourism, economics, guiding ethics, safety, basic wilderness first aid, camp cooking, basic mechanics, wildlife behavior, wilderness travel, etc. This program of study will prepare highly sought after young professionals for employment in local and national tourism, recreation, customer service, management, and conservation sectors.

Secondary and Vocational School work-study program: This program will place local secondary students in safe, supportive, skills-building apprenticeships in and around the community and region during their school vacations in exchange for Kutunza paying their school costs (most secondary schools are boarding schools in urban and suburban areas).

University Scholarship Program: The scholarship program will offer competitive, full-ride scholarships to national and international universities, and facilitate study-abroad opportunities for qualified secondary school graduates.
References


**Abstract:** The U.S. foreign aid system is broken and must be overhauled. That was the conclusion of the congressionally mandated Helping to Enhance the Livelihood of People around the Globe (HELP) Commission, on which we served and whose final report was released in December 2007. The commission’s consensus was no surprise: in Washington today, there are few other policy conclusions that elicit such universal and bipartisan agreement. Indeed, over the years, scholars and policymakers have acquired a better understanding of whether, where, and how foreign aid can promote growth and improve public services. With very few exceptions, those insights have yet to result in a new “business model” for U.S. foreign aid. Yet a new business model is manifestly required if development assistance is to avoid endlessly repeating past mistakes—or if it is to capitalize upon important emerging opportunities.


**Abstract:** How much does it cost to run a successful and sustainable nonprofit? No, really. It’s a badly kept secret that overhead costs in the nonprofit sector are most often much greater than what’s visible in financial reports and fundraising literature. But misguided expectations and actions—on the part of funders and nonprofits alike—fuel a vicious cycle that keeps the pretense going. This cycle persists despite its articulation in various studies—most notably the Nonprofit Overhead Cost Project, a study that was jointly performed by the Center on Nonprofits and Philanthropy at the Urban Institute and the Center on Philanthropy at Indiana University. Essentially, the situation has three drivers:

1. **Misleading reporting:** The majority of nonprofits under-report overhead on tax forms and in fundraising materials.
2. **Unrealistic expectations:** Donors tend to reward organizations with the “leanest” profiles. They also skew their funding towards programmatic activities.
3. **Pressure to conform:** Nonprofit leaders feel pressure to conform to funders’ expectations by spending as little as possible on overhead, and by reporting lower-than-actual overhead rates.

To better understand the drivers of this vicious cycle, and to uncover possible ways for organizations and funders to break out of it, Bridgespan synthesized existing research on nonprofit overhead costs and conducted interviews with a range of nonprofit managers. The lessons they have learned, coupled with Bridgespan’s experience working with foundations and with nonprofits developing business plans, suggest some steps that other organizations and their supporters can take to break the cycle. Experience working with organizations of varying sizes suggests that there are steps that can be taken to break this cycle by cultivating dialogue between funders and grantees.


**Abstract:** Using two different approaches, the World Bank estimates that, if countries improve their policies and institutions, the additional foreign aid required to reach the Millennium Development Goals by 2015 is between $40-$60 billion a year. This estimate is consistent with other agencies’ estimates of the costs of achieving individual goals, such as those for education and health. By itself, this additional aid will not be sufficient to attain the goals, as many countries will have to reform their policies and improve service delivery to make the additional spending effective.


**Abstract:** Non-governmental organizations (NGOs) and donors increasingly face the twin challenges of demonstrating effectiveness in their work and accountability in their relationships with various stakeholders. Donors, on one hand, are particularly concerned about accountability of NGOs in the efficient and effective delivery of services. NGOs, on the other hand, are often concerned
that accountability to donors can overshadow and overwhelm their accountability to communities and to their own missions. The intent of this workshop was to find common ground for building partnerships that could improve both effectiveness and accountability. The workshop posed two broad questions: First, how can donors assist NGOs in improving their effectiveness, efficiency, and governance, and second, how can NGOs assist donors in better understanding their needs, constraints and priorities? The following 6 principles should be taken as a starting point for further engagement with NGOs and donors:

1. All organizations are accountable to multiple stakeholders, and thus must prioritize their accountabilities.
2. Building trust or confidence (confianza) is at the heart of accountability, and should be commenced at the very beginning of any project or program.
3. Accountability is a “chain” that begins with shared values, vision, and goals among stakeholders.
4. Accountability demonstrates transparency with information, and an explanation of that information to stakeholders.
5. Accountability integrates the measurement of results with mission and vision.
6. NGO-Donor partnerships that focus on organizational learning can improve both accountability and effectiveness.

Resources

Global Policy Forum on International Aid:
http://www.globalpolicy.org/soccecon/develop/oda/tables/index.htm

The Mufindi Project:
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Carina & Ben Yanda  
Project and Facilities Managers
Carina Yanda is a resource consultant, and a secondary teacher of English and Social Studies in Santa Fe, NM, US. She spent much of 2004-2006 studying and teaching in Iringa, Tanzania. She holds a BS in Environmental Education, a BA in Literature, and an MA in Curriculum & Instruction.

Ben Yanda is a GIS and environmental consultant in Santa Fe, NM, US. Ben studied in Kenya and Tanzania in 2001, and spent 2005-2006 researching cultural land use change and management in the Iringa and Sumbawanga regions of Tanzania as a David L. Boren graduate fellow. He holds a BA in Environmental Biology and Intercultural Studies, and an MA in Geography and Environment & Natural Resources.

Chris Fox  
Landowner
Chris is a Tanzanian entrepreneur who has worked in various aspects of Tanzania’s tourism and business industries his entire life. He currently owns and operates Mwagusi Safari Lodge, inside Ruaha National Park. It is his long-held dream to use his farmland in Tungamalenga Village to support community development and orphan care in this community.

Nico Fox  
Landowner
Nico is a Tanzanian businessman who works in the tea, transport, and trade industries based in and around Mafinga, Tanzania. He is eager to see his farmland in Tungamalenga Village used as a base to support community development and orphan care projects in this community.

Foxes Community & Wildlife Trust, TZ & UK
http://www.wildorphans.org/

Mufindi Orphans, Inc., US
http://www.mufindiorphans.com/

Kutunza USA, US
website coming soon
Location