



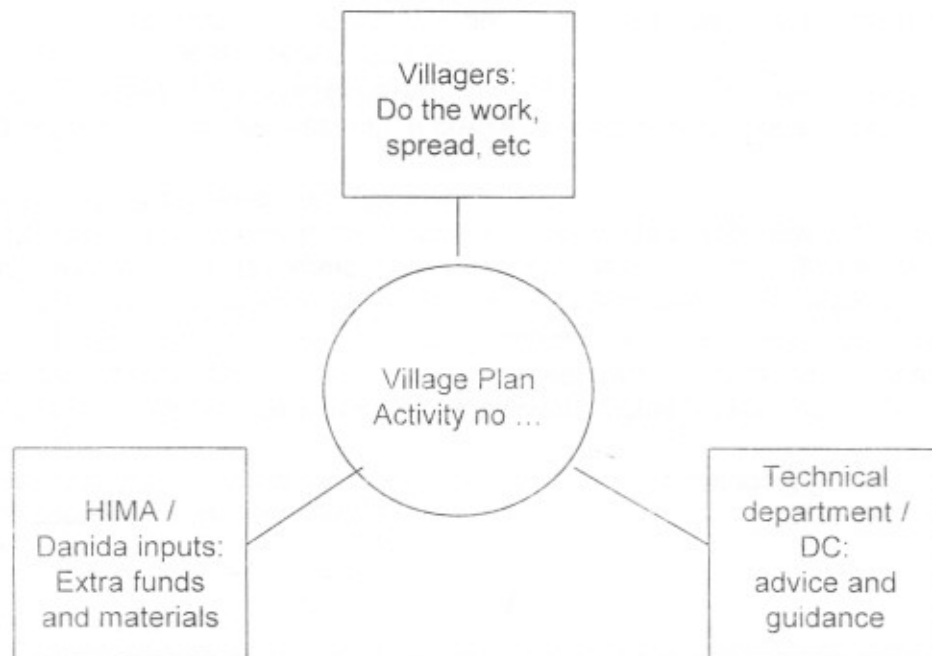
HIMA Project

Some thoughts on the fundamentals of the HIMA Project and its management

The fundamental reason for the existence of the HIMA Project is to support village requests (for activities under the village plan), and some related departmental requests.

There are usually three parties involved in a three way agreement to implement each activity.

- The villagers: do most of the work.
- The technical departments (or others) provide the technical advice and guidance.
- The HIMA project: provides the extra funds and resources required.



Some implications:

- HIMA is just one of the parties to the agreement.
- The three way agreement can be thought of as a three way contract which should not be broken except by agreement of all parties
- Work plans should therefore not be changed without reference to each of the three parties.

What is "HIMA"?

- The word "HIMA" on its own is misleading and causes confusion.
- The **HIMA project** is a broad thing which covers the whole of the above diagram, including the activities of the villagers, the District Council implementing departments and the project inputs.
- The Danida contribution to the HIMA Project is mainly as funds for the **HIMA / Danida** inputs. This more or less covers one of the three parties in the above diagram.
- The **HIMA concept** is the idea of sustainable development which is in harmony with the environment and based on bottom-up, participatory village based planning and development.
- Note that HIMA does not take over the running of the extension system or any departments, etc.
- HIMA is not an institution.

What are the HIMA / Danida inputs?

- Funds for operations.
- Materials, equipment, vehicles and buildings etc purchased by the funds.
- Advice, support, ideas.

HIMA / Danida funds / inputs are used essentially for:

1. Field operations: To support activities requested by villages and sometimes by departments (for village support), as described in the above diagram.
2. Management operations: This is for the Project Management Unit or PMU:
 - This is the only part of the project which is not part of any existing institution.
 - Funds are for the operations of the PMU only. These funds are not meant for the running of the departments. That is part of the District Council contribution.
 - The primary purpose of the PMU is to ensure that the project supplied (HIMA / Danida) inputs are provided as agreed in each of the above described three-way agreements made with the village and technical department (usually District Council).
 - In this sense, PMU has mainly a service function.
 - Note that while the project continues to provide a "vehicle hire service", there will be need for a fairly substantial stores, transport office (service, repairs, etc), etc.
 - If this system is discontinued and vehicles are for instance assigned to departments to run, the size of the PMU will be drastically reduced.
3. Investments: This part of the budget covers vehicles, motorcycles, sub-centres, etc. This will be reduced considerably now that most of the building programme has been completed.

What are the standing agreements and regulation?

1. The Project Document with amendments agreed at each Annual Review is the main document defining the government to government agreement on which the HIMA Project is based.
2. The approved Annual Workplan and Budget is the detailed agreement which covers expenditure and activities during any particular year. As mentioned above, activities and use of funds should not be changed without reference to the (usually three) parties which made the agreement for each activity, and proper approval from the appropriate higher levels (usually the RPMU and District Council).
3. The governing rules and regulations are the laws of Tanzania, standing government regulations, the HIMA Accounts manual, the HIMA Project Transport Manual and other relevant rulings made from time to time.

What is the PMU and its function?

1. The PMU makes decisions on use of funds and resources based on the above agreements.
2. Formally, the PMU is comprised of:
 - The Project Manager represents the District Council side of the project. He or she is jointly responsible with the Team Leader for use of Danida funds and assets according to the standing agreements and regulations. He or she has a special responsibility for District Council assets including staff, buildings, etc.
 - The Team Leader represents the Danida side of the project. He or she is jointly responsible with the Project Manager for use of Danida funds and assets according to the standing agreements and regulations. He or she also has a special responsibility for Danida assets including funds, vehicles, motorcycles, sub-centres, etc.
 - The Project Chief Accountant has full responsibility for ensuring that the use of funds is in accordance of the laws, rules and regulations of Tanzania and Danida, and as approved by the Project Manager and Team Leader.
3. Members of the PMU makes professional decisions based on their understanding and interpretation of the standing agreements, rules and regulations. If a decision is challenged, it may be referred to a higher level (e.g. the RPMU).

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How is detailed (usually monthly) overall planning / co-ordination achieved?

- Most Districts have monthly co-ordination meetings to report back on and evaluate the previous month's activities and plan for and co-ordinate activities for the coming month.
- This is usually done with the PMU, staff from the main implementing departments who have been given responsibility for various Outputs.
- The Heads of the collaborating Departments are invited and should feel free to attend in person whenever they wish to do so.
- Ideally, Departments should meet before the HIMA Project monthly meeting, to plan and co-ordinate their own activities (whether supported by the HIMA Project or not). It should then be a relatively simple matter to request for the HIMA Project support for those activities where support is provided for in the annual workplan.

How is overall planning and strategy development achieved?

- Planning, co-ordination and development of ideas and strategies will usually be done by a wide cross section of stakeholders including the PMU, the heads of the main implementing departments (or representatives), the DPLO and DED or representatives and ward councillors.
- This should be done more or less on a continuous basis during the monthly (HIMA Project) planning meetings, monthly or quarterly meetings with the DED, quarterly RPMU / PMU meetings, the normal standing District Council sub committees and other formal or informal meetings and discussions.
- Rethinking strategy would not normally be left until the annual planning co-ordination meetings. By that time, the requests from villages and departments will already have been received, extracted and compiled, so it would be too late to change things very much.
- Ideas from the discussions of the District Council standing committees which deal with the HIMA Project should be fed back to these technical groups for incorporation as appropriate.
- The main functions of the District Council standing committees which deal with the HIMA Project should be the same in respect of HIMA Project supported activities as for other activities which villages are requesting. Since the activities come mostly from villages and are part of the village plans which form part of the District plan, they would normally be approved.
- Note that one of the previous functions of the now discontinued DMMT was to discuss and develop strategies in a general way. This function is unlikely to be taken over directly and completely by the standing committee of District Council since that committee would then go outside its normal function. The mechanism for this will most likely be developed around continuous discussions in a variety of forums as outlined above.

Some thoughts on the types of technology, activities and strategies which receive support through the HIMA Project

1. The HIMA Project has a very strong village focus.
2. The village is in charge of its own development.
3. The village plan and associated activities should be developed by the village through a participatory bottom-up process.
4. Activities which are eligible for HIMA Project support should be:
 - Sustainable and self sustaining: sustained by the villagers.
 - "Spreadable" and ideally self-spreading or "regenerative", at least within the sub-village or village, and preferably to other villages.
5. The HIMA Project often supports training and information dissemination. If this is truly requested and wanted by the villagers, then it will generally be useful and justified.
6. It is simply a matter of Danida policy that the HIMA Project would not provide cash loans or credit, grants, generalised subsidies (e.g. for seed or fertiliser), or subsidise government production.
7. Physical inputs may be provided in certain circumstances but not as a general rule, and definitely not to independent individuals for private gain. Possibilities might be:
 - a. A contribution of material inputs may be given to an individual (or group) where there is some kind of generalised community benefit. The individual in this case is in a sense a "custodian" of the material inputs (or representative / agent of the village) which are somehow passed on to others. The individual would not operate independently but would be part of an individualised community or village effort.: e.g.
 - Seed of a new or improved variety for multiplication and spread. In this case the mechanism for the multiplication and spread of the thing should be known and viable. Usually some form of interest group, sub-village or village undertaking to do this would be useful. E.g. fingerlings for fish farming in Mufindi.
 - The current seed multiplication procedures have not yet sorted this out and the issue needs to be addressed urgently
 - The same would apply in principle to a programme to introduce or boost numbers of fingerlings or a new type or breed of animal in a certain area. However this would need to be justified in the same way, and the mistakes of the WMF programme would need to be strictly avoided.
 - Tree nurseries and tree planting where the village is involved in the programme which has a village focus and is part of the village's plan for afforestation. One objective would be to provide capacity within the village to produce seedling for all who need them in the long term.
 - Material for individual (or village) grass nurseries where grass is passed to others to promote the spread of contour farming.
 - Material for fodder banks.
 - b. A contribution of material inputs may exceptionally be given to an individual to start up and promote an activity which it is believed will definitely self spread with ease, and which has improved production or conservation benefits for the village.
 - Seed of a new or improved food crop variety for multiplication and spread may be an example??
 - c. A contribution of material inputs given to the community (e.g. village or sub-village and possibly interest group) which stimulates real and equitable growth in the community: e.g.
 - Materials for a bridge which improves access, marketing opportunities, income, etc.
8. The material would normally be only a contribution of part of what is required. This would usually be the part the villagers would have most difficulty in obtaining.
9. One approach to this might be to find a self sustaining or self spreading technology and then work out a strategy for stimulation and support. The mechanisms through which the activities would spread and sustain themselves would need to be clear and viable.