

**KAMITEI FOUNDATION**  
**IMPROVING PRIMARY EDUCATION IN OUR**  
**PARTNER COMMUNITIES IN RURAL NORTHERN TANZANIA**  
**ANNUAL PLAN 2015**



## **1. Introduction**

Kamitei Foundation is a small grass-roots organisation that works to improve education opportunities for children in selected rural communities in Northern Tanzania. Operational since 2002, we have supported 8 primary schools for many years, we built two secondary schools and we run a successful scholarship program. We have an in-depth understanding of the on-the-ground educational challenges for schools in rural Tanzania and designed our support activities accordingly. We operate in close partnership with the community leadership, creating optimal buy-in and alignment (communities co-invest in Kamitei's activities). Relying heavily on a small team of volunteers, we work on minimal overhead.

Since a couple of years, Kamitei focuses a substantial amount of its support on improving the performance of the more than 70 primary school teachers in the communities that we support. Our own findings during the years, as well as external studies, show that teacher performance is an area where most can be gained in schools in rural Tanzania. Improving teacher performance is not an overnight affair, but is a very rewarding one if done with diligence. As explained elsewhere, our approach is a combination of visitations, coaching and performance-based incentives. We continue to engage in other activities as well, such as providing books and teaching aids and building facilities. Our scholarship program supports the same communities, thus creating examples within these communities for advanced education. This Annual Plan 2015 outlines the various field activities during 2015. A calendar and headline budget for 2015 is provided at the end.

## 2. Teacher training & support; school visitations & workshops

During 2015 we will continue our teacher training and incentive approach broadly in the same way as the previous 2 years. Our approach consists of a combination of monthly school visitations, teacher workshops, academic tests and performance-based incentives. The daily program is run by our Field Education Officer Bill Basil under the supervision of our education specialist Ageeth Koemans. Bill visits each of the 8 primary schools at least once a month, sitting in on various classes and running with the head teacher through school organisation. He shares and discusses his visitation reports with Ageeth who comes out to visit all schools and meet all the teachers twice a year. Focus areas for improvement include teacher attendance (both coming to school and running all the classes) and applying modern, participatory teaching techniques (boosting comprehension with all children, at their respective academic levels).

This year we will organise a teacher workshop for all 70-plus teachers in Arusha, the second-largest city in Tanzania. The workshop will include a visit to a modern, well-run private school and interaction with the teachers in that school on their approaches.

## 3. Kamitei exams



*The head teacher of Kainam Primary School (right) receives a Kamitei Certificate of Excellence from Jane & Bill of Kamitei; Kainam Primary School had the best overall results in the Kamitei exams for the 3<sup>rd</sup> consecutive year, setting the benchmarks for the other schools.*

Since a couple of years we run our own exams in all classes in all 8 primary schools that we support. These exams provide us – as well as the teachers, head teachers and community leaders – with a good comparative picture of the performance of the schools and teachers. We use the results of our Kamitei exams during the visitation rounds and workshops, giving primary school teachers and head teachers direct and concrete feedback on their performance and improvement areas. We also use the exam results for our teacher incentive scheme and discuss them with the community leaders. Finally, we use the exam results for the pre-selection of candidates for the Eagle Scholarship program.

We conduct our Kamitei exams as follows:

- We do a full round of exams in August: all 8 primary schools, all 7 years.
- The exams consist of 5 major subjects: Mathematics, English, Kiswahili, Science and Social Studies. 25 questions are asked per subject, with a number of levels of increased complexity (a – d).
- The exam will be composed and marked by our own professional teachers.
- The exam results are made public to the teachers head teachers and community leaders and the exams itself can be reviewed by the teachers.

The exams have proven very useful in creating an objective and comparative factbase, an indispensable part of our efforts to trigger awareness and change of behaviours in the primary schools.

#### **4. Teacher incentives**

As a way to reward improved performance by the 70-plus teachers, we provide a financial incentives twice a year. The incentive is very modest by international standards – varying between USD 20 to USD 150 per teacher per year – but is very meaningful in the Tanzanian context. The teachers in the government schools in rural Tanzania have to survive on a very small salary, which can be as low as USD 100 per month. This is partly why morale and attendance is low; teachers are tempted to get engaged in things on the side to make ends meet (farming, tuition). Through our incentive program we aim to counter this, express appreciation for their efforts and boost general morale. Importantly, we have found that by linking the performance feedback to a financial incentive, the messages sink in much better.

Our teacher incentive approach has become more teacher-specific during the years. We do two rounds of rankings and payments, one in June and one in November. We rank the schools and we rank the teachers (in A / B / C) categories. We do this based on set criteria: (1) attendance at school and during Kamitei events, (2) motivation, attitude, engagement; (3) use of teaching aids and modern participatory teaching methods in class, (4) academic performance in Kamitei exams. We discuss the provisional rankings with the head teachers and community leaders and share the outcomes in our individual interactions with the teachers.

#### **5. Supply of books and teaching aids**

Like in previous years, we will provide books and teaching aids to all 8 primary schools. For 2015 we have a budget of TSH 4,000 per student for books and TSH 1,000 per student for teaching aids. This should be sufficient to address the most pressing needs since there are no changes in the government-prescribed books. We as Kamitei will physically purchase and supply the goods, marking them where possible to prevent re-selling. The selection of books will be done based on request lists by the head teachers. The selection of teaching aids will be done by our own team, in line with the use of teaching aids as recommended in the teacher workshops.

## 6. Support for school facilities and furniture

Most primary schools currently operate at fairly constant numbers of students after a boost 5-10 years ago. Only the satellite schools Marar and Juhudi are growing at the moment. There is also an envisaged new satellite school in Irkeepus. There are still some needs for facilities in the other schools as well, such as toilets or, in the case of Oltukai primary school, the need for a teacher room. As Kamitei we have not included any construction activity in our core budget. However we do hope to be able to get some facility construction done during 2015 based on earmarked donations, as it would really alleviate the pressure of daily school running in the schools. We have the organisational capacity and experience as Kamitei to get this done on the set standard and on budget.

## 7. Community scholarships for vocational training

For many years we have successfully done vocational training scholarships as Kamitei. More than 80% of the scholarship students find a paid job within 2 years after completion and can build livelihoods for their families which are substantially above the average person in rural Tanzania. During 2015 we plan to take on 6 new students from the rural communities that we support. The students must have completed Form IV and must be keen and able to enrol a vocational training such as hospitality, teaching or mechanics. The communities are to propose a number of candidates to Kamitei and we then make the final selection based on review of academic results and an interview. Communities must submit their proposals for candidates in May and final selection takes place in June for enrolment in July.

## 8. Eagle Scholarship program



*The five latest proud & talented winners of Kamitei Eagle Scholarships (starting January 2015)*

Since 2009, Kamitei runs its so-called Eagle Scholarship Program for highly talented primary school students from the rural communities that Kamitei supports. The program currently has 35 students. We

recruit the students around the age of 10 years old (Primary School Standard 4) and enrol them in one of the best English-medium primary schools in the country as boarding students. Our scholarship commitment is to give the students an excellent primary and secondary education.

Our objective for the Eagle Scholarship Program is twofold: to create a broader awareness and commitment to education within the current community and to create role models of well-educated village members amongst the next generation. The selection process is tough: using our own Kamitei exam results for standard 4, we pre-select the 5 best Standard 4 students from each of the 8 primary schools. These 40 students then come to a special selection day for day-long testing by Kamitei teachers. All students receive a certificate, but only the 5 best get a scholarship. Now running in its 7<sup>th</sup> year, the scholarships are highly sought after and in that sense has already achieved the first objective, with schools and parents making extra efforts for their children to do well.

The selection process so far worked well; although the students do face transition issues when they move to the modern school in the big city, they typically settle in within a year and then they almost always move on to the top quartile of their class. We arrange support for them with extra English classes during the first couple of months to get them up to speed in English and we regularly visit the school to ensure their well-being. The eldest students in the program are now close to completing secondary education. We will be looking into ways to get them into advanced education thereafter although that isn't part of Kamitei's scholarship commitment at this stage (there are some other scholarship program opportunities and student loan programs for students of this profile that may address a potential gap).

**KAMITEI FOUNDATION | ANNUAL PLAN 2015****CALENDAR 2015**

<b>Date</b>	<b>Activity</b>
<b>January</b>	<ul style="list-style-type: none"> <li>- (Re-)enrolment of Eagle Scholarships</li> <li>- First round of school visitations by Field education Officer</li> <li>- Finalisation Kamitei annual planning 2015</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>- Opening meeting with village leaders and head-teachers <i>(Program 2015; MoU's; School stats &amp; teacher details; lists for books &amp; teaching aids)</i></li> <li>- School visitations / coaching by Field Education Officer (3 weeks)</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>- Issue of books and teaching aids for the year</li> <li>- School visitations / coaching by Field Education Officer (3 weeks)</li> <li>- School visitations by international education specialist</li> <li>- Teacher Workshop</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>- School Holiday</li> <li>- School visitations / coaching by Field Education Officer</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>- First selection of community scholarships</li> <li>- School visitations / coaching by Field Education Officer (3 weeks)</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>- School Holiday</li> <li>- Final selection of community scholarships</li> <li>- Preparation of Kamitei exams</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>- Enrolment of community scholarships</li> <li>- School visitations / coaching by Field Education Officer (3 weeks)</li> <li>- Preparation of Kamitei exams</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>- School visitations / coaching by Field Education Officer</li> <li>- Kamitei exams &amp; marking</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>- School visitations / coaching by Field Education Officer (3 weeks)</li> <li>- National exams</li> <li>- [School Holiday]</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>- School visitations / coaching by Field Education Officer (3 weeks)</li> <li>- First selection of Eagle Scholarship candidates</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>- School visitations / coaching by Field Education Officer (3 weeks)</li> <li>- School visitations by international education specialist</li> <li>- Kamitei Eagle Scholarship Exam day</li> <li>- Annual evaluation meeting with village leaders &amp; head-teachers</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>- School Holiday</li> <li>- Year closing</li> </ul>

**KAMITEI FOUNDATION | ANNUAL PLAN 2015****INDICATIVE HEADLINE BUDGET 2015**

<b>Community program</b>	<b>TOTALS - EUR</b>	<b>TOTALS - USD</b>	<b>TOTALS - TSH</b>
Books & teaching aids	6,500	7,027	13,000,000
Visitations, workshops & exams	18,000	19,459	36,000,000
Teacher incentives	7,000	7,568	14,000,000
Community scholarships	8,000	8,649	16,000,000
Construction & furniture	-	-	-
Miscellaneous logistics / support	3,000	3,243	6,000,000
Community contributions (deducted)	- 4,000	- 4,324	- 8,000,000
	<b>38,500</b>	<b>41,622</b>	<b>77,000,000</b>
<b>Eagle Scholarships</b>	<b>37,500</b>	<b>40,541</b>	<b>75,000,000</b>
<b>Subtotal</b>	<b>76,000</b>	<b>82,162</b>	<b>152,000,000</b>
<b>General &amp; Administrative</b>			
Tanzania	2,500	2,703	5,000,000
Netherlands	1,000	1,100	2,000,000
	<b>3,500</b>	<b>3,803</b>	<b>7,000,000</b>
<i>Percentage of total</i>	<i>4.4%</i>	<i>4.4%</i>	<i>4.4%</i>
<b>TOTAL</b>	<b>79,500</b>	<b>85,965</b>	<b>159,000,000</b>

Notes:

Books & teaching aids – budget per student of TSH 4,000 for books and TSH 1,000 for teaching aids

Construction & Furniture – not part of the core budget for 2015 but we hope to get some earmarked donations for construction of facilities during 2015

Community scholarships – budget for 6 new students plus completion of existing

Eagle scholarships – budget includes the 5 new students starting in January 2015, bringing total to 35 students

FX rates: TSH/USD = 1,850; EUR/TSH = 2,000; EUR/USD = 1.10