LOCAL RESOURCE MOBILIZATION FOR SUSTAINABILITY OF LOCAL COMMUNITY DEVELOPMENT ORGANIZATIONS, ARUSHA MUNICIPAL

Latifa Michael Sekajingo
LOCAL RESOURCE MOBILIZATION FOR SUSTAINABILITY OF LOCAL COMMUNITY DEVELOPMENT ORGANIZATIONS, ARUSHA MUNICIPALITY

“A PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE MASTER OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT IN THE SOUTHERN NEW HAMPSHIRE UNIVERSITY AT THE OPEN UNIVERSITY OF TANZANIA”

Latifa Michael Sekajingo
SUPERVISOR'S CERTIFICATION

The undersigned certifies that he has read and hereby recommends for the acceptance by the Southern New Hampshire University and the Open University of Tanzania a Project report entitled "Local Resource Mobilization for Sustainability of Local Community Development Organizations" for a partial fulfillment of the requirements for the degree of Master of Science in Community Economic Development of the Southern New Hampshire University and the Open University of Tanzania.

Dr Sinda Hussein Sinda
(Supervisor)

Date .............................................
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DECLARATION OF THE CANDIDATE

I declare that this project report is my original work and that it has not been submitted to any other college or university for academic credit.

Signed: ........................................

Latifa Sekajingo, B.A.

Date: 26TH OCTOBER 2007
DEDICATION

I dedicate this work to my beloved husband Michael Sekajingo, my daughter Lisa and son Jerry.
ABSTRACT

The purpose of the study was to examine how local resources could be mobilized to support community development projects for sustainability. *Chama Cha Wanawake Kupambana na Ukimwi Arusha* (CHAWAKUA), which is a CBO, was taken as the case study for the project.

The main objective of the project was to build capacity of the key staff and board members of the CBO through technical assistance on local resources mobilization. The specific objectives of the study were, first, to identify the availability and accessibility of local resources, and second, to widen the knowledge and improve the skills of the key staff and board members of CHAWAKUA on local resource mobilization strategies.

It was found that CHAWAKUA, like many other CBOs in Tanzania, was facing a problem of inadequate financial resources. This problem is to be attributed mainly to limited skills and knowledge on resource mobilization that the key staff and board members of the organization have.

The researcher recommends that the CBO finds its own direction and decrease dependency on external funding. With increased responsibility and decreased dependency on external funding, local resources will no longer be regarded as marginal to the CBO. Raising resources locally means that the CBO will have greater independence to continue with implementation of its own long-term programmes. This will enable the CBO to be self-reliant, an important ingredient to development.
EXECUTIVE SUMMARY

Local resource mobilization is one of the ways of giving opportunity to community members to participate in their own development and reducing dependency on external assistance. The *Chama Cha Wanawake Kupambana na Ukimwi Arusha* (CHAWAKUA) was taken as the case study for the project.

CHAWAKUA is a Community-Based Organization started in 1992 and officially registered in 1994 under registration No: SO 8153. CHAWAKUA seeks to empower youth of age 10 -24 years, both those in school and those out of school in Arusha, through educating them on how to protect themselves from being infected by HIV/AIDS. The CBO currently implements its programmes in six wards in Arusha Municipality, namely, Levolosi, Ngarenaro, Sekei, Unga Limited, Sombetini and Daraja mbili.

The main objective of this project was to build capacity of the key staff and board members of the CBO through technical assistance on local resources mobilization. The technical assistance involved training on local resource mobilization strategies and preparation of a local resource mobilization training manual. The specific objectives of the project were, first to identify the availability and accessibility of local resources, and second, to widen the knowledge and improve the skills of CHAWAKUA key staff and board members on local resource mobilization strategies.
It was found that CHAWAKUA, like many other CBOs in Tanzania, CHAWAKUA was facing a problem of inadequate financial resources. This problem could be attributed mainly to limited knowledge and skills on resource mobilization that the key staff and board members of CHAWAKUA have. The CBO heavily depends on external donors/funding. The gap of knowledge and skills was found to be in the areas of local fundraising techniques and strategies for achieving financial sustainability. Therefore the CBO needs knowledge and skills on local resource mobilization strategies so that it will be able to mobilize the needed resources locally, using a variety of alternative ways of mobilizing resources.

The key staff and board members of the CBO were trained by the researcher on local resource mobilization. Also, the researcher developed a training manual on local resource mobilization and gave it to the CBO.

CHAWAKUA needs to find its own direction and decrease dependency on external funding. The CBO has to adopt a more aggressive local resource mobilization approach. With the increase of responsibility and decrease of external funding, local resources will no longer be regarded as marginal to the CBO. Raising resources locally means that the CBO will have greater independence to develop and implement desired long-term programmes with a greater sense of sustainability. This will in turn enable the CBO to be self reliant, an important element in development. Furthermore, the CBO will need to cultivate accountability, creativity, responsibility and transparency, as these are key ingredients of building relationship with local supporters based on trust and good public image.
I thank my Lord Jesus Christ for enabling me to accomplish this work.

I thank my supervisor Dr Sinda Hussein Sinda for his wonderful and dedicated supervision and academic guidance. I also thank all CED lecturers for their cooperation, guidance and input to my academic life through the CED Programme.

Special thanks to my employer Compassion International Tanzania, especially the Country Director Dr Emmanuel Mbennah for the sponsorship, prayer and encouragement during my study as well as for giving me useful input towards this final project report.

I thank the leadership of CHAWAKUA and all the staff who participated in the project and especially in the training, for their willingness to participate in the project.

I thank my beloved husband Michael Sekajingo for his encouragement, understanding and supportive spirit, and my children Lisa and Jerry, for enduring many hours of mom’s absence.
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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>ACHAI</td>
<td>Arusha Cluster HIV/AIDS Interventions</td>
</tr>
<tr>
<td>AIDS</td>
<td>Acquired Immunodeficiency Syndrome</td>
</tr>
<tr>
<td>ASRH</td>
<td>Adolescent Sexual Reproductive Health</td>
</tr>
<tr>
<td>AYA</td>
<td>African Youth Alliance</td>
</tr>
<tr>
<td>BCC</td>
<td>Behavior Change and Communication</td>
</tr>
<tr>
<td>CED</td>
<td>Community Economic Development</td>
</tr>
<tr>
<td>CEDPA</td>
<td>Center for Development and Population Activities</td>
</tr>
<tr>
<td>CHAWAKUA</td>
<td>Chama cha Wanawake Kupambana na Ukimwi</td>
</tr>
<tr>
<td>HBC</td>
<td>Home Based Care</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
</tr>
<tr>
<td>LRM</td>
<td>Local Resource Mobilization</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non Governmental Organizations</td>
</tr>
<tr>
<td>STD</td>
<td>Sexually Transmitted Diseases</td>
</tr>
<tr>
<td>STIs</td>
<td>Sexually Transmitted Infections</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strength Weakness Opportunity and Threat</td>
</tr>
<tr>
<td>TBAs</td>
<td>Traditional Birth Attendants</td>
</tr>
<tr>
<td>UMATI</td>
<td>Umoja wa Malezi Tanzania</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>VCT</td>
<td>Voluntary Counseling and Testing</td>
</tr>
<tr>
<td>WEO</td>
<td>Ward Executive Officer</td>
</tr>
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CHAPTER ONE

COMMUNITY NEEDS ASSESSMENT

1.1 Introduction

The community needs assessment was conducted in order to discover things that matter to the community (CHAWAKUA beneficiaries, members and staff); issues that the CBO feels are most important to address. By interviewing CBO beneficiaries, conducting focus group discussion with CBO board members and key staff and review CBO documents, critical areas of needs were identified and planned for intervention.

1.2 Community Profile

Arusha Municipal has five districts with population of 1,292,973 people, (National population census, 2002). The Arusha Municipal is a transit point to major national parks and mining sites of the northern Tanzania. Located near boarder with Kenya, with its many international and regional activities going on e.g. Conferences at Arusha International Conference Centre, the East African Community and International Tribunal Court for Rwanda, Arusha has become a fast growing municipal. Mining activities taking place in the neighbouring Manyara region depend on Arusha Municipal as a market centre consequently brings people from all over African Region.

Arusha Municipal has a lot of local resources like human resources (doctors, businessmen, counsellors and many other people with both special skills and labour
power). Other resources include enough water, fertile land, good weather and it is a good place for business as there are many tourists who are visiting Arusha throughout the year. One cannot mention all the resources but it is a place where many NGOs and CBOs can be supported within the region if people will be well educated and made to understand the importance of supporting poor people within their community.

Demographics analysis

Table 1: Total Population in Arusha Municipal

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Male Population</td>
<td>638,261</td>
</tr>
<tr>
<td>Female Population</td>
<td>654,712</td>
</tr>
<tr>
<td>Total Population</td>
<td>1,292,973</td>
</tr>
<tr>
<td>Total Household Number</td>
<td>286,579</td>
</tr>
<tr>
<td>Average Household size</td>
<td>4.5</td>
</tr>
<tr>
<td>1988 - 2002 (%)</td>
<td>4.0</td>
</tr>
<tr>
<td>Intercensal Growth Rate</td>
<td></td>
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</table>

Source: United Republic of Tanzania, 2002 Population and Housing Census

1.3 Community Needs Assessment

According to Carter (1992) the concept of community needs assessment connotes a process by which an assessment of the current situation in the community is undertaken, value-based judgments regarding the preferred or desired situation are reached, and some determination of the priority status of local needs is made.
The community needs assessment was conducted to assess or discover things that CHAWAKUA beneficiaries, members and staff feels are most important to address. Data were collected using focus group discussion, interview and document review.

1.4 Research Methodology

Kothari (1990) defined research methodology as a way to systematically solve the research problem.

The research design which was used to collect data was cross sectional design. With this design, data were collected at a single point in time. A cross sectional study is fast and can study a large number of at little cost or effort. The main sources of data were CBO staff, board members, beneficiaries and CBO documents.

1.4.1 Focus Group Discussion Method

Focus group discussion is a form of structured group discussion involving people with knowledge and interest in a particular topic and a facilitator\(^1\).

Focus Group Discussion can reveal consensus and diversity of participants' needs, experiences, preferences, and assumptions. Also allows group interaction such that

\(^1\) [www.evaluateit.org/glossary/](www.evaluateit.org/glossary/)
participants are able to build on each other's ideas and comments to provide an in-depth view not attainable from individual questioning.

1.4.1.1 Questions

There were four open ended questions. The questions were trying to explore the problems or challenges facing the CBO. The questions were as follows:

- What services or programmes do you implement in the community?
- What are the challenges you are facing during programme implementation or service delivering?
- What are the effects of those problems?
- What should be done to solve or overcome those problems?

1.4.1.2 Sampling

The population of the study was 40 people, that is, 30 CBO members and 10 CBO staff. 10 people were selected for focus group discussion. The selected people were five CBO members and five CBO staff. The selection of the sample considered if:

- The CBO member is an active member of the CBO; and
- The staff is still a permanent employer of the CBO.

1.4.1.3 Findings

Ten people participated in the focus group discussion. Participants were five board members and five CBO staff. The discussion started by introduction, then the group was
asked to identify main problems facing the CBO. The participants came out with a list of problems as follows:-

- Lack of funds
- Inadequate income generating activities
- Poverty which exist in the community
- Lack of knowledge on HIV/AIDS issues
- Lack of office facilities

Then these problems were prioritized and found that lack of funds is the core problem to the CBO. Most of the problems were interconnected to inadequate financial resources. Therefore if the problem of financial inadequate will be address then many other problems will be solved.

1.4.1.4 Analysis Technique

With good facilitation the members of focus group discussion analyzed issues indepth, and the content analysis was done to come up with key issues and then a report was prepared.

1.4.1.5 Reliability

Focus group discussion give insights into not just what participants think, but also why they think that way. The tool helped to get information in detail and depth. This was an
opportunity to get unexpected comments and new ideas, which built up the research. One can say this tool gives a high quality result.

### 1.4.1.6 Validity

The participants were key staff and board members of the CBO. The focus group discussion was conducted in Swahili which means that the questions were written in Swahili too, to make the discussion easier and people to speak freely. The researcher was the moderator and facilitator of the discussion.

### 1.4.2 Survey method


The advantage of this method is that the method can be used to survey an entire population and provide an opportunity for many persons to feel involved in the decision-making process. Also through this method one can secure information from individuals who may be the recipients of services initiated as a result of the findings, thereby eliciting data from individuals who are usually in a good position of critique present services.
1.4.2.1 Sampling

According to Trochim (2001), sampling is the process of selecting units such as people and organizations from a population of interest so that by studying the sample you can fairly generalize your result to the population from which the units were chosen.

The population of the study was all 1600 CBO beneficiaries. A random sampling was selected among the 1600 beneficiaries from six wards which the CBO is working. The selection was a consideration of if:

- The beneficiaries had been receiving services from the CBO for more than two years; and the CBO office is still in operation in that ward.

A total number of 56 beneficiaries were selected from three wards for self administered questionnaires. The selected wards were Daraja mbili, Levolosi and Ngarenaro.

1.4.2.2 Tool

The tool used to collect data in this survey was self administered questionnaire. This tool was used because it is inexpensive to administer and easy to compare and analyze.

1.4.2.3 Questions

There were five open-ended questions and seven closed ended questions, the content of the questions were designed to explore beneficiaries’ critical areas of needs that they feel are important to be addressed.
1.4.2.4 Findings

The survey result revealed that:

- 19% of the respondents identified stigma and ignorance on HIV/AIDS as a major problem in the community;
- 12% of the respondents mentioned access to finance as a problem to young people. It seems that beneficiaries find difficult to access finance either by being employed or running small business; and
- 12% of the respondents revealed that the CBO does no longer provide services to the beneficiaries. This problem is due to the fact that the CBO has no sponsor or funds to run its programmes.

Table 2 is the summary of the challenges or problems respondents mentioned in the questionnaire form.

Table 2: Challenges facing CBO beneficiaries

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
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<tr>
<td>Capital for small business</td>
<td>12</td>
<td>21.4</td>
<td>21.4</td>
</tr>
<tr>
<td>CHAWAKUA no longer deliver services to us</td>
<td>12</td>
<td>21.4</td>
<td>21.4</td>
</tr>
<tr>
<td>CHAWAKUA does not give allowances to peer educators</td>
<td>2</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>Little understanding on HIV/AIDS among peer educators</td>
<td>2</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>No challenges</td>
<td>2</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>Poor facilities during service deliverance</td>
<td>7</td>
<td>12.5</td>
<td>12.5</td>
</tr>
<tr>
<td>Stigma and ignorance on HIV/AIDS among people in the community</td>
<td>19</td>
<td>33.9</td>
<td>33.9</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Most of the problems mentioned by beneficiaries are also connected to inadequate financial resources. If the CBO will be able to raise funds then these problems will be addressed.

1.4.2.5 Analysis Technique

Data analysis is the processing the information or data that has been gathered in order to draw conclusions. Data collected were coded and analyzed using SPSS 9.0 for windows program. A total number of 56 respondents from three wards in Arusha Municipal participated in the study.

1.4.2.6 Reliability

The researcher with one person who has experience in research went through the whole content and compared with the objectives, questions and the sample represented to see if there is a true representation of what the survey intend to do. Both proved that the sample really represent the traits within the objectives of the survey.

To get reliable information participants of the research were beneficiaries who have been benefiting from the CBO services for more than two years. The Researcher administered the whole research exercise.

---

2 www.virtualexplorers.org/ARD/Using/gloss.htm
1.4.2.7  Validity

The questions were arranged in a systematic and logical sequence. The questions were directly focusing on the topic and therefore the data collected were directly related to the topic.

1.4.3  Documentary review

This is a technique of data collection involving the examination of existing records or documents. The CBO documents including project grant proposals, annual report and CBO strategic plan were read.

1.4.3.1  Findings

1.4.3.1.1  Project Grant Proposals

Different grant proposals which the CBO has written and sent to donors were read. In these proposals the CBO was requesting money to run services like ASRH education and HIV/AIDS education. Also the CBO has been asking funds to build vocational training center to support vulnerable youth in Arusha region. The amounts requested were varied from 100 to 300 million Tanzanian shillings depending on the proposal. Some of the donors whom the requests have been sent are USAID, PATHFINDER and AYA.
1.4.3.1.2 Annual Report

The 2006 annual report was prepared by the CBO. The report had few activities because of financial difficulties. Below is the summary of the CBO annual report:

CHAWAKUA ANNUAL REPORT
January to December 2006
EXECUTIVE SUMMARY:
In the year January to December 2006 CHAWAKUA “Planning My Future Project planned to conduct few activities due to lack of finance. Most of the finance received were from private donation and from local fund rising. Below are activities implemented mostly in a voluntary basis;

1. Fund rising; funding rising was organized by CHAWAKUA Staff, to raise money so that they could organized a youth talk and foot ball tournament

2. Enter educate through foot ball tournament and youth talk both were held in Arusha Municipal. Each performance had its own theme.

3. Refresher Training; the refresher training was conducted to 20 peer educator to refresh them on adolescent sexual reproductive health and HIV/AIDS/STIs

CHALLENGES/CONSTRAINTS:

- Lack of funds to run our activities as planned
- Lack of enough IEC/BCC materials for distributions.
- Lack of staff salaries or even allowances so that to keep the staff full time in the office.

Source: CHAWAKUA documents
1.4.3.1.3  CBO Strategic plan 2003 -2008

The five years strategic plan and budget was prepared when African Youth Alliance (AYA) was sponsoring the CBO. In 2005 AYA stopped sponsoring the CBO with the reason that the major donor (Bill & Melinda Gates foundation) wants to evaluate the impact of their funds before continuing sending funds to the CBO. The problem was that the CBO had no any other source of income or financial resource apart from AYA. As a result the CBO stopped implementing all the planned activities. The donor has not yet responded to date (2007). Table 3 is the CBO five years budget which is part of the CBO strategic plan.
### Table 3: Budget for CHAWAKUA’S Five-Year Programme

<table>
<thead>
<tr>
<th>Main Activities and sub activities</th>
<th>Time Frame</th>
<th>Resource needed</th>
<th>Time resource</th>
<th>Financial resource needed (Tshs)</th>
<th>Milestones</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Year 4</td>
<td>Year 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Own source</td>
<td>Other source</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategic objective:</strong> 1.0 Increase Knowledge and understanding on HIV/AIDS/STIs infection**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.1 Advocacy campaigns on harmful traditional practices to youth and women</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>30%</td>
<td>70%</td>
</tr>
<tr>
<td>• Organize sensitization workshops</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Organize Youth talks and women meetings once a month for 150 youth per each ward</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.2: Availability of IEC services on HIV/AIDS/STIs prevention and control</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>• Flyers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Posters</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• T-shirts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: CHAWAKUA documents
CHAPTER TWO

PROBLEM IDENTIFICATION

2. Introduction

In this study the community needs assessment was conducted to identify CBO critical areas of needs. The interview was conducted to CBO beneficiaries, CBO members and staff and CBO key documents were reviewed. The result revealed that lack of funds is the core problem to the CBO. Most of the problems were interconnected to inadequate financial resources.

2.2 Problem Identification

It was found that, CHAWAKUA like many other CBOs in Tanzania is facing a problem of limited financial resources. This is mainly contributed by limited skills and knowledge on resource mobilization. The CBO heavily depends on external donors/funding. The gap of knowledge and skills is in the areas of local fundraising techniques and financial sustainability strategies. Therefore the CBO needs knowledge and skills on local resource mobilization strategies so that it can be able to mobilize the needed resources locally and have alternative ways of mobilizing resources.
2.2.1 The Effect of the problem

This problem has been affecting the CBO in terms of its program activities. The CBO can not achieve its objectives due to financial difficulties. If the situation will continue then beneficiaries will be affected as follows:

- High prevalence and incidences of sexually transmitted infections including HIV/AIDS, unwanted pregnancies and unsafe abortion complications among youth will increase in Arusha Municipal;
- More youth will drop out of school due to teenage pregnancy;
- Youth mortality rate will increase due HIV/AIDS and unsafe abortion;
- Poverty will increase in our societies because the young people (a productive and intellectuals of the nation) will die or drop out of school due to high prevalence and incidences of sexually transmitted infections which include HIV/AIDS; and
- Dependency ratio will increase because there will be few people who working while many others (either sick or orphans or widow) depend on them.

2.2.2 The causes of this problem

- Lack of knowledge and skills on resources mobilization – the CBO is depending on only one way of raising funds, that is writing proposals to the foreign donors. This is due to the fact that CBO staff and members had no alternative ways of raising funds due to lack of knowledge on resource mobilization.
Inadequate income generating activities among the beneficiaries - the CBO can not raise funds through fees or contributions from the beneficiaries because most of the beneficiaries had no any income generating activity.

Poverty which exist in our locality make people think that they can only receive from the CBO rather than giving/contributing to the CBO. People are poor, affected and infected by HIV/AIDS which increases poverty and desperate in the community and make it difficult for the CBO to raise funds within the community.

Poor publicity – no any effort has been made to make the CBO known to the local donors.

Transparency and dishonest in some of the CBOs which make most of the external donors to stop funding local CBOs.

2.3 Target community

CHAWAKUA intends to empower youth age “10 -24” in school and those out of school in ASRH and educate them on how to protect themselves from being infected by HIV/AIDS. The CBO is implementing its programmes in six wards in Arusha Municipal. The wards are Levolosi, Ngarenaro, Sekei, Unga Limited, Sombetini and Daraja mbili.

Youth in these wards were participating fully in the CBO programs. The CBO empowers youth through the following program activities:
• Community mobilization and advocacy: These are sensitization workshop for Ward Executive Officers (WEOs), religions leaders, traditional leaders and some parents.

• Life-planning skills education: education is provided to the youths on different issues such as sex education, and how to manage relationships and peer group.

• Entertainment: education in the form of drama is done by the youth in different events.

• Parent’s child communication: this is training for parents on how to communicate with their children.

2.4 CBO Stakeholders

List of stakeholders:

• Youth

• Donors

• Local government Leaders

• Parents

Mode of participation of stakeholders:

• Meetings

• Facilitation

• Material support
Table 4: The participation of stakeholders in the CBO

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Participation</th>
<th>Impact of Participation</th>
<th>Rate</th>
<th>Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth</td>
<td>Give ideas and opinions</td>
<td>High</td>
<td>Positive</td>
<td>Provide more education on ASRH</td>
</tr>
<tr>
<td>Donor</td>
<td>- Provide technical inputs</td>
<td>High</td>
<td>Positive</td>
<td>Conduct SWOT analysis and strategic planning for the CBO/NGO</td>
</tr>
<tr>
<td></td>
<td>- Provide moral and material support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local government leaders</td>
<td>- Provide information about the community</td>
<td>Medium</td>
<td>Positive</td>
<td>Use government expertise in ASRH program</td>
</tr>
<tr>
<td></td>
<td>- Facilitate some of the meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parents</td>
<td>Provide information concerning youth and ASRH issues</td>
<td>Medium</td>
<td>Positive</td>
<td>Give education on parent child communication</td>
</tr>
</tbody>
</table>

2.5 Project Goal

The project goal was to build capacity to the CBO key staff and board members through technical assistance on local resources mobilization. The technical assistance involved training on local resource mobilization strategies and preparation of a local resource mobilization training manual.

2.6 Project Objectives

The specific objectives of the project were firstly, to identify the availability and accessibility of local resources; secondly, to widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.
2.7 Host Organization - CHAWAKUA Profile

CHAWAKUA stand for Chama cha Wanawake Kupambana na Ukimwi Arusha, a Non Governmental Organization started in 1992 and officially registered in 1994 under registration No: SO 8153.

In 1993, CHAWAKUA drafted its constitution and registered 40 members including a District Commissioner for Arusha at that time. A bank account was opened in 1994. A major set back to CHAWAKUA occurred following the death of the founding Priest of the Diocesan AIDS Team. His demise resulted in reduced support of the Catholic Diocese to CHAWAKUA. The situation improved in 1995 when CHAWAKUA received financial support from USAID for the CBO to act as a grant manager for Arusha Cluster HIV/AIDS interventions (ACHAI). Between 1995-1998 CHAWAKUA was operational in 10 districts of Arusha region concentrating in training Traditional Birth Attendants (TBA), bar workers and youth.

CHAWAKUA experienced another setback in 1998 when DATEX an American International NGO with funding from USAID withdrew its commitment to takeover cluster activities in Arusha region. The situation remained unchanged until 2002 when the African Youth Alliance (AYA) started working with CHAWAKUA. The CBO started the project "Planning My Future" 2002 to work with AYA on improvement of sexual Reproductive Health for youths.
Mission statement of the CBO

The Mission statement of CHAWAKUA is “to bring access to health, social and economic services to women and youth infected, affected and vulnerable to HIV/AIDS by deploying genuine partnerships and work environment which fosters beneficiary involvement and innovative approaches that ensure equal access and value for money”.

The CBO aimed to work with youth age “10 – 24” who are in school and those out of school in six wards in Arusha Municipal. The wards are Levolosi, Ngarenaro, Sekei, Unga Limited, Sombetini and Darajambili.

Table 5: Number of Youth Age 10 – 24 Years in the areas

<table>
<thead>
<tr>
<th>Ward</th>
<th>Sex</th>
<th>No of population</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levolosi</td>
<td>Male</td>
<td>1597</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>2613</td>
<td>4210</td>
</tr>
<tr>
<td>Ngarenaro</td>
<td>Male</td>
<td>2757</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>3242</td>
<td>5999</td>
</tr>
<tr>
<td>Sekei</td>
<td>Male</td>
<td>1494</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>2087</td>
<td>3581</td>
</tr>
<tr>
<td>Unga Ltd</td>
<td>Male</td>
<td>3085</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>3710</td>
<td>6795</td>
</tr>
<tr>
<td>Darajambili</td>
<td>Male</td>
<td>3677</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>4326</td>
<td>8003</td>
</tr>
<tr>
<td>Sombetini</td>
<td>Male</td>
<td>5297</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>6890</td>
<td>12187</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>40775</strong></td>
</tr>
</tbody>
</table>

Source: United Republic of Tanzania, 2002 Population and Housing Census
Figure 1: Number of CBO beneficiaries according Wards

Source: CHAWAKUA documents
CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

In this section there will be theoretical literature review, empirical literature review and policy review on local resource mobilization. In theoretical literature review there are definitions and different ideas given by different writers as regards to the local resource mobilization. The ideas taken are those, which seem to relate with the objectives of the project assignment. Empirical literature review will look at how different authors/researchers approach similar project. Policy review will look on what Tanzania government policy says in relation to local resource mobilization.

3.2 Theoretical Literature Review

3.2.1 Definitions of terms

According to Norton (2003) resource mobilisation is about an organization getting the resources that are needed to be able to do the work it has planned. Resource mobilisation is more that just fundraising – it is about getting a range of resources, from a wide range of resource providers (or donors), through a number of different mechanisms.

Academy for Educational Development (2004) the term local resources refers to financial and non-financial contributions to community improvement projects from local sources, including individual citizens, local government, businesses, institutions or other
actors. Local resources not only allow for the implementation of successful community projects, but also contribute to the long-term sustainability of initiatives conducted by NGOs and CBOs by building lasting relationships.

The Resource Alliance (2006) Local Resource Mobilisation describes the activity of finding new ways of engaging resources in the local environment (i.e. funds, people, goods and services) to support an organisation and make it self-sustaining. It encompasses a wide range of strategies going from income generation schemes to locally based fundraising or building volunteer constituencies for example. It finds expression in a variety of fresh approaches which integrate cultural, social and economic contexts.

Sutton (2001) defines Sustainability as the ability to maintain something over time.

Tanzania Community Development Policy (2006) define Community as people of the same origin, living in the same area, or people with similar occupation; people who are joined by some or all of these elements.

According to Deardorff (2001) Development project is a project intended to increase a developing country's ability to produce in the future. Such projects are most commonly additions to the country's capital stock, but they may involve improvements in infrastructure, educational facilities, discovery or development of natural resources, etc.
3.2.2 A conceptual framework for resource mobilization

According to Norton (2003) Resource mobilisation is about an organisation getting the resources that are needed to be able to do the work it has planned. Resource mobilisation is more than just fundraising – it is about getting a range of resources, from a wide range of resource providers (or donors), through a number of different mechanisms. Resource mobilisation can therefore be conceptualized as a combination of:

- **Resources**: which are different kinds of things that are needed
- **Mechanisms**: which are different ways of directly getting resources
- **Resource Providers**: which are different people/organizations that provide resources.

Figure 2: Resource Mobilization Concept

![Resource Mobilization Concept Diagram](image)

*Source: Norton (2003)*
3.2.2.1 Resources

Resource mobilisation is often considered to be an alternative word for fundraising. In fact fundraising is only one part of resource mobilisation, which is the process of getting a broad range of resources for an organisation. Resource can be financial, in-kind materials, in-kind intellectual services and space.

3.2.2.1.1 Financial resources

These are probably the key resources that all NGOs/CBOs need to be able to function and carry out their work. Depending on the source, financial resources may be targeted to specific expenses or be used at the NGO/CBO discretion. Financial resources can be raised from local citizens, business, local authorities, or other in a variety of forms and through many means, including:

- Donations of cash,
- Grants from local authorities or other community organization,
- User fees for participation in various activities,
- Membership dues paid by members,
- Fundraising events, and
- Sponsorship of NGO/CBOs and/or their activities by local business.
3.2.2.1.2 In-kind material donations

These can help reduce the costs of implementing an activity significantly. Examples of in kind material donations include:

- Office supplies needed for the operation of an NGO,
- Building materials for the reconstruction of community buildings,
- Use of a car or other vehicle to transport or visit beneficiaries,
- Sports and recreational equipment for playgrounds or youth programs, and
- Food and drinks to offer to volunteers or beneficiaries.

3.2.2.1.3 In-kind intellectual services

These can be extremely valuable contributions for projects that require expensive expert and professional services such as legal, accounting, medical, psychological or counseling.

3.2.2.1.4 Space

This can be free use of a room, office building, community center, school or playground for regular or special events.
3.2.2.2 Mechanisms

Resource mobilisation mechanisms are the ways that resources can be mobilised from resource providers. Mechanisms are the actual processes of requesting or getting resources.

Identifying different resource mobilisation mechanisms is one way for NGOs/CBOs to broaden their understanding of resource mobilisation and diversify their approaches beyond writing proposals. Determining which resource mobilisation mechanisms are realistic is highly context specific and this activity will help identify mechanisms that are appropriate to a country or a local setting. Some of possible mechanisms are:

- **Regular communication:** by holding regular meetings with representatives of local government, businesses, institutions, other NGOs, media and other social leaders or by attending their meetings, to inform them about your activities and objectives. It is important to send regular updates to these stakeholders and invite them to visit your office, project site, events and website to see the impact of your work. The more familiar they are with your work, the more likely they are to support your efforts when asked.

- **NGO/CBO committee:** one way to involve respected individuals in your work is to establish a committee to supervise or provide advice on the implementation of a particular project or aspect of your work. In addition to tapping into the knowledge and expertise of various community members. Committees can help inform the
community about the impact of your work. Committee members may also be prominent individuals from the community who can contribute their own resources or who have connections to other sources of resources.

- **Media coverage** is one of the most effective ways to raise public awareness of the organisation and its goals. It is therefore critical to get media coverage to effectively raise local resources. There are, of course, a variety of ways to accomplish this. For example, you may want to invite journalists or other media representatives to become members of your board or to serve on a committee. Press conference, press releases, and other meetings are also important. Keeping the media aware of and involved in your work will also increase the likelihood that they will support your work in other ways, such as airing a public announcement for free.

- **Events and actions** by using your creativity, you can organize various events and actions that both raise financial resources and increase public interest in your work. For example, you can use a popular local singer’s interest in your organization’s work to organize a fundraising concert. Ticket sales can raise funds for your work, and the event can also be used to educate concert goers about your cause.
- **Running a small business**: the NGO/CBO can run small businesses such as: Selling products like food supplement, medicines, condoms and HIV/AIDS counseling books, and selling services like counseling services.

- **Submitting grant proposals** to local NGO/CBOs, local individual supporter and multilateral organizations.

### 3.2.2.3 Resource Providers

It is very difficult to generalize the motives of different resource providers. However, by considering what motivates resource providers to give resources, NGOs/CBOs can clearly explain the benefits to providers rather than just ask for resources. This will also help the NGOs/CBOs to identify the possible consequences of accepting resources from different providers and ethical issues involved.

Potential resources providers are:

- **Key individuals** the support of well known and respected individuals is extremely valuable to mobilizing support within your community. When identifying individuals with influence in your local community, be sure to think not only about those with direct access to needed resources, but also individuals connected to them.

- **Local citizens**: local citizens should be a key part of any strategy to mobilize local resources. You should already be monitoring community needs to ensure that your
activities respond to local priorities. If citizens believe that you are providing a worthwhile service in the community, they will be more willing to support your activities and help you fulfill your mission. As discussed above, it is also important that citizens are informed about the work you do. Even if you are providing a valuable service, it will be hard to attract local resources if no one knows about it. However, if informed properly citizens can be our best and most loyal promoters and supporters.

- **Local Government**: local government can be a valuable source of financial and non-financial support for the NGO’s activities. In addition to direct funding, countless NGOs work with their local governments to receive free office and activity space, technical and expert advice, support in obtaining permits for reconstruction projects, and use of vehicles and equipment.

- **Businesses**: businesses are great, yet underused, source of NGO/CBOs support. Generally speaking, businesses want to support projects that are visible in the communities where they operate, that are supported by the community or by important individuals, or that are linked to local economic development. Smaller business owners often give to projects in which they have personal interest, for example, a sport fan might support a youth soccer club. Some businesses require that an activity that they sponsor use their name, logo or products.
Businesses can offer many valuable resources – sponsorships and gifts, material support and services, technical expertise, equipment and facilities. They may also offer their products or services to you at a reduced rate, or allow or encourage their employees to volunteer with the NGO/CBO.

3.2.3 How resources are mobilised

The resources that can be mobilized depend on what opportunities are available, the NGO/CBO's track record and the capacity of its staff, board and friends to raise funding. In the early stages, many NGO/CBOs are built on the volunteer fundraising efforts of their founders and boards. Volunteers may take on these responsibilities without a single paid staff member to coordinate the efforts. At this stage, a staff member might not even add much value as so much is dependent on the knowledge, links and experience of a committed core. As the NGO/CBO grows, however, it may begin to feel the need for a development staff that can support fundraising efforts by coordinating the activities and follow-up of those involved and maintaining good communication with a potential donor.

What stands out from the experience of these NGOS/CBOSs is that successful efforts are often aimed at involving potential donors and contributors in a long-term relationship. Such involvement can go beyond emergency or immediate needs -- although, many respond to these as well - to focus on building a bridge for understanding and support
between different sectors of society. The NGO/CBO functions as a catalyst fostering action and relationships in which it need not always be the central actor.

In addition to forging strong, sustainable links, the NGO/CBO is well placed to encourage a culture of accountability. In fact, its fundraising efforts will be severely hampered if either it or its partners are perceived as not being fully accountable. Working hand-in-hand with accountability, many NGOS/CBOSs promote transparency - functioning in a way that is fully visible and accessible to one's partners and the public.

Some elements of successful resource mobilization are:

- A clear mission and objectives that can be shared with potential contributors;
- Access to professional fundraising skills;
- A good track record and excellent programs;
- National recognition and credibility; and
- Some resources upon which new resources might be leveraged.

### 3.2.4 Why local resource mobilisation

Obviously, without certain human, material, technical and financial resources, it is impossible for NGOS/CBOSs to implement activities and projects in their communities. In many cases, it seems easier to get these resources from prominent donors outside of their communities, including foreign governments and foundations, representatives of multinational companies, and national government office. While it may take more work at the outset, community contributions are valuable way to strengthen the NGO/CBO in
a way that outside contributions cannot. In addition to local resources also helps an NGO/CBO to build long-term relationships within important individuals and institutions in their community.

By mobilizing local resources to support, both NGO/CBO and local contributors benefit in a number of ways:

**Sense of ownership:** By contributing their time and resources, citizens, institutions, businesses, and others can assume greater ownership of activities that directly contribute to the positive development of their communities. The sense of “ownership” comes from the pride and accomplishment of knowing that they have done their share to make their community a better place to live.

**Building social capital:** Social capital refers to the value of social networks and the increased willingness of individuals and organizations to help one another as a result of these relationships. By seeking local support, NGOs and CBOs are more likely to build long-term relationships with other institutions and organizations. These relationships contribute to the social capital within the community.

**Sustainability:** Mobilizing local resources increases the sustainability of community initiatives. As relationships and communication between NGO/CBOs and supporters develop, future support is more likely. As members of the community with long-term interests in community projects, local supporters are more likely to continue supporting initiatives than external donors.
Independence: Raising resources locally also gives NGO/CBOs more independence and flexibility to implement activities, targeting needs that a community finds important. Additionally, local support means that NGO/CBOs do not have to adjust their programs to meet the needs and interests of external donors.

3.2.5 The culture of giving

3.2.5.1 African culture of giving

According to South African Red Cross Society, (2004) Philanthropy is a household word in the African culture. Africa, although it is developing continent, has a rich philanthropic tradition. Giving is part of the African culture. In the African culture people derive satisfaction from the opportunity of giving and sharing the little they have with others. The concept of 'Harambee', 'Botho', and 'Kutoa ni Moyi' hospitality is inherent in people and natural to their existence. However, few NGOs/CBOs have put strategies in place to tap into this wealth of support and it presents a real challenge for future resource mobilisation.

3.2.5.2 Other culture of giving

3.2.5.2.1 Native American Philanthropy

For American Indians, Alaska Natives, and Native Hawaiians, giving has been at the heart of tribal society and the social compact since time immemorial. In cultural histories of the United States, Indians have been termed "America's first philanthropists," and individual Native Americans have been immortalized as icons of generosity and giving:
prime examples include Squanto of the Patuxet tribe in 17th century Massachusetts teaching the Pilgrims to plant corn, which established a mythohistorical foundation for the Thanksgiving holiday in the United States; the legend of the young Pocahontas of the Powhatans saving John Smith's life at the Jamestown Settlement in 17th Century Virginia; and the Shoshone Sacagawea guiding the explorers Lewis and Clark to reach the Pacific Ocean on their explorations across the North American plains.

3.2.5.2.2 Northern America Philanthropy

For North America, *philanthropy* means "the honour of giving." It means respecting and honoring both the giver and the recipient as essential and equal in the transaction of gift exchange. Since in life all things are related, the gift promotes balance for both participants in the exchange process and works to create harmony in the world. Giving by individuals to the community contributes to social harmony, reinforcing the interconnectedness of the members of the tribe or community with one another and with the rest of the universe. Giving by one individual to another honours the recipient, and by receiving the gift with grace and gratitude, the recipient in turn honours the giver, since the act of receiving the gift helps restore balance in the life of the giver.
3.3 Empirical Literature Review

Twisema (2002) argued that, the biggest challenge facing NGOs in eastern and southern Africa, and elsewhere in sub-Saharan Africa, is resources. NGOs single out lack of funding almost to the exclusion of all else as their primary problem. This is often cited as the reason for delays, inability to meet development targets and failure.

Despite the strides that NGOs/CBOs have made in almost all aspects of their work; despite the contribution they have obviously made in bringing development to their communities, a significant number of NGOs in eastern and southern Africa remain trapped in time and in a mindset that emphasizes all else except local resources. The quality and extent of local resources seem to be seriously underestimated and undervalued.

According to Twisema, the pattern emerging from recent (2000 and 2001) studies on resource mobilisation in Kenya, Namibia, Tanzania and Zimbabwe confirm the rather familiar picture of over dependence on donor funding from the north. Whilst recognizing that the north will continue to be an important source of funding for civil society organizations, there is a worrying reluctance or even resistance to a genuine search for alternative sources of funding. Donors have begun talking sustainability (some have started including it in the criteria for funding proposals) but they have yet to demonstrate willingness and commitment to diversifying the funding base and gradually reduce dependence over time, as sudden withdrawal is clearly not the way to go.
The above author argued that local resources are available but NGOs/CBOs underestimate and undervalue the resources. People do not utilize the resources available within their community for development programs, example in Tanzania a lot of resources can be mobilized and utilized for social ceremony but when it comes to development issue people are not ready to give.

### 3.3.1 Case studies

The following are examples of CBOs in Croatia and Tanzania which have been successfully mobilizing resources locally to support the community:

**The Imotski Region Humanitarian Women’s Association for Mammography** has successfully used community support to improve general health care services and breast cancer prevention and treatment for women from the Imotski region. After organizing several public events to promote their work and raise community awareness about women’s health issues, the group began to seek local assistance from a variety of sources. To date, they have successfully involved a number of citizens and local organizations in their work. Local authorities donated a space for the work of a counseling center. Citizens donated money to help women afford mammograms. Over 40 volunteers have assisted with clinic activities. Businesses have also joined in to help. Croatian Telecom (HT) donated a phone line free of charge for use as an SOS hotline; ZAG donated computer equipment; and several local businesses made other smaller in-kind donations.
HEKI Citizens' Association from Istria received CroNGO support to convert an old community school into a community center. HEKI used the media, both radio and newspapers, to announce their efforts to the public. These announcements met with immediate success. After hearing about the project on the radio, several citizens called to offer their assistance in reconstructing the school. Additionally, a local business offered their expertise and services in installing a water system in the community center. By using the media to share their plans for improving the community, HEKI attracted local resources that they had not even thought of before, demonstrating the value of community outreach effort.

Medical Women Association of Tanzania (MEWATA) has been successful raising funds locally in the campaign against breast cancer in Tanzania. Tshs. 52,220,435/= has been raised locally for diagnosis and treatment of breast cancer. The money has been used in diagnosis and treatment of women in Dar es salaam, Mwanza and Mbeya.

Tanzania Community Education (Mfuko wa Elimu ya Msingi) with optimism, hope, and pride Tanzanian teachers, parents, and children thus call the Community Education Fund. Initially, the project was expected to reach 355 schools in 5 districts, or approximately 3 percent of Tanzania’s primary schools. Today, the CEF is being implemented in 1,635 schools across 16 districts, reaching more than 570,000 children.
The number of schools in the CEF program has increased from 264 in 1998 to 355 in 1999, in line with the projections in the pilot design. During 2000 the CEF expanded to a further 11 districts reaching 1,635 schools. By the end of 2000, the CEF has disbursed more than US$2m of credit funds that were matched by about US$1m of local contributions.
3.4 Policy Review

3.4.1 Community Development Policy (CDP) June, 1996

The Arusha Declaration clearly states that the people are one of the basic resources in bringing about development. The third phase Government has emphasized this by stressing that “all those who can work should work”. On the basis of the above, a clear concept emerges that “true development is the development of the people and is brought about by the people themselves”. Thus, this policy, which articulate and develops this concept is a core one. Because Tanzania is a large country with many variations in culture, natural resources, wealth and the environment in general, this policy has been prepared with all these variations in mind.

3.4.2 The aim of the Policy

To enable Tanzanians to bring about their own development by working to improve production so that they may have increased income which will enable communities to build a better life through self-reliance and the use of locally available resources. In this way poverty can be eradicated in the country.

Also to enable Tanzanians to use their wealth to improve their welfare and bring about social and economic development.
3.4.3 **The objectives of the Policy**

To educate communities that they have the resources that they need and the ability to identify and use them in their own development instead of thinking that they will come from the government or external aid.

Tanzania has abundant local resources including people, land, water and natural resources, game reserves and livestock but because of inadequate capacity in terms of knowledge and skills Tanzania’s communities have been utilizing resources in a limited way to bringing about meaningful development.

Though the policy insist on local resource mobilization but Tanzania Government is highly depending on foreign aids and grants. Tanzania is very rich in terms of local resources but is limited to mobilize and utilize her resources effectively. Therefore the Researcher challenges the government, local institution, non government organization and Tanzania citizens to learn better ways of mobilize and utilize local resources effectively. Local resource mobilization approach might cure the so called aid dependency syndrome.
CHAPTER FOUR
IMPLEMENTATION

4.1 Introduction

Implementation is the carrying out, execution, or practice of a plan, a method, or any design for doing something. The aim of the project was to build capacity to the CBO key staff and board member through technical assistance on local resources mobilization. The technical assistance involved training on LRM approach.

The specific objectives of the project were firstly, to identify the availability and accessibility of local resources; secondly, to widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.

4.2 Products and outputs

The expected products and outputs were:

- Training on Local Resource Mobilization (LRM) to CBO members and staff;
- A training manual and distribute three copies to the CBO members and staff; and
- A fund raising event.
4.3 Project Implementation Plan

In the first objective which was to identify the availability and accessibility of local resources, it was planned to review different books and articles on local resource mobilization. The books and articles were reviewed to learn how to identify various resources which are available in our community and ways of accessing and mobilizing the resources locally.

After literature review on local resource mobilization, a plan to prepare a training manual on local resource mobilization and training on local resource mobilization was put in place. All these activities were planned to be accomplished by August 06.

With CBO board members and staff it was planned to prepare a fundraising event by August 2007. This activity was planned to be accomplished by the end of August 2007.

Resource required for these activities were funds for buying LRM books, transport, communication and a laptop.

In the second objective which was to widen the knowledge and improve the skills of CBO members and staff on local resource mobilization strategies, the researcher planned to conduct training on LRM to CBO board members and key staff. The main objective of this training was to equip board members and staff with skills and knowledge on
resource mobilization strategies. This activity was planned to be accomplished by August 2006.

Materials needed for the training were training manual, funds for stationeries, transport to the training center and communication. Table 6 is the summary of the project implementation plan.
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Activities</th>
<th>Resource(s) required</th>
<th>Responsible Person(s)</th>
<th>Timeframes</th>
</tr>
</thead>
<tbody>
<tr>
<td>To identify the availability and accessibility of local resources</td>
<td>Review different books and articles on local resource mobilization</td>
<td>Funds, books, stationeries, laptop, transport and communication</td>
<td>CED student and CHAWAKUA members and staff</td>
<td>February 2006 to August 2007</td>
</tr>
<tr>
<td></td>
<td>Preparation of training manual on local resource mobilization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prepare a fund raising event</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.</td>
<td>Conduct a training on local resource mobilization strategies</td>
<td>Funds, training materials, stationeries, transport and communication</td>
<td>CED student and CHAWAKUA members and staff</td>
<td>February 2006 to August 06</td>
</tr>
</tbody>
</table>
4.4 **Staffing**

CHAWAKUA staff includes one Managing Director who supervise the CBO, one Project Coordinator who coordinate program officers, ten Program Officers who are working direct with the community, one Project Accountant who is keeping financial records and one project Assistant Officer who is doing all the secretarial works.

4.5 **Project Implementation**

4.5.1 **Training**

Training on local resource mobilization was conducted to five CBO board members and five staff. The purpose of the training was to equip CBO staff and board members with the knowledge and skills on Local Resource Mobilization approach and strategies for financial sustainability.

4.5.1.1 **The Impact of the training**

- CBO members and staff acquired skills and knowledge on local resource mobilization strategies.
- The CBO is able to develop a sustainable financial strategic plan, identify different local supporters and start to build relationships with them.
- The CBO has started practicing local resource mobilization approach.
4.5.1.2 Training method

The training methods included the following:

- Class lectures; and
- Group discussion.

4.5.1.3 Budget

The expected budget for the training was 400,000/= but the actual funds which were used for the training were 440,000/=. The variation was due to price inflation. Table 7 shows the breakdown cost of the training.

<table>
<thead>
<tr>
<th>Item</th>
<th>Expected cost</th>
<th>Actual cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals</td>
<td>300,000</td>
<td>310,000</td>
</tr>
<tr>
<td>Transport</td>
<td>30,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Stationeries</td>
<td>10,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Communication</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Training Materials</td>
<td>50,000</td>
<td>80,000</td>
</tr>
<tr>
<td><strong>Total cost</strong></td>
<td><strong>400,000</strong></td>
<td><strong>440,000</strong></td>
</tr>
</tbody>
</table>

4.5.2 A Training Manual

Different books and articles on LRM were reviewed and a training manual on LRM was developed. Though most of the book reviewed by the researcher were either written by western people or describe LRM in western way but there were few books which were written by East African authors like Resource Mobilization for Sustainability (The Resource Alliance, 2000) and the complete Eastern Africa Fundraising Handbook (Chikati, 1999). These books helped the researcher to contextualize the manual in
African way. The main goal of the training manual was to build the capacity to the CBO on local resource mobilization. The specific objectives of the manual were first to increase the knowledge and skills on Local Resource Mobilization approach to the staff and members of the CBO and secondly to help the CBO to develop a sustainable financial strategy. The manual was primarily targeting all CBO staff and members. The teaching methods applied in this manual were lectures and group discussion.

4.5.2.1 The contents of the Manual

The Local Resource Mobilization training manual contains the following topics:

- A conceptual framework for resource mobilization,
- The resource need,
- Mechanism for resource mobilization,
- Resource providers, and
- Financial Sustainability.

4.5.2.2 The Impact of the Manual

- The CBO has started practicing local resource mobilization approach by preparing fundraising event.
- The CBO board members and staff have improved the skills and knowledge on local resource mobilization.
- The CBO has developed a financial strategic plan.
4.5.2.3 Training Manual Cost

The total cost of the manual was expected to be 120,000/= but the actual amount spent for the LRM training manual was 220,000/=. This variation was caused by high cost of transport. The researcher had to traveling to Nairobi to buy LRM books because it was difficult to get the books in Arusha town. Table 8 shows the summary of the LMR training manual cost.

<table>
<thead>
<tr>
<th>Item</th>
<th>Expected cost</th>
<th>Actual cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport</td>
<td>10,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Stationeries</td>
<td>5,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Communication</td>
<td>5,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Books</td>
<td>100,000</td>
<td>120,000</td>
</tr>
<tr>
<td><strong>Total cost</strong></td>
<td><strong>120,000</strong></td>
<td><strong>220,000</strong></td>
</tr>
</tbody>
</table>

4.5.2.4 Source of funds

All the implementation activities were funded by Compassion International Tanzania.

4.5.3 Fundraising event

The fundraising event is still in progress. The committee for fundraising event is meeting once every week and the event is expected to be conducted at Arusha town by the end of August 2007.

In this event the fundraising committee is expected to raise Tshs. 300,000,000/= which will be used to build vocational training center. The aim of the vocational training center
is to support vulnerable youth in Arusha region with livelihoods skills. The center will also be used as income generating activity by admitting other youth who can pay fees. The school fees will be used for administration cost and supporting vulnerable youth. Table 9 is the summary of accomplished and unaccomplished activities.
<table>
<thead>
<tr>
<th>Objective 1</th>
<th>PLAN Activities</th>
<th>PLAN Output</th>
<th>ACCOMPLISHMENT Activities</th>
<th>ACCOMPLISHMENT Output</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To identify the availability and accessibility of local resources</td>
<td>Review different books and articles on local resource mobilization</td>
<td>Local resource mobilization training manual was developed</td>
<td>Review different books and articles on local resource mobilization</td>
<td>Local resource mobilization training manual was developed</td>
<td>Fund raising event is in progress and will be done on August 2007</td>
</tr>
<tr>
<td></td>
<td>Preparation of training manual on local resource mobilization</td>
<td>Local resource mobilization training manual was developed</td>
<td>Preparation of training manual on local resource mobilization</td>
<td>Local resource mobilization training manual was developed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prepare a fund raising event</td>
<td>Funds raised from the fundraising event</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>PLAN</th>
<th>ACCOMPLISHMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 2</strong>&lt;br&gt;To widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.</td>
<td><strong>Activities</strong>&lt;br&gt;Conduct a training on local resource mobilization strategies</td>
</tr>
</tbody>
</table>
CHAPTER FIVE

MONITORING, EVALUATION AND SUSTAINABILITY

5.1 Monitoring

5.1.1 Introduction

According to Chikati (1999) Monitoring can be defined as “the ongoing process of collecting and analyzing data to measure performance.” Monitoring was focused on the regular collection of information to track project activities and check whether activities have been accomplished as planned.

5.1.2 Monitoring objectives

- To assess the ongoing project activities,
- To check whether or not the project was being conducted as planned, and
- To assess the progress in meeting the project’s goals.

5.1.3 Project Objectives

The main objective of the project was to build capacity to the CBO key staff and board members through technical assistance on local resources mobilization.

The specific objectives were firstly, to identify the availability and accessibility of local resources; secondly, to widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.
5.1.4 Monitoring Plan

The following planned activities were monitored:

- A training on LRM which involved CBO staff and board members,
- Development of LRM training, and
- Preparation of fund raising event.

Monitoring was planned to be conducted by the researcher. It was planned that all activities were to be monitored in quarterly basis using checklist and survey method.

5.1.5 Actual Monitoring

Monitoring included the following activities:

- A training on LRM which will involve CBO staff and board members,
- Development of LRM training, and
- Preparation of fund raising event.

5.1.6 Monitoring method

5.1.6.1 Survey method

McGraw-Hill (2004) define survey as a method of collecting information directly from people about their feelings, motivations, plans, beliefs and personal, educational and financial background. The survey method was used to monitor training activity.
5.1.6.1.1 Sampling

Ten people participated in the monitoring exercise. The selected participants were five CBO members and five CBO staff. The participants of the monitoring exercise were staff and members who participated in the LRM training.

5.1.6.1.2 Tool

During monitoring exercise data were collected using group-administered questionnaire. This tool was used because the tool is inexpensive to administer and easy to compare and analyze.

5.1.6.1.3 Questions

There were five close-ended questions the content of the questions were designed to assess the success of the training.

5.1.6.1.4 Findings

- The result indicates that the material provided were relevant to the training by 50% “Very Good” and 50% “Excellent”;
- All the participants indicates that they have learnt from the training, 50% was “Very Good” and 50% was “Excellent”;
- The participants understood the approach, 30% said it was “Very Good and 70% it was “Excellent”;
▪ 40% of the participants agreed that the instructor answered their question “Very Good” and 60% “Excellent”; and
▪ 30% of the participants understood the manual “Very good” and 70% “Excellent”.

5.1.6.1.5 Analysis Technique

The collected data were coded and analyzed in the SPSS 9.0 for Windows program.

5.1.6.1.6 Reliability

To get reliable information the researcher developed a well designed questionnaire form which had simple and clear questions. The questionnaire was designed in a way that it can assess the overall performance of the training. Respondents were people who participated in the training.

5.1.6.1.7 Validity

The questions were simple and clear, focusing on the training and so all data collected were directly related to the assessment of the training activity.
5.1.7 Checklist

A checklist was used to conduct monitoring. The tool monitored the following activities:

- Development of LRM training manual, and
- Preparation of fund raising event.
5.1.7.1 Questions

The checklist below contains all the questions and items which were considered when checking work in monitoring the project activities.

**Table 10: Project Monitoring Checklist**

<table>
<thead>
<tr>
<th>Items to be Considered</th>
<th>Accomplished YES/NO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1) Local Resource Mobilization Training Manual</strong></td>
<td></td>
</tr>
<tr>
<td>- Has gone through five different books and articles on LRM by May 06</td>
<td></td>
</tr>
<tr>
<td>- Identify topics to be taught June 06</td>
<td></td>
</tr>
<tr>
<td>- Browsed in the internet books, journal articles, and research reports to find sources that appear to be relevant to the topic by July 06</td>
<td></td>
</tr>
<tr>
<td>- Compiling materials for the manual by July 06</td>
<td></td>
</tr>
<tr>
<td>- Develop a training Manual by August 06</td>
<td></td>
</tr>
<tr>
<td><strong>2) Preparation of fundraising event</strong></td>
<td></td>
</tr>
<tr>
<td>- First meeting with CBO staff and members by March 07</td>
<td></td>
</tr>
<tr>
<td>- Identify guest of honour by March 07</td>
<td></td>
</tr>
<tr>
<td>- CBO staff to prepare project grant proposal by April 07</td>
<td></td>
</tr>
<tr>
<td>- Researcher and the CBO to identifying people who will be part of the fundraising committee by May 07</td>
<td></td>
</tr>
<tr>
<td>- Organizing the event by August 07</td>
<td></td>
</tr>
<tr>
<td>- Conducting the event by August 07</td>
<td></td>
</tr>
</tbody>
</table>
5.1.7.2. Findings

The result revealed that all the activities were accomplished as planned. The only ongoing activity is fundraising event which is in good progress and is expected to be accomplished as planned. Table 11 shows the monitoring result.

**Table 11: Project Monitoring Checklist Result**

<table>
<thead>
<tr>
<th>Items to be Considered</th>
<th>Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3) Local Resource Mobilization Training Manual</strong></td>
<td></td>
</tr>
<tr>
<td>- Has gone through five different books and articles on LRM by May 06</td>
<td>YES</td>
</tr>
<tr>
<td>- Identify topics to be taught June 06</td>
<td></td>
</tr>
<tr>
<td>- Browsed in the internet books, journal articles, and research reports to find sources that appear to be relevant to the topic by July 06</td>
<td>YES</td>
</tr>
<tr>
<td>- Compiling materials for the manual by July 06</td>
<td>YES</td>
</tr>
<tr>
<td>- Develop a training Manual by August 06</td>
<td>YES</td>
</tr>
<tr>
<td><strong>4) Preparation of fundraising event</strong></td>
<td></td>
</tr>
<tr>
<td>- First meeting with CBO staff and members by March 07</td>
<td>YES</td>
</tr>
<tr>
<td>- Identify guest of honour by March 07</td>
<td>YES</td>
</tr>
<tr>
<td>- CBO staff to prepare project grant proposal by April 07</td>
<td>YES</td>
</tr>
<tr>
<td>- Researcher and the CBO to identifying people who will be part of the fundraising committee by May 07</td>
<td>YES</td>
</tr>
<tr>
<td>- Organizing the event by August 07</td>
<td>NO</td>
</tr>
<tr>
<td>- Conducting the event by August 07</td>
<td>NO</td>
</tr>
</tbody>
</table>
5.1.7.3. Reliability

The tool was pre-tested to see if it has all the needed contents. The test was done in the first monitoring and the test proof that the tool had all the necessary information which will give back the necessary feedback on the progress of the planned activities.

5.1.7.4. Validity

The checklist questions were directly focused on the project activities and therefore the data collected were directly related to the assessment of the ongoing project activities.
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Activities</th>
<th>Monitoring Method</th>
<th>Data Source</th>
<th>Resp. Person</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>To identify the availability and accessibility of local resources</td>
<td>Review different books and articles on local resource mobilization</td>
<td>Checklist method</td>
<td>checklist</td>
<td>CED student CBO members and staff</td>
<td>February 2006 to August 2007</td>
</tr>
<tr>
<td></td>
<td>Prepare training manual on local resource mobilization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prepare a fund raising event</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.</td>
<td>Conduct a training on local resource mobilization strategies</td>
<td>Survey method</td>
<td>Result of the survey</td>
<td>CED student CBO members and staff</td>
<td>February 2006 to August 2007</td>
</tr>
</tbody>
</table>
3.2 Evaluation

3.2.1 Introduction

According to Chikati (1999) Evaluation is a process of judging value on what a project or programme has achieved particularly in relation to activities planned and overall objective.

Evaluation was conducted mid-term and terminal. Evaluation was done by a Researcher to assess the accomplishment and achievement of project objectives. Both formative and summative evaluation was done.

3.2.2 Indicators

CEDPA (1994) define indicators as quantitative or qualitative criteria for success that enable one to measure or assess the achievement of project objectives. The researcher developed input, output and impact indicators to assess the successful of the project objectives.

The main objective of the project was to build capacity to the CBO key staff and board members through technical assistance on local resources mobilization.
Table no. 13 Project Evaluation Indicators

<table>
<thead>
<tr>
<th>Specific Objectives</th>
<th>Input Indicators</th>
<th>Output Indicators</th>
<th>Impact Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>To identify the availability and accessibility of local resources</td>
<td>Review different books and articles on local resource mobilization</td>
<td>Number of articles and books actual reviewed</td>
<td>CBO is in the process of practicing local resource mobilization</td>
</tr>
<tr>
<td></td>
<td>Preparation of training manual on local resource mobilization</td>
<td>LRM training manual is given to the CBO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preparation of a fundraising event</td>
<td>The fundraising event was conducted</td>
<td>CBO is using the manual in the process of practicing the approach</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.</td>
<td>Conduct a training on local resource mobilization strategies</td>
<td>Number of board members and staff trained</td>
<td>CBO members and staff acquired skills and knowledge on local resource mobilization approach</td>
</tr>
</tbody>
</table>

CBO = Community Based Organization  
LRM = Local Resource Mobilization
3.2.3 Formative Evaluation

Formative evaluation is a method of judging the worth of a program while the program activities are forming or happening. Formative evaluation focuses on the process (Bhola, 1990).

3.2.3.1 Objectives of formative evaluation

- To assess the progress of the planned activities;
- To find out the extent of program implementation; and
- To determine improvements and adjustments needed to attain the project objectives.

Formative evaluation was done to assess the progress of the following activities:

- A training on LRM,
- Development of LRM training manual, and
- Preparation of fund raising event.

3.2.3.2 Evaluation Method

3.2.3.2.1 Focus Group Discussion

Brownlee (1991) define Focus Group Discussion (FGD) as a group discussion of approximately 6 - 12 persons guided by a facilitator, during which group members talk freely and spontaneously about a certain topic.
The advantage of FGD is that one can obtain in-depth information on concepts, perceptions and ideas of a group. A FGD is more than a question-answer interaction.

3.2.3.2.2 Sampling

Ten people participated in the evaluation. The participants were five CBO members, five CBO staff. Selected CBO staff and members are those who participated in the LRM training.

3.2.3.2.3 Questions

There were five open ended questions. The questions were focused on the assessment of the progress of project activities. The contents of the questions were assess the progress, improvement if needed of the LRM training, the training manual and the overall performance of LRM programme to the CBO.

3.2.3.2.4 Findings

- The results indicated that all ten participants understood well the LMR approach. All the participants agreed that the manual is understandable and applicable to the community.

- The results revealed that the participants agreed that the fundraising event will be successful. The successfulness of the fundraising event will depend on the confidence
level of the CBO staff and members with what they are doing, the LRM manual is used properly to guide fundraising event and if the fundraising objectives are clear. That means the researcher and the CBO members and staff should strengthen the mentioned areas.

- It was found that the participants feel that the manual needed to be expanded and include the following: LRM case studies, examples of income generating activities and expansion of financial sustainability section.

3.2.3.2.5 Analysis Technique

An evaluation report was developed by a researcher. In the report the researcher describes the purpose of the FGD, the participants of the discussion and the comments of the group.

3.2.3.2.6 Reliability

Focus group discussion give insights into not just what participants think, but also why they think that way. The tool helped the researcher to get information in detail and depth.

3.2.3.2.7 Validity

The participants were key staff and board members of the CBO. The focus group discussion was conducted in Swahili which means that the questions were written in Swahili too, to make the discussion easier and people to speak freely. The researcher was the moderator and facilitator of the discussion.
3.2.4 Summative Evaluation

Summative evaluation is a method of judging the worth of a program at the end of the program activities. The focus is on the outcome (Bhola, 1990).

3.2.4.1 The objectives of summative evaluation

- To determining the achievement of the project objectives, and
- To assess the impact of the project.

The following activities were evaluated:

- A training on LRM,
- Development of LRM training manual, and
- Preparation of fund raising event.

3.2.4.2 Evaluation method

3.2.4.2.1 Survey method

Survey method was used to evaluate the project activities. A survey was done to assess the accomplishment and achievement of the planned activities.
3.2.4.2.1.1 Sampling

A total number of 10 participated in the evaluation. The participants were five CBO members, five CBO staff. Selected CBO staff and members are those who participated in the LRM training.

3.2.4.2.1.2 Tool

During evaluation process group-administered questionnaire was used to collect data. The researcher used this tool because the tool is inexpensive to administer and easy to compare and analyze.

3.2.4.2.1.3 Questions

The questionnaire form had six close-ended questions, the content of the questions were designed to evaluate the accomplishment and achievement of the planned activities.

3.2.4.2.1.4 Findings

- All ten people indicate that they have started using the approach. That means the CBO has already starting applying LRM approach in resource mobilization;

- 100% of the people participated in the survey agreed that the LRM training manual is relevant to actual implementation of the of local resource mobilization;
• The result indicates that the training improved the skills of the participants, 50% indicated that the training was “Excellent” and 50% indicated that it was “very good”;  
• 100% of the participants agreed that they recommend the approach to be used by other CBOs; and  
• The overall rating was 50% “Very good” and 50% “Excellent”.

3.2.4.2.1.5 Analysis Technique

The collected data were coded and analyzed in the SPSS 9.0 for Windows program. Ten people participated in the evaluation exercise.

3.2.4.2.1.6 Reliability

The questionnaire form was designed in a way that it can easily evaluate the performance and the impact of the training. Respondents were people who participated in the training.

3.2.4.2.1.7 Validity

Data collected were directly related to the evaluation of the training activity. The questions were simple and clear to make it easier for respondents to understand and answer the questions.
3.2.5  The achievement of the project objectives

3.2.5.1  Main Objective

The main objective of the project was to build capacity to the CBO key staff and board member through technical assistance on local resources mobilization.

3.2.5.2  Specific Objectives

The objectives were firstly, to identify the availability and accessibility of local resources; secondly, to widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies firstly project objective was to identify the availability and accessibility of local resources.

3.2.5.3  Planned Activities

- Review at least five books and articles on local resource mobilization,
- Develop a local resource mobilization training manual and distribute to the CBO,
- Prepare a fund raising event, and
- Conduct training on local resource mobilization strategies.

3.2.5.4  Indicators

- Number of articles and books actual reviewed,
- LRM training manual developed and given to the CBO,
- The fundraising event was conducted, and
- Number of board members and staff trained.
3.2.5.5 Achievement

The training was conducted and ten people from the CBO attended the training. The manual was developed and three copies of the manual were given to the CBO. The fundraising event was not yet conducted. It was planned to be conducted in August 2007. Thus the preparation of fundraising event is in progress.

3.2.5.6 Challenges

The main challenge was to identify the guest of honour who will attend the fundraising event. Also the date of fundraising event was depending on the date which the guest of honour proposed, that means the researcher and the CBO could not plan the date of the fundraising event.

3.2.5.7 The Project Impact

The project had the following impact to the CBO:

- CBO members and staff acquired skills and knowledge on local resource mobilization strategies,
- The CBO is able to develop a sustainable financial strategic plan, and
- The CBO has identified local resources providers and start practicing local resource mobilization approach.
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Activities</th>
<th>Output Indicators</th>
<th>Method</th>
<th>Data Source</th>
<th>Resp. Person</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>To identify the availability and accessibility of local resources</td>
<td>Review different books and articles on local resource mobilization</td>
<td>Number of articles and books actual reviewed</td>
<td>FGD and survey methods</td>
<td>FGD report and Survey result</td>
<td>CED student CBO members and staff</td>
<td>February 2006 to August 2007</td>
</tr>
<tr>
<td></td>
<td>Preparation of training manual on local resource mobilization</td>
<td>LRM training manual developed and given to the CBO</td>
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<td></td>
<td>Preparation of a fundraising event</td>
<td>The fundraising event was conducted</td>
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</tr>
<tr>
<td>To widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.</td>
<td>Conduct a training on local resource mobilization strategies</td>
<td>Number of board members and staff trained</td>
<td>FGD and survey methods</td>
<td>FGD report and Survey result</td>
<td>CED student CBO members and staff</td>
<td>February 2006 to August 06</td>
</tr>
</tbody>
</table>
3.3 SUSTAINABILITY

3.3.1 Introduction

Sustainability refers to the long-term continuation of an organization, programme or project. Sustainability results when adequate mechanisms are put in place to maintain the six components – governance, management practices, human resources, financial resources, service delivery and external relations (Chikati, 1999:16).

3.3.2 Financial sustainability

The training on local resource mobilization was which was conducted to the CBO members and staffs aimed at equip them with skills and knowledge on sustainable resource mobilization strategies. The CBO has started building relations with local donors and is in preparing of fundraising event to raise money for starting an income generating activity which will help the CBO to earn money at the same time to support the beneficiaries.

The training manual will be used to guide the CBO board members and staff and other development workers on how to develop a strategic plan on sustainable resource mobilization.

3.3.3 Political sustainability

Tanzania is a peaceful country and politically stable, therefore the CBO will utilize that opportunity to build relationship with different people (local resource providers)
regardless of their political ideology to support the project activities. The researcher training the CBO members and staff on the importance of building relationship with many people in the community without relating the CBO works with political issues.

3.3.4 Institutional sustainability

There is a clear CBO mission, objectives and good organization structure with competency staff and management team. The CBO has an experience of serving the community over ten years. Skills gained staff and members has basics of sustainability
CHAPTER SIX
CONCLUSION AND RECOMMENDATIONS

6.1 Introduction
Local resource mobilization is one of the most essential missing ingredients in the efforts of ensuring financial sustainability of local community development projects. Thus it is very important for local NGO/CBO to adopt local resource mobilization approach. Local resource mobilization is the way of giving opportunity to community members to participate in their own development and reducing dependency on foreign aid/funding. Local assets such as funds, people and other material and non material things can be mobilized locally and help the local community development project to be self-sustained.

6.2 Conclusion
During community needs Assessment it was found that, CHAWAKUA like many other CBOs in Tanzania is facing a problem of limited financial resources. This is mainly contributed by limited skills and knowledge on resource mobilization. The CBO heavily depends on external donors. It was aimed at building capacity to the CBO key staff and board member through technical assistance on local resources mobilization.

The project objectives were firstly, to identify the availability and accessibility of local resources; secondly, to widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization strategies.
Various literatures on resource mobilization were reviewed. Most of the literatures reviewed were written by Western authors, though there were few books which were written by African authors. Also the Community Development policy (1996) was reviewed. The policy insists on local resource mobilization and utilization.

Three out of four planned activities accomplished. LRM books and articles were reviewed as planned and the training was conducted; ten people from the CBO attended the training. The manual was developed and three copies of the manual were given to the CBO. The fundraising event was not yet conducted. The event was planned to be conducted in August 2007 but the preparation of fundraising event is in progress. Therefore most of planned activities were accomplished and the project objectives were achieved.

Monitoring and evaluation was done as planned. The result revealed that the project objectives were successful achieved and the project had impacted to CBO members and staff with skills and knowledge on LRM.

6.3 Recommendations

CBOs and NGOs in Tanzania need to find their own direction, and decrease resource dependency on international community. CBOs and NGOs have to adopt a more aggressive local resource mobilization approach. With the increase of responsibility and decrease of external funding, local resources will no longer be regarded as marginal.
Raising resources locally means that the CBO will have greater independence to continue to carry out long-term programmes. This will enable the CBOs/NGOs to be self-reliant, an important ingredient to development and bring impact to development and reduce poverty.

Public trust is another important aspect in any organization whose usefulness and survival depends on social recognition and citizen support. Accountability, creativity, responsibility and transparent in the CBO are key ingredient in building relationship with local supporters so as to build trust and good image to the citizen.

Local resource mobilization is an approach which increases accountability and commitment to the CBO because donors are local people who can visit the project frequently and observe the progress of the project. That means if the CBO adopted the approach accountability and commitment will also increase.

Participatory approach is another key ingredient in community development because the approach gives chance to local people to participate in the project activities and support the project either in material or non-material resources.

Education is important when involving local people in development works. Local development organizations should educate the community on the importance of supporting and investing in development works within their communities instead of spending much money on social ceremonies like wedding and burial ceremonies. Government institutions, media like Radio, Television and Magazine should also support
CBOs/NGOs to educate the community on how, where and what to invest in the community especially on local resources.

Income generating activity is very important for the sustainability of the CBO. The CBO should start income generating activity instead of waiting for donations only.

Philanthropy associations can be formed in Tanzania. The associations will support local NGOs/CBOs on local resource mobilization.

CBO should work in partnership and collaboration with other development organizations so that the CBO can exchange ideas, experience and if possible resources.

Most of the local development organizations assume that communities are too poor to support their development work. This false impression that people can not support their work has been in the mind of people for a long and now the community and development workers should be educated and helped to think differently. The public should be trusted. Local people can support the CBO financially and morally more than foreign donors. CBOs should see and find ways to utilize local potentials available within the community.
International Development Organization can increase supporting local development organizations instead of competing with them. These organizations can collaborate and support each other.

Further research need to be done to help local development organizations understand their environment in which they are operating and why local people in sub Saharan Africa are not participating in supporting local NGOs what resource are available and who are potential donors. This will enable these organizations to engage citizens in their works in a better way and utilize local resources better.
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