

**OPEN UNIVERSITY OF TANZANIA /SOUTHERN NEW  
HAMPSHIRE UNIVERSITY**

**A PROJECT ON CAPACITY BUILDING IN GOVERNANCE  
AND LOBBYING SKILLS**

**By Gosbert S.Katunzi**

**SUBMITTED IN PARTIAL FULFILLMENT FOR THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF  
SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT  
IN THE SOUTHERN NEW HAMPSHIRE UNIVERSITY AT  
THE OPEN UNIVERSITY OF TANZANIA 2003**

**P.O.BOX 3088  
DODOMA  
TEL 0741-567999  
Email [gosbert2002@yahoo.com](mailto:gosbert2002@yahoo.com)**

**March 2003**

**OPEN UNIVERSITY OF TANZANIA /SOUTHERN NEW  
HAMPSHIRE UNIVERSITY**

**A PROJECT ON CAPACITY BUILDING IN GOVERNANCE  
AND LOBBYING SKILLS**

**By Gosbert S.Katunzi**

**SUBMITTED IN PARTIAL FULFILLMENT FOR THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF  
SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT  
IN THE SOUTHERN NEW HAMPSHIRE UNIVERSITY AT  
THE OPEN UNIVERSITY OF TANZANIA 2003**

**P.O.BOX 3088  
DODOMA  
TEL 0741-567999  
Email [gosbert2002@yahoo.com](mailto:gosbert2002@yahoo.com)**

**March 2003**

(i)

### DECLARATION

I Gosbert S. Katunzi hereby declare that this Project is the result of my own work and has not been presented for a similar award in any other Institute of Higher Learning.

Date: 30<sup>th</sup> March 2003

Signature: 

(ii)

**SIGNED APPROVAL**

**OUT/SNHU**

The undersigned certify that he has read and recommended to OUT/SNHU for acceptance, a project paper entitled

**A PROJECT ON CAPACITY BUILDING IN OVERNANCE AND LOBBYING SKILLS**

Submitted by Gosbert S. Katunzi in partial fulfillments in requirements for the degree of Masters of Science in community Economic Development in the Southern New Hampshire University at The OPEN university of Tanzania

Supervisor: .....

Date: .....

(iii)

## **COPYRIGHT**

All rights reserved.

No part of this project may be reproduced, stored in any retrieval system or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or the open University or Southern New Hampshire University in that behalf.

## **DEDICATION**

I dedicate this work to my dear family of Katunzi, and particularly to my heartfelt wife Ellen Reuben.

## **LIST OF ACRONYMS**

NGO - Non Governmental Organization

UWAMAMI - Umoja wa Wauza matunda na Mitumba

CBOs - Community Based Organization

PUA - participatory Urban Appraisal

CBO-Community Based Organization

CSOs-Civil Society Organization

CSP-Civil Society Programme

FCS-Foundation for Civil Society

SADC-Southern Africa Development Corporation

Sida-Swedish Development Agency

UWAMAMI- Umoja wa Wauza Matunda na Mitumba

## **ABSTRACT**

This paper explores the project about role of governance in enhancing micro entrepreneurship in Temeke district in Dar es Salaam.

This paper is presented in three distinct parts. The first part elaborates the problem assessment process and identification of the most pressing problems in the area under study. It covers findings of examining identification and verification of constraints which face petty traders in Mbagala, Temeke District. Also it covers the background of the project, host organization, study methodology, analysis, conclusion and recommendations

Part two covers the pilot project on capacity building in governance to UWAMAMI members, particularly awareness on by-laws related to their businesses. This part also documents the evaluation and lessons learnt from the pilot project.

Part three is about the two-year project on capacity building in governance and lobbying skills.

This part covers a full project proposal which was designed by the host organization under the technical assistance from the author.

This project was undertaken in Mbagala Ward, Temeke District for a period of six months. The primary contact in the project area include members of "Umoja wa Wauza Matunda na Mitumba (UWAMAMI). UWAMAMI is a community based NGO which was the host of the author of this Paper.

Collection of data was basically done through a participatory method by employing Participatory Urban Appraisal (PUA) tools. Three tools included; semi-structured interview, wealth ranking, observation, pair wise ranking and



questionnaire. Additionally, secondary sources of information such as literature review was used.

The study was complimented by a six (6) months pilot project which aimed at promoting governance and lobbying skills within UWAMAMI and the local government Authority in Mbagala Ward. Both the problem assessment finding and pilot project provided inputs and lessons that were instrumental in designing the a two years project which is presented in part three of this paper.

The project has shown that, lack of awareness by-laws and general practices of poor governance at ward level local authority were the major problems to Petty traders in at Mbagala Super kumba Market at Mbagala ward .

## **ACKNOWLEDGMENT**

This paper would not have been what it is today without the genuine cooperation received from several individuals who contributed directly to this project.

May I express my sincere gratitude and appreciation to my Instructors of the course particularly Mr. Felician Mutasa and Mr. Michel Adjodou and Ms Rukia Masasi.

I am indebted to 'Umoja wa Wauza Matunda na Mitumba (UWAMAMI) for the well come and cooperation extended to me as host organization. U WAMAMI provided me all necessary supports to the extent of accomplishing this task.

Also I am highly indebted to my field work Supervisor Mr. Clark Arrington for his guidance and tolerable assistance to my success. Really his advises were very resourceful towards accomplishment of this exercise.

Lastly I am indebted to all people who assisted me in one way or another to make this work what it is.

## **LIST OF APPENDIX**

Appendix I	Field work schedule
Appendix II	Questionnaire (Kiswahili)
Appendix III	Evaluation form
Appendix IV	Minutes of UWAMAMI Meeting
Appendix V	Acceptance letter by UWAMAMI
Appendix VI	Application letter for field work
Appendix VII	Time tracking sheet

# **PART I**

## **A SURVEY REPORT ON NEEDS ASSESSMENT OF UWAMAMI MEMBERS**

UWAMAMI

P.O. Box 104727

DAR ES SALAAM

APRIL, 2002

## **1.0. INTRODUCTION**

### **1.1. Background of the Project**

As a participant in the Community Economic Development program course, the author was obliged to consult with a local Non-Government Organization, the exercise which was two fold;

- To provide the author with an opportunity to develop and practice skills and techniques, leading to an effective and efficient project management.
- To provide the host organization with technical assistance, leading to local capacity building.

### **1.2. Background of Host Organization**

Umoja wa Wauza matunda na mitumba (UWAMAMI) was established in 1999 and registered as non-governmental organization (NGO) with registration No. SO.10643.

This is a community based organization (CBO) of micro-entrepreneurs who are selling fruits and second hand clothes at Mbagala Super Kumba market area. Due to the nature of the members' activities and the poor working environment, they faced a number of problems. Some of these include; harassment by tax and revenue collectors, lack of permanent working place and capital. Others were inability to lobby the authority for better services. Also they faced some practices of bad governance

particularly at the level of ward development council (WDC). Unfortunately, Petty traders were very marginalized and their interests had little chances to be incorporated in the development programmes.

## **2.0 PROBLEM STATEMENT**

A survey carried out by UWAMAMI (2000) members and their working experiences in the area revealed that; majority of Petty traders in Charambe ward were illiterate.

According to the study findings, 24% had never attended primary school education, 29% are primary school drop out and 47 completed primary school education.

Due to this situation, UWAMAMI members had very little capacity for planning and managing their activities.

Despite the commitment of members, the organization had no capacity to carry out appropriate problem assessments that would lead to better planning. As a result, there was no annual plans and budget for the organization. Further members of UWAMAMI lacked adequate information and network for program development and fundraising.

### **3.0 OBJECTIVE OF THE PROJECT**

#### **3.1 General Objective**

The general objective of this project was to provide UWAMAMI with technical assistance leading to capacity building.

#### **3.2 Specific Objectives**

The specific objectives of the exercise included the following:

- Conduct participatory needs assessment with UWAMAMI to identify priority problems to be addressed.
- To use the findings of the assessment to develop a work plan for an intervention that would enhance the capacity of the host organization and enable it to render appropriate services to its members.

### **4.0 STUDY METHODOLOGY**

#### **4.1 Selection of Host Organization**

Following long experience of the author in the work of Civil Societies, he had an interest to work with a small community based organization (CBO). This is because, many researchers and academicians opt to work with big organizations that have required facilities to facilitate their work hence leave the former without the so needed technical assistance.

The author went through a long list of partner NGOs at CARE International resource center where he was working. Then identified four CBOs including UWAMAMI which were contacted for purposes of introduction and request to work with one of them.

The positive response from UWAMAMI and the type of activities carried out by its members prompted the author to select this CBO as his host for the exercise (letter of agreement is attached).

#### **4.2 Pre – study Preparation**

After discussion with the host organization the author decided to use Participatory Urban Appraisal (PUA) tools to carry out needs assessment. This methodology was selected due to its user friendliness, and its ability to involve the grass-root community in the exercise from design, collection and analysis of the data.

The exercise of PUA was conducted after a three day training workshop on PUA tools held at Mbagala UWAMAMI offices. This training was intended to prepare UWAMAMI members participating in the exercise for PUA fieldwork.

The PUA team of five people was formed which included, three leaders of UWAMAMI, one common member and the author as team leader.



### **4.3 PUA Tools**

The tools used during the field work were:

- Questionnaire – focused group interview
- Pair wise ranking
- Gender analysis
- Institutional analysis and Venn Diagrams
- Wealth ranking
- Physical observation

### **4.4 Study Plan and Coverage**

The team prepared its work plan to be able to get representative information for the Mbagala ward Petty traders. The plan was developed based on the information provided by UWAMAMI. Among others the team listed down all the Petty traders groups that are stakeholders to UWAMAMI, local authority officials to be visited and then suggested a visiting schedule to minimize travel costs and mandays. Following establishment of schedule and logistical arrangements, then data collection was carried out between 15<sup>th</sup> – 24<sup>th</sup> April, 2002.

The study covered all 60 members of UWAMAMI, 40 individual non-members and 10 partner groups which had a total of 120 members. Of all the target group covered 42% were women and 5.3% were disabled.

Majority of respondents (76%) were Youths with age ranging between 15-25 years. The elderly only formed 9% of the total respondents.

It should be noted here that, the figures of respondent represents a true picture. This is because the main target group was petty traders and majority of these are youths.

During the field visit, respondents, were given opportunity to express their views and opinions about their personal experiences with regard to pertinent issues affecting petty traders in the area.

#### **4.5 Data analysis and interpretation**

After data collection, a four days data analysis exercise was conducted at UWAMAMI offices. This Exercise undertook an in-depth interpretation and analysis of the data and summarized the findings.

The use of PUA tools provided an opportunity for the respondents to take part in some of the analysis, example during pair wise ranking.

The discussions were centered on the success and problems facing the petty traders, the root causes of these problems and what actions stakeholders could take to solve them, and lay basis for future sustainable businesses.

Therefore, analysis of the data did not demand sophisticated technology to come up with the findings. Instead participatory analysis during PUA workshop was applied. An important element in this exercise, was active involvement of target group who could not afford to use complicated tool due to their illiteracy status.

#### **4.6 Study Findings**

The study findings revealed that Petty traders in Mbagala ward including UWAMAMI members, were faced with five main problems which are;

- i) Lack of permanent working place.
- ii) Lack of adequate capital
- iii) Harassment by revenue collectors
- iv) Lack of appropriate skills in business operations
- v) Lack of awareness on by-laws governing business and lobbying skills for their rights.

These problems were evidenced by all the tools that were employed during the study.

For instance below is the result of pair wise ranking developed during the validation workshop.

**Figure: Pair-wise ranking**

Items	Working place	Capital	Harassment	Business skills	By-law & lobbying skills	Score	Rank
Working place		Capital	Harassment	Work place	By-laws & lobbying	1	4
Capital			Capital	Capital	By-laws & lobbying	3	2
Harassment				Harassment	By-laws & lobbying	2	3
Business skills					By-laws & lobbying	0	5
By-laws & lobbying						4	1

Following this ranking results as validated by the stakeholders and the planning exercise, a reflection was made on the need to develop the project proposal to intervene in capacity building for lobbying and Governance Skills.

#### **4.7 Data Validation, Feedback and Participatory Planning**

After a analysis of the data a brief report was prepared. The report was then presented during a one day workshop attended by 30 people who participated in the study, including both UWAMAMI members and non-members.

The workshop was intended to achieve the following:

- To provide feedback to respondent the tentative findings from the field.
- To validate findings, especially the correctness of data and information used to arrive at the findings, and
- To propose contents of plan for an intervention in participatory manner using the validated findings.

**The process involved three steps to be accomplished;**

**Step I:** Findings were presented to participants focusing on critical issues and comments.

**Step II:** Participants were then given time to reflect on the presentation and make comments as a way of validating data and filling gaps.

**Step III:** Participatory planning of intervention and participants were introduced to the concept of proposal writing and its importance in the capacity building of an organization.

Participants were then divided into six (6) groups to work on the following:

- Reflect on the activities that UWAMAMI would like to execute in each of the two years, 2003 and 2004.
- Specify strategies to be used to execute each planned activity.
- Specify sources of funds for each activity.
- Specify responsible actor for Coordination and implementation in general.

During this exercise participants were reminded to reflect on the findings and results of SWOT analysis, which was conducted by UWAMAMI..

Groups then convened in a plenary presentation and specific discussions. During the discussion the facilitator who is the author made comments with respect to priorities, relevance and feasibility of some of the planned activities.

After thorough discussions, consensus was reached on the type of activities to include in the project proposal for two years.

Discussions were organized in away that could not create an impression that there was agreement with donor assistance to avoid coming up with shopping list of activities.

## **5.0 SURVEY FINDINGS**

The main problems of UWAMAMI members as revealed by the survey include:

- i) Lack of permanent working place.
- ii) Lack of adequate capital
- iii) Harassment by revenue collectors
- iv) Lack of appropriate skills in business operations
- v) Lack of awareness on by-laws governing business and lobbying skills for their rights.

## **6.0 CONCLUSION AND RECOMMENDATIONS**

- In regard to the problems revealed by the survey, there is a need to design a project to address these problems.
- Since majority of UWAMAMI members are illiterate, any project to solve their business problems should use participatory approach in order to enhance their active participation.
- Poor working relations between petty traders and local authority may lead to serious conflict if not addressed. There a training in governance, conflict management are proposed to both parties.

**PART II**

**PILOT PROJECT ON GOVERNANCE AND LOBBYING SKILLS  
IN PETTY TRADE**

UWAMAMI

P.O. Box 104727,

DAR ES SALAAM.

MAY 2002



### **Project Summary**

**Project Area:** Mbagala Super Kumba Market, Temeke district,  
Dar es Salaam.

**Project Title:** Capacity Building on governance and  
lobbying skills

**Name and address of**

**Applicant organization:** UWAMAMI  
P.O. Box 104727  
Dar es Salaam

**Name and Position of**

**contact Person:** Mr. Sued Rajab, Secretary

**Total Budget:** Tsh.4,943,730

**Target population:** UWAMAMI members (60) and other petty  
Traders at Mbagala Super Kumba  
market, Mbagala Ward

**Starting date:** May, 200

**Project Duration:** 6 Month

**Project Purpose:**

- a) Improvement of skills in lobbying and governance.
- b) Raise awareness on by-laws affecting petty trade.
- c) Reduced harassment by the revenue collectors

## 1.0 INTRODUCTION

### 1.1 Background

This project was a result of needs assessment carried by UWAMAMI under technical support from the author; Mr. Gosbert S. Katunzi, who was a student in MSc.CED of Southern New Hampshire University at The Open University of Tanzania.

UWAMAMI as a host organization its priority was to carry out needs assessment and design a project to address the problems accordingly.

The findings of the needs assessment revealed that; UWAMAMI members were facing three major problems. These problems were:

- Lack of awareness on by-laws
- Lack of capital and
- Harassment by the local authority personnel at ward level, particularly regarding revenue collection.

The study revealed that, UWAMAMI had approached several financial institutions for loans without success. The major reason given for not giving loan to UWAMAMI was because, the business of its members was at very high risk due to lack of permanent working place.

The petty traders who are members and non-members of UWAMAMI at Mbagala Super Kumba market were moving from one location to another. This problem was contributed to by the harassment from the revenue collectors operating on behalf of the local authority at ward level.

The treatments of petty traders by revenue collectors were associated with some elements of corruption and bad governance in general as revealed by respondents during a need assessment exercise

## **2.0 PROBLEM STATEMENT**

The findings of the study carried out by UWAMAMI in 2002 indicated that petty trading fall under the policies of Micro finance and Small and Medium Enterprises (SME). These policies clearly place emphasis on the role of NGOs to intervene in supporting local communities to become aware of their own destiny. NGOs are encouraged to enhance accessibility of resources including knowledge and skills to the poor so that they can actively undertake poverty reduction strategies.

UWAMAMI members like other petty traders from the rest of Tanzania could not sustain their businesses without external supports. Experiences have shown that supports particularly in the area of appropriate knowledge, skills and working capital are crucial to this group.

A participatory needs assessment undertaken by UWAMAMI (2002) revealed four main problems facing its members.

The problems in order of seriousness include:

- Lack of appropriate knowledge and skills especially lack of awareness on by-laws related to their business.
- Lack of adequate capital
- Harassment by the local leaders especially revenue collectors
- Lack of permanent business premises

The petty traders as revealed by the study, were not aware of appropriate by-laws to their business, hence proven to some practices of poor governance by the local authority leadership. Particularly some of the revenue collectors in the ward, were found very problematic and harassing the petty traders. Respondents during the needs assessment indicated distrust to these people and associated harassment they face with elements of corruption. However, the survey revealed that , the problem has been exaggerated by the fact that both the tax collectors and the Petty traders were not trained in an appropriate by-laws that govern the revenue collection in Temeke Municipality. Further both of the groups did not clearly know how the revenue collected would benefit the community apart from the suspicion that the fund collected were misused by the authority

Therefore, their priority intervention was placed to address this harassment with special attention to raising their awareness on by laws, accountability, leadership and transparency. The problems of petty traders in Mbagala ward were found exaggerated by the fact that they do not have permanent business premises. As such, there is a need to enable them to lobby to the government authority for their rights including working premises for their business.

### **3.0 OBJECTIVES**

#### **3.1 General Objectives**

To enhance improvement of household incomes of petty traders in Mbagala ward.

#### **3.2 Specific Objectives**

1. Raised awareness on by-laws by UWAMAMI members.
2. Harassment to the petty traders reduced.
3. Working relations of petty traders and local leaders in Mbagala ward improved.

#### **3.3 Description of the project:**

This was a 6 month pilot project which aimed at achieving the above specific objectives. As a pilot projects was important in drawing lessons and challenges which were instrumental in designing a two year project as detailed in Part III of this paper.

Further, the project was helpful in bringing together the members of UWAMAMI, local leaders, and representative of business groups are non-members of UWAMAMI to discuss issues pertaining to petty trade in the area. Also it provided an opportunity for identifying possible awareness and threats regarding interventions to the problems faced by Petty traders. Further, it provided a forum for District official especially Trade Officer, Community Development Officer (DCDO), and the District Legal Officer to meet UWAMAMI members and know their problems.

This project was funded by Civil Society Programme (CSP)/CARE International in Tanzania. This programme was being funded by Department for International Development (DFIP) - UK. CARE International who was a management agent for CSP was involved in monitoring progress and proper utilization of the grant. Because of this support, DFID had interest and contributed to the monitoring and evaluation of the project.

#### **4.0 IMPLEMENTATION**

Implementation of the project was carried out by UWAMAI. The supervision of the project activities were done by the Executive Committee of this organization.

Technical input regarding the management of the project was provided by the author.

##### **4.1 Methodology**

The main intervention of the project involved training activities of the petty traders as such attention was given to participatory approach. This was accomplished in the selection of key resource persons and division of tasks among the members of UWAMAMI. Criteria for selection of training participants included gender balance and active membership to UWAMAMI. Training was facilitated by competent resource persons in collaboration with four (4) co-facilitators trainees.

The co-facilitators trainee were selected among the members and given capacity building to enable them to take active role in the second phase project (detailed in Part III).

Training was done in four different sessions of seminars, each attracting 30 participants. Twenty five (25) of the people trained were women and half of the total trainees were UWAMAMI members.

Facilitation of the seminar was done through, paper presentations, group discussions and plenary. Others included; case studies, role plays and excursions, look and learn visits. These participatory approach tools were appropriate in enabling the seminar participants who have low education to capture the subjects.

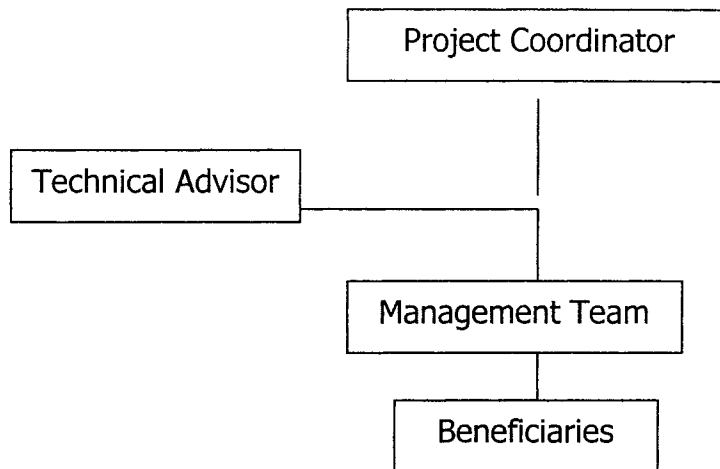
#### **4.2 Management of the project**

Management of the project included a team of 5 Executive members of UWAMAMI, A representative of Women business groups, a representative of local authority in the ward.

The project management team was technically backstopped by the author.

The overall in charge of the project was a coordinator who is secretary to UWAMAMI.

*Fig. Project Management Structure*



## **5.0 MONITORING AND EVALUATION**

### **5.1 Internal Monitoring and Evaluation**

Monitoring and Evaluation was undertaken firstly by the project management team and secondly was supported by the representative of donors.

A routine assessment of project progress was done through weekly team meetings, monthly and then reported to the quarterly meetings of UWAMAMI board members. These meetings had a role to review progress reports and approve plans for subsequent implementation periods. The team of project management ensured that plans are adhered to. Finally the progress of the project was reported at Annual



general meeting where all members attend and deliberate on issues of their organization. The annual general meeting is a supreme organ for decision making in this organization.

At the end of the project UWAMAMI appointed a team of 4 people who were not member of project management to carry out an Evaluation. This team was free of bias because were not involved in the management of the project. Evaluation findings were documented and were very useful in charting out the project for phase two.

## **5.2 External Monitoring and Evaluation support**

### **5.2.1 Monitoring**

As earlier highlighted CARE international was a grant management agent on behalf of the donor that financed this project. A team of two (2) staff from CARE visited the project to monitor the progress particularly conduction of training and use of project funds. The advice provided by this team was very useful in shaping the performance and progress of the project.

Further, in the course of implementation, the project was visited by the instructor from SNHU/OUT Mr. Clark Arrington. The Instructor who was accompanied by Mr. Gosbert Katunzi (author) who was technical advisor to the project provided substantial inputs that enriched the monitoring process of the project.

### **5.2.2 Evaluation**

Regarding Evaluation, the Civil Society Programme (CSP) appointed an independent consultant to carry out the project Evaluation. During the visit of this consultant, UWAMAMI had an opportunity to draw a number of lessons and experiences of other CSP funded projects. The consultant emphasized the need to establish network with related and stronger organization involved in related projects for sharing of resources and ensuring sustainability. She recommended the extension of project to longer period in order to realize the impact. However, during preparation of this paper, UWAMAMI had not received the reports from both monitoring and evaluation missions respectively.

### **5.3 Lessons learnt and challenges**

- Interference by some politicians were the limiting factor and were handled by having a transparent and grass-root backed programme
- Inadequate funds to meet the demand of target group likely to demoralized and was addressed by involving the beneficiaries in identifying further sources of funds
- Nature of the business of the target group was very demanding ,so trainees preferred training that was organized near to their business places

## 6.0 PROJECT OUTCOMES

The pilot project had very short period to come up with big outcome.

However, some of the outcome of project includes:

- Raised awareness on the by-laws that affect petty trading in Temeke Municipality.
- Good working relations between petty traders and local government leader in the ward was initiated.
- A participatory plan for enhancing petty trading in the ward was developed.
- A temporary working place for petty traders at Mbagala bus stand area was allocated to UWAMAMI members and Temeke Municipality promised to allocate a permanent business premise to this group.
- The group confidence in fundraising and lobbying for their rights improved.
- The attention of the local government authority at District Level to UWAMAMI was increased.
- Strategies to address harassment of petty traders by revenue collectors developed.

**PART III****UMOJA WA WAUZA MATUNDA NA MITUMBA  
(UWAMAMI)****A PROPOSAL FOR CAPACITY BUILDING ON GOVERNANCE AND  
LOBBYING SKILLS LPROJECT**

**Submitted to The Foundation for Civil Society**

**NAME: UWAMAMI**  
**ADDRESS: P.O. BOX 104727**  
**DAR ES SALAAM.**  
  
**TANZANIA**

**TEL. NO: 0741-567999**

**March 2003**

**E mail: gosbert2002@yahoo.com**

### **Project Proposal Summary**

**Project area:** Mbagala Ward, Temeke Municipality,  
Dar es Salaam, Tanzania

**Project Title:** Capacity building on Governance and lobbying skills.

**Name and address of**

**Applicant organization:** Umoja wa Wauza Matunda na Mitumba (UWAMAMI)  
P.O. Box 4068, Dar es Salaam, Tanzania  
Tel. 0744-859385

**Name and position of**

**Contact Person:** Mr. Sued Rajabu, Secretary

**Total Project Budget:** TShs .....

**Own/local Contribution:** TShs .....

**Contribution requested:** TShs .....

**Target population:** Petty Traders, Hawkers (Machinga) and local  
Government Leaders in Mbagala Ward

**Estimated starting date:** July 2003

**Estimated project**

**duration:** Two years (2) years

**Project purpose:** To support Petty Traders in lobbying and advocating  
for the improved permanent working environment.

**Project outcomes:**

- UWAMAMI members and other Petty Traders in the project area are knowledgeable of their rights.
- Local authority render right services and accountable to the community.
- A strong network among the Petty Traders in the Ward is established.
- Conflicts between the Petty Traders and the local authority are reduced.
- Petty Traders have access to working capital and improved incomes.
- UWAMAMI Members have permanent business premises for their office and business.
- A committee on para-legal services is established and well functioning.

**Main Activities:**

- Training of UWAMAMI members and their close stakeholders. -Conflict Management  
- by- laws
- Organize public forums on the rights of Petty Traders in the ward.
- Organize exchange visits for UWAMAMI members.
- Undertake market campaigns.
- Lobby for the permanent business premises for UWAMAMI members.
- Carry out feasibility study and develop business plan for the improved business center of UWAMAMI.
- Establish and undertake capacity building of para-legal committees.

## **1.0 INTRODUCTION:**

### **1.1 Organization background:**

Umoja wa Wauza matunda na Mitumba (UWAMAMI) was established in 1999 and registered as Non Governmental Organization with reg. No. SO.10643.

This is an organization of micro-entrepreneurs in Temeke Municipality. Members of UWAMAMI sell a variety of products especially second hand clothes, fruits, and food vending at Mbagala Super Kumba market area.

### **1.2 Vision and Mission**

#### **Vision:**

UWAMAMI visualizes petty traders in Mbagala Ward having an optimum and sustainable household incomes.

#### **Missions:**

To promote sustainable business operations of Petty traders in Mbagala ward.

### **1.3 UWAMAMI's Objective:**

The general objective of the organization is to facilitate sustainable access to business resources.

#### **Specific Objectives**

- Provide forum for communication, coordination and networking among the petty traders in the ward.
- Solicit collective efforts for securing permanent working premises of the members



- Raise and strengthen members involvement in advocacy on rights related to petty businesses.
- Sensitize and educate members and local leaders on by-laws governing petty business in Temeke Municipality.
- Sensitize and educate members and local leaders on by-laws governing petty business in Temeke Municipality.

#### 1.4 **Accomplishment:**

Since its inception UWAMAMI has accomplished a number of activities.

The organization has been successful in increasing its members from 16 in 1999 to 60 to date. In the same period the percentage of women among the members has grown from 20% to 40%.

Further, the organization has established network with more than eight (5). NGOs and 3 CBOs with related activities for sharing of resources and experiences.

Local government at Ward and District level recognizes UWAMAMI. This has been evidenced by participation local leaders in some of activities organized by this organization. Also UWAMAMI members have been invited to take part in some of functions organized by the local authority in the area.

#### **1.4.1 Pilot project on governance and lobbying skills**

UWAMAMI successfully implemented a six-month pilot project which aimed at enhancing governance and lobbying skills to UWAMAMI members and local leaders. This project was very fruitful in enabling the members of UWAMAMI and local leaders in the ward to develop common understanding on how to address the problems of petty traders. As a result of this project, the capacity of UWAMAMI leadership in managing project particular donor funds was improved. This project was funded by CARE International/DFID (EA).

The donor also provided a team of consultants to monitor and evaluate this project which contributed to the strength of UWAMAMI in managing projects.

#### **1.4.2 Lessons learned from the pilot project**

- Interference by some politicians was the limiting factor and was handled by having a transparent and grass-root backed program of activities
- Lack of adequate funds to meet the demand of target group is likely to demoralize participating groups, so has to be addressed by involving the beneficiaries in identifying further sources of funds

- Illiteracy of the target group was a bottleneck during training ,so a thorough trainees assessment, selection and learning by doing is a prerequisite to success of training
- Nature of petty trading businesses is very demanding ,so trainees preferred training sessions that were organized near to their business premises
- A long term and practical oriented intervention is required for the project on governance to bring impact at the grass-root level
- For the lobbying program to be successful the local authority has to be actively involved

#### **1.5 Organizational arrangement:**

UWAMAMI is a membership based NGO, drawing its members from individuals who are petty traders with majority being Hawkers.

The annual general meeting (AGM) is a supreme organ of UWAMAMI, and it gives powers to its members to make top most decisions pertaining to the programs of their organization.

The members amongst themselves select Executive committee members who meet quarterly to monitor the progress of the organization. This organ is responsible for policy

Formulation, recruitment, fundraising and portray the image of UWAMAMI to outsiders. including the government, donors employees and volunteers.

A management team of technical personnel will execute Day to day functions. This team will be headed by the Executive secretary who is the accounting officer and in charge of UWAMAMI programmes.

### **1.6 Project Period and Scope**

This project seeks to consolidate and expand on good experiences of a pilot project which was undertaken in 2002.

The period proposed for the project is two (2) years to be implemented. In Mbagala Ward, Temeke Municipality.

The project is expected to reach 260 as direct beneficiaries and will benefit 200 people indirectly. It is estimated that 40% of total beneficiaries will be women.

### **1.7 Background of proposed project**

The proposed project roots back both from internal and external Evaluation of a six months pilot project on “capacity building in governance and lobbying skills to UWAMAMI members. As elaborated in part 1.2 of this paper, the experience and lessons drawn from a pilot project were the basis for this proposal.

The evaluation missions revealed the need to have an extended intervention in the areas of governance and lobbying-skills, if the impact of the pilot project has to be realized.

## 2.0 PROBLEM STATEMENT

The findings of the study carried out by UWAMAMI in 2002 indicated that petty trading fall under the policies of Micro finance and Small and Medium Enterprises (SME). These policies clearly places emphasis on the role of NGOs to intervene in supporting local communities to become aware of their own destiny. NGOs are encouraged to enhance accessibility of resources including knowledge and skills to the poor so that they can actively undertake poverty reduction strategies.

UWAMAMI members like other petty traders from the rest of Tanzania cannot sustain their businesses without external supports. Experiences have shown that supports particularly in the area of appropriate knowledge, skills and working capital are crucial to this group.

A participatory needs assessment undertaken by UWAMAMI (2002) revealed four main problems facing its members.

The problems in order of seriousness include:

- Lack of appropriate knowledge and skills especially lack of awareness on by-laws related to their business.
- Lack of adequate capital
- Harassment by the local leaders especially revenue collectors
- Lack of permanent working place of their business.

During a SWOT analysis at participatory workshop, members and stakeholders of UWAMAMI validated these problems, and recommended interventions to address them without any further delay.

The petty traders are not aware of appropriate by-laws to their business, hence they are proven to practices of poor governance by the local authority leadership. The revenue collectors in particular, were found very problematic and harassing the petty traders. Respondents (89%) during the needs assessment indicated distrust to these people and (72%) associated harassment they face with elements of corruption. However, they revealed that , the problem has been exaggerated by the fact that both the revenue collectors and the Petty traders were not trained in an appropriate by-laws that govern the revenue collection in Temeke Municipality. Further, both of the groups did not know clearly how the revenue collected could benefit the community apart from the suspicion that the funds were being misused by the authority

Therefore, their priority intervention was placed to address this harassment with special attention to raising their awareness on by laws, accountability, leadership and transparency. The problems of petty traders in Mbagala ward were found exaggerated by the fact that they do not have permanent working premises. As such, there is a need to enable them to lobby to the government authority for their rights including working premises.

### **3.0 PROJECT OBJECTIVES**

#### **3.1 General Objectives**

Improved household incomes of petty traders in Mbagala ward.

#### **3.2 Specific Objectives:**

- Improved governance within UWAMAMI and local government authority in Mbagala ward.
- Working relations between petty traders and local leaders in Mbagala ward improved.
- Harassment of petty traders reduced.
- Lobbying capacity of UWAMAMI leadership improved.

### **4.0 IMPLEMENTATION:**

The project will be implemented by UWAMAMI through its members and partner groups in the area.

Networking and information sharing will be emphasized, and these will include, exchange visits, involvement of media groups and public forums and debates at grass-root level.

Implementation will take place under two main sub-components; the first being governance and the second will be lobbying and advocacy. Under the first sub-component issues to be covered among others will include; awareness rising on by-laws that effect petty business in the Municipality. Also will cover the role of local authority and its stakeholders in decision making towards performance of petty trade.

Lobbying and advocacy basically will address the capacity of UWAMAMI members in soliciting and influences deemed positive to their businesses. Further, this will equip the target group with tools to solicit working capital and other micro finance services to support their business.

#### 4.1 **IMPLEMENTATION METHODOLOGY AND STRATEGIES**

The project places emphasis on cyclic participatory approach. Through this approach stakeholders are actively involved in all stages of the project.

The main strategies to be used will be “pathways of influence approach”. Some of the pathways of influence will include;

- Influence by inviting decision makers to see those directly affected by the by-laws and policy, in this case petty traders.
- Influence by getting media to inform and facilitate exchange of information by the public.
- Influence other organizations with experiences and capacity that may influence higher lever authority. These may include, Tanzania Gender Network Programme, Tanzania Association of NGOs, Tanzania Women Lawyers Association, Tanzania Legal and Human Right Centre, Local government reform Programme etc.
- Influence by inviting decision maker to attend workshops, publish forums and debates.
- Influence colleague/friends who will influence the higher-lever authorities.



There will be a technical advisory team of six (6) people to assist the project personnel on technical issues. Representatives of collaborating NGOs, local authority leadership at ward and District level will form this team. Others in the team will include one representative to women business groups and one representative from training institution. The technical advisory team will meet monthly or on ad hoc basis as may be required to provide backstopping to the project personnel.

The technical advisory team members will enhance linkage between UWAMAMI and their respective organizations or departments

## **4.2 MAIN ACTIVITIES**

In general the activities are summarized in the logical framework (annex I )

### **Main activities**

- Training of UWAMAMI members and their close stakeholders.
  - conflict Management
  - by laws
- Organize public forums on the rights of Petty Traders in the ward.
- Organize exchange visits for UWAMAMI members.
- Undertake market campaigns.
- Lobby for permanent business premises for UWAMAMI members.
- Carry out feasibility study and develop business plan for the improved business center of UWAMAMI.
- Establish and undertake capacity building of para-legal committees

#### **4.4 Management of the Project**

UWAMAMI is a membership based organization drawing its member from individuals who are petty traders. The annual general meeting (AGM) is a supreme organ of UWAMAMI that gives power to its member to make final decisions pertaining to the programs.

An executive committee selected amongst members will meet quarterly to monitor the progress of the project.

Day to day management of the project will be executed by a team of 6 personnel comprising of permanent employee and 2 volunteers. This team will be headed by the project Coordinator who will also be an accounting Officer to the project funds.

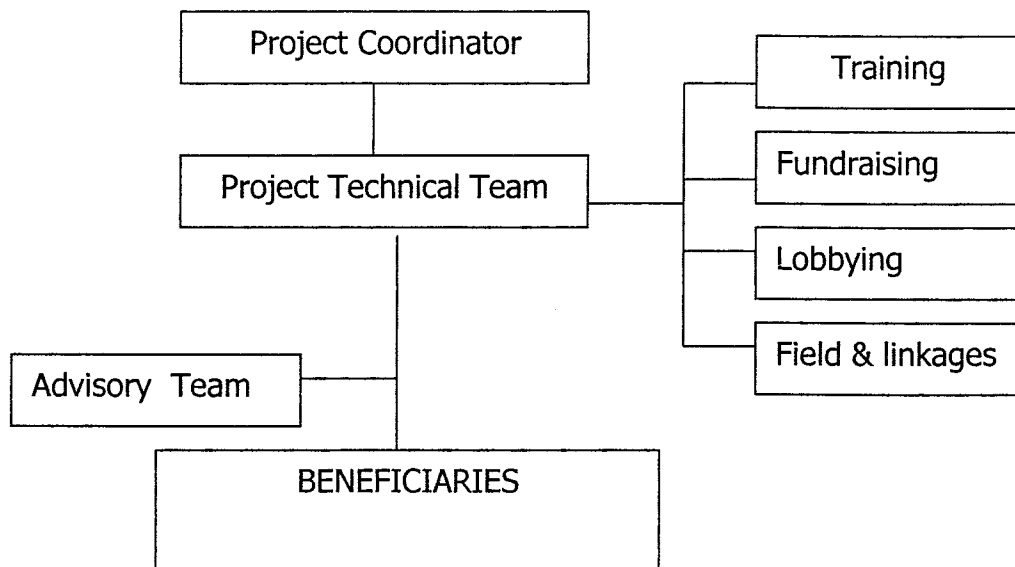
There will be sub-committees through which members of UWAMAMI and their stakeholders will contribute to implementation process.

Para-legal committee which will be formed by people selected from members. The committee will be trained in basic legal issues and will continue to provide basic services to the target group during and after the project.

Other sub-committees will be formed on basis of specific functions which are of gender, fundraising, lobbying and advocacy.

The management of the project is represented in the structure below

**Fig. Project Structure:**



#### 4.5 Resources Inputs

##### **4.5.1 Personnel**

A team of staff will be required to implement the project. These will include; 4 permanent staff and volunteers.

Permanent staff will be hired for a period of one year renewable on basis of their performance and availability of funds.

#### **4.5.2 Non- Human Resource Input**

Some of the required inputs include; office space and furniture, office facilities such as, telephones, computer, etc.

The budget of the project provides for hire of car or motorbike to meet transport requirement as may be necessary.

### **5.0 MONITORING AND EVALUATION**

#### **5.1 Monitoring**

This routine function to assess if implementation is inline with the plan to enable the management to take management decisions. As such, this function will be supervised by the project coordinator. However, the project will use participatory monitoring, in such a way that members through the sub-committees will take part in the process. The sub-committees and staff team will all meet weekly to make assessment and make plans for the subsequent weeks.

The technical team will also convene monthly meetings with the aim of monitoring progress and planning. Quarterly meetings of Executive Committee Quarters will review and approve both narrative and financial reports and subsequent plans

Further, monitoring will be carried out by site visits and meetings with beneficiaries.

Again, there will be an end of year reflection workshop through which stakeholders will have an opportunity to assess the performance of the project and contribute to action planning for the following year.

In all the monitoring exercises, performance, achieved will be measured against the indicators established in all the plans.

## **5.2 EVALUATION**

This will involve steps to periodically assess the extent to which the project results are being realized. However, the project will employ process impact Evaluation approach. With this both the target group and project staff will progressively assess any contribution made towards achievement of the project objectives. This will help in case of negative variances, the adjustment can be made instead of waiting up to the end of project to do the impact assessment.

Basically there will be mid-project External evaluation at the end of first year. This is expected to suggest ways through which optimum realization of project objectives can be achieved at the end of second year.

An end of project impact assessment which is also external will be carried out to assess the extent of project objectives achieved and suggest ways to sustain what has been realized. However, all external evaluators will be accompanied by the internal people so that experiences at the local community is exploited to enrich the outcomes of the exercises.

*For details on the indicators for monitoring and Evaluation, see Annex I*

## **6.0 SUSTAINABILITY AND DISSEMINATION**

The sustainability of the project was given special attention right from the design stage by involving the community to prioritize the problems they want to address. Further, during the planning workshop of this project, the target group committed their full involvement and support to the project.

The management, and monitoring structures such as, sub-committees made up of UWAMAMI members have made them to own the process and the project as a whole.

Further, the emphasis of the project is capacity building through training which enable the community to acquire skills that are required to continue with project activities even after end of donor support. This is evidenced by formation of para-legal sub-committee which will enhance access to basic legal services without requiring external support.

The activities of lobbying and advocacy campaign will raise awareness to the community and due to the proposed networking among CBOs, activities will continue post end of project.

The project is implemented by petty traders, and if their incomes are improved then they will afford to sustain the project activities without necessarily requiring donor support.

Also, the target group will be linked to the existing programmes related to the activities proposed under this project.

For instance the leadership of UWAMAMI and its beneficiaries will be linked to the “legal clinics” which were established by LHRC in Temeke Municipality.

A number of animators will be selected by beneficiaries to undertake voluntary service during and after the project. The Animators will be provided with additional training in facilitation sensitization, and lobbying skills, to equip them for their tasks.