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THE SIGNIFICANCE OF COMMUNITY BASED ORGANIZATIONS IN SUPPORTING RURAL DEVELOPMENT: A CASE STUDY IN MOROGORO RURAL DISTRICT, MATOMBO DIVISION, TAWA WARD

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SUPERVISOR CERTIFCATION

The undersigned certifies that, he has read and hereby recommends this report titled "The Significance of Community Based Organizations in Supporting Rural Development". A case study in Morogoro Rural District, Matombo Division, Tawa Ward, for acceptance by Southern New Hampshire University and Open University of Tanzania in partial fulfillment of the requirement for the degree of Master of Science in Community Economic Development.

Supervisors' Signature.....

Date.....7/6/2006.....

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DECLARATION

I Agnes Karuwesa Mihanjo, hereby declare to the Senate of the Southern New Hampshire and Open University of Tanzania that this project paper is the result of my original work, and that it has not been submitted for any similar degree in any other university.

DEDICATION

To Fr. Lubio, my Guardians, Dody and Bill Wilhelm, for their consistent moral and financial support. This has always reminded me of the duty I have to the people of Tanzania, especially rural communities, and to humanity as a whole.

This humble work is lovingly dedicated to them.

ABBREVIATIONS AND ACRONYMS

CBOs:	Community Based Organizations
CSOs:	Civil Society Organizations
DFM:	Discussion with family members
IGAs:	Income Generating Activities
ESAU:	East African Support Unit
LGA:	Local Government Authority
PHC:	Public Health Centre
TAKIKI:	Tawa, Kifindike, Kisiwira

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Appendix 3: Constitution of TAKIKI

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Appendix 6: Pictures of the Groups members

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Appendix 8: A map of Morogoro Rural District

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ABSTRACT

The provision of basic services and infrastructure in urban and rural areas is one of the important tasks of local authorities. However, the rapid expansion of urbanization that is taking place in most towns and villages has caught the authorities unprepared. Hence, this undermines their capacity in providing services, as they cannot cope with this rapid expansion.

Faced with these problem, some people have responded to it by forming Community Based Organizations (CBOs), as a strategy towards community Development and the method of top-down approach.

This has been the case with Tawa ward in Matombo division in Morogoro District, Tawa ward it involved three villages namely, Kifindike, Kiswira and Tawa village. These three villages re-organized themselves into different groups of development activities supported by Rural Road Support Project.

However, the Rural Road support Project ended its Programme, of Rural Road Supporting Project with the consequence effect of terminating the support to the groups of which meant the termination of the support. The groups have to focused on the future sustainability and its effectiveness.

Three groups, then to re organized so as to re assure its sustainability in the absence of support from The ITECO project. This is the new approach which will ensure the effectiveness and self-supporting method. This is the major concern of this paper. This paper attempts to examine the sustainability and effectiveness of the new designed method, institution, and mechanism, which assuring the sustainability of the three groups.

This paper attempts to examine the sustainability and effectiveness of the new designed method, institution, and mechanism, while assuring the sustainability of the three groups.

In order to achieve this objective, the study used qualitative and quantitative methods through data collection. Moreover, the sampling techniques were employed in which different types of data collected were categorized and developed. The collection of data was guided by structured and unstructured interview questionnaires, physical observations, focus group guide discussion as well as insights gathered form literature review.

Additionally, the paper presents findings of this study which includes the abi;ity pf the groups to mange the new established CBO, gender awareness and women involvement in development activities

Furthermore, the findings indicated that the new established CBO needs facilitation on the professional skills which would promote in enhancing sustainability and effectiveness of the community development activities. Based on these findings recommendations is made which include the development of training manual as well as training impact assessment.

Finally, the paper indicated the need of a community Based Organizations by the groups, which will maintain the sustainability, and effectiveness of the development activities in Tawa ward.

Through the findings and observations the paper also, presents a developed training manual that will assist in providing capacity building services for the new established organization of TAKIKI Community Base Organization in the areas of management skills, business skills and strategic planning skills

CHAPTER ONE

1.0. BACKGROUND OF THE STUDY

1.1 HISTORICAL BACKROUND

The infrastructure and transport sector is one of the main and long-term priority sectors in Swiss Development Cooperation (SDC) in collaboration with Tanzania Government. The Swiss Development Cooperation started in with the Kilombero, and Morogoro Rural District

In 1995 the Swiss cooperation Development established the project of Regional level whereby District contractors' involvement component (DCIC) was a dded so as to support the development of a sound local construction the programme started on 1997, for the duration of five years. This programme had five components encompassing all levels, form national, Regional District and Village level.

The component includes:

(i) Financial status: This component include the financial contributions into basket fund to cover the establishment and strengthening costs of the newly formed National Road Agency Tanzania (TANROADS) and Technical assistance to TANROADS Regional Managers. This components includes also financial and technical assistance to District Council of Morogoro Rural and Kilosa districts on the implementation of maintenance and rehabilitation of Districts Roads

(ii) Establish strategies for DRSP targeted assistance towards poor people This involves process of selecting roads of or roads improvement, and selection of criteria that favours poor people

(iii) Selection of appropriated Technology on road maintenance based on distance kilometres and geographical location of the village

(iv) Supporting District Engineers to establish with communities so as to maintain district road network this includes conducting meeting to district engineers

(v) Assists District Engineers to develop awareness rising on training programme for communities with the objective of community involvement in Road maintenance.

In 2002 the ITECO project conducted an evaluation on District Rural Road Project in Morogoro Rural villages. The findings indicated that there were more improvements on road maintenance and repairs. However, such improvements on road maintenance were not translated into people's life. As a matter of fact the level of poverty among villagers with whom the District Rural Support Project (DRSP) operated was increasing day after day. Realizing that, the project took another initiative, it conducted Participatory rural Appraisal (PRA) in which it aimed at involving people covered by the project to identify the root causes, and reasons on which the there were no improvements on the living conditions of the people in the community. This meant that, the people (community) had to be involved in the process of situational analysis. The situational analysis as a result, indicated that, people were poor because they had low income, and capital for income generating activities such as agricultural activities.

All these causes were rounded to one major point namely lack of capital to improve their agricultural and business activities.

Such analytical conclusion drove the ITECO project to initiate social intervention. That aimed at helping the communities to form groups in view of creating a viable mechanism in empowering the people in capacity building services.

The project covered three groups, namely:

A) **Village Community Bank (VICOBA)**

These groups formed into three villages as the strategy of creating a source of capital to the people in running income generating and supporting agriculture activities which will increase the income and hence contribute to poverty reduction in the community.

B) Discussion with Family Members Groups (DFM)

This is a self-educating group by which members of the group educate each other through discussion of family members in groups of males, youth and females. The discussions and topics for these groups have effects for their daily life, hence bring changes to their lives.

This method of self-educating seemed to be ideal by ITECO project because it realized people's potentiality and their ability to plan and carry out their own programme of development. This provided the base for local knowledge, skills and resources and how the community viewed their problems as well as possible solutions. Such community participation was vital for bringing the community

together and for the creation of the sense of self-supporting spirit especially when the project no longer offers support.

C) Road Maintenance Groups

The objective Road maintenance groups was to create awareness to the community members and transform knowledge into practice.

It also mobilises communities to take their responsibilities and contribute for their well being through mobilising inactive human resources and transforming local knowledge and skills into practice.

In return, they received technical training from ITECO engineering staff on minor repair and maintenance of road activities. They were tasked with maintaining sustainability through maintenance and repairs particularly when the project ended.

Table: 1

DISTRIBUTION OF GROUP MEMBERS IN TAWA WARD

TYPE OF THE GROUP	WOMEN	MEN	TOTAL
ROAD	30	20	50
DFM	40	35	75
VIKOBA	50	45	95
TOTAL	120	100	220

Source: field study 2004

1.2. LOCATION OF THE GROUPS

These groups are located in Northern Morogoro Rural District, Matombo division at Tawa ward. Tawa Ward is about 80 Kilometres from Morogoro town. The three operational groups namely, Village Community Bank groups, Discussion with Family Members groups and Road Maintenance groups operate in three villages that are Kiswira, Tawa and Kifindike.

1.3 GROUPS ORGANIZATIONAL STRUCTRURE

A chairperson, assisted by a Secretary and a Treasurer, leads each group. There is also an executive committee, which is comprised of the Secretary, and Treasurer and two other members of the group. There are also various small activity based committees, such as communication, education, health development planning and financial committees. All members of the different committees are responsible for the implementation, monitoring and evaluation of group's activities.

1:4 GROUPS RULES AND REGULATIONS

The groups have laid down rules and regulations to which members abide in undertaking various activities as, conducting group meetings, time management, election of leaders, loan management as well as discontinuation of membership and leadership. There are also rules and regulations to govern financial and expenditure planning activities.

1.5 THE ORGANIZATION'S/GROUP'S VISION

To have a community, this has improved standards of living, improved roads/infrastructure, health, water, and education hence enhancing poverty reduction.

1.6 THE ORGANIZATION'S/GROUP'S MISSION

To solve problems caused by poverty, through various community development activities.

These will be achieved through:

- Road maintenance activities
- Promotion of income generating activities in the community.
- Savings and credit scheme of (Village Community Bank.)
- Develop discussion with family members (DFWM) activities.

1.7 ORGNIZATIONS/GROUPS ACTIVITIES/PROGRAMS

a) Community involvement during planning on road Improvement

Activities to enhance this include:

- Community /groups to select roads and carry out road condition assessment
- Community/groups along the road to indent sections that makes the road difficult to pass.
- Discuss core roads network and prioritise those areas that require rehabilitation.

b) Community/groups involvement in construction and maintenance of roads.

Activities to enhance this include:

- Conduct community meetings to explain roles of the different parties involved in road improvement.
- Conduct mobilization and awareness meetings on the importance of road maintenance.
- Introduce HIV/AIDS prevention and mitigation activities along the construction sites.
- Promote community contracting for routine maintenance works.
- Increase community participation in planning, decision-making and good governance.

c) Beyond Road Activities

Activities to enhance this include

- Capacity building activities in the groups and community members in order to enhance increased community skills, knowledge and community development activities acceptance.
- Focus groups assessment through Participatory Rural Appraisal (PRA) on various alternatives on the chances to improve peoples' livelihoods through the intervention of groups' community development activities.
- Provision of credit lending schemes: assisting the community in forming small entrepreneurial groups; community members accessing credit, as well as basic business trainings on proper management of small businesses.

1.8 NEEDS ASSESSMENT

After the researcher was introduced to the ITECO project organization, the Project officer briefed the researcher on various programs and activities performed by the project

The researcher was then informed that the major tasks that are under the Beyond Road program activities were to improve condition of the Tawa community people. However, the researcher was further informed that, the project would not be there forever, the challenges facing the project and the people were how to keep the groups alive when the supporting project ends.There was then, a need for developing an institution or mechanism that would assure the stability of the groups.

The group members had different ideas presented to the organization, which included the idea of becoming a saving and credit Cooperative (SACCOs), Community based organization or each group operating independently.

Faced with this situation, the project asked the researcher to undertake the needs assessment. The researcher then organized a three days visit for meetings and discussion with group members who presented different ideas to the researcher, of forming a single institution, which would maintain sustainability. Based on the ideas collected form the people, the researcher developed a proposal as a guideline for conducting research on the suitable mechanism which would guarantee the sustainability of the group after the Rural Road project ended.

1.9 STATEMENT OF THE PROBLEM

Community Based Organizations usually originate as development strategies, which occur away from supply driven towards demand-driven approaches (Bottom up approach of local stakeholders in decision-making). They are normally designed and operated by the communities. People take their own initiatives, become creative and in the process learn and assume responsibility for their own development. Therefore, the following major question is asked. How the demand driven approach adopted by Tawa community would encourage people to take their own responsibilities?

Before the question is answered, the following sub questions have to be considered: -

a) How does the demand driven approach encourage development activities?

b) How does it incorporate capacity building of various features?

c) How does it enable people's proper participation, and utilization of local, resources, knowledge and skills?

d) How does it contribute to increase chances of improving people's live hoods?

e) How does such initiative enhance sustainable development in the community?

This study therefore focused on the fundamental aspect of the identified development groups' step-by-step growth and development, in order for them to become an effective and sustainable organization.

Since the Village Community Bank groups, Road Maintenance groups and Discussion with Family Members groups are supposed to be contributing towards the overall goal of rural development in Tawa ward, through improved rural accessibility. It appears as if the community viewed the need of a Community Based Organization as a viable possible successful way of promoting the cohesiveness required for catering for the broader needs of the community. Such needs include:

- Development skills and knowledge to the communities.
- Maintenance of roads by communities.
- Contribution to rural development in terms of material and social benefits. Increased income through easy access to loans, improved accessibility to services and reduced vulnerability.
- Poor people's accessibility to social services needs and concerns.

The group organization working on the programmes of these five underlying needs, presupposed enhance a more positive sustainable development that would stand unshaken even when the external assistance come to an end.

1.10 SIGNIFICANCE OF THE STUDY

The significance of this study arises from the need of finding ways to improve the living conditions of the rural poor, as these are the majority people in Tanzania. Even the World Bank (1995b) correctly points out that "Pro-Poor" growth policies would involve giving priority to rural development.

This study will provide some insights that will contribute towards bringing about the relationship between improved rural livelihoods and community based organizations.

Rationale of this study is as follows:

- By assessing the three development groups critically, it would be easier to identify the areas in which they need to improve on, and therefore, adjust the groups before forming a collectively bigger organization. In addition, the assessment identified the strengths, which would be carried aboard the new organization.
- Due to the groups' experiences in various development activities, studying and analysing those increases the chances of making better projections on the larger organizations plans. Thus, avoiding most mistakes that a single group would easily make. For instance budget plans.

- Formation of a single unit organization would enhance specialization in most activities, and collective efforts will enhance increasing their activities; hence widening the target groups being served.
- The groups coming together will widen the organization's resource base, as members' contributions will increase; hence long-term projects will be initiated.

1.11 RESEARCH OBJECTIVE (PURPOSE OF THE STUDY)

1.11.1 General Objective

To identify strategies and the mechanism that will maintain local development groups' sustainability and effectiveness in performing various community development activities

1.11.2 Strategic objective

- To asses the development groups' capabilities in managing of a Community Based Organization in ways such as to ensure community members' participation, proper participatory planning, decision-making and good governance in the organization.
- To identify whether proper management best practices will be adopted in the organization. For instance: offering services identified as needs by the community, having proper management structure, proper networking with other institutions, good leadership qualities and financial management procedures.

- To identify the modes in which the groups' will use to enhance effectiveness and sustainability of development activities at the grass root level.
    - To assess whether the groups will collectively share similar interests in running the CBO having minimal controversies.
    - To identify whether participatory approaches will be used in the newly formed organization
- To assess gender equality and equity in development activities of the established organization.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 THE OVERVIEW OF CBO'S

Individual groups and communities trying to address various issues and problems affecting the communities at large form Community Based Organizations. From the time immemorial, communities have organized themselves to take care of collective and individual needs. And yet in the last fifty years, so many attempts aimed at getting people to participate and take responsibility in their own development have failed. According to Hilton Rita (1994), a fundamental prerequisite of successful participatory programs at the community level is the reversal of control and accountability from central authorities to the community level. Community Based Organizations play a fundamental common element in the design of successful programs aimed at problem solving, hence sustainable development achieved. The fact is that community based organizations involve community initiatives in the project cycle which involves knowledge and understanding of local needs and of the existing network of social interaction at the household group and community level. This knowledge provides the best of defining the changes needed both in existing local organization and in external agencies to meet specified objectives.

Mtatifikolo (1997) defines community-based organizations as associations, usually unregistered, operating at small scale and in more elementary operations in small

communities. Organizationally, they are more, and are affiliated formally or informally to an established "NGOs" or other established forms of "legal organizations".

Community Based Organizations also defined by Mbote (2000) as membership organizations, which are non-governmental intermediaries and have generally broad based membership. Additionally, they are built from grassroots, and their beneficiaries are their own members and 'owners' or founding members.

Houston (1958) also defines a Community Based Organization as a voluntary organization formed by members of a community who identify their common or complementary needs or objectives, develop the confidence and work at these needs; finds resources to deal with them, take action in respect to them, and in doing so develop and extend cooperative and collaborative attitudes and practices. He ads that community based organizations constitute a number of people that have gone through the process of community organization consciously or unconsciously.

However, Aronson Dan, (1995) pointed out that the success of a project or development programs depends heavily on changes in behaviour at the community levels.

Community based organizations promote means of meeting desired community objectives; they also enhance increased efficiency and cost effectiveness in the projects. In the recent years the shift has occurred from supply driven toward demand driven approaches and from central command and control to local

management of resources and services. This is the approach of the community-based organization, which increases equity, empowerment and managing natural resources, providing basic infrastructure and ensuring primary social services.

Many community based organizations in developing countries have been formed to try and perform functions which have been abandoned by the state, especially in social services, and fill the gaps that government have failed as Africa is currently undergoing rapid change.

According to Mbote (2000) Community Based Organizations have been spurred by issues such as: Environmental degradation, Emergence of new diseases, dwindling job opportunities, inadequate access to social services and infrastructure, marginalization of social groups e.g. women.

2.2 THEORETICAL REVIEW

2.2.1 FUNCTIONS AND ROLES OF COMMUNITY BASED ORGANIZATIONS (CBOs) AT LOCAL COMMUNITY LEVELS

CBOs are in direct contact with local communities, and are therefore an important avenue for the voice of the poor and other marginalized groups to be heard. As independent initiatives in communities, CBOs are critical for social capital development and transformation, which are pre-requisites for sustainable socio-economic development, Warren Nyamugasira (1995) while, referring to the role of CBOs in Uganda (with a particular reference to CBOs in Kabale, South Western

Uganda), noted that: "CBOs are working throughout Uganda and are making substantial contributions in forging community solidarity, uplifting the human spirit, promoting togetherness and helping to combat the feelings of helplessness that development can induce".

Reinsert and Voss (1998) pointed out that local community groups have placed Haiti in the forefront of global grassroots mobilising. The success of Haitian popular groups and development organisations relates directly to the fact that they reflect and address community values and priorities and mobilise community resources

According to Mc Gowan, (1993) indicated that unfortunately, despite the fact that CBOs play a crucial role in socio-economic development; social, economic and cultural development in East Africa has tended to be a top down affair, mostly controlled by government structures. This in addition to other external pressures and influences from various actors in the CBO environment, have distorted the ethos of CBOs, limiting them mostly to the role of service delivery and addressing immediate survival issues and needs.

CBOs have not been given the full opportunity to play their rightful role in local communities thus contributing national and international development.

A number of CBOs (Kironde, 1993) have been established or are in the process of formation in the communities of Tanzania. These include Tanga, Morogoro, Mwanza, Arusha, and Dares salaam. These CBOs mobilize local and foreign resources to address social problems in their areas. Areas of concern have included

water, orphans, poverty issues, credit facilities, tree planting, and waste management (Gossi 1994).

Gajanayake, (1993) emphasizes a more comprehensive set of roles and functions of CBOs in local communities as follows:

- Activating local knowledge, skills and systems for local development.
- Providing a forum for the community to collectively advocate for their social, economic and political needs.
- Mobilising local resources to support local development.
- Initiating dialogue with key actors such as government and the private sector.

2.2.2 COMMUNITY BASED ORGANIZATIONS' CHALLENGES

2.2.2.1 Unclear identity that undermines CBO stability and legitimacy

Charismatic founders in local communities often form CBOs Galway (195) observed that, there is no articulation of the vision, and sense of purpose of the CBO. Lack of a clear identity makes CBOs prone to manipulations and distortions of their development vision by powerful individuals and institutions. Lack of a clear identity also raises questions about the roots and legitimacy of CBOs in local communities, their articulation and addressing of community needs and aspirations; and their claim as being part and parcel of the communities they serve. In fact, while CBOs are borne out of local communities, their greatest challenge is legitimacy and acceptability in communities where they are located. Quite often, communities find it easier and

"more fashionable" to legitimise "foreign" organisations as opposed to CBOs in their midst.

2.2.2.2 Personalised leadership among CBOs

A number of CBOs revolve around the leadership of one or a few founding individuals. These founding individuals have tended to limit the vision of the CBO to their personal interests and have not built a credible leadership in the CBO beyond them. This situation has made CBOs unable to take up and manage challenges in their internal and external environment effectively. This poses a big threat to the continuity and sustainability of CBOs.

2.2.2.3 Differences in terms of membership expectations

Members expectations are vary widely, making CBOs a place of on-going conflict. Upon founding of CBOs, membership is not mobilised and recruited around a clear sense of purpose and identity as noted earlier. Consequently, there are a lot of expectations many of which the CBOs are not able to address. The varied expectations threaten to tear apart CBOs and negatively affect membership commitment.

2.2.2.4 Poor resource base and financial instability

CBOs often lack sufficient resources i.e. financial, human and material to effectively carry out their activities. CBOs rely mainly on funds raised internally from membership contributions, which are normally inadequate to run CBO activities and programmes. CBOs find it difficult to access donor funding due to their remote locations, difficulties in writing good proposals and complex funding conditionality imposed by external donors. It is difficult for CBOs to attract and retain competent staffs, which prefer seeking lucrative employment in urban centres.

2.2.2.5 Lack of confidence limiting CBOs' ability to collaborate

CBOs lack confidence and skills to claim their rights and advance their cause. CBOs also lack the capacity and confidence to analyse and interpret their needs and aspirations in order to influence their local situation and policies at national and international levels. This is due to a number of reasons:

1) Lack of exposure and access to information due to isolation,
2) Low levels of formal education and limited skills,
3) Patronages by third parties who undermine the ability of CBOs to make independent decisions and voice their needs. This situation undermines the crucial role of CBOs as advocates of community needs and aspirations.

2.2.2.6 Unfavourable government policies

Community Based Organizations are not well recognised by government and this makes it difficult for CBOs to mobilise the necessary support from government for their work. Government bureaucracy and non-responsiveness makes CBOs shy away from collaboration with government in order to benefit from support services. Corrupt government officials do little to help the situation. Local politicians manipulate self-help activities for generating political capital and popularity.

When CBOs engage in income generating activities, they are subjected to unreasonably high taxes and other conditions that limit their profits and sometimes kick them completely out of business.

2.3 OPPORTUNITES OF COMMUNITY BASED ORGANIZATIONS

Besides difficulties and challenges CBOs encounter, they have a great potential to become viable institutions for local development. There are lots of capacities and resources "lying dormant" at CBO and community levels that CBOs could exploit and put to use for their development. (Schmidt, 1993) noted that opportunities available for CBOs in the environment include the following: -

2.3.1 Legitimacy as people's organisations

CBOs evolve from within local communities to address felt needs and aspirations of those particular communities. This provides a strong basis for CBOs to gain acceptance, legitimacy and ownership within local communities. This is vital for their roots in communities they serve for their institutional development.

2.3.2 Cohesiveness and sense of belonging of local groups

Membership of CBOs is drawn from communities where people live together and have a lot in common in terms of social values, origin, etc, which bind them together as a community over the years. This cohesiveness and sense of belonging that characterise self-help groups and grassroots communities could be utilised to strengthen CBOs.

.3.3 Opportunities for local resource mobilisation

Local communities are endowed with resources that could be put to the disposal of CBOs. Local communities themselves are a vital resource in terms of local energy, knowledge and experience that can be tapped by CBOs for their own learning and development. Other community resources include land, labour etc.

However, willingness by communities to commit resources to the work of CBOs largely depends on whether CBOs have been recognised and accepted by the communities they serve.

2.3.4 Wide range of community needs around which CBOs can develop

Local communities have a variety of needs around which CBOs can develop areas of service.

This particular opportunity is extremely relevant when stiff competition threatens the survival of CBOs. Since CBOs reside within communities, they are in a better position to articulate community needs and aspirations and design appropriate interventions to address them.

2.3.5 Availability of services for capacity building with CBO activities

There is a number of intermediary NGOs and other organisations involved in capacity building with CBOs though their approaches and interventions differ. These range from training, micro financing, awareness rising, organization development, technical assistance etc. This is an opportunity for CBOs to enhance their technical, managerial and organisational development knowledge and skills.

2.3.6 Government recognition and support

There is increasing willingness by government to apply its influence and resources to the benefit and development of local communities. Some government policies in East Africa e.g. decentralisation have brought decision making and resource control to the local levels where CBOs have greater visibility and access. This is an opportunity for CBOs to access resources and gain recognition and support by local government structures.

2.4 APPROPRIATE FACTORS REQUIRED IN FORMING A CBO

Community based organizations have existed for a long period of time on different times. The factors required for appropriate formation of CBOs are many and varied. Community social groupings and self help organizations have been discussed by (Mbote 2000) to have been phenomenal and appeared to mainly address escalation of problems such as poverty, civil strife, conflicts, internal displacements, general degeneration of social economic and political systems and other related events that adversely impacted the pattern of peoples interaction.

Community based organizations in various countries had developed as a result of top-down state support as well as bottom up community activity; and that their focus of concern was often with the interface between state and citizen. Bolin (1998), quoted by Meshack (2001), establishes the emergence of CBOs as prompted by the aspirations to deal with unmet needs, recovery issues or dealing with vulnerable

populations. Mtafikolo(1997) wrote about CBOs as organizations geared towards economic survival services or some elementary income-generating activities.

Kironde (1993) observes that most of the CBOs in developing countries were formed to carry out functions and services that were abandoned by the government, especially in rural development hence poverty reduction and fill the gaps that have failed.

It has been noted that collective efforts are easily stimulated when benefits accruing to participants are quick, visible, local, and when they are felt to be proportional to contributions. Benefits are affected by ownership, tenure and land use right Appollo (1994)

If the resources do not tend to be quick, visible and localized benefits, community based organizations should not be tempted unless strategies can be developed that provide quick visible benefits without violating a demand orientation Uphoff (1986). When results are induced by agency initiated short cuts, they may be counteractive to productive collective action. Communities may justifiably ask themselves, when there are easier ways of getting the same results

Additionally Narayan (1997) observed that, Community based development is dependent on action and change at the community level. This requires a clear goal orientation, definition of tasks to be performed at the community level and agreed upon outcomes at the community level (both physical and capacity building). Task specificity (a clear beginning and end) is important so that communities can understand what it is that they are committing to undertake. Most successful

examples of induced collective action are based on clear agreements negotiated with communities on the specific tasks they will perform.

The Balochistan Primary Education Program in Pakistan initiated community based schools for girls by being very specific on the tasks to be performed by the education committees.

These tasks included identifying a female teacher from the village, checking on teacher attendance, providing temporary shelter for the school, and guaranteeing that all girls were in school.

Task continuity is also important. Some tasks can be completed over a short period of time and are basically one-shot activities. When tasks have to be performed on a recurrent basis for an extended period of time (such as operation and maintenance of drinking water and irrigation systems, community health services, community schools, credit, forest management, range management) an organization needs to be sustained to manage the task. However, the organization needed to undertake activities on a recurrent basis is much more complex than one needed to undertake short-term specific projects (such as building a school, dispensary or water point; labor sharing for house construction for one day; labor exchanges for harvesting or beer brewing).

Task coordination is needed between groups in network systems (roads, sewerage, irrigation, pipe water systems) or when the physical area of action is spread out (range management, forest management, water sheds).

For example, the social organization needed to initiate and manage the secondary and tertiary networks of pipe water systems, irrigation canals or sewerage systems requires greater coordination and negotiation than when planning a community specific water system, health clinic, and primary school or nutrition center. If the task is simple, community organization and agency support is easier to institute.

For example, the Nylon project in Douala city, Cameroon that provides urban infrastructure, started with small spontaneous community self help groups. As the project expanded, the groups took on additional tasks; as more people joined, the entire area was divided into thirteen units, and self-help groups federated upward, culminating with each unit having its own Comité d'Animation. Since 1971, these committees have been united by a Commission Central d'Animation, which is the main group that interacts with external support agencies Schubeler (1993).

Enabling stakeholders to control decisions requires that new rules and mechanisms be put in place. For agencies, this means creating an enabling environment for thousands of different communities. Emphasizing user involvement at the community level, requires going beyond technological factors to understand the social fabric in which the project will be embedded.

These human dimensions are particularly important when the goal is to reach the poor.

On the participation aspect, Mbonde and Shauye (2000). Peoples struggle for participation in decision-making process has also led to a new wave of people's community organizations. These include for example women groups and women community based organizations being formed in order to address gender

consideration in major development interventions decision-making, such as. policy formulation advocacy movements are being operated to facilitate transfer of power from the central authorities to the people.

2.5 STRATEGIES FOR EFFECTIVE CBOS

According to Narayan (1997) a successful community based organization is determined by a variety of factors. These include:

- The use of appropriate strategies for encouraging participation.
- The existence of viable community groups.
- The appropriate fit of technology to the project.
- Community needs, effective agency outreach strategies, client responsive agencies
- And enabling policies
- Organizational rules

Narayan, (1997) revealed that for Community Based Organizations to function effectively they have to set rules, which define membership requirements, responsibilities and benefits, accountability, how violations of rules will be punished and how disputes will be resolved. This may be written texts, fees, fines or informally through practices

Entry rules define who belongs and who does not, and the obligations of those who are members. Membership can be based on a variety of factors: ownership of land; participation in farmers groups; gender or age. To limit the benefits to those

who do the work, successful groups often impose membership or user fees. In Kenya, those who joined a pipe system at its inception had to pay a lump sum and contribute labour to help construct the system. Strangers had to pay higher connection fees. As stakes were raised, members became more involved to guard their contributions Njonjo, (1994). Allocation rules define responsibilities, contributions, and benefits. Unless members and managing committees know what their responsibility is and how they will benefit, they cannot be expected to perform their functions.

A 1987 evaluation of the Orissa Social Forestry project in India found that 82 percent of the villagers, all of whom were supposedly members, did not know how the produce from the village woodlot would be distributed.
Most did not expect any share from the final output and looked upon the community woodlot as another type of reserve forest Shepard, (1986). Not surprisingly, they had no interest in contributing to its establishment or maintenance.

The contribution on accountability made by Bamberger et al, (1982) discussed that mechanisms to insure accountability are also important. The fact that group members know that an effective monitoring mechanism is in place can serve as a deterrent to violators and an incentive to others to report violations. Monitoring can focus on payment of tariffs, extraction, and use of resource and performance of group management committees, agency staff, and contractors. In small groups that live in physical proximity, social pressure through peer monitoring is an important low cost

and effective technique. Associations that are riddled with potential violators or spread over large fiscal areas may introduce various policing mechanisms. Others institute transparency and open accounting systems. Poorly functioning groups on the other hand cannot even identify offences or violations.

The Grameen Bank peer monitoring system is an important part of why the group lending system works. If the individual defaults on a loan, the whole group is accountable. This creates incentives among members to monitor and support one another.

If sanctions are not imposed on violators, there is little incentive to follow the rules regarding access to a scarce resource.

All enduring groups have clear sanctions that are perceived as equitable and appropriate by members. Byners, (1992).

The need for Conflict resolution mechanisms Sharnmugaratnam, (1992) the greater the resolution of disputes at the local level, the less burdened and expensive the overall system. When conflicts cannot be solved quickly, group based schemes fall apart. In Zimbabwe, many grazing schemes have not been able to resolve basic boundary conflicts or differences in opinion about technical soundness. The presence of physical fences to mark boundaries has made no difference, and fences have been removed, ignored, or not maintained.

According to Namaki, (1990) emphasize on ensuring access by women and the poor gender differences in roles, authority, power and access to resources are pervasive. In

most societies, there are important differences between the roles, needs, networks, skills, and knowledge among men and women.

It cannot be assumed that even at the community level, what is appropriate for men is appropriate for women. Nor can it be assumed that programs that reach men will reach or empower women.

A study of rural water supply projects, for example, showed that only 17 percent of the projects involved women in decision-making, although most stated their desire to reach women.

Nor do community based programs necessarily reach the poor. Work with Pastoral Associations revealed that as many as 80 percent of the herd in Mali and 40 percent in Niger belong to absentee herd owners.

The problem of capturing of benefits and resources by the rich and powerful is ever present when the poor are bound to the rich in client/patron relationships and the resource under consideration is scarce or has great economic value Shanmugaratnam et al, (1992).

Thus, in Pakistan, the village elite plays a positive role in the northern provinces in initiating simple drinking water supply schemes, but in the southern provinces, particularly Sind, elites capture irrigation water, often blatantly and disproportionately Byrnes, (1992). In Kenya, where community leaders are sympathetic to the plight of the poor, communities have instituted a sliding scale of fees for the poor. In Tanzania, sliding fees based on poverty appear universal in community-managed systems.

In other countries and settings, however, the poor are excluded when communities impose user charges to achieve financial viability.

The poor are most easily reached when program services are specifically targeted to them. Benefits flow to the poor when projects do not attract the rich, either because of the nature of the service or because of the transaction costs involved. Such projects include participation in public works programs, short-term credit, working capital loans, and organizing for housing construction.

Whenever change is introduced, initial resistance is likely. It is important, therefore, to adopt clear strategies to introduce Community Based Organizations. Achieving success is based on creating the incentives for organizations to interact with each other to achieve desired outcomes in ways that are sustainable financially, environmentally, and politically.

2.6 THE SIGNIFICANCE OF CBO ORGANIZATION TO THE SOCIETY

According to Narayan, (1989) CBOs seek to activate local knowledge, skills and systems for acceptability and sustained sense local development. The utilization of local knowledge, skills, system and experiences for managing transition and institutional development and recognize and tap local knowledge, skills systems and experiences in developing capacity building strategies with CBOS.

Build consciousness about organizational dynamics in managing change for effective access and utilization of local resources for community development

Narayan, (1997) Building capacities of CBOs to make their cause through increased ability to provide sustainable benefits to communities.

Hilton makes another contribution in 1994 that CBOs provide a forum for the community to collectively advocate for their social, economic, and political and development needs. This is through a collective action through building a shared understanding of development dynamics affecting the local situation towards social change, strengthen the capacity of CBOs to articulate their needs and aspirations, and promote shared responsibly for development and deepen understanding of organizational and development dynamics

2.7 EMPIRICAL REVIEW

The example of empirical evidence is on Action research, which was conducted on 1992-1994 by East African Support Unit for NGOs (EASUN) in Bolivia, Central African Republic, Morocco and Tanzania. In the analysis they found five dimensions of capacity building in the CBOs, the major areas of analysis and the key levels of intervention includes the following: -

First, Training and education: - effective performance of any function requires A well-trained human resource base of managerial, professional and technical Personnel. This involves specialized training, professional education and in-service training needed for role-specific activities.

This dimension is concerned with how people are educated, trained, On how they are attracted, or directed to careers within a particular organization. Of the five dimensions, training and education has been the best supported under conventional approaches to technical cooperation. The other four dimensions have often been under emphasized in the past.

Secondly, organizations and their management: effective performance requires the utilization and retention of skilled people. Thus, capacity development must include the organizational structures, processes and management systems, in particular the personnel management systems, which make the best use of skilled human resources, and which ensure their retention and continued motivation.

Thirdly, The network and linkages among organizations: there is a need to consider the network of organizations or institutions that facilitates or constrains the achievement of particular tasks.

The accomplishment of many tasks requires the coordinated activities of a range of organizations and any particular organization may belong to several task networks. How these networks function, and the nature of formal and informal interactions among them, are important aspects of organizational performance. These networks will often straddle the public and private sectors even where primary responsibility for a function rests with a public sector organizational unit.

Fourthly, The public sector environment: the policy and institutional environment of the public sector is a major factor that constrains or facilitates organizational activities and affects their performance. This includes the laws, regulations and policies affecting the civil service, including hiring, promotion, salary structures and

operating procedures, the budgetary support that allows organizations to carry out their tasks, the definitions of responsibilities among ministries or agencies, and the nature of the policy environment that supports or impedes the performance of functions.

Fifthly, The overall context: it is important to consider the broad action environment of the organization, beyond the public sector. This refers to the economic, social, cultural and political milieu in which organizations operate, and the extent to which conditions in this broader environment facilitate or constrain the functional capacity of organizations.

For example, the level and rate of growth of output, changes in international markets for major imports and exports, and changes in aid policies of major donors are key economic factors that can constrain or facilitate capacity development. Politically, factors affecting capacity development include the degree of stability, the legitimacy of the government, the extent to which government actions are transparent and accountable, and the involvement of representative institutions and associations in debate and dialogue.

This framework is intended as a tool for assessing capacity problems and constraints, capacity gaps and opportunities. Strategies for capacity development can be focused on any level, but it is crucial that strategies are formulated on the basis of a sound analysis of all five levels.

Another study conducted (1992) by Caledon Institute of Social Policy on Community Based organization Poverty Reduction in Canada revealed key interventions in the CBOs in poverty reduction which include meeting basic needs, building skills removing barriers and promoting economic development

This study-analyzed activity of CBOs focused on rural development, hence poverty reduction, which includes:-

- Business improvement activities
- Recruitment of new industries
- Community reinvestment strategies
- Credit unions
- Local investment funds

Another empirical evidence in Tanzania on the study on the impact of Technological on poverty alleviation .The case of Artisan Mining in Tanzania by REPOA (1997) found that CBOs needed capacity building, which will enable members to achieve the desired goal of poverty reduction

This is supplemented by the empirical study on the shortcomings of the linkages between Environmental conservation and poverty alleviation in Kilombero and Turiani districts (2003) on problems of small holder agriculture in this as a strategy of poverty reduction women formed a CBO Of Juhudi ni Maarifa on paddy production. However, the findings indicate 250 (80%) that the CBO faced the problem of low production due to lack of training and capacity building services.

This empirical evidence used sampling and questionnaire as a method of data

2.8.2 Historical Framework for Community Based Organizations Initiatives in Tanzania

Basically, the request for decentralization by many Third World countries is a result of a shift in thinking in relation to development issues to a new position, which puts more emphasis, and mobilization of local human and material resources (among others). Community based Organization in Tanzania can be traced from the time of a single system era to the liberalization of the economy era where the CBOs took different strategies to address the emerging material conditions of decentralization, and its impact of urban authorities

In Tanzania this aspiration has passed though four phases of decentralization and it has now adjusting itself to another phase. The phases can be categorized into two groups

- Decentralization within the government structure and machinery (phase1, 2,and 3)
- Decentralization guided by liberalization philosophy (phase 4)

2.8.2.1 1st phase: 1972-1976

This phase was, to a large extent, influenced by the Arusha Declaration which emphasized the transfer of socio-political power to the people who are directly involved in the production process.

This policy led to the decentralization in planning requiring planning from below, that is the Village Government Potter, (1985).

2.8.2.2 2nd Phase: 1974-1978

This period focused on rural reconstruction and resulted into the mass movement of people from scattered homesteads to nucleated villages. In this period "the village and Ujamaa Villages Act "of 1975 passed which made the so-formed villages into a cooperate body and by December 1977 nearly, 8,000 villages had been formed. According to the 1972 Decentralization Act, these villages had to make plans which were to be coordinated at the district level into a single district plan.

However, by the same Act, the local councils were dissolved making the plan formulation process at the district level becoming a bureaucratic exercise hence, devolution at the village level never occurred. This meant that, despite the introduction of structures for planning form below in 1972, planning continued to be elitist and local residents' ideas did not form part of the plan nor did the mobilization of local resources take place, it only served a few projects and isolated development in a few villages and local areas in town

2.8.2.3 3rd Phase

This phase started with the adoption of the Local Government (Urban Authorities) Act of 1982. Under the local Government, the following issue on decentralization were raised:

- It was the prerogative of the Minister to allow for further progressive development and implementation of meaningful involvement and participation. In other words, it is upon the Ministers to decide whether local

institutions such as CBOs people's organizations participate in improving their livelihoods or not to allow them to work. This makes the issue of people's participation a gift and not a right of CBOs..

- Furthermore, the Act did not elaborate the working relations of different organs in the local areas.
- Governance was conceived as "government" and not the relationship between the government, civil society and the private sector

2.8.2.4 Decentralization within Liberal Economy (1990 –to date)

The introduction on the liberalization policy in 1985 and further strengthening of decentralization resulted into the state withdrawing from many activities. One of the effects of this withdrawal was playing a smaller role in national life. This accelerated the trend towards decentralization of government that had previously accepted as something desirable but not to necessarily pursue wholeheartedly. Regional and local levels of government and state institutions have now become more important, seeing themselves increasingly vested with the responsibility for economic development and employment creation though not necessarily with the means to carry this out, since the government is starved of resources.

The need for building local capacities for planning, implementation and monitoring has thus become critical if decentralization is to effectively enable a more rational allocation of scarce resources according to real priorities. This can be attained through encouraging and supporting participation.

2.8 2.5 Encourage and Support Participation

This strategy requires national governments, local authorities and all civil society organizations to facilitate the participation of the people in decision making and in the implementation and monitoring of human settlements' strategies, policies and programmes. According to (Meshack, 2001) Strategies for enabling strategies includes: -

- Establishment of community-based organizations, civil society organizations and other forms of non-governmental entities that can reduce poverty and improve the quality of life in human settlements
- Fostering capacity building with CBOs programmes and trainings for human settlement planning, management and development at the national and local levels that include education, training and institutional strengthening, especially for women and persons with disabilities.

2.8.3 The agricultural policy (October, 2001)

It realizes the significance of CBOs interventions to achieve the desired objective of Agricultural Development According to this policy CBOs and Civil Society Organizations (CSO) are a diverse group of actors, comprising both local and international.

And community –based organizations (CBOs) are also emerging as important players, especially with the present emphasis on participatory approaches. The most critical roles of CBOs include:

- Providing extension and credit services
- Lobbying and advocacy for policy changes and development.

- Funding community-based interventions.
- Providing public services on a contract basis

While the CBOs are envisaged to play a greater role for the development of the agricultural sector, the policy also pointed out number of problems they face which includes:

- Limited human resources capacity. For example, most of CBO members lack training, extension services and modern agricultural equipments
- Poor coordination among themselves and with Income Generating Activities and sectoral Ministries
- Limited financial resources
- Limited experience in providing agricultural services on contract.

The policy emphasizes on the strategic interventions to be designed to strengthen the capacity building of the CBOs and provide a more favourable environment for their operation.

For Example, a community of the organizations will be encouraged to attend the enhanced training on agribusiness management.

They will also be encouraged to form and /or strengthen umbrella organizations to provide more effective coordination among themselves and with Local Government Authorities (LGA)s and sect oral Ministries

2.8.4 The Tanzanian Development Policy (1996)

This emphasizes on Community Development Initiatives strategy, the main objective aim of the policy is to enable Tanzanian groups/associations to contribute more to the government of self reliance and therefore bring about development at all levels and finally the nation as a whole.

2.8.5 The Health Policy (National Health Policy February, (1990)

Its objective is promoting awareness in government and the community at large that health problems can only be adequate solved through multi sector cooperation and sensitise the community, involving such sector sectors as education, agriculture and community based organization such as women and youth groups in the community this is appropriate genuine community involvements

The Healthy Policy pointed out that involvement of Community Based organizations in the health is an essential prerequisite for the implementation of PHC. And insisted that, involvement and participation should be voluntary and the community should have a full say about their health. They should be involved in identification of problems areas, planning, implementation and evaluation all health programmes from villages to national levels.

Efforts should be made to enlighten people; CBOs and various sectors about roles and responsibilities to enable them participate fully in the attainment of better health.

2.8.6 The Tanzanian Community Development Policy (1996)

This emphasizes on Community Development Initiatives strategy, the main objective aim of the policy is to enable Tanzanian groups/associations to contribute more to the government of self reliance and therefore bring about development at all levels and finally the nation as a whole.

2.8.7 The National Land Policy (199)

The implementation of a land policy will require the participation of many actors: The policy explained that Local Authorities should work together with the Minister responsible for lands to ensure proper land administration in their respective areas of jurisdiction. Also Non-governmental and community based organizations will be encouraged to participate in effective utilization of land.

2.8.8 The National Policy on HIV/AIDS (2001)

The policy points out that the local government councils will be the focal points for involving and coordinating public and private sectors, in planning and implementation of HIV/AIDS interventions, particularly community based organization interventions.

The policy insists that the existing experience on community based approaches in some districts in the country should be shared with the local other councils.

Since HIV/AIDS is a national, indeed a global disaster that calls for concerted and unprecedented initiatives at national and global levels to contain it, Tanzania has realized the significance of involving CBOs in HIV/AIDS activities, this is

due to the fact that ii is a serious threat to the survival and development of our nation

Also in its section of Sect oral Roles and Financing the public, showed the need for capacity building of the CBOs, which will involve strengthening CBOs, and other specific groups to ensure that all stakeholders are actively involved in HIV/AIDS work and to provide a frame wok for coordination and collaboration. Either community involvement is the key in curbing the HIV/AIDS epidemic.

The community should be fully informed about HIV/ AIDS and the real life challenges in its prevention and care.

The communities shall be encouraged and supported to develop appropriate approaches to reduce HIV infection and care for the PLHAs and orphans in their localities, thus the policy emphasizes the existing CBOs to mobilize communities to plan and implement their community based HIV/AIDS control activities.

Furthermore, the HIV/AIDS policy on its objective of care for people living with HIV/AIDS pointed out the establishment of CBOs to facilitate the interventions, and government shall establish cooperation collaboration with interested CBOs or bodies in promoting community based care for AIDS patients and orphans.

Thus Community based organizations are formed as development agents, with the aim of mobilizing available resources and enabling people to participate in development process.

2.8.9 Non Governmental policy Act, 2004

It emphasizes on the need for communities forming organizations, which will assist in their efforts to bring about their own development, CBOs have also been formed to partly take responsibility and push social political change in the society. C ommunity B ased O rganizations activities include: E nvironmental a nd energy conservation, water and sanitation, education, primary health care, nutrition, agriculture.

CHAPTER THREE

RESEARCH METHODOLGY

3.0 INTRODUCTION

In this chapter, the researcher systematically used various methods to carry out the study. Such various research methodology used include, the research design, research approach and strategy, physical observations, questionnaire administration, and focus group discussions.

3:1 REASEARCH DESIGN

The study focused on the development of groups, the research designed in such as that, it tackles the effectiveness and sustainability of groups in supporting rural development. Additionally, the study designed also for developing an action plan, training manual and the impact assessment of that training giving due focus on Village Community Bank groups (VICOBA), Discussion with Family Members (DFM), and Rural Road Maintenance groups in Motombo Division, Tawa ward.

3.2 RESEARCH APPROACH AND STRATEGY

Research approach and strategy includes the idea of sampling techniques as a strategy approach for data collection , this study used sampling techniques as a strategy approach for data collection. Ninety members (90) out of hundred and twenty members (120) were interviewed. In all these, gender balances were highly

considered in each group. The SPSS used as a strategy for data analysis and presentation discussions were also used. All these were substantiated by physical observations, questionnaire administration, and focus group discussion.

3:3 DATA COLLECTION

3.3.1 Secondary Sources:

Village records, reports, previous minutes including plans and written annual reports were read. These were used to identify the progress and needs of the development groups, as well as for the entire community in that area. Household economic status was compared to before the rehabilitation of road in the community, also group's achievements information was obtained from these sources.

3.3.2 Primary Sources

Focus group discussions were conducted. These involved the three main groups. The first group was the Village Community Bank (VICOBA). The purpose of this group discussion was to find out how the groups perceived their activities in relations to the development process in their area. Other factors that were to be assessed in these discussions include: groups operations, their capacity needs, strategic visioning and the reasons why there is a need of CBO in that community.

as the objectives, and gender participation in community development activities Rural Road maintenance groups were also included in the focus group discussions. The idea was to find out how the community benefited from beyond Road activities. And the community groups were involved in the maintenance of roads.

The fourth groups comprised of the local government officials, the chairman and secretary in the area where groups were operating. This was done in order to identify the socio economic status of the community, and how the groups were addressing community need, while maintaining good governance, proper registrations as well as how the government participated in supporting these groups.

3.4 Sampling Techniques

Random sampling method was used in selecting group members for discussions. Purposive sampling method used on the selection of community leaders in the area. This is because they were chosen from specific areas where the groups operated.

3.5 Physical Observations

Various groups' activities were observed. The idea here was to observe and find out the specific group's activities in the area. The area coverage in which the formed CBO would reach was identified.

3.6 Data Collection Methods /Instruments

3.6.1 Questionnaire Administration

Few individual group members were selected and given a questionnaire each. The purpose was to get detailed information on the assessment of the groups' operations, the need of forming the CBO and the groups' capacity building needs in planning, managing and implementation of the CBOs activities.

3.6.2 Data analysis methods

The following methods used in data processing

- Statistical package for social scientists (SPSS) for windows
- Coding was used during analysis
- Descriptive statistics measures like mean, median frequency distribution were also used
- Qualitative and quantitative data analysis was also used to analyse the findings

3.6.3 The Effect of Beyond Road Activities and Groups Dynamics in The Community

The approach of beyond road activities in Tawa ward seemed to have positive effect. It encouraged group dynamics upon which the groups development was promoted in many ways such as: promoting gender awareness in the community, facilitating the community to participate in the development process e.g. through credit lending, promoting community initiatives which bring about improved living conditions for instance road maintenance activities.

CHAPTER FOUR

4.1 DISCUSSION ON FINDINGS

4.1.1 Age of Respondents

Table (1) shows the result findings on the age distribution of respondents. The data indicate that the higher population is between the age of 18-35 years (30%), followed by age 46-50 years (27.8%), and 36-45 years (23.3%). This is the age group cohort in whom people are strong and young enough to engage in various community development activities. The least age group is above 50 years with (17.8%).

Table 1: Age of respondent.

Age of Respondents	Frequency	Percent
18-35	27	30.0
36-45	25	23.3
46-50	21	27.8
Above50	16	17.8
Total	90	100.0

Source Field study, 2004

4.1.2 Gender Awareness

Women access to leadership in the development groups of beyond road activities had been enhanced through trainings. The groups sensitised women involvement in various development activities. Women in Tawa ward had managed to hold different positions in the groups, hence mobilized gender awareness at the local level .

The study findings showed that through sensitisation, women could participate in various development activities, leading to improvement of the household economic status.

Table (2), below shows women and men involvement in different activities through beyond road activities.

Table 2: Sex and community development activities

Sex	Frequency	Percent
Female	20	66.7
Male	4	13.3
Total	30	100.0

Source. Field study 2005

4.2 Group's Capabilities

One of the research objectives was to assess the development groups' capabilities in managing a CBO. The respondents were asked questions pertaining to areas where they felt they needed professional assistance in terms of their capacity to operate a community Based Organization.

The responses ranged from planning and implementation skills, decision-making, good governance, proposal writing and sharing of common interests among the various groups' members. Out of 90 respondents 38 (2.2%) revealed the needs of strategic visioning assistance, and 23 respondents (25.6%) showed the need for management skills training, while 29 respondents (32.2%) indicated the need for proposal writing skills.

Other answers were acquired from group discussions and informal meetings such as how to maintain good governance, share collective interests and financial management. Table (3) below indicates the data on the need of capacity building services

Table 3: Ggroups' capabilities needs for managing the CBO

Managing the CBO	Frequency	Percent
Strategic visioning	38	42.2
Management skills	23	25.6
Proposal writing	29	32.2
Total	90	100.0

Source Field study, 2004

Other questions were related to the assessment of capabilities relating to operating a CBO, which included: Groups' ability to set objectives and the skills on developing organizations progress assessment indicators.

The respondents answered were as follows: Out of 90 respondent 59 (65.6%) of them indicated that they did not have skills for setting organizations objectives, while out of 90 respondents 49 (54.4%) of them indicated they did not have the necessary skills for developing progress assessment indicators. Tables (4) and (5) below indicated data on the ability to set objectives.

Table 4: Respondents having the ability to set objectives

Set objectives	Frequency	Percent
Yes	31	34.4
No	59	65.6
Total	90	100.0

Source Field study, 2004

Table 5: Respondents having skills for develop indicators

Skills for indicators	Frequency	Percent
Yes	41	45.6
No	49	54.4
Total	90	100.0

Source Field study, 2004

4.3 Need for Professional Assistance

In order to identify whether proper management best practices were though to be adopted in the organization, questionnaires were distributed to different groups' and some community members The questions were: whether the groups' were offering services that where identified as needs by the community. Whether they had proper management skills, networking with other institutions, good leadership qualities and financial management procedures.

Table (6): The need for professional assistance

Professional Needs	Male	Female
Addressing needs identified by the community	10	25
Proper management skills	30	25
Networking	20	20
Leadership qualities	20	25
Financial management	40	25
Total	**120**	**120**

4.4 Sustainability and Effectiveness of groups' development activities

At the grass root level

The beyond road activities formed different groups as a strategy towards working with community members in Tawa ward in accordance to the needs assessment. The three groups were village community Bank (VICOBA), Discussion with Family members Groups (DFM) and Road Maintenance group formed in Tawa ward are namely: Village Community Bank (VICOBA) group which was responsible for organizing bank activities family Members (DFM) group was organized the community so as to create an avenue to the discussions on the peoples problems as well as facilitating proper use of the existing local materials and indigenous skills to

solve community problems. Road maintenance group was responsible with the road maintenance such as repairing the roads.

The sampled study population where each group operated were asked on whether the groups' activities enhanced effectiveness and sustainability of development activities at the grass root level.

The respondents' answers were as shown in table (7). 63.3% of them felt that the groups' activities enhanced effectiveness and sustainability of development activities at the grass root level by answering very effective. 36.7% of the respondents felt the groups were effective. This indicated that these groups had managed to mobilize the community into accepting their activities at the grass root levels.

This also revealed that formation of community-based organization would facilitate broader groups' outreach of development activities in Tawa ward.

Table7: Sustainability and Effectiveness of groups' development Activities

Effectiveness and sustainability	Frequency	Percent
Very effective	19	63.3
Effective	11	36.7
Total	**30**	**100.0**

Source, field study.2004

4.4.1 Modes of enhancing sustainability and effectiveness of development activities at the grass root level

There have been many positive changes in house holds status compared to before the rehabilitation of the road in the Tawa ward took place.

The respondents indicated that beyond road activities have brought about positives changes in Tawa community through group dynamics.

The findings indicated that the groups had managed to enhance sustainability of development projects by initiating and managing the following long-term development programs which benefited the community greatly: This is shown in table (8).

- Improved Road construction/maintenance 53 respondent (58.9%)
- Access to market services 10 respondents (11.1%)
- Improved health services 2 respondents (2.2%)
- Diversifications from agriculture to Income generating activities 20 respondents (22.2%)
- Training 2 respondent (2.2%)
- Building/construction of modern houses

Table 8: Modes for enhancing sustainability and effectiveness Development

Development activities	Frequency	Percent
Improved roads	53	58.9
IGAs	20	22.2
Loan activities	3	3.3
Marketing services	10	11.1
Health surveys	2	2.2
Training	2	2.2
Total	**90**	**100.0**

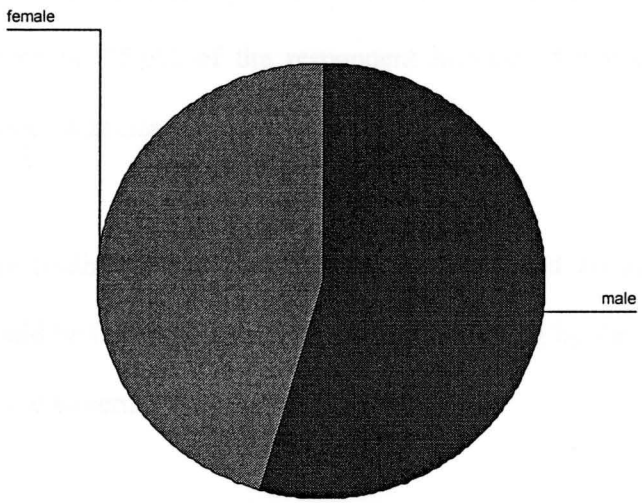
Source Field study 2004

The findings revealed that the existence of group dynamic in Tawa ward through beyond road activities promote community development in Tawa ward, the formation of a CBO will strengthen and sustain all development activities initiated by the groups for more effective and efficient projects.

4.5 Gender Equality & Equity

One of the research objectives was to assess gender equality and equity in the development activities of the organization that will be formed. The respondents' answers revealed the rate of gender awareness in development activities. The chart below shows gender distribution in the groups' development activities, Female 4 1 (45.6%) and male 49(54.4%) respectively.

Chart 1: Gender equality and equity in the development activities



Source Field study 2004

These findings indicated how the group dynamics in Tawa ward sensitize gender awareness and gender balance participation in community development activities. This can lead to a conclusion that the formation of Community Based organization will also promote gender balance in development activities from the community level to the national at large.

4.6 Long Term Development Planning

In order for the author to verify the needs identified by the groups, questionnaires were distributed to 90 members of different focus groups namely, Village community Bank (VICOBA), Discussion with family Members and Rural Road Maintenance groups.

The objective of this exercise was to assess what the groups intended to undertake as their long term plans. Out of the 90 respondents, 89 responded to the questions.

The data in table (9) shows the long-term objectives identified by the group members. 75.6% of the respondent indicated the need of forming a Community Based Organization in Tawa ward.

The findings revealed all three groups needed an organization/institution, which would be legally known, registered and abiding by the laws and regulations required by the government.

Table 9: Long-term development plan

Long term plans	Frequency	Percent
Building/improvement of members houses	60	32.2
Become a community based organization	29	67.7
Total	**90**	**100.0**

Source .Field study 2005

4.7 Community Benefits

In order to identify whether the community at large was benefiting from the development groups' activities, questionnaires were distributed to community members sampled randomly. The findings revealed that the benefits ranged from:

- Rural road maintenance 68.9%
- Income generating activities 77.8%
- Improvement/construction of community members houses 67.8%

The community viewed these as development activities that could influence the formation of one collective Community Based Organization. Some questions asked on what the groups' activities were, as well as how these activities were contributing to community members improved livelihoods.

The findings indicated, that group dynamics brought about positive changes in Tawa ward by influencing people to participate in the development process. As community members participated in the Village Community bank (VICOBA), diversifying from farming activities to other income generating activities, hence increasing their income.

Also group dynamics enabled community members to participate in Discussion with Family Members activities which facilitated the use of indigenous skills, knowledge and local raw materials to improve /construct modern living houses in the community.

Facilitation of various trainings was also noted as the groups' had been offering capacity building trainings to community members.

The finding revealed that groups on road maintenance, income generating activities and improvement of houses at the Tawa community needed a community based organization will guide the implementation of these and many more activities.

Table 10: Groups development activities: road maintenance Activities

Road maintenance activities	Frequency	Percent
Yes	62	68.9
No	21	23.3
Total	**90**	**100.0**

Source Field study 2004

Table 11: Groups development activities: income-generating Activities

Income generating activities	Frequency	Percent
Yes	70	77.8
No	18	20.0
Total	90	100.0

Source: Field study, 2004

Table 12: Groups development activities; improvement of houses

Improvement of houses	Frequency	Percent
Yes	61	67.8
No	29	32.2
Total	90	100.0

Source: Field study, 2004

4.8 CONCLUSION AND RECOMMENDATIONS

4.8.1 RECOMMDATIONS

Based on the studies and analysis carried out, the findings revealed that group dynamics, which are VICOBA, DFM, and Road maintenance groups in Tawa ward, have been an agent of social and economic development in different aspects thus the study recommended the following:

4.8.1.1 Economic Development

The data revealed that the existing groups of VICOBA, Road maintenance and DFM improve the living condition of the community by promoting economic development group through job creation, self employment, access to capital and technical support in the community. Thus, the method recommends itself for its effectiveness and sustainability. The study therefore, recommended that these activities of community Based Organization should be formed as an organization such formation will be by large facilitate and support all activities under one umbrella of an organized system.

4.8.1.2 Financial /Loan Mechanism

The findings also show that the Village Community Bank (VICOBA) have been operating as a source of capital. It has however, largely depending on donors funding. Local fund raising has received little or no attention.

This is certainly not a good sign because excessive donor dependency makes the whole project stranded when the donors end their helping hand.

People should then be encouraged to see it that the sustainability of VICOBA will largely depend on the utilization and exploitation of its local resources, skills and knowledge. Certainly, the VICOBA experience shows that the CBO is a vital aspect in the development activities.

The study therefore, suggested that the formation of a CBO should be encouraged and maintained. However, technical assistance in business planning, financing and enterprise management are highly called for.

4.8.1.3 Capacity Building Services

From study, the findings revealed also that while groups were able to identify problems, they lacked the ability on strategic planning, implementation and management skills. There is a need therefore, to expand their skills and capacity identifying, analyzing and resolving problems, which are within their reach.

Therefore, the study suggested that, before starting a new development plan, there should be a clear understanding of skills for desired goal, indicators for measuring progress and strategic priorities for the new established CBO.

4.8.1.4 Networking

The findings have revealed also the groups had tried to establish links with local government and donors only. The study recommended that, a formed CBO in Tawa ward should develop partnership that requires collaborative and networking activities among various CBOs organization in sharing information, knowledge and expertise.

4.8.1 5 Leadership Qualities

The findings also show that a formed Community Based Organization have established a new leadership and the organization structure. It is therefore, advisable that a capacity building in two major areas of interpersonal and communication skills (written and oral communication, ability to covey ideas,) as well as organizational, will be vital to the CBO leaders.

4.81.6 Extension Staff

The findings also have revealed that at the ward level the local government has a supply of trained personnel (Community Development Workers and Ward Health Officers).

These officers could have a great impact in supporting Community Based Organization activities, while simultaneously trained to conduct extension work on various development activities. The study therefore, suggested that for the effectiveness the new-formed CBO (TAKIKI) should use the extension services during its operations.

4.8.1.7 Participation by local people at the Grass Roots Level

The findings revealed that participation by local people in development activities is very crucial. Through statutory meetings, an opportunity for people to participate in critical decisions is provided and is informed on implementation and use of public resources openly.

The finding also finds that through statutory meetings, the groups' dynamics, community b ased o rganizations a nd faith based organizational p ractice democratic governance and elects their leaders freely.

On the other hand the legal and administrative system provides for individual, villagers an opportunity to deliberate on development issues at the sub-street meetings without fear.

Thus, the study suggested that for sustainable and effectiveness in the planning, implementation, monitoring and evaluation of development activities, participation at grassroots level should be initiated and encouraged.

4.8.1.8 The effects of HIV/AIDS

On HIV/AIDS the findings have revealed that, the COB could operate through a network of inter-related sub-sectors, institutions that could promote rural development. Hence , poverty reduction. Thus, the efficiency and effectiveness of each sub-sectors, institutions depends to a larger extent, on the capacity in other parts of the system.

If this is eroded by HIV/AIDS the system's ability to function is diminished, and if HIV affects one component of the system, it is likely that other sub-sectors will also be affected. Therefore, the study suggested that whenever the CBO is established the capacity for dealing with HI/AIDS especially on creating peoples awareness.

4.8 .1.9 Asset Building

The findings revealed that while the formed CBO have natural assets (individuals, associational, physical etc.) the strengths of these assets are hardly utilized. These assets should form the basis for CBO's development. On the other hand, micro credit schemes (VICOBA) as practiced in Tawa ward have shown great potentials in reaching the poor in a sustainable manner. Therefore the study recommended that in the future efforts should be made to develop the VICOBA so as to create a community asset. Assets building should thus form a core element in the development of CBO

4.8.10 Comprehensive Vision

The findings also revealed the VICOBA groups, Road maintenance groups and Discussion with Family members groups were able to identify problems, but they lacked the ability to visualize the problems in the community, hence they did not try to develop a long term vision of how the community groups should develop.

The study therefore, recommended that a training manual should be developed to tame their potentials so as to expand their skills and capacity in identifying, analyzing and solving problems, which are within their reach.

And when the solutions are beyond their reach, they should find out the right external support of an organization or person with the required skills or authority

4.9 CONCLUSION

Thus, the groups did eventually join together to form a well-defined community based organization knows as TAKIKI. The TAKIKI includes Tawa, Kiswira, and Kifindike. The findings provided the framework for confronting the identified local concerns facing the community. The findings showed that the CBO members were lacking expertise on knowledge skills, strategic planning, monitoring and evaluation. Thus, the training would include the injections of expertise on Knowledge, skills, strategic planning monitoring and evaluation. Additionally, skills on resources mobilization and proposal writing are also of great significance in the capacity building services. Proactive changes would therefore be implemented through emphasizing the importance of local resources and networks.

The ultimate goal would be to enable community members to become effective decision makers in their own lives, their livelihoods, including resistance to HIV/AIDS.

Thus, the CBO has just formed therefore CBO members to undergo a training on various studies in order to enhance their skill in leadership and management of the established institution

CHAPTER FIVE

5.0 IMPLEMENTATION OF THE RECOMMENDATIONS

5.1 INTRODUCTION

Such a new well-defined organization, a CBO required assistance on registration process, writing a constitution and developing a training manual.

Based on the findings and recommendations, the researcher of this study developed an action plan and training manual with CBO members.

The training manual focused on the following issues:

- Leadership skills
- Planning
- Proposal writing
- The HIV/AIDS

5.2 IMPLEMENTATION

After holding discussion with the groups, agreed to develop an action plan and a training manual in order to create the understanding of the group on key issues which would assist to maintain the operation of the Community based Organization in Tawa ward.

5.3 ACTION PLAN FOR TAKIKI COMMUNITY BASED ORGANISATION

ACTIVITIES	RESOURCE	RESPOSNIBLE	TIME	COLLABORATIVE
Conducting Needs assessment	Stationeries Transport Venue	Agnes	August	DED'OFFICE MVIWATA TAKIK CBO members
Prepare a training manual	Stationeries Venue Operations	Agnes	October-Novemb er	ITECO TAKIKI CBO
Conducting the training	Stationeries Transport Sectrerial services Operations Financial Support	Extension worker (HANS) Mkombe A. Agnes.	Decemb er-January	IECTO Project MVIWATA Project TAKIKI Members

5.4 TIPS FOR HANDLING GROUPS OF PEOPLE

- **How to divide participants into small working groups**

Ask everyone to stand in a line. If three groups are required, go from the first person downward in the line. The first person calls out 1; the second 2; the third 3 the fourth called 2 and so on those who called out 1,should form group 1, those who called 2 should form group 2 and those who called 3 should form group 3.

- **Warm-up activity**

The introduction of a session could involve telling a story, playing a game or singing a song, which both introduces the topic and stimulates thinking about the session. Subsequent introductions should try to link the current session to the previous session

- **Closing activity**

When ending a session, participants should provide a summary of the session. Every session should also end with a reminder of the next session's topic

5.5 EVALUATION OF THE TRAINING

Course: _____ Location: _____

Facilitator _____ Date: _____

A. Educational Aspects

1. Please evaluate each of the following aspects of the training program by circling a number on the scale below.

2.Activity	Excellent	Very Good	Good	Fair	Unsatisfactory
Achievement of program objectives	5	4	3	2	1
Achievement of my personal objectives	5	4	3	2	1
Relevance of content for my job situation/community	5	4	3	2	1
Effectiveness of training methodology and techniques	5	4	3	2	1
Organization of the training program	5	4	3	2	1
Usefulness of training materials	5	4	3	2	1
Effectiveness of the trainers	5	4	3	2	1

2. The length of the session was:

☐ Too long

☐ Too short

Just right

3. Please prioritize the five sessions that will be the most relevant to your work. (List the most relevant first.

4. Please prioritize the five sessions that will be the least relevant to your work. (List the least relevant first.)

5. On which topics would you have preferred to spend more time?

6. Which additional topics would you like to have included in the program?

B. Administrative Aspects

Please evaluate each of the following aspects of the program by circling a number on the scale below:

	Excellent	Very Good	Good	Fair	Unsatisfactory
Food provided	5	4	3	2	1
Training room	5	4	3	2	1
Administrative support	5	4	3	2	1
Social activities	5	4	3	2	1

Comments or suggestions:

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5.6. THE BENEFITS OF CONDUCTING TRAINING TO TAKIKI CBO MEMBERS

5.6.1 Introduction

The purpose of this training was to facilitate increased community participation in the CBO development activities.

The training developed for TAKIKI CBO, was aimed at sharing skills, knowledge and develops strategies for strengthening the new established CBO.

Training was seen a social intervention tool for bringing about change in the organization, and a strategy that promotes the community empowerment.

Factors that were deemed essential for capacity building of TAKIK CBO were addressed in the training. The following are some of the benefits that resulted from the training:

5.6.2

Community Networking and Information sharing

This training facilitated development of skills and strategies for enhancing possible networking. The participants explored the usefulness of establishing community communication linkages. It was realized that there is great potential and significance that exists within the community and with other stakeholders such as government. This can be explored when proper networking is enhanced.

Both information sharing and community networking were thus observed as a strengthening factor to CBO operations. It was realized that community members,

community leaders and other agencies or organizations ca provide useful resources s that can strength the community as a whole

. The training also provided CBO members with the opportunity to discuss different means that they can use to share information within the community and even beyond such as: proper roads, electronic methods (e.g. telephone, radio, TV, and Internet), printed media (newspapers, magazines, and books, networks and mutually under stable l ıges literacy.

5.6.3 Strengthening the organization

This training was viewed as a strategy of empowerment and capacity to the CBO members. It greatly facilitated participatory planning and organizing activities of the newly established CBO.

New strategies were laid down discussed and agreed upon during this training. This include decision making procures, leadership procedures that allow participatory approaches newly defied leadership roles, organization structures and delegation of responsibilities of the wide CBO, catering for the needs of the community, and limiting leaders individuals interests. Accountability to CBO members, community and other stakeholders, donors were laid down in a broader sense.

5.6.4 Empowerment

Through this training participants shared experiences on process that can enable people to deal with underlying systematic and structural causes of their problems in the community. CBO members thus gained the capacity that can be used to

increase self-reliance for poverty reduction. This was seen as ways the community can engage in developmental social changes.

5.6.5 Action Plan

The training facilitated participatory planning skills. Through these, participants developed better means of planning, through needs assessments, prioritisations of needs and possible ways of addressing problems. Resources mobilization skills for community action to meet their most felt needs were also discussed.

Participants discussed the importance of having shared vision, mission, goals and objectives and working together towards meeting common goals, and developed the action plan for monitoring and evaluation.

5.6.6 Gender and HIVAIDS Mainstreaming

The training also, emphasized on the implications of the HIV/AIDS epidemic for rural development. The significance of participation of women in development activities and women involvement in leadership was as an essential part of community development. The interrelationships between rural development and HIV/AIDS, and the effects of HIV/AIDS in the rural institutions, which erode the capacity of rural institutions through losses in human resources was greatly looked into.

Strategies that integrate rural development programs with HIV/AIDS prevention and mitigation activities were discussed, and plans to adopt them in the community lay

6 TAKIKI COMMUNITY BASED TRAINING IMPACT ASSESSMENT

6.1 INTRODUCTION

Community Based Training Impact Assessment, and includes the process to evaluate the effects of development activities on communities and their quality of life - the human environment. Its focus is on the early and continuous gathering of information from the community and other sources. This information is used as input into decision making throughout the planning, project development, design and HIV mitigation.

The training impact assessment process identifies community values, issues, problems, and affordable solutions in concert with other programs early in development activities.

6.2 THE RATIONALE OF COMMUNITY BASED TRAINING IMPACT ASSESSMENT

- Proactive, Inclusive Problem Solving and Collaborative Decision making Networking with the community, the process promotes the early and continued involvement of community groups through proactive outreach initiatives; provides for open access to decision makers; shares information between the organization and the various communities, groups, and agencies; and collaborates in decision making to mutually solve community problems.
- Community-based Decision making

  Community impact training assessment process contributes to and strengthens decision-making, formulating plans and programs that are based on community values. Potential problems and solutions can be brainstormed with the

decision-making, formulating plans and programs that are based on community values. Potential problems and solutions can be brainstormed with the communities and evaluated early in the process so that concerns are recognized and addressed. This approach creates a broad decision making framework for problem solving and is a positive enabling environment for meeting community goals.

- **Good Business Practice**

  Training impact assessment provides the support for business improvements in which are based on community values. This enables the community to more effectively and efficiently meet its mission. Thus, the improvement becomes a "positive" contribution to the well being of the community. As a result, the organization attains its goals and gains the respect, credibility, and trust of the community.

- **Stabilize Work Programs**

  An informed public and open-participatory process reduces the uncertainty and provides a high degree of project success.

- **It's the Right Thing to Do!**

The Community Impact training assessment allows the different groups in the community to best serve the community, solve problems, and improve the quality of life, while meeting its mission

- Increased Efficiency and Effectiveness

- Time and resources are wisely spent.
- Conflicts are reduced.
- The timing from concept to completion can be reduced.
- Resources can be diverted from dead-end, doomed projects.

o **Promotes Partnering and Program Integration**

- Jointly identifies solutions to common problems.
- Integrates partnering and streamlining into daily activities.
- Provides opportunities for mutual goal attainment, reducing duplication of effort and additional expenditures.
- Builds strong consensus.

o **Addresses Environmental Justice Issues**

- Includes the "traditionally underserved" citizens in decision making.
- Promotes equal and open access to information and decision makers by all citizens.
- Heightens sensitivity toward civil rights and environmental justice considerations.

o **Enhanced Quality of Life**

- Socio economical activities improvements reflect community values.
- Mobility needs are better met.
- Community issues are addressed.

6.3 TAKIKI COMMUNITY BASED ORGANIZATION TRAINING IMPACT

ASSESSMENT PROGRAMME

Type of training	Skills knowledge and implemented	Changes as a result of training	What has not changed	Support required	Remarks/Comments
Planning Process	Skills on planning and implementation Developing work plan				
Strategic Visioning Skills	Promote Community build a share vision for their work Visioning skills of project activities				
Proposal writing skills	Skills on problem analyses and statement Writing proposal				
Community Networks	Skills on ability to connect with other people Interpersonal and communication skills				
HIV/AIDS and rural development	The concept of HIV/AIDS Actions developed by the community members on HIV/AIDS mitigation and prevention activities				

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