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PERFOMANCE EVALUATION OF URBAN COMMUNITY BASED

ORGANIZATIONS IN TANZANIA: A CASE STUDY OF TWO SERVICES

DELIVERY CBO'S IN DAR ES SALAAM CITY.

MUTHONI CAROLINE WAIRIMU.

DECLARATION

I **Muthoni Caroline Wairimu** declare that this project report is for the purpose of partial fulfillment o f t he r equirements o f M aster o f S cience i n C ommunity E conomic Development. It is the result of my own work, and has not been presented in any other University or institution of higher learning for a similar purpose.

Muthoni Caroline Wairimu   ....

Date........31 – AUG – 2005..

SUPERVISOR CERTIFICATION

This is to certify that I have gone through this evaluation project report titled "PERFOMANCE EVALUATION OF URBAN COMMUNITY BASED ORGANIZATIONS IN TANZANIA. A CASE STUDY OF TWO SERVICES DELIVERY CBOs IN DAR ES SALAAM CITY." and found it acceptable for the partial fulfillment of the requirements for the Master of Science in Community Economic Development of the Southern New Hampshire University and Open University of Tanzania.

Supervisor..

Date....23rd September, 2005....................................

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LIST OF ACRONYMS AND ABBREVIATIONS

CBO:	Community Based Organization.
UMAWA:	Uhai wa Mazingira na Watu.
WAMKUTU:	Wanamazingira Mtaa wa Mkundunge na Tumbo.
NGO:	Non-Governmental Organization.
HIV:	Human Immuno Virus
AIDS:	Acquired Immune Deficiency Syndrome.
FGD:	Focus Group Discussion
DCC:	Dar es Salaam City Council
MDG:	Millennium Development Goals
CSO:	Civil Society Organization
WSSD:	World Summit for Sustainable Development
UNDP:	United Nations Development Program
USAID:	United States Agency for International Development
SWM:	Solid Waste Management
SWCPC:	Solid Waste Collection Private Contractors
RCCs:	Refuse Collection Charges

ACKNOWLEDGEMENT

DEDICATION

This work is dedicated to my mom Julia and to all those who work towards improving our society.

LIST OF APPENDICES

ABSTRACT

This study was conducted in Tandale and Kigamboni wards in Dar es Salaam city starting from January 2004 to January 2005. The aim of the study was to evaluate the performance of urban community based organizations in Tanzania. Two organizations WAMKUTU (CBO) and UMAWA (NGO) were the focus of this study. The scope of this research was to examine efficiency of urban-based service delivery CBOs in a view of advising on performance improvement on these organizations. The CBO members and the target population served by the organizations were the major units of inquiry. A cross-sectional research design was adopted in collecting data. Primary data was obtained through questionnaires survey. Supplementary data were obtained through focused group discussions, informal interviews of key informants, and direct observations.

Research findings revealed that capacity building among these organizations was necessary in order to improve organizations effectiveness. Community acceptance, proper management skills, good leadership, participatory approaches, and teamwork support were some of the qualities deemed essential for improving the performance and management of these organizations. Awareness creation and community sensitization, as well as mobilization of funds to support the organizations activities were found to be important.

It was recommended that community-based organizations should create more awareness and involve community members more in their activities. They should also obtain feedback from community members on a continuous basis. Other recommendations include developing strategies that will enhance growth and expansion, improve fund raising activities, and seek capacity building trainings to strengthen their institutional and managerial capacity. Capacity building training manual was designed for the two CBOs (WAMKUTU and UMAWA) and training workshops conducted. A funding proposal form was filled for UMAWA organization. Mentoring discussions sessions were also held for the purpose of advising these organizations on various organization development issues.

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CHAPTER ONE

1.0 INTRODUCTION

There are many community-based organizations, which have been formed to try and address various issues and problems affecting community members. From time immemorial, communities have organized themselves in order to take care of collective and individual needs (Narayan, 1997). Most community-based organizations normally undertake various development activities ranging from environmental management, poverty reduction, primary health care, education and training, micro credit lending and others. Most of these organizations design their own projects according to specific felt needs, of the community or beneficiaries.

It's believed that community initiatives in development are important. Community efforts when properly facilitated, mobilized and when community members fully participate in identifying and solving their own problems, sustainable development can be achieved. The Tanzanian Community Development Policy (1996) emphasizes on this need for community initiative in development; as the main objective of the policy is to enable Tanzanians as individuals or in their families and groups or associations to contribute more to the government objectives of self reliance and therefore bring about development at all levels and finally to the nation as a whole.

Studies by Narayan (1997) shows that in many countries, limited government success in managing natural resources, providing basic infrastructure, and ensuring primary social services has led to the search for alternative institutional options. In recent years, a shift has occurred away from supply-driven towards demand-driven approaches. Also, from central command-and-control to local management or co-management of resources and services. This shift is intended to increase efficiency, equity, empowerment, and cost effectiveness. One of these options is community- based development.

The performance and effectiveness of community-based organizations in service delivery is thus one area that needs to be assessed and analyzed. According to Gajanayake and Gajanayake (1993) community development projects have to be evaluated on continuous basis. This should be done in order to help these organizations improve their capacity and effectiveness, and therefore progress positively in their operations. Evaluation is therefore a necessary procedure that needs to be frequently carried out in order to assess progress and improve performance.

According to Ferraro (2001) evaluation ensures continued success in the future and has two important roles: First, is to enhance quality of the organizations product. Second is to contribute to the organizations sustainability. The author adds that evaluation should be a tool with which to improve progress and help planning for the future. Additionally Ferraro (2001) explains that; in assessing the progress you are making toward achieving

your objectives and ultimate goals, you will have a clear idea of where you are in relation to where you want to be, and measure your accomplishments.

1.1 BACKGROUND OF THE STUDY

Two organizations namely: "WANAMAZINGIRA MITAA YA MKUNDUNGE NA TUMBO" (WAMKUTU C.B.O.), and "UHAI WA MAZINGIRA NA WATU" (UMAWA)(Environmental and Human Survival) which is a community based NGO, were studied. These organizations are well established and have been carrying out various environmental, and other development activities. When the author facilitated participatory situation analysis and needs assessment, these organizations expressed the need for evaluating their activities and performance. Evaluation was seen as an activity that could help identify areas that needed to be improved, as well as, a task whose results could greatly contribute to increasing these organizations capacity and effectiveness in meeting their goals and objectives.

1.2 OVERVIEW OF WANAMAZINGIRA MITAA YA MKUNDUNGE NA TUMBO (WAMKUTU) C.B.O

The author sent her letter to (WAMKUTU) CBO on 19th May 2004 *(annex 7). She was accepted and invited to work with them. The acceptance letter that was sent to her on 19th May 2004 *(annex 5) expresses this.

1.2.1 Name, Location, and Full Address of the Organization

Wanamazingira Mitaa y a Mkundunge na Tumbo (WAMKUTU) is located in between Mkundunge and Tumbo streets in Tandale ward, Kinondoni District in Dar es Salaam. Its geographical neighboring locations include; Ndugumbi ward in the south, Mwananyamala and Makumbusho wards in the East, Manzese ward in the West and Kijitonyama ward in the North. The full address of the organization is P.O. Box 67501 Tandale, Dar es Salaam.

1.2.2 Historical Background

Community members residing in Mkundunge and Tumbo streets in Tandale formed this organization in the year 2001. It had been initiated by a project, which had initially been implemented by CARE International (NGO) on Solid Waste Management. It was known as HUJAKWAMA Project. When this project ended community members were mobilized to start up their own collective organizations to try and solve their own environmental problems.

This C.B.O was initially started as a non-registered community group, comprising of 44 members. Its major activity was solid waste management. Other activities involved, sweeping Tandale road 200 meters, tree planting, and clearing of trenches. The group operated until November 2003 when it got registered under: The United Republic of

Tanzania, Ministry of Home Affairs. Rules 5 of 1954. Certificate of registration: SO. No 12191.

Due to various problems, challenges and constrains: ranging from heavy workload, low returns in terms of income, nature of dirty work, internal misunderstanding, and community resistance, most members resigned from the organization. At present the organization has 15 members comprising nine male and six female members.

1.2.3 Organization Structure

The leaders in this organization include: the Chairperson, Secretary and the Treasurer. There's an executive committee, which is comprised of the Chairperson, Secretary, Treasurer and two other CBO members. There's also a central committee comprising of ten CBO members. The Organization has two boards: An advisory board of five members who are not CBO members and are from various organizations including: Water aid, Municipal council, and some people working in other NGO's. The second board is a board of trustees that comprises of five members who are not CBO members and range from people working in International NGO's to the councilor and others.

Most of the CBO members are leaders in various activities and tasks; hence they are all involved in monitoring their activities and supporting their official leaders.

1.2.4 The Constitution

The C.B.O has a constitution, which has rules and obligations that the members abide by while undertaking various activities. These include: conducting meetings, membership registration; regulations and rights; procedures for membership disqualification, election of l eaders a s w ell a s, r egulations f or d iscontinuation o f l eadership l ike t he C hairman, secretary and treasurer. Rules also include finance planning and expenditure regulations, and also advisory and board of trustee selection.

1.2.5 CBO Needs Assessment

1.2.5.1 Participatory situation analysis

Following the authors various meetings and discussions with the CBO members and leaders, It was agreed that facilitating a participatory situation analysis was an important task in order to critically analyze organization's activities, and assess needs. The author thus facilitated this task in which the CBO Members and the leaders fully participated. In the due process various issues were reviewed and discussed.

These included: CBOs activities and management procedures, the vision, mission statement, organization's goals, achievements made, constrains encountered as well as, the CBOs most immediate needs. Threats and Opportunities were also brainstormed. The

objectives h ad clearly b een w ritten d own; h ence t he author c onducted i nterviews and focus group discussions, to try and identify if all the CBO members actually knew and adhered to the objectives in carrying out their activities. Additionally to find out whether these objectives were still relevant or whether all the members actually shared the importance of having those objectives.

The management structure, daily routine and operations, allocation of activities, coordination and division of responsibilities was discussed at length and debated about. The information that resulted from this situation analysis provided a clear picture of where to start the evaluation assessments. The following is what the participatory situation analysis results showed as the organizations vision, mission statement, goal and objectives.

1.2.5.2 Organization's vision

To have a community w hich will ensure improved environment, and improved health status as a way of alleviating poverty and improving living standards.

1.2.5.3 Organization's mission

To strive and offer continuous and sustainable solid waste management and environmental conservation services, to the community members in Mkundunge and

Tumbo streets. To diversify the organizations' activities, and increase the number of houses receiving services. To expand CBO's services to other areas which are also having environmental problems, and lastly to give the C.B.O members an opportunity to earn an income, and improve their livelihood as this is an income generating activity.

1.2.5.4 Goal

To contribute to the improved standard of living through improved environmental and health status of the community.

1.2.5.5 Evaluation of objectives; activities and indicators

The identified objectives, activities and indicators were used as benchmarks for this evaluation: Each of these objectives had activities, which lead to objective achievement and indicators, which were used to monitor progress. The author went through these allocated activities and indicators using focus group discussions with the CBO leaders, as well as the CBO members separately, on different days. The author realized that some of the objectives were already accomplished e.g. the ones concerning CBO members and the organization like increased income which has slowly been increasing. Nevertheless, others like the ones concerning community members were yet to be accomplished: For instance most community members were still found to be having a negative attitude towards CBO activities, as they did not seem to cooperate well with them.

The activities already undertaken and indicators obtained were reviewed, and results were as shown below:

1.2.5.6 Specific objectives

I. To improve delivery of solid waste collection and transportation services in the households receiving CBO's services.

(a) Activities to enhance this include:

    i.   To prepare a proper action plan for the service rendering. (Undertaken)

    ii.   To come to an agreement with various households on better ways and time intervals of solid waste collection. (Being undertaken on a continuous basis)

    iii.   To repair the readily available equipments and fully utilize them. (Undertaken)

    iv.   To increase the number of available equipments e.g. rakes, jembes, pull carts. (Undertaken but equipments are not yet adequate)

    v.   To negotiate with legal authorities on issues concerning transportation of solid waste. (Undertaken)

    vi.   To improve communication and build good relationship with community members. (Undertaken but not yet fully achieved)

(b) Indicators for measuring whether above activities and objective were accomplished include:

   i.   Noticeable changes of solid waste storage equipment. (Not yet obtained)

   ii.   Reduced piling of solid wastes in transfer stations. (Obtained)

   iii. Good reputation of services rendered by the CBO. (Obtained but not fully)

   iv. Reduced complaints from clients. (Obtained but not fully; it's a continuous undergoing process)

   v.   Availability of enough equipment. (Obtained)

II.   To diversify opportunities for CBO members to generate more incomes.

(a) Activities to enhance this include:

   i.   To start selling items which are on demand by people, and finding new markets of recycled solid waste. For example plastic bottles. (Undertaken but not fully utilized)

   ii.   Finding new ways of identifying new products. (Not undertaken)

   iii. Finding new markets and enhancing negotiation skills with the customers. (Not undertaken)

   iv. Improving and activating the CBO lending account. (Being undertaken on a continuous basis)

v. Improving financial operations and conducting fundraising activities. (Undertaken)

(b) Indicators for measuring whether above activities and objectives were accomplished include:

    i. Increased income of CBO members. (Obtained)

    ii. CBO to operate without dependence on donations. (Obtained but funds are inadequate)

III. Educating community members on proper sorting and storage of solid waste.

(a) Activities to enhance this include:

    i. To ensure proper storage of solid wastes in the households of the community members. (Being undertaken on a continuous basis)

    ii. Educate community members about proper storage of solid wastes. (Undertaken)

    iii. Look for proper storage equipments that will be used in the households. (Undertaken but failed)

    iv. Monitor and advice community members on proper usage of storage equipments. (Being undertaken on a continuous basis)

(b) Indicators for measuring whether above activities and objective were accomplished include:

    i.   Observed changed attitude of community members due to acquired knowledge from the CBO. (Being obtained in a continuous basis)

   ii.   Reduction of diseases among the community members receiving CBO services. (Being obtained in a continuous basis)

  iii.   Proper storage of solid waste and good usage of storage equipments among community members receiving CBO services. (Obtained)

IV.   Improve safety of CBO members in their activities, by acquiring education on safety precautions when handling solid waste and learning rules of roads sweeping (Obtained).

(a) Activities to enhance this include:

    i.   Recognize organizations that can educate CBO members on safety precautions when doing their work. (Undertaken)

   ii.   Educating CBO members on safety precautions and first aid skills incase of any accidents. (Undertaken)

  iii.   Acquiring first aid kits. (Not undertaken)

iv. Learning the rules and rights of protecting operatives while sweeping the roads. (Undertaken)

v. Increasing protective gear to be used while collecting and transporting solid waste. (Undertaken)

vi. Finding ways of acquiring health insurance cover. (Not undertaken)

(b) Indicators for measuring whether above activities and objective were accomplished include:

i. Usage of protective devices while working. (Obtained)

ii. Availability of first aid kits. (Not obtained)

iii. Availability of health insurance cover. (Not obtained)

The author conducted an explorative study in which: Focus groups discussions held by the author with some community members revealed that some of these objectives and activities were accomplished while others are not. Questionnaires were thus designed for the community members to enable the author to approve achievements claimed by the CBO, and assess the impact of these CBO activities to the community as a way of measuring their performance.

1.2.6 SWOT Analysis

A participatory approach was employed to carry out analysis of the CBO's strengths, weaknesses, opportunities and threats (SWOT). Facilitation of this SWOT analysis, and analysis of other aspects of the CBO operations and management was partly guided by use of checklist questions (Annex 3). And other questions that cropped up in the discussions

The author thus collected Information about (WAMKUTU) CBO by use of Participatory approaches: during meetings, formal and informal interviews, discussions with CBO leaders; CBO members; some community members, of both the groups receiving CBO services and the ones not receiving services. Observation greatly revealed the CBO level of competency in implementation of activities. Available documents were reviewed: such as the constitution, the work plan and the strategic plan.

1.2.6.1 Strengths

i. They have equipment required to perform daily solid waste collection, though not adequate, which they obtained as donations.

ii. Capacity building on organization management has been done to members of this CBO, and they are well aware of various issues, requirements and responsibilities of operating a CBO.

iii. They have voluntary spirit and experience of collective performance of tasks; hence they work regardless of low incomes.

iv. They n etwork with various other organizations including other: CBO's, NGO's, Municipal council, and other influential individuals in their activities.

v. They are registered.

vi. They have a bank account

vii. They have a constitution and elect leaders after every three years.

viii. They have attended lobbying and advocacy seminars, hence able to negotiate with municipal council on issues pertaining to solid waste management.

1.2.6.2 Weaknesses

i. Low education levels among the CBO members.

ii. Lack of appropriate equipment for their operations.

iii. Lack of their own car/lorry to transport solid waste collected to the main dumping site, as they entirely depend on municipal council transport system that is not always reliable.

iv. Poor acceptance and sometimes resistance by community members to cooperate with CBO activities.

1.2.6.3 Opportunities

i.   Good networking with various organizations hence, increasing chances of attaining more capacity building and guidance.

ii.   Increasing number of community households requesting for their services.

iii.   Expanding markets of recycled solid waste.

iv.   Attaining more clients.

v.   Finding donors.

1.2.6.4 Threats

i.   HIV/Aids

ii.   Lack of full cooperation from Municipal council.

1.2.6.5 Issues that emerged from WAMKUTU SWOT analysis:

"WANAMAZINGIRA MITAA YA MKUNDUNGE NA TUMBO" (CBO) is well established, and has performed various development tasks. Additionally, needs assessment revealed that the organization would like to evaluate activities and performance, so as to establish the areas where improvements need to be made. They also expressed the feeling that evaluation would help them assess whether the set objectives and indicators are contributing towards achievement of goals.

1.2.7 Sources of Funds

The major source of fund for this CBO is monthly fee collections from the community households, receiving services for solid waste collection. The current fee is Tsh 300 per household per month. They serve about 1500 households. Another source of income is sale of solid waste that is recycled e.g. plastic bottles. The third source is a tender, which they won of Nile Supplies Company whereby they collect solid waste, twice per month.

They also earn money from the Kinondoni municipal council by sweeping Tandale road and cleaning one drainage trench. They do lend to each other some little money as loan, but do not pay any interest. Nevertheless, they are currently saving towards starting a savings and credit association whereby they will lend each other and pay back with interest. The interest earned from these loans will be a source of additional income. To-date they have no donors. CARE NGO had earlier donated to them equipment. Also ILO and CARE NGO conducted capacity building seminars to CBO members. A former CED student also did capacity building in 2003. Other organizations have been involved in providing training for various skills.

1.3 OVERVIEW OF UHAI WA MAZINGIRA NA WATU (UMAWA) NGO

"UHAI WA MAZINGIRA NA WATU" (UMAWA) is translated to mean Environmental and Human Survival. It's a community based NGO that is located in

Tungi Street, Kigamboni ward, Temeke District in Dar es Salaam. The organization's activities are in: Tungi street in Kigamboni ward. These activities do cover areas of Kigamboni Division in the following villages and wards, Tungi, Ferry, Tuamoyo, and Kigamboni local streets, Vijibweni and, Kimbiji wards, as well as, Gezaulole, and Mwogozo Villages. UMAWA has extended its activities to other areas within Kigamboni Division, which include Kibaha, Kisarawe, Sumangira, Pemba mnazi and Mji mwema wards. This makes the total population of 78,215 according to 2002 population census of Kigamboni division.

1.3.1 Legal Status

UMAWA is a community based NGO that was registered legally in October 16th 2001, under the civil society's ordinance of Tanzania of 1954. Its registration number is 11084. The organization's aim is that of working and delivering community services independently to the community members.

1.3.2 Programs and Activities

The major programs and activities of UMAWA can be classified as follows:

      i.   Water and Sanitation

     ii.   Environmental Protection

   iii.   Vocational Training

    iv. Capacity building

UMAWA activities include:

i.   Conducting research in pre-urban and rural areas on issues including water, environment, health, education, children, women and youth rights, and dissemination of information to different stakeholders for further possible reaction.

ii.   Supervising water well drilling, supply, and sanitation at Kigamboni areas.

iii.   Running environmental conservation activities, through establishing seedling nurseries and tree planting in five villages of Kigamboni ward.

iv.   Overseeing tailoring workshop for UMAWA women group at Kigamboni.

v.   Supervising youth and women vocational training center at Kigamboni whose capacity is 100 people.

vi.   Acting as guardians of day care center for pre-primary school at Vijibweni.

vii.   Providing information on HIV/AIDS and conducting life skills trainings focused to youth and community at large by distributing printed leaflets and book lets, weekly seminars and workshops.

viii.   Providing social security consultation services and retirement benefits follow-ups for government employees, especially women who fail to process their maternity benefits from their social security Funds in which they are members or from their employers. The organization plays a role of the schemes agent for retired members and none retirees.

ix.   Promotion and establishment of income generating groups at Kigamboni.

1.3.3 The Management Structure

The Board of Directors consisting of people from different disciplines, government sector, and private companies govern UMAWA. The Board has five voting members and two non-voting members. The main duty of the Board is to govern all activities, policy planning, advising, directing as well as giving technical services when needed. The Board has a Chairperson and a Secretary.

Under the Board, there is a Director General who chairs all general assembly meetings and works as a Board Secretary. The Director General prepares progressive and financial reports on quarterly basis. The Director General is also the president of the organisation.

Under the Director General UMAWA has a Chief Executive Officer who coordinates all daily activities, and works as an Executive Director and principal administrator. He is the principal secretary of the organisation, and is the one who calls General Assembly meetings and chairs all executive staff meetings. Under him there is an Assistant who performs all duties in absence of Chief Executive Officer, which includes writing of all staff meetings minutes as well as writing the programme officers' report to the Chief Executive Officer.

A General Assembly of founder members meets four times a year to receive and approve progressive and financial reports of the ending period and new budget for the coming financial year. The General Assembly is also responsible for electing or approving a president of UMAWA (Director General), Principal Secretary (CEO), Treasurer (Accountant) and their assistants.

1.3.4 Situation Analysis

1.3.4.1 Vision

To eradicate poverty in Kigamboni community. Additionally, to see to it that the community lives independently: economically, socially and culturally by the year 2025.

1.3.4.2 Goal

To improve the quality of life and increase life span of Kigamboni residents.

1.3.4.3 Philosophy

UMAWA believes in the intrinsic right of each of their residents to a high quality of life, and greatest possible longevity. They also believe that women and men have equal rights

to all human basic needs.

1.3.4.4 Mission statement

The mission of UMAWA is to provide social basic services in areas of water supply and sanitation, environmental conservation, community health care education, vocational education and/or different training activities.

1.3.4.5 Objectives

i.   Providing water, hygiene and sanitation services in rural and pre-urban areas.

ii.   Establishing Vocational and education training centers for youth and women

iii. Promoting and establishment of income generating groups/projects in marginalized areas.

iv.   Providing community health care and environmental conservation activities and awareness education.

v.   Promoting community development through integrated workshops, seminars, conference, and public fora.

1.3.4.6 Beneficiaries and target groups of UMAWA

i.   Youths aged from 15 to 35 years; girls and boys are eligible for enrollment in established vocational education training centers provided.

ii.   All residents of Kigamboni settlement are beneficiaries of UMAWA in water and sanitation, Environmental conservation, and community health care programmes provided in their residential areas.

iii. Beneficiaries of income generating activities training programs include youth groups and women groups, involved with economic and income generating activities, in Kigamboni. In this program youth refers to any person aged 15 to 35 years and resides in Kigamboni.

iv.   Children under age of 5 and above especially those who are in elementary schools at Kigamboni.

v.   Tanzania Social security Funds current members (NSSF, PPF, PSPF, LAPF, and NHIF) especially women and retired government officers.

1.3.4.7 Financiers of UMAWA

UMAWA has different sources of finance, both from within and outside Tanzania. Some of UMAWAs activities are financed or have been financed by:

i.   One Family International (OFI) of America,

ii.   Ambassador's Special Self-Help Fund through USAID.

iii.   CONCERN Worldwide – Tanzania.

iv.   UMAWA founder members annual fees.

v.   Training attendance and service charging fees,

vi.   Consultation fees,

vii.   Private individuals (friends of UMAWA) contributions, and

viii.   Volunteers who are ready to work without payments/salaries.

1.3.5 UMAWA Participatory SWOT Analysis

The Members of "UHAI WA MAZINGIRA NA WATU" NGO organization carried out a participatory SWOT analysis, which the author facilitated. Information about UMAWA was collected during meetings and interviews with UMAWA organization members, community members and the organization's staff. Facilitation of organizations situation and SWOT analysis was enhanced by use of similar questions to the ones used on WAMKUTU CBO. The interviews and discussions were fully participatory. Needs assessments revealed that UMAWA organization had so many needs, but there was a great need for carrying out an evaluation as this organization had carried out many tasks but had never evaluated its performance. Following are the results of the analysis.

1.3.5.1 Strengths

i.   Cooperative members who have good coordination.

ii. Skilled staff members and most of them have voluntary spirit, as payment is very little.

iii. Sources of funds from various donors, they also receive training and capacity building support from donors and partner organizations. e.g. Concern Worldwide NGO in Tanzania.

iv. Board of Trustees that assists in networking with other organizations for instance possible donors.

v.   Work plan of activities.

vi. An office and proper division of responsibilities.

vii. A bank account.

viii. Are registered.

ix. Means of transport: A motorbike and a bicycle.

1.3.5.2 Weaknesses

i.   Sources of funds are not sustainable as donors could withdraw anytime.

ii. Lack consistent or predictable budget, as they budget according to available funds.

iii. Means of transport is not fully utilized because they try to cut down on costs.

iv. Costs of running the office are sometimes too high for them, and it becomes a burden.

v.   Most staff members have not been trained on implementation of activities.

vi.   Most community members are not aware of this organization.

1.3.5.3 Opportunities

i.   They are currently in partnership with Concern World Wide an international NGO in Tanzania, which is an opportunity of acquiring capacity building and funds.

ii.   There are chances of getting more funds from other sources due to good networking.

iii.   They keep on reviewing their work plan to it make flexible, hence have high chances of doing the most appropriate activities.

1.3.5.4 Threats

i.   Unavailability of board members when required, which may cause serious problems due to lack of coordination.

ii.   Heavy reliance on donors shows lack of sustainability and this is risky for the NGO.

iii.   HIV/Aids threat.

1.4 STATEMENT OF THE PROBLEM

Community-based organizations are mostly initiated, formed and managed by community members. Other development organizations or government authorities also sometimes initiate them. This is usually done to try and address various community needs and improve people's living standards, as a way of working towards community development.

Studies by Meshack (2001) have showed that though CBOs, in developing countries contribute towards community development, most of these organizations are not managed effectively, in various aspects such as: they have poor financial mechanisms, poor networking with other organizations, weak institutional frameworks, conflicts due to heterogeneous nature of the community with people having different interests. Most CBOs also lack comprehensive vision for long-term development of the community. Hence they fail to carry out proper project designing, planning, implementation of activities, monitoring and evaluation and in general performance and service delivery. This can be attributed to various problems facing them; such as low operational capacity, inadequate finance, low levels of training, poor leadership, and heavy donor dependence (Kironde, 1993). If the management capacity of community-based organizations is improved, effectiveness in performance can be greatly enhanced and good progress encouraged. This can contribute more towards improving people's livelihoods through community development initiatives.

The two organizations studied namely: "WANAMAZINGIRA MITAA YA MKUNDUNGE NA TUMBO"(CBO) and "UHAI WA MAZINGIRA NA WATU" (NGO) revealed the need for carrying out evaluation. These organizations had implemented various development activities; but had not evaluated their performance. After carrying out needs assessment, it was realized that, they wanted to assess their performance and effectiveness in service delivery. They wanted to use evaluation information to make necessary adjustments and improve their activities. These organizations could not afford to hire external evaluators due to inadequacy of funds. Hence, the authors free consultancy service was greatly appreciated.

1.4.1 Objectives of the Evaluation Study

1.4.1.1 General objective

The general objective of the evaluation was to assess how effective the community-based organizations were in performing their activities

1.4.1.2 Specific objectives

a. To identify the perception of communities on the value and effectiveness of community-based organizations.

b. To establish whether community-based organizations actually contributed towards improving peoples living conditions.

c. To assess whether participatory approaches were being used in community-based organizations activities.

d. To establish the capacity of community-based organizations in community mobilization and promotion of local community development initiatives.

e. To assess how effective community-based organizations were in project designing, management, implementation, service delivery and development.

1.4.2 Research Questions

The following questions were adopted in order to guide the evaluation process.

a. What is the perception of the communities on the value and effectiveness of community-based organizations?

b. Do community-based organizations activities actually improve peoples living conditions?

c. Are participatory approaches emphasized in community-based organizations activities?

d. Do community-based organizations promote community members development initiatives?

e. How effective are community-based organizations in performing their activities?

f. How effective are community-based organizations in project design, management and development?

1.5 EXPECTED CONTRIBUTION OF THE STUDY

As potential users of the evaluation, the studied organizations wanted to achieve the following:

i.   To assess their organizations progress.

ii. To assess operation procedures in relation to performance and service delivery to their beneficiaries.

iii. Assess whether they actually followed and adhered to their vision, mission statement, goals and objectives, and assess their relevance.

iv. Assess the effectiveness of their organizations management capacity.

v.   Assess their overall performance in regards to project design and development.

vi. To know how the community perceived and valued their organizations by obtaining feedback from them.

vii. To justify their existence and operations.

viii. Identify weaknesses and strengths in their operations.

1.6 DEFINITIONS OF IMPORTANT CONCEPTS USED

(i) Evaluation

Evaluation according to Gajanayake and Gajanayake (1993) generally implies measurement, appraisal, or making judgments. Frequently, it is a process designed to assess the degree to which the intended objectives have been achieved. In a project situation, evaluation implies a systematic examination of the project to determine its relevance, effectiveness, impact, or benefits to the target population. Additionally evaluation should be a continuous, participatory and a constructive activity.

According to The DAC Working Party on Aid, evaluation is a systematic and objective assessment of an on-going or completed project, programme or policy. This involves assessment of design, implementation and results. The aim of an evaluation is to determine the relevance and fulfillment of objectives, development efficiency, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision–making process of both recipients and donors (OCDE, 2002).

Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, of objectives, planned, on going, or completed development intervention. Also, evaluation in some instances involves the

definition of appropriate standards, the examination of performance against those standards, an assessment of actual and expected results, and the identification of relevant lessons (OCDE, 2002)

(ii) Effectiveness

Effectiveness is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. (OCDE, 2002)

(iii) Evaluation Research

Evaluation Research is concerned with measurement of efficiency and effectiveness of a product, activity, project, program, message, content, method of teaching, communication event, actions, advertisement; and establishment of value or worth of project/ programme activities, outputs, outcomes, results in order to make decisions and judgments. This form of research is carried out in order to make decisions about the worth or value of projects, products, items, objects, activities and actions. This type of research facilitates organizational work by providing users with solutions to take both immediate and long-term decisions about difficult choices, issues, and problems (Ngechu, 1997).

(iv) Benefits

Benefits may be economic (cash savings, increased production, income, time savings); instrumental (ability to collectively solve problems, increased capacity in terms of knowledge and skills); psychological (sense of belonging, enhanced confidence); or political (greater access to authority, greater authority, reduced conflict). The benefit stream does not remain constant but changes over time. Benefits are not the same for everyone. (OCDE, 2002)

(v) Beneficiaries

The individuals, groups, or organizations, whether targeted or not, that benefit, directly or indirectly, from the development intervention. The related terms to beneficiaries include: reach, target group (OCDE, 2002).

CHAPTER TWO

2.0 LITERATURE REVIEW

The literature review was intended to provide theoretical, empirical and policy framework to this study.

2.1 THEORETICAL REVIEW

2.1.1 Concept of Community and Community-Based Organization

The phrase Community-Based Organization seems to have been derived from the term community and community activities. Various authors have defined the term community in different ways, but in most definitions: Community refers to a specific group of people, often living in a defined geographical area, who share a common culture, values and norms are arranged in a social structure according to relationships that the community has developed over a period of time (WHO, 1998). Members of a community gain their personal and social identity by sharing common beliefs, values and norms, which have been developed by the community in the past and may be modified in the future. They exhibit some awareness of their identity as a group and share common needs on a commitment to meeting them (WHO, 1998).

Meshack (1996, 2000) defines community as a group of people (who by necessity, need or depend on each other in some respects) living in a defined, determined area and using common physical resources e.g. land, water, and infrastructure. Although the members may differ from each other in many ways and disagree with each other on many issues, they are all interested in maintaining a healthy environment.

2.1.1.1 Community-based organizations

Community-based organizations are 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. She differentiates CBOs from NGOs, and she defines the latter as voluntary and autonomous organizations founded on private initiatives. NGO's can be public entities benefiting the other person, and can also be client oriented.

Meshack (2000) definition of community-based organization is supplemented by Houttoyn (1958) who defines it 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 adds that community-based organizations constitute a number

of people that have gone through the process of community organization consciously or unconsciously.

Community-based organizations have existed for a long period of time, but on different contexts and forms. According to Mbote (2000), in Kenya people started forming social groupings as early as 1940's and 1950's. These included women groups, Christian organizations, and farmers 'groups' among others. These community social groupings and self help organizations were 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 people's interaction. The principles and practices of such social groupings are what was adopted and evolved to unregistered organizations and later to current CBOs and NGOs.

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. (Mbote, 2000) According to Meshack (2000) Community-based organizations have been formed in Dar es Salaam in order to improve accessibility to social services, upgrade the environment, improve livelihood and as a way of generating income.

2.1.1.2 Factors that have contributed to increasing numbers, and growth of community-based organizations.

A number of factors are known to contribute to the growth of CBOs including

(i) Increasing inadequacy in social services provision by the states.

(ii) Economic decline and market forces caused by various factors e.g. Structural adjustments

(iii) Peoples struggle for participation in decision-making.

(iv) CBOs being formed to serve as development agents.

Most 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 governments have failed. Studies carried out by (Kironde, 1993) shows that Africa is currently undergoing rapid change. In most of these African countries, a major population-redistribution process is occurring as a result of rapid urbanization, at a time when the economic performance of these countries is generally poor. Besieged by a plethora of problems, urban authorities are generally seen as incapable of dealing with the problems of rapid urbanization.

One major area in which urban authorities as discussed by (Kironde, 1993) appear to have failed to fulfill their duties is waste management. All African countries have laws requiring urban authorities to manage waste. Yet, in most urban areas, only a fraction of

the waste generated daily is collected and safely disposed of by the authorities. Collection of solid waste is usually confined to the city center and high-income neighborhoods, and even there the service is usually irregular. Most parts of the city never benefit from public solid-waste disposal. Only a tiny fraction of urban households or firms are connected to a sewer network or to local septic tanks, and even for these households and firms, emptying or treatment services hardly exist. Industrial waste is usually disposed of, untreated, into the environment.

Studies by the Urban Sector Rehabilitation Project (1996) on Solid Waste Management, revealed that for all 19 major towns in Tanzania, it is estimated that only 25% of the solid waste being produced is collected and disposed off by the urban authorities. Poor accessibility and road conditions have posed difficulties in collection. This has been exacerbated by lack of user participation in kind or cash payments for the services and an overall history of unsustainable service delivery.

These studies by the Urban Sector Rehabilitation Project (1996) further revealed that despite the emphasis on improving living conditions in rural areas, the Tanzanian government has not been able to prevent rapid urbanization. This was exacerbated by economic stagnation and the dissolution of the local government system in 1972. As a result, investment in the public and private sector and economic growth has not kept pace with population growth in urban areas.

Low levels of urban authorities' management capacity and inappropriate institutional arrangements have also hampered the development of the urban sector in Tanzania since 1975. Demand for infrastructure and other urban services have not been met, worsening the nature and incidence of urban poverty and constraining the national economic growth and productivity (Meshack, 2000).

Urban Service Coverage: There have been low levels of service coverage in Tanzania urban areas, affecting the poor more than middle and upper income groups.

Some indicative figures for urban services; showing how poor the quality and quantity of infrastructure services coverage are in urban areas in Tanzania are given in table 1:

Table 1. Urban service coverage

Service Provision	Coverage
Roads	70% -85% in poor condition
Storm water drainage	0% -50% coverage
Solid Waste collection	10%- 42% by councils
Water supply	6%- 28% of population has no coverage
	14%- 52% of population has basic coverage
Sanitation	2% -5% of population has no facilities
	3%- 6% use public facilities

Source: (COWI Consult, 1992) Urban Sector Rehabilitation Project 1996

Problems such as the ones mentioned above have contributed to formation of community-based organizations. Meshack *et al* (2000) notes that reduction of capacity of the government's role as the main provider of infrastructure services has led to mushrooming of community based organizations. Several community based

organizations sprung up in the 1990's to struggle to solve specific problems inherent in their activities. Problems like inherent flooding, uncollected solid waste, lack of storm water drainage, poor road conditions, inadequate social and community facilities, have resulted to formation of CBOs in Dar es Salaam.

A number of CBOs (Kironde, 1993) have been established or are in the process of formation in the communities of Dar es Salaam. These include Buguruni, Kigogo, Kijitonyama, Tabata, Hanna Nassif, Sinza, and Changanyikeni. These CBOs mobilize local and foreign resources to address environmental problems in their areas. Areas of concern have included road and drain construction, drainage, tree planting, and waste management (Gossi, 1994).

Economic status deterioration and market forces caused by various factors such as: structural adjustment programs and liberalization of economies in 1980's contributed to establishments of some community-based organizations. These conditions affected people negatively, thus set the stage for local organizations being formed, as this was seen as a way forward for taking action in addressing issues affecting the economic lives of people (Mbote, 2000). CBOs were thus formed as a means of economic survival and as modes of income-generating activities.

Peoples struggle for participation in decision-making process has also led to a new wave of people's social organizations. These include for instance women groups and women

community-based organizations formed in order to address gender consideration in major development interventions decision-making. e.g. policy formulation. Mbote (2000) note that people are now claiming power to decide on issues that affects their lives. A dvocacy m ovements a re b eing f ormed t o f acilitate t ransfer o f p ower f rom t he central authorities to the people.

Community development approach is gaining popularity and more CBO's are increasing in numbers. Studies carried out by Narayan (1997) shows that community-based development is concerned with the involvement of local stakeholders in decision-making. It involves people in communities taking initiative, becoming creative, learning, and assuming responsibility for their own development. Additionally community-based development involves reversing control and accountability from central authorities to individuals, groups, and communities. Success is dependent on tapping into local needs and creating local ownership, management (rules, control, authority, and responsibility), and organizational capacity.

Thus community-based organizations are formed as development agents, with the aim of mobilizing available resources and enabling people to participate in the development process. CBOs have also been formed to partly take responsibility and push social political change in the society. Community-based organizations activities include: Environmental and energy conservation, water and sanitation, education, primary health

care, nutrition, agriculture, human settlements, literacy, women services, youth services, credit facilities and many others.

2.1.2 Effectiveness in Management, Performance and Service Delivery of Community Based Organizations

2.1.2.1 Community development approach

Effective community-based development organizations should be initiated by the needs of community members. Gajanayake and Gajanayake, (1993) emphasize this by positing that development starts at the grassroots level. The initiative, creativity and energies of the people can be utilized to improve their own lives using democratic processes and voluntary efforts. In an ideal situation the members of the community organize themselves in a democratic manner to (a) define their needs, problems and issues (b) develop plans and strategies to meet these needs (c) implement such plans with maximum community participation to reap the benefits.

An effective community-based organization should use community development approach in their initiation, design of projects and implementation. Gajanayake and Gajanayake, (1993) emphasize that developing community projects involves understanding the community, assessing its needs, formulating goals and objectives based on identified needs, assessing resources and constrains, and identifying and

sequencing activities of the project. Also it includes developing time frames for activities, assigning responsibilities, determining necessary facilities, equipment, materials, and services, and estimating the budget. Once the implementation of the planned project has commenced, community development projects have to be evaluated on continuous basis.

Community-based organizations must ensure community members' full participation in their activities. Studies by Narayan (1997) reveal that once participatory process is established the benefits of community-based development include increased efficiency and cost effectiveness. This author further explains that since success of projects depends heavily on changes in behavior of the community: promoting participation in community-based projects might be the only means of meeting objectives. Thus project design must be based on knowledge of community demand and must ensure that incentives to participate are in place.

2.1.2.2 Strategic vision

An effective organization should have clear and written vision, mission statement, long-range goals, objectives and target group. Cambodia (1998) argument on management assessment emphasizes that; an organizations vision clearly shows what motivates the organization as well as, the organization's values. Organization members and staff

should clearly understand the vision: values and principles. These should be observed in daily work activities.

A c lear w ritten m ission statement s howing t he o rganizations p urpose o f working i s a prerequisite, for effective operation of every organization. All members, beneficiaries and staff should participate in formulating this statement, which should also be periodically reviewed and revised. Organizations should also have long-range goals showing the organizations long-term perspective of its activities. These should be focused, realistic and time bound. Long-range goals should be consistent with the vision, values and mission of the organization. All members, beneficiaries and staff should participate in formulation of these goals (Cambodia, 1998)

Organizations should have a particular focus in the community. Clear criteria and procedures for identifying and monitoring selection of beneficiaries should be clearly put in place (Narayan, 1997).

2.1.2.3 Project design and management

All community development organizations ought to carry out participatory needs assessment and problem identification with beneficiary groups. Hence, organizations project choice, design and selection of activities should be based on clear understanding of real problems and needs. Designed projects thus should be directed towards

addressing the needs of defined target groups. All organization members, beneficiaries and staff should work together in deciding program priorities and in designing projects (Gajayanake and Gajayanake 1993)

Organization's planning process should be a realistic and participatory task, which shows the extent to which current projects and activities are consistent with larger framework of long-range goals. Planning implies establishment of organization, breaking down duties, devising a project and objectives and allocating work. Project planning should reflect attempts to respond to needs identified by defined target group. The objectives set should be consistent with internal, external and community resources and time (Croft, 1996).

Organizations should have good work-planning capacity. This brings about more efficiency in production as well as regularity in undertaking planning. Specific tasks for carrying out activities should be clearly defined, developed and understood by all project members and staff. These plans should be reviewed and updated on regular basis to respond to changing circumstances. Realistic deadlines should be established for all tasks. Responsibilities for tasks should be clearly identified. Work plans should also be consistent with available resources such as: funding, staff, beneficiaries and capacity (Fowler, 1996).

Organizations should have appropriate systems and procedures for facilitating project implementation. Members and staff should be able to independently follow through work-plans to achieve project objectives. Beneficiaries should also be involved in implementation as this should be a participatory process (Fowler, 1996).

Organizations should reflect gender awareness and understanding of gender issues specific to organization activities. Commitment to addressing issues should be shown by the organization (Namaki, 1990).

Organizations should be aware and constantly working to improve quality and cost effectiveness in their operations. This enhances more importance being attached to cost effectiveness in implementation of projects. Cost effectiveness should be considered before increasing quantity of activities or hiring more staff (Narayan, 1997).

Organizations should try to ensure that their project results are sustainable. All members, staff and beneficiaries should understand and define project sustainability. Organizations should emphasize sustainability of projects such that even when external inputs come to an end, project activities by community will continue. Management and control of activities should be transferred to communities with some success in ensuring that protection of environment is also given special attention in designing of projects (Ferraro, 2001).

2.1.2.4 Management practices

According to Cambodia (1998) effective organizations should have good leadership, which encourages teamwork and participatory decision-making. The leadership in place should encourage participatory planning, implementation, monitoring, control and management of organization's activities. Transparency and accountability should be enhanced in leadership, and all members should have a sense of ownership of the organization and its projects Ownership should not revolve around leaders. Proper delegation of responsibilities and division of labor should be appropriately done.

Openness and participation in meetings by everyone should be encouraged as well as, having full participation of members in problem solving and conflict resolution. Organizations should have appropriate and clear organization structure. All members and staff should know their roles, responsibilities and position in the structure. The structure should therefore show clear lines of responsibility and communication, which facilitate smooth functioning of the organization. The structure should also reflect needs and major activities in the organization (Cambodia, 1998).

Organizations should be registered and comply with government registration and reporting requirement. It should have appropriately written by-laws, which are consistently applied to run the organization (e.g. in matters pertaining finance, personnel,

fundraising, project). Roles and responsibilities of the governing board should be clear and agreed upon (Byners, 1992)

Organizations should have systems for collecting; analyzing and disseminating appropriate information from internal and external sources. Information should be routinely used for making decisions. Timely, relevant and informative reports should be written on regular basis (Ferraro, 2001).

Administrative Management: Every organization should have clear office visibility, which is easy to identify. Mailing and other contact information should be clear. There should be a filing system, which is easily accessible. The entire staff should take responsibility for office and equipment maintenance. An organization should also have clear procedures for authorizing procurement of goods and services (Croft, 1996).

Human resource management: An organization should have properly defined staff management procedures showing clearly: staff levels, their roles, responsibilities; staff development plans such as training needs provision. Proper supervision procedures, attendance of meetings and getting feedback from working members and staff should be encouraged and put in place in the organization (Croft, 1996).

Financial management: Each organization should have proper accounting system. The system can be simple but should ensure appropriate book keeping and record keeping

such as cash control ledgers, cost allocations. Supporting documents of transactions should always be attached. A person or some people should be responsible for handling cash. Financial reporting should be observed. This should be accurate and timely. Proper budgets should be prepared regularly (Ferraro, 2001)

External reports: Community based organizations should have clear understanding on importance of working with other organizations such as: CBOs, NGOs, Government and the entire community. Collaboration with the government in project delivery enhances sharing of human and physical resources (Meshack, 2000)

Fundraising and Financial sustainability: Organizations should have clear strategies put in place for raising funds. They should secure funding from variety of sources other than donors alone to ensure sustainability. Mobilization of locally available community resources should be enhanced (Cambodia, 1998).

2.1.2.5 Frameworks for assessing community development organizations

According to VanSant (2003) there are numerous frameworks, which can be used in assessing development organizations such as non-government organizations. The author emphasizes that there is no right or wrong way in using different concepts to define institutional attributes, but there's a common ground for key attributes. He therefore looks at some frameworks for organizations assessment as follows:

Institutional performance measures an institution's program, services, or other impacts as a result of how effectively it employs its institutional and technical resources. For public voluntary organizations and NGOs, external relations and empowerment of civil society are frequently key intended outcomes. Institutional performance assesses both efficiency and effectiveness at a point in time.

Institutional sustainability incorporates more forward looking attributes such as organizational autonomy, leadership, and learning capacity which in turn help ensure sustainability and self-reliance

Institutional Resources represents the attributes that an organization possesses or controls, and constituents of its basic legal structure, assured access to-human, financial, technical, and other resources-and its management systems and structure, including performance (VanSant, 2003).

Studies done by Narayan (1997) show that if a community group is to function successfully, several criteria must be met: the group must address a felt need and a common interest; the benefits to individuals participating in the group must outweigh the costs; it must have the capacity, leadership, knowledge and skills to manage the task. It must also own and enforce its own rules and regulations. Steps need to be taken, therefore, to ensure that these conditions are in place.

In order for community-based organizations to perform effectively, task characteristics should be emphasized. Narayan (1997) explained these to include specificity, coordination and continuity. 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.

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. Task coordination is needed between groups in network systems.

2.1.3 Benefits of Community Based Organizations Activities to the Society

Community based organizations are seen as development agents that can lead to improvement of peoples livelihoods. Gajanayake and Gajanayake (1993) studies show that community development approach is designed to create conditions of economic and social progress for target communities. They emphasize on the significance of peoples participation, needs orientation, self-reliance, consciousness-raising, bottom up approach to development, and empowerment of communities. Integration and sustainability are

central to this approach. They therefore conclude by revealing that recent experience in development activities suggests that there is a significant correlation between the level and intensity of people's participation and the increase in development activities.

Meshack studies of (2000) have revealed that some CBOs in Dar es Salaam have shown commitment to solving communities' local problems. They have successfully benefited the communities by upgrading the environment, acquiring access to micro credit schemes, improving income generation and access to goods and services. Thus CBOs have contributed to improving people's livelihoods.

CBOs work with local communities in more challenging environments and, in spite of a chronic shortage of resources and skilled manpower; they are directly confronting community problems. This is because CBOs tend to be more cohesive, an attribute inspired by a sense of shared community values. (Mengistu and Juma, 2002).

2.2 EMPIRICAL REVIEW

2.2.1 Environment and Community Development

There are many community-based organizations that have been formed in order to address environmental issues. Environment consideration in development has become a global issue. Development is now considered as a wholesome achievement with

environmental consideration, hence sustainable development. Many scholars and various organizations argue that community initiatives and participation in development activities can lead to achievement of sustainable development.

Sustainable development is the ability of humanity to ensure that it meets the needs of the present without compromising the ability of future generation to meet their own needs from the same resource base (Magabe, 1999). Here sustainable development is not a fixed state of harmony, but rather a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional changes are made consistent with future as well as present needs.

Various organizations, countries and institutions globally and locally are thus trying to address environment in relation to sustainable development. UNDP is one of the organizations that emphasizes on sustainable development (UNDP, 2004). It helps countries strengthen their capacity to address environmental challenges at global, national and community levels. In order to do so UNDP seeks to share best practices by, providing innovative policy advice and linking partners through pilot projects that help poor people build sustainable livelihoods. It provides assistance for national and local sustainable development strategies and policy practices, which facilitate the integration of sustainable development priorities into country policies and programmes. This is seen by UNDP as the key to successful implementation and promotion of

environmental objectives, including the attainment of poverty reduction, environmental sustainability, improved health and education, local governance, and gender equality.

The Millennium Development Goals (MDGs) serve as the new framework for sustainable development, setting social equity goals and targets that contribute to economic development while ensuring environmental sustainability. UNDP is working towards addressing and establishing political, local, and financial support towards sustainable development (UNDP, 2004).

2.2.2 The Role of NGO's in Community Development

Non-Governmental Organizations (NGOs) have been playing a very important role in managing t he e nvironment a nd s pearheading d evelopment p rogrammes. N GOs r ender technical support to community-based projects. They are familiar with community problems, needs, and solutions. They also assist communities in interpreting laws and regulations.

The environment has thus become a global, regional and community issue. In order to protect our earth and its environment from destruction of its resources there is need to live so that we sustain our environment as we develop. Thus sustainable development encompasses all aspects of life. Community-based organizations, NGOs; governments are now striving to improve the environment. Studies by (Kironde, 1993) shows that the

role of the NGOs in waste management in Dar es Salaam is still limited, but it is growing. A number of CBOs have been established or are in the process of formation in the communities of Dar es Salaam, Buguruni, Kigogo, Kijitonyama, Tabata, Hanna Nassif, Sinza, and Changanyikeni to address environmental problems in their areas. Their main areas of concern have included road and drain construction, drainage, tree planting, and waste management (Gossi, 1994). Hannah Nassif CBO has specifically been formed to deal with waste management.

The Tabata Development Fund CBO was formed after the successful efforts of the people of Tabata to move the city dumping site from their area, and was registered as a CBO in March 1993. It has so far managed to mobilize peoples' efforts, raise resources, and encourage partnerships to construct a bridge, rehabilitate local roads, plant trees, and construct storm drains.

Community based organizations are thus playing a vital role in environment upgrading, conservation and solid waste management. Their efforts need to be appreciated and the government authorities should work together with them in such development activities. CBOs are thus agents, which are contributing towards achievement of sustainable development.

2.2.3 Empirical Evidence of Sustainable Cities Program Adopted in Dar es Salaam.

Environmental issues have become a vital aspect in development. According to Maira (1998). The government of Tanzania adopted the Sustainable Cities Program, which was launched in 1992. It became fully operational from November 1993, with the long-term goal of promoting environmentally sustainable social-economic development and growth in the city of Dar es Salaam. It is involved with:

(i) Enhancing availability and promoting sustainable use of natural resources, as well as, reducing exposure to environmental hazards in and around the city of Dar es Salaam

(ii) Strengthening local capacities to plan, co-ordinate and manage the city development.

Sustainable city's program (UN-HABITAT, 1998) is an approach that allows priority environmental issues in a city to be effectively addressed. It is a process-oriented framework, which permits the different stakeholders to negotiate strategies and seek solutions collectively to priority issues of common concern. This leads to changes in the ways development issues, are perceived and addressed.

This program introduced a bottom up process of environmental planning and management, which emphasized participation, and building of partnerships between city authorities and various stakeholders. A principle goal was to develop a sustainable city that is accessible, attractive and conducive for community living through participatory approach (Maira, 1998).

The program enhanced partnerships and operating network of people from different ministries, the private sector, NGOs, CBOs, and international agencies that work together with the City Authority to ensure coordinated service delivery in the city of Dar es Salaam. The city's most pressing environmental issues were prioritized by these public, private and popular sector representatives and agreed that priority intervention should be: improving waste management; upgrading unserviced settlements; servicing city expansion; managing surface waters; air quality management; managing open spaces, recreational areas, hazard lands, green belts and urban agriculture potential; Others were managing the economy and integrating petty trading; coordinating city center maintenance and managing coastal resources .

Following city consultation and prioritization, solid waste management was rated the most pressing environmental issue. The Sustainable Dar es Salaam City Program agreed to adopt five strategy actions namely: launching an emergency city clean up campaign; privatization of solid waste collection; encouraging of community participation in solid waste management; refuse recycling and improving the management of refuse disposal sites (UN-HABITAT, 1998).

2.2.4 Community Involvement in Solid Waste Management.

Sustainable Dar es Salaam City Program enhanced community participation in solid waste management (Maira, 1998). Communities in respective areas were mobilized in

order to take part in planning and implementing the agreed strategies in solving solid waste problem.

Through participation in Sustainable Dar es Salaam City Programme, several CBOs with interest in solid waste management were formed. Some of them are now responsible for refuse collection from a limited number of households. Other CBOs in addition to collecting waste, conduct public awareness on proper waste management practices, which include refuse separation (sorting) at the source for the purposes of refuse recycling.

The Sustainable Dar es Salaam City Program has recognized that communities are very crucial in managing and sustaining a clean environment. Thus by using community based organizations or community representatives, people are being educated on different ways of improving their environment and on the need to cooperate with the CBOs.

The major barriers to community based waste collection according to Maira (1998) are the inadequacy of resources and facilities to effectively collect and manage the refuse, and also lack of funds to launch effective public awareness campaigns. The other problem in some cases is the lack of transparency within CBOs leading to misunderstanding and chaos. One of the lessons learnt from this program was that strong

public health awareness and community involvement are a prerequisite to success of solid waste management in the city.

2.2.5 Problems Faced by Community-Based Organizations

Community based organizations are facing a variety of problems ranging from low financial capacity to lack of clear plans. Studies show that CBOs in Dar es Salaam have poor funding mechanisms and have excessive dependence on donors. This dependence on foreign donors is heavy and manifests in donor preferences often overshadowing organizational mandates and objectives, which leads to difficulties in sustaining programs. Also there exist weak link between CBOs and local government. CBOs have low capacity for strategic planning, budgeting and monitoring due to lack of adequate skills of members as most of them have low or no training. Most CBOs also lack support structures for human capacity (Meshack, 2000; UN, 2002).

CBOs also experience lack of commitment by members, as only few members are normally actively fully involved. Conflicts among leaders and other interest groups occur, and these constrain and affect implementation of CBO projects. Maira (1998) shows that CBOs in Dar es Salaam lack transparency leading to; misunderstanding, and also lack funds. Institutionally, CBOs are fragile, often lacking clear operational structures. They are often weak and prone to political manipulation. CBOs depend largely on volunteers and draw heavily on traditional mechanisms.

2.2.6 Solid Waste Management in Dar es Salaam

The research carried out in Dar es Salaam city by Kaseva and Mbuligwe (2003) indicates that: Beginning from 1994, solid waste collection services were privatized starting with a five year contract, covering eleven wards in Ilala municipality. The contracted company, Multinet Africa Ltd, operated on a commercial basis and refuse collected charges (RCCs) on an annual or quarterly basis, while hiring a part of the Dar es Salaam city council fleet and depot for maintenance. Ever since the coverage of privatization has gradually been extended citywide. The privatization of solid waste collection in Dar es Salaam laid down the basis for employment creation and income generation through waste collection, disposal and recycling and by that, contributing to poverty reduction and urban environmental upkeep.

2.2.7 Solid Waste Generation

Research findings by Kaseva and Mbuligwe (2003) suggested that the average waste generation rate in Dar es Salaam city was currently within the range of 0.40kg/cap/day. In another study, Ame (1993) established waste generation rates for high, medium and low-income group of households in Dar es Salaam city to be 0.45, 0.38 and 0.34kg/cap/day, respectively with a mean value of 0.39kg/cap/day, while JICA (1996) reported a fairly high domestic waste generation rate of 0.7kg/cap/day in Dar es Salaam. Based on these data the total waste generation in Dar es Salaam city has been established

to be 2425tons/day, most of it (56.1%) being household waste, while the least (3.3%) is contributed by commercial establishments.

2.2.8 Solid Waste Collection and Disposal

The three city municipalities: Ilala, Kinondoni and Temeke; and the Solid Waste Collection Private Contractors (SWCPC) carry out solid waste collection and disposal in Dar es Salaam. The SWCPC also include non-governmental organizations (NGO's) and community based organizations (CBO's). The CBO's normally specialize in primary collection (from household to collection points or enclosures), while SWCPC and some NGO's collect wastes from both primary and secondary collection (collection from the household level, collection centers and open spaces and roadside, i.e. illegal mini dumps) and haul it to the final disposal sites. The three municipalities deal only with secondary collection, i.e. solid waste from collection points (enclosures) and from illegal mini dumps (i.e. open spaces, roadside and other areas). The research estimated that the total waste collection by solid waste collection private contractors is about 24.4% of the total waste generation in the city (Urban Sector Rehabilitation Project, 1996).

2.2.9 Solid Waste Collection Practices

Research studies by Kaseva and Mbuligwe (2003) established that in high-income areas, the system of collecting waste was mainly door-to-door collection. This method was also

in conformity with the desires of waste generators in high-income areas who generally were capable of paying for a more convenient waste collection method. When a collection vehicle arrived at the entry point of the street to be served, normally one of the crewmembers would walk along the street alerting the households to take out their waste in containers. Communal collection was also partly practiced, and in this regard, households disposed waste in enclosures located along roadsides. At these points considerable time was being spent on waste collection since it had to be raked and shoveled into the truck.

In low income areas, where most settlements are not planned the main collection system used was communal collection. Door-to-door collection was partly practiced whereby handcarts were used to dispose the waste either at contractor's collection points or at the municipal collection points. From these points the waste was finally hauled to the dumpsite. In these areas, there were also informal waste collectors who used handcarts to collect wastes from the residents for payments ranging from 100 to 300 Tanzanian shilling per collection trip, depending on the quantity of waste. Informal waste collection practices often gave rise to a number of public problems including indiscriminate disposal of waste on roadsides. In turn, this imposed unnecessary costs on the municipality.

In terms of waste collection frequency, research showed that most contractors collect waste between 2 and 3 days per week. Most contractors' collection frequency depended

on the mechanical condition of their collection trucks and the number of daily crewmembers. It was noted that most collection vehicles used by contractors were second hand and were poorly maintained. Also collection crews were being employed on daily basis (casual laborers) and are lowly paid (Tsh 1000 per day). Hence crewmembers often ranged from 4 to 7 per contractor. It was also observed that contractors did not supply protective gears to solid collection crew (ibid).

Among constrains encountered in solid waste collection service delivery in Dar es Salaam are:

- Lack of enforcement of existing registration and bylaws.

According to collection and disposal of refuse by-laws, 2001 Section 4 (1 and 2) and section 5, all households are required to have two solid waste collection receptacles (one for organic and the other for non-organic waste) of not less than 40l fitted with a lid. It has been noted that this by-law has not been adhered to. As a result of non-adherence to the by-laws, haphazard dumping of solid waste at the open spaces, road side and in storm drains is rampant, suggesting a need for public awareness campaign, by-law enforcement and perhaps provision of affordable bins to the household.

- Non payment of refuse collection charges

This is a serious problem facing all solid waste collection private contractors (SWCPC) especially in low-income areas where collection of refuse collection charges range only between 23% and 28%, while in high-income areas it is between 50% and 62%.

Generally collection rate of RCCs rate is low in low-income areas compared to high-income areas (Kaseva and Mbuligwe, 2003).

2.3 POLICY REVIEW

2.3.1 The Tanzanian Government Policy on Environment and Development

The National Environmental Policy (URT, 1997) provides a framework for making fundamental changes that are needed to bring environmental considerations into the mainstream of decision-making in Tanzania.

The objectives of the National Environmental Policy include:

i.   To ensure sustainability, security and equitable use of resources for meeting the basic needs of the present and future generations without degrading the environment, or risking health or safety;

ii.   To prevent and control degradation of land, water, vegetation, and air which constitute the essential life support systems;

iii. To conserve and enhance natural and man-made heritage, including the biological diversity of the unique ecosystems of Tanzania;

iv.   To improve the condition and productivity of degraded areas including rural and urban settlements in order that all Tanzanians may live in safe, productive and aesthetically pleasing surroundings; care, basic shelter, food security, access to secure tenure and infrastructure;

v.   Generation of social-demographic information and mitigation of the direct and induced effects of demographic changes on the environment, with respect to critical resources such as land, water and ecosystem health, taking account of community needs.

vi.   Promote awareness of the critical role of women on population and environmental issues through increased access to education, and expanding primary and reproductive health care programmes to reduce maternal and infant mortality, taking account of culturally-based information that transmit reproductive health messages, and ethical and cultural values. Empowerment of women is essential, and could be assured through education, training and policies that accord and improve women's right and access, laborsaving measures and job opportunities. (URT, 1997)

2.3.2 The Environment Policy Views on Public Participation and Education

The policy emphasizes that if sustainable development is truly to be the country's common goal, it must engage the interests and actions, not only of government experts but also of all Tanzanians in all walks of life. Environmental management must be everybody's responsibility. Everyone has the opportunity to make environmentally responsible choices that can reduce or minimize their impacts on environment and promote sustainable development. That responsibility can only be met through cooperative efforts at all levels of society. The actions of all Tanzanians as consumers

and producers, as business operators and as policy makers have an impact on the environment. The protection of the environment shall be the responsibility of each and every T anzanian, j ust a s t he q uality o f t he e nvironment i s a c oncern f or e ach a nd a ll (URT, 1997).

The policy further elaborates that environmental issues are best handled with participation of all citizens at the relevant level. It recognizes that interventions, which are likely to have positive impacts, are those, which enjoy the greatest support from grassroots. Also those ideal interventions are those that are based on the people's own initiatives, and for which solutions are geared towards felt needs, thereby reducing the gap between theory and practice. It's noted that there is absolute necessity to exercise a bottom-up approach in problem identification, project planning, implementation and monitoring. The major responsibility of government institutions and non-government organizations i s t o a ssist l ocal c ommunities b ecome a ware o f t heir o wn situation a nd support them to become responsible for their own destiny. Local communities will participate if they are persuaded that it is right and necessary to do so; when they have sufficient incentive, and the required knowledge and skills. Environment education and awareness rising shall be undertaken in order to promote informed opinion.

The fundamental prerequisites for achievement of sustainable development is broad public participation in decision making, including the participation of individuals,

groups and organizations in environmental impact assessment issues and in decisions, particularly those potentially affect the communities in which they live and work (**ibid**).

2.3.3 The Private Sector and NGO'S

The policy recognizes that the private sector and the community of non-governmental organizations offer a national network that should be tapped, enabled and strengthened in support of efforts to achieve environmental objectives. The private sector and non-government organizations will need to foster cooperation and communication between and among themselves to reinforce their effectiveness as major players in environmental activities.

2.3.4 Forestry

The forestry policy notes that the farmers, business communities, non-governmental organizations (NGO's), schools and others will be motivated to embark on tree planting. The Government has reoriented policy reforms towards increased allocation of resources to the social sector. This includes basic social services such as primary education, primary health care, nutrition, and rural water supply. The government has also introduced cost sharing measures as a way of ensuring full participation by the beneficiaries in the sustainable provision of services (UN Johannesburg Summit, 2002).

2.3.5 The Tanzania Community Development Policy (1996)

This policy emphasizes on the need for communities forming organizations, which will assist in t heir efforts to b ring about their own development, the CBOs can also been formed to partly take responsibility and push social political change in the society. Community-based organizations activities include: environmental and energy conservation, water and sanitation, education, primary health care, nutrition and agriculture development.

CHAPTER THREE

3.0 RESEARCH DESIGN

A cross-sectional research design was adopted in collecting data. This involves data collection at one point in time. The scope of this research was: focusing on urban-based service delivery CBOs. The CBO members and the target population in areas where WAMKUTU (CBO) and UMAWA (NGO) operated were the major units of inquiry.

3.1 RESEARCH APPROACH AND STRATEGY

A community survey was conducted. Structured questionnaires were used in the formal survey and checklist questions in the informal survey. The sampling unit constituted of specific members in the studied organizations, community members in the areas where these organization's operated: both the beneficiaries and the non beneficiaries of organizations activities. The community members who did not benefit from organizations services served as the control group. Other units included community leaders and other information by community members who served as key informants.

3.1.1 Sampling Techniques

The sampling unit constituted of community members. The sampling size was 120 community members where UMAWA organization operated and 85 community members where WAMKUTU organization operated.

Sampling selection-involved use of purposeful selection of sampling sites where the studied organizations operated followed by random sampling of the households. The sampling frame used for these households' interviews was a list of names of all resident heads of households obtained from the registry at the local government offices for the respective research areas.

3.2 DATA COLLECTION METHODS

3.2.1 Secondary Data

Organizations records, periodic reports, written p rogress r eports, strategic plans, work plans, minutes of meetings, financial records and national census official records were read. These were used to check on the benchmarks and operational efficiency of activities.

3.2.2 Primary Data

1. **Questionnaires:** were administered to community-based organization members, staff and organization officials; some community members, organizations beneficiaries, non-beneficiaries, community leaders. A total number of 120 questionnaires were administered to community members and organization members of Kigamboni area where UMAWA organization operates. A total number of 85 questionnaires were administered to community members and organization members of Tandale area where WAMKUTU CBO operates.

The questionnaires administered to community members in this evaluation study were used in order to try and identify the perception of communities on the value and effectiveness of these organizations. The evaluation study thus assessed community members perception on: the organizations effectiveness in service delivery and operations; the importance of these organizations existence; whether these organizations were meeting community members needs; the expectations that the community have towards these organizations and the improvements that they wanted the organizations to make in their operations. Awareness of the organizations activities was also assessed.

Questionnaires w ere c hosen d ue t o t he v arious a dvantages t hey h ad: Q uestionnaires were easily administered to respondents that were scattered over a large area; it was easier to collect information within a short period of time; the respondents answered the questions at their own time.

2.   **Interview schedules:** These were administered to the studied organizations members, community leaders, key informants, and local government community leaders. These interviews were used to capture community leaders views on how they perceived these organizations, and whether community based organizations contributed towards improving people's living conditions in the studied respective communities. Also, whether they mobilized people into solving their community problems. They were also used to obtain information from organization members on their organizations capacity in project design, management practices, implementation and development of the organizations. Interview schedules were used in analyzing organizations situation current situations that they were facing.

Interview schedules were chosen in order to allow the researcher to obtain in-depth information and ideas expressed by community leaders and key informants that may not have been possible to capture by the questionnaires method, Non-literate respondents' views were also taken in interview schedule.

3.   **Focus groups discussions**: Were conducted to some community members. These were held in various clustered community groups. e.g. In UMAWA- NGO case study: four focus community groups were formed in order to reach a large number of people within a short time. Each group was located in a separate location from others. The first one was in Vijibweni area; second one in Tungi area, the third in Kimbiji and the fourth is comprised of vocational training and women group participants. Organization members were often being grouped in small groups, while discussing various issues like when carrying out SWOT analysis and when analyzing objectives and goals.

Major benefits of Focus Group Discussion included: A large number of people being reached within a short time; The researcher getting a variety of opinions, Focus group discussions brought together those who had common problem of interest. Regular smaller meetings fostered cohesion and cooperation.

4.   **Observation**. General observation was used in order to study and record qualitative information regarding various aspects of people's behavior, and how they responded to various statements.

3.3 DATA ANALYSIS METHODS

3.3.1 Introduction

In order to interpret the data obtained from the research, and discuss the findings, qualitative and quantitative data analysis procedures were undertaken. The data was organized, coded and analyzed with the aid of Statistical Package for Social Scientist package.

3.3.2 Primary Data

The primary data had been collected by use of open ended/ unstructured and some semi-structured questionnaires. These had been combined with some structured questionnaires interview and discussions statements. Therefore coding was done in order to ease the ranking process of the responses, and their classification into groups.

The responses were put into categories and themes so as to answer the research questions. Hence descriptive statistics measures such as mean, median, mode, frequency and percentages were used in making calculations of each category of responses. The researcher then used this information to make statements about the results, identify findings and make conclusions based on these calculations.

3.3.3 Secondary Data

The secondary data collected was carefully read. All the ideas that were viewed as necessary were coded, organized in terms of their relevance into the study, summarized and included in the report.

3.4 LIMITATIONS EXPERIENCED

Due to limited financial resources and limited time period, the research case studies were limited to two organizations only.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 UMAWA ORGANIZATION

4.1.1 Demographic and Social Economic Characteristics of Respondents

4.1.1.1 Age of respondents

The age distribution of respondents is shown in table 1. The results indicate that out of 90 community members interviewed, these respondents age groups ranged from 21 to 50 years.

Table 1: Age group distribution of respondents

Age Category	Number of respondents	
	Frequency	Percent (%)
20 years and below	20	22.2
21 to 30	34	37.8
31 to 40	23	25.6
41 to 50	6	6.7
Above 50	7	7.8
Total	90	100.0

Source: Survey data 2004

The majority of respondents were in the age group of 21 to 30 years (37.8%), followed by age group of 31 to 40 years (25.6%). Respondents in these age groups were engaged

in various economic activities. The study further revealed that due to lack of readily available employment, lack of skills and low education among various age groups, most of the respondents were involved in informal income generating activities such as small businesses (Table 2)

Table 2: Economic activity of respondents by age groups

Age group	Respondents economic activity frequency									
	Formal employment		Small business		Farmer		No income generating activity		Total	
	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)
20 years and below	0	0	5	5.6	0		15	16.7	20	22.2
21 to 30	1	1.1	20	22.2	1	1.1	12	13.3	34	37.8
31 to 40	4	4.4	17	18.9	1	1.1	1	1.1	23	25.6
41 to 50	1	1.1	4	4.4	1	1.1	0	0	6	6.7
Above 50	1	1.1	5	5.6	1	1.1	0	0	7	7.7
Total	7	7.7	51	56.7	4	4.4	28	31.1	90	100

Source: Survey data 2004

The results show that UMAWA organization is thus playing an important role in the community especially among women through vocational training, where they acquire skills in: tailoring, batik making, capacity building for small business management skills and entrepreneurship. Women from this community are facilitated by the organization to form solidarity groups, and are given advice on issues pertaining to acquisition of loans from various micro-finance and other credit lending institutions. The organization also conducts seminars and workshops, on various development issues such as environment conservation, horticulture to the farmers; human survival skills and HIV/AIDS prevention to the youth.

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4.1.1.2 Economic activities of respondents by sex

Results in table 3 shows that out of 90 respondents, 48 of them were women. The results also show that women have a tendency of organizing themselves in groups and trying to solve their common problems. Also these results indicate that women easily respond to collective community development interventions. Due to low education level of women compared to male counterparts, the majority of women does not have secure sources of income and are mostly involved in informal income generating activities. UMAWA organization is thus trying to facilitate women to participate in development activities by providing an enabling environment for acquisition of skills and opportunities.

Table 3: The economic activities of respondents by sex

Sex	Respondents income generating activities frequency									
	Formal employment		Small business		Farmer		No activity		Total	
	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)
Male	6	6.7	25	27.8	3	3.3	8	8.9	42	46.7
Female	1	1.1	26	28.9	1	1.1	20	22.2	48	53.3
Total	7	7.8	51	56.7	4	4.4	28	31.1	90	100

Source: Survey data 2004

The results in table 3 also indicate that out of 90 respondents (56.7%) of them were involved in small business activities. Small businesses included: retail shops, barber and salons, groceries, fishing, hawking, newspaper vending. (31.1%) respondents were without any income generating activity. This was a second largest group category. Only (7.8%) respondents were in formal employment, and (4.4%) respondents were engaged in farming.

Average income per month among the respondent (table 4) ranged from Tshs 30,000 to above 200,000, with the majority (25.6%) earning between Tshs 30,000 to 49,000. Followed by Tsh10, 000 to 29,000 groups (21.1%), and then TShs 50,000 to 99,000 (13.3%), few respondents (6.7%) earned between TShs 100,000 to 200,000. Only (2.2%) of the respondents earned above TShs 200, 000. This study revealed that most people in this area had low incomes.

Table 4: The average monthly income of respondents

Income range	Number of respondents	
	Frequency	Percent (%)
10,000 to 29,000	19	21.1
30,000 to 49,000	23	25.6
50,000 to 99,000	12	13.3
100,000 to 200,000	6	6.7
Above 200,000	2	2.2
No income	28	31.1
Total	90	100.0

Source: Survey data 2004

4.1.1.3 Education level

Results in Table 5 show the education level of respondents. The results indicate that out of 90 respondents (67.8%) had primary school education. Less than a third (28.9%) respondents had secondary school education, while college level was only (1.1%) respondents, and university were (2.2%) respondents This shows that the education level among this population was generally low. This somehow explains the reason as to why there is a great need for vocational training in this area. While comparing male and

female education levels, though the proportion of women population is higher, most women only had primary school education. These results thus revealed that men have relatively higher education levels than women.

Table 5: Education level of respondents by sex

Sex	Respondents education level									
	Primary school		Secondary school		College		University		Total	
	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)
Male	23	25.6	16	17.8	1	1.1	2	2.2	42	46.7
Female	38	42.2	10	11.1	0	0	0	0	48	53.3
Total	61	67.8	26	28.9	1	1.1	2	2.2	90	100

Source: Survey data 2004

4.1.1.4 The perceived community problems

Results in Table 6 show the respondents perception of community problems. The majority of respondents (32.2%) expressed the problem of water shortage. The second most pressing issue was inadequate education and lack of skills among the people (23.3%). The author also reviewed some applications by students willing to join vocational training at UMAWA. Quite a number of the young students expressed the need for joining, as being associated to having been orphaned by HIV/AIDS killing of their parents. Hence they couldn't afford to join secondary schools. Some other students said their parents were poor and could not afford to take them to secondary schools. Lack of capital for starting small businesses was rated as a third problem by (18.9%) of respondents, low income among the people was fourth (12.2%), followed by

environmental degradation (10%) and lastly was inadequate health facilities which was reported by (3.3%) of respondents.

Table 6: Response distribution on perceived community problems

Problems	Number respondents	
	Frequency	Percent
Water shortage	29	32.2
Low incomes	11	12.2
Environmental degradation	9	10.0
Low education level	21	23.3
Inadequate health facilities	3	3.3
Lack of capital	17	18.9
Total	90	100.0

Source: Survey data 2004

UMAWA organization has started to address community felt needs. This organization has been trying to address a number of problems in the following ways: the organization has drilled two boreholes at Tungi Street in Kigamboni ward, and in Vijimbweni ward. Key informants revealed that the boreholes are not adequate; especially for people from interior areas such as Vijimbweni ward. People in this area still find themselves queuing and spending so much time fetching water especially women. Table 7 shows respondents expectations from the organization. The study revealed that a majority of the people from Vijimbweni area were suggesting that the organization should drill more boreholes for them in order to reduce water shortages.

Table 7: Response distribution of community expectations from UMAWA organization

Expectation	Number of respondents	
	Frequency	Percentage (%)
Acquiring skills	27	33.7
Increased boreholes	28	35
Increased development projects	13	16.2
Organization advertisements	7	8.8
Continuous access to UMAWA boreholes	4	5
Becoming a member of the organization	1	1.3
Total	80	100

Source: Survey data 2004

Other organizations such as Water Aid have drilled boreholes in Kigamboni ward to try and address water shortage issue. Unfortunately, they have not yet gone to villages located in interior areas such as Vijimbweni where water shortage is still a great problem.

Low levels of education among people (especially at secondary and tertiary levels) and lack of skills are rated among the most important felt needs. UMAWA organization as noted is trying to address these issues, but has only been able to enroll few people in its training program. Evaluation results showed that this is due to various problems such as financial constraint, inadequate equipments and trainers. Nevertheless this organization has brought about changes in people's attitude and behavior through vocational training, capacity building seminars and workshops. People in this area are now learning skills which can enable them to become self reliant and more productive in the future. These include among others: tailoring, batik making, business management skills, and entrepreneurship. Formation of entrepreneurship solidarity groups among women, and

offering them guidance and advice on various micro finance institutions for easy acquisition of loans is also one way of addressing these issues.

UMAWA organization has tried to address environmental issues by conducting tree-planting projects. The evaluation study shows that many community members have appreciated this project and have fully participated in project implementation. However, observation showed that others do not seem to realize the long-term importance of tree planting, apart from providing shade during hot days and fruits. UMAWA has conducted tree planting in Tungi and Tuamoyo streets of Kigamboni ward, Sumangira ward, Vijimbweni ward, and Kimbiji ward.

On the issue of health services UMAWA is only involved in; diseases preventive measures undertaken in ways such as, training activities and capacity building seminars. The youth are usually trained on HIV/AIDs lessons, human survival skills and appropriate life styles.

The study findings revealed that as much as this organization is trying to address these critical issues, it has only done so in a small scale. This is seen when looking at the large and still increasing population, and comparing to the people the organization has been able to reach. For example, vocational training has only successfully benefited 200 students so far in this area. This is because the organization has low capacity and only

reaches a small group of people at a time. Though this organization is still young, its growth is thus essential.

4.1.2 Effectiveness of UMAWA Organization in Service Delivery

One of the objectives of this evaluation study was to identify the perception of communities on the value and effectiveness of community based organizations.

4.1.2.1 Community perception on UMAWA effectiveness in service delivery

Results in table 8 show the respondents' perception on the effectiveness of UMAWA organizations operation and service delivery. These results revealed that 57.8% of the respondents were of the opinion that the organization is effective; 26.7% said the organization is very effective; 11.1% didn't know; and 4.4% were of the opinion that the organization was not effective. This results indicates that the majority of respondents appreciate the organization's services and were satisfied with the service delivery and organizations operations. That is when judging from number of the respondents who consider the organization being effective 26.7% and very effective 57.8%, totaling 84.5%.

Table 8: Response distribution on perceived UMAWA effectiveness on service delivery

	Number of respondents	
Effectiveness	Frequency	Percent (%)
Very effective	24	26.7
Effective	52	57.8
Not effective	4	4.4
I do not know	10	11.1
Total	90	100.0

Source: Survey data 2004

4.1.2.2 Organization member's opinion on community's perception towards UMAWA organization effectiveness

UMAWA members were asked on how the community served by the organization perceived organizations' activities. Table 9 shows the responses of UMAWA members. The results indicate that UMAWA members were of the opinion that the community had a positive perception towards UMAWA organization.

Table 9: Perceived rating of UMAWA activities by the community

Perceived rating	Number of respondents	
	Frequency	Percent (%)
Very good	12	60.0
Good	8	40.0
Total	20	100.0

Source: Survey data 2004

4.1.2.3 Community members awareness of the organizations activities

Table 10 shows the community members' awareness of the organizations activities.

This study revealed that a majority of respondents (91.1%) were aware of UMAWA organization.

Table 10: Respondents awareness of existence of UMAWA organization

Awareness	Number of respondents	
	Frequency	Percent (%)
Aware	82	91.1
Not aware	10	10.9
Total	90	100.0

Source: Survey data 2004

Nevertheless it was not every one in this community who was participating or even sharing benefits from the organizations activities. Some community members were using the organizations' services, but did not actually know the organization itself. This was revealed in focus group discussions with residents of Vijimbweni. In this area, the organization has drilled a borehole and community members fetch water and pay some little contribution. During focus group discussion, it was revealed that some people were satisfied with the borehole water services, but had no idea that it was constructed by UMAWA organization. This shows that there is a need for this organization to make people fully aware of their services and activities. It also shows that probably a participatory approach was not used before this project was implemented.

4.1.2.4 Importance of UMAWA organizations existence

Table 11 shows the respondents perception on the value and importance of the organization. Majority respondents (85.6%) thought that having such an organization was important to the community members. Only 14.4% thought that such an organization was not important.

Table 11: Respondents perception on the importance of organizations existence

Importance	Number of respondents	
	Frequency	Percent (%)
Important	77	85.6
Not important	13	14.4
Total	90	100.0

Source: Survey data 2004

The study revealed that even those people who claimed not to benefit from the organization actually thought that such an organization is important to the community members, hence responded positively. This suggests that community members do value community-based organizations' activities.

4.1.2.5 Rating on the extent UMAWA organization is meeting peoples needs

Results in Table 12 show the respondents' perception on whether UMAWA organization activities were meeting their needs. 67.8% of respondents considered the organization to meet community needs, while 32.2% of respondents said the organization was not

meeting their needs. This result suggests that the organization should re-assess the needs of the community members, and try to find ways of meeting them.

Table 12: Response distribution on extent UMAWA organization meets community needs

Rating	Number of respondents	
	Frequency	Percent (%)
Meeting community needs	61	67.8
Not meeting community needs	29	32.2
Total	90	100.0

Source: Survey data 2004

Furthermore, the study revealed that some respondents were of the opinion that there are a number of needs, which the organization may not be able to fulfill. For instance some people receiving water service expressed that they were satisfied with the service, but had other needs like capital for starting businesses. Thus basing on 67.8% of respondents, who considered that the organization was meeting their needs, it can be concluded that community members have actually accepted this organization's activities and were benefiting from its work.

4.1.2.6 Suggested improvements for UMAWA organization activities

The respondents were asked to list down the improvements that they think the organization should make. The results in table 13 show that the suggested improvements include: building organization head office (10%), expanding the vocational training school capacity (25%), improving environmental conservation activities (7.8%) and

improving water services provision (30.7%). The evaluation study results suggest that community members do value organization activities; hence they have expectations on the organization and suggested improvements that should be made.

Table 13: Respondents suggestion on improvements of UMAWA organization activities

Suggested improvements	Number of respondents	
	Frequency	Percentage (%)
Expand Vocational training capacity	23	25%
Increase capacity building seminars and workshops	9	10%
Increased staff in vocational training	7	7.3%
Register vocational school	6	7%
Organization acquire own premises	9	10%
Organization members participation service delivery	9	10%
Expand f environmental conservation activities	7	7.8%
Increased boreholes	28	30.7%
Installation of an electric pump in Vijimbweni borehole	5	5%
Regular repair of Vijimbweni water pump	3	2.9%
Fencing of Vijimbweni borehole	2	2.6%
Building water tank	2	2.6%
Total	110	120.9

Source: Survey data 2004

The study results indicates that community members are willing to get involved in community based development activities, as a way of solving their most critical problems that the government is unable to provide like, public services. These study findings also suggests that most people seem to realize that community based organizations are of great value to the community.

4.1.3 Contribution of UMAWA Organization on Peoples Living Standards

4.1.3.1 Ways UMAWA organization has contributed to improved living
conditions for community members

One of the research objectives was to try to establish whether community based organizations actually contribute towards improving peoples living standards. The evaluation study assessed community member's views on this issue, in areas where UMAWA organization operates.

Contributions of UMAWA organization towards improving the living conditions of the community members are presented in table 14. The results shows that improvements in living standards brought about by UMAWA include: provision of vocational training mentioned by 51.1% respondents, learning on different development issues (45.1%), environment conservation and cleanliness (40.9%) and access by community members to clean water (45.6%). Others were loan advisory services for women (15.6%), and women using UMAWA tailoring machines in making items for sale (15.6%).

Table 14: Responses on perceived improved living standards brought by UMAWA activities

Improvement	Number of respondents	
	Frequency	Percentage (%)
Vocational training	46	51.1
Capacity building	41	45.1
Environment conservation and cleanliness	37	40.9
Access to clean water from UMAWA boreholes	42	45.6
Loan acquisition advisory services for women	14	15.6
Women access to tailoring machines from UMAWA	14	15.6
Total	194	213.9

Source: Survey data 2004

This research study revealed that community members do perceive community-based organizations as agents that bring about improved living conditions in the society. The study result indicates that community members seem to have appreciated vocational training project by UMAWA. Most of them felt that the training being offered will greatly help those people especially girls who did not manage to obtain secondary school education, to become self reliant. Water services are also fully appreciated by community members, though they feel more boreholes should be drilled to bring an end to water shortage problems. Environment conservation is also well appreciated. But the study noted that the organization needs to fully educate people on long-term benefits of environmental conservation. Some community members feel that tree planting is important for bringing tree shades and fruits as earlier noted. The community needs to learn that trees maintain soil quality, provide organic matter, limiting soil erosion and protect soil from direct impact of rainfall. They should also understand that trees modulate climate.

The organization's capacity building seminars and workshops were other projects that have gained popularity. Community members appreciate this service, as they learn various development activities. Farmers are taught various ways of improving their farming and marketing of produce. Youth are taught on various human survival skills, health preventive precautions and small business management. Women are facilitated and mobilized to form enterprises and solidarity groups. The major shortcoming associated with capacity building as noted by the evaluation study is that the

organization has not been able to reach many people. This is due to financial constrains, and inadequate experts to facilitate these seminars, hence operating on a small scale.

4.1.4 Community Participatory Approaches Employed by UMAWA Organization

One of the research objectives was to try and establish whether participatory approaches are emphasized in community based organization activities.

4.1.4.1 Community participation in UMAWA organizations' activities

The results in table 15 show the extent of community participation in UMAWA activities. 73.3% of the respondents said that they were participating in the organization activities. This ratio is big in relation to level of participation, thus modes of participation were also looked at to ascertain this observation.

Table 15: Community participation in organization activities

Extent of Participation	Number of respondents	
	Frequency	Percent (%)
Participated	66	73.3
Did not participate	24	26.7
Total	90	100.0

Source: Survey Data (2004)

4.1.4.2 The modes of community participation

Looking at modes of participation, the evaluation study revealed that most of community members participated in activities of tree planting, attending capacity building seminars (Table 16).

Table 16: Responses on ways community members participate in UMAWA organization activities

Way of participation	Number of respondents	
	Frequency	Percentage
Environment conservation by tree planting	39	43.3
Attending capacity building seminars on development issues	39	43.3
Organization advisor	3	3.3
Staff member	4	4.4
Vocational training student	18	20
Parent of vocational training student	6	6.7
Organization researcher	1	1.1
Consuming water from UMAWA boreholes	26	28.9
Total	136	151

Source: Survey data 2004
The total percentages is above 100 because of multiple answers

One thing that the study noted is that most people perceived participation in terms of ways in which they received organization services. That is why answers ranged from attending capacity building seminars, to accessing water from UMAWA boreholes. Community members' participation in actual implementation of organization activities has not been fully emphasized in this organization. Program coordinator, some community members, and volunteers as well as some few paid staff members carry out most of the organization activities. Community members mostly participate in some projects like tree planting.

Community members have thus not been fully mobilized to participate in implementation of most of organizations' activities. The study noted that this has resulted due to lack of creation of a sense of ownership by community members towards this organization. Hence most people just wait to receive services, and are not involved fully in planning, implementation and evaluation of project work. The study also established that some organization's founder members do not actually participate in any organization activities they only attend meetings. This is a serious problem, which is a threat to this community-based organization sustainability, if not acted upon. In order to achieve the organization effectiveness, a consensus between community members and organization officials must be attained, this is important in implementing community projects.

Results in table 17 further clarified that most community members were partly participating in implementation of the organizations projects activities. UMAWA organization m embers c larified t his b y (10%) f ully p articipation r esponses a nd (90%) partly participation responses. This gives a challenge to the organization to involve more community members in their activities in order to enhance more community support, acceptance and streamline operations.

Table 17: Organization members' perception on beneficiary participation in UMAWA organization activities

	Number of respondents	
Level of participation	Frequency	Percent (%)
Fully participate	2	10.0
Partly participate	18	90.0
Total	20	100.0

Source: Survey data 2004

4.1.5 UMAWA Organization Mobilization Capacity for Local Development Initiatives

One of the research objectives was to try and establish the capacity of community-based organizations in mobilizing and promoting local community development initiatives.

4.1.5.1 Promotion of community development initiatives by UMAWA organization

Results in Table 18 show that 77.8% of the respondents agreed that UMAWA organization does promote community members development initiatives. 21.1% of the respondents said that UMAWA does not promote community development initiatives, while 1.1% of the respondents expressed no opinion.

Table 18: Opinion on UMAWA activities promoting community development initiatives

Opinion	Number of respondents	
	Frequency	Percent (%)
Promotes community initiatives	70	77.8
Does not promote community initiatives	19	21.1
No opinion	1	1.1
Total	90	100.0

Source: Survey data 2004

4.1.5.2 Community perception on ways of promoting community development initiatives

Modes in which UMAWA promotes community development initiatives are shown in table 19. The results show that most of the respondents (37.1%) supported that the community was being mobilized by the organization to solve water scarcity problems. A number of people also felt that the organization was mobilizing the community to get involved in development activities (22.2%). This is through the organization's services provision, trainings and support that have brought about awareness rising among community members. The study revealed that this organization was still operating and serving a small section of the population. Therefore, it is suggested that the organization needs to increase community mobilization activities.

Table 19: Responses on modes of promoting community development initiatives by UMAWA organization

Mode	Number of respondents	
	Frequency	Percentage (%)
Community is mobilized to get involved in development activities	31	34.4
Poverty eradication by conserving the environment	26	28.9
Education on environment, survival skills and technology	20	22.2
Solving water scarcity problems	33	37.1
Women facilitated to form solidarity entrepreneurship groups	20	22.2
Women using UMAWA tailoring machines	19	21.1
Total	149	165..9

Source: Survey data 2004

4.1.5.3 UMAWA mobilizing local community initiatives into problem solving

Results in table 20 show respondents' view on whether UMAWA mobilizes people to solve their own problems. 70% of the respondents agreed it does, while 30% disagreed.

Table 20: UMAWA mobilizing people to solve their own problems

Problem solving	Number of respondents	
	Frequency	Percent (%)
UMAWA mobilizes community problem solving	63	70.0
UMAWA does not mobilize community problem solving	27	30.0
Total	90	100.0

Source: Survey data (2004)

This indicates that many people have appreciated the organization as an institution that is mobilizing them in finding solutions to their problems. Nonetheless, the 30% of respondents who disagreed should be taken into consideration. The organization needs to assess why some people think that the organization is not facilitating them into solving their problems. The study findings suggest that this can be attributed to the organizations having few development projects in this large area.

4.1.6 Effectiveness of UMAWA Organization in Project Design, Management, Implementation and Development

One of the research objectives was to assess the effectiveness of community-based organizations in project designing, management, implementation and development.

4.1.6.1 Project design by UMAWA organization

The organization members were interviewed on the ways they carry out the organization programs including program identification. Results in table 21 show how UMAWA programs were initiated. 75% of respondents said that program implemented by UMAWA originates from community felt needs. Some organization members also were of the opinion that UMAWA conducts research to identify community needs before initiating a program (10%). This study has established that this organization has a community development approach, which emphasizes on trying to meet specific community needs.

Table 21: Responses on identification and initiation of UMAWA Organization programs

Criteria	Number of responses	
	Frequency	Percent (%)
Community's felt needs	15	75.0
Research/survey	2	10.0
Initiating by Community members	3	15.0
Total	20	100.0

Source: Survey data 2004

4.1.6.2 UMAWA criteria for identifying target groups

The organization members were asked which criteria their organization uses to identify target groups who become their beneficiaries. The approaches used in identifying targeted beneficiaries of UMAWA program are given in table 22. Results show that 35.5% of respondents revealed that would be beneficiaries approaches the organization

seeking assistance However, this method does not apply to people benefiting from water services, because the organization implements this project depending on identified needs of the community. 30% of respondents were of the opinion that identification of target group depends on collectively identified community needs.

Table 22: Responses on criteria for identifying beneficiaries of UMAWA organization

Criteria	Number of respondents	
	Frequency	Percent (%)
Collective community needs	6	30.0
Approaching the organization	7	35.0
Both approaches	7	35.0
Total	20	100.0

Source: Survey data 2004

The results suggest that the organization employs various criteria's in selecting target groups for particular programs. This is due to the fact that various projects have different approaches. For example, those people who are benefiting from vocational training service normally go to the organization seeking individual assistance. While some programs are intended at solving problems faced by the entire community, these are identified through needs assessment or community surveys.

4.1.6.3 Knowledge of organization's vision, mission, objectives, goals

The study revealed that all organization members were not clear on organization's vision, mission statement, objectives, as well as long and short-term goals. This is because when asked to list them, their ideas varied. The study further noted that this

problem might have resulted from lack of effective member participation in organization

activities. Organization leaders and the program coordinator do most of the organization

work. This organization is a membership owned organization; hence more participation

by members is essential.

4.1.6.4 Management of UMAWA activities

Organization members were asked to rate the effectiveness of leadership in their

organization. The results in table 23 show that most of respondents felt that their

organizations leadership is effective. This is when looking at the respondents who had

the opinion of the leadership being moderately effective (55%), and very effective

(35%). This can be associated with the positive trend that the organization is taking on

its growth process.

Table 23: Rating of effectiveness of leadership in UMAWA organization

Effectiveness	Number of responses	
	Frequency	Percent (%)
Very effective	7	35.0
Moderately effective	11	55.0
Least effective	2	10.0
Total	20	100.0

Source: Survey data (2004)

4.1.6.5 Decision-making procedure by UMAWA organization.

Results in table 24 show the decision-making procedures in UMAWA organization. The study revealed that some members had varying ideas, with regards to who makes organizational decisions. (30%) of respondents said that participatory approaches were being used, while (10%) of respondents said that organization leaders made the decisions, (60%) of the respondents said participatory approaches are used together with organization leaders making decisions. Full participatory approaches that the organization members claimed to be employed in decision-making did not appear to be fully implemented.

Observation also proved that most organization members do not participate in organization's work; they only attend meetings and listen to implementation reports on what have been done.

Table 24: Response distribution on decision-making procedure at UMAWA organization

Procedures	Number of respondents	
	Frequency	Percent (%)
Use of participatory approaches	6	30.0
Organization leaders	2	10.0
All the above	12	60.0
Total	20	100.0

Source: Survey data 2004

4.1.6.6 Organization's financial management procedures

Respondents were asked about effectiveness of financial management procedures in UMAWA. Results in table 25 show that 45% of respondents felt that the financial management procedures were very effective, while 40% said the procedures were effective. 3 % o f t he r espondents d idn't k now a bout t he o rganizations e ffectiveness i n financial management procedures.

Table 25: Responses on effectiveness of UMAWA organization financial management procedures

Effectiveness	Number of respondents	
	Frequency	Percent (%)
Very effective	9	45.0
Effective	8	40.0
I do not know	3	15.0
Total	20	100.0

Source: Survey data 2004

4.1.6.7 UMAWA organization acquisition of funds

The main sources of funds for UMAWA organization are shown in table 26. The results revealed that the organization relies mostly on donor support. Beneficiary contribution is basically the charges that vocational training students and community members fetching water from the organization's boreholes contribute. These contribution charges are normally low. The women tailoring groups also sometimes gets tenders and make dresses for sale.

Table 26: UMAWA sources of funds

Sources of funds	Number of respondents	
	Frequency	Percent (%)
Donor funds	5	25.0
Beneficiary contribution	2	10.0
All the above	13	65.0
Total	20	100.0

Source: Survey data 2004

The organization member contributions were low, as most members could not afford the contribution of Tshs1000 per month. Though organization members were claiming that their fund raising procedures are effective, the study established that strategies needed to be designed in order to stop relying on donors. This can enhance sustainability without donor reliance. They should therefore devise approaches for mobilizing funds more from community members.

4.1.6.8 UMAWA Organization development

The organization members were asked whether the organization had achieved its intended outcomes. Results in table 27 show how the organization achieved its intended outcomes. It is evident that some respondents (40%) were of the opinion that the organization was not achieving most of the planned objectives. The majority attributed this to lack of adequate funds, lack of skilled workers and other reasons.

Table 27: Responses on UMAWA Organization achievement of intended outcomes

Achievements	Number of respondents	
	Frequency	Percent (%)
UMAWA achieved planned objectives	12	60.0
UMAWA has not achieved planned objectives	8	40.0
Total	20	100.0

Source: Survey data 2004

The respondents felt that if they could have enough funds, then they would be in a position to drill more boreholes, employ more workers in the vocational training, train their workers, buy land and build their own premises, expand their operation's capacity and others.

4.1.6.9 Planning and implementation of (UMAWA) organization activities

Organization members were asked on who was responsible for planning organization activities. Table 28 shows that 50% of respondents felt that participatory planning was being used, while 20% felt that organization leaders did the planning. 30% of respondents said that organization leaders together with members were normally involved in planning organization activities. These results show that there is an aspect of participatory planning in this organization but not fully practiced.

Table 28: Response distribution on planning of UMAWA activities

Planning Responsibility	Number of respondents	
	Frequency	Percent (%)
Organization leaders	4	20.0
Every member in the organization (participatory planning)	10	50.0
All the above	6	30.0
Total	20	100.0

Source: Survey data 2004

Though elements o f p articipatory p lanning a re e vident, r esearch findings s howed t hat not all organization members are normally present in project activities. The management team of organization leaders, coordinator and few organization members carry out most of the planning. Most organization members receive information on what has been planned. Some participate in implementation, but others do not.

4.1.6.10 Implementation of organization (UMAWA) activities

Results in Table 29 show that 40% of respondents expressed that the organization members implemented organizational activities. 40% of respondents were of the opinion that organization members, leaders and workers implement organization activities. The study results revealed that organization members are not fully involved in this implementation p rocess. O ther c ommunity m embers a re o nly p artly i nvolved i n s ome projects implementation.

Table 29: Responses distribution on implementation of organization activities

Implementation responsibility	Number of responses	
	Frequency	Percent (%)
Organization members	8	40.0
Both organization members and leaders	8	40.0
Organization leaders and workers	4	20.0
Total	20	100.0

Source: Survey data 2004

The study established that the organization had a good coordination of activities and responsibilities among project implementers. The organization also had clear organization structure, staff procedures, as well as, staff development plans for further training. The organization conducts simple monitoring of its activities, by checking what has been accomplished, and how well it has been done. However, they do not have proper indicators. The indicators that they claimed to have are not measurable.

The organization also conducts some kind of simple evaluation of its activities. These activities are carried out after seminars and workshops whereby people discuss lessons learnt problems encountered and suggested improvements. The program coordinator then writes reports after this, which are discussed in meetings and included in next planning process.

4.2 WAMKUTU COMMUNITY BASED ORGANIZATION

4.2.1 Demographic and Social Economic Characteristics of Respondents

4.2.1.1 Age of respondents

Table 30 shows the age of respondents. The results indicate that the age of respondents range between 21 to 50 years. The majority of respondents (38.5%) are aged between 21 and 30 years. Followed by mid-age category of 31 to 40 years, which account to 29.2% of respondents.

Table 30: Respondents age group distribution

Age category	Number of respondents	
	Frequency	Percent (%)
Below20	8	12.3
21-30	25	38.5
31-40	19	29.2
41-50	5	7.7
Above50	8	12.3
Total	65	100.0

Source: Survey data 2004

It is apparent from the results that young men and women mainly form WAMKUTU CBO. This is probably due to the fact that through organizing themselves, the young people were able to earn some income and contribute towards development and environment management.

4.2.1.2 Economic activities of respondents

Table 31 shows economic activities of respondents. The results indicates that out of 65 respondents involved in income generating activities (52.3%) were women, while (47.7%) were men. The study results suggest that women in this study area have readily accepted the community development initiatives. Most women (33.8%) were operating small business. These businesses include; retail shops, small grocery stalls, fish frying, and food vending ("Mama lishe" and "Baba lishe"). Others were barbershops, hair salons, small stationary shops and hawking.

Table 31: The economic activities of respondents by gender

Sex	Economic activity of respondents							
	Formal employment		Small business		None		Total	
	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)
Male	2	3.0	25	38.5	4	6.2	31	47.7
Female	4	6.2	22	33.8	8	12.3	34	52.3
Total	6	9.2	47	72.3	12	18.5	65	100

Source: Survey data 2004

Results in table 32 show the respondents average monthly incomes. This ranged from TShs 10,000 to 200,000.00. The majority of respondents (32.3%) earn between Tshs10, 000 to 29,000.00, followed by (21.5%) earning between 50,000 to 99,000.

These results indicate that respondents in the study area earn very low incomes. This leads to a suggestion that community mobilization and development interventions are urgently needed measures in order to increase people earnings in this area. WAMKUTU

CBO is one of organization formed to somehow address this issue at grassroots. However, on its own WAMKUTU cannot help every one in this community. The evaluation study results show that more such development organizations are needed in this area.

Table 32: The average monthly income of respondents

Incomes group	Number of respondents	
	Frequency	Percent (%)
10,000- 29,000	21	32.3
30,000-49,000	12	18.5
50,000- 99,000	14	21.5
100,000- 200,000	4	6.2
Above 200,000	1	1.5
None	12	18.5
Total	64	98.5

Source: Survey data 2004

4.2.1.3 Education level of respondents in WAMKUTU area of operations

The results in table 33 show the education level of respondents. The results indicate that out of 65 respondents interviewed (67.7%) respondents had primary school education, (23%) respondents had secondary school education and (9.2%) respondents had no any formal education. The study findings also revealed that even those who attended primary school had not necessarily completed seven-year program. Some of the respondents had only gone halfway the primary education years. The same applied to secondary school education.

These results further showed that both female and male respondents were having almost similar distribution of primary and secondary education. Nevertheless a relatively higher number of women compared to men, had no any formal education. This suggests that due to low education level the majority of respondents were not able to obtain an employment. Therefore there is a need to introducing income-generating activities in the area.

Table 33: Education level of respondents by gender

Sex	Number of respondents							
	Primary school		Secondary school		No education		Total	
	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)	(Fq)	(%)
Male	21	32.3	8	12.3	2	3.0	31	47.7
Female	23	35.4	7	10.7	4	6.2	34	52.3
Total	44	67.7	15	23	6	9.2	65	100

Source: Survey data 2004

WAMKUTU is therefore playing a significant role in absorbing men and women into solid waste collection activities. A few young men and women in this community are earning income from this activity. Nevertheless, this organization has not managed to involve many people, as it only has 15 members and some few casual laborers. All members in this organization have primary school education level. This scenario of low education level (at primary level) is typical to the community.

4.2.1.4 Respondents perceptions of main problems facing the community

The respondents' perceptions on main problems facing the community are given in table 34. The results indicate that 35.4% of respondents consider that all problems mentioned were critical to them. While 20% mentioned water shortage and environmental degradation as main problems. The environmental problems identified by r espondents are; flooding during heavy rainy seasons, poor infrastructures due to unplanned settlements hence vehicles cannot access to most houses even in cases of accidents e.g. fire breakouts. Poor waste disposal services as some people do not receive CBO waste collection services - hence haphazard dumping of waste. In some cases wastes were dumped into the river leading to blockages.

Table 34: Respondents perception on problems facing the community

Perceived problems	Number of respondents	
	Frequency	Percent (%)
Lack of waste disposal services	7	10.8
Theft and other criminal activities	5	7.7
Poor infrastructures due to unplanned housing	12	18.5
Flooding during rainy seasons	4	6.2
All of the above	23	35.3
Water shortage	14	21.5
Total	65	100.0

Source: Survey data 2004

WAMKUTU was making efforts in trying to educate community members on importance of solid waste management. The organization calls community meetings and collaborates with the municipal authorities in trying to address environment issues. Thus, most of community members agreed that the CBO had brought about tremendous

changes in peoples attitude and behavior towards environment upgrading. The respondents also said that the CBO members have brought about noticeable cleanliness and have greatly reduced heaps of uncollected wastes that used to lie all over Tandale area.

4.2.2 Effectiveness of WAMKUTU Organization in Service Delivery

One of the research objectives was to identify the perception of communities on the value and effectiveness of community based organizations. Respondents were asked to rate: the organization's effectiveness in service delivery and operations; importance of organizations e xistence; the e xtent t he o rganization w as m eeting community n eeds a s well as the expectations and improvements that respondents like the organization to make.

4.2.2.1 Respondents opinion on effectiveness of WAMKUTU in service delivery

Results in table 35 show respondents' opinion on the effectiveness of WAMKUTU in service delivery. The results indicate that 43.1% of respondents were of the opinion that the organization is effective, where 6.9 percent of respondents thought it is very effective. This shows that majority of people have appreciated this organizations operation. However, 35.4% of respondents didn't know the organization's effectiveness. This could be attributed to some community members failing to appreciate the

organization's activity hence resisting its operations. The CBO needs to put more efforts in trying to address this issue by sensitizing people more, and being more transparent in their operations.

Table 35: Response distribution on effectiveness of WAMKUTU in service delivery

Effectiveness	Number of Responses	
	Frequency	Percent (%)
Very effective	11	16.9
Effective	28	43.1
Not effective	3	4.6
I do not know	23	35.4
Total	65	100.0

Source: Survey data 2004

4.2.2.2 Organization member's opinion on community's perception towards WAMKUTU organization

Results in table 36 shows the WAMKUTU members' ratings on how the community served by the organization perceived organization activities. A majority of WAMKUTU members 60% felt that the community accepted the CBO activities and had a positive perception towards the CBO. 20% of organization members on the other hand felt that the community had a bad perception towards them, and actually rejected them. This was observed during the study, as some community members were still found not ready to accept this organization's activities.

Table 36: Response distribution on community members'
perception towards organization activities

Community's perception	Number of respondents	
	Frequency	Percent (%)
Very good	2	13.3
Good	9	60.0
Bad	3	20.0
Total	14	93.3

Source: Survey data 2004

4.2.2.3 Organization member's views on constrains encountered during implementation of organizations activities

Results in table 37 show constrains encountered by organization members during implementation of CBO activities. 80% of these members felt that the most pressing constrain is community member's resistance of the CBO's activities.

Observations revealed that some community members were not ready to contribute the monthly fee charged for waste collection service. Others tend to dump wastes haphazardly all over the places, giving the CBO members a heavy task to collecting the waste.

Table 37: Constrains encountered by organization members during implementation of activities

Constraint	Number of respondents	
	Frequency	Percentage (%)
Financial constrain	3	20%
Community members resistance	12	80%
Inadequate equipments	3	20%
Total	18	120%

Source: Survey data 2004

Other community members were reported to be rude to organization members and were not willing to work with them. 20% of the organization members felt that they had financial constrains, while 20% felt that they lacked enough solid waste collection equipments.

4.2.2.4 Community member s' awareness of WAMKUTU activities

Table 38 shows community awareness of the activities of CBO. The results (table, 38) indicate that the majority of the respondents (72.3%) were aware of this organization, while 27.7% were not.

Table 38: Community member's awareness of CBO's activities

Awareness	Number of respondents	
	Frequency	Percent (%)
Aware	47	72.3
Not aware	18	27.7
Total	65	100.0

Source: Survey data 2004

The study revealed that the CBO should continue educating people and informing them about their work, in order to create more awareness.

4.2.2.5 Community members perception on the importance of WAMKUTU CBO's existence

Results in table 39 shows how community members perceived the importance of existence of WAMKUTU CBO. These results in table (39) shows that majority of respondents (87.7%) agreed the CBO was important. 9.2 percent were of the opinion that the CBO was not important.

Table 39: The respondents' perception on the importance of WAMKUTU CBO's existence

	Number of respondents	
Importance	Frequency	Percent (%)
Important	57	87.7
Not important	6	9.2
Do not know	2	3.1
Total	65	100.0

Source: Survey data 2004

The study results revealed that majority of respondents considered community based development initiatives as being very important because they sensitize people to participate, upgrade and bring about development in their areas.

4.2.2.6 Perception on the extent the CBO is meeting community members needs

Results in table 40 show the respondents' perception on organization activities meeting community needs. A majority of respondents (58.5%) agreed, while 41.5% said the CBO was not meeting their needs (Table 40).

Table 40: Respondents perception on the CBO meeting their needs

Perception	Number of respondents	
	Frequency	Percent (%)
CBO meets community needs	38	58.5
CBO does not meet community needs	27	41.5
Total	65	100.0

Source: Survey data 2004

The study findings however revealed that this information was mostly being associated with environment upgrading. The community felt that this organization had been carrying out a lot of work in such a large area b y collecting solid waste, and general cleaning of the environment. Quite a number of respondents also expressed that if the organization had their own means of transport, and adequate equipments they could be able to meet the needs of community members more effectively. This observed contradictions suggests that 41.5% of the respondents who expressed the opinion that the organization was not meeting community needs, should be taken into consideration by the organization.

4.2.2.7 Community expectations from WAMKUTU organization

The respondents listed down the expectations that they had towards this organization. Table 41 shows that majority of respondents (30%) expected the CBO could acquire more solid waste collection equipments. 24.6% of respondents were of the opinion that the CBO should improve its transport system, while 12.3% expected that the CBO would expand its area coverage. This indicates that community members perceive community-

based organizations as development agents, which could bring about changes in peoples

livelihoods that is why they had such great expectations towards its growth.

Table 41: Responses on community expectation from WAMKUTU organization

Community expectation	Number of respondents	
	Frequency	Percentage (%)
Acquisition of more waste collection equipments	20	30.0
Improvement of transport system	16	24.6
Expansion of its area coverage	8	12.3
Hiring of more people	4	6.2
Acquisition of funds from donors	2	3.1
Total	50	76.2

Source: Survey data 2004

4.2.2.8 Suggested improvements on WAMKUTU organization activities

Table 42 shows suggestions towards improvement of WAMKUTU organization. A

majority of respondents 29.2% suggested that the CBO should educate community

members more on their activities. 21.5% of respondents were of the opinion that the

CBO should continuously improve their services. 12.5% of respondents felt, that the

CBO should enhance more community members' participation in the organization's

activities.

Table 42: Respondents' suggestions on WAMKUTU organization improvement

Suggestion	Number of respondents	
	Frequency	Percentage (%)
Continue improvement on services	14	21.5
Increased number of days of waste collection	13	20
Increased community education on CBO activities	19	29.2
Increased community involvement	10	15.4
Increased waste storage equipments	4	6.2
Increased waste collection fee	4	6.2
Total	64	98.5

Source: Survey data 2004

These evaluation study findings revealed that most community members' value community based organizations activities. These suggested improvements show that despite the resistance that WAMKUTU CBO had been facing from some community members, the majority of the people still wanted this CBO to improve its services and become more efficient. The study findings also revealed that aspects of environmental upgrading in this area are highly associated by community members to WAMKUTUs good performance. The organization thus needs to put more effort in sensitizing more people into accepting them.

4.2.3 Contribution of WAMKUTU Organization to peoples living standards

One of the research objectives was to try and establish whether community based organizations contribute to improving peoples living conditions.

4.2.3.1 Ways in which the organization has contributed to improved living

standards for community members

Results in table 43 shows the community's perception as improved livelihoods brought about by WAMKUTU CBO.

Table 43: Responses on WAMKUTU CBO contribution on improving living conditions of community members

Improvement	Number of respondents	
	Frequency	Percentage (%)
Clean environment	31	47.7
Reduction of diseases	7	10.8
Source of employment	2	3.1
Education on proper waste management	10	15.5
Total	50	77.1

Source: Survey data 2004

The improvements are keeping the environment clean mentioned by 47.7% of respondents, reduction of diseases (10%) and source of employment for some community members (3.1%), as well as CBO educating community members on proper solid waste management (15.5%).

The research findings above revealed that a good number of community members were realizing the benefits associated with existence of this CBO in their area. They were also seeing tangible positive changes in their surroundings being brought about by this organization. Nevertheless the community members who reject the organizations activities need to be considered.

4.2.3.2 Reasons for community member's not participating in the CBO activities

Results in table 44 show the reasons of some community members who resisted the CBO activities.

Table 44: Reasons for some Community members not participating in the CBO activities

Non- participation	Number of respondents	
	Frequency	Percentage (%)
Unaware of the organization	14	16.9%
Disposing off my solid waste into the river	15	23.1%
Resisting to contribute the CBO's charges	2	3.1%
Not yet joined the CBO	15	23.1%
Total	46	66.2%

Source: Survey data 2004

This information was obtained from critics of the CBO and other community members. Results in table 44 shows that 16.9% of the respondents were not aware of the organization. 23.1% of respondents said they disposed off their solid wastes into the river. 23.1% said they had not yet joined the CBO; while 3.1% of respondents said they did not want to contribute the monthly waste collection fee.

The study results suggest that these people need sensitization and more education on the importance of clean and well-managed environment. The study was also able to identify that some of these community members who did not participate nor benefit from this organization seemed to have had negative attitudes towards CBO's. They associate CBO

work with people trying to acquire money from them using community development initiatives.

From the research findings it is recommended that the CBO should come out strongly and fully advocate for their activities. The monthly contribution that they charge of Tshs300 seems to be a blocking factor to some community members. Some community members also said that the CBO's waste collection activities are inefficient because the CBO's transfer station is on the vicinity of other people's houses. Thus bringing about a lot of houseflies in the area, as the municipal council transporting these wastes sometimes delays their services. Proper explanations by the organization to these community members are thus essential.

4.2.4 Community Participatory Approaches Employed by WAMKUTU CBO

One of the research objectives was to assess whether participatory approaches are used in community based organization activities. The respondents were asked whether they participated in this community based organization activities, as well as ways in which they did participate.

4.2.4.1 Community member's participation in the CBOs activities

Results in table 45 show that, 52.3% of the respondents participate in the CBOs activity. While 47.7% were not participating. These results suggest that a majority of respondents

participate in the organizations activities. But a large proportion of respondents did not participate. The research findings proposed that the CBO should try to address this issue.

Table 45: Respondents participation in CBO activities

Participation	Number of respondents	
	Frequency	Percent (%)
Participates	34	52.3
Does not participate	31	47.7
Total	65	100.0

Source: Survey data 2004

4.2.4.2 Modes of community participation in WAMKUTU activities

The study looked at modes of community participation in the CBO activities. Results in table 46 shows that a majority of respondents were CBO's clients (52.3%), while others (16.9%) reported that they contributed money to the organization. Some respondents (25.1%) said they participated in cleaning their environment.

Research finding revealed that most community members receiving organization services somehow view this organization as a commercial business whose members are earning incomes.

Table 46: Responses on modes of community participation in WAMKUTU activities

Modes of participation	Number of respondents	
	Frequency	Percentage (%)
Organizations client	34	52.3%
Contribute money to the organization	11	16.9%
Participate in cleaning the environment	16	25.1%
Total	61	94.3%

Source: Survey data 2004

This is somehow true as this organization was formed to help community members earn some income, and at the same time manage the environment for the benefit of the entire community. The evaluation study findings recommended that: this organization thus needs to do more work on community mobilization to fully involve community members in the CBOs activities; the CBO need to grow and start other community based development projects, so as to fully work with the community in addressing the problems facing them. This was also revealed by organization member's views.

4.2.4.3 Organization member's views on community participation in project implementation

Results in table 47 show the extent of participation in the CBO activities. 66.7% of respondents were of the opinion that community members partly participated in implementing organization activities. 6.7% of respondents said that community members do not participate in the CBOs activities. Basing on these findings It is recommend that the organization needs to find ways of involving more community members in some of their activities in order to gain more community acceptances.

Table 47: Organization members' perception on beneficiary participation in WAMKUTU organization activities

Level of participation	Number of respondents	
	Frequency	Percent (%)
Fully participate	4	26.7
Partly participate	10	66.7
Do not participate	1	6.7
Total	15	100.0

Source: Survey data 2004

4.2.5 WAMKUTU organization Mobilization Capacity for Local Development Initiatives

One of the research objectives was to establish the capacity of community-based organizations in mobilizing and promoting local community development initiatives.

4.2.5.1 Promotion of community development initiatives by WAMKUTU organization

Respondent's results in table 48 shows that (56.9%) of the respondents agreed that WAMKUTU CBO promotes community members development initiatives. (35.5%) of the respondents said that WAMKUTU does not promote community development initiatives, while. (7.7%) of respondents expressed no opinion. The ways in which the CBO was promoting community development initiatives was further looked at as shown in (Table 49).

Table 48:Opinion on WAMKUTU activities promoting community development initiatives

Opinion	Number of respondents	
	Frequency	Percent (%)
Promotes community initiatives	37	56.9
Does not promote community initiatives	23	35.4
No opinion	5	7.7
Total	65	100.0

Source: Survey data 2004

4.2.5.2 Community perception on ways of promoting community development initiatives.

Modes in which WAMKUTU promotes community development initiatives are shown in table 49. The results show that most of the respondents (43.1%) supported that the community was being mobilized by the organization in cleaning their environment. A number of respondents (14%) also felt that the organization was mobilizing the community by calling meetings and consulting with community members. Other respondents (7.7%) were of the idea that the CBO was mobilizing the community by facilitating their working with the municipal council and community members (Table 49).

Table 49: Responses on modes of promoting community development initiatives by WAMKUTU organization

Mode	Number of respondents	
	Frequency	Percentage (%)
Cleaning their environment	28	43.1%
Community meetings and consultations	9	13.8%
Working with municipal council and community members	5	7.7%
Total	42	64.6

Source: Survey data 2004

These study results were thus able to identify that some community members felt that this organization had mobilized them in keeping their environment clean. Some people were also found to value community meetings that the organization called and addressed people on issues affecting them. The study thus concluded that to some extent this organization is trying to mobilize people to promote their development initiatives, but has not yet fully succeeded in doing so.

4.2.5.3 WAMKUTU mobilizing local community initiatives into problem solving

The respondents were asked whether WAMKUTU organization's activities were contributing towards solving community problems. Responses in Table 50 shows that (55.4%) of respondents agreed that the CBO activities mobilized people in solving community problems. However (23.1%) of the respondents were of the opinion that the CBO did not mobilize community members into solving their problems, while (21.5%) of respondents did not have any opinions.

Table 50: WAMKUTU mobilizing people to solve their own problems

Problem solving	Number of respondents	
	Frequency	Percent (%)
WAMKUTU mobilizes community problem solving	36	55.4
WAMKUTU does not mobilize community problem solving	15	23.1
No opinion	14	21.5
Total	65	100.0

Source: Survey data 2004

These results show that majority of respondents believed that the organization was contributing towards mobilizing people to solve their problems. Nevertheless, the study revealed that what this organization had attained was still in small scale comparing with the entire area of their operation. Research findings recommend that: For Tandale area to be clean, the entire community needs to fully take action and work voluntarily. The study noted that some people in this area have for a long time adopted to living in dirty surrounding, such that bringing change to them is still difficult. There are some other organizations coming up in this area, and are trying to address environmental problems e.g. CISO community based NGO. Other community groups are also being formed, but a great level of community sensitization is required in this area. Growth of current organizations is thus essential.

4.2.6 The Effectiveness of WAMKUTU Organization in Project Designing, Management, Implementation and Development

One of the research questions was to assess how effective community based organizations are in project designing, management, implementation and development.

4.2.6.1 Project Design at WAMKUTU organization

WAMKUTU organization members were interviewed on the ways they carry out organizations activities including program identification and initiation. Results in table 51 shows how WAMKUTU program was established. (46.7%) of respondents' said that the program was identified and started by community members with similar needs. Other respondents (40%) were of the opinion that the program resulted from research survey (Table 51).

Table 51: Identification of CBO program

Project design	Number of respondents	
	Frequency	Percent (%)
Community's felt needs	1	6.7
Research/survey	6	40.0
Community members	7	46.7
No opinion	1	6.7
Total	15	100.0

Source: Survey data 2004

Due to variations in these results, the author held further discussions with organization members. Following later discussions, observation and review of available literature, the author was able to ascertain that a research was conducted by CARE international NGO in this area. They found the need for solid waste collection project and initiated HUJAKWAMA waste collection project. With this, community members were sensitized to start up a CBO in this area. Those youth who had similar problems saw this as a job creation opportunity at the same time as a way of solving various community problems, came together and started it.

4.2.6.2 Management of WAMKUTU organization activities

Organization members were asked to rate the effectiveness of leadership and accountability in their organization. All of them (100%) agreed that their leadership was effective, and accountable to them and to community members. The study results revealed that leaders in this organization worked in day-to-day activities with other members and casual laborers. They were found to be meeting every morning and allocate the planned duties to all individuals. Regular meetings were normally held. All the members in this organization were given equal chances of raising and discussing issues. The study also revealed that all members had the basic capacity of proper operation of their project.

4.2.6.3 Decision making at WAMKUTU organization

When organization members were asked about who made organization decisions, they were all of the opinion that they used participatory approaches, whereby everyone was involved. This was somehow true. The study found out that organization members contributed ideas about issues at hand, discussions were held, and they reached to a consensus then the leaders made final decisions.

4.2.6.4 WAMKUTU financial management procedures:

Respondents were asked about effectiveness of financial management procedures in WAMKUTU. Results in table 52 shows that majority of organization members felt that their financial management procedures were effective: This is revealed by (73.3%) respondents were of the opinion of effective, while (20%) were of the idea of very effective. Majority of the respondents felt that their budgets were prepared using participatory teamwork, while others felt the organization leaders prepared them. In order to clarify this; the author conducted discussions, and they agreed that the leaders actually prepared the budgets, but organization members ideas were incorporated.

Table 52: Responses on effectiveness of WAMKUTU organization financial

management procedures

Effectiveness	Number of respondents	
	Frequency	Percent (%)
Very effective	3	20.0
Effective	11	73.3
Total	14	93.3
No opinion	1	6.7
Total	15	100.0

Source: Survey data 2004

The organization members were asked how their organization acquires or raises funds. They all said that they mobilize funds in the following ways: Beneficiaries (clients) monthly contributions; organization members monthly contributions; conducting harambees fund raising; and from municipal council for sweeping Tandale road.

4.2.6.5 WAMKUTU Organization development

The organization members were asked whether their organization had achieved its intended outcomes. Results in table 53 show how the organization achieved its intended outcomes. It is evident that some respondents (60%) felt the organization had not achieved its intended outcome. (40%) of respondents felt the organization had obtained its outcomes.

Table 53: Responses on WAMKUTU Organization achievement of intended outcomes

Achievement of outcomes	Number of respondents	
	Frequency	Percent (%)
Achieved objectives	6	40.0
Not yet achieved objectives	9	60.0
Total	15	100.0

Source: Survey data 2004

Results in table 53 revealed that majority of organization members argued that the organization has not yet achieved its intended outcomes. These they mostly related to their intentions of serving more people in the community. They said that due to some community member's resistance towards CBO activities, their outcome level has been low. They also said that one of their intended outcomes is an increased earnings among them that they have not yet accomplished. The study found out that all organization members were earning below Tshs 29,000 per month. This they considered very low, but still an improved and better way of living.

4.2.6.6 Implementation of (WAMKUTU) organization activities

Organization members were asked on who was responsible for planning organization activities Results in table 54 shows that (46.7%) of respondents expressed that the organization members implemented organization activities. (20%) of the respondents felt that leaders implemented organization activities, while another (20%) of respondents felt that members and workers implemented organization activities. The study results also

revealed that participatory approaches were being used in this organization, as all members in the organization planned and implemented activities. However it was revealed that other community members rarely participated in implementation of this organization's activities. Beneficiaries considered themselves as clients to this organization, and had not yet been fully sensitized into accepting it as their own CBO.

Table 54: Response distribution on implementation of WAMKUTU activities

Implementation Responsibility	Number of respondents	
	Frequency	Percent (%)
Organization leaders	3	20.0
Organization members	7	46.7
Organization members and workers	3	20.0
No opinion	2	13.3
Total	15	100.0

Source: Survey data 2004

Organization members were asked on who was responsible for planning organization activities. R esults i n t able 5 5 s how t hat (66.7%) o f r espondents f elt t hat p articipatory planning approach was being used. (33.3%) of respondents said that organization leaders undertook the planning.

Table 55: Responses distribution on planning of WAMKUTU activities

Planning responsibility	Number of respondents	
	Frequency	Percent
Organization leaders	5	33.3
Every member in the organization (participatory planning)	10	66.7
Total	15	100.0

Source: Survey data 2004

Evaluation research findings found WAMKUTU CBO to be having good coordination and division of responsibility among the ones involved in project implementations. They attend their meetings well and without failure. They allocate duties to members every morning, and all members do reporting in the afternoon. They were also found to be having an organization structure that was familiar to every one, which showed their responsibility and authority. They were also found to have staff procedures, as well as simple staff development plans for further training, but mostly for leaders. The organization conducts simple monitoring of its activities to enhance reaching their goals.

4.3 MAJOR FINDINGS AND RECOMMENDATIONS

The evaluation study revealed that community based organizations do perform various community activities. They facilitate solving community problems and enable community members to participate in development process. Research findings indicate that most communities have accepted and adopted community development initiatives. They perceive them positively as development agents and value their operations. The findings also suggested that community based organizations can contribute towards improving peoples living conditions, as they are in a position to mobilize people and promote their own development initiatives.

Nevertheless, community based organizations have to be operated and managed properly for them to facilitate development process. Capacity building among these organizations

is important in order to improve their effectiveness. Community acceptance, basic skills improvement, good leadership, participatory approaches, and teamwork support are some of the qualities of proper management needed in these organizations.

4.3.1 Mobilization of Resources

Research findings suggested that the organizations should find ways of mobilizing funds. This applies more to UMAWA organization as it relied heavily on donor funds. UMAWA organization expressed a great need for expanding its capacity in order to serve more people. UMAWA believed that when its operating capacity is expanded, then running costs of the organization will be manageable and sustainability enhanced. UMAWA thus needed more donor funds, for that exercise to be carried out. As for WAMKUTU, it has managed to mobilize funds from the community and among its members, and this study attributed this activity to its continued progress. Nevertheless WAMKUTU was also in need of more funds for the purpose of growth and expansion.

4.3.2 Community Participation

Research findings suggested that the two organizations under study (WAMKUTU and UMAWA) needed to encourage more community participation in their activities. This is one of the ways of building more community acceptance and ownership in these organizations. This could be achieved by using strategies such as: involving the community i n i dentifying c ritical i ssues, d esigning a nd i mplementing p rojects. In t his

way the community would feel that the organization belongs to them, and not imposed to them by a certain group of people.

4.3.3 Awareness raising and Sensitization of Community Members about Organizations Activities

Research findings suggested that these organizations needed to create more awareness among the community members about their existence and activities. The number of people in the study areas who claimed to be unaware of these organizations should be taken into consideration. Appropriate measures should be taken in order to raise the community awareness and participation in the CBOs; this will in turn improve the organizations effectiveness. A case in point is WAMKUTU organization, which the study findings suggest that it failed to achieve its intended outcomes of extending services to more people in the community. This they attributed to community members resistance. It is suggested that new strategies for sensitizing community members needs to be adopted, in order improve on the CBOs performance.

4.3.4 Organizations Growth and Expansion

The study findings suggest that the two organizations (UMAWA and WAMKUTU) needed to grow and expand their operating capacities. Even if they are not profit making, for them to achieve their desired outcomes as well as their missions, and growth are of

prime importance. UMAWA organization was found to be having good projects, but their impact to the community can only be fully evident if the organization grows and serves more people effectively. WAMKUTU CBO claimed to be serving fewer people due to some community member's resistance. It is recommended that in order for WAMKUTU to expand its services to more people, then the organization would have to restructure its' activities. This can be achieved through a number of approaches including; hiring more people, increasing their equipments and operating on a larger budget.

It is also recommended that the CBOs should endeavor at managing projects in ways that allow for sustainability. Also the organizations should sensitize communities to implement development activities on their own even when organization members are absent.

4.3.5 Organizations Weak Institutional Capacity

Research findings revealed that some organization members especially in UMAWA organization were not getting involved in project activities. This is a major problem because this is a membership organization. When the members are not participating some problems may arise without being detected and this could lead to collapse of the organization. Strategies of member's involvement need to be designed. For instance, members who have certain required skills could offer that service in the organization and

reduce the problem of lack of skilled workers. Organization members should also be involved in sensitizing community members into working with them in the organization.

Through out the entire study, UMAWA organization was also found to have a great weakness of lack of organization member's attendance of meetings. Organization members did not have well-shared information on their organizations vision, mission projects development and implementation as well as organization management practices. It was thus recommended that UMAWA organization should seek capacity building trainings to strengthen their institutional and managerial capacity.

4.3.6 Obtaining Feedback from the Community on a Continuous Basis

Research findings suggest that organizations should obtain feedback from community members on a continuous basis. These include also community leaders, municipal council, other organizations in the same or different areas and even donors. This is for the purpose of enabling adoption of correct strategies in their operations. Just like the way profit making organizations carry out market research, community based organizations need to know what people expect/need from them, and what they are willing to accept.

If community members suggest various adjustments/ improvements to be made, it's important to take this into consideration. For example it was revealed during this study

that community members in Kigamboni were in need of improvement of water supply services, and expansion of vocational training. These community felt needs should be adopted into the next CBO planning session and discussed.

4.3.7 Members or Workers Development Plans

Organizations should have members or workers development plans to enhance efficient performance. Organizations should be able to train their members and empower them so that proper management and implementation of projects is enhanced. This research found out that the CBOs under study have training plans for their members, and WAMKUTU h as b een se nding at l east o ne m ember f or capacity b uilding t raining o n project management. UMAWA organization needs to train more members, so as to sensitize and build capacity among them, which is one of their greatest needs.

CHAPTER 5

5.0 IMPLEMENTATION OF RESEARCH FINDINGS

5.1 EXECUTIVE SUMMARY

After evaluating the performance of WANAMAZINGIRA MITAA YA MKUNDUNGE NA TUMBO (CBO) and UHAI WA MAZINGIRA NA WATU (NGO), the research findings revealed that capacity building among these organizations was necessary for them to improve their effectiveness and performance. Community acceptance, proper management skills, good leadership, participatory approaches, and teamwork support were some of the qualities deemed essential for improving the performance and management of these organizations. Awareness creation and community sensitization, as well as mobilization of funds to support the organizations activities were found to be important.

Capacity building training manual was thus designed for the two (WAMKUTU and UMAWA) studied organizations and training workshops conducted for the purpose of addressing the identified gaps. A funding proposal form was also filled for UMAWA organization. Mentoring discussions sessions were also held for the purpose of advising these organizations on various organization development issues.

5.2 CAPACITY BUILDING TRAINING MANUAL FOR ORGANIZATIONS MEMBERS, VOLUNTEERS AND WORKERS

The research findings revealed that both UMAWA and WAMKUTU organizations had some capacity building gaps in their undertakings. The author thus facilitated some brainstorming m eeting se ssions w ith t hese t wo o rganizations m embers r espectively t o try and address these issues. The need for capacity building trainings was seen as the way forward in addressing these gaps. The organization members through the facilitation of the author later carried out participatory drafting of the capacity building action plan. The author developed these drafts into a training manual, which was used in workshops that were later held in December 2004 and January 2005 .The organization members in each respective organization were trained. A funding proposal had also been filled for UMAWA organization.

Gaps identified include:

i.   Organizations vision, mission statement, objectives, goals designed had not been well shared among the members. Hence member's views on the above statements varied.

ii.   Some organizations members were found not to be fully involved in the organizations project design and implementation.

iii. A very low level of beneficiary participation in project implementation was evident.

iv. Weaknesses in some management procedures as low participatory approaches were evident: for instance in decision-making, planning, and financial management.

v. Organizations were found to be growing at slow pace, hence the need for organization development skills

vi. Organizations were having financial constrains, as well as, they possessed low knowledge on how to write funding proposals

vii. Organizations were having few alternatives on financial and other resources mobilization

viii. General management and implementation of organizations activities needed to be strengthened

CAPACITY BUILDING TRAINING MANUAL FOR STUDIED ORGANIZATIONS MEMBERS, VOLUNTEERS AND WORKERS

TOPICS	COURSE OBJECTIVES	METHODOLOGY	MATERIALS	TIME	RESPONSIBLE PERSON	FACILITATOR
1.Organization members participation in organization activities	At the end of the session participants will be able to: ▪ Understand and appreciate the importance of members participation in project design and implementation ▪ Apply a method of reaching consensus in collective identification, sharing and approval of information on organization vision, mission, goals and objectives among members ▪ Understand the risks of lack of full membership participation in a community based membership organization	▪ Brainstorming ▪ Group discussion ▪ Presentations ▪ Question and answer	Pens, flipcharts, notebooks	2 HRS	Organization	Caroline
2. Community members	At the end of the session participants will be able to:	▪ Group discussion ▪ Instructor Presentation	Pens, flipcharts, notebooks	2HRS	Organization	Caroline

participation in organization activities	■ Understand the importance of securing other community members participation in organization activities ■ Understand possible ways of sensitizing community members involvement in organizations ■ Understand the need for assessing and identifying community needs before implementing projects ■ Understand the importance of obtaining feedback from community members on continuous basis on issues pertaining organizations activities ■ Apply a method of reaching a consensus on what is considered important by their target groups ■ Understand the importance of creating a sense of community ownership to organization projects	■ Question and answer ■ Exercise				
3.Management skills, best practices and use of: participatory	At the end of the session participants will be able to: ■ Be aware of best practice participatory management	■ Group discussion ■ Instructor Presentation ■ Case studies ■ Practical live	Pens, flipcharts, notebooks	2HRS	Organization	Assistant facilitator James(pact) and Caroline

decision-making, planning, and financial management.	procedures ■ Have adequate knowledge on matters of avoiding controversies by allowing participatory decision making, planning, and financial management ■ Understand the benefits of emphasizing on accountability among organization members, to community members as well as, to donors ■ Understand the importance of having continuous monitoring and evaluating organization performance in order to deliver services effectively.	examples				
4.Organization development and growth	At the end of the session participants will be able to: ■ Explain the meaning and importance of organization development and growth ■ Understand the importance of institutional strengthening, and seeking of organization expansion strategies in order to increase the number of target beneficiaries	■ Group discussion ■ Instructor Presentation ■ Question and answer ■ Exercises	Pens, flipcharts, notebooks	2 HRS	Organization	Concern NGO

	▪ Understand importance of enhancing sustainability of community based organizations projects ▪ Identify the importance of having members development plans in organization planning; to encourage members trainings for the purpose of improved performance and effectiveness					
5 Mobilization of funds	At the end of the session participants will be able to: ▪ Understand various methods of funds mobilization by community-based organizations ▪ Be able to identify and network with possible donors ▪ Understand the basic guidelines of writing funding proposals, as well as business plans. ▪ Understand possible ways of mobilizing available resources and adding value to them ▪ Understand the importance of organization self-assessment of financial performance. ▪ Understand importance of preparing and recording all financial proceedings, and	▪ Group discussion ▪ Instructors Presentation ▪ Exercises	Pens, flipcharts, notebooks	3HRS	Organization	External facilitator

	enhancing financial reporting practices.					
6.Proposal writing	At the end of the session participants will be able to: • Explain the concept of a funding proposal • Understand the general steps in proposal writing • Know how to define the programme title • Know how to explain the background to the programme • Understand to state the problem analysis • Know how to define programme justification • Understand the sustainability analysis • Explain how to set the schedule for major activities • Explain how to state the resources requirements • Understand how to summarize the programme plan into a logical framework • Know how to draw and explain the programme organization structure	▪ Group discussion ▪ Members Presentations ▪ Instructor Presentation ▪ Question and answer ▪ Exercises	Pens, flipcharts, notebooks	4HRS	Organization	External Facilitator

	- Explain programme monitoring and evaluation procedures - Explain profile of the implementers					

DETAILED TRAINING PROGRAMME FOR STUDIED ORGANIZATIONS MEMBERS AND COMMITTEE MEMBERS

TOPIC	SUB TOPIC	OBJECTIVES	METHODOLOGY	MATERIALS	TIME
Organization Visioning	Organizational vision and values	At the end of the session participants will be able to: • Clearly understand process of setting an organization vision • Know that a clear vision should be understood by all members and workers • Know that the design of project activities and the daily work of the staff should consistently reflect the vision and values.	• Group discussions • Group Presentations • Instructor presentation	Pens, flipcharts, note books	1 HRS
	Mission Statement	At the end of the session participants will be able to: • Explain the meaning a mission statement • Know the importance of an organization having a clear mission statement • Know that all members and workers should participate in writing and agreeing on the mission statement • Know the importance of	• Group discussion • Presentations • Instructor presentation	Pens, flipcharts, note books	0.30 HRS

		periodically reviewing and revising the mission statement when necessary.			
	Long-range goals	At the end of the session participants will be able to: ▪ Explain why the organization should have clear focused and time-bound written long-range goals, which are consistent with the vision, values and mission of the organization. ▪ Describe why all members, workers and the community should be involved in formulating these goals	▪ Group discussions ▪ Presentations ▪ Case studies	Pens, flipcharts, note books	0.30 HRS
	Target groups and beneficiaries	At the end of the session participants will be able to: ▪ Explain the need for an organization having a clear criteria and procedures in place for identifying target group members. ▪ Understand the importance of community needs being identified with involvement of the defined target group ▪ Explain the need for undertaking continuous monitoring on whether	▪ Group discussions ▪ Groups Presentations ▪ Instructor highlighting the main points and groups reaching consensus.	Pens, flipcharts, note books	0.30HRS

		actual beneficiaries are satisfied with services offered			
Project Design and Management	Problem Identification and Needs Assessment	At the end of the session participants will be able to: ■ Explain that problem identification and needs assessments should be based on participatory needs assessment conducted with beneficiaries	■ Group discussion ■ Groups Presentations ■ Instructors presentation ■ Exercises	Pens, flipcharts, note books	1HRS
	Project Planning	At the end of the session participants will be able to: ■ Explain why new projects should be consistent with long-range goals and respond to needs identified by the defined target group. ■ Describe why organization members should work with beneficiaries in designing projects and setting project objectives ■ Describe why project objectives should reflect anticipated results from the perspective of the defined target group ■ Describe why project objectives should be consistent with internal, external and community	■ Group discussions ■ Presentation ■ Groups Presentations ■ Instructor highlighting the main points and groups reaching consensus.	Pens, flipcharts, note books	1HRS

		resources and time.			
	Work Planning	At the end of the session participants will be able to: ▪ Understand that specific tasks for carrying out activities should be clearly defined and understood by all project members ▪ Understand that realistic deadlines should be established for all tasks, and responsibilities for tasks clearly identified ▪ Identify that work plans should be consistent with available resources such as: workers, funding, beneficiary, capacity and others.	▪ Group discussion ▪ Groups Presentations ▪ Instructor highlighting the main points and groups reaching consensus. ▪ Live examples	Pens, flipcharts, note books	0.30 HRS
	Implementation	At the end of the session participants will be able to: ▪ Understand that beneficiaries should be fully involved in the implementation ▪ Understand that members implementing activities should follow through work plans to achieve project	▪ Groups discussions ▪ Groups Presentations	Pens, flipcharts, note books	1 HRS
	Monitoring	At the end of the session participants will be able to:	▪ Group discussions	Pens, flipcharts, note books	1 HRS

		will be able to: ▪ Explain that organizations should have set monitoring procedures, which involve all members as well as the beneficiaries. ▪ Explain that monitoring progress should be an ongoing process to assess progress and improve effectiveness.	▪ Groups Presentations ▪ Instructor presentation		
	Evaluation	At the end of the session participants will be able to: ▪ To enable participants to appreciate the need for regularly evaluating project performance and seeking community input. ▪ Understand the need for preparing evaluation reports and using them to guide improvements in project activities	▪ Brainstorming ▪ Groups discussions ▪ Instructor Presentation	Pens, flipcharts, note books	1 HRS
	Gender	At the end of the session participants will be able to: ▪ Explain why project activities should always ensure gender consideration in their activities	▪ Groups discussions ▪ Groups Presentation ▪ Live examples	Pens, flipcharts, note books	1HR

	Project Sustainability	At the end of the session participants will be able to: ■ Describe that projects results should be sustainable as well as, management and control of activities be transferred to community members ■ Know that protection of the environment should be given attention in the design of projects.	■ Groups discussions ■ Groups Presentation ■ Live examples	Pens, flipcharts, note books	1 HRS
Management Practices	Organization Structure	At the end of the session participants will be able to: ■ Understand that an organization should have a clear structure showing clear lines of responsibility and communication, reflecting major activities of the organization. ■ Understand that all members and workers should understand their roles, responsibilities and position within the structure.	■ Groups discussions ■ Groups Presentation ■ Instructors presentation	Pens, flipcharts, note books	1HRS

	Boards (Advisory/Governing)	At the end of the session participants will be able to: ▪ Understand the relevance of having a functioning governing body, with an appropriate balance of skills and experience to assist the organization in (finance, Personnel, Fund raising, program.) ▪ Understand that the roles and responsibilities of the governing board should be clear and agreed upon.	▪ Group discussion ▪ Groups Presentation ▪ Instructors presentation	Pens, flipcharts, note books	1HRS
Leadership	Organizational leadership	At the end of the session participants will be able ▪ Understand that leaders should give a sense of purpose and direction to the organization and motivate the members and workers.	▪ Group discussion ▪ Presentation	Pens, flipcharts, note books	2 HRS
Decision Making	Participation	At the end of the session participants will be able ▪ Understand that members should support each other, be committed	▪ Groups discussion ▪ Presentations ▪ Exercises	Pens, flipcharts, note books	1HR

		to a team approach in decision-making, planning and problem solving. Transparency, full members participation and a sense of ownership should be encouraged			
	Meetings	At the end of the session participants will be able ■ Describe the importance of the organization holding regular meetings, and discussing agendas and issues freely and openly. ■ Ensure participants are aware that during meetings decisions made should be documented, plans developed and followed up on. ■ Describe that everyone should participate in meetings.	■ Groups discussion ■ Presentations ■ Exercises	Pens, flipcharts, note books	0.30HR
	Problem Solving	At the end of the session participants will be able ■ Understand that all organization members should be engaged in identifying problems and finding solutions	■ Groups discussion ■ Presentations ■ Instructors presentation ■ Exercises	Pens, flipcharts, note books	0.30HR
	Communication	At the end of the session participants will be able	■ Groups discussion	Pens, flipcharts, note books	0.30HR

			Presentations Instructor presentation		
		• Know that formal regular communications among the members are important, and issues should be coordinated well.			
	Conflict resolution	At the end of the session participants will be able • Understand that an organization should have conflict resolution methods. Teamwork and participation in solving problems should be encouraged	• Groups discussion • Presentations • Exercises	Pens, flipcharts, note books	1HR
	Information system	At the end of the session participants will be able • Know that organizations should have systems in place for collecting and disseminating important information from both internal and external sources. Information should be routinely used to make decisions. • Know that timely, relevant, informative reports should be written and submitted to relevant parties.	• Groups discussion • Presentations • Exercises	Pens, flipcharts, note books	0.30HR
Financial Management	Bookkeeping	At the end of the session participants will be able	• Brainstorming • Groups	Pens, flipcharts, note books	0.30 HRS

			discussions		
		▪ Know that proper financial bookkeeping and recording transactions should be done in every organization. ▪ Know that all transactions which are supported by documents, these should be attached	▪ Instructor Presentation		
	Financial reporting	At the end of the session participants will be able ▪ Know and appreciate that organization financial reports should be done on a timely basis. ▪ Project budgets should also be prepared, expenses compared with the budget regularly and used to make decisions on proposed expenses.	▪ Brainstorming ▪ Groups discussions ▪ Instructor Presentation	Pens, flipcharts, note books	0.30 HRS
	Fundraising	At the end of the session participants will be able ▪ Understand that organizations should have clear strategies for raising funds. Funding should also be secured from different sources, and identifying community resourced which can be mobilized ▪ Understand the importance of	▪ Groups discussions ▪ Instructor Presentation ▪ Question and answer	Pens, flipcharts, note books	0.30 HRS

		beneficiary contribution of resources in the organization ■ Understand clearly the importance of building and maintaining good relationships with donors.			
External Relations	Contacts with other organizations	At the end of the session participants will be able ■ Understand the importance of an organization making contacts with other organizations such as NGOs, CBOs, Government and others.	■ Groups discussions	Pens, flipcharts, note books	0.30 HRS
	Advocacy	At the end of the session participants will be able ■ Understand the importance of organizations pursuing their advocacy goals and participate in regular meetings and regular contacts with the government.	■ Brainstorming ■ Groups discussions ■ Instructor Presentation	Pens, flipcharts, note books	0.30 HRS

Members/workers development	Members development plans	At the end of the session participants will be able • Understand the importance of having members and workers development plans and strategies that are linked to organizational plans and training needs of the members.	• Brainstorming • Groups discussions • Instructor Presentation	Pens, flipcharts, note books	1 HRS

Some ideas developed from Cambodia (1998) Management Assessment Tool.

5.3 FINAL WORKSHOP EVALUATION

DATE: ....

NAME OF THE ORGANIZATION ....

1. How do you rate the learning experience gained from this workshop? (√Tick the appropriate answer)

   - Very valuable

   - Valuable

   - Not valuable

2. How do you rate the relevance of content learnt? (√Tick the appropriate answer)

   - Excellent

   - Very good

   - Fair

   - Unsatisfactory

3. How do you rate the skills acquires? (√Tick the appropriate answer)

   - A lot

   - Some

   - Few

4. How do you rate the effectiveness of the training methodology used?

   - Excellent

   - Very good

   - Fair

- Unsatisfactory

5. How do you rate the increased awareness and understanding on importance of organization members' and community participation organization activities. (√Tick the appropriate answer)

	Very High	High	Average	Low	Very Low
Organization members participation					
Collective setting of goals and objectives					
Community Participation					
Best practice management procedures					
Leadership and decision making					
Financial management and proposal writing					

6. Do you think that all your expectations from the workshop were fulfilled? (√Tick the appropriate answer)

- Yes

- No

7. If No what were they?

…………………………………………………………………………………………

……..

8. How could the workshop have met these expectations?

....

....

....

9. Any other

comment...

5.4 MAJOR LESSONS LEARNT FROM THE WORKSHOP

i. Organization members were willing to learn more on best ways of improving their performance. They are particularly interested in acquiring knowledge on participatory approaches in their operations.

ii. Organization members were at first shy to identify weaknesses in leadership and decision-making, hence the workshop paused a great challenge on them. They however later appreciated importance of participation, and accountability in leadership and other management procedures.

iii. Organization members were grateful to having workshop trainings intervention, and w ould l ike t o i ncorporate k nowledge a cquired i n c arrying o ut o rganization activities.

5.5 USE OF EVALUATION INFORMATION

The o rganization m embers o f t he t wo s tudied o rganizations e nvisaged t hat e valuation results will contribute the following to their organizations Firstly, improve performance and effectiveness by using information obtained during evaluation. Secondly, Use the information as an opportunity, which will enhance better service delivery to the beneficiaries. Thirdly, Preserve evaluation report as reference and retrieve it if they need to refer to it or if needed by other parties like donors, researchers and others.

Other Potential users of the Evaluation will include: stakeholders affected in some way by community based organizations activities i.e. community members, community based organizations members, Non-community based organizations members, and critics; community leaders; grantors or donors researchers and local government.

5.6 STRATEGIES ADOPTED BY WAMKUTU (CBO) AFTER TRAININGS AND MENTORING DISCUSSIONS

i. Calling for a community meeting of community leaders, religious leaders, some household h eads a nd l ocal government o fficials. T his w as d one i n o rder t o s eek their assistance in disseminating information as an awareness creation strategy. They were requested to talk to community members on the importance of solid waste management and environmental upgrading. This was seen as one way of encouraging community sensitization.

ii. It was also decided that the monthly payment would be raised from the previous Tshs300 per month to Tshs 400 per month per household. Since community members seemed to prefer to make weekly payment, it was decided that they should pay Tshs 100 per week. This has been in operation from the beginning of year 2005 hence the impact is not yet identifiable. It's hoped that this would reduce community member's resistance as well as allow room for expanding CBO operating capacity.

iii. The CBO together with the author are currently trying to identify areas where they can obtain funds e.g. banks loan or organizations offering grants, so that they can write a proposal and obtain funds for purchasing their own truck for transporting solid waste. This is because the municipal council has been transporting their solid wastes from transfer station to the dumping site all along. But by being contractors, the municipal no longer offers transport and they have begun doing transportation work. They are currently hiring transport, which is expensive.

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