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**MASTER OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT
(2005)**

**EVALUATION OF COASTAL BEE KEEPING ASSOCIATION
KIBAHA**

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SUPERVISOR'S CERTIFICATION

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Date: 25th August 2005.....

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DECLARATION

I, Fariji V. M. L. Mishael declare that this submission is my own original work. It has not been submitted anywhere and anyhow for similar or any other degree in any other University.

Signature
Date: 25/8/2005

DEDICATION

To my wife, my son and daughter, friends, and all well-wishers, this work is dedicated for you. You have shown tolerance and forbearance during the period I was carrying out my studies. You also could not regularly share moments of laughter with me as I was busy trying to put things together until this work was out. Without your encouragement I could not have been able to accomplish this.

ABSTRACT

Coastal Bee Keeping Association (COBEAS) was established in 1996. It was initially established to assist its members increase their income which would contribute to poverty alleviation through improved bee keeping and honey processing skills. As time passed by, the organization broadened its scope by adding to it activities that intended to support rural communities to conserve environment, increase their capacities to manage development initiatives and to assist vulnerable people cope with shocks and risks.

This research intended to evaluate the extent to which COBEAS has been able to achieve its objectives and considerably contribute to poverty reduction of the target community. The findings would enable the organization to document the best practices which have enable them successfully provide its services to communities as well as working on the challenges identified to further improve its capabilities in efficiently rendering its services.

The findings indicate that bee keeping is still practiced by the Organization members. Though there are potentials for community members around Kibaha to do the activity, the Organization has not disseminated the skills to them. It is apparent that participation of community members will enable them to attain income and improve their living condition.

TASAF has so far been the only funding agency that has financed substantial activities of the organization in the community the evaluation was undertaken. Other applications

from the organization to other financing agencies have not yet been accepted. Failure to get support is attributed to organization's inadequacy to properly appraise and integrate community needs into the project proposals that are submitted for support. In addition, planning and budgeting is inadequately done which may lead to incomplete activities due to low funding that would have been avoided.

Despite the aforesaid challenges, COBEAS has to a large extent managed to make community members participate in all stages of project implementation – from design stage to completion stage. Yet, it needs to be a listening organization, taking ideas from beneficiaries to avoid misunderstandings and enhance more participation. It seems that the Organization has enhanced participation because TASAF as a funding agency reiterates the need for the organizations engaged in vulnerable support to ensure that beneficiaries are given full responsibility in project implementation being technically supported by the Community based organization. This is an important action that other funding agencies need to emulate in order to strengthen community participation.

The prepared Community Facilitation Guide and training that was conducted for the organization were intended to address challenges identified during the evaluation. The imparted skills are expected to ability of the organization to improve its capability to conduct community needs assessment and work out different alternatives to solve the identified needs using both internal and external resources to bring about development.

ACKNOWLEDGEMENT

It is not easy for me to mention all individuals who in many ways facilitated me to work and conclude this assignment. However, I would like to mention few of them whose contributions were vital in many aspects. Mr. Michel Adjibodou made invaluable efforts for providing necessary skills in designing and carrying out research and constantly encouraging to be proactive. I also would like to thank the Management and members of COBEAS for accepting me to work with them. Their commitment to share information and their time they devoted to work with me have rekindled my knowledge about grassroot people and their struggle against poverty. It would have been difficult for me to write anything had the community members of Mpiji and their leadership refused to give their time to discuss with me concerning issues I was studying. To them I extend my gratitude for their hospitality.

Mr. Kamagenge provided necessary supervision throughout the period I was doing this research. His comments, criticisms and advices made it possible for this project to be successful.

Despite the participation of all aforementioned individuals and groups, I remain responsible for the outcome of the whole exercise and nobody else should bear blames on this.

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EVALUATION OF COASTAL BEE KEEPING ASSOCIATION KIBAHA

1. BACKGROUND

Coastal Bee Keeping Association (COBEAS) was established in 1996 in Kibaha Township. Initially it started with ten members with the purpose of helping its members to improve their capabilities in bee keeping and honey processing which would eventually lead to increased income to support their daily living. Bee keeping activities were taking place in the vicinity of Kibaha Township which is surrounded with natural vegetations that are essential for bee keeping activities.

Eight years afterwards, the number of members has increased to fifty-two (52). Membership is open to all who wish to join, thus it has attracted people from within Kibaha and outside particularly from Dar Es Salaam. On the other hand, membership has increased due to the fact that for the past three years since 2001, the organization decided to broaden its scope so that it can also serve rural communities in reducing poverty by enhancing their participation in selected activities that the organization could facilitate.

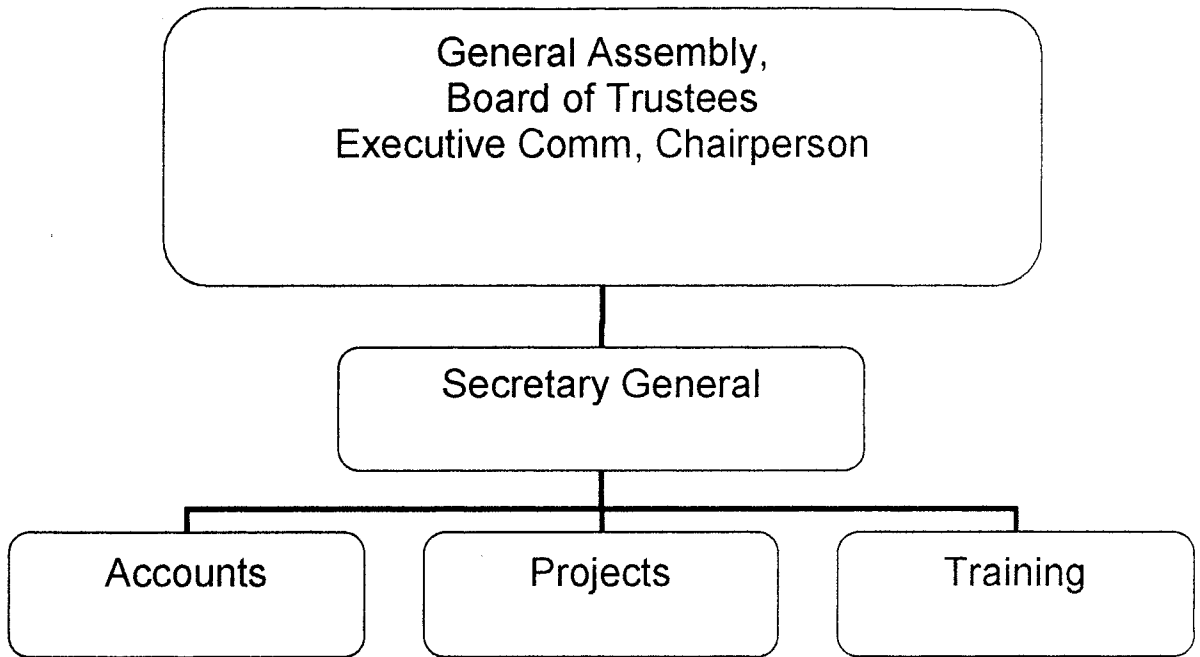
So far, the organization is working in Mpiji village, which is about seven kilometers from Kibaha Township. This village has a total population of 1,731 people of whom 1,007 are women and 724 are men.

1.1 Organizational Structure

The day-to-day executions of activities are administered by the Secretary General of the organization. Under him there are three major sections. One section deals with all matters pertaining to finance. This is an Accounts Section. Another section is the Projects which deals with facilitation of designing, implementing, supervision, monitoring and evaluating the projects. The section is an important one especially in ensuring that project proposals are prepared accordingly such that they can be easily implemented as well as attracting financial support from prospective financiers when approached. The training section is responsible for ensuring that it organizes training for the implementers in the communities based on the needs identified in the course of project management. This section is interlinked with the section on projects because feedback from the later provides an input for planning and organizing the kind of training required to make community members implement their projects successfully.

At the top of the secretary general, there is a chairperson and executive committee of the organization which is actually the think tank in all aspects of the organization. The executive Committee is composed of the Chairperson, Secretary General and heads of the three sections. In any case however, the decisions are considered valid until the general assembly has approved during quarterly meetings. The organizational chart for COBEAS is illustrated in Figure 1 below:

Figure 1: COBEAS Organizational Structure



1.2 Mission

The main objective of the organization is to eradicate poverty of communities through promoting best practices that in the end will empower these communities and improve their welfare. It is anticipated that community empowerment is the pre requisite for poverty alleviation as this increases their confidence and skills in tackling their own problems on daily basis.

1.3 Objectives

To achieve the overall objective as per mission statement, the organization pursues four second level objectives or outputs as mentioned hereunder:

- Bee keeping and honey processing skills are improved;
- Environments are conserved
- Beneficiaries' capacities to manage development activities are enhanced; and
- Vulnerable people in the communities are assisted to cope with shocks and risks.

These objectives were drawn to ensure that any undertaking to reduce poverty by the communities is sustainable, built within the capacity for them to implement. In this case, an initiative must reflect the actual needs of the community with complete analysis of resources required to accomplish it.

1.4 Programs

For each objective elaborated above, a number of key activities were identified for their accomplishment by the organization. These are the minimum the organization could work on to ensure that in combination would make the communities do differently towards poverty alleviation. The programs therefore are as follows:

Program 1: Bee keeping and honey processing

Activities:

- Training and orientation on modern methods of bee keeping and honey processing;
- Availing modern bee keeping and honey processing equipment for bee keepers
- Finding markets for bee products

Program 2: Environmental conservation

Activities:

- Sensitization and training of communities on methods of environmental protection;
- Assisting communities to plant trees
- Work with communities to put in place by laws to protect environment.

Program 3: Capacity Building

Activities:

- Provision of skills in income generation and small business management
- Training on good and productive agricultural practices;
- Providing assistance in setting up income generation activities.

Program 4: Assistance to Vulnerable (elderly)

Activities:

- Assist cultivation of food crops for the elderly;
- Assisting in setting up income generation activities;

- Establish recreation centre;
- Conduct medical checkup.

The assumptions for successful implementation of these programs were two fold. It was assumed that community members will be willing to implement the said programs and therefore will participate fully in identification of all activities suitable to their environment and will provide locally available resources for their accomplishment. Secondly, some additional resources will be availed by donor funding organizations locally and international to support the CBO to implement the programs in the communities. These two assumptions will later be assessed to see if they materialized or not.

1.5 COBEAS Successes and Challenges

COBEAS have experienced successes as well as faces challenges throughout the period of its existence conducting its activities. Successes are considered as best practices that the Organization should take along and be applied elsewhere in service rendering. As for challenges, the organization needs to work on them to improve performance and deliver the intended services to the beneficiaries.

1.5.1 Successes

There are three major successes that the organization can be proud of. First, community members have been empowered and feel they own both the process and the physical

assets created. This is made manifest by the fact that decisions as to what should be done in the community are taken democratically through meetings which are facilitated by experts from COBEAS and other organizations. As such, this is an important element in empowerment as it ensures that whatever is done emanates from the people based on their needs which are identified democratically. Secondly, accountability and transparency are two major factors that ensure trustworthiness of leadership in particular place. This is because whoever is given responsibility and resources supervise and facilitate community development activities should account for the resources through reporting and updating the members with current information. Reporting on regular basis catalyses community members to participate more in other development activities. This has been made possible through facilitation by the organization through cooperation with the village leaders. Thirdly, by working with sector departments within the district, COBEAS not only creates its legality in working in the area but also it avoids going against sector norms and standards as sectors can provide guidance on appropriate ways to do the activities in accordance with the policies and regulations.

Further, the activities supported by COBEAS though done for specific groups of people especially the elderly, have spill over effects to other community members. Many villagers have adopted agricultural and poultry methods introduced for elderly projects in their own activities. Cassava seeds which endure severe drought and diseases had been introduced for elderly to plant in their plots. Having seen the harvests, others decided to plant the seeds in their own plots.

1.5.2 Challenges

The study has observed two main challenges for this organization that need to work on to enhance its performance and therefore provide the required services. First of all, the organization's skills to prepare project proposals is inadequate and this may lead to difficulties for it to secure funds from funding agencies. This is made manifest by the fact that both the construction of recreation centre and poultry stalls could not be completed because financing was not adequate. Inadequacy of funds was the result of ill-prepared plan and budget for the proposed activities. As well, a proposal prepared to conduct capacity building in several villages in Kibaha district had request for equipment such as motor vehicles, computers, photocopy machines. In principle and for the conditions in many places where these equipment are owned, their existence will necessitate additional costs to ensure their continuous running. The additional costs referred to here are salaries for drivers, secretaries, toner cartridges, photocopy and printing papers. These items may become a burden for a small CBO like COBEAS soon after completion of the proposed project. This should not have been part of the costs to finance the project in question. Instead, travel and secretarial costs should had been budgeted for. Funding agencies might find it difficult to provide assistance because the proposal does not seem to get rid of the community problems. Thus preparation of appropriate project plans and budgets need to be strengthened.

The second challenge observed is that the proposals are not backed by facts on the actual community needs. It looks as if the proposals are prepared with inadequate information

as assessment on the ground is done without adequate community involvement. The key questions that could not get an answer is: how can one know that the problem for which proposal is prepared is the main problem if other identified problems have not been shown and prioritization by the communities have not been done?

Thirdly, packaging and costing of activities is not done properly. The projects for support of elderly have quite a lot of problems in completing them because the initial budget submitted did not include some components in it. For instance, the recreational centre is constructed without toilet facility. As well, the cost of the centre has increased as a result of changing the scope of work by expanding the structure from the original design. Though the centre is in use, the end users complain bitterly about the deficiencies in the structure. This can damage the credibility of the organization and funding agencies for failing to work in achieving the intended objective.

2. PROJECT ASSIGNMENT

The objective of the Project Assignment is to conduct an evaluation of the activities of the organization in Mpiji village. This would determine the extent to which the organization's interventions in the village as well as to its members have made any difference in terms of welfare improvement to its beneficiaries over the period of its existence and operation.

In essence, the assignment intends to look at the following key aspects:

- Types of beneficiaries the organization deals with;
- The actual beneficiaries as observed in the field
- Beneficiaries' perception on the organization and their level of satisfaction with its facilitation in changing their livelihood;
- Organization's achievements;
- Strengths and weaknesses; and
- Sustainability issues.

2.1 LITERATURE REVIEW

2.1.1 Theoretical Review

Nations are striving to ensure that citizens get better life in a more developed state of the country. This requires that people can get basic needs for their own survival. Scholars and development practitioners have propounded various definitions but it finally come to a conclusion that it is a process that requires transformation of human, social and economic and political development. The four aspects of development as mentioned above ensure that the process is people centred as it should involve them in deciding and implementing their decisions thus putting them at the centre stage of all aspects of creating a better environment for improving their welfare in a sustainable manner.

As regards the classification of countries, majority of African countries fall in the category of poor countries. These countries are said to be poor based on the set of criteria against which each country is measured. These are related to per capita income, GDP growth rate per annum, etc. Another feature which is related to the other is the fact that majority of people in these countries live below poverty line which is below an income of one dollar per day. In other word, these people can afford one meal per day instead of the standard of three meals. One can ask himself a question: Are resources not available to make people produce sufficient for their survival? The answer will differ depending on prevailing conditions in different places. In some places there are abundant resources but people are not properly organized to use them for their

betterment while in other places people are organized and take charge of themselves to bring about genuine development and enhance their living conditions.

It is worth noting that poverty has been prevalent in rural areas that it is in the urban areas. The Household Budget Survey conducted in 2001 in Tanzania indicated that the level of poverty in rural area where about 80 per cent of people live is very high. In urban areas poverty is significant but it cannot be compared with the situation in rural areas due to the fact that in terms of social services, people in urban areas have easy access to them compared to the people in rural areas. The fact that for about 30 years since independence, Tanzania government has been the sole provider of all services required by the people under the policy of Ujamaa, people tended to think that everything for them is done by the government. So the decision on what should be done for their development was to be decided by the government. This is against the principle of creating sustainable development.

Bringing about development of the people requires their participation in the process thereof. The government of Japan has made it a principle in provision of financial development support to developing countries. Through Japan International Development Agency (JICA), it is made a condition that building a self reliant and sustainable development requires building endogenous mechanisms to achieve growth without external assistance by improving social capabilities of people involved in development. This involves taking part in planning and implementation of development

activities and also enjoying the benefits therefrom. Thus participation entails political, social and economic aspects leading to meeting people's basic needs and fostering their capabilities as a society to manage resources, govern themselves and negotiate with representatives from outside the community for improvement of their lives.

Ray Jennings (2000) insists the need for avoiding imposition of decisions and priorities from outside the society in bringing about development by entrusting the citizens with the responsibility to shape their own future.

The key facilitator to bringing the community to a level of developing themselves is the Community Based Organizations (CBO) and/or Non Governmental Organizations (NGOs). These organizations are considered relevant to enhancing development of rural community due to their closeness to the people and knowing the environment they are operating in. According to the definition, a CBO ought to work within the community for improvement of some social aspects of a particular community.

Sheila Grant (2000) adds another dimension on the role of CBOs. She describes the CBOs (together with NGOs) as the well-spring of social capital, i.e. the ability of people to work together for common purposes which is an integral part of good governance. Since they are developed and evolve in an unstructured way in response to the needs of the people, in most cases they work on voluntary basis. They evolve because of the weakness of the state to meet the needs of the people in localities to assist in running

programs on health, education, training, environment, etc. By operating at the community level, the CBOs do facilitate the process of decentralization thus contributing to it through the process of community participation which they advocate and contributing to poverty alleviation process.

There is a linkage between poverty and environmental deterioration. Experience has shown that economic activities to a large extent contribute to environmental deterioration. Failure to put in check the environmental degradation finally leads to poverty as in the long run it leads to decrease in agricultural production, drying up of sources of water and change of climate which can be hazardous to the lives of people. The strength linkages between poverty and environment depend much on the ecological and social characteristics of the society in the period of economic growth.

The Rio-Summit (1992) insisted on the need for communities to be involved in conserving environment focusing on their indigenous knowledge on conservation. Owing to the closeness of the CBOs to the people, they stand a chance of influencing them to carry out activities that will not erode the environmental vitality in particular locality and thus contributing to enhancing growth without affecting environment thus also affecting the state of future generations.

Looking at the issue of poverty, it has come to a knowledge that some groups in the society tend to suffer more than the rest of the people especially in times of crisis. This

is due to the circumstances within which they are living. Elderly, widows, orphans, disabled and HIV/AIDS affected are the most vulnerable groups susceptible to shocks and risks associated with poverty. In this case, to reduce the effects of these shocks to these groups, deliberate measures are needed to be taken by different actors within the particular locality in collaboration with other agencies.

2.1.2 Empirical Review

Despite the fact that CBOs and NGOs are viewed as agents for change in the aspects of development, the experiences drawn from different countries indicate that they face difficulties in carrying out their duties to effect these changes. One of the problems they face is inadequate guidance in terms of policy formulated by the government with regards to some social aspects. In Tanzania for instance, the policy on how to deal with vulnerability has not been in place. In this case, care taking of the elderly, chronically ill, orphans and disabled is considered to be the responsibility of households or families. With changing socio-economic conditions, dealing with this matter at family level has become a challenging job and it needs reorientation.

Those who have ventured in care taking for the groups mentioned above such that are guided by what the organization feel better or with technical assistance from the external NGOs. The problem with such kind of operations is that cultural aspects are not considered much as those who introduce the procedures and methodologies do so in the context of environment in their respective countries.

It has also come to the knowledge of many that CBOs have deficiencies in terms of technical expertise in various areas of competence for the activities they are facilitating. This factor limits the extent of success in achieving their objectives as the work they are doing fall short of reaching the expected level of quality. Experience gained in using the CBOs and NGOs in implementing some of the activities funded by Tanzania Social Action Fund (TASAF) in four districts in Tanzania has revealed this fact.

The third factor relates to inadequate financial resources to undertake the planned activities. It is true that most of the activities are done on voluntary basis or with contributions from members of the organizations. However, some activities require adequate financing to be properly accomplished and bring about the intended impact.

In fact, one can attribute the cause for financial resources inadequacy as low resource base especially in the developing countries like Tanzania. Those who are contributing to the organizations have low economic base, sometimes dividing their own meager resources for domestic use and for the organization. But it is also true that financing agencies find it difficult to provide funds for applications based on the proposals which are not properly prepared with a lot of deficiencies.

It should be noted also that since participation is gaining momentum as a driving force for development, this creates conducive environment for CBOs and NGOs to operate. In Tanzania for instance, the shift of government approach from being the sole service

provider to regulating and monitoring has created a good chance for private sectors to participate in quite a lot of activities which formerly were the domain of the government. Further, decentralization aspect which is being implemented in Tanzania gives a chance for CBOs operating at lower levels to be recognized by the people and leadership and be given a role to play in facilitating development process. But all these depend on the extent to which people view about the organizations performance and credibility. Such aspects are created through the organizations working in a more transparent manner.

On the other hand, care for the elderly is becoming a serious problem in many African countries. Whereas in the past the elderly care was accommodated within the traditional family set up, the fast growing monetization of the economies and urbanization process is gradually changing the family relationship which existed before. The elderly are abandoned to take care of themselves as well as being left with responsibility of taking care of their grandchildren. Given the fact that they no longer have adequate strengths to participate fully in productive activities which would otherwise have supported them, they find themselves entangled in a web of poverty as they cannot meet their daily needs.

This phenomenon for the elderly in African countries is mainly attributed to among other things the rural-urban migration of young people and the most recent HIV/AIDS pandemic. Young people have been migrating to urban areas in search of employment to support themselves as well as with hope to support their dependants at later stage.

Some of these young people who are married migrate into urban areas leaving behind their wives and children with anticipation that they would go back to take their dependants when they are properly established in terms of having good income and accommodation. On the contrary, their dreams never materialize as they find in much hardships and unable to support themselves and their dependants. Thus the care of the grandchildren remains in the hands of the elders who in fact would have been getting support from their children. Even those without grand children to take care of, they are also abandoned without support in all aspects.

Similarly, the HIV/AIDS pandemic has in many communities created social problems particularly to the elderly. There are cases whereby parents die and leave behind the children. Since it is the same family system which as such is responsible to take care of the orphans, the elderly take full responsibility on the upkeep of these children. Their inability to produce enough for themselves makes it even harder with additional burden of the orphans added to their responsibility.

Candy (unknown publication date) asserts that such kind of treatment is an abuse to the elderly. This is because without adequate financial, material and moral support they find themselves in a difficult condition which affects them psychologically.

This is what necessitates for the governments and civil societies in collaboration with the communities to come up with strategies to ensure that the elderly are cared for. As such,

given the poverty level of the countries in Africa, home based care is the option that seems viable for the elderly whereby they are supported in the framework of household or family.

Solving the problems of the elderly will not be adequate without also solving other problems that can contribute to worsening of the elderly conditions. Policies and reforms adopted by African governments in the late 1980s and 1990s contributed much to the situation experienced by the elderly much the same as other groups in the societies face. Privatization of public firms left a number of elders loose their employment benefits due to the fact that layoff of workers was done leaving many people unpaid of their dues. As well, the reform left the agricultural sector no longer beneficial to rural communities as it worsened their terms of trade and removed a number of supports to them which formally boosted production such as subsidies to farm implements. A number of social services also worsened such that they could no longer provide the service of acceptable standard. These led to many people especially the young ones to migrate into urban areas in search of employment leaving the agricultural sector which support over 90 percent of the population.

Thus the policies and strategies developed by the government should aim at improving the standard of living in rural areas and reverse the migration trend.

2.1.3 Policy Review

Governments are essentially formed to ensure that they take care of the people's welfare. To maintain the nations' stability, government out to create environment whereby individuals and communities undertake initiatives that do not violate the law but aim at improving their lives.

The government of Tanzania puts more weight on the question of people's development. This is made manifest through various policies to address various issues in different sectors that have direct and indirect impact on people's affairs. Despite the fact that it is the role of the government to ensure that there is real development growth, such growth can only be attained if individuals in the country play their active roles as individuals to bring about improvement in their own lives in terms of ensuring that basic needs are attained for their own survival. This, according to the Community Development Policy (1996) is the primary level for any development to take place. Yet, for these people to do so, they MUST be enabled to develop their capacities to identify problems, plan solutions, make decisions and implement the decisions and plans to bring about greater development. Such individual efforts contribute to community at large since no one lives independent of the other. The same principle applies to the community in that collectively people should work together for issues that affect them as community and plan and implement to bring about improved welfare for all. It is important that people understand the fact that other organizations play supportive role to communities'

development initiatives and therefore should not have upper hand in achieving the intended development.

The policy further identifies the role of CBOs and NGOs as strengthening people's capability to self reliant. In other words, people should not take it for granted that somebody or organization will bring about development for them. Therefore, they need to acquire necessary skills to manage the development process. Taking part in the process implies people's involvement in assessing their situation, setting up their priorities, planning interventions to solve their pertinent problems, implementing the planned intervention, monitoring and evaluating the whole implementation process.

Similarly, the Rural Development Strategy (2001) underscores the need for rural areas to be developed due to their importance to the overall country development. Over 80% of population live in rural areas, more than 50% of country's income is generated from rural areas, more than 60% of foreign exchange earnings emanate from rural production. Such importance of rural areas to the country's development necessitates for deliberate efforts to be taken to ensure that growth is attained and welfare of the rural population is improved. Emphasis should be on income generation so as to increase cash income that will ensure that communities meet non-food requirements. Such activities should be market oriented.

The RDS also insists on the capacity enhancement of the rural people as an important ingredient to achieve sustainable development. The NGOs and CBOs are considered as

vehicles in building a community based management. In essence, the RDC emphasizes that rural development is an outcome of good community based management that can be strengthened through participation of CBOs and NGOs in building management capacities of communities. Capacities mentioned here can be brought about through CBOs and NGOs' facilitation in guiding the communities through the defined development process. By so doing, their capacities to manage the process is built. This is further exemplified by the National Poverty Eradication Strategy (NPES) developed in 1998. This strategy was developed in response to the experience that was gained for a long time whereby the government could not do everything for the development and eradication of poverty in the country without other stakeholders. The strategy spells out the importance of NGOs and CBOs as key players in facilitating various aspects of development. Such recognition takes into account the closeness of these organization to the people, thus being in apposition of knowing the real situations and how to timely deal with problems hindering the process whenever they crop up.

The Poverty Reduction Strategy Paper also underscores among other things, the need for Community Based Organizations to participate in the process of development. This is the same for the Vision 2025.

The reviewed PRS (known as National Strategy for Poverty Reduction and Economic Growth - NSGRP) emphasizes the need to deal with the issue of vulnerability. Vulnerability is forward looking attempt to avert further tumbling into poverty for

groups that are likely to be affected in times of risks and shock. The NSGRP shows the extent to which the government is gradually integrating the question of vulnerable people into its poverty eradication policies through participation of the people and facilitation of various stakeholders in poverty eradication including the CBOs and NGOs. Such integration indicates recognition that vulnerability is a problem that needs attention of policy makers particularly in ensuring that those who are possible victims should be hedged against the effects which might arise due to any catastrophe.

On the other hand, the National Environmental Policy (URT 1997) indicates the cause-effect relationship between poverty and environmental degradation. Whereas environmental degradation leads to widespread poverty, poverty is equally an habitual cause of environmental degradation as it undermines people's capacity to manage resources wisely. It points out problems of underdevelopment such as ill-health and other that affect majority of people as more environmental related as they are developmental. To that end the policy advocates poverty eradication in terms of implementing solutions to environmental problems. Poverty will be properly addressed if environmental protection is considered as a social and economic necessity and an integral part of sustainable development, if satisfaction of basic needs is treated as an environmental concern and if resources are channeled to address poverty related environmental problems.

From the policy point of view, the national policies and strategies agree in the following key points:

- Development aspects at community level should be addressed by community members themselves. Such conception underlies the fact that to sustain the development process, people should be aware of responsibility to and ownership of the process to ensure sustainability of growth;
- CBOs and NGOs are important agents for development of capacities of communities in management of development process. Thus building management capabilities should be emphasized and the organizations should consider themselves as agents who at later stage will leave everything in the hands of the true manager. The dependency syndrome seen in many communities emanates from the fact that some organizations do not perceive the transitory nature of their role in ensuring that capacity is in place to manage whatever development activity is supported and that same experience is carried forward to the anticipated activities.

3. RESEARCH METHODOLOGY

3.1 Research Design

Since the CBO is so far working in one village, that is the only area which was elected to carry out the research. The village is known as Mpiji, located about seven (7) kilometers south of Kibaha Township.

3.2 Unit of Inquiry

To be able to glean as much and useful information as possible, it was planned that villagers of Mpiji, village leaders, CBO members and institutions particularly district sector department staff should form units of inquiry for this research. The decision was based on the fact that villagers are the beneficiaries of the services provided by the CBO so they can provide their assessment based on their interaction with the organization. The Village leaders, being in charge of supervision of development activities within their jurisdiction are better placed to give opinion on the degree to which they and community members in general are involved at different stages of developing and implementing development activities. CBO members could give their self assessment of their work. Sector departments at district level would provide information related to adherence to regulations, norms and standards associated with implementation of various activities and whether or not the CBO abides by them. This is important since the government is currently responsible for monitoring and regulating instead of providing the services.

3.3 Sampling

To determine the number of people to be interviewed, simple random sampling technique was used. The respondents were drawn from the villagers. According to the available village statistics, the village has a total of 1,731 people of whom 724 (42 per cent) are men and 1,007 (48 per cent) are women, implying that women outnumber men. Out of this total, the number of children is 770. This means that children account for 44 percent of the village population. In drawing up the sample, consideration was made only for mature villagers who total 961 people. Ten percent of the mature people were drawn for interview of whom 40 were men and 56 were women.

3.4 Data collection

The data for this particular research are categorized in two groups namely primary and secondary data. Primary data were collected through:

- Structured questionnaire which was administered on face-to face basis for every respondent. This approach was used to ensure that correct responses are filled in taking into consideration the level of education for many villagers. Self administered questionnaire would prove difficult for many given the low level of education as majority are primary school leavers.
- Interviews were conducted for CBO management, members, village leaders and district departmental staff
- Physical observation of activities being implemented by the people and physical structures which have been put in place

- Focus Group Discussion was conducted particularly with the elderly as the direct beneficiary group in the village.

Secondary data were mainly drawn through document review. This entailed going through reports from the CBO, community/beneficiaries, district and village council reports and data.

These methods were considered the most appropriate to ensure relevant data are collected to justify the findings for the issues earmarked for evaluation.

3.5 Data Analysis

Descriptive data analysis was used whereby descriptive statistics - determining the mean, percentages, tables and figures were used. To do this, the Statistical Package for Social Science was used in data entry and analysis. This was seen to be the most convenient package for getting quick and meaningful results for easy interpretation.

4. FINDINGS

4.1 Respondents

Apart from 96 villagers earmarked for interview using the structured questionnaire, an additional 37 respondents were earmarked for interviews from different groups, bringing the targeted interviewees to 133. The actual response from the target was 116 interviewees which is 87.2 per cent of the targeted number. The target could not be achieved due to failure to get 10 respondents amongst villagers who could not be available every time the session for interview with them came about. On the other hand, five CBO members could not be reached because of having commitments outside Kibaha. Yet the percentage response still guarantees the representation of the results.

Table 1 below summarizes the status of response for interviewees for each category.

Table 1: Summary of Target and actual responses

Respondent category	Target			Actual Response			% Response to target
	Men	Women	Total	Men	Women	Total	
Villagers	40	56	96	35	51	86	89.5
CBO Members	21	5	26	15	4	19	90.4
Village Leaders	2	1	3	2	1	3	100
District Staff	-	-	4	3	1	4	100
COBEAS Leadership	4	-	4	4	-	4	100
			133			116	87.2

4.2 Findings from the field

Bee keeping is still limited to members of COBEAS. There is no member of the community who has been introduced to the skills in bee keeping and honey processing. Looking at the village environment, it is possible for villagers to engage themselves in the activity and benefits from it since vegetations are similar to those in the areas the COBEAS members do the activity.

However not all members do the bee keeping activities. Out of 52 members only 20 of them participate in this activity. The rest are still contemplating on whether to engage themselves or not since they have realized that the market for the products is not stable and to some extent facing competition for the same products from other parts of the country such as Tabora which produce large portion of the products than any other place in Tanzania.

Skills in undertaking bee keeping have been obtained through training from the Natural resources Department in Kibaha district. In essence, the Organization has tried as much as possible to ensure that they can use the locally available expertise instead of looking from other places. For the organization, it maintains a policy of looking inward first before going outside when it comes to planning an intervention.

Equipment and tools for bee keeping and honey processing were obtained from the UK Embassy. The Embassy supported the Organization by providing the equipment worth

UK£ 800. The equipment are collectively owned and are used whenever a member need them for application especially in processing bees products.

Implementation of support to elderly is done with funding from Tanzania Social Action Fund (TASAF) under the Social Support Projects window. The window was initiated with the purpose of addressing the needs of vulnerable groups which could not be addressed through other components that supported improvement of social services facilities. In the process of identification of community problems it was observed that in many parts of the districts that were under TASAF support communities cited the need to support the elderly, widows, orphans, disabled and HIV/AIDS affected individuals. These people seem to be neglected not only by the government but also by the community members themselves. The family system of taking care of the people in this category seems to be crumbling due to economic hardships. During crisis, these are mostly hit.

Social support window is implemented by using the Non Governmental organizations (NGOs) or Community Based Organizations so long as they provide proof that the Organizations did not impose the project to beneficiaries but participatory process was followed in coming up with an intervention.

The Organization was given a total of Tshs 18,063,850 for providing support to the elderly. The funds were used to finance medical check up for 50 elderly people,

establishment of income generating activities in terms of support, support to farming activities and provision of training on good ways of cultivating cassava breed that mature in short time. Further, the funds were used to finance construction of recreation centre and purchase of recreational games that can be used by the elders at the centre. Implementation of these activities are not yet complete but in final stages close to completion. As well, four poultry sheds have been constructed out of the planned five. Failure to accomplish the planned target has come about due to price rise of construction materials as a consequence of delay in implementation. It was planned that 5 sheds would accommodate all 50 elders with each shed serving ten of them. The shortage forced to reallocate the remaining group of ten into the four sheds. Local breeds of chicken are being kept because their tolerance to diseases is very high and they fetch a very good price compared to other breeds. So far, beneficiaries have not sold anything since they are keeping the first batch.

4.2.1 Awareness of CBO working in the village:

The community is aware of the presence of the CBO in the community. Majority of them (76 per cent) indicated that the Organization has been working in the community for the past two years. This shows that the organization works openly in the knowledge of all community members.

4.2.2 Beneficiaries of COBEAS

In principle, COBEAS beneficiaries are the community members at large, specific groups such as vulnerable groups which include orphans, elderly, HIV/AIDS infected

and affected. The findings in the field indicate that activities of the organization have benefited the elderly to a large extent and widows to some extent. 92% of respondents said elderly groups benefit and 30% said widows benefit. However the widows referred to here are those who also are in the group of elderly. Thus those who indicated benefits for widows seem to show emphasis rather than showing that this is a special group that benefits. On the other hand, it indicates that widows as a group needs its special attention because its problems may not be the same with the elderly even though they are in the same age category. This implies that groups other than elderly and widows are not beneficiaries of the activities of COBEAS in the village. Table below indicates the response in terms of who are the beneficiaries as perceived by the villagers.

Table 2: Beneficiaries of the COBEAS support

Group	Frequency	Per cent
Widows	25	29.1
Orphans	0	0
HIV/AIDS Victims	0	0
Elderly	79	91.9
Women	17	19.8
Men	0	0
Youth	1	1.2

On the other hand, the beneficiaries of COBEAS are the members of the organization who among other things, they joined the organization with hope that through bee

keeping they would have been able to gain more income and therefore improve their living standards. As pointed out earlier, only 22 members out of 52 participate in bee keeping. The rest are occupied with other personal activities and have not been able to venture into the activity.

4.2.3 Areas of support

Findings indicate that villagers mentioned income generation activities, farming, and care of the elderly as areas supported through COBEAS. As such, these activities are tied to support of the elderly to ensure that they can get means of survival. That might be the reason as to why the majority are aware of these activities. Environmental conservation is not mentioned at all since it has not been introduced at all. Training activities were not mentioned as one area of support though some work has been done. These have been implemented to ensure that the elderly can successfully implement the projects on income generation as well as cultivate cassava as food and cash crop to support the elderly. The discussion with the elderly in focus group confirmed that training on how to cultivate cassava had taken place. But training on poultry had not been done due shortage of fund as price rise on construction materials had eroded the portion for training. They indicated the need for that training to take place and due to that might have led them not to mention as one area of support. The table below tabulates the results on the areas of support.

Table 3: Areas of support

Area of support	Frequency	Percentage
Environmental protection	0	0
Income generation	66	76.7
Farming	71	82.6
Training	0	0

Environmental conservation program has not been realized yet since none of the planned activities has been implemented. The discussion with the Organization’s management revealed failure to implementation as caused by inability of the organization to secure funds from funding agencies to finance environmental related activities.

4.2.4 Acceptance of support areas as problems to the community

The community members agree that supported are problems confronting the village contributing to their poverty and therefore required an intervention of some kind to address them. About 76 per cent strongly agreed that these are problems while the remaining 24 per cent saw somehow that these are problems. A table below indicates the proportion of response on the gravity of the problems.

Table 4: Acceptance of supported areas as problems confronting the community

Narration	%
Agree	76
Somehow	24

Disagree	0
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4.2.5 Community’s previous approach to solving the problems

On this, 85 per cent indicated that solutions to the problems as a responsibility of each family or household. This is because all matters were dealt with as family affairs whereby each family had to produce its own food and take care of its own members be they elders, disabled or orphans. Normally these people were cared by the relatives without any kind of discrimination. The families could manage to handle the burdens because resources were available. They complained about economic hardships that have eroded their capabilities to earn income from the traditional cash crops such as cashew nuts due to changed procedures for marketing crops proceeds. Prices are very low and for some seasons there is no individual, cooperative or marketing organization goes to the community to buy the crop. That has forced many young people go to Dar Es Salaam and leave their parents and wives without any meaningful support for their survival. The most affected are the elderly who find themselves unable to make meaningful food production and source of income.

4.2.6 The best approach

When asked about the approach best to solve the problems, 67 per cent think that the ones supported by the CBO are the most appropriate while 31.4 per cent think that it is important to combine both community and CBO supported approaches. From these responses, it looks like people prefer getting external assistance for their activities. Yet there arises awareness among community members that for sustainable development to

take hold, partnership between the outside assistance and community efforts is important. Further work needs to be done to inculcate the spirit of self reliance at some stage after the support is withdrawn to avoid dependence and to ensure that sustainability is taken seriously right from the beginning of support. The responses are shown in the table below.

Table 5: Approach suitable for solving community problems

Description	%	Frequency
CBO supported	67.4	58
Community way	1.2	1
Both	27	27

4.2.7 Participation in intervention design

On participation in designing the projects, the majority of villagers (76.7 per cent) indicated that meetings are used to come out with plans on activities to be implemented. Few indicated that village leaders inform them on what to do. To that end, it is evident that the degree of participation is high, thus a proof that the CBO advocates beneficiaries’ participation in the project cycle management.

However, discussions with the elderly group, they indicated reservation on planning aspect. They pointed out that some items in the budget that had been earmarked to be purchased for them were not agreed upon and they were not in favor of them. For

instance, they indicated that they did not want to have a radio at the recreation centre because it is going to be difficult for them to run it in terms of getting money to buy batteries while there was no any activity thereafter to generate income. Instead, they were proposing that if the centre could be properly fenced, they would be interested to have a television set with video deck that could be used to make video show to the villagers in some days to other villagers charging them a certain amount of money. For them, such kind of item is self-sustaining that a radio set.

In addition, the elders expressed their dissatisfaction with the tendency of buying local chicken outside the village because they attributed slow progress on poultry farming to weak breeds brought from outside the village which could not survive and died shortly afterwards. It looks as if there was disagreement between the facilitators and the beneficiaries on this matter because the later wanted to use the money to buy the breed within the village. The idea was plausible because by so doing other villagers would have gained income. The facilitator needed to supervise the purchase.

Further discussion with the COBEAS facilitators confirmed the elders concern. It is true that the radio was not part of the agreed item in the original plan. It came later on because they though it could be useful to elders in getting updated with the information and general knowledge for various socio-economic aspects.

It is not the purpose of this evaluation to say whether the elders are right or wrong. Yet, as far as participatory approach is concerned, and bearing in mind that finally the elders would be the users of any service provided, it is important that every aspect in the plan is thoroughly agreed upon and any concern clarified to ensure that there is no complaint that can in future affect participation during implementation. As well, an asset that is brought in without consent of the user may end up becoming 'white elephant' as nobody will be interested to use it.

4.2.8 Feedback on Progress

When it came to getting feedback about the progress of activities supported by the CBO, 57 per cent indicated that meetings while a handful of them said they hear from other people and very few (15%) said the reports are not given. Here there are mixed feelings though over half of respondents again indicated meetings as a means of conveying the progress reports. It is possible that most of those who either get information from others or are not aware of the reports are absentees during the meetings. The discussions with the village leaders evidenced that once in every three months, the Village Assembly is convened to discuss various reports pertaining to activities being undertaken in the village. In fact, from the experience very few villages do meet in quarterly Village Assembly in accordance with the Local Government Act requirement. The Organization therefore has made it possible for these meetings to take place. A discussion with elder group indicated acquaintance with the details of every cent spent for the activities

supportive to them. Table below indicates sources of information on activities supported by the organization.

Table 6: Sources of Information on progress of Activities supported

Description	Frequency	Percentage
Periodic Meetings	49	57
Informed by other people	24	27.9
No report given	13	15.1

On the level of satisfaction with Organization’s facilitation, about 70 per cent of respondent indicated strongly that they are satisfied while 30 per cent of them indicated partial satisfaction. Generally speaking, organization’s support is highly appreciated by the villagers. This is also shown by the fact that through the organization’s activities, their lives have improved. About 70 percent of respondents said that villagers’ welfare had improved than before.

Internally, the organization strives much to operate democratically. Meetings are convened as stipulated in the constitution. However, sometimes the meetings fail to be officiated due to the fact that the stipulated number of attendees is not reached. The focus group discussion with members attributed the failure to personal commitments to other activities rather than poor leadership.

4.2.9 COBEAS Impact on people’s lives

With regard to whether the organization has made any difference in changing peoples’ lives, about 80 percent of all respondents indicated that welfare has improved whereas 20 per cent did not see any difference with the condition without the organization. This implies that peoples’ lives are better now than it was before the organization started working. Thus the Organization has a positive contribution to improving the standard of living at community level. Table 7 below gives the response on changes of people’s welfare as an outcome of COBEAS intervention.

Table 7: Changes in People’s welfare

Description	%
Better now	80.2
Same as before	19.2
Worse	0

Similarly, the members of the organization especially those who have engaged in bee keeping attribute improvement of their lives to the acquired skills in better bee keeping and honey processing. Though the competition for selling the products is high yet they have managed to increase their income. They indicated that their income has risen to Tshs 300,000 and above which add to income from other sources and make them at least meet some of their basic needs.

5. CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

This evaluation has revealed salient issues with regards to the activities done by COBEAS in Mpiji Village. These issues are as elaborated in the subsequent paragraphs in this report

The organization has not been able to realize all its objectives according to the programs it set for implementation. Of all, environmental conservation with all its importance to the development process has not been dealt with at all. The main constraint is inadequate funds.

Despite the failure to realize some of the objectives, yet the organization's support in Mpiji has enhanced empowerment, transparency and accountability. Collective identification of problems facing the community, periodic feedback through reporting to community members on the progress of development activities of the village at large and small groups that are supported. These are elements that increase ownership of development process as people's willingness to participate in doing for the whole community and for individual needs is enhanced. As such, this confirms what the country policies have spelled out.

Supported activities have positive spill over effects to the rest of the community. The knowledge introduced to improve livelihood of beneficiary groups in agriculture are

being adapted by other community members in increasing agricultural production and cash income as seen in cassava and poultry farming.

The work being done by COBEAS is supported by the rest of the community as majority of them are satisfied with it. It has made a difference particularly by indulging in serving the elderly who face difficult time in getting their basic needs due to body weakening as a result of aging.

Finally, COBEAS has not been able to acquire substantial and adequate financial support due to deficiency in preparation of cohesive project proposals which integrate various elements that address various sector and have greater impact to the communities. The proposals lack back up of community participation in assessment of needs and their prioritization. In addition, the costs budgeted for are somehow showing as if an organization need to have assets that are not always necessary for the organization to carry out implementation of the intended activities.

On the other hand, costing of activities to come up with realistic budget has shown weakness due to lack of specific structures or lack of knowledge of design and structures. This has led to failure to accomplish some of the activities due to lack of additional funds to accomplish the added components that previously were not part of the structures. It is important that this problem is addressed to ensure credibility of both the funding agency and the CBO itself.

5.2. RECOMMENDATIONS

Based on the findings and in order to address some of the weaknesses observed, the following recommendations are suggested:

1. Based on the observation that COBEAS applied for support to carry out training of village leaders in several villages on leadership for development. On the other hand, on the fact that environmental conservation has not been implemented at all, it is recommended that these two elements should be integral parts of other projects. Training particularly for villagers become meaningful and effective if associated with practical work hooked to the project that being done independently. As well, construction activities go hand in hand with degradation of environment. If implementers could be directed towards mitigating the effects of construction activities through filling up the pits and planting trees in areas where soil has been taken for construction work, which would work in preserving environment than having a project on environment by itself. Pits emanating from construction of recreation centre are still uncovered and the area around is bare without trees such that in the long run can endanger the centre against strong wind.
2. Networking with stakeholders other than the government is important in order to carry out activities in a manner that will not cause inconveniences during implementation. By networking, it means consulting various organizations to get information, sharing experiences in various issues

pertaining to organization of communities in development. Such kind of approach is useful in creating a base for doing some activities.

3. Additional skills in preparation of project proposals and costing are required for members of the organization so that they can properly guide communities in preparation of project write ups which are properly costed. This will reduce the possibility of having unfinished projects which require additional funds that financing agencies would not like to re-finance as this increases suspicion on capabilities.
4. Since a project on recreation centre is not completed, and for completed ones, it is appropriate to build on these projects when preparing new projects. The idea here is to further develop projects that will address deficiencies identified in implementation of current projects. For instance, due to inadequate resources, not all elderly were covered by the current support. Further, since people indicated that support for widows is necessary, it is important to consider the possibility of supporting the widows who are not in the group of elderly but requires support to get out of poverty trap. This is because they have a burden to take care of other family dependants left in their hands after the death of their husbands. So a follow up project could build from the existing
5. To avoid preparing projects that lack backing of community needs, the CBO requires expertise in conducting needs assessment using participatory tools.

The projects proposals emanating from this process have a possibility of attracting funding from development agencies.

6. IMPLEMENTATION

As seen from the findings, COBEAS' work towards improving welfare of the people is commendable. However, given the weaknesses identified, some work need to be done to address them for the purpose of making the organization articulate in achieving its set of objectives.

Implementation therefore focused on addressing issues that have been recommended for the organization to offer its services in line with its objectives. It became prudent to assist the organization to enhance its capacity to facilitate communities in coming up with development options that solve their socio-economic problems and improve their wellbeing in the order of their priority.

To achieve this, it was envisaged that a Community Participation Guide could be developed for guiding the facilitators from the organization to conduct sessions in communities to develop action plans. However this by itself does not solve the problem. For that matter, a three days training was planned with the management team of the organization with the purpose of giving them practical skills and clarification of different steps needed to be accomplished in order to come out with a document giving the profile of a particular community and action plan for solving the identified problems.

Preparation of the Guide anticipated dealing with the following issues:

- i) Improve the organization's ability to integrate community needs when developing project proposals for submission to various funding agencies;
- ii) Improve planning facilitation capabilities by integrating the expertise from different sectors and using technical knowledge at design stage to avoid pitfalls in designs;
- iii) Inculcate integrated approach in project planning whereby all aspects related to implementation of any project have to be considered. These aspects include capacity building (in terms of skills training), environment, sanitation, water supply, income generation, etc. This gives the project linkages in terms of service provision and sustainability.
- iv) Create ownership by and increase participation of the community members during implementation at later stages when the project secure funding;
- v) Give communities ability to implement those activities which do not need financing and can be implemented at household and family level but have positive impact in improving welfare of the whole community. These include construction of latrine, making by-laws to curb parents who do not prefer to enroll their children to school and the like;
- vi) Enhance report writing skills for the organization

After developing the guide, training took place which involved five (5) participants. The training was theoretical in nature with practical exercises (simulation) among themselves. This is because the organization did not have a planned community to work

for. Yet, the skills acquired equipped them with ability to facilitate the process at community level. Once plan is in place, consultation will continue for support in future. The developed guide is attached herewith as Attachment IV.

The curriculum for the training conducted is shown below:

Goal: To enable the participants understand the meaning and importance of participatory process, gain skills to effectively facilitate communities to come up with priorities in solving socio-economic problems, prepare an integrated intervention plan, implementation and management of development initiatives, as well as ability to properly document the results for use in designing various development interventions.

Intended outcomes:

- At the end of training session, participants will be able to:
- Know the basic principles regarding participation;
- Apply facilitation skills in enhancing participation of communities;
- Know do's and don'ts of facilitation;
- Be able to guide communities to prepare an integrated development plans;
- Prepare good reports on facilitated community

Lesson Plan

Based on the prepared Community Facilitation Guide, lesson plan for the topics to be covered are presented in table 8 below:

Table 8: Community Facilitation Lesson Plan

Period	Subject to be covered	Objective	Method	Remarks
Day 1	Introduction – Overview of the Guidelines Contents	To give the participants a general overview of what is covered in the Community Facilitation Guide and the importance of facilitating the communities through the prescribed process.	Presentation, discussions, questions and answers	
	STEP I: Selection of Community for Intervention	To enable the participants understand the process through which they can go to select a community to undertake thorough study to determine the required intervention. Emphasis is on the poverty indicators and use of secondary data for determination. As well,	Discussion on key poverty indicators and various sources of data. Presentation on ranking the communities using the available information.	Participants will work on poverty indicators for selection of communities and share with the facilitator.

Period	Subject to be covered	Objective	Method	Remarks
		agreement with the relevant authority on the selected communities will be emphasized to avoid conflict and to inculcate the spirit of cooperation. Further, planning the entry to community will be discussed		
	STEP II: Entry to Community	To give the participants important things one should remember and do when entering and he/she is in the community	Presentation by facilitator, discussion on behaviour, initial activities, simulation by participants.	
	STEP III: Working in the Community	To enable the participant know what he/she can do whenever he/she is in the	Presentation by facilitator, question and	Some tips on group dynamics

Period	Subject to be covered	Objective	Method	Remarks
		community for the first time. Also they will learn the process through the first meeting with the community which basically informs the community members the objective of the facilitation and plan with them activities that can be done prior to conclusion of facilitation.	answer session	will be introduced to assist the facilitator know how to handle participants when facilitating.
Day 2	STEP IV: Conducting Situation Analysis	To introduce to the participants different methods they can employ in conducting situation analysis – Focus group discussion, Interviews, review of records and direct observations.	Presentation by facilitators, simulation by participants on how to conduct interviews, focus group discussions	

Period	Subject to be covered	Objective	Method	Remarks
			and data organization.	
	STEP V: Assessment of Community Needs	To enable participants guide the community to analyse problems facing them. Emphasis will be on who the problem affect most	Presentation by facilitators on key questions to guide the process and documentation, simulation by participants, questions and answers session.	
	STEP VI: Prioritization of Needs	Participants will get to know different methods that can assist in reaching the consensus on the priorities of the community in terms of problems affecting them	Presentation by facilitator, simulation by participants.	

Period	Subject to be covered	Objective	Method	Remarks
		most		
Day 3	STEP VII: Action Planning	Participants will be introduced to facilitation of action planning for individual problem identified and comprehensive Community Action Plan encompassing all identified problems, collaboration with experts in different issues to ensure conformity to existing policies and laws as well as integration of different components within one action plan.	Presentation by facilitator, group work	Emphasis will be on helping communities implement some activities that do not require inputs from donors while waiting to be assisted in complex activities.
	STEP VIII: Report Preparation	Participants will be introduced with a report format on the facilitation	Presentation by facilitator, discussion,	

Period	Subject to be covered	Objective	Method	Remarks
		exercise	question and answers	

Outcome

The planned training was done successfully. However, more time seemed to be needed for topics on group dynamics to give them more understanding on how they can deal with different types of participants with different behaviors. It was agreed that they would be assisted when they have planned an activity to facilitate the community at later stage.

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