THE OPEN UNIVERSITY OF TANZANIA
&
SOUTHERN NEW HAMPSHIRE UNIVERSITY

MASTERS OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT
(2005)

ORGANIZATIONAL AND INSTITUTIONAL CAPACITY ASSESSMENT FOR MJI MPYA COMMUNITY DEVELOPMENT TRUST IN UKONGA WARD, ILALA MUNICIPAL, DAR ES SALAAM

MISSOKIA ELIZABETH, TIMOTHY

SUPERVISOR'S CERTIFICATION

This is to certify that I have gone through the project titled, "Organizational and Institutional Capacity Assessment" for Mji Mpya Community Trust in Ukonga Ward by Missokia Elizabeth, and find it in a form acceptable for the partial fulfillment of the requirements for the award of Masters of Science in Community Economic Development of the Southern New Hampshire University and Open University of Tanzania.

Supervisors Signature_____   Date 25 th July 2005

DECLARATION

I, Missokia Elizabeth, Timothy, do hereby declare to the SENATE of the Open University of Tanzania, that this Project is the result of my original work, and it has not been submitted for the similar Degree Award in any University.

Student's Signature:_____   **Date:**_____

COPYRIGHT

DEDICATION

I dedicate this work to my darling daughters, Ellen-Watiku Nyerere and Linah-Mwamini Nyerere, who throughout my Masters Degree Program supported and sacrificed their time and giving me space to pursue my studies, and therefore allowing less time to look after them and caring for them. This is to my daughters with all my love, thank you.

To my daughters, with all my love.

v

ABSTRACT

Like people, organizations learn, grow and change over time. They develop personalities, skills, and habits. They have talents, interests, and ambitions. Organizations experience success and failure, become distracted, forgetful, self-serving. Because organizations are the composite of the people who run them, it can be said that organizations get into trouble when they stop learning. One of the best ways of learning is evaluating or assessing itself to in order to ensure capacity and identify gaps for improvement. Organizational capacity is like personal competence; it is unique to the individual yet common to the human race.

Organizational learning is very important for improved performance and effectiveness in any organization. It builds organization's capacity for accumulating knowledge from its own experiences, disseminating that knowledge to members throughout the organization (and not to a single individual or group within it), reflecting on it and using it as a basis on which to build planning and programming activities, to adapt and to cope with change for example poverty reduction. A learning organization is one that facilitates the learning of all its members and continuously transforms itself. In this report, the learning was done through the organizational capacity assessment exercise of the organization in order to find out areas for improvement and existing capacity.

This project report seeks to understand the Organizational Capacity of the Mji Mpya Community Development Trust (MCDT) as a result of 15 months work with the MCDT,

which is Community Based Organization (CBO), Mji Mpya, Magohe, Ukonga ward in Ilala Municipal. The assessment was done as a learning process, as well as giving an opportunity for MCDT in expanding from a CBO to an NGO. The assessment process became the beginning of the learning process for the MCDT members, however, the findings and recommendations made from the assessment are hoped to be a baseline that offers a continuous learning process for the organization. The main tool used for Data Collection was the Participatory Capacity Assessment Tool (PCA). The data collection methods with the PCA tool were Focus Group Discussions, through the use of Flash Cards, Problem Tree Ranking, Organizational Time Line and Interviews. The organizational components considered in the assessment were Governance, Management Process, External Relations and Program Development. The assessment also considered other important issues such as Gender, Participation and Gender Equity. All members participated in the assessment. A random sample of 5 mitaas from Mji Mpya area was also used for this study.

The results shows that MCDT is still at an infant stage and organizational capacity building plan was incorporated into the action plan for continuous learning and capacity building of members and employees. Several recommendations were made to enhance MCDT organizational capacity, to enable them taking off as a strong and sustainable organization with a purpose of making a difference in Mji Mpya. One of the major recommendations made in this report, was to incorporate the capacity building plan in

the Strategic Plan that, will be developed by the organization (once registered). The

process taken and analysis are discussed in details in the project report.

ACKNOWLEDGEMENT

Various groups and people have made great contributions to this study and completion of the report. It is not possible to mention every person who in one way or the other made it possible for the successful process of data gathering in the field, access to information and documents and those who helped in reviewing this report. A number of people have supported me to accomplish this project, however, there are those who played a very vital role, whom without their help this study would not have been successful. Many thanks to MCDT management and group for accepting me and allowed me to use them for my study. Their openness and willingness in organizing and participating in survey activities, as well as participating in group discussions and community and other information gathering activities is very appreciated.

I would like to recognize the valuable contributions of my colleagues in CARE Tanzania, Charles Salila, Saidi Setebe, Blastus Mwizarubi and Masabo Mubiligi, who tirelessly supported me in accessing information and documents and data collection. I would like to extend my sincere appreciation to organizations like TAHEA Mwanza, Musoma Diocese and Mwanza Women Development Organizations, who allowed me to use them as case studies for my project. Special thanks should also go to my supervisor Mr. Hamidu Shungu and CED Program Director, Mr. Michel Adjibodou, for their tireless support, critiques and encouraging remarks and recommendations. I also owe a lot to my mother, and my two daughters, who supported me and encouraged me through

out the entire period of my studies. Mostly many thanks are to my two daughters, Ellen and Linah for their tolerance and understanding.

Glossary

CBO   Community Based Organization

CSO   Civil Society Organization

MCDT   Mji Mpya Community Development Trust

NGO   Non Governmental Organizations

NSGP   National Strategy For Growth and Reduction of Poverty

PCA   Participatory Capacity Assessment

PEDP   Primary Education Development Plan

PRSP   Poverty Reduction Strategy Paper

Mitaa   Streets – The lowest level of Leadership under Local Government

(District)

TABLE OF CONTENT

CHAPTER 5   IMPLENTATION OF THE ASSIGNMENT

Tables and Annexes

Chapter 1

1.0   Introduction

Organizational Capacity Development is increasingly becoming the focus of many Civil Society Organizations (CSO) in relation to development work.   Donors and International organizations are strongly supporting the capacity development in order to ensure, sustainability and effective use of resources they are investing in the developing world through local NGOs, communities and even Central Governments. For many years now, NGOs and communities have been receiving funds to eradicate poverty in the Third World countries.   Despite of all these efforts, poverty still prevails. This is because in most cases building capacity of the stakeholders so that they can be able to manage their own development process was not emphasized.

Tanzania, like many other African countries is experiencing mushrooming of NGOs, especially from 1990s and most of these NGOs have no capacity to manage sustainable programs in communities. Most of the NGOs are operating through guesswork and copying, with no funds or time to build their capacity.   Capacity building in this project report seeks to look at how MCDT can improve the performance of work units, departments, and the whole organization. Organizational capacity building in this report is also used as a system-wide, planned effort to increase organizational performance through purposeful reflection, planning for action.   In particular, this report looks in depth at where MCDT stands as an emerging organization in comparison to where it hopes to be in the future, and be able to plan how they can develop the skills and resources to get there.   Thus,

organizational capacity building in this report is looked at as organizational learning through assessing capacity in four main key elements of Governance, Management Process, Program Development, Service Delivery and External Relations. In addition to those four key elements, the assessment looked at the three inter-linked themes that cut across the entire organization, which are Participation, Gender Equity and Sustainability.

The result of the capacity assessment is to enable the organization to be sustainable and grow stronger in achieving its purpose and mission, by implementing the capacity building plan. The assessment asks the question such as, "What kinds of things do we need to do to keep ourselves healthy and vital as an organization?" and provides a variety of techniques to help find the answers. The Organizational Capacity Building developed as a result of the assessment tries to answer the question above, as it will be seen in the report.

1.1 ORGANIZATIONAL PROFILE FOR MJI MPYA COMMUNITY DEVELOPMENT TRUST (MCDT)

1.1.1 Introduction and Historical Background

MCDT is a Community Based Organization, established in the year 2003 by 4 founding members who had just moved to Mji Mpya, Magohe area. The name, "Mji Mpya" means "new area or community". Mji Mpya is a growing settlement in Magohe, allocated in Ukonga Ward, within Ilala District, in Dar Es Salaam Region. Mji Mpya , has a mix of low and middle income earners, with most houses built between 2000 – 2004. Like many new settlements in Tanzania, Mji Mpya has no

social services such as health centers, schools, water and sanitation services as well as electricity supply. The roads are almost impassable, especially during the rain seasons and the area is about 10 kilometers far from the main road and other means of transportation.

To address some of the problems mentioned above, some of the community members decided to form a group, with the aim of working together to try and improve the social economic condition of their community. MCDT as a CBO, started in 2003, with 4 founding members and other 6 joined later in 2004, making a total of 10 members. MCDT is registered CBO at the Village Government level with the purpose of improving social services in the community.

Late in 2003, the MCDT founding members made a decision to enhance the level of their group to become an NGO. This was a dream that started in October 2003 by 4 founding members and by November 2003 they had already made some steps to make a dream become a reality. The Constitution Document was drafted, as one step of registering the group to a Non Governmental Organization from a CBO. Before January 2004, MCDT had no name of the group; MCDT came up in February 2004, when more members joined the group and the Organization Constitution Refined. Additional of more members became necessary as it was found out that, for any group to become an NGO, it needs to have at least 10 members. MCDT has completed all requirements required by the Registrar and sent the Documents for Registration in November 2004.

The need to become an NGO was felt to be important for the group for the two main reasons, which are, to have more access to funding sources and a voice to advocate for provision of social and basic services in the community from the Government and donors. These services include water, electricity, schools, health centers and roads. The MCDT members decided to establish their group into a more formal group like a Non Governmental Organization (NGO) believing that, as NGO they will have more capacity to achieve their mission, than they would as a small CBO.

1.1.2   Organizational Structure for MCDT

MCDT Organizational Management Structure

```
                    ┌──────────────────────┐
                    │     Chairperson      │
                    └──────────────────────┘
                                │
                    ┌──────────────────────┐
                    │   Vice Chairperson   │
                    └──────────────────────┘
                                │
                    ┌──────────────────────┐
                    │   General Assembly    │
                    │       Members         │
                    └──────────────────────┘
                                │
                    ┌──────────────────────┐
                    │  Executive Secretary  │
                    └──────────────────────┘
          ┌──────────────┬────────────┴───────┬──────────────────┐
  ┌───────────────┐ ┌───────────┐ ┌─────────────────────┐ ┌──────────────────────────────┐
  │Secretary General│ │ Treasurer │ │Health & Environment │ │Education & Public Relations    │
  │               │ │           │ │    Coordinator      │ │        Coordinator             │
  └───────────────┘ └───────────┘ └─────────────────────┘ └──────────────────────────────┘
          │
  ┌───────────────┐
  │Deputy Secretary│
  └───────────────┘
```
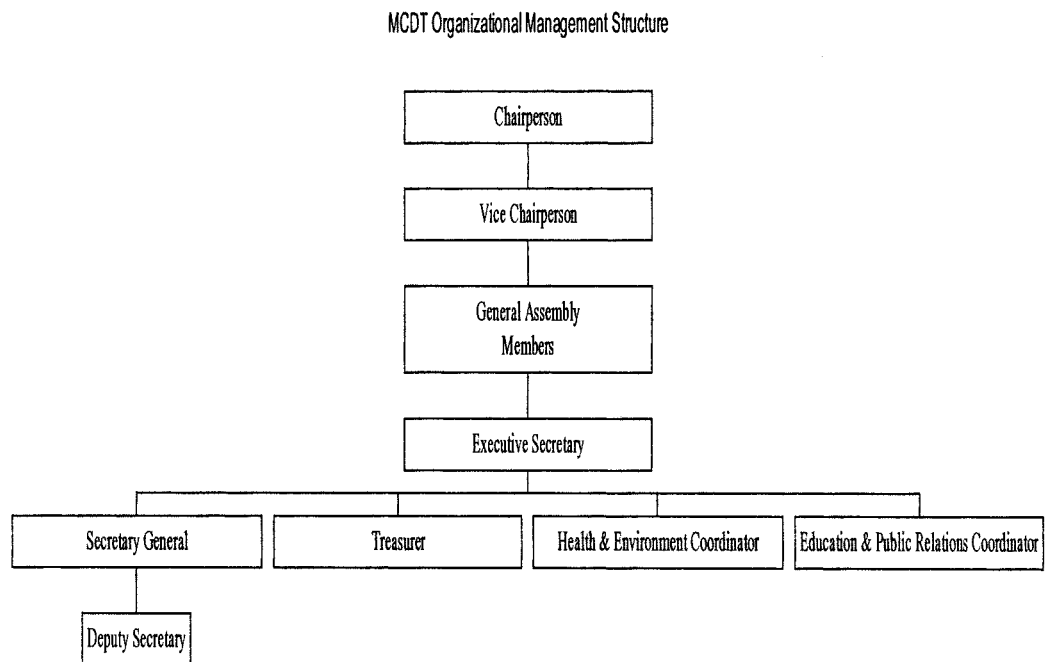
Being a new organization, MCDT team of Management was not very well defined before the project. However, the researcher worked with members of MCDT when refining and constitution and developed a better management Structure for the

proposed NGO, which has been submitted to the Registrar. The new team of Management includes the following.

1. The General Assembly, which is comprised of all the members who are the owners of the organization

2. The Board of Trustee who are the advisors (10 people, 4 of them are members)

3. The Chairperson

4. The Secretary

5. The Executive Director

6. Four Heads of Committees (Legal Advisory, Community Relations, Program and External Relations)

The members have elected the Chairperson and the Secretary during their first General Meeting held in December 2004. The leadership office term has proposed to be three years. This General Meeting will convene again, later in 2005 once they have confirmed the registration of the organization. Meanwhile, they have nominated the Executive Director, to be temporary in charge of coordinating all the group activities, assisted by the Secretary as a record keeper of transactions, meetings and all other information. As it is requirement by the Legal Jurisdiction of the NGO Directorate of the Vice President Office, the Board members have been nominated by members based on their capacity and position to support the group.

1.1.3 Mission Statement of MCDT

Their future plan is to establish schools, hospitals or health centers, facilitate installation of electricity and water supply, as well as other infrastructure such as,

roads, in collaboration with other community members and other stakeholders. This is reflected in the mission statement that is stated below:

"MCDT Seeks the Community of Hope, Justice and Participation, where Economic and Social Poverty have been Overcome"

1.1.4 Vision

Have communities with social and economic sustainable development

1.1.5 Objectives

In order to ensure that major problems in the community are addressed, the group developed three main objectives that they would like to focus on in the coming five years beginning 2005; as a response to issues highlighted in the mission statement. These objectives are as follows:

1   To Empower Mji Mpya Community Members to Advocate for Social-Economic Changes and Participation in Development Activities within the Community

2   Mobilize Resources and Support for the Improvement of Electricity, Water and Sanitation and Infrastructure in Mji Mpya by the year 2010

3   Increased Access to Basic Education in Mji Mpya by 2010

1.1.6 MCDT Activities

MCDT has proposed to focus on addressing issues as mentioned above in the objectives. However, MCDT has only started implementing the 3rd objective, which addresses issues of basic education. In November 2003, the 4 founding members

decided to established a pre primary school through little contribution that they had made. The school started with two unfinished classrooms with 15 children between the age of 4-6, but later on, in January 2004, the school expanded by adding 15 more children and by December 2004, the school had enrolled 35 children and one employed teacher. The children attending school are from within the community and some neighboring areas, which pay 5000 Tanzanian Shillings per month. The funds paid are used to pay for teachers' allowance and purchase of teaching and learning materials. The school will be able to charge more, once the services have improved, and this will be used as a source of generating funds for the organization.

Existence of the pre school in the community has enable parents to send their children to place that is safe and closer to their homes. As, explained in the introduction, the area has no schools and therefore children (from pre schools, primary to secondary) are forced to walk about 10-15 kilometers to the nearest school. In future, the Pre School is expected to serve for 5 primary schools in Gongo la Mboto, Pugu Kajiungeni, Mji Mpya, Majohe and Jeshini all in Ilala district (rural Ilala).

Under Objective number one, the group intends to design strategies that will ensure more of community participation. This will be done through community mobilization and sensitization on the importance of participation, from planning to implementation of all projects that will be implemented. In implementing the second objective of improving social services, the main activity will be raising funds as well as lobbying for support from the Government. However, both of these two

objectives are still in the pipeline to be implemented when they have secured funds, from the proposal that was developed by the external consultant.

1.1.7 Success of MCDT

Being a new group, MCDT has had very little success, but success that adds great value to Mji Mpya's community development. MCDT members have managed to mobilize resources and establish a pre school, which has about 35 pupils (3 – 6 years old). This pre school is expected to serve for 4 other surrounding communities of Gongo la Mboto, Pugu Kajiungeni, Majohe, and Jeshini all in Ukonga ward, Ilala municpal. MCDT is now working on improving the quality of teaching and learning, so that they can expand the school, and use the school as an income generating activity. Current, the school fee paid to the school is just a token, and the fund collected is used to pay for the teacher's allowance and purchase of teaching and learning materials. The group has been able to secure a piece of land, where the Pre School is built. The future plan is to establish their offices there.

1.1.8 MCDT Sources of Funds

Currently, MCDT depends on the Pre School's fee and members' contribution as the only sources of funds for the group. The group has an intention of expanding and enhancing the quality of services provided from the Pre School. With the help of the external consultant MCDT has developed a proposal, seeking funds for the expansion of school and other activities. Members contribution is not very reliable for some members, however, members are committed to make their group move forward.

1.2   PROJECT ASSIGNMENT

1.2.1   Project Overview

This project was designed to foster participatory and interactive learning process through organizational capacity assessment with the MCDT members.   It was anticipated that through participatory capacity assessment, MCDT would be able to identify areas of strengths, weaknesses and opportunities.   Above all, MCDT believed that the process would be a learning tool for the organizational capacity development and be able to transform the learning into building a strong and effective organization; that is sustainable and seeks for community and other stakeholders' participation for the development of their community.

1.2.2   Project Objectives

1. To build the capacity of the host organization through provision of technical support, training, mentoring and coaching that will lead to community economic development.   This is done through organizational capacity assessment and assistance in developing future capacity building plan.

2. As the CED participant, to develop and practice skills and techniques that will lead into effective program design and management in local communities

1.2.3   Activities for the Objectives

   I. Orientation and training of CBO members on how to use the Participatory Capacity Assessment Tool in assessing their capacity

   II. Carrying out Capacity assessment with the CBO members

   III. Work with the CBO members to design Plan for Capacity Development

1.2.4 Expected Results

If MCDT identifies their weaknesses and strengths and understand issues around organizational development, they will be able to develop effective strategies for building their capacities and establish a strong organization, for future development in their community.

1.2.5 Project Process

The initial process involved identifying a local CBO and requesting to work with them. This was done in October 2003 by sending letters to about 5 CBOs that were introduced to me by a colleague. In November, I received letters of responses and selected MCDT, because they need support most. I made an appointment and met with the Executive Secretary, Mr. Wilfred and introduced the CED program to him. The discussion focused on my position as a CED participant and how I could offer Technical Support in the issues related to organizational and community development, project management, micro enterprise and so on. During this meeting the researcher and Mr. Wilfred discussed about Mji Mpya group in order to get to know who they are and what was the purpose of the group. The second meeting was between the researcher with few group members, after receiving the letter of invitation and acceptance to work with the group.

This first meeting with all group members was held in February 2004 in their pre school in Majohe Mji Mpya area. There were only 4 members then, who were founding members as well. During the meeting, the researcher and group members went through introductions and developing some guidelines as follows:

1. Introducing the program and the group objectives and activities

2. Have a clear understanding on the objectives of working together

3. Develop a scope of work for the researcher (CED participant) based on what she can do to support the group build their capacity in area identified

4. Develop a work plan and assign responsibilities

Following the action plan developed during the first meeting in February, the group members had an agreement to recruit more members, review and refine the constitution document before the next meeting, which was held in March 2004. More members from the community and outside Mji Mpya were recruited and agreed to join the group. Members agreed to name their group as, **Mji Mpya Community Development Trust (MCDT)** and selected their leaders. Board of Trustee was selected and members were informed. With the help of the CED participant's and Project's Supervisor, and other people, the Constitutional Document was refined and process of registration started in May 2004.

1.2.6 MCDT Needs Assessment

The group Needs Assessment was carried out in March, during the second meeting with all ten members participating, in Mji Mpya pre school premises. This was done using focus group discussions (FGDs), guided by semi structured interview guide **(Annex 2).** The purpose of the discussion was to determine the needs of MCDT, prioritize needs and select activities for capacity building with the CED participant. The group identified many problems that they would like to be supported with, however, based on the time and financial status, it was agreed to prioritize and select

only few. Given the fact that they had already drafted the constitution and made decision to establish their CBO to an NGO, it was decided by the group that the project should look at their existing capacity and knowledge to manage an NGO. Another problem identified was lack of funds and funding sources to start any project that they would identify. However, that became even a bigger challenge because the group members had no capacity and knowledge on how to design a project or where and how to start looking for funds. Further more, the needs assessment identified that, MCDT needed technical support in refining their constitution, develop mission statement, vision and prioritize the big list of objectives that they had developed.

These needs were found to be very relevant that needed to be addressed before MCDT takes off as an NGO. However, given the time and financial limitation, together with the CED participant, MCDT decided to focus on the Capacity Building through Organizational Capacity Assessment. This was one major activity that was selected for the project as clarified below:

1. CED participant to support the group to carry out an Organizational Capacity Assessment. The Participatory Organizational Capacity Assessment would be used to identify specific needs for MCDT to become an effective and sustainable NGO.

2. The participatory capacity assessment would also be used as a learning process for the group and it was hoped that, the activity would be a continuous capacity building process for the group.

3. As a result of the capacity assessment, the group would come out with the findings that will be used to design capacity building program for the group

members and future employees. In addition, if MCDT takes the assessment process seriously, then in future the organization should be able to address organizational issues that need to be strengthened; areas of support and collaboration with other organizations, organizational growth over time and promotion of a culture of transparency and accountability.

As for other needs, the group decided to look for the external consultant who would help them in addressing some of the pressing needs. For example, the CED participant supported the group to acquire a consultant who worked with MCDT to develop a proposal and the strategic direction plan. Group members received more support from other local NGOs in reviewing and refining the constitution document, develop vision and mission as well as review and prioritize organizational objectives.

1.3 PROBLEM STATEMENT

The results of the needs assessment for MCDT group indicated that, the group needed to build the organizational and institutional capacity, to enable members to establish an effective NGO. It was also realized that, MCDT was not functioning well as a CBO and therefore was not even ready to become an NGO, until they strengthen some organizational components. For example, almost 90% had no idea of any function done by NGOs and lacked some skills of organizational management. It was also realized that the leaders of the CBO, had no previous experience of managing Community Based or Non Governmental Organizations, bearing in mind that the Mji Mpya Group was formed in response to the many

existing problems in a new settlement, with no any other existing project in the area for them to relate to or copy from.

However, to establish an NGO needs some skills, information as well as capacity on the management of that NGO which MCDT members have very little idea on how to go about doing that. Managing an NGO is not just to be able to raise funds for personal benefits, but the work of NGOs is to compliment the Government's and Communities' efforts in fighting against poverty or any bad condition. NGOs are also known as Civil Society Organizations and their involvement is mostly in Development and Humanitarian works.

MCDT, like many other Civil Society Organizations in Tanzania, lacked the Organizational and Institutional Capacity as well as the guidance on how to start and have strong organizational foundation from the beginning. This is in terms of staff or members' capacity to design and manage quality programs that are geared towards eradicating poverty and bring about development in their community as well as establish their CBO into an NGO and raise funds for managing their organization activities. These are the main challenges that the group is facing, due to low level of education, experience in development work and skills in organizational development.

As seen in the background information the CBO did not have a Constitution Document, but only a draft. The draft has now been refined with the support from the CED participant and technical support from her CED Project Supervisor. The document, stipulates their Mission, Vision, Goals and Objectives with the aim of

registering the group into an NGO, which before the quality of the document was found not to be very presentable.

It was also felt that the group has the right thinking, however, they lack the right know-how, to help them move towards the right direction. In additional to that, during the initial first two meetings in February 2004, with the group members and a participant of the CED Program, a number of interconnected problems affecting the group from taking off were identified and these include:

1. High demand of social services in the area that members live in, and lack of clear directions and plans on how to go about solving the existing problems

2. The group is still in their nascent stages/embryonic stage of development which is characterized by:

3. Lack of organizational clear vision, mission and goal.

4. While the MCDT leaders and members' immediate goal of establishing a pre school is to generate income, yet they do not have clear and effective strategies to help them do that

5. They lack most important information on Policies and on going Reforms in the country which would have helped them to have a strong base in the process of establishing an NGO

6. They do not have guidelines on how to establish an NGO, and had no idea of the existing NGO Policy and its functions

7. They have not done any research or baseline to establish priorities of the community members and the support needed

8. As a an organization, they have no systems, policies and procedures (even simple ones) that are key for organizational functions; such as how to record and keep their financial records, human resources and administration systems are yet to be developed. There are no policies or bylaws and guidelines on proper recording and storage of money, procurement and inventory and so on

9. Membership is not clearly defined and they have no gender balance among members

10. The service offered by the group is non-participatory, not well planned and is yet to be understood and accepted by the community and ward leaders. Community members also feel that the group is a private with the aim of benefiting group members only, as a result there is low participation by community members

11. Group members do not consider that the government at the Ward level and community members are not part of the project and therefore do not include them in the planning processes.

12. While there is opportunity for the MCDT to learn from other CBOs/NGOs on how to go about with the establishment and management of NGO, yet they have not taken up this initiative of learning and networking with others.

Given the above challenges and weaknesses, it is obvious that the MCDT needed to be equipped with skills on how to manage an organization that will be effective and sustainable, through stakeholder participation, strong leadership and committed members and staff. The MCDT members therefore requested the CED participant to assist in assessing their capacity that would also be a learning process. The assessment was expected also to produce capacity building plan that will guide

MCDT to take off smoothly and give guidelines to future program development in their community. Building a strong organization especially from the beginning is very important for sustainability and effectiveness just as it is by having a strong foundation for the house or any building.

The CED participant opted to modify the Participatory Capacity Assessment Tool, adopted from CARE International in Tanzania[1], in order to fit the requirements of MCDT. This was done to enable MCDT as a new NGO, to start at the right foot, with clear vision and directions, as to what they want or are able to do and, how best they can do it.

1.4   RATIONALE AND SIGNIFICANCE OF THE STUDY

1.4.1   Introduction

Development simply does not work for people unless it is conceived and realized by them; otherwise, it may not be sustainable. Food security, health, education, jobs and productivity, all these benefits that we associate with development can be achieved only when people set their own goals. The people involved must make the decisions needed to reach these goals and build the social, economic and political structures that move them closer to their aspirations. Similarly, development policies and programs will not succeed without main stakeholders' (targeted group) ownership and participation.

---

[1] **PCA Tool was designed by CARE to serve, as an instrument that would help NGOs and CBOs to assess their development needs and opportunities and help organizations develop organizational capacity building plan.**

This processes is based on the core of participatory development. Because of the development needs in Mji Mpya Community, MCDT group members decided to come together seeking for ways that will bring development in their community. Therefore, this project is was done as one means of helping MCDT realize and build their organizational capacity, (through capacity assessment as a continuous learning process), which is essential for any development work they are about to embark.

Based on the above-mentioned weaknesses and gaps (in section 1.2.3 and 1.3) CED participant and the group members of MCDT Group decided to carry out a **Participatory Capacity Assessment (for Organizational and Institutional Development***)***. This was done in order to establish and prioritize specific weaknesses and gaps, strengths and opportunities. The result of the assessment as mentioned earlier, is the development of Capacity Building Plan for MCDT as an NGO. The capacity building plan will set benchmarks that can be as guideline to direct MCDT through a continuous process of organizational and institutional strengthening for quality service delivery of program in Mji Mpya and beyond. The process also was intended to assist the group members and their beneficiaries to refine their Mission, Vision and Objectives and set priorities for the group once they are registered as NGO. Therefore the organizational capacity assessment and analysis process was used to identify organizational development as the key leverage point which if applied will turn the organization into a strong organization with highly motivated members.

Capacity Building for Organizational and Institutional Development, through Organizational Capacity Assessment Process is a project that ensured the use of participatory approaches throughout the process with the target members of the group identifying and addressing some of the identified organizational problems.

This project had no intention of supporting the group to address all the identified problems during the assessment; however, the purpose of carrying out the Organizational Assessment was to be able to create a solid foundation for the group. As mentioned, the problems identified and strategies to address those problems were developed in collaboration with and the support from the CED participant. This was supposed to facilitate MCDT to easily set out effective systems and implement the prioritized activities effectively and efficiently.

In the cause of project implementation with the group, Benefit and Harm analysis was done to ensure that, Mji Mpya is able to design and implement development programs that will not cause harm to the community, problem tree analysis was done as well. The benefits that the Mji Mpya Development Group will bring from the organizational capacity assessment include (note that the achievement will not be realized immediately after the assessment, but rather in future and if MCDT will implement the plan that will be designed):

i)   **Economic and Social Security:**
❑   MCDT will be able to establish a strong and competent NGO by having strong and democratically elected leadership, user friendly, effective and flexible

systems, policies and procedures, effective and sustainable strategies geared towards poverty reduction.

❑ Through the identified gaps MCDT was able to develop capacity building plan, hoping that members will be able to devise various ways of effective organizational management and fund raising that will enhance their livelihood security and sustain their group.

❑ By realizing ways of institutional strengthening, group members are now understand the importance and ways of networking and forming coalitions with like minded organizations and that will support MCDT be able to advocate for policies and procedures which will ensure future support from the government e.g. advocate for improved social services such as health, education and communication that as an NGO they can not do alone.

❑ They will be able to hire competent staff to manage their NGO once they are ready to do that

❑ The group will be able to establish an honest relationship and credibility with other stakeholders and donors.

ii)   Community Participation and Empowerment in Security/Social Capital

❑ Members have realized importance of participation and therefore have plans to ensure community and members fully participation and contribution in the projects design and implementation.

❑ The established NGO will open up opportunities for employment for youths and women hence; reduce crime in the area as the unemployed will be assured of income from the NGO's initiated income generation activities

❑ Other CBOs within the community and around can learn from them.

In summary, this project is very necessary, for Mji Mpya as a newly established NGO because, it will have the great advantage by building the capacity in carrying Participatory Capacity Assessment. MCDT will also be able to:

❑ Organize aspects that need to be strengthened once established as an NGO

❑ Identify areas of support and collaboration with other organizations and government institutions

❑ Plan for effective Organizational Growth overtime

❑ Promotion of culture of transparency and accountability which are very crucial for gaining credibility.

Chapter 2   LITERATURE REVIEW

2.0   Introduction

Official donors and multilateral agencies increasingly see Capacity Building as important component in the development world. No UN Summit goes by without ritual calls for Capacity Building Programs for NGOs and other Civil Society Organizations and recently even for the Government. The capacity building of Civil Society Organizations is very crucial, most especially in the Developing Countries. It is important for instance in areas of participatory planning, program design and management, monitoring and evaluation, research, strengthening networking and advocacy, sharing and collaboration among organizations.

The building of the Social capital and the emergence of strong SCOs are essential ingredients in achieving long term, sustainable development at the national and community level.

Enhancing the capacity of indigenous NGOs through Organizational and Institutional Development may truly generate development impact, which surpasses project goals. Recent literatures show that it is very important for any organization to assess its capacity, in order for organization to be able to have effective development plans in place, as well as effective and positive outcome of their programs or projects. It is also argued that if the organization realizes its strengths and weaknesses through capacity assessment; it will be a break through for that organization to have effective development mechanisms, which seek to see social and economic poverty being overcome within communities. In addition, there is a need to support local CBOs

and NGOs in order for them to build up a strong Civil Society Organizations that are in line with the current strategies and reforms in Tanzania for Poverty Reduction (Oxfam Report 2003).

In the past, assessment was seen as a snap shot that Northern agencies took of their partners, before, during and after disbursing funds to them. Today organizational capacity assessment is seen as a process of organizational learning and development. It is therefore likely that many organizations will have opportunities to initiate and manage development programs in their respective communities more effectively.

This literature review examined the importance of organizational and institutional development, through capacity assessment as a major factor for organizational effectiveness, accountability, success and sustainability. The review includes theoretical, empirical and policy review. The theoretical review looked at definition of main terms used in this project, such as capacity building and assessment. Empirical review looked at capacity building and assessment issues in mainly two organizations in Tanzania and case studies to show how effective capacity building is through organizational capacity assessment; while Policy review looked at supporting and existing policies in Civil Society Organizations in Tanzania as well as the relationship between NGOs and the government in Tanzania.

2.1 Theoretical Review

The purpose of this section was to explore from an organization development perspective how a new emerging organization like MCDT can build its capacity for

greater impact in their community by adopting these theories of organizational development. Through Capacity Assessment of MCDT, the project findings have revealed that the group can expand its organizational capacity through a combination of affirming present capabilities. The project will also support MCDT in\ focusing attention on shared aspirations among stakeholders.

2.1.1 Community Based Organizations

Community Based Organizations (CBOs) or grassroots organizations are defined as small neighborhood non-profit organizations that are located in the same community with the people they save. They have a first hand knowledge of the problems they live with, and personal stake in the success of their solutions. CBOs not only serve low-income communities, they are also indigenous groups (Eade Deborah 1995).

2.1.2 Non Governmental Organizations

A non-governmental organization (NGO) is any non-profit, voluntary citizens' group, which is organized on a local, national or international level. Task oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizens' concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environmental or health. They provide analysis and expertise; serve as early warning mechanisms and help monitor and implement international agreements (Bebbington 1996). NGOs in most cases work with communities to bring about development

through projects or programs, and depends most from donor funding. NGOs work is focused on supplementing the government and community efforts, as well as work as catalysts of changes through lobbying and advocacy.

NGOs and CBOs are also known as Civil Society Organizations (CSOs). Civil society embraces the broad range of human activity outside the market and the state, although it ultimately influences and is influenced by both. CSOs encompass groups and associations, which include, but are not limited to, non-governmental organizations (NGOs), people's organizations, trade unions, and cooperatives. CSOs also include consumer and human rights groups, women's associations, youth clubs, the media, neighborhood or community-based coalitions, religious groups, academic and research institutions, grassroots movements and organizations of indigenous peoples. Simply put, CSOs express the interests and aspirations of people. They are citizen organized, united by common needs, interests, values or traditions and mobilized into many kinds of activity (Eade Deborah 1995).

CSOs are often a source of vital experience, expertise and information. They provide new insights and approaches to people- centered and participatory development. They experiment and pioneer. They have provided mutual support as well as services, especially to those who cannot afford them or whose Governments and markets have failed to reach them. They have defended the vulnerable. They have supported the oppressed, the marginalized, and the excluded by promoting transparency and accountability in decision-making. They have and (still are) created livelihoods and economic opportunities as well as promoted human rights

and improved justice systems. They have facilitated policy change in states and societies to reflect people's circumstances and needs. Above all, they have helped to generate the social capital that makes democracy work and that is based at the heart of healthy economies. This social capital includes both formal and informal networks of trust, openness, communication and cooperation, as well as shared norms, goals, beliefs and decision-making institutions.

Civil Society organizations in order to function well they need to build their capacities. However. Most of local NGOs and CBOs (especially in Tanzania) lack capacity to design and implement programs effectively and are not sustainable. Most of NGOs in Tanzania are being run by volunteers and do not have access to capacity building.

2.1.3   Capacity Building

Capacity Building is described as strengthening people's capacity to determine their own values and priorities, and to organize themselves to act on these is the basis of development (Eade Deborah, 1995). While there is a context free receipt for capacity building, a conscious framework for intervention can help in understanding diverse needs and opportunities, and in forming longer-term strategies. Capacity building is also defined as a means of enabling institutions to be more effective in implementing development projects, organizations or institutions are thus the instrument by which certain goals can be reached, and may be governmental or non governmental. Capacity building may also refer to, support to organizations whose activities are geared towards catalyzing political dialogue and/or contributing to development alternatives (Eade and Williams, 1995:9).

On the surface, the concept of organizational capacity is plain enough. It is generally understood that an organization's capacity is its ability to influence its life and progress toward desired results. Beyond that organizational capacity is difficult to define. Explanations become necessarily oblique and drawn out. The reason for this is that organizations are multi-dimensional. They are influenced by many variables both inside and outside of the organization. Internal variables include work structures, decision-making processes, information systems, reward systems, and human resource management practices, to name a few. External variables include societal needs, politics, religious climate, local, national, and international laws, market trends, donor interests, other organizations that vie for the same donors, international, national, and regional economies, exchange rates, tax policies, and so on. Definitions of organizational capacity tend to get complex because organizations are also very complex.

2.1.4   Theoretical Framework of Capacity Building

Many organizations have all been talking about capacity building for some years now. It is agreed that the building of organizational and institutional capacity is an essential development intervention towards the strengthening of civil society. Indeed, it is the heart of development practice. Donor agencies, international and indigenous NGOs, and many governments in developing countries recognize the importance of capacity building for development. Yet even while they claim to be practicing it, their concepts and practice often remain confused and vague. The field of "capacity building" has largely been the domain of practitioners, and has thus far evidenced little theoretical development (James Rick, 1994). Many development

practitioners have conducted researches on capacity building with the aim of creating a body of grounded theory for systematically analyzing, critiquing; and enhancing activities that build capacity in nonprofit organizations and in society more broadly. Despite of having a theoretical development, it is commonly agreed that, the basic order in which capacity building occurs is: conceptual framework first; appropriate organizational attitudes leading to vision and strategy. This is followed by structure (organizational form), which in turn is given content and energy through skilled individuals. The whole idea is then supported through adequate resourcing. Needs change with respect to all these elements as the organization develops, but the central point is this: intervention or work on any one of these elements will not prove effective unless sufficient work has been done on the preceding elements in the hierarchy (CDRA 1995).

It is also agreed that it does not help to train individuals, when organizational vision is unclear, organizational culture is unhelpful and structure is confusing or obtuse. It does not help to secure resources when the organization is not equipped to carry out its tasks. It does not help to develop information management systems when the basic organizational attitude is one, which rejects learning through monitoring and evaluation in favor of frantic activity. In terms of the hierarchy and sequence of capacity building steps explored here, interventions can only work if they address the problem at an appropriate level for a particular organization.

Effective capacity building interventions must address the unique needs of an organization in its particular stage of development at that specific time (CDRA

1995). This means that organization must be capable of close observation in the field and of being able to provide a nuance and differentiated response to the needs of the client/community at a particular time. Put another way, it must have a range of capacities, which it can employ in differentiated strategies. The most important thing we learn here is that there is no single way to build organizational capacity. And this in face of the fact that many organizations are in search of the single intervention methodology, rather than an adequate understanding of capacity itself.

Some examples of differentiated fieldwork strategies given in many literatures are such as patently; if the presence of a conceptual framework is part of the development of an organization's capacity, then many donors, NGOs and governmental service are severely incapacitated. Because of that, it is argued that their activities do not take place within a theoretical understanding, which would lend coherence and continuity to their efforts, as well as enable practitioners to reflect on, and learn from, their activities in structured ways. This is what would enable organizations to modify and improve both the theory and the practice. How can NGOs then *"teach communities to fish, if themselves do not know how"?*

It is abundantly clear that the first three elements of capacity building - conceptual understanding and framework, organizational attitudes, and organizational structure, are the subject of fieldwork interventions, rather than, say, training courses. That is, they can be improved through various forms of fieldwork, from unstructured and informal "community development" work through to highly structure and contained

consultancy processes with formal contracts. But NGOs often do not distinguish between different types of fieldwork interventions (Korten David, 1999).

Literature explain that there is no single way to build organizational capacity, there is also no single capacity building response or intervention, which is right for all times, phases, organizations or contexts (James Rick, 1994). This may appear obvious, but it takes on profound implications for capacity builders when considered against a background in which attempts by government, donors and even some large NGOs. To devise and implement mass-based capacity building formulae are the order of the day. Of course, the alternative to formula approaches is not to continue in the unsystematic and intuitive way in which much NGO capacity-building work presently happens. On the contrary, all our knowledge about organizational capacity building demands that capacity builders are able either to supply, or arrange and coordinate the supply of a range of different interventions. Capacity builders need the ability to observe accurately, to interpret their observations intelligently and impersonally and then to deliver the appropriate intervention at the appropriate time.

There appears to be a prevailing assumption that, if one could arrange for the correct quantifiable inputs to be inserted into organizations, then certain pre-determined outputs would occur, and the organization would be "capacitated". Clearly nothing could be further from the truth. Inputs must be determined by context, and their efficacy is further dependent on the competence of the intervening agency. There is no straight line between input and output, between cause and effect. Output is the result of a multiple range of factors and, even more to the point; it is naïve therefore

to imagine that any organization is ever finally capacitated. Indeed, the converse is true: the more sophisticated the organization, the more complex its intervention requirements become. After all, it is amongst the highly capacitated commercial organizations that organizational consultancy is most widely practiced, and it is within the most skilled organizations that human resource development is taken most seriously (James Rick, 1994).

In order for a capacity-building organization to maintain the required level of responsiveness and strategic clarity, it is necessary that it constantly engage in critical self-reflection, learning and strategizing. Action learning (learning from experience, from "doing") requires that the organization has a willingness to learn and have its horizons broadened. In addition, there needs to be a real organizational commitment to making time for this to happen, or the methods, approaches and techniques will become entrenched and applied doggedly, even when they have ceased to become effective. If these conditions are not present, attempts at capacity building will be ineffective in the long term (David Sogge, 1994).

2.1.5 Organizational Capacity

So what is organizational capacity? If capacity is the ability to contain, or accommodate something, what is it that an organization should be able to accommodate? On the one hand, the quick answer is, "that depends." It depends on the purpose, nature, and context of the organization. Thus to some extent capacity will be defined differently from one organization to another. On the other hand,

many organizations share a family resemblance. Successful organizations with a similar task, environment, and cultural context tend to have similar attributes.

For example, a North American mission organizations must have a responsible board of directors, sound financial practices, effective fund raising, meaningful international programs, and first-rate technical and administrative skills. Without these basic capabilities, the organization will have little capacity to fulfill its purpose. But that's not all it needs. There is much more to organizational capacity than technical, financial, and managerial skill. A study of American businesses by McKinsey & Company in collaboration with Harvard Business School identified seven key factors of organizational effectiveness. What became known as the 7-S Framework proposed that effective organizational change is the relationship between structure, strategy, systems, style, skills, staff, and shared values. Regardless of the type of business, an organization is thought to have self-renewing capabilities when all seven elements are aligned.

2.1.6   Theories in Organizational Capacity

Theoretically, an organization with capacity is like a tree with a good root system, (Daniel Rickett, 1999), but how do you grow healthy roots? Rickett agrees that, as much as **organizations know that organizational capacity is the key to sustainability**, they'll also quickly admit they are ill prepared to build it. And why not, the idea of building capacity in many organizations is limited to adding new functions and raising more money? As a result, formulas for increasing the capacity

of Two-Thirds world partners often come down to adding money, buildings, or technology, rather than technical know-how.

Local Organizations in the Third World can take some comfort in knowing that many International and Multinational organizations function in the same way. Which is why the field of **organization development** has become very important. With the help of organization development researchers and consultants large and small private companies and CSOs alike are finding that, to move along the path of capacity building is to discover reservoirs of innovation, and hope to the community they serve.

The field of relief and development has responded to the need for organizational capacity building with books that propose techniques based on Appreciative Inquiry, (*Working with the Poor,* and *Partnering to Build and Measure Organizational Capacity*). The ideas conveyed in these publications are important because they show us how to affirm and build on what people have, energize local resources, and focus attention on new possibilities.

One thing is clear, organizational capacity is better conveyed through metaphors than models. The root system of a tree is helpful. An organization with capacity is like a tree with a good root system. It is a living system sustained and energized by myriad forces and factors in its environment. Whether a tree is young or old, small or large, its life is conditioned by its root system. In the same way the health and vitality of

an organization is the measure of its capacity to achieve its goals in an effective and efficient manner.

Another metaphor is to think of organizations as people. Like people, organizations learn, grow and change over time. They develop personalities, skills, and habits. They have talents, interests, and ambitions. Organizations experience success and failure, become distracted, forgetful, self-serving. Because organizations are the composite of the people who run them, it can be said that organizations get into trouble when they stop learning. One of the best ways of learning is evaluating or assessing itself to in order to ensure capacity and identify gaps for improvement. Organizational capacity is like personal competence; it is unique to the individual yet common to the human race. That is why this project has taken special interest of building the capacity of MCDT, through assessing its capacity and develop capacity building plan that will be used as a learning tool by the organization as it expands and grows.

2.1.7 Organizational Capacity Assessment

Building organizational capacity typically involves four steps: diagnosing what is missing or needed in the organization, planning strategies to change the situation, educating personnel to carry out change, and evaluating results. As an organization engages in these activities it acquires new knowledge about organizational actions and outcomes. Organizational capacity expands when learning goes beyond solving a specific problem to gaining the skills and knowledge to solve future problems.

Diagnosis involves gathering information through the use of interviews, observations, and documents and records, the way this (CED) project did. Strategy planning is concerned with developing a plan for organization improvement based on these data. The process typically identifies problem areas in the organization and outlines steps to resolve the problems, the way this specific project did.

Educating personnel consists of involving the people most affected by the problem in diagnostic and strategy planning steps. This makes implementation easier as changes are not imposed upon people but rather invented by them. In some cases the educating step involves sharing the information obtained in the diagnosis with the people who are affected by the problem and helping them adopt the planned change. The evaluation step is similar to the diagnostic step. Once changes have been implemented, data are gathered to determine the effects of the planned change. This information then informs the next cycle of planning and action.

The three paragraphs above, depicts the main objective and the process taken by this project. In the analysis, it is seen how this projects tried to link to these theories and strategies explained under the theoretical review in building the organizational capacity of MCDT through capacity assessment and planning for action.

2.2   Empirical Review

In defining capacity building, it is important to explain certain principles and beliefs about the world, and about the role of NGOs. In this case OXFAM and CARE International in Tanzania are used as case studies where by OXFAM's vision,

mission or organizational mandate has evolved over 55-year history, but its day-to-day interpretation of how best for the relief of poverty, distress and suffering will vary from one setting to another. OXFAM's thinking on capacity building as on any other topic, is shaped by the dynamic relationship between its formal purpose and its efforts to reflect on its own experience as poverty focused NGO. Like development itself, capacity building is concerned with social and political relationship. It can not therefore be viewed in isolation from the wider social, economic and political environment – governments, markets and the private sector as well as CBOs, NGOs and other institutions, right down to the community, households and personal level (Deborah Eade 1995:23)

In many years now, Oxfam has been focusing in building the capacity of local organizations within many countries in Africa. In Tanzania Oxfam is supporting local NGOs and Network groups working in the education sector. Oxfam realized that, most of the local NGOs in Tanzania lack capacity in delivering services to the communities. Most of these NGOs are characterized with lack of adequate knowledge in policy issues and skills to access information from the government and other international organizations. Due to this, NGOs are not able to influence policy makers and share information with the communities they serve.

One of the successful cases in Tanzania is the support that is being provided to Tanzania Education Network (TEN/MET). TENMET is a network that comprises with NGOs and CBOs addressing issues within the education sector, with the aim of improving equity and access to education in Tanzania. The support from Oxfam

(and other supporters), enables the participation of various local CSOs to work together in understanding education policies in the country. TENMET members, through capacity building provided by Oxfam have been able to design strategies that enable them to engage in policy debates and advocacy activities. As a result of these efforts TENMET has also been able to have an impact in the implementation of the Primary Education Development Plan (PEDP). TENMET continue to participate in budget tracking and PEDP implementation at district levels, through evaluation and informing the government where there are gaps, challenges and success. This process has been a great catalyst to the improvement of PEDP implementation and exposing what does not go well (TENMET Annual Report, 2004).

Building the capacity of TENMET has improved and increased potential for many local organizations to work in coalitions. As a result of that capacity building process, TENMET has been able to support formation of district education coalitions, which increases the access of sharing and information dissemination to small CBOs as well. The process has also increased the potential of TENMET members in influencing policy makers in education in improvement of equity and access to basic education. This is being achieved through advocacy strategies and initiatives that have more clearer and specific goals, than they were before the capacity building support.

On the other hand CARE International worldwide has been involved in capacity building of other small (evolving) NGOs and CBOs to enable them address issues of poverty in their respective areas for more than 40 years. One of the strategic

directions for CARE International deals with enhancement of the technical capacities of local organizations and communities (especially in project design, effective implementation, participatory monitoring and evaluation and issues of financial management and accountability). In recent years CARE has improved the way of doing capacity building, by designing Participatory Capacity Assessment Tool which is used to assess the capacities of its partner organizations and communities. The process of assessment allows CARE partners to learn and improve their organizational capacity in areas such as project design and management, financial management, human resources, service delivery, external relations and so on (CARE TANZANIA, Program Reports 1997 - 2003).

In Tanzania, CARE works with almost 350 local NGOs and CBOs in sectors of Health, Education and environment through partnership and capacity building program. All these NGOs, CBOs and community they serve, over a period of 6 years have built their organizational capacity and increase credibility, performance and accountability and these organizations have become known for their good performance and competency (CARE TANZANIA, Program Report 1997 - 2003).

Through the education sectors as well CARE International in Tanzania has been supporting 24 local NGOs, building their capacity through two education projects (1997 – 2004). The capacity strengthening process involved participatory capacity assessment to identify strengths and weaknesses as well as design strategies for capacity building process. The whole proves of capacity assessment revealed that all 24 NGOs had very little capacity in design and managing quality projects, with no

experience in fundraising. Almost 90% of these NGOs had no experience working in the field of education although they had interest in doing so. The assessment also revealed out that about 89% of these organizations did not have financial or human resource systems, policies and regulations and some of them were not even registered. The rest had very poor financial management skills, monitoring and evaluation as well as advocacy.

These results were used to design a capacity strengthening strategies that enabled to build the capacity of these local NGOs and CBOs, through a partnership program. CARE supported to build the organizational and the institutional capacities of these 24 NGOs and enabled them to be competent organizations in delivering quality services in basic education (Pre primary, primary and non formal education). The main goal of these organizations was to be able to design and manage quality education programs that will facilitate improvement of quality, gender equity and access to basic education in their respective communities. This goal was achieved through provision of training, coaching and mentoring, field visits and provision for small grants to the organizations.

To date these organizations have become strong in designing and implementing education projects in various districts in Tanzania. Organizations like TAHEA in Mwanza, Musoma Diocese in Mara and Mwanza Women Development Association have become popular in their districts for improving pre school and primary education. These NGOs have become competent in providing consultancies in issues concerning child centered and gender sensitive teaching methodologies and

community awareness in the importance of girls' education. All these NGOs have become very active in policy debates and advocacy, as well as participating in education networks and coalitions. All this has been made possible through the capacity building program facilitated in a participatory manner by CARE Tanzania.

CARE has learnt that capacity building process is very long and needs enough resources to do it, but once done properly it is a great way of bringing development at the grassroots level. Capacity assessment helps NGOs to be able to scan their capacity and identify strategies that will work best in improving community participation in their own development. Providing technical support to local organizations can also be a breakthrough to sustainable development that is likely to have great impact at the grassroots level. However, CARE has also learnt that capacity building process if not properly designed, can create dependency therefore, one needs to ensure that the recipient is able to learn how to generate income and to create strategies to overcome possible challenges.

It is being advised by many International NGOs that the approach of organizational assessment as a learning tool for continuous process of building capacity of is very crucial. It is crucial because it enables organizations to have skills that will help them address issues of poverty and bring development in their community, but at the same time have skills to assess risks and opportunities for sustainable development.

The DFID (the former Overseas Development Administration) did a review for nine NGOs', related research studies into NGO capacity and effectiveness that have

received funding from its Economic and Social Council of Overseas research and concluded that if NGOs' capacity is strengthened, they have a possibility of becoming more self reliant and autonomous actor within a long term alliance or critical accompaniment' with the donor and other relevant agencies, but organizations become even stronger and competent if they are able to assess their capacity and develop plan to address the gaps, (Deborah Eade, 1995:37).

The USAID, CIDA, and other International NGOs also support this. It s now agreed by Multi national organizations that it is very crucial to build the capacity of NGOs (especially local NGOs) in order to enable them to be more effective in planning, implementing and bring about positive impact in their countries or communities. In Tanzania for example there has been mushrooming of NGOs that have no capacity and do not follow the ethics of NGOs. This has resulted misappropriation of donor funding, as the money do not reach the targeted poor communities.

Filling the gap: Most of the case studies above (CARE, Oxfam), have been addressing issues of capacity building of the NGOs that have been on the ground for at least 3 years and more. Most of International NGOs and Donors provide capacity building in terms of financial support. The fact remains that only few local organizations are able to access that kind of support, and therefore there is still a great need to identify new emerging organizations that need capacity development support. Most of these organizations are those that have their roots in communities and understand the needs of the community because of being part of those communities. Nonetheless, most support does not reach their way and, they remain

to struggle and stumble. These are some of the identified gaps that, this project will helps to fill in, through identifying an emerging local CBO that is finding its ways to grow.

This is why this project aims at working jointly with Mji Mpya Community Development Group to identify areas for future capacity building and building their capacity in carrying the organizational capacity assessment. So that by the time the organization is registered, it will also have strategic plans for organizational development in place. In addition MCDT will gain basic skills to develop and manage projects/programs for sustainable social economic development in their community and beyond. The organizational development will take time as it is a long process as agreed by CARE above, however, the organizational capacity assessment report or/and plan will be used with the group as a base for building a stronger NGO. This is because organizational capacity assessment is not a one off-exercise but on going process in the life of the healthy NGO with structured periods of review and reflections. It is in then more likely that MCDT Group members will learn the process effectively through Oxfam and CARE experiences and be able to build a strong organization as well as monitor and manage changes over time.

2.2   Policy Review

Civil Society Organizations (including NGOs and private sectors) are increasingly being recognized by the government in Tanzania. This is seen in the Poverty Reduction Strategy and NGO policy documents, where the government is acknowledging the work of CSOs and private sectors and making deliberate efforts

to include them in the government plans (Poverty Reduction Strategy Paper 2000). NGOs are being recognized as potential forces for social and economic development, important partners in national development; and valuable forces in promoting the qualitative and quantitative development of democracy and important contributors to development growth (NGO Policy Document, 2001).

Recognition of NGOs as the government's development partners has been a catalyst for NGOs to start assessing and evaluating their work and capacities, redefining their roles and responsibilities to become more effective and efficient in delivering services. The need to develop NGO policy was reached by the government in order to facilitate the process of guiding the operations of NGOs in Tanzania, which was not effective. Lack of guidance mechanisms resulted confusion and poor collaboration between the Government and NGOs. The NGO policy was developed also in order to ensure internal coordination and self-regulation within NGO themselves and address many other problems that NGOs have been facing.

Currently it is reported that, there about 3,000 local and International NGOs dealing with all development sectors health, education, gender, environment e.t.c.). It is reported that the activities of NGOs have increased since 1985 when major political, social and economic reforms were introduced. However, there have been obstacles such as lack of information on who should register, inadequate definition of what is an NGO and confusing process of registration. These factors were catalysts to call for comprehensive policy, which will work to solve these problems of NGOs, but

also assist in promoting and developing NGOs. The policy was therefore developed to:

i. Provide an operational definition of NGOs and broad framework for the legal institution arrangements to facilitate the operations of NGOs in the country

ii. To put in place registration procedures, which are transparent, decentralized to facilitate better coordination of NGOs

iii. To strengthen the relationship of the Government and that of CSOs, and enhance mechanisms for collaborative relations between Government and NGOs, funding agencies and other stakeholders.

iv. To facilitate exchange and flow of information on NGOs' activities in order to maximize utilization of resources and share experiences or research findings.

The NGO Policy has several Policy Statements that elaborates the policy. For example the first statement tries to distinguish NGOs from the Government or any other private group. NGOs are voluntary organizations, non-political and non-profit. Another statement explains that the government will establish appropriate frameworks at the national, regional and district levels to facilitate communications between Government and NGOs. However, very little of this is being effectively operational, especially at the regional and district levels.

NGOs still struggles to access information from the government and their relationship although improved, it is still not very smooth. The same statement stresses on NGOs collaboration and networking, but very little support is provided to networks and in most cases, networks become unpopular due to the nature of its

work. Very little is being done now in terms of providing and sharing information and this is at all levels (from Government to NGOs, NGOs to Government). This is a very crucial area that needs to be improved, because without having proper channels and transparent in information sharing, people will continue to be in the dark. Having access to information will enable communities and CSOs to be able to plan and know how and where to access their rights. Having proper information and at the right time is also one of the keys to opening development doors in Tanzania. However, information flow and sharing process is still very weak and therefore needs to be improved by building of strong collaboration and information sharing system among all stakeholders.

One of the policy statements in the policy states that, the Government recognizes the significant role and contributions of NGOs in the Tanzanian community and considers them as development partners. This partnership is also being highlighted in the Poverty Reduction Strategy Paper (PRSP). In PRSP the Government confirms the contribution being made by CSOs in economic and social development of Tanzania. The PRSP and NSGRP both strategies recognizes CSOs (as well as Private Organizations) as partners in development by putting a strategy, which accommodates CSOs in the field of development. NGOs have been playing a great role in the implementation of the Poverty Reduction Strategy. This is being done through community development programs within sectors such as environment, education, health and other economic and social development activities.

NGOs participation in policy debates, policy planning and other Government planning activities have also improved a great deal in recent years. This is also because the Government is now opening doors for partnership and collaboration with Non Governmental organizations. In the new strategy (NSGRP 2005), Governments calls for development partners to provide additional financial, technical and other support, as well as facilitate capacity building initiatives within the poverty reduction framework, and facilitate and monitoring and evaluation.

However, again this is the area that needs serious consideration especially in resource and information sharing. The partnership that is being described in papers is not going on very well, and this needs to be polished from both sides, meaning the Government and Non Governmental Organizations. There have been many cases of duplicating efforts in the same communities and waste of resources because of lack or poor information sharing. This distance between NGOs and Government results into waste of resources and time and lagging behind in development. Through capacity building, both parties should be able to recognize the potential they have and the impact they will have if they will learn to coordinate and collaborate in the real sense. Participation of all stakeholders in planning and implementation of development is the key to success and poverty reduction in Tanzania. Because by doing that; different stakeholders will be able to pull up and share resources, ideas and experiences that when combined will lead to coordinated efforts and eventually to development. Transparent and accountability of all stakeholders are also key elements to implementing successful policy and development plans in social and economic growth in Tanzania.

Chapter 3   RESEARCH METHODOLOGY

3.0   Background

The results from the need assessment revealed the crucial need for MCDT to do organizational capacity building. This was because MCDT does not have any systems in place, members have no capacity in organizational management, project design, management and monitoring, no capacity in financial management or fund raising. Members and community participation especially in decision-making is also very low. In short MCDT was found not ready to move on as an NGO.

Organizational capacity building is a long process and needs funds and technical capacity to do that, for MCDT all that did not exist, and this project could not support them in all the needs they had. The decision was made to carry out an Organizational Capacity Assessment, which would enable MCDT members to participate and in the process learn the components of an effective organization and how they can function effectively for sustainable results. Besides learning in the process, it was also agreed by members that, the results of the capacity assessment would be development of a capacity building plan from which they can continue using to build their capacity.   Moreover, the information generated from the assessment was also used to provide situation analysis and set out some benchmarks to facilitate for future improvement.

3.1   Objectives of the Organizational Capacity Assessment

For the case of the CED project, the process was not done only by assessing the organization's capacity but rather as a learning process as well in order for the group

members to understand the tool and its component and be able to use it and participate in the assessment (The CBO will also be able in the future to use the Tool for monitoring and Evaluation of their capacity). In this assessment the CED participant modified the Tool, in order to fit the needs and purpose of the MCDT so that:

❑ Members participating in the assessment are able to grasp it as learning process and enable them to understand organizational components and its management

❑ As a newly emerging NGO, to be able to identify weaknesses, strengths, and opportunities

❑ Develop Capacity building plan

❑ Suggest and recommend actions to improve community and other stakeholders participation in their programs (see the recommendations in chapter 4)

3.2   Design

The survey was designed to enable the participant to collect data from 3 main sources. Part one of the survey is the Participatory Capacity Assessment (PCA Tool) in **Annex1,** which involved all MCDT members, the second part was the interviews with the community leaders and the last part is Focus Group Discussions with the selected community members in Mji Mpya **(Annex 3).** The approach used participatory techniques in order to ensure that everyone who participated in discussion and provided required information. The interviews for the mitaa (street) leaders provided a chance for the open ended and closed questions which allowed the

respondents to express their ideas and answers to the questions which provoked more information without limiting a yes or no answers.

For the CBO members the PCA Tool was provided to them in advance, so that they get acquainted with the tool and feel comfortable to use it before data collection activity. This enabled the discussion to be live and fun, as well as ensure comprehensive data collection. The origin PCA Tool is in English, but was translated into Kiswahili so that every member is comfortable and is able to understand and participate in the process.

The Assessment Tool was adopted from the assessment tool designed by the Education Project staff, in CARE International in Tanzania and Kenya, called the Participatory Capacity Assessment Tool (PCA). This Tool was developed in 1998 and refined and published in 2003. Primarily, the tool is developed for capacity assessment of local NGOs who have basic organizational structures in place and have been operational for sometime. All aspects of PCA tool may not be immediately applicable to all local NGOs but the tool can be useful in setting a benchmark against which future progress can be monitored and measured. The PCA tool can also be used for CBOs that are fairly developed with some adaptation.

3.3   Units of Enquiry

The direct target group was MCDT members. Other group participated in the study were some of the community members and mitaa leaders.

3.4   Sampling

A small study among randomly selected street leaders and community members was carried out. This helped identify the popularity and acceptance of MCDT in the community as well as provided insights as to whether MCDT involved community members and leaders of Mji Mpya area, in the inception of the group or any other activities done by the group. 100% sample size for the MCDT members in the capacity assessment was involved. The members were only 10, and due to the nature of the study, all 10 members were able to provide information regarding the capacity of their group. However, random sample from 5 mitaas, which included a 50% sample size of 20 people and 5 mitaa leaders were also involved in the study.

3.5   Data Collection Methods

3.5.1 Primary Data Collection

❑ Orientation to PCA Tool to members

❑ Focus Group Discussions were used through the application of Flash Cards, Story Telling, Organizational Life Line, SWOT analysis, Problem Tree Ranking and interviews

The assessment exercise used several methods to obtain data from a variety of sources. Reflection on internal processes in organizational capacity assessment was the main methodology used to obtain information on the project's specific research questions. The reflection activities were conducted through small group discussions involving the assessment team of three people and all MCDT members. The results of group reflection were further crosschecked and refined by research team and the leadership team of MCDT. The assessment included the CED participant, and two

people supporting the CED participant, with MCDT members. The two people were taken in as assessment assistants because of their knowledge in capacity assessment process.

The primary purpose of the PCA was to determine the level of organizational effectiveness and to identify areas for further improvement. In this tool, a deliberate choice is made to associate organizational growth to stages of human development. (The tool has adapted the organizational life cycle concepts developed at Manitoba Institute of Management in 1980s). The four categories are infant, toddler, adolescent and adult. PCA Tool is focusing in identifying or assessing weaknesses, strengths, needs and opportunities of the CBO, and try to drill out their understanding in management of an organization based in the following areas:

i. **Governance** – Legal status, vision, mission, leadership, constituency and participation, networking and advocacy, public relations and communication

ii. **Management Practices** – Decision making, leadership appointment and succession, existence of clear, written roles and job description, gender balance, documentation and record keeping, human resources and procedures, team work, staff development, financial policy and management,

iii. **Program Development and Management (or Service Delivery)** - internal capacity to develop programs and management, Program strategy, sustainability, skills transfer and capacity building, gender and equity, scaling up.

iv. **External relations-** credibility with communities, and other stakeholders, linkages and networking, collaborations and partnerships, strategic alliances and partnership

For the community members, focus group discussions were conducted plus identification of problems. This enabled the community members to identify critical social and economic problems in the community and ranking them according to priority and needs as well as propose solutions for each problem. The information gathered will enable Mji Mpya Group to learn from the community on how it views the existing problems and their willingness to contribute to bring changes in the community. Furthermore, information gathered will also inform the CBO the wider picture of the community problems, begin to organize the range of opportunities for them to consider and help them to priorities their focus capacity development.

3.5.2 Secondary Data Collection

A review of documentation included program and institutional reports, staff development plans, strategic planning documents, evaluation reports, policy papers, and other organizations' reports on capacity building and capacity assessments.

3.6 Limitations of data collection.

The data collection process took almost two months, because the assessment meetings (group discussions) were done on Saturdays and Sundays and sometimes in the evening when the participants are out of their daily workstations. Before the assessment, two weekends were used to orient (train) MCDT members on how to use

the Participatory Capacity Assessment Tool and the expected results after the assessment. The absence of some members in some sessions made it impossible to get all members consensus in some important issues. In general, the assessment went on very well for approximately 85% of all members participated fully and gave their ideas and recommendations on where they would like to go as a group.

3.7   Data Analysis

3.7.1   Primary Data Analysis

The information generated as a result of the organizational capacity assessment exercise was analyzed in collaboration with MCDT members, CED participant and 3 research assistants at the field. The analysis was done using the Participatory Capacity Assessment Analysis Tables provided in the PCA Tool.   Each organizational component was ranked according to the information provided and problems were ranked using the table of problem analysis and each problem provided with a solution or recommendation.   The information gathered was both qualitative and quantitative (gathered from the PCA, focus group discussions and interviews) was therefore coded and analyzed using excel program, as required by the PCA Tool.

3.7.2 Secondary Data Analysis

Secondary data was linked to the information collected from the assessment and community interviews and focus group discussions. The data provided an insight as to how MCDT can go about planning for capacity development using experiences and theories provided in the literature review. Case studies from CARE and Oxfam

helped to motivate MCDT that they have taken the right step of assessing their capacity before embarking into program implementation. With the information gathered during the assessment, the way through is much clearer than it was before the assessment.

Chapter 4   FINDINGS

4.1   Community Identity of MCDT Group and its Activities in the Community

The organizational assessment was done to help MCDT learn issues about organizational components and its management, reveal strengths, weaknesses, opportunities and with all that develop a capacity building plan for future organizational development. The results of the study clearly indicates that MCDT is still at the level of an infant over and above, the group is not known yet by almost 90% of community residents in Mji Mpya.

4. 2   Community Identity and Perception

The reasons provided showed that about 97% of the community members were not aware of the existence of any CBO or NGO working in the community. The remaining 3% that had an idea of what MCDT was and its activities were the mitaa and ward leaders only. About 35% of the people who participated in the study informed the CED participant they know that there is a pre school and some of their children attend the school. However, they knew that the school belongs to a member of the community (who is also the Executive Director of MCDT). The reasons why MCDT is not known in the community could be due to the fact that MCDT members did not make any effort to inform other members of the community about the establishment of the group. MCDT also have not done any survey or assessment to determine the level of existing problems in the community. The problems are very visible such as lack of clean tap water, electricity, passable roads, health services,

schools and many other basic facilities. MCDT had a good initiative of forming a group, which is formed by community members, and with the objectives of soliciting support to address the existing problems in their community.

MCDT had a responsibility to take their ideas to community members who are the direct beneficiaries of any project in Mji Mpya, but as seen they did not do that. This was because they did not realize the importance of doing that or the value of community participation. The findings revealed that community members are willing to participate and support MCDT at any cost they can in order to bring changes in the community. The problem observed was that, majority still claim that it is the responsibility of the government to ensure that all communities get fresh and clean water supply, health and sanitation services, schools and roads.

After a long discussion, majority of the community members agreed that, as residents of that community, they also have a responsibility in making sure that they contribute into their own development. However, another way should also be to hold the government responsible for what it is supposed to provide to the communities. In order to move forward and support MCDT and any other NGO's initiatives to improve situation in Mji Mpya, community members and mitaa leaders drew out some ideas and recommendations as follows:

1. Proper registration of all CSOs at the village government office and introduction to the community members so that they can hold them responsible and ensure accountability

2. Involvement and participation of community members in all activities, especially in deciding what is best for their own development

3. Community sensitization and awareness creation on what is going at the national level (especially in policy issues concerning their own development)

4. Community empowerment in development issues, gender issues, policy and advocacy and fund raising

Table 1:   Respondents Awareness on Different Roles and Responsibility in Community Development Issues

Perceived roles and responsibility	Government	CSO	Community members	Jointly	%
Community awareness and sensitization	25	65		10	100
Provision of the social services in the community (sanitation, water, health, education and roads)	59	25	11	5	100
Advocate for provision of better social facilities		47	32	21	100
Community empowerment	41	59			100

Source: Mji Mpya Survey Data 2004 – E Missokia

Mji Mpya being a new community (settlement) has same problems that many emerging settlements have in urban Dar es Salaam. Most of the houses in the area

are still unfinished and therefore the owners do not live in that area yet. Because of this situation, teamwork among residents is very low, and therefore there is a need for community mobilization. The results of the study show that, the few members of the community interviewed are willing to participate and contribute towards community development. However, lack of technical know-how to do that is their main problem, plus limited resources.

The community members acknowledged the contribution of NGOs in development in other communities, however, they are also aware that there are a lot of false NGOs that are formed to benefit on the expense of poor communities. To avoid that to happen in Mji Mpya, they recommended to the village leaders, that there should be deliberate efforts to register and monitor the work done by all CSOs in Mji Mpya/. Community members also showed their willingness to participate if they are supported and empowered to do so, especially in lobbying and advocacy, so that they can develop plans to hold the government responsible where necessary.

The ignorance among community members and leaders on the roles of the government and CSOs is very critical. It is so critical that, the findings of this study revealed out that, about 41% of the community members are not aware that the government (through the local government or municipality) also is responsible in facilitating the provision of basic social services, such as water, electricity, health centers, primary schools in the new settlements. The community members are not even aware that they also have a responsibility to work together and contribute for their own development.

The findings also indicate that about 97% are not aware of the existence of any group or CSO in the community, and worse enough even some leaders are not aware. From the study about 69% of the respondents think that, there is no way out for them to come out of their economic problems and that it is not possible for the government or donors to support their community. This is due to lack of proper information and awareness of policies that affect people's development in Tanzania.

This is a challenge to the Municipalities to ensure better planning of new settlements before people are allowed to settle in any area. As it is known, majority of Tanzanians are poor, and therefore the government is responsible to ensure that they facilitate provision of the social services and mobilizing some contribution from the people themselves. Lack of awareness by the people makes it difficult for them to know their rights and what the government is supposed to provide for them. People are left to complain and to struggle or use illegal means to obtain some of the social services, like electricity and water, because they can not afford to connect them depending on their income. On the other hand the government is also strained due to limited resources and poor planning.

How do people become aware of their rights and where to obtain it? Sensitization in all sense needs financial and human resources, the municipality and CSOs have a responsibility to raise awareness and empower people to be active and participate in their own development; however, they lack enough resources to do that. Sometimes it is not resources but poor planning by the local government and CSOs as well as lack of community participation.

The role of community sensitization to participate in developing strategies to improve social and economic condition in Mji Mpya rests on MCDT to facilitate the involvement and full participation of people. MCDT is a very young organization that faces financial constraints; however, they have a great opportunity because community members are willing to support their effort. MCDT needs to grab this opportunity by involving community members to design development programs and solicit funds together for sustainable development in the community.

CBOs and NGOs also have a responsibility to mobilize people, as well as raise their awareness and disseminate necessary information that would help people demand for their rights in a civilized and peaceful means. This is the area that, community members strongly recommended for MCDT to take as a priority to ensure that, people have access to important information, most especially policy issues and any development activities by any group. When community members are informed, they will have the capacity to participate in any efforts.

MCDT cannot work in isolation in Mji Mpya, community participation is the key to their success as a new organization. When communities are involved and participate fully, it is possible for any organization working in that community to achieve its desired objectives, and mission, resulting to the long-term effects of an intervention on broad development goals. Additional to that, when stakeholders participate in their own development activities, the results will be achieved with minimum use of resources. By involving and working with community members, MCDT will be able to understand better their operating environment. By understanding the environment

in which MCDT operates, they will have an added advantage of understanding the administrative and legal systems that govern the community, as well as the political, economic, technological, social, and cultural context in which the organization operates. Once they achieve that, MCDT will be able to operate smoothly in the community, by increasing their capacity to assess and interpret needs and opportunities, to establish direction, to influence and align others towards a common aim, motivating and committing them to action, and making them responsible for their performance (D. Horton et. al. 2003).

4.3   Capacity Assessment of the CBO

As an intermediary organization, the capacity assessment for MCDT was done to determine their capacity as a newly established NGO, as a learning process and a basis for technical assistance and planning. As a result of the assessment, in summary the CBO was graded as *an infant*. **Why Infant?** This is the newborn organization that needs to be shown how to do things. Like an infant, the organization is mainly dependant on few significant members as an infant to his/her mother or guardian, and in this case the group is depending on 4 founding members who are also the top leaders of the organization. It was clear in the assessment that, to keep the newborn alive, the founders do all within their capacity to nurture it, and this is the true case for this MCDT, where everything relies on members' contributions, and the amount of contribution from each member is not even disclosed. Only few members with some ideas are busy implementing all kinds of activities to keep the infant MCDT alive and out of danger.

It was also observed that, all members play multiple roles, however, in most cases it is the Chairperson and the Deputy who do all the work. Due to that, responsibilities overlap and also because the group is operating without any system in place. Besides membership contributions and a small contribution from the few pupils in the Pre School, MCDT has no any other funding sources and has no permanent staff so far.

4.4 The General Organizational Capacity

The assessment is based on the key characteristics of a strong and ideal organization as suggested by the PCA Tool used for the assessment. These key characteristics are summarized within Governance, Management Process, Program Development, and External Relations as well as cross cutting issues such as participation, sustainability and gender equity.

4.4.1 Governance

It was found out that MCDT has no diverse board that is functioning. Although they have developed mission and vision already, however, it is not clearly articulated by almost 90% of members of the group and it needed a lot of refinement to reflect what the organization is doing or intends to do in future. This was because only two people were involved to develop the mission and vision while struggling to develop the constitution for registration (struggle for survival/existence). The group is not registered yet, but the request has been submitted for registration, which the group hopes it will be registered by the end of March 2005.

During the assessment, members agreed that the organizational structure was very confusing and was not appropriate to the mission. This information was obtained by letting members tell stories and use role-plays to discuss about what they know on issues concerning MCDT's registration, mission, and vision. The findings raised a very important issue, for example, lack of members' participation in decision-making. On the other hand, through an Organizational Lifeline Method it was learnt that, most members joined the group at the late stage, and especially when the founding members learnt that, they needed to have at least ten members to be able to register the group as an NGO. Other members joined the group when the draft mission and vision were already in place. Nevertheless, the set back in this was how much was shared to new members after the recruitment and how much of that information was also shared to the community?

The findings of this assessment showed clearly that there was no such thing of sharing and dissemination of the information to newly recruited members or the community, until when this study was done. The findings raised one major concern that, the issue of members' participation in all matters of the organization was not negotiable for the sustainability of the organization. This discussion and agreement resulted into the development and refinement of the new mission, goal, objectives and vision of MCDT by all ten members during the study. Members were able to learn and understand the importance of participating in issues like that, because, they explained that, the participatory capacity assessment process helped them to develop sense of belonging in the organization and be able to articulate all that as MCDT members.

Table number 2 below shows the assessment under the governance component, which

highlights issues of legal status; vision, mission and goals of MCDT.

Table 2 below shows the result of assessment on the organizational governance issues:

Category I: Governance						
Sub Category	**Indicators**	**1**	**2**	**3**	**4**	**5**
1.1 **Legal status**	1.1.1 The extent to which the organization is registered and legally secure	1				
	1.1.2 The ability of the organization to fulfill its legal obligation		2			
	1.1.3 The level of benefits it derives from its legal status	1				
Total:		**4**				
Average		**1.33**				
1.2 **Vision/Mission** **Goal, (V-M-G)**	1.2.1 Existence of clear and written V-M-G statement that provides focus and direction			3		
	1.2.2 1.2.2 The extent to which programs are lined to the V-M-G of the group		2			
	1.2.3 Extent to which policies reflect the V-M-G of the group	1				
Total		**6**				
Average		**2**				

1.3 Leadership	1.3.1	Existence of a formal and functioning board	1				
	1.3.2	Level of diversity in board membership	1				
	1.3.3	Composition/ Qualification of the board/leadership	1				
	1.3.4	The extent to which board / leaders have the authority of making decisions independently from founders	1				
	1.3.5	The extent to which leaders demonstrate commitment to the cause of the organization			3		
	1.3.6	The extent to which leaders adhere to the mechanisms of accountability			3		
	1.3.7	The extent to which leaders communicate clearly and transparent	1				
	1.3.8	The clarity of roles and responsibilities and authority of board and management	1				
	1.3.9	The extent to which board leadership is involved in resource mobilization	1				
	1.3.10	The extent to which organization development progress is assessed	1				
		Total	**13**				
		Average	**1.3**				

1.4 Constituency Participation	1.4.1	The nature of activities in which the beneficiaries are involved	1					
	1.4.2	The level of women's participation in program activities and leadership	1					
	1.4.3	Extent to which constituents feel responsible and own the organization and its activities	1					
		Total	**3**					
		Average	**1**					

Notes: **Constituency refers to the members (of the general assembly) that have informed opinions about the organization and the way it is working.**

$$X= \underline{f1m1 + f2m2 + f3m3 + f4m4} \quad = \quad \underline{3\ (1.33)+ 3(2) +10(1.3) + 3(1)} = 1.28$$

$$F1 + f2 +f3 +f4 \qquad\qquad\qquad 3 + 3 + 10 + 3$$

The table above shows that, MCDT is still very young as a group and moving from a CBO to an NGO would mean a lot of effort is needed to build a strong NGO. The results shows overall average of 1.28, which is a very low score, for example this is because the group had no Board of Directors by the time this assessment was done. only two people who are the founder members of the group made all decisions and the participation within the group was found also to be very low. Most of the members did not understand what was going on. The results also show clearly that, there is no involvement of community members at all stages.

However, the leadership is very committed and tries to keep the financial records well and demonstrate high level of accountability. The Mission, Vision and goals of the organization were not very clear to all members and somehow did not

reflect what they group wanted to do once they are registered as an NGO. The issue of little knowledge on the existence of the organization's vision, mission and goal was very critical and the findings raised two major concerns; that 90% of members did not participate in the development of V-M-G and when they joined the group V-M-G was not shared to them. This raised a very major concern and members agreed to refine the V-M-G during the process. That process helped empower each member to have a clear understanding of the directions of the organization and therefore feel as part of the group.

Moreover, the findings revealed the need of MCDT to develop a training or awareness package that would help to build the capacity of its members. This is very important in order to bring each member on board and understand the organization vision and direction, so that they fully engage in ensuring MCDT realizes what they are planning to do in Mji Mpya Community and other areas.

The group members agreed that they would select board members and strategic partners together. Some of the criteria for selecting members were that, board members should have the capacity and interests to support them strengthen their organization in terms of building a strong MCDT that would deliver quality services through community empowerment and participation.

There is a great need as well to ensure that members have the capacity to fulfill its legal obligation for effective sustainability. Members need to identify and stand firm into the purpose of their group as well as demonstrating the sense of owning

the organization through participation and fulfilling their roles and responsibilities together as members. Members agreed clearly that, unless they take action and fully engage, the organization will continue to be run by few founder members.

4.4.2   Management Practice

The assessment of the management practices looked at 3 major categories, which are; Management and Administration, Human Resources and Financial Management. Understanding that, MCDT is a young community organization, the assessment focused on supporting members to understand the importance of having clear and proper systems that would result into smooth operation of their organization. The CED member took into consideration of the findings under the governance, which revealed low understanding of the V-M-G by the majority of members as well.

The findings reveled out that, almost 95% of members did not understand the effect of having these 3 categories in the organization. This is because, the MCDT Management was found not to be team based. Although the management had good intentions, but they did not realize that they were holding important information to their fellow members. Through role-play, members disclosed that the management is not team-based, not participatory and there was no consultative to ensure that responsibilities and authority were shared. It was obvious in the role play results that, the appointment of leaders was based on being the founder of the organization and on the basis of competency and professional. There was no gender balance in the senior management positions and the process brought up

awareness on the need to have gender equity based on the ability, but also by encouraging women to take part.

Through capacity assessment it is very possible for members to identify shortcomings and come up with solutions during the process. This was very true, because MCDT group members through discussions realized that there were no effective records keeping and well organization of data. For example, funds obtained from membership fee and pre school fees, was not properly recorded and organized; there was no financial policies (utilization of financial policy – approval, banking, accounting, procurement) and regulations, no inventory of assets and register. Realizing that raised an alarm of rectifying that situation before they get any big funding. Questions asked were like, who is going to manage the finances once we are funded? How much do we know about financial management as members?

The findings also showed that, the organization has no employee to carry out any activity. For the time being that sounded well among members (they have only one teacher employed to teach the pre school, but she is not really employed in the real sense). However, the main concern was once the organization expanded, they cannot continue to depend on the voluntary employees as they are doing now.

Besides being sensitized, members need to ensure that there is a closer link and teamwork among them. They have to also learn to keep good records and assign one person to do that and ensure that the person reports back to members on the

income and expenditure, because it is not safe to trust one person simply because he is the founder member. The organization has to develop clear systems and procedures that will ensure that:

- ❑ Once the proposal (they have developed a proposal through the help of external consultant to carry out a baseline survey/action research and expansion of the pre school) is funded, hire competent staff to manage the project

- ❑ Team work and participation are encouraged at all levels

- ❑ Leaders are selected based on their qualifications and capacity and strengthen their capacity in management

- ❑ Existence of gender balance in senior management and gender mainstreaming in all programs and that HR policies have integrated gender issues

- ❑ Staff development program/policy exists and implemented

- ❑ There is a room for staff and members to show their creativity and give their inputs and suggestions

- ❑ Financial, administration, inventory and human resources policies, and procedures are developed based on the constitutional (V-M-G) of the organization and orient members and staff on the developed procedures and policies

- ❑ Organization has the ability to meet financial obligation and produce financial reports

- ❑ Acquired/available funds is utilized and reported against the agreed plans

4.4.3   Program Development and Management

The assessment findings showed that MCDT is a very new in this field and none of its members had a clear sense of what Program Development and Management meant. The positive thing was that, members were very clear of how they would like their community to look like in 5 years to come. They vision a community with adequate clean and safe water supply that is accessible to each member of the community. They also would like to see that every child has access to quality basic education, health services and good means of infrastructure. They also somehow know that, in order to do that they need the capacity to enable them reach where they would like to reach. The problem revealed was how to acquire that capacity and what capacity specifically?

The findings also showed that, MCDT had no clear program strategy that could be used as a stepping-stone. Yes they have one program, "a pre school", however, that is not enough, and in addition, the school program was not very well designed to ensure that it benefits members and communities. The school was established before any survey was done to find out the needs of the community members or the capacity to manage it. As a result, it has been almost two years and the school has only about 13 children and with no adequate facilities.

During the study, the community members were asked, why are they not sending their children to Mji Mpya Pre School? And their response was that they were not aware of the school, and for those who knew about the school they thought that they could afford to send their children to school. This meant that there was very

little community awareness and participation. Participation of beneficiaries is a very crucial in the community program design and management. If beneficiaries are not aware and do not participate, there is always big possibility of failure, because there will be no value of whatever is being implemented.

The average score of **Program Development and Practices was 1.23.** This was because the organization has no clear program strategy and the existing pre school project was not designed based on the basis of needs assessment, but rather the need to make money. The findings were not very shocking because, being a new community based organization in Tanzania that is very common not to have a program strategy. This does not mean that it is proper way to do things, but rather it is a common practice even to some long existing NGOs.

This was a major challenge among members during the capacity assessment exercise, because members wanted so badly to develop a proposal that will enable them improve their community. Nevertheless, through the process, members realized and agreed that, the organization needs to have a clear program strategy immediately. But that would have been made possible if they had some experience in program design and management. A quick decision was made that they need a foundation to do that, and the CED participant linked them with a external consultant who could help them to develop a proposal. This proposal was developed independent of this study, because the CED participant did not have time and resources to support them in that activity.

In spite of this, it was recommended that the process of developing a proposal should be a learning process and should involve members of the communities who are also the beneficiaries. While developing the proposal, members were encouraged to ensure that, issues of sustainability and gender equity are incorporated into the program. To ensure effective management of future programs, it was agreed by members that, all projects that will be designed will be implemented with the view of transferring skills to community members, and views of community members will be taken into account as well as ensure appropriate development and implementation of action plans. After assessing the capacity of MCDT in program development and practices, members acknowledged that it was crucial to ensure that gender equity strategies are included in all aspects of project development as well as in the implementation process; and serious application of lessons learnt in the implementation is also very important.

The findings also observed that, MCDT had no baseline information, therefore members were helped through the assessment process to understand the importance of having baseline information. To emphasize the need to collect baseline data and design monitoring and evaluation plan (that will be effective in informing the organization and other stakeholder of their progress), the CED participant recommended that it is incorporated in the proposal they were developing with the external consultant. It was argued during the assessment that, it is very important to ensure that MCDT actively involve beneficiaries in regular project reviews and impact assessment. And finally, members agreed that they

would ensure that their organization prepares and share quality reports that are also timely prepared.

It must be understood that, the process for Program Development and Management is not always similar, but what was agreed by MCDT members above, if effectively implemented, will ensure quality management of programs and wider impact of what they intend to do in future. One of the first step taken, as said above is the development of the proposal. The proposal that has been developed by MCDT included almost all of the aspects discussed above, and the advantage is that the proposal will focus on collecting baseline data, develop needs assessment and improve on the existing education project. The project under the proposal will give MCDT an advantage of doing action research to find out about the extent of the existing social – economic problems in Mji Mpya.

Above all that, the findings of the research, will enable MCDT and community members to design a program that will consider the specific needs of the beneficiaries, prioritize them and develop strategies to address their needs. The research, or survey is also designed to ensure that community are empowered to understand the importance of participating in their own development, as well as develop milestones for measuring impact. In summary the research will be more of outcome oriented that will involve all stakeholders and eventually paving way for sustainable development in Mji Mpya.

Moreover, the finding of the survey found out that, the CBO members did not have adequate information on the Global or Country affairs (policies and Reforms). For example, only two members had heard of the Poverty Reduction Strategy, Primary Education Plan (PEDP) or any of the local government reforms. This was very critical, because no NGO can operate without having any knowledge or information on what is going on around their country. Understanding the culture and the direction the government is taking in terms of development (through policies and reforms, plans) is a very crucial weapon of success. Every CSO organization dealing with development or poverty reduction needs to understand the on going changes and affairs in the country for them to be able to fully engage in the process. MCDT members were supported to understand the need for them to master the whole issue of program design and management, resource and community mobilization through various participatory approaches.

4.4.4 External relations

This category looked mainly at the level of MCDT participation and sharing with other organizations and groups as well as government institutions. The assessment here also focused on raising awareness of members in the importance of information sharing, dissemination and networking, which they knew very little. For any organization to succeed, credibility and having good relationships with beneficiaries, donors, government and other civil society organizations is crucial. In today's world, no organization can work in isolation.

Obviously the results of the assessment above show low involvement of community members and other CSOs. However, the study revealed out that, MCDT has established a very good relationship with the village leaders (government), but did very little in involving community members and other institutions around. Yes it was a very good strategy to win the village government support, however that is not enough for the survival of the organization, especially in what MCDT is intending to do. The assessment results also showed that, MCDT members and leaders did not do that intentionally, but rather it was because they did not have an understanding of how important it is to share and network as an organization. This has been very common in Tanzania (PACT Report 2003), having many NGOs and CBOs that do not work together for fear of sharing resources from the few available donors. Considering the fact also, many NGOs are new in the field and do not have the skills and access to information.

MCDT would like to improve social and economic condition of Mji Mpya, which include improvement of education and infrastructure, establishment of health centers, clean water and electric supply and income generating activities. Being as young as it is, MCDT cannot achieve all that alone, but through forging alliances with other organizations and community members. Big tasks that lie ahead of MCDT is to raise awareness of community members, so that they become active in contributing and demanding for their rights from the government through lobbying and advocacy.

The second task is to link and network with other CSO in lobbying and advocating for the Government support in improving public social services as required; and the third one is empowering community members to work in solidarity and in design and implementation of programs that will bring sustainable changes in their community.

Assessment also enabled MCDT members to acknowledged the fact that, in order for them to build a strong NGO and enhance their organizational capacity, they need to strengthen their Institutional Capacity. MCDT made a resolution to seek membership within National Networks such as National Early Childhood Network, Tanzania Education Network (TEN/MET). These two networks would be their first step of learning new experiences from other CSOs and be involved in advocating for improvement of quality basic education for all. Through these networks, MCDT hopes to gain support from others and be able to contribute into making a difference in the education sector in Tanzania.

Besides realizing that, the assessment helped MCDT members to understand that, they have an obligation to build an organization that will:

❑ Be committed to the their work in the communities they will serve

❑ Ensure credibility and accountability with communities and donors or supporters

❑ Build and strengthen good relationship and partnership with the government, communities, donors and other CSOs

❑ Enhance its capacity to be able to organize and contribute actively in knowledge sharing and information dissemination through various forums

❏ Enhance capacity in acquiring access to knowledge and information

❏ Enhance capacity to organize and mobilize external resources and support

❏ Be able to organize and influence policy

By doing all of the above and probably more, MCDT will be able to build a strong and credible organization, which will enhance community empowerment and participation.

4.4.5 Community Involvement in Education

It was very important to look at the organization capacity to implement education activities through community participation. As reported in the activities being done by MCDT in Chapter I, it was crucial to find out the capacity of MCDT in education. Although, the MCDT objectives look at the overall livelihood security issues of Mji Mpya, currently they have only one program, which is education (they own a pre school). Implementing any project be in education, health or environment, project staff need to have some knowledge in the sectors. However, this was very challenging with MCDT, because they started implementing education project with very little knowledge on how to do that, or even what exactly they wanted to do in education. The assessment leant that; the Pre School is being run with staffs that have no experience in education issues or project implementation.

Since its inception the school managed to build two classrooms that are half done, meaning, with inadequate teaching and learning materials and teachers. It was

also learnt that, the main objective of starting the school was to provided access to pre education to children. There are about 5 communities surrounding or neighboring Mji Mpya in Majole (Ukonga, Gongo la mboto, Jeshini and Pugu), which do not have pre schools. This means, majority of parents with children below the age of seven years old, (who can not afford to send their children to expensive schools), the children have no choice but to wait until they old enough to go to primary school which are also far from Mji Mpya. Establishing a pre school would enable these children (under 7 years old), to have access to school closer to their homes that provides quality early childhood education and care.

MCDT was able to establish the school, however, they have a challenge ahead of them, of improving quality of teaching and learning, teaching and learning environment and materials and community participation.

Table 3 below is the summary of the issues that were looked at during the organizational capacity assessment within community participation in education:

1.1 Capacity Building for community participation in education	1	2	3	4	5
1 Extent to which the organization develops capacities to increase community awareness about education and about their role in supporting education	1				
2 The extent to which the organization understands policies and other education issues in the country and within their community	1				
3 Participation of community in program development and implementation	1				
4 Existing of a clear program strategy and understanding of it by all concerned members and community members	1				
5 Scope of a program to benefit more people		2			
6 Extent to which program is focused and prioritized		2			
7 Extent to which beneficiaries/constituency are involved in assessing results and impact of program on regular basis	1				
8 Inclusiveness of gender and other equity concerns	1				
9 Potential of project for replicability and scaling up		2			

		1	2	3	4	5
10	Existence of staff skills to facilitate and mobilize communities	1				
	Total: 13					
	Average: 1.3					
1.2 Resource Mobilization for Education and Management Capacity						
1.	Cost-effectiveness of program activities		2			
2.	Diversity of funding base (type of donor; local /national /international	1				
3.	Existence of fundraising strategy, experience and staff capacity	1				
4.	Level of income generating activities and efficiency of those activities	1				
5.	Ability to generate credible proposals and concepts	1				
6.	Significance of financial contribution to the community and mobilization of communities to contribute	1				
7.	Steps developed for local self-sufficiency		2			
8.	The extent to which the organization has develop strategies to improve quality of teaching and learning		2			
9.	Extent to which organization understands and promote learner centered teaching concepts and methods			3		
	Total 14					
	Average 1.56					

$$X = \frac{f1m1 + f2m2 + f3m3 + f4m4}{F1 + f2 + f3 + f4} = \frac{10\,(1.3) + 9(1.56)}{13 + 14} = 13.5$$

The table above shows very little effort is done by MCDT to involve or empower communities in their activities. What MCDT is planning to do is to improve social infrastructure in Mji Mpya, but this cannot be done without community support and contribution. MCDT acknowledged that fact and decided to take the issue more seriously in their program design, which will involve all stakeholders. Having acquired only 13.5 as overall average is very minimal and shows that the organization is at the infant level, not ready to start running on their own without support.

4.4.6   Cross Cutting Issues

Participation: The assessment exercise looked at how the organization involves other stakeholders and even member in their organization issues, especially in the decision-making.   This section was rated very low, because generally, most especially founder members; but most especially the Executive Director and his assistant are managing MCDT. The rest of the members just follow directions and decision from the few active members.   By doing that, the assessment learnt that, MCDT continued to deteriorate in terms of organizational capacity, since it does not open its doors for outside knowledge and experience. It has taken MCDT almost a year to complete its registration process as an NGO, as well as to expand its program activities. By doing that, MCDT also failed to realize the potential of the community and other members to contribute into its organizational and institutional development

One of the positive things that came out of the assessment was the willingness of MCDT members to realize that, they had a weakness. That helped MCDT members to admit that, they were loosing great knowledge and manpower from the community that they could use to strengthen their organization and eventually together bring development into their society. That knowledge, made MCDT to decide on strengthening their collaboration and involvement of other stakeholders and beneficiaries in general.

Gender Equity: The assessment concluded that, MCDT needs to carry out gender analysis, so that they would be able mainstream gender issues

organizational planning and program design. This will ensure gender equity and equality at the management level and program level. Currently, MCDT has no women at the management level; generally even the existing organizational strategies do not articulated gender issues at any level.

Sustainability: Organizational and program/project sustainability depends on having proper communication, financial, human resources, program and administration systems, which MCDT does not have. Sustainability also depends on the level of community empowerment to own and take over the projects, to participate and make decisions for their own development; It also depends very much on having the capacity to raise funds within the community and outside and having stable financial position, which MCDT does not have.

The assessment also focused in this area to ensure that, MCDT members understand how important is to build a sustainable community organization, and to implement activities that will be sustainable for community poverty reduction. The issue of sustainability cuts across all components of the organization (governance, program development, external relations, management practices), because all these components depend on each other. The most important thing for NGO is to have capacity to achieve what it sets to do and be able to have wider impact that is sustainable in changing the livelihoods of the poor people to a better life. If there is no sustainability, then that is not development.

Table below shows how MCDT is rated generally in terms of having a strong and effective organization and ready to work with Mji Mpya community in improving the social services. Having high level of community participation, effective systems in place, management and program management capacity, financial management capacity and adequate source of funding; are some of the important indicators that MCDT members and CED participant agreed that MCDT should have during the take off process to become credible and effective NGO.

Table 4: Overall Assessment Results

Overall MCDT Organizational, Institutional Capacity and Sustainability	1	2	3	4	5
1. Strategic nature of the program addressing critical issues	1				
2. Extent to which beneficiaries have ownership of the project	1				
3. The extent to which community is empowered and involved to own the program	1				
4. Existing of a clear program strategy and transparence	1				
5. Strategies to expand the program		2			
6. Extent to which members and staff understand technical issues	1				
7. Level and efforts the organization has taken to empower its members and mobilize their support	1				
8. The availability of baseline information	1				
9. Knowledge of members in policy and reform issues of the country	1				
10. Capacity of members to analyze program issues and policies	1				
11. Cost-effectiveness of program activities	1				
12. Existence of fundraising strategy, experience and staff capacity	1				
13. Capacity of members and staff in current program		2			
14. Ability of members and staff to generate credible proposals and concepts	1				
15. Level of members commitment to improve organizational capacity and community development				4	
16. Steps developed for organizational capacity building		2			
17. Level to which the organization as a whole is accountable and transparent		2			
18. Existence of M&E plan and its use	1				

19. Existence of clear strategy that guides the organization	1				
20. Existence of systems such as MIS, M&E, HRM and others are available, clear and functioning	1				
21. Existence of strong and team-based management and leadership procedures	1				
22. Extent the organization is credible in the field and has established legitimacy	1				
23. Knowledge of the organization about the problem in community	1				
24. Ability of the organization to influence policy	1				
25. Sectoral linkage with others dealing with similar issues	1				
26. Total	32				
Average	1.28				

$$X = \frac{f1m1 + f2m2 + f3m3 + f4m4}{F1 + f2 + f3 + f4} = \frac{25 \ (1.28)}{26} = 1.7$$

The table above summarizes the organizational and institutional capacity of MCDT. It shows how week MCDT is in managing any organization, since there are no systems in place, no records keeping and financial, administration and human resources policies and procedures. As shown above, MCDT needs to build capacity to strengthen the overall capacity in NGO management, Program management and Practices, Governance issues, networking and participation with other CSOs. This needs to be done through training, mentoring and coaching from other organizations, accessing information and forging alliances.

4.5 Conclusion

We live in the world of constant flux where everything is dynamic and often turbulent. Organization is like a human being, it needs to grow, and while growing there is a need to assess progress, so that it can move along with the on going changes in the society. Organizational capacity development involves recognizing

the organization's need to develop and believe in its potential to become more and sometimes more than expected. Organizations like CARE International, World Vision and Oxfam help local organizations to build organizational and institutional capacities. In doing so, organizations are supported to compare the current situation and desired future situation where and how they would like to be. Organizations need to determine what capacities they have or required for them to be able to effectively build their capacities and achieve their vision. Capacities of organizations encompasses more than mere possessions of knowledge and skills, but rather possession of spirit, enthusiasm and hope for transformation. This was why this project "MCDT chose to assess their organizational and institutional capacity, in order to determine what capacity they need to achieve their goals and vision".

The capacity assessment results were able to support MCDT to internalize the assessment process and conduct their own assessment. The assessment was used as a learning process for both CED participant and MCDT members, to determine what kinds of capacity MCDT wishes to build over time.

During the assessment process, MCDT was able to identify their weaknesses such as lack of systems and procedures, poor community participation, limited knowledge in program design, implementation and monitoring, lack of resources and technical know how in policy and program issues. The assessment also revealed the strengths of MCDT such as commitment of members to transform their community, accountability and strong will. In addition to that, the assessment was able to determine the opportunities that MCDT can utilize to strengthen its capacity. These

opportunities are such as availability of national networks and other SCOs that MCDT can learn different experiences and collaborate with, on going policies and reforms that provide room for advocacy for local government support and contribution in Mji Mpya development.

Again during the assessment exercise, MCDT was empowered to develop a long-term learning and organizational capacity development plan. The plan was developed based on the indicators selected to assess different levels and components like Governance, Management Practices, Program development, External relations, Sustainability, participation and Gender Equity.

The Participatory Capacity Assessment under this project therefore, was used to assess MCDT organizational capacity. In addition to that, it was used to learn about how to make an organization more effective, efficient and be able to design and; to implement programs that can transform poor communities to a better livelihood security.

As a result of the assessment MCDT was able to understand all of the above, furthermore, the MCDT was able to process smooth registration process with confidence of establishing a strong NGO. MCDT was able as well to assess and identify their development needs and opportunities, and based on all these results in summary the assessment exercise was able to:

1. Identify organizational aspects that need to be strengthened

2. Identify areas of support and collaboration with other organizations, government and donors

3. Identify Issues of organizational growth over time and

4. Promotion of culture of transparency, participation and accountability

To empower organization or build its capacity needs to find out what area needs to be strengthened and to what extent, just like a sick person in most cases a thorough diagnosis needs to be carried out before deciding the type of treatment. Using participatory capacity assessment as learning process and be able to plan for capacity development was "Empowerment of MCDT" for life. MCDT is able now to draw out a development plan and keep on refining to fit their needs for future development of their organization.

4.6 Recommendations and Expected Results

To facilitate and enhance MCDT future organizational and institutional development, and enable MCDT design and implement programs that will transform the social and economic condition of Mji Mpya community, it is therefore recommended that:

i. MCDT should work hard to internalize the assessment results and the whole process they carried out for about 6 months. Lessons and challenges during the assessment should be used to strengthen service delivery and management and for future planning.

ii. Enhance capacity in fundraising and financial management, as well as identify potential donors

i. MCDT should commit itself in raising funds, in order to implement the proposal they have developed with the external consultant. This proposal will enable MCDT to learn amore about their community, set priorities and establish baseline data and benchmarks against which progress can be monitored in future

ii. Develop monitoring and evaluation plan

iii. Complete registration process and seek to maximize community participation and contribution

iv. Identify key stakeholders and forge alliances with other CSOs in order to strengthen technical skills in program implementation strategies, and be able to access information as well as engage in policy debate and advocacy.

v. Develop strategic plan to guide their capacity plan and program implementation

vi. Select and recruit leadership and Board members in consideration of gender equity

vii. Review organizational structure and define roles and responsibilities of members, board members and staff

viii. Recruit competent team of staff that will contribute effectively in the take off process of the organization

ix. To create teamwork between members, members of the board and external stakeholders for organizational development and strategic management

x. Ensure effective implementation of recommendations drawn as a result of the assessment.

Chapter 5   IMPLEMENTATION OF THE ASSIGNMENT

5.0   MCDT's Organizational and Institutional Capacity Development Plan

5.1   Introduction

Results from MCDT needs assessment, made it necessary to conduct capacity assessment for MCDT in order to identify strengths, weaknesses, gaps and opportunities.   However, the assessment to be done was not just to identify weaknesses and strengths only, but it should be done as a learning process, to enable MCDT understand clearly the components of an organization and how they can function effectively for a successful organization. The assessment process was taken as a learning process that, by the end of the day members were equipped with basic skills on how to effectively manage their organization for poverty reduction in their community. For members to develop a long-term capacity building plan, they will use recommendations given after the assessment.   Moreover, the results of the assessment, will be used by MCDT to determine the future of their organization, plan and prioritize what they want to do, and how.   The results can also be used as benchmarks to measure their success in years to come.

5.2   NAME OF THE PROJECT

MJI MPYA CAPACITY DEVELOPMENT PLAN

5.3   GEOGRAPHICAL LOCATION

Ilala Municipal, Ukonga ward, Mji Mpya, Majohe in Dar Es Salaam city

5.4   PROJECT RATIONALE

MCDT has been struggling as a small Community Based organization, seeking for identity and resources to improve livelihood security of Mji Mpya community in Ukonga ward. After struggling for almost a year, MCDT members made decisions to advance their group to become an NGO.   In order to do that, the participatory capacity assessment was carried out in order to determine their strength, opportunities and capacity before taking that bigger step.

The assessment revealed many weaknesses, that unless they are strengthened, MCDT will not be able to achieve its vision. These areas to be strengthened were identified and clustered under governance, management practices, external relations and program development. For example, almost 90% had no idea of any function done by NGOs and lacked some skills of organizational management. It was also realized that the leaders of the CBO, had no previous experience of managing Community Based or Non Governmental Organizations, bearing in mind that the Mji Mpya Group was formed in response to the many existing problems in the area and with no any other project existing in the area for them to relate to. Organizational capacity is a long process and needs time and resources to be implemented. Therefore MCDT needs a plan they can relate to as well as guide the organization to ensure that the organization achieve its goal.

5.6   Capacity Building Plan

The plan has been developed to fit MCDT needs, it is flexible and can be adjusted depending on the available resources (finance and technical) and time. The plan is

also flexible in the sense that, MCDT can pick any activity to start with without being restricted by what comes first, but rather be guided by the needs and resources available.

5.7   Table 5: Capacity Building Plan

Activity	2005	2006	2007
Recruitment of Staff	X		
Training in Project Design and Management and Development of a proposal in Education, staff development and Awareness issues in the community	X	X	
Develop Awareness strategy and conduct awareness campaigns for community and resource mobilization	X	X	X
Develop a three years strategic plan	X		
Training of Project Officer and Accountant in Financial Management	X	X	
Training in Monitoring and Evaluation	X		X
Training in Advocacy and Fundraising			
Linkage and Forging alliances with Government institutions and other organizations	X	X	X

5.8   EXPECTED RESULTS

If all is implemented as recommended in this project by the end of next year, MCDT should be able to advance to the level of a "Toddler". Unlike the new born or infant where they are now in 2004, by 2005 MCDT will be able to stand up and start

walking. This will be demonstrated through engaging in diverse activities to utilize the new energy. This new energy will be obtained through proper planning, acquired training from the proposed plan and adequate information gathered from other stakeholders. It is also expected that, MCDT will be able to identify and pursue available opportunities with energy and wisdom. They will also begin to understand some of the technical issues in areas like program design and management and any other capacity acquired through training and networking. The organization activities may still be uncoordinated, however, they will be able to make a step forward towards adolescent stage with more focused and coordinated activities (see annex 1B – Assessment Results Sheets).

By the end of 2005, MCDT is expected to have been funded and start expansion of the on going education project. They are also expected to recruit the Project Officer and an Accountant for the project. MCDT members will be able to forge alliances with other organizations and be able to equip members and staff in participatory monitoring and evaluation, financial management and enable to put financial and human resources systems in place for effective management of their organization.

5.9   Project Implementation and Funding

The organizational capacity building process is a long time program, and no organization is expected to do capacity building for a period of two or three years. An organization or firm is expected to have a lifetime capacity building program, which can be done through training, workshops, mentoring and coaching among employees, reading, as well as visiting or learning from other organizations. This

project had an advantage of assessing the capacity of MCDT at initial stages of its growth. The process therefore was an eye opener for MCDT members to be able to look deeper into their organization and identify areas where they will need to strengthen, explore and learn. Due to that, this project as seen above has assisted MCDT to draw a three years development plan. This plan does not limit MCDT to expand into the plan as they go along implementing projects and polishing up their organizations. A three years plan is just a guideline for MCDT and it paves the way for the organization to seek for more areas of capacity development

Members were made to understand as well that capacity building process could also be a very expensive process. Bearing that in mind, the researcher assisted members to hire the consultant who trained members in program/project design and management and additional information on fund raising. The training took 8 days and the results of that training was the development of a three years proposal. The proposal has been sent to 3 different donors who were identified before the training. This was also done considering the fact of donor fatigue; however, external donors are one of the major funding sources. MCDT has also started to identify private organizations and companies that will be willing to fund them through grants or loans.

Another expected source of funding would be the community, through community and resource mobilization. Given the fact that most of community members have very low income, then funding from their side to contribute into community development programs is not expected to be exceed 20%. Nevertheless, community

members will be expected to contribute whatever they have in terms of cash or kind, so that the program in the long run will also be able to build sense of ownership and bring sustainable development.

Another major source of funding will come from the pre school, which is owned by MCDT. The school will be expanded and standard improved in order to attract more students. Once it is improved, the school is expected to generate income that can be used for strengthening organizational capacity. This will be done by providing funds that will enable MCDT to hire competent consultants to assist with technical support towards building the organizational capacity in areas that have been recommended.

Bibliography

Bebbington, Anthony and Diana Mitlin, (1996), *NGO capacity and effectiveness: a review of themes in NGO – related research recently funded by ESCOR*, London: IIED

CARE International (2003), *Participatory Capacity Assessment Tool*: Education Sector, Kenya and Tanzania, IIRR.

CDRA (1995), 'Capacity Building: Myth or Reality?', *Community Development Resource Association Annual Report 1994/95*, Woodstock, South Africa

Community Development Resource Association. (1994). Capacity building: In the name of development? Exploring issues of Organizational Capacity

Eade, Deborah, (1992), *'How far should we push?'* in Wallace and March (eds).

Eade, Deborah and Suzanne Williams (1994), *'Emergencies and development: ageing with wisdom and dignity'*, *Focus on Gender* Vol 2,

Eade, Deborah and Suzanne Williams (1995), *The Oxfam Handbook of Development and Relief*, Oxford: Oxfam.

Eade, Deborah, (1996a), *Development and Social Diversity*, Development in Practice Readers, Oxford: Oxfam.

Francie Lund, David Sogge and Stan van Wichelin (April 1994) *Evaluation report: Community Development Resource Association (CDRA)*: Cape Town, South Africa.

Fowler, Alan. (1990). *Building partnerships between Northern and Southern development NGOs: issues for the nineties*. Unpublished.

Korten, David. 1990. *Getting to the 21st century: voluntary action and the global agenda*. West Hartford, Connecticut: Kumarian.

Pact Tanzania: *Legislative Roadmap (Manuals), A guide for civil Society Organizations in Tanzania*: part One: Policy, Law and Governance

James, Rick. (1994). *Strengthening the capacity of Southern NGO partners: A survey of current Northern NGO approaches.* International NGO Training and Research Canter. INTRAC Occasional paper Vol. 1, no. 5. Oxford: INTRAC

Vice Presidents Office, (2001 & 2004): *The National Policy on Non-Governmental Organizations (NGOs)*

Vice Presidents Office (2000): *Poverty Reduction Strategy Paper*, United Republic of Tanzania

Vice President's Office (January 2005): *National Strategy For Growth and Reduction of Poverty (NSGP)*, Final Draft, United Republic of Tanzania