

Annex 1A Pre School established by MCDT as a means of generating income:

Picture taken by E. Missokia: 2004



Assessment Results and expected results of capacity building by 2005/12		
Annex 1-B		
Organizational Category	Infancy	Toddler
I. Governance	Current Status	Expected status by March 2005
A. Board/Leadership	No board and not clear leadership exist	
1. Existence	The CBO had less than 10 members initially do not fulfill the registration requirement and, they do not have the board members yet. By January 2005 they had 10 members	The CBO will have more than 10 members to register their NGO and select board members
2. Composition	Hand-picked close friends and relatives of founders	Will have at least 3 members who are skilled and professionals
3. Terms in office and election	Not yet clearly stated or observed	Will have clear stated requirements and regulations in the constitution and have bi-laws that guides the agreements
4. Authority and execution responsibility	All authority and execution rests on founder members only by now since they are just starting	defined authority to management team, who will be advising and report to
5. Roles/responsibilities	Not exist	Clear and defined board roles and responsibilities
6. Meetings/regularity	No board, only members meetings and are not regularly and not structured	Will have plans that will ensure regular meetings.

Organizational Category	Infancy	Toddler
B. Vision/Mission/Goal		
1. Existence of written V-M-G statement	There is mission and vision but not well stated, or focused	Clearly stated V&M and Goals ready to be utilized
2. Process of developing V-M-G and strategy	No clear process, they were suggested by few members	All members will be involved in one way or another to develop new V, M and G or refine what is existing
3. Understanding and ownership	Mainly in the minds of few founders and not easy for others to understand something they have no idea what it means or its purpose	To be understood by board founders and all members
4. Clarity and articulation	No clear difference between V-M-G	More focused V-M-V and linked with activities and objectives
5. Link between program/activities	No link, since they have no program in place	Only selected Some activities/programs linked to V-M-G, others not
6. Organizational values	Unwritten, individualistic	Understood mainly by top leadership
C. Legal Status		
7. Registration	CBO has no an understanding on how NGOs operate or with the relationship with the local authority	NGO will have a registration certificate from local authority or registrar
8. Constitution/bi-laws and its function	Exist if but not functional	Will have a constitution that is functional and being used in operational of the NGO
9. Compliance to CBO/NGO regulatory demands	CBO has very limited resources and not paying tax at the moment	Will have clear understanding of all required payments for NGOs as per NGOs's policy
10. Benefits from its legal status	Not applicable now, since the CBO is not registered yet. It is now operating as a CBO and processing registration as an NGO	Will be defined and exercised once registered

Organizational Category	Infancy	Toddler
D. Constituency		
11. Distinction/ definition of constituency	Not defined constituency base	Clearly defined and articulated
12. Level of partners involvement	Only members	Established the list of other people or groups that contributes ideas, labor and material, as well as having more of community involvement
13. Activities	Only one project, a pre school. The activities under school, as to who is responsible to run it are completely left to the teacher and the chairperson. The members made it clear that they will need help on how to manage their activities and involvement with others once the NGO takes off	Be able to design activities based on the objectives set on how to involve others
a) Management Practice	Nothing in place and only one member has ideas in managing programs	Trained in design and management of program (proposal development)
b) Management & Administration	No clear structure and systems yet	Develop systems
14. Leadership appointment and succession	Nothing in place	Clear systems on issues of leadership and selection of leaders
15. Decision making process	All important decisions made by few founders	Participation of management, members in making decisions consultation board members
16. Accountability	No clear accountability	All members will understand importance of being accountable to all stakeholders
17. Communication/ transparency	There is no clear transparency among members	Members will be sharing all important communication among themselves
18. Financial Management	Very Poor	Some key staff will have knowledge of FM
19. Signatories	Nothing exists as there is no fund in the bank yet Money obtained from the pre school is still very limited and not clearly well recorded and kept	Clear lines and procedures of managing funds and signatories

Organizational Category	Infancy	Toddler
20. Accounting/ bookkeeping	No accounting/bookkeeping exists, leaders keeps records and receipts	Clear plans for capacity building in basic accounting and booking in place
21. Financial reports	Not produced and not very clear how to do that	Clear plans for capacity building in booking and reporting in place Basic reporting in place,
22. Purchase and tender procedures	Not applicable now	Have basic systems and regulation to ensure effective procurement
23. Financial accounting manual	Does not exists	Plans in place to develop the manual
24. Approval and contractual procedures	Does not exists	Plans in place to develop the manual
25. Internal and external controls	Does not exists	Plans in place to develop the manual
26. Financial transparency	Not in place	Financial information will be shared with all responsible or required people, basic policies to ensure transparency in place
27. Budgeting	Money spent as it comes, budget does not exist, not linked to activities, as they also do not have any expenses or funds yet	Plans for capacity building in planning and budgeting in place
28. Banking/cash management	Banking and cash management procedure is yet to be developed	Petty cash exists but banking procedures not developed
Human Resources		
29. Personnel procedures	No personnel procedures are developed and in place yet	Some basic personnel procedures will exist (and probably functioning if they get funding for any project)
30. Staff development	Only one teacher as staff and a member. There is no staff hiring or development plan in place	Members will know the basic requirements on how to recruit staff and try to prepare HR manual. They will have laws and regulations that will guide the management of their NGO

Organizational Category		
	Infancy	Toddler
31. Work Environment	Not a major priority or concern now. The organizational survival is most important	Have an office in place and in use probably
32. Equity and Fairness	Little fairness among members	Some fairness mainly in salary and work division
33. Staff Performance	No measures for staff performance developed or practiced	Plans to develop regular and t systematic plans in place
34. Salaries and benefits	The hired teacher is a volunteer, because of limited funds developing salary structure is not seen important now	Have written terms and salary structure. Low

Planning, Monitoring & Evaluation PME

Organizational Effectiveness Category		Infancy	Toddler
35. Existence & use of PME	No		Members will have the basic knowledge in PME and in the process of learning will develop one project/proposal for funding
41. Benchmark & exist strategy	No base-line exists,		Have plans for capacity building in setting benchmarks and strategy
42. Planning & M &E (PME) skills	PM&E is a new concept for CBOs and members have no skills		Some will have PME skills l
43. Stake holders Participation	Only few founding members participate in PME		More participation of members and community
44. Reporting regularly and use of information	No		Will have basic skills on reporting and use of information
45. Learning & Sharing	No mechanism for learning & sharing		Probably develop some learning & sharing will be taking place
46. Relevance and effectiveness of program	No program in place, as they are in the process of registration		Basic knowledge and plans for more capacity building
47. Sectoral expertise	No sectoral expertise,		Depending on the selected activities, they will have plans for prioritizing where they want to go
48. Community participation, control	No community was involved at any stage		Understand the importance of community participation and have plans to strengthen that
50. Gender equity	Initially only 1 female member, who became member because they hired her as a teacher for their pre school, current there are 3 members who were recruited during the assessment process. The existing project does not consider gender issues and very little knowledge of gender issues.		Incorporated gender issues in all their plans, programs, management level and understand its importance

Organizational Category	Infancy	Toddler
51. Skills transfer & capacity building	Program planning and implementation no capacity	Some capacity & skill building
52. Program link to V-M-G	No known link, of projects with V-M-G since there is no clear V-M-G/O	Clear Vision and Mission and Goals and clear link of program to V-M-G
53. Impact on root cause of poverty	Know the symptoms of their problems in their community and group and focuses in short term solution s	As an Organization will have some capacity to analyze and address root-cause & impact
54. Program development	No mechanism for program development, focus on short term activities, and no capacity	Improved capacity and plans for future improvement
55. Structure to deliver service	Inadequate structure to deliver service	Some basic structure to deliver service exists
56. Credibility with communities	Not yet established, as the group is not yet known	Some credibility with communities, target groups established and developed plans for community involvement in their programs in future
57. Credibility with GOT	Link limited to, not known	Some cooperation with government
58. Credibility with donors	No donor	Understanding on how to deal with donors
59. Learning and sharing	Limited or no learning	Some learning & sharing

IV. Sustainability

60. Strategic Nature of program/problem	Existence of problems in their community but do not understand the nature of problems and how to solve them	Some deeper understanding of problem and plans to build their capacity on how to address these problems in their community
61. Involvement with and knowledge of others working in the same field	Not yet, (no any other NGO in the area), MCDT has very little exposure to other development organizations/groups	At least understand few who work or involved in a similar program and how to learn from them
62. Extent of beneficiaries ownership & control	No community ownership or participation at any level. The group works in isolation with no evidence of being recognized by community members	Plans on how to involve the Beneficiaries for more participation at all levels of program design and decision making

	Infancy	Toddler
63. Impact	Not yet at this moment	Learn to start by focusing on short term outputs, some understanding of impact by members and if any staff available
64. Community capacity Building	Not yet	Develop plans for community capacity building
65. Facilitation skill of staff	No capacity	Plans for facilitation skills exists
66. Self-Reliance	Not clear	Have clear and effective plans of developing their pre school that can be used as source to sustain themselves
67. Staff capacity & experience to write proposals	No capacity	Members will have some capacity & skills to write proposals
68. Resource diversity	Dependent on single small grant	Plans to ensure resource diversity
69. Source o income	Pre school	Enhance quality of school to produce more resources
70. Cost-effectiveness of program	Not clear	They will be able to develop mechanisms to ensure implementation of cost effective programs, with quality and sustainability plans
71. Existence of clear strategy & staff understanding	Not yet developed	Will develop long range strategic plan in a participatory manner
72. Existence of system	The concept is new	Some basic system will be developed
73. Accountability & Transparency	No system or mechanism in place	Some basic system will be developed
74. Structure	No clear structure exists	Structures in place
75. Sectoral legitimacy and credibility	No applicable now	
76. Knowledge of the existing problem in the community	Good understanding, but low involvement of community	Deeper understanding community problems

Organizational Category	Infancy	Toddler
77. Collaboration & alliance building	Operates in Isolation as the group is new	Have some links with others in the sectors they will be operating or decide to do so
78. Innovation in the sector	Not applicable during this early stage	The group will be able to formulate creative ideas
79. Ability to mobilize support	No capacity to do that	Some ability to mobilize internal and community level support and finance
80. Commitment & Creativity	Low commitment & creativity	Some commitment and creativity demonstrated in project design and implantation
81. Involvement in Action Research	No involvement in research	Plans to develop staff/members capacity in action research or PLA/PRA
82. Coalition/alliance building in education	No involvement in coalition	At least some plans for involvement in coalition and network groups in the sectors they will be operating
83. Use of information technology (IT)	No access and use of IT	Some access & use of IT depending on resources available then
84. Innovation in areas of program focus (health, education, gender etc)	No innovation	Innovation in some areas especially education
85. Contribute policy development and advocacy	No	Some involvement in policy advocacy through coalitions and network participation

Annex 2

Data Collection Tools

Focus Group Discussion Guide

MJI MPYA COMMUNITY DEVELOPMENT TRUST

1. What is the name of your group? What type of group is it? (CBO, NGO)
2. When was it established?
3. What is the coverage, or geographical focus?
4. How many members do you have? By Gender
5. Members profession
6. Who are the founder members?
7. Do you have a Governing body?
8. How did you come with the idea of establishing this group? What were the reasons or needs?
9. What is the purpose of your group?
10. How do you involve women in your organization?
11. How do you operate? Who does what? Roles and responsibilities
12. How does the management execute its roles and responsibilities?
13. How are the decisions made?
14. What are the qualifications of the top management? Other members?
15. Do you have a vision, mission statement? What are those?
16. How did you develop them? Who was involved?
17. What is your experience in managing a CBO/NGO?
18. Have you received any training in Project Design and Management, fund raising?
Any other training?

19. How do you involve the community in your activities? Was the community involved in any step of your establishing your group?
20. What services are currently being implemented in your organization?
21. What are the challenges faced by your organization in the course of service delivery?
22. What kind of beneficiaries does the organization serve?
23. Who is your target group?
24. How and who prepares financial reports?
25. Do you have financial policies and procedures?
26. What policies and regulations have in the organization for procurement, inventory, human resources and financial management?
27. What are the procedures in keeping funds and procurement of goods?
28. Where do you get your funding sources?
29. What other organizations do you collaborate, network with
30. Have you any regulation that oversees what you have planned is done accordingly?
31. What are the current needs for your organization? List them by priority
32. Where and how would you like my assistance?
33. Any recommendations do you have in carrying the activity you have identified

Annex 3: Focus Group Discussion guideline for sample of Community members and village/mitaa leaders

1. name:.....
2. Gender:
3. Age.....
4. Name and residence (street).....
5. Education level and qualifications:.....
6. For how long have you lived in Mji Mpya?, when did you move in this community?
7. Are you renting or its your own house?.....
8. Where do you work? What do you
9. Where do you get supply of water and electricity?.....
10. How did you get electricity in your house?.....
11. How long is the nearest hospital, school from you house?.....
12. Is there a health center, or any school near your mtaa?
13. Where is the closest school in Mji pya?.....
14. What are the development organizations or groups working in your community.....?
15. Do you mind mentioning those groups?.....
16. How do you participate in the village/community development groups?
17. Ungependa kujiunga na kikundi chochote na kutoa mchango wako?
18. What do you know about Mji mpya Development Trust?.....
19. If you know the group, what activities are they doing for/with the communities?.....

20. What do you think they do in your community?.....
21. Are you ready to join them in reducing poverty in Mji Mpya?
22. What are the major problems that hinder the development in Mji Mpya?.....
23. If you are given an opportunity to address one problem, which one would chose as a priority issue to be addressed and why?.....
24. What should MCDT do in order to gain community support and contribution to address the existing problems in your community?.....