

APPENDIX A

TPPL (i)

Identification Needs	Community participation and Mobilization
Objectives of training	To develop capacity of targeted stakeholders to mobilize communities at grass root levels and to marginalized groups To support community based demonstration project activities
Justification	Most of stakeholder groups and institutions have not been exposed to new extension and participatory approaches to mobilization stakeholder at grass-root levels (Ward and Mtaa leaders), and require having knowledge of participation and mobilization.
Target groups	Identified stakeholder groups and institutions and targeted groups
Background	There is inadequacy community participation at grass root level and especially of marginalized.
Contents	<ul style="list-style-type: none">• Participatory methodology in project management cycle• Participatory Rural Appraisal (PRA) techniques• Sensitization techniques• Community facilitation skills• Community profile• Community based extension services• Community groups administration
Responsibility for training	Two resource persons
Duration	Two days per calendar year for each stakeholder groups and institutions and other targeted groups
Calculated costs in Tshs	
Expected outcomes	Community at grass-root levels and ward and mtaa leaders mobilized.

TPPL (ii)

Identification Needs	Project Planning & Management
Objectives of training	To acquire stakeholders with the skills required to plan and manage projects generated by
Justification	With EPM concept and local government reforms in place, the responsibility for project planning and management now is decentralized. Stakeholders, having been brought up under a centralized system have inadequate skills to carry out participatory-based project planning and management. By completing this training, selected key stakeholders will be able to effectively manage community-based projects.
Target groups	MAP Management, and different stakeholders
Background	Collaboration and partnership are key in Participatory approach and proper management of demonstration projects generated by action
Contents	<ul style="list-style-type: none"> • The project cycle • Participatory project planning • Result based management • Project resources and budget • Implementation and project control • Communication, team building • Computers as a project management tool • Monitoring and evaluation methods
Responsibility for training	Tumaini University, Iringa University College
Duration	20 days
Calculated costs in Tshs	40 participants, RP 20 x 120 = 2,040,000 DSA RP 35 x 20 = 420,000 Stationary/training materials = 300,000 Conference venue = 875,000 Total = 5,235,000

TPPL (iii)

Identification Needs	Computer Skills
Objectives of training	Develop capacities of identified stakeholders to effectively and efficiently manage office operations using information technology
Justification	Computer skills improve efficiency in office management.
Target groups	Identified stakeholders
Background	Most stakeholders recognize importance of computer skills in their day-to-day activities, hence the need for the training
Contents	<ul style="list-style-type: none">• Introduction to computer• MS-Word, Excel, PowerPoint and Access• Internet and email
Responsibility for training	Planet 2000 Computer & Electronics
Duration	Three weeks
Calculated costs in Tshs	42 participants Tuition $100 \times 42 = 4,200,000$ DSA $2000 \times 42 \times 15 = 1,260,000$ Total = 5,460,000
Expected outcomes	Stakeholders who can use computer skill in day-to-day activities
Notes	Computers are available.

TPPL (iv)

Identification Needs	NGO Management
Objectives of training	To outline management functions and describe NGO roles To describe how principles of organizational design could be applied in designing appropriate structures for NGOs
Justification	NGOs play an active linking role between the community and government bodies and work with grass roots and marginalized groups. Their knowledge at a community level would need to be strengthened.
Target groups	Selected stakeholders linked to MAP and capable to spread head
Background	Training of NGOs management should provide a framework for learning and exchange of experience among stakeholder group of NGOs who should be with clear values, missions, emphasizing community participation, and have a leadership in the form of a board overseeing operations and setting general priorities.
Contents	<ul style="list-style-type: none"> • Management functions and roles • Working relationships between NGO, and community • Mobilizing and accounting for funds • Result based management and Strategic planning • Developing and writing up a budgeted project proposal • Redesigning of organization structure
Responsibility for training	MS-Training Centre for Development Co-operation
Duration	5 days
Calculated costs in Tshs	15 Participants $RP\ 10 \times 102 = 1,020,000$ $DSA\ PAR\ 35 \times 5 = 175,000$ $DSA\ PAR\ 2000 \times 5 \times 15 = 150,000$ $Conference\ venue = 35 \times 5 = 175,000$ $Stationary = 150,000, Total = 1,670,000$

TPPL (v)

Identification Needs	ToT in Community Development
Objectives of training	To train trainer's (ToT) in community development so as to build the capacity of selected stakeholder groups To facilitate participatory link between the project, trainees and the CBOs
Justification	Community development officers and ward executive officers lack the participatory skills to build capacity of CBO and the community. Additionally, other staff, through SAPA has identified a need for refresher courses, aimed at CBOs and communities. This training will address community development at grass-root levels.
Target groups	CDO, WEO,
Background	Traditionally, CDOs are used to working within a single sector approach. This does not have the scope to sympathies with community development issues. being participatory and multi-sectoral, exposure to the community development at grass-root levels will assist the project to reach different stakeholders.
Contents	<ul style="list-style-type: none"> • Participatory methodology, Participation and PRA techniques • Community profile, Problem identification, Logical framework • Capacity building of CBOs, Community plans
Responsibility for training	Resource persons
Duration	3 months, ie. 30 days effective interaction
Calculated costs in Tshs	30 participants, RS = $30 \times 2 \times 102 = 6,120,000$ DSA RP $35 \times 2 \times 30 = 735,000$ DSA PAR $2000 \times 30 \times 30 = 1,800,000$ Conference hall $35 \times 30 = 1,050,000$ Stationary 200,000 , Total = 9,905,000
Expected outcomes	Capacity building developed of CBOs, CDO

TPPL (vi)

Identification Needs	Community Mobilization and Empowerment
Objectives of training	To develop the confidence and ability of community development officers to: plan, monitor and evaluate extension work, train extension workers and develop extension work methods
Justification	CBO officer with a post-graduate knowledge and skills in community development and to coordinate extension activities with new approaches and methods
Target groups	Coordinator of Public Awareness Group
Background	Presently, communities are exposed to several extension approaches or packages, eg. on better environment, water, sanitation, agriculture, etc. Some of these packages are also addressed in MAP. There is therefore the need for MAP to seek coordination of these extension packages by a trained staff
Contents	<ul style="list-style-type: none"> • Problem identification techniques • Extension methodology • Community empowerment • Mobilization and facilitation techniques • ToT methodologies • Extension coordination • Management and communication skills
Responsibility for training	University of Mzumbe
Duration	1 year or 3 months
Calculated costs in Tshs	University of Mzumbe approximately 1,5 mill
Expected outcomes	The candidate is able to use updated knowledge of participatory approaches to community mobilization and empowerment and extension systems to coordinate CDO activities.

APPENDIX B

Introduction Letter

EZEKIEL JACKSON

MWALUTENDE

TANZANIA AIRPORTS AUTHORITY

P . O . BOX 249

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E-MAIL ezemwalu@yahoo.co.uk

MBEYA.

01/11/2003

MALEZI ALIVE PIONNERS

P.O.BOX 590

MBEYA.

JOINING YOUR ORGANISATION AS A FREELANCE CONSULTANT

Reference is made to the above heading.

I would like to join your organization as freelance consultant on street children/orphanage in Mbeya. It is a project and partial fulfillment for the award of masters of science in Community Economic Development a course which is done by Southern New Hampshire University of the United States of America in collaboration with the open university of Tanzania.

Currently I am holding advanced diploma in public administration. Also i posses skills on data base management, Excel budget planning, Community mobilization methodologies, Project cycle management, Environment planning management, Logical frame work analysis, Communication skills, Gender responsive to environmental planning management (EPM), Public awareness & news writing, Gender reporting, Basic accounting course, Geographical information system (GIS), Environmental management information system (EMIS), Senior Airport management skills, Broadcast news, Photojournalism, Video production, Radio programming production.

I am being impressed by your organization ,I believe we can share our experience in the sense that we can learn from each other.

The project will take 18 months.

Sincerely Yours,

A handwritten signature in black ink, appearing to read 'E.J. Mwalutende', with a stylized, cursive script.

E.J.Mwalutende

MSC-CED-STUDENT

APPENDIX C

INITIAL CONTACTS WITH THE HOST ORGANISATION

My initial contact with Malezi alive pioneers was through letter dated 25 November 2003 followed by the official letter accepting me to the attached to Malezi alive pioneers center of 9th December 2003. The introductory meeting was held on 16th December 2003 at 3:00 p.m., the meeting point was at Malezi youth center which is in the old Kilimahewa dispensary building - Simike. My host was Mr. Christopher Zacharia Program coordinator and Mr. Salum Ngajulage CED Program coordinator.

At the start of the study I had to meet the top management for a number of debriefing meetings. From the meetings I was enriched with a number of ideas and collected literature related to aspects of the project, that was useful in the process of identifying capacity building in the CBO.

On my part as a researcher, I introduced myself as a researcher with the Southern new Hampshire University in collaboration with open university of Tanzania. Currently I am pursuing masters in community economic development programme. One of the subjects to be undertaken is project design and management, which require a candidate to be attached to a CBO or NGO especially those which are underdeveloped. Basically I explained that I expect to be attached to the centre for one and a half a year.

During my attachment, I will use every skills I possess to bring about positive change and progress. Further more I explained to them that I am joining them as a freelance consultancy and not a sponsor of the CBO. Though I promised them to work through normal means of project write ups. Also I was sincere to my host that my attachment will be a two way traffic where I would like to learn from the CBO and the CBO learn from me.

APPENDIX D RESEARCH PROJECT QUESTIONNAIRE

The purpose of this questionnaire is to request the information you know regarding assessment of the street children and orphans.

The information will help me to write a research project which is part of my studies at Southern New Hampshire university Dar es salaam compus. This is a partial fulfillment for an award of masters of science in international community economic development.

Please answer each question honestly and to the best of your knowledge.

Thank you in advance for your cooperation.

A case study of **MALEZI ALIVE PIONEERS (MAP)**

Interviewer. **Mwalutende Ezekiel Jackson**

Interviewee Name.....

Gender.....

Age.....

1. The best approach to deal with the street/Vulnerable children is to facilitate them to become economically productive and eventually self supporting citizens.

- (a)

YES

☐
- (b)

NO

☐

2. Does it work to de-institutionalizing children currently in orphanages through support to family reunification program?

☐

(a) YES

(B) NO ☐

3. Which of the following services have you used for vulnerable/street children last year?

YES

NO

(a) Medical.

☐☐

(b) Legal.

☐☐

(c) Financial.

☐☐

(d) Education.

☐☐

4. Which of the following have been the cause for Street/Vulnerable children in Mbeya?

YES

NO

HIV/AIDS

☐
☐☐
☐

(a) Drug abuse.

☐☐

(b) Poverty.

☐☐

(c) Separation with their families

5. Are these programs implemented by Malezi Alive Pioneers effective in addressing the problem of Street /Vulnerable children.

(a) YES

☐

(b) NO

☐

6. What are the main challenges of the CBO. What are the some of the main problems and issues faces

(a) YES

☐

(b) NO

☐

7. The CBO has internet access in its own offices
(a) YES ☐
(b) NO ☐
8. The CBO subscribe to regular relevant Journal and email based up dates.
(a) YES ☐
(b) NO ☐
9. The CBO has its own library of technical resources
(a) YES ☐
(b) NO ☐
10. There is a crier policy for training and development?
(a) YES ☐
(b) NO ☐
11. CBO has the capacity to develop successful proposals
(a) YES ☐
(b) NO ☐
12. Indicators are developed at the project design stage of every project level
(a) YES ☐
(b) NO ☐
13. CBO is financially sustainable with diverse funding base.
(a) YES ☐
(b) NO ☐

Assessment of the Sustainability of the project.

(Put a tick in the appropriate box)

1.

Is the Project imposed on the Community.

(a) YES

(b) NO
2.

Does the community have capacity to continue with activities themselves.

(a) YES

(b) NO
3.

Can the project run without assistance of donors.

(a) YES

(b) NO
4.

Is there a need for technical assistance in order to implement the Project effectively?.

(a) YES

(b) NO
5.

Assess the applying organization capacity to implement the program.

Capacity enough.

Capacity enough with additional training.

Capacity not enough

Open ended questionnaire

14.

Who are the target groups

.....
.....

15. What is the focus of the project

.....
.....
.....
.....
.....

16. Who does the CBO work with.

.....
.....
.....

17. What are some of the key highlights/successes

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.....
.....
.....
.....
.....

APPENDIX E PROPOSED TRAINING POLICY FOR MAP

General It is proposed in the Draft Training Policy, that the administrative officer is the "custodian" of the policy and is therefore responsible for its integrity and its management. It is expected that the administrative officer shall be assisted by a "Training Committee" in this duty. Initially, the administrative officer shall put the draft through MAP management approval. After that, the administrative officer shall be responsible to keep it up-to-date and to activate the agreed procedures for its review. The "policy statements" in the draft training policy have been used to develop this Training Plan and are therefore reproduced here for ease of reference. The complete Draft Training policy has been submitted to MAP separately.

Training Budget-

Policy Statement No.1:

MAP shall develop and train its entire staff through annual budgetary allocation of not less than 5% of its annual budget estimates beginning financial year 2005/2006. This amount shall be increased to 10% after five financial years.

Training Objectives-

Policy Statement No.2:

Training in MAP shall have the following major objectives:-

- ❖ *To enhance the efficiency and effectiveness of the personnel/Stakeholders in whatever jobs they perform in accordance to the approved job descriptions;*
- ❖ *To ensure that there is smooth succession procedures;*
- ❖ *To address the gender imbalance at different levels in the CBO..*

- ❖ *To assist staff / Stakeholders , who need it, achieve professional registration as required by law; .To ensure there is sufficiently trained staff to meet the present and sholl,*
- ❖ *Medium and long term personnel needs of MAP;*
- ❖ *To ensure staff / Stakeholders are adequately trained to adopt to the technological advancement that the industry require,-*
- ❖ *To provide adequate motivation to staff and guarantee job satisfaction in order to ensure good personnel retention,-*
- ❖ *To assist staff / Stakeholders , who have the urge, opportunities for career and professional development;*

Training Committee.

Policy Statement No.3:

A Training Committee shall be formed chaired by the Chief coordinator. The administrative officer shall be the secretary. Its terms of reference shall include:-

- ❖ *.Monitoring the progress of implementation of the training program;*
- ❖ *Ensuring that the objectives of the training program are actually achieved and that they remain consistent with the strategic objectives of the Authority;*
- ❖ *Carry out mid year and annual review to conform with actual budgetary approvals;*
- ❖ *Selection of candidates;*
- ❖ *Ensuring that budgetary allocations are not reallocated to other budget lines;*
- ❖ *Review and approve the monthly progress reports.*

Private Training Initiatives.

Policy Statement No. 4:

MAP shall encourage and support private initiatives for training by its employees. This support shall be in the form of refund of tuition, examination fees and transport costs. The CBO shall on request consider favorably allowing for time off for employees to attend such training.

Distance Learning.

Policy Statement No.5:

MAP shall establish a "virtual learning centre" to assist those employees who choose E-learning and shall put in place procedures by which such employees can get the financial assistance required.

Basic Awareness Courses.

Policy Statement No.6:

ALL staff employed for purposes of working at the CBO must first attend successfully an awareness creation training programme. Such a programme which shall include basic aviation security shall be developed by the operations section of the Authority in coordination with other appropriate sections

Bonding

Policy Statement No.7

Employees who are sponsored by Malezi Alive Pioneer for medium and long length courses shall have to sign service bond agreements as developed by MAP. This shall similarly apply to employees attending private training programmes who shall, however, sign such service bonding agreements only if they apply for support from the CBO.

Training Close to Retirement.

Policy Statement No.8:

Employees who have five years or less to retirement should not be scheduled for attendance at training programmes longer than three months. Similarly employees in their last twelve months of employment should not be scheduled for any training programme.

APPENDIX F MANAGEMENT OF THE TRAINING PLAN

The Training Plan -an open document.

This plan was formulated through the opinion from the stakeholders, management team through the questionnaire supplied to them. As has been indicated before, the Training Plan is and must remain a dynamic document. It is an implementation tool as well as a planning tool. The Administrative officer and Administration Section is the "custodian" of this Training Plan. Nevertheless it must be emphasized that it is an "open" document and should be treated so. It is not a "confidential" document. Stakeholders need to know what opportunities are available to them in the future and when. This will assist them in evaluating their career development plans, deciding if they wish to stick to the MAP in some cases making major decisions about their lives and those of their family.

Procedures for the management of The Training Plan.

Essentially, the management of the Training Plan should take into consideration the training objectives of MAP as spelt out in the Policy Statement No.2 of the Draft Training Policy:

Policy Statement No.2

Training in MAP shall have the following major objectives

- ❖ *To enhance the efficiency and effectiveness of the personnel in whatever jobs they perform in accordance to the approved job descriptions*
- ❖ *To ensure that there is smooth succession procedures*
- ❖ *To address the gender imbalance at different levels in the Authority;*
- ❖ *To assist staff, who need it, achieve professional registration as required by law*
- ❖ *To ensure there is sufficiently trained staff to meet the present and short, medium and long term personnel needs of MAP.*
- ❖ *.To ensure staff are adequately trained to adopt to the technological advancement that the industry require;*

- ❖ *To provide adequate motivation to staff / stakeholders and guarantee job satisfaction.*
- ❖ *To assist staff,/stakeholders who have the urge, opportunities for career and professional development;*

As a Custodian, the Administrative officer should put in place elaborate procedures for the efficient management of the Training Plan in order to ensure that it indeed these objectives are fully met. These procedures must:-

- ensure, and be seen to enhance fairness in the implementation of the Training Plan,
- assist the MAP achieve cost savings at all times,
- guarantee effective cost control"
- guarantee an all inclusive and complete involvement of all the respective stakeholders,
- ensure good quality record keeping and information management and dissemination

The Training Committee

The Draft Training Plan requires that the Administrative officer put in place a Training Committee to be chaired by the Chief Coordinator whose terms of reference shall be:

Policy Statement No.3:

A Training Committee shall be formed chaired by the CC. The Administrative officer shall be the secretary. Its terms of reference shall include:-

- *Monitoring the progress of implementation of the training program;*

- *Ensuring that the objectives of the training program are actually achieved and that they remain consistent with the strategic objectives of the Authority;*
- *Carry out mid year and annual review to conform with actual budgetary approvals*
- *Selection of candidates;*
- *Ensuring that budgetary allocations are not reallocated to other budget lines*
- *Review and approve the monthly progress reports*

This committee shall have the responsibility to ensure that this Training Plan is implemented to the extent that MAP does not fall back on training in future. It will be expected to develop procedures which have to be followed by staff /stakeholders who wish to follow part- time/evening classes in order to become eligible for some compensation in accordance to the Draft Training Policy Statement No.4. Of course, after development, discussion and approval, the administrative officer shall be responsible for the implementation of these procedures. It shall also be responsible for any review of the procedures as and when they become necessary. Similarly the committee shall develop and make recommendations to Management on how best to adequately facilitate long distance learning. Procedures to be followed by staff wishing to make use of such facility and take advantage of the assistance to be offered by the Authority shall have to be developed discussed and approved. Subsequent reviews when found wanting shall be done by the committee.

The Committee shall have to develop, discuss and get approved the service bonding mechanisms for staff that are given an opportunity to attend long term courses in accordance to Policy Statement No.7. In particular, the Authority shall be concerned with ensuring that the bonds signed are effective and enforceable and that adequate penalties are entrenched for defaulters.

Individual Initiatives for Training

The Draft Training Policy encourages individual initiatives for training. In addition to showing commitment, it also ensures that the individual follows a course that they themselves feel they need and therefore must be appropriate in content, level and quality. It is not possible to include these needs in a Training Plan and the Draft Training Policy acknowledges this and considers that they can be taken on board after the individual have successfully completed the course and the course has been evaluated as to the relevance to the type of work of the individual. Achievements from such initiatives, however, shall cause a review of the plan in terms of the proposals for future training activities for that individual

Distance Learning.

The Draft Training Policy has stated that MAP should develop an "E" learning Center. Because of several considerations, including costs, difficulties of relocation from families and from work etc, following courses by long distance learning is quickly becoming the trend. It is anticipated that several staff members shall opt for such an opportunity especially those wishing to take post graduate training. This Training Plan has proposed only a few postgraduate training principally because of the high costs involved. MAP should endeavor to provide facilities and opportunities for long distance learning as soon as possible. Details regarding such opportunities from the many universities and institutions of higher learning are available on the Web.

Records of Training Activities.

The Administration officer shall have to develop and strictly follow a mechanism to ensure there is an efficient procedure for follow up" receiving and keeping records. This should not only be the fact that an individual has attended a course but should include:-

- What, where and when the course was taken"
- What were the actual costs for attendance, (tuition" fares and allowances)
- What was the observation of the institution" and
- What was the feedback of the employee?

The above information is required for future review of the Training Plan and for performance evaluation.

APPENDIX G SPSS Result

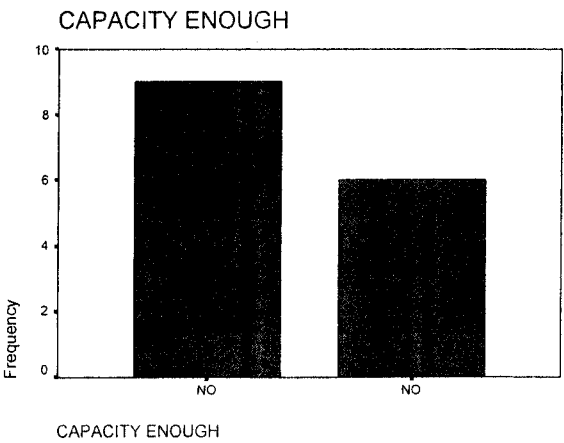
Frequencies

Statistics

		CAPACITY ENOUGH	CAPACITY NOT ENOUGH	CAPACITY ENOUGH WITH ADDITIONAL TRAINING
N	Valid	15	15	15
	Missing	0	0	0

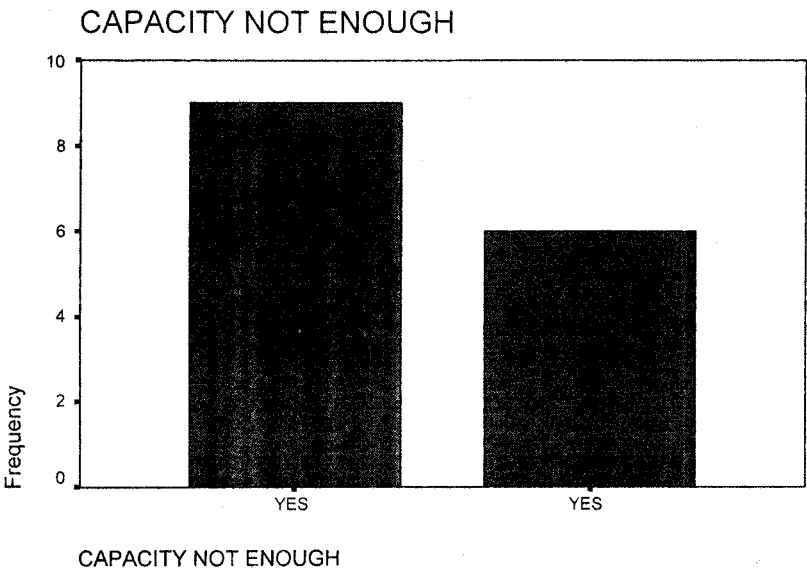
CAPACITY ENOUGH

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	9	60.0	60.0	60.0
	NO	6	40.0	40.0	100.0
	Total	15	100.0	100.0	



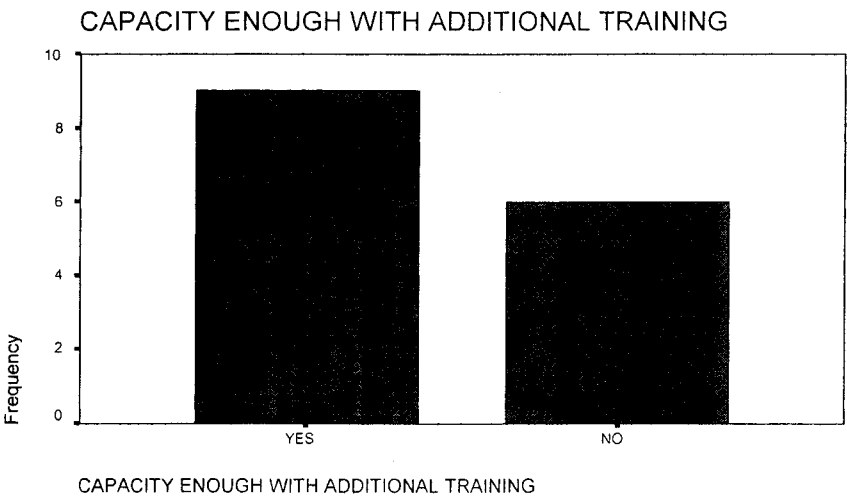
CAPACITY NOT ENOUGH

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	9	60.0	60.0	60.0
	YES	6	40.0	40.0	100.0
	Total	15	100.0	100.0	



CAPACITY ENOUGH WITH ADDITIONAL TRAINING

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	9	60.0	60.0	60.0
	NO	6	40.0	40.0	100.0
	Total	15	100.0	100.0	



MALEZI ALIVE PIONEERS -MAP

(MALEZI HAI)

CONSTITUTION

ALEZI ALIVE PIONEERS

(February, 1996)

CONSTITUTION

1. ARTICLE I: NAME:

The Name of the Organization shall be MALEZI ALIVE PIONEERS in short MAP.

2. ARTICLE II: ADDRESS:

The Head quarters of MAP shall be in Mbeya Region. Its address shall be (Post Office) P.O. Box 3455, MBEYA TANZANIA - EAST AFRICA.

3. ARTICLE III: AIMS:

3.0 The aims of MAP shall be serving human life and its environment right from the time of conception of a child up to the age of eighteen years old. Thus children shall be the main target group of MAP.

3.1 MAP shall fulfill this; by caring and educating; counseling and enhancing the sub-target groups. The sub-target groups shall be the Parents, ayahs (baby sitters), Youths, and Teachers. MAP shall make sure it employs suitable methods and approach in fulfilling her aims. The methods and approach may differ from one sub-target group to another and from one age and the other. Also may depend on the prevailing condition and situation in which the group is in.

- 3.2** By direct caring the needy: the orphans, the street children and infants in general, morally and materially at MAP caring centre; at any established caring centre; or at their respective guardian homes.
- 3.3** By offering special education and counseling to the life despaired clients; the Youths, more especially the pregnant Youth girls; the guardians and the parents.
- 3.4** Developing the social environment in which the child is growing and developing, by means of education and counseling of the sub-target groups, education and counseling which eventually leads the sub-target group members to morals and human life awareness and responsible towards the main target group-the children.
- 3.5** Being at the service of the people through education and counseling services rendered for different purposes like: Self awareness and personality improvement; environmental awareness and improvement; Social awareness and improvement; educational awareness and academic improvement; and general guidance on matters pertaining social and economic improvement of individuals and families. The service shall be provided as a way of helping people become educationally, technically and morally fully aware and as a way of building a better, responsible and more human society. The service will be given in different forms like seminars, workshops, courses etc.
- 3.6** Also by helping and guiding the clients from the sub-target groups who wish to live the life of togetherness as a community; working together; seeking development together; sharing happiness and sorrows together as brothers

and sisters etc. This shall be done through two ways; either by encouraging the ready enrolled Members of MAP and who are still under formation to develop into community life membership or encouraging the clients from MAP sub-target groups to seek membership of MAP and then develop towards community life membership, which is the fulness of MAP membership.

3.7 MAP shall try always to stand as a coordinating agent, acting as a bridge between the clients (main and sub-target groups) and all those individuals, groups and organizations etc which render similar services to people and environment by way of giving helpful assistance on education and counseling as well as giving helpful information; receiving and spreading the required information to the target groups; receiving distributing and making follow up for the service offered to clients through MAP.

3.8 Making possibilities of and maintaining liaison with other National and International Organizations which are involved in similar activities in one way or the other.

4. OBJECTIVES:

As a result of her aims MAP expects individual and community awareness on human person, life and environmental care, development and security. Direct response of her clients (target groups) by action on caring, developing, securing and serving human person, life and environment.

4.0 ARTICLE IV:

Society to become fully aware and fully functioning; a person who uses his/her resources or abilities to the full; a person who uses all of his/her powers and put all his/her abilities into action for the good of his/her family, the society at large; and our environment that the members of our society are to become aware and fully functioning in the sense that, they are responsible and accountable for the care, development and security of environment the growth of a child from conception towards maturity and therefore become full alive as a person.

4.1 Value the dignity of a human person regardless of sex and age, with which a person (client feels rescued, comforted, developed and secured.

4.2 Value the integral development of a person shaped by a well cultured community where the genuine work done in the spirit of community implies life.

5. ARTICLE V: MEMBERSHIP AND DUTIES.

5.0 Membership to MAP shall be open to all provided they have the age of 18 and above. Every member shall have to pay the entrance fee of the amount agreed by the annual council meeting (currently it is 3,000/=). The newly enrolled member shall be given a MAP membership card" A person with the card shall automatically be a member under formation for MALEZI MAP community life membership.

This is a community of caretakers of human and environment, educators and counselors. They share the spirit of community regardless of the physical and

geographical distance prevail between them. In the same spirit they, day to day, perform duties and responsibilities as directed by MAP.

FULL MALEZI (MAP) Community life membership shall be acquired after a person has successfully undergone through three formative stages. The stages shall be marked by period of time. One stage shall (as agreed by the annual Council Meeting three years) be a period of service to MAP target groups or the same period working under any programme laid down by MAP. A person to become a full member shall have to prove to be responsible to the duties assigned; faithful, truthful and accountable person; trustful and morally alright person; as well as being loyal to MAP Leaders, Government Leaders and his/her respective Religious (Faith) Leaders. However MAP advisory Committee shall decide for the approval or disapproval of MAP community life membership of a person basing on the aims and objectives of MAP Constitution.

MAP Members shall be identified by their Membership cards and from MAP Membership Registration book. The Members under formation, their cards shall be marked either "stage I " "Stage II" while those acquire full Membership their cards shall not have any mark of stages.

- 5.1** A member to MAP shall either be single (unmarried) or married, youth or grown up and mentally fit.
- 5.2** Any interested person to serving and developing human life and morals by the help and guidance of MAP Organization.

5.3 A member shall be regarded alive from his/her promptly Annual Membership fee contribution (currently amounts to 12,000/=)

5.4 Lively membership shall also comprise of duty performance. A live member shall attend field centres meetings, that is, meetings at the field of work or a place where an organized group performs its duties, a group which form part of the integrated MAP activities and responsibilities.

Offer a live representation for the group or field Centre by fully participation in contributing suggestions, advice and accepting duties which crop up from the meetings.

Participating whole heartedly in the duty entrusted to him/her by oneself, family, field Centre members or the organization.

Striving for family and community development by way of cooperation with other Members in the Organization.

6. ARTICLE VI: TERMINATION OF MEMBERSHIP.

6.0 MAP shall allow any Member to terminate his/her MAP membership or MAP Community life membership after having thought much about the decision and has been approved by the counselor.

6.1 MAP shall terminate some one's Membership if it is proved the violation of the Constitution and being less observance to his/her responsibilities.

7. ARTICLE VII: LEADERSHIP TEAM AND DUTIES.

7.0 Leadership of the Organization shall be done in the form of team work. Every Member shall be effected to Leadership of the Organization in one way or the other, directly or indirectly.

7.1 Shall be open to all Member who are successfully undergone Membership formation and have the zeal to serving and developing human life and morals by the help and guidance of MAP.

7.2 The successfully undergone membership formation only, shall be able to vote and to be voted for Organization Leadership as well as being nominated for section representative of the Organization.

The members under formation shall be voted or vote for Leadership or representation at the field Centres or their respective group of activity under supervision of MAP.

NOTE:

- i. There are three Organization sections: Garing, Educating and Counselling Section.
- ii. Field Centres, these are production or service centres under the supervision of sections of the Organization.

7.3 A person with clear evidence of genuine commitment/sacrifice for others shall be at the good position for Leadership.

7.4 A person who is either single (unmarried) or married, Youth or grown up but proves a sound Leadership talent. A person who cares his/her family, sound relationship with neighbours and has sound morals at his living or working place; industrious person, faithful, responsible person, accountable etc.

- 7.5 A person with heart of helping others and whatever has been provided so far, morally or materially count or range from proportionally equal to or more than the earning or status of the person concerned. A person who think and serve others whole heartedly regardless of his/her economic position.
- 7.6 There shall be the advisory committee of the Organization headed by the Counsellor General. This shall be the main Advisory body to the Chairman and Coordinator of the Organization. The body shall give advice in all aspects of the Organization. This committee, the Advisory body, shall have five Elder Members whose Secretary shall be the Chairman and Coordinator of the Organization. The head of this Committee shall be the first signatory of all financial documents or cheques of the Organization. The Committee shall be the highest body of the organization with last say on matters concerned with life and development of the Organization.
- 7.7 There shall be the executive Committee of the whole Organization, Executive Committees based on the field centres and there shall be the Members representatives from all sections of the Organization to assist the Organization Executive Committee.
- 7.8 The organization Executive Committee shall consist of the Chairman and Coordinator/Chairman Coordinator General she/he shall conduct all meetings of the Organization, coordinate activities and members at Organization level. Shall do the secretary duties with the advisory Committee. Shall be the spokesman on behalf of the Organization. Shall also be the second signatory of the Organizational financial documents and cheques.

The Vice Chairman shall perform all duties of the Chairman and Coordinator at his/her level as guided and directed by the Chairman and Coordinator. Shall also chair temporarily meeting, if the Chairman and Coordinator because of unavoidable reasons can't perform the duty. In such cases there shall be a Senior Leader appointed by the Advisory Committee of the Organization to supervise the meeting.

Each secretary of His/Her level of the pyramidal Leadership of the Organization shall perform all duties of a Secretary, make close follow up of activities of the Organization Members, chair disciplinary Committee and submit the minutes to the Chairman and Coordinator at His/her level.

Each Vice Secretary as per His/Her level in the Leadership pyramid shall perform all duties in the absence of the secretary, but shall be done according to the suggestion guidance and direction of the secretary.

All treasures in different levels of the Organization shall keep financial records of the Organization at His/Her respective level. This can be level of the Organization field Centre. Shall deliver financial report during the meeting and whenever needed. Shall assist in project research, planning and development. For the Organization Treasurer/Treasurer General, this shall be the third signatory of all financial documents and cheques of the Organization.

8. ARTICLE IX: TERMINATION OF LEADERSHIP.

A completion of the Leadership period, incompetence in Leadership to the post given or due to immorality as well as intolerable circumstances e.g. Unfaithfulness, untruthfulness, irresponsible etc can be some of the causes to termination of Leadership. Otherwise a person will always be posted to a more convenient section for successful work and Leadership.

9. ARTICLE IX: MEETINGS

9.0 There shall be meetings of the Executive Committees, the Council meetings and the Annual meeting. All shall be conducted by or Chaired by the Chairman and Coordinator of the respective level.

9.1 Both the Executive Committees, that is the Organization Executive and the Organization field centre Executive Committees shall meet once every three months to make reflection on the prevailing situation in all aspects concerned with the Organization activities and development and deal with Administrative matters of either the Organization or the Organization field centres.

9.2 The Council meeting shall be twice a year, shall consist of MAP Executive Committee, section Coordinators plus the field Centres Executive Committees Coordinators. Shall make evaluation of activities of the past period, Leadership, Project, Social life and Development in general and lastly plan for the future.

9.3 The Annual Meeting shall be once a year. Shall consist of all Members of the Organization except Members under formation who will be just observers and listeners during the meeting issues concerned with Leadership and election if 5 years has reached will be done in exception of the organization Chairman and Coordinator who will be elected from the Advisory Committee before. Also matters concerned with funds and Management as well as general evaluation of Project and activities etc. Will finally be checked and either approved or disapproved at the meeting.

10. ARTICLE X: FINANCE:

10.0 MAP shall have funds which help in running the day to day activities of the Office and outside the office.

10.1 MAP shall have sources of funds from enrolment fees for the newly enrolled Members (which currently is 3,000/=). Also funds shall come from Annual Membership contribution fee (which currently is 12,000/=). Also MAP shall time to time create different projects based on its three sections, that is: caring, education and counseling. The projects may be schools of different levels etc. All these shall contribute funds for the organization.

10.2 MAP shall time to time as need be create Lawful fund raising like low cost Projects etc.

10.3 Members who are successfully undergone membership formation shall be able, in matters of financial trusteeship or sponsorship to do the service for His/Her fellow members of the same category and for the members under

formation stage. This shall be done under the supervision of the responsible committee of the Organization which deals with finance, loan and investment.

The members under formation, in the case of financial Trusteeship or sponsorship service shall get direct from the Organization or from the successfully under gone formation Members under the supervision of Committee of the Organization responsible for finance Loan and Investment after having been asured of the commitment of members of the same group, field Centre or a recognized body to which a person or group belong.

10.4 MAP shall allow the Lawful bodies of the Government to do Auditing for her funds.

10.5 The division and distribution of MAP funds, assets and liabilities shall be approved by MAP council. Any Lawful fund raising by MAP shall be directed by the Council.

11. ARTICLE XI: AMENDMENT:

11.0 The council shall do the amendment whenever needed and expose it during the Annual Meeting for the Members to apply for their day to day work.



MAP Malezi
Alive
Pioneers

PEACE TO ALL

P.O Box 3455, Mbeya, Tanzania, Tel +255(0)744 808 461 Email, maleziap@yahoo.co.uk
Physical Add, 1. Mbalizi road Ikombe street 2. Old Kilimahewa Dispensary Bldg. Simike.

**EZEKIEL JACKSON MWALUTENDE
TANZANIA AIRPORTS AUTHORITY
P.O BOX 249
MBEYA**

9th Dec 2003

Dear

RE JOINING OUR ORGANIZATION AS A FREELANCE CONSULTANT

This is in response on your letter dated 25th Nov 2003 regarding the above-mentioned subject.

Basically a CHILD of 0-18 years of age is an Organization's central focus. Thus the steering committee of MAP is impressed by your interest to work with our Organization as a freelance consultant on street children/orphanage in Mbeya.

Therefore we would like to meet you physically on Tuesday 16th Dec 2003 at 3:00pm. the meeting point will be at Malezi Youth Center which is in the old Kilimahewa dispensary building-Simike.

We hereby thank you in advance of being impressed by our organization so that we can share experiences.

Thank you

Sincerely

.....
Chris Zachariah.
Programs coordinator.

For the coordinator

MALAZI ALIVE PIONEERS
BOX 3455
MBEYA-TANZANIA

Coordinators; S.E Mwiguna, S.Nkwanzi, Zachariah C.T.

APPENDIX J:

SELF AND PEER ANALYSIS (SAPA)

[illegible]

APPENDIX K

TRAINING NEEDS IDENTIFIED THROUGH PERFORMANCE DEFICIENCY ANALYSIS

IDENTIFIED SKILLS REQUIRED	WHO NEEDS IT	WHO HAS IT	WHO LACKS IT	TO BE TRAINED
PROJECT PLANNING & MANAGEMENT				
The project cycle	4	NONE	ALL	2
Participatory project planning	2	NONE	ALL	2
Result based management	0	NONE	ALL	0
Project resources and budget	5	NONE	ALL	3
Implementation and project control	10	NONE	ALL	6
Communication, team building	7	NONE	ALL	2
Computers as a project management tool monitoring and evaluation methods.	15	NONE	ALL	5

TRAINING NEEDS IDENTIFIED THROUGH PERFORMANCE DEFICIENCY ANALYSIS

IDENTIFIED SKILLS REQUIRED	WHO NEEDS IT	WHO HAS IT	WHO LACKS IT	TO BE TRAINED
COMPUTER SKILLS				
Introduction to computer	8	12	MAJORITY	2
MS-Word	30	5	MAJORITY	15
MS-Excel	18	5	MAJORITY	15
PowerPoint and Access	2	3	MAJORITY	2
Internet and email	20	5	MAJORITY	8

TRAINING NEEDS IDENTIFIED THROUGH PERFORMANCE DEFICIENCY ANALYSIS

IDENTIFIED SKILLS REQUIRED	WHO NEEDS IT	WHO HAS IT	WHO LACKS IT	TO BE TRAINED
NGO MANAGEMENT				
Management functions and roles	3	NONE	ALL	2
Working relationships between NGO, and community	8	NONE	ALL	5
Mobilizing and accounting for funds	8	1		4
Result based management and strategic planning	2	NONE	ALL	
Developing and writing up a budgeted project proposal	6	NONE	ALL	4
Redesigning of organization structure	3	NONE	ALL	

TRAINING NEEDS IDENTIFIED THROUGH PERFORMANCE DEFICIENCY ANALYSIS

IDENTIFIED SKILLS REQUIRED	WHO NEEDS IT	WHO HAS IT	WHO LACKS IT	TO BE TRAINED
TOT IN COMMUNITY DEVELOPMENT				
• Participatory methodology	4	NONE	ALL	2
• Participation and PRA techniques	3	NONE	ALL	
• Community profile		NONE	ALL	
• Problem identification	14	NONE	ALL	10
• Logical framework	5	NONE	ALL	2
• Capacity building of CBOs, community plans	20	NONE	ALL	16

TRAINING NEEDS IDENTIFIED THROUGH PERFORMANCE DEFICIENCY ANALYSIS

IDENTIFIED SKILLS REQUIRED	WHO NEEDS IT	WHO HAS IT	WHO LACKS IT	TO BE TRAINED
COMMUNITY MOBILIZATION AND EMPOWERMENT				
• Problem identification techniques	2	NONE	ALL	1
• Extension methodology	1	NONE	ALL	
• Community empowerment	9	NONE	ALL	
• Mobilization and facilitation techniques	3	NONE	ALL	
• ToT methodologies	5	NONE	ALL	
• Extension coordination		NONE	ALL	
Management and communication skills	8	NONE	ALL	

APPENDIX L.

TRAINING NEEDS ASSESSMENT THROUGH PROBLEM CENTRED ANALYSIS (FOCUS OF MAP STAFF)

S/No	STRATEGIC PLANS	ANTICIPATED TECHNOLOGICAL DEVELOPMENT	PERFORMANCE IMPROVEMENT	TRAINING/ CAPACITY BUILDING	IDENTIFIED PRIORITY PROBLEM
1	Improved life standards increased income per capita	Increased knowledge & use of computers in various activities improved efficiency & or work performance	Training on Community awareness	Training on Community awareness	Insufficient working facilities shortage of funds shortage of training experts training duration is not enough
2	Improved working conditions in IMC improved awareness in environmental conservation	Improved work efficiency due to adoption of new techniques	Further training on management skills	Community awareness	Financial Constraints Lack of Long term training Lack of relevant working facilities.
3	Improved life standards Accelerated development	Increased use of computers	Training on various disciplines in the line with MAP roles	Not stated	Insufficient working facilities especially means of transport shortage of training experts No intensive long term training programmes shortage of funds.
4	Improved life standards improved level of education for each stakeholder	Increased knowledge on computers	Short term training courses study tours & seminars	Advanced training on community development	No regular seminars very few study tours.
5	Improved life standards improved level of education for each stakeholder	Improved work performance by using computers	Short term training courses study tours & seminars	Advanced training on community development	No frequent study tours & seminars No long term intensive training programmes.

6	Improved work performance	Improved data base	Accountancy & Computer skills	Computer skills	Individualism among MA
7	Not stated	Not stated	Short term training courses study tours & seminars	Issues Community awareness	Inadequate funds biasness in selection of trainees very short training programmes.
8	Improved community involvement in development activities	Increase computer users hence improved work efficiency	Training on administrative skills & computer skills design and implementation of mini-projects	Administrative & computer skills & Implementation of mini-projects	No transparency very short training duration. No community involvement & mobilization No motivation
9	Increased community involvement	Increase computer users hence improved work efficiency	Short term training courses & seminars	Administrative & computer skills	MAP is not known by most community members
10	Increased community involvement in environmental	Increase computer users hence improved work performance	Training on administrative skills & computer skills and Community	Administrative skills & Community development	No community mobilization No motivation No transparency
11	Improved/modern toilets Availability of safe & clean water increased planted trees in open spaces	Not stated	Short term training courses & seminars provision of working tools	Community development	No monitoring & evaluation of MAP programmes No community mobilization No motivation No transparency.
12	Improved work performance increased revenue collection	Availability of reliable sources of data Improve skills & efficiency in data & or information	Training on computer & management skills	Community development	Poor knowledge of the stakeholders on environmental issues



13	Computer skills	Not stated	Training on Administration skills Computer skills	Not stated	Lack of transparency Untimely training to the stake holders Grassroots MAP members are not involved in training.
14	Not stated	Not stated	Training on: Computer skills Post graduate studies in communication	Not stated	No transparency Unfair/poor selection criteria ie. Ignoring
15	Trained staff performing highly	Dynamic staff with high work performance	Training on community facilitation	Training on community facilitation	No attractive payment Community is not aware of MAP

APPENDIX M

	gender	age	funific	pimposed	runwitho	caenough	cawaddit	canoteno	haid	drug	poverty	separat
1	Male	44	YES	NO	YES	NO	YES	YES	YES	NO	YES	YES
2	Male	35	YES	NO	YES	NO	YES	YES	YES	NO	YES	YES
3	Female	25	YES	NO	YES	NO	YES	YES	YES	NO	YES	YES
4	Male	46	YES	NO	YES	NO	YES	YES	YES	NO	YES	YES
5	Male	30	YES	NO	YES	NO	YES	YES	YES	NO	YES	YES
6	Male	33	YES	NO	YES	NO	YES	YES	YES	NO	YES	YES
7	Male	35	YES	NO	YES	NO	YES	YES	NO	YES	YES	YES
8	Male	38	YES	NO	YES	NO	YES	YES	NO	YES	YES	YES
9	Female	30	YES	NO	YES	NO	NO	YES	NO	YES	YES	NO
10	Female	28	YES	NO	YES	NO	NO	YES	NO	YES	NO	YES
11	Male	28	YES	NO	NO	NO	YES	YES	YES	NO	YES	YES
12	Male	25	YES	NO	NO	NO	NO	YES	YES	NO	YES	NO
13	Male	29	YES	NO	NO	NO	NO	YES	YES	YES	YES	NO
14	Female	28	YES	NO	NO	NO	NO	YES	NO	YES	NO	NO
15	Male	34	YES	NO	NO	NO	NO	YES	YES	NO	YES	NO

	library	policy	internet	proposal	indicato
1	NO	NO	NO	NO	NO
2	NO	NO	NO	NO	NO
3	NO	NO	NO	NO	NO
4	NO	NO	NO	NO	NO
5	NO	NO	NO	NO	NO
6	NO	NO	NO	NO	NO
7	NO	NO	NO	NO	NO
8	NO	NO	NO	NO	NO
9	NO	NO	NO	YES	NO
10	NO	NO	NO	NO	NO
11	NO	NO	NO	NO	NO
12	NO	NO	NO	YES	NO
13	NO	NO	NO	YES	NO
14	NO	NO	NO	NO	NO
15	NO	NO	NO	NO	NO

2
Appendix

ID	Task Name	Duration	Start	Finish	Resource Names	'03 Nov 23	'03 Nov 30	'03 Dec 07	'03 Dec 14
						11/23	11/30	12/07	12/14
1	Official introduction to MAP Orphan centre	1 day	Tue 03/11/25	Tue 03/11/25	Mwalutende/Mwigune				
2	Prepare centres 2004 work plan	5 days	Wed 03/12/10	Tue 03/12/16	Mwalutende/Mwigune				
3	Request for assistance from donors	3 days	Wed 04/02/18	Fri 04/02/20	Mwalutende/Mwigune				
4	Prepare research questionnaire	7 days	Mon 04/02/23	Tue 04/03/02	Mwalutende/Mwigune				
5	Conduct monthly meetings to review centre operations	1 day	Wed 04/03/03	Wed 04/03/03	Mwalutende/Mwigune				
6	Attend sensitisation meeting	3 days	Thu 04/03/04	Mon 04/03/08	Mwalutende/Mwigune				
7	Visit to orphans centres	2 days	Tue 04/03/09	Wed 04/03/10	Mwalutende/Mwigune				
8	Attend and advice on video production	2 days	Mon 04/03/22	Tue 04/03/23	Mwalutende/Mwigune				
9	Attend and advice MAP Cultural sensitise group	2 days	Tue 04/03/30	Wed 04/03/31	Mwalutende/Mwigune				
10	Produce final paper I to the university	3 days	Tue 04/04/06	Thu 04/04/08	Mwalutende/Mwigune				
11	Identification on capacity building	5 days	Mon 04/04/19	Fri 04/04/23	Mwalutende/Mwigune				
12	Planning for survey	5 days	Mon 04/05/03	Fri 04/05/07	Mwalutende/Mwigune				
13	Planning a program evaluation	5 days	Mon 04/05/17	Fri 04/05/21	Mwalutende/Mwigune				
14	Disseminate questionnaire to respondent for testing	3 days	Tue 04/05/25	Thu 04/05/27	Mwalutende/Mwigune				
15	Collecting evaluation data	9 days	Tue 04/06/01	Fri 04/06/11	Mwalutende/Mwigune				
16	Evaluate the filled questionnaire	9 days	Thu 04/06/17	Tue 04/06/29	Mwalutende/Mwigune				
17	Produce final paper II to the University	1 day	Wed 04/06/30	Wed 04/06/30	Mwalutende/Mwigune				
18	Conduct participatory Project proposal of capacity building	5 days	Mon 04/07/19	Fri 04/07/23	Mwalutende/Mwigune				
19	Analysing quantitative data	10 days	Tue 04/08/03	Mon 04/08/16	Mwalutende/Mwigune				
20	Analysing quantitative data	8 days	Wed 04/09/01	Fri 04/09/10	Mwalutende/Mwigune				
21	Prepare draft report to my instructor/supervisor	4 days	Tue 04/09/21	Fri 04/09/24	Mwalutende/Mwigune				
22	Discussion with the instructor/supervisor	4 days	Mon 04/10/18	Thu 04/10/21	Mwalutende/Mwigune				

Project: Project2
Date: Wed 05/08/24

Task

Split

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Split


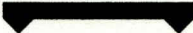









Rolled Up Milestone

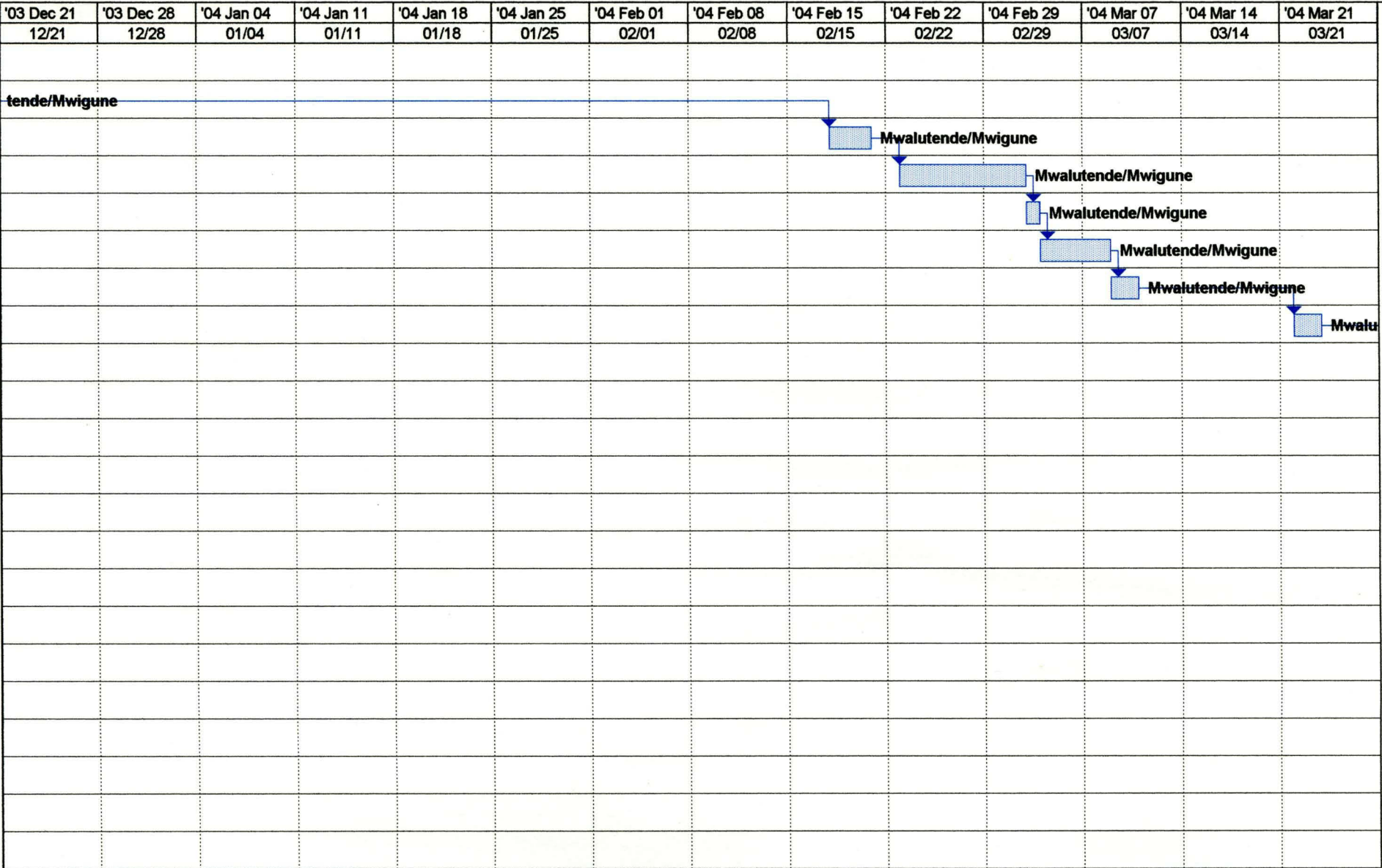
Rolled Up Progress

External Tasks

Project Summary

ID	Task Name	Duration	Start	Finish	Resource Names	'03 Nov 23	'03 Nov 30	'03 Dec 07	'03 Dec 14
						11/23	11/30	12/07	12/14
23	Incorporate changes and additions to my report	10 days	Mon 04/11/01	Fri 04/11/12	Mwalutende/Mwigune				
24	Submit final report	1 day	Mon 04/12/27	Mon 04/12/27	Mwalutende/Mwigune				

Project: Project2 Date: Wed 05/08/24	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			



Project: Project2
Date: Wed 05/08/24

Task

Split

Progress

Milestone

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Summary

Rolled Up Task

Rolled Up Split

Rolled Up Milestone

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Rolled Up Progress

External Tasks

Project Summary

Page 3

'04 Mar 28	'04 Apr 04	'04 Apr 11	'04 Apr 18	'04 Apr 25	'04 May 02	'04 May 09	'04 May 16	'04 May 23	'04 May 30	'04 Jun 06	'04 Jun 13	'04 Jun 20	'04 Jun 27
03/28	04/04	04/11	04/18	04/25	05/02	05/09	05/16	05/23	05/30	06/06	06/13	06/20	06/27



Project: Project2
Date: Wed 05/08/24

Task

Split

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Split

Rolled Up Milestone

Rolled Up Progress

External Tasks

Project Summary

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'04 Jul 04	'04 Jul 11	'04 Jul 18	'04 Jul 25	'04 Aug 01	'04 Aug 08	'04 Aug 15	'04 Aug 22	'04 Aug 29	'04 Sep 05	'04 Sep 12	'04 Sep 19	'04 Sep 26	'04 Oct 03
07/04	07/11	07/18	07/25	08/01	08/08	08/15	08/22	08/29	09/05	09/12	09/19	09/26	10/03


Project: Project2
Date: Wed 05/08/24


Task


Split


Progress

Milestone











Summary


Rolled Up Task


Rolled Up Split

Rolled Up Milestone









Rolled Up Progress

External Tasks

Project Summary

