ENHANCEMENT OF MANAGERIAL SKILLS BY FORMULATION OF

ORGANIZATIONAL STRATEGIC PLAN: CASE OF KIBAHA PEOPLE LIVING

WITH HIV/AIDS (KIPELIHA), KIBAHA DISTRICT, COAST REGION,

TANZANIA

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SUPERVISOR'S CERTIFICATION

I, Dr. Deus Ngaruko, do hereby certify that I have read this dissertation and accept its scholarly work and therefore recommend it to be awarded a Masters Degree in Community Economic Development.

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DECLARATION BY THE CANDIDATE

I, Redimna Ginwas, do hereby declare to the Open University of Tanzania that, the work presented in this report is my own creation and has not been submitted for any degree award by any one in any other University.

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DEDICATION

To my beloved husband, Mr. Geoffrey William, my sons Edric and Elrod William for their concern to my endeavors morally and academically.

ABSTRACT

One of the best ways to understand the organization's degree of performance and delivery is through assessing and analyzing its capacity both at functional and organizational level. When this was done during needs assessment which involved the Kibaha People Living with HIV/AIDS (KIPELIHA) in 2010/2011, it was found that (KIPELIHA) lacks focus and cannot deliver to the intended level. Therefore, the prospective beneficiaries, even its members and staff, did not really benefit from its existence. The findings of the said assessment further revealed that, KIPELIHA, which hosted this project had lots of managerial weaknesses especially on matters relating to governance such as lack of clear accountability lines; lack of guiding documents such as strategic plan; and weak constitution. As such, it lacked strategic focus. There was no vision, mission or good organizational structure. Therefore the transparency and accountability patterns were not there. These gaps endangered its existence and therefore, its sustainability was at stake to the detriment of the needy people of its services. At that critical juncture, this project came to a rescue. It focused on capacity strengthening. One of the objectives was to enhance its intervention and deliverance. Different ways and processes or rather steps made this possible including development of the organization strategic plan. The report is divided into six Chapters, chapter one is for situational analysis or needs assessment. Chapter two is for problem identification. Chapter three covers literature reviews. Chapter four presents implementation processes while chapter five gives an account of monitoring, evaluation and sustainability plans. The last chapter makes recommendation for further improvements.

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ACRONYMS AND ABBREVIATIONS

AIDS	-	Acquired Immune Deficiency Syndrome
CBOs	-	Community Based Organizations
CED	-	Community Economic Development
CSOs	-	Civil Society Organizations
FGD	-	Focus Group Discussions
HIV	-	Human Immuno-Deficiency Virus
KIPELIHA	-	Kibaha People Living with HIV and AIDS
KM^2	-	Square Kilometers
LEDECO	-	Legal and Development Consultants
M&E	-	Monitoring and Evaluation
NGOs	-	Non-Governmental Organizations
OCA	-	Organizational Capacity Assessment
PIM	-	Programme Implementation Meetings
PLWHA	-	People Living with HIV and AIDS
PM&E	-	Participatory Monitoring and Evaluation
PMP	-	Participatory Monitoring Plan
Ref.	-	Reference
SACCOS	-	Saving and Credit Cooperative Societies
TB	-	Tuberculosis
Tshs	-	Tanzanian Shillings/ Currency
URT	-	United Republic of Tanzania
WB	-	World Bank

CHAPTER ONE

PARTICIPATORY NEEDS ASSESSMENT

1.0 Introduction

The focus of this project was on Organization Capacity Assessment (OCA). It intended to explore pertinent management and administrative issues or capacity gaps which cause Civil Society Organizations (CSOs) in Tanzania to failing to deliver their planned outputs, outcomes and impact. The conceptualization of idea leans from the fact that, organization development (OD) and successes much depend on the strength and weakness of the management. However, despite this fact, experience shows that only few CSOs do conduct OCA to ascertain and rectify the situation. As a result, they fail to deliver and discourage the beneficiaries who reasonably and highly expect to benefit from the CSOs apart from the government.

The project chosen the Kibaha People Living with HIV/AIDS (KIPELIHA) a community based organization (CBO) in Kibaha District Coast Region as a case study and origin of the idea for this project. KIPELIHA was specifically selected for this project because it had a line space in its programmes to find ways of enhancing its performance and deliverance so that it can fully participate in poverty reduction as well as improving the living standard of People Living with HIV/AIDS in Kibaha District.

The project implementation with host KIPELIHA was preceded by a study of the general situation of Kibaha District. The aim was not only identifying a problem, but also to identify socio-economic and political situations that have direct and indirect influence to the research problem of this project. That is, they helped to identify the nature and extent

of problem to the community as well as nature of resources may be needed to address the problem identified. In this way, the host organization had an opportunity to consider whether it was ready to address the problems so that to formulate interventions and strategies to mitigate the same.

Therefore, the issues such as geography, demography, culture and traditions as well as political governance and management of private sector (including the CSOs and CBOs), as it has been explained below, were taken into account during the said assessment. The general approach of the said assessment was participatory. This chapter gives more details of the community profile (Kibaha District); methodologies for participatory assessment; key findings and other information.

1.1   Geography, Demography and Socio-Economic Situation of Kibaha District

1.1.1   Geographical Location of Kibaha District

Kibaha District is located along the Indian Ocean coastal belt eastern part of the United Republic of Tanzania. It is a capital of Coast Region. It is one of the six districts of the said region. The district is bordered to the North by the Bagamoyo District, to the East by Dar-es-Salaam, to the South by the Kisarawe District and to the West by the Morogoro Region. Other districts of the Pwani Region are shown in the table below.[1] Kibaha District is divided into several administrative areas called wards. Some of the wards include; Kwala, Mlandizi, Ruvu, Magindu, Soga, Kibaha, Visiga and Tumbi. Mlandizi ward will soon be an independent district after qualifying to be a township.

A map below shows Pwani Region's District and how each one of them boarders the other. Kibaha District is highlighted in different colour.

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[1] See Figure 2 below.

Figure 1: Pwani Regionøs Sketch Map indicating the location of Kibaha District (highlighted in different colour). Source: URT Government Website ó Tanzania.

The Host organization, KIPELIHA, is found within Maili Moja Ward located just along the highway from Dar es Salaam to upcountry regions and districts. The geographical location of Kibaha District commands the people of the area to involve themselves in timbering, animal keeping and farming. Agricultural activities in Kibaha District depend on the rainfall of an average of 1000mm per annum. Its temperature varies from 28° to 30° with mean temperature of 29°.

As for geographical size, the overall computation shows that Pwani Region surface area is about 3.7 percent (being 33,539 KM^2. Out of this, 32,407 KM^2 or 96.6 percent is land area while 1,132 KM^2 or 3.4 percent is water surface) of Tanzania Mainland. On district basis, Figure 2 below shows that the largest proportion of the area is in Rufiji District followed by Bagamoyo District. Mafia District is the smallest with only 1.5 percent of the total regional area.

District Name	Area (Km^2)	% of Total Area
Bagamoyo	9,842	29.3
Kibaha	1,812	5.4
Kisarawe	4,464	13.3
Mkuranga	2,432	39.8
Rufiji	13,339	1.5
Mafia	518	3.4
Total water area	33,539	100%

Source: Coast Region Commissionerøs Office, Kibaha 2006.

1.1.2 Population

According to the 2002 Tanzania National Census, the population of the Kibaha District was 132,045. Total population for Pwani Region was estimated to be 889,154. More current data could not be obtained from reliable sources because the said census has never been conducted since 2002. However, owing to the population growth rate of more than 2.9 percent per annum, the said figures are higher than what is indicated.

The most populated district of Pwani Region is Bagamoyo District with more than 239,000 residents (2002). Mafia is the least populated District in the region with only 40,801 residents (2002). One of the factors for this differentiation is business opportunities and availability of resources. Bagamoyo District is situated in a more adventitious place economically as it has historical sites which have attracted tourism, hotels and other investments.

Moreover, because of its strategic location (along the only highway to more almost all regions and districts of Tanzania Mainland), Kibaha District is also fast growing area. It is now almost fully connected to Dar es Salaam because of population pressure. The metro life style makes it prone to HIV/AIDS and other socio-economic challenges.

1.1.3   Socio-Economic Situation

As it is stated above, Kibaha District mostly engage in agricultural activities and animal (livestock) keeping. Few residents are engaging in business, mostly petty shops and market. About 75 percent of Kibaha District and Pwani regional economy at large comes from agricultural sector. The sector is managed by smallholder- farmers and most of them do not practice improved farming. As a result, yield per acre is relatively low. According to agronomical factors, the region indulges more on food crops such as paddy, maize, cassava, pulses and legumes than cash crops. The same crops are also used as source of income but the leading ones are coconuts, cashew nuts, pineapples, mangoes and tropical fruits. Apart from agriculture, livestock also contributes significantly to the regional economy. The common livestock are local traditional Zebu breed cattle, goats and sheep. However, improved dairy cattle are also a source of income, especially in Kibaha district. Per capita income is generally low because of factors explained above at least 48% of Kibaha residents are living below poverty line on one United States of America's Dollar per day. Therefore poverty prevalence is quite vivid. Note that income poverty is a cause and effect of HIV/AIDS prevalence any where in Tanzania, Kibaha District is inclusive.

1.1.4   Situation of HIV/AIDS and other Aspects Causing Mortality

As it is indicated above, the focus of the host organization (KIPELIHA) is an association of people living with HIV/AIDS. Therefore, needs assessment was to establish the current HIV/AIDS situation in this district. As for mortality rates generally, various causes of mortality show that main cause of mortality in the Pwani Region (in general) for the year 1998 and 2005 was malaria than other diseases. Death caused by Malaria was more in Kibaha (431) in 2005 but 16,303 in 1998 as compared to other districts such as Bagamoyo (75) in 2005, and Rufiji (111) in 2005. In the year 2005, second threat in Bagamoyo district was TB, Kibaha district was HIV/AIDS, Rufiji district was anaemia

while Mafia district was HIV/AIDS. The analysis leads to conclude that the region needs to put extra effort on eliminating malaria, anaemia, TB and HIV/AIDS. Therefore, efforts such as those of KIPELIHA are quite relevant. Note that, cross-cutting issues discussed in this section include; women, development/poverty, CBOs, CSOs, HIV/AIDS, and gender have been discussed sufficiently in this report along with implementation of the project under this reporting.

The lesson gathered from the needs assessment is that, well organized programmes, projects and organizations as this project sought to establish, remain to be foundation for all anticipated success on those interventions.

1.2   Customs and Tradition Influencing HIV/AIDS Prevalence

Like in most of Tanzanian tribes, men in Kibaha District are dominant of the decision making in the families to include issues of maternal healthy, production and income. There is no dominant tribe in Kibaha District, but most of residents seem to be Wakwere, Wazaramo and Wandekereko tribe members. The women's work, health and the like are all influenced by family structures, traditions, and others. Therefore, they do not have freedom of their health rights such as access to medical services, information and discretion. These and other factors make women more vulnerable and therefore easily subjected HIV/AIDS infections. Because of the same factors, a burden of HIV/AIDS becomes more severe to women than men. As a result, they suffer a lot in terms of lack of income, discrimination and stigma.

according to the findings obtained during the Needs Assessment, the CSOs and CBOs of Kibaha District are regarded as 'mothers' and 'fathers' who can rescue the situation in terms of raising awareness on reproductive health, HIV/AIDS, gender equality, social

justice, human rights and economic rights generally because the government could not deliver to the satisfaction of the high and increasing demands of the needy populace. In this respect, the host KIPELIHA and other CSOs need to be good ‗mothers' and ‗fathers' and to do that, their institutional capacity is to be reviewed and reformed the way this project has done so far.

1.3 Local Government and Civil Society Organizations Affairs

Kibaha District is governed by the District Council under the *Local Government (District Authorities) Act*. It was established in 1962 to serve as capital for Pwani Region. This district has the following levels of governance, namely; the District Sub-Division called ‗Tarafaø in Kiswahili; the Wards (already mentioned above); and the Villages. There are also ten-cell leadership, street and hamlet. There are 3 Tarafa, 13 Wards, and 83 Villages in Kibaha District.

There are also CBOs and CSOs such as KIPELIHA in Kibaha District. The said local government law recognizes these groups as important development partners. These are non-government organizations which act as watchdogs of the government activities as well as doing some advocacy and service delivery activities. The existing CBOs indulge on outstanding matters such as environment, poverty and HIV/AIDS. They are not accountable to the government according to the laws of Tanzania. They are, rather, accountable to their members, donors and the general public. However, being advocates of various issues, they need to work with the government especially to lobby it implement some issues. To make them more effective for all these matters, this project finds it imperative to have them very well organize and operating. The OCA is one of the tools to ensure this issue is done. However most of the CBOs recognize his importance at a very late stages.

1.4   Kibaha District as Targeted Community

The reason why KIPELIHA of Kibaha District and the district itself were chosen for this project is based on the fact that, this district is one of the areas in Tanzania with high rates of HIV/AIDS and that, despite that fact, the CSOs, CBOs and Faith Based Organizations (FBOs) do not generally have sufficient institutional capacity to address this challenge.

It was also in the attention of the project supervisor that most of the CSOs, CBOS or FBOs which deal with people living with HIV/AIDS do fact number of administrative challenges including lack of permanent staffing, organization and the like caused by their health conditions. For instance, KIPELIHA is registered to cover the whole of Kibaha District and beyond, but it has less than 10 staff who are not permanent. It does not have guiding strategies or plan at least to prioritize its focus. Therefore, it does not operate efficiently. Same problems are prevalent to other CBOs and CSOs according to independent findings of various organizations including the Foundation for Civil Society.

Moreover, this project focuses on the countryside area (not Dar es Salaam) because it is where the vast majority of people with those challenges are living. Moreover, most of the CBOs especially in countryside areas are very small with, logically, little supports and capacities. They are not sustainable because they are headed by unskilled and therefore operated unskillfully without strategies or plans. Therefore, picking KIPELIHA to address a challenge of organization capacity gave this project a real meaning.

As it explained in more details in the coming parts of this project report, the process of capacity assessment (OCA) in its general sense unfolds key strengths as well as highlights areas that need improvement and is a vital opportunity for organizations to learn and change.   By and large, OCA collects baseline information that helps respective

organizations to better understand themselves. This was actually a key focus of this project.

1.4.1   Community Needs Assessment

A community needs assessment is a way of gathering information about a communityøs Opinions, needs, challenges, and assets used to determine which project(s) will meet the real needs of the community. Participatory assessment of a community was done by a researcher who is the CED Student together with the targeted community who are people living with HIV and AIDS in Kibaha region specifically Maili moja ward and the Kibaha People Living with HIV/AIDS (KIPELIHA) which was is the host organization. In the process of conducting community needs assessment it was realized that the first need of this organization is to strengthening its functional capacity hence the need for conducting Organization Capacity Assessment for KIPELIHA was realized in order to allow its efficiency and effectiveness in serving the community of People living with HIV and AIDS in Kibaha District and Pwani region in general.

1.4.2   Organization Capacity Assessment objectives

The following were the specific objectives of Organization Capacity Assessment:-

i.   To identify areas of strength of the organization and those that need to be strengthened;

ii.   To ensure organizational sustainability, offer better services; and

iii.   To design proper intervention and sustainable strategies for the development of organization and the community in large.

1.5.2 Research Questions

a) Does your organization have governing board, legal status and holding statutory meetings as required?

b) Does your organization have management capabilities, does it posses policies and procedures/ guidelines?

c) Does your organization have sustainable projects, structure and financial stability?

d) Does your organization have the ability to engage in policy process in terms of lobbying and advocacy skills as well as participation in coalition?

1.5 Research Methodology for Community Needs Assessment

1.5.1 Methods Used in data collection

The method used some of Survey components and qualitative means especially at the stage of needs assessment. The Survey was conducted in Kibaha District between 2010/2011 in the course of Masters Degree studies and during other official routines. This Survey as a research process, involved number of subcomponents herewith called Designs (covering issues like time limit and number of sample). KIPELIHA staff and members were used as samples. Others were beneficiaries of this host organization and other stakeholders in Kibaha District including KIPELIHAøs main funder (Foundation for Civil Society). The Survey was conducted by one person but also assisted by some of the staff and members of KIPELIHA. Oral and written interviews (one of the tools) were used. However, oral interview was mostly preferred because participants were more comfortable to talk than to write on themselves.

1.5.2 Tools, other Methods and Language Used in Data Collection

The tools used include Interviews as said above; Direct Observation; as it is already explained above. A total number of 30 persons/ respondents were interviewed in different occasions during this stage of assessment. The survey information was also collected through record review and literature review of empirical studies as it has been explained in details in coming sections of this project report. As for the medium of interactions, the

language used was Kiswahili, which is commonly spoken in Kibaha District and Tanzania at large.

1.6   Descriptions and Analysis of Data Collection

The data collected was analyzed and presented in a form of Descriptive Analysis (Quantitative Information), which basically bases on explanations than statistics. This method was suitable for this nature of project which needed more narrations than statistics. The coding and clarification of information has been done using OCASAT (see annexure IV) tool because it is in conformity with the nature of information gathered. Some of the descriptive information has been made statistical by codifying (manually) the most important information which this report hereby presents.

1.7   Findings of the Organization Capacity Assessment Results

The findings of the assessment are grouped into various categories presented below. The search for relevant information began from level of identifying mission, vision and objectives of the organization (key organizational information) in order to appreciate if what they do reflects to what they actually aim at. Moreover, other issues such as governance, management, human and financial resources were all put forward during the assessment. The following are key findings of each component/ category:

1.7.1   About the Organizational Information

As it is stated above, it was important to assess the general information such as vision, mission, objectives (if any) of the host KIPELIHA in order to determine whether it works in line of what it has planned to do. This is important because when reviewing the guidelines, one will be able to note strengths and weaknesses basing on what they have planned.

1.7.2   Findings

Table 1: The contact information

Name of the Organization /Address/Leaders	Physical Address	Date of visit
Kibaha People Living with HIV/AID(KIPELIHA) P.O.BOX 30080 KIBAHA	Kibaha Mailimoja	Visit Date: 15/01/2011 OCA Date: 22/01/2011
Phone: 0756 - 342320	Region: Pwani	Name of Assessor: Redimna Ginwas
Fax: - NIL	Wilaya: Kibaha	
E mail address: Kipeliha2011@yahoo.com	Tarafa: - Mjini	
Contact Person: Rebeca Kipara Mshumbusi	Kata/Mtaa: Mkoa	Designation: Chairperson

Source: Contact Information of KIPELIHA.

The organization has no vision or mission statement. Its constitution is very shallow which needs more improvement especially on membership component which is not clear at all. It also needs to be refocused after gathering what KIPELIHA really wants. They do not have any other guiding documents such as policies, regulations or manuals. Their work is also not encompassed with any plan as they do not have Strategic Plan or even simple plans such as Action/ Annual Plans. As a result, whatever they do is basically arbitrary depending on what would unfold for the next day of their existence. As such, it has not been easy even to measure the results and plan for the more promising future.

Table 2: About the Internal Governance of KIPELIHA

Area of Evaluation	Average Rate Before Discussion	Average after Discussion	Strength	Areas for Improvement
Governance	**3.6**	**2**		
a) Identity (vision and mission) b) Governing organ c) Legal Status d) Constituency and Beneficiaries			The organization is registered under NGO ACT, 2002; they have somehow clear and but focused area of implementation.	The organization does not have board of trustees, a clear vision and mission neither a strategic plan. The Organization chairperson is the chair during the Annual General Meeting hence the possibility of holding the management accountable is impractical for lack of separation of powers.

Table 3: About the Management Practices of KIPELIHA

Area of Evaluation	Average Rate Before Discussion	Average after Discussion	Strength	Areas for Improvement
Management Practices	**3.7**	**2**		
a) Organizational structure b) Management capabilities, policies and procedures				The organization does not have a clear organization structure; few people dominate the entire program in the organization, no clear segregation of duties among leaders. Due to the fact that the organization is still young there is no clear mechanism of information sharing between the organization and other stakeholders, no mechanism of collecting baseline survey and their programs do not base on strategic plan (they do not have a Strategic Plan).

Table 4: About Human Resource Development at KIPELIHA

Area of Evaluation	Average Rate Before Discussion	Average after Discussion	Strength	Areas for Improvement
Human Resource Development	3.3	1		
a) Our organization has an adequate number of staff (paid staff and volunteers)				The organization does not have a capacity to hire and manage human resource capable of performing and abiding to recruitment rules, regulation and procedures; the organization have only two full time staffs, Performance appraisal are not done, no training plan, mostly the organization depends on voluntary and unskilled staff it also lack plan for capacity development of its core staff and no incentives as well.
b) Our organization has transparent and well functioning recruitment procedures.				
c) Our organization's staff has and is aware of their job descriptions which are documented and regularly updated.				
d) Our organization integrates skills gained from its experiences into the work environment.				
e) Our organization holds staff meetings as per schedule				
f) Our organization has procedures for reviewing staff performance at least after every six months.				

Table 5: About the Financial Resources at KIPELIHA

Area of Evaluation	Average Rate Before Discussion	Average after Discussion	Strength	Areas for Improvement
Financial Resources	**2.9**	**2**		
a) Financial Policies and Procedures b) Source of finance, planning and monitoring c) The organization has mechanism to check misuse of finances and to deal with culprits d) Financial expenditures and reporting			At least they have all required books of accounts and receipt books though not in use.	Despite the fact that the organization have books of account overall capacity in financial management is not encouraging; they don¢t have a mechanism of preparing income and expenditure report no mechanism of sharing it with stakeholders (board of trustees, beneficiaries, general assembly, donors etc); no inventory and asset book, Organization lack financial and procurement guide and working gears are unsatisfactory. They also lack enough personnel.

Table 6: About the Service Delivery at KIPELIHA

Area of Evaluation	Average Rate Before Discussion	Average after Discussion	Strength	Areas for Improvement
Service Delivery	**2**	**3**		
a) Organization sector expertise b) Field ownership and specialization c) Impact assessment capacity			The organization has an average capacity in providing services to beneficiaries, they have a sector expert with technical capacity to undertake impact assessment and have competence in integrating cross cutting issues, However this was only demonstrate by one member.	They need capacity building to increase number of expertise.

Table 7: About Engagement with Other Stakeholders

Area of Evaluation	Average Rate Before Discussion	Average after Discussion	Strength	Areas for Improvement
External Relations	3.9	3		
a) Relationship with Constituency b) Relationship with other CSOs c) Relationship with Donors d) Relationship with Community e) Relationship with government agencies and departments f) Relationship with the media			Relationship with beneficiaries and other stakeholders is encouraging.	Organization needs to struggle in marketing its activities to be known by the community as well as to increase members and donors.

Table 8: About Sustainability of KIPELIHA

Area of Evaluation	Average Rate Before Discussion	Average after Discussion	Strength	Areas for Improvement
Sustainability	3.5	2		
a) Sustainable projects b) Sustainable organization structure c) Financial sustainability d) Sustainable resource mobilization strategies				They need to struggle in finding diversity number of donors both externally and internally. They also need to plan for sustainability strategies rather than depending in donor 100% They also need to develop income generating projects for the benefit of the organization and individuals other than depending in outcome oriented projects in order to reduce income poverty, taking into consideration the nature and the need of the organization members.

Table 9: About Policy Engagement Skills of KIPELIA

Area of Evaluation	Average Rate Before Discussion	Average after Discussion	Strength	Areas for Improvement
Policy Engagement Skills	**3.2**	**2**		
a) Advocacy and lobbying skills and participation b) Ability to engage in policy procvess with other stake holders and coalitios c) Ability to initiate and inluence advocay process				The organization has inadequate capacity to influence change through policy; the organization further lacks exposure and experience in utilizing their potentials.

Table 10: Prioritization of Identified Needs and Plan Ahead after Assessment

Ranked from (a) – (e) whereby (a) Means Number one Priority

Issues Identified	Possible Intervention	Timeline
a) Lack of necessary guidelines and procedure to regulate day to day activities as well as strategies for outcome assessment.	Strategic Plan (to be) prepared	This was done later during implementation of the project.
b) Organization capacity lacks adequate knowledge on governance and financial management.	Conduct(ed) organization capacity building training; Facilitate(d) formation of Board of Directors of the organization; Financial manual (to be) prepared; and Human resource manual (to be) prepared.	This was done later during implementation of the project.
c) Members of the organization are not conversant enough with the objective of the organization, constitution with exceptions of few leaders.	Refine(d) Constitution by incorporating clear vision and mission statement; and Reproduce copies and Disseminate it to members.	This was done later during implementation of the project.
d) Lack of proper records keeping.	Enhance organization capacity in filing documents; and Purchase of necessary equipments such as computers, files and cabinets for the office.	This was done later during implementation of the project.
e) Establish linkages with other likeminded NGOs.	Arrange study tour to another likeminded organization and learn from their experience	As soon as possible

The collective analysis of the above findings shows that KIPELIHA is still a growing organization. It needs to be capacitated in terms of organization management, planning and other managerial issues. It lacks mission and vision to encompass its strategies. Its organization structure is unclear and therefore no clear lines of accountability or monitoring of implementation of activities is there. Moreover, the findings suggest that this organizations needs to have a Strategic Plan document which will be used as a guideline to guide the organization through in order to achieve it goals and objectives. They also need to have a standard Constitution. Together with all the necessary documents such as financial regulation manual and human resource manual, all these are very important documents in the organization, they are normally used as guiding documents. All these are crucial tools for its wellbeing and certainly sustainability. However due to financial limitation the project only focused on developing strategic plan document which is the most important one as well as well as improvement of the constitution to meet the requirements.

CHAPTER TWO

PROBLEM IDENTIFICATION

2.0 Introduction/ Background information

Problem identification for this particular project used the analysis of what was revealed during the participatory needs assessment conducted in 2010/2011. It is therefore been an analysis of issues which have been determined in assessment covered in previous chapter. The main issue which all variables lean on is the challenge of lack of institutional capacity of civil society which hosted this project. It should be noted that, the host KIPELIHA was used as case study to depict a wider picture of issues surrounding the central problem identified for this project.

The priorities (a) to (e) and others shown in previous chapter are used as subcomponents building into this centre problem. They indicate the gaps which need to be addressed in order to strengthen the performance within KIPELIHA, if the identified gaps are not dealt with will automatically affect the entire organization performance and the communities there are dealing with in large. There are several similar projects conducted in different organization in Kibaha region however most of them were not organization which deals with people living with HIV and AIDS hence this call for this kind of intervention to KIPELIHA. This is a land mark case study for Kibaha community in particular people living with HIV and AIDS.

Identification of the problem was done in a rather participatory ways. Therefore, the first thing to be done before the actual project implementation was actually to have a consensus of the problem definition in one simple and single sentence for clarity purposes. This was done jointly with members and staff of the hosting organization

KIPELIHA. However, it was later on shared to other stakeholders and experts in order to improve it.

After that initial stage, then identification of the root cause and effects followed. Several causes and effects were identified as it has been discussed below. Then, the third step was to analyze the problem statement in order to pick out some issues for implementation. Lastly, it was identification of stakeholders, objectives and goal of the project. Some of these issues are already covered elsewhere in this report.

2.1   Problem Identification Context

2.1.1   The Statement of the problem

Lack of knowledge and relevant skills on organization management and administration; have caused KIPELIHA to failing to organize its interventions, to be more effective and adventitious to its current and prospective beneficiaries, situation which puts its sustainability at stake.

As it is clearly indicated in the needs assessment in chapter one above, this and other CBOs in Kibaha District lack managerial and administrative skills, they do not have vision or mission and not focused. As a result, they do not have guiding plans or manuals or policies to encompass their interventions. Moreover, lack of good constitution, financial/administrative manuals, strategic plan and others makes it difficult for the organization to organize its governance structures in terms of creation of accountability and commanding lines. It is also unfortunate that the current policies and laws governing civil society organizations in Tanzania do not provide for adequate interests on capacity of the same. The policies and laws just regulate but not facilitating the running of CBOs and other civil society organizations. It will be the first project to address this issue by

focusing on the CBO advocating for rights and welfare of the people living with HIV/AIDS (PLWHA) in Kibaha District. The vulnerability of PLWHA to organize themselves while at the same time battling against socio-economic challenges surrounding their health conditions, is one of the unique factors to consider and declare this project as a unique one for the time being.

2.1.2 The Analysis (Administrative and Managerial Challenges)

Note that, the lower branches from the central problem represent possible causes while the upper branches represent possible effects of the existence of the problem stated above.
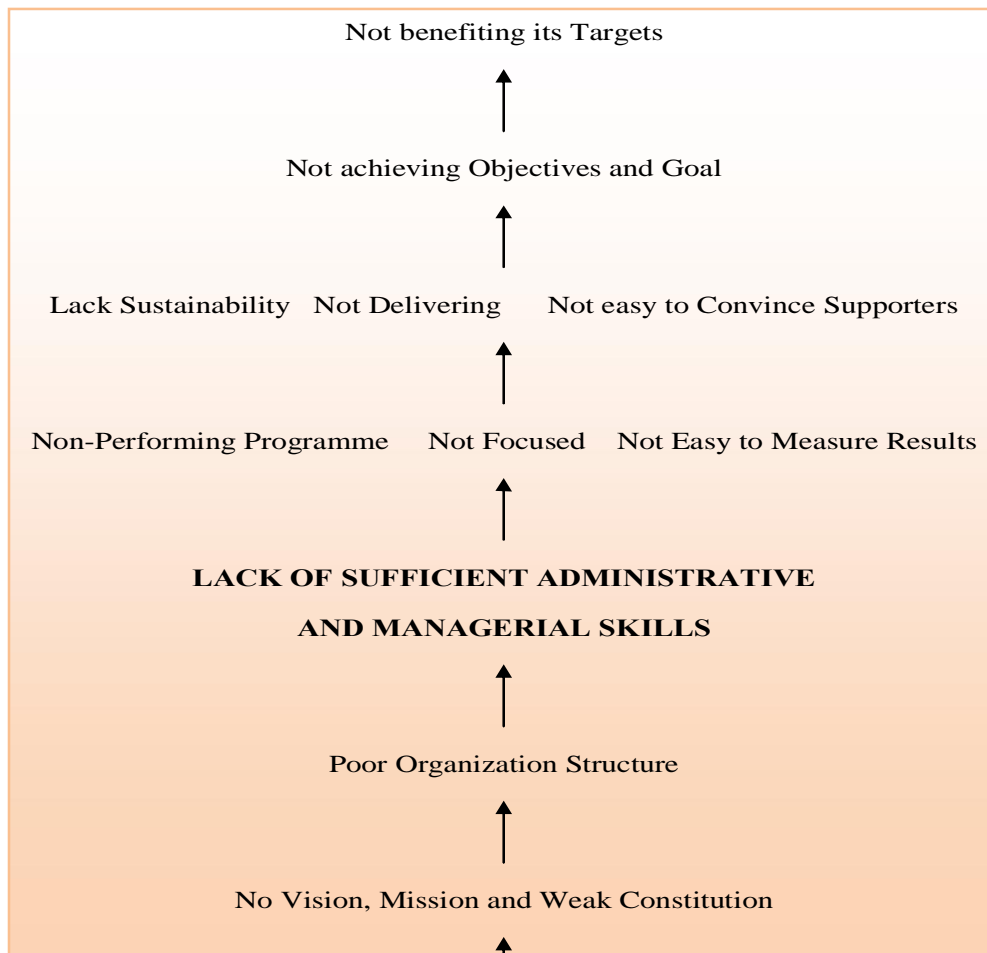
Figure 2: **The Analysis of the Project Statement (Self-Designed).**

2.2   The Target Group/ Community

For the purpose of this project intended target group was the host organization which is Kibaha People Living with HIV/AIDS (KIPELIHA), specifically, its members, leaders and staffs. KIPELIHA is a Non Governmental Organization located in Kibaha Maili Moja and other community members in the village. KIPELIHA was established in 2008 under the Non-Governmental Act, 2002. The Organization has 24 members currently 13 women and 11 men. Its main objectives is to improve the life of People Living with HIV/AIDS in Pwani Region specifically Kibaha District. The organization and members are very committed in their daily responsibilities and perform their activities to serve the intended community, however the target group has capacity challenge to implement the intended activities as it has been indicated above.

2.3   Stakeholders

This project involved six stakeholders and their roles are indicated in the table below:

Table 11: Stakeholders' Analysis

	Stakeholders	Role Played
1.	KIPELIHA members	Key implementers of the project on organization capacity strengthening project, involved in strategic Plan Development process and training.
2.	Researcher	Facilitate the participatory planning process with KIPELIHA members and link them with donors.
3.	Consultants	Facilitated Strategic Plan development process and training.
4.	The Foundation for Civil Society	Provide grants for implementation of the project by covering training cost.
5.	Best Sale Bureau De Change	Provides grants to contribute in project implementation.
6.	Kibaha NGO Network	Shared best practice during study tour.

2.4 Project Goal

The goal of this project is to improve the capacity of the host organization in order to ensure sustainable and quality services to the community. The Organization has developed a Strategic Plan document which will be used as a guideline to operate day to day activities of the organization for the coming five years. The strategic plan development was selected as lack of this useful document has been a hindering factor on accessibility of donorøs funds hence failure of the organization to implement community development projects to the target community as it has been well elaborated in the problem statement tree above.

2.5 Project Objectives

  i). To enhance the institutional capacity of the Kibaha People Living with HIV/AIDS (KIPELIHA) by training and developing Strategic Plan and other plans or guidelines;

 ii). To improve governance by, *inter alia*, reform the organizational structure and other managerial and administrative areas of KIPELIHA; and

iii). To enhance working and service delivery of KIPELIHA by improving its governance and operational patterns.

2.6 Hosting Organization

The host organization for this project, as it is stated above, was KIPELIHA which operates in Kibaha District, in the Coast Region. It is a new emerging organization established and registered in 2008, it a membership organization of People Living with HIV/AIDS, it consists of 24 Members of which 13 are female and 11 men. The organization is headed by the chairperson who is assisted by the Coordinator and the treasurer, additional to that the organization also has four committeesø that is, Education

and support, Orphans and Vulnerable Childrenøs, discipline and Home based Care. The Chairperson is a member in all the committees and in accordance to the current structure, Chairperson is the organ of the organization, this attracts for adoption of new and acceptable structure to ensure separation of powers and accountability.

The main objective of this organization is to improve the living standard of its members and the community surrounding the organization through developmental projects. The organization is committed to archive its goals; however organization is facing capacity gap to meet the excepted target. Majority of the members and are people living with HIV/AIDS and most of them being standard seven leavers with minimal or no capacity in organization management, and strategic plan preparation. Members are very committed to work on the grass root level to improve community social services. To address this problem KIPELIHA in collaboration with researcher seek assistance from the Foundation for Civil Society and Best Sale Bureau De Change to build the capacity of the organization through strategic planning training and the study tour, the proposed project is expected to have a positive impact on the livelihoods of the people on the project area, by contributing to the increase of effectiveness and efficiency of the developmental projects. The project is in line with civil society sector effort of increasing civil society engagement economic development through capacity building, participation in policy process and governance and accountability programmes.

The Foundation for civil society has agreed to support the project by incurring some of the costs associated with the project to the tune of Tsh 1,380,000/= while the Best Sale Bureau De Change has agreed to contribute Tsh 500,000/=. Project is relevant to the expansion of the organization and to facilitate it interventions to the intended community. The project will also assist the organization to be well structured and positioned itself In

terms of legal requirement for the NGO standards at the National Level including the financial regulations.

This project is implemented in collaborative way between the researchers, the host organization, and local government at ward level in Kibaha District. The role of the researcher is to facilitate the implementation of the project which includes undertaking of stakeholderøs analysis, organizational assessment and facilitation of capacity building training including development of strategic plan document, compilation of project report as well as fundraising to secure some funds for facilitating implementation of all those plans. The role of the funders is disbursements of funds and supervision of its utilization in accordance to the terms. The target community as part of the organization members was responsible with implementation of the project.
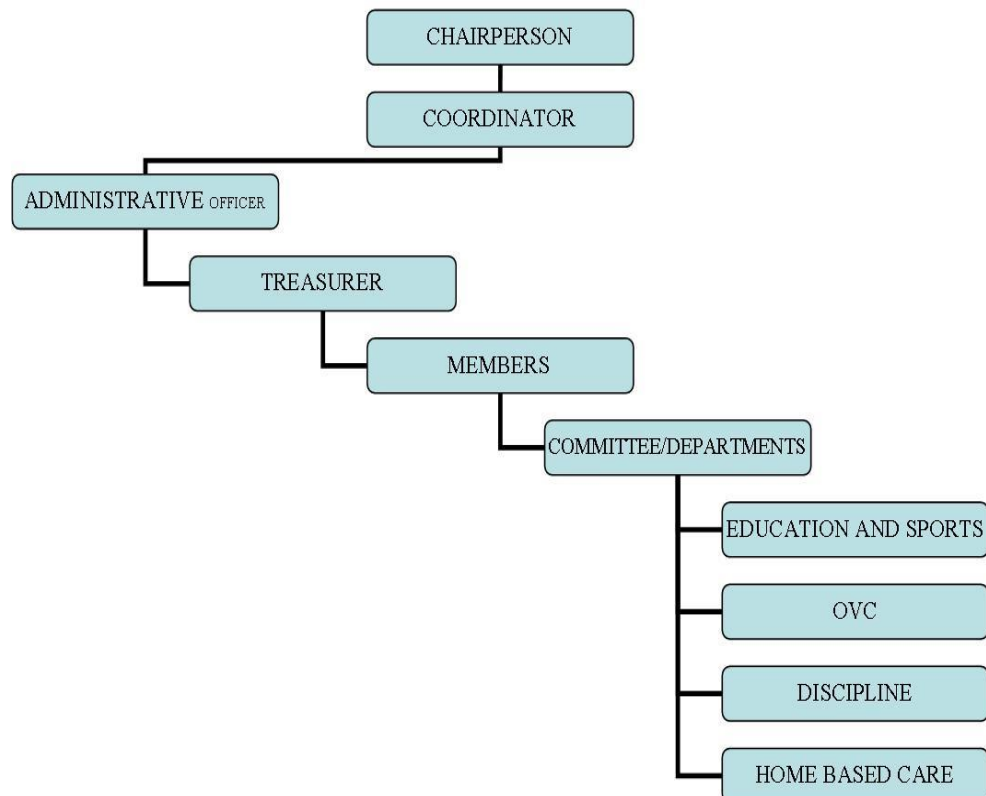
Figure 3: Kipeliha Organogram

2.7 Mission and vision statement of KIPELIHA

2.7.1 Vision:

The vision of KIPELIHA is to identify and provide services to children who are living with HIV and AIDS.

2.7.2 Mission:

To make sure that children living with HIV and AIDS and orphans are receiving better services.

CHAPTER THREE

LITERATURE REVIEW

3.0 Introduction

There are several literatures covering the organizational management, planning and development of Civil Society Organizations (CSOs) and other institutions. They are quite intensive but unfortunately just few of them addresses the causes and effects of lack of managerial skills and in particular, lack of strategic plan to encompass the administrative, management and implementation of the organization¢s objectives in general. Probably, this gap is caused by the fact that, most of the writers do focus only on general managerial skills as part of governance of the CSOs without paying specific attention to other issues such as how the CSOs are internally and externally organized. Moreover, institutional assessment by most of the experts only dwells on staffing, results of the projects of programmes but not necessarily on how power commands and structuring influence all those issues. None of the literature reviewed analyze an intrinsic link between governance and confidence of donors in the CSOs.

This part of the project report narrates coverage of the literatures reviewed (relevant to the subject matter of this project); pointing out some gaps; and therefore, identifies areas for intervention by this or any other project. Theoretical, practical/ empirical and policy literatures are hereby reported herein under.

3.1 Theoretical Literature

Balikuddembe (1998) emphasizes that every group should have aims and objectives and that for the objectives to be met, the group must stipulate its management structure, the mod in which to run its business/ activities and overall organizational structure. These are

embedded in the groupøs constitution. Another thing which this literature has put emphasis on is the issue of communication. It states that communication is one of the most important elements for a community or organization to function. It enables sharing of ideas, to plan and work together. Efficient communication enhances the chances of the group to achieve its goals and objectives. Therefore, the author suggests that it is important for everybody especially leaders to understand the meaning and functions of communication.

Other things which this literature highlights as key components for organizational management include; having leadership skills, decision making processes, conflicts management, and others. All these are issues which guided the researcher to advise and work with the host KIPELIHA. As it is indicated in previous chapters, they are all addressed by this project. This situation makes this literature as one of the most relevant one.

Relevant information can also be found from Weger *et al.* (1995). It covers Tanzanian communities including the CBOs and CSOs on how do they interplay in social economic problems in their localities. Coast Region in which Kibaha District is found, was used as a case study by this work. The importance of this book to this project is that, it highlights some strengths and weaknesses of partnerships and associations. The authors state that for any community or organization to success sailing its agenda to the beneficiaries, well organized internal affairs in a prerequisite factor. It also underscores the importance of involving local communities (beneficiaries) in decision making and during implementation or assessment of the results. It points out that, for any programme or institution to succeed and remain sustainable, it has to invest in the effective involvement of the communities and internal capacity of the same. This literature does not touch much

on how to ‑investø in the internal capacity. Probably it meant to be improving the managerial arrangements of the organization. This is a gap which this project at hand seeks to address at this point.

Other literatures reviewed argue that effective involvement of the people in matters pertaining their wellbeing is a prerequisite factor for any project or programme to succeed. For instance, Chikati (2009) says that the vitality and quality of life of our communities depends upon an informed and involved citizenry and business and community leaders. He says, a visioning/ planning process provides local officials, residents and businesses with the resources and processes that will educate and involve the community, identify strengths and weaknesses and conclude with clear direction for programmes, policies and projects in both short and long terms. The author mentions Strategic Planning as one of the tools for visioning and focusing communityøs or organizationøs plan. Rightly as this literature indicates and suggests, this project at hand based on the same focus. Seeing that the host KIPELIHA had no vision and mission because of lack of strategic focus (Strategic Plan), the project facilitated formulation of the same. Therefore, it drew lots of good experience and guidelines from this literature.

Institutional-building approach is also named by some of the experts as necessary because it is the institutionøs staff themselves who can determine and control their own affair. Therefore, as Aliam (1994) argues, a weak staffing means poor institution. He argues that, the capacity of the community/ organization much depends on the capacity of the institutions which provide capacity building programmes in the community. In the other word, a CSO or CBO cannot address communityøs needs and empower them if its lacks institutional capacity. Issues of economic development especially the smallholders credits are deeply discussed as case studies. The relevance to this project is that, this literature brings in very crucial point on the connectivity between internal capacity of the

organization and its ability to deliver its intended goal and objectives. However, the literature does not go into more details on how this happens. It is fortunate that this gap is well addressed by this project at hand.

Chikati (2009) indicates the importance of project/ programme planning. This aspect includes also planning of the organization. The literature (page 4) states that, in general NGOs and CSOs activities are aimed at organizational development and seek to change unsatisfactory situations into more desired ones. Planning serves as an important tool to influence the organizational development in a certain direction. Planning is a process of decision making and communication on objectives to be achieved in the future in a more or less controlled way. The literature states that, planning is the first pace in a decision making process. It involves ways of making decision out of different alternatives.

The author emphasizes on need to use participatory ways in planning and implementation as well as monitoring and evaluation. Despite the fact that this literature does not give more information of planning processes (such as procedures of formulating the Strategic Plan), it remains to be a resourceful material for the project at hand. It assisted a lot especially in the formulation of conceptual ideas for this project.

3.2   Empirical Literature

There are several illustrations or success stories to show that, if CSOs, FBOs, CBOs or any group is facilitated to acquire basic knowledge and skills on managerial and administrative issues, it can actually manage to do it by self. Some of the grantees of the Foundation for Civil Society have been used to review this aspect and report on real/ practical examples of the pioneers.

Case Study 1**:** CBOs Inspired to Use Strategic Plans and Restructure their Operations

The support from the Foundation for Civil Society facilitated the grantees to evaluate themselves, reviews their plans (including monitoring and evaluation) and other designed new strategic and other plans. This includes also reform of their organization structures.

The findings of the assessment conducted in (FCS, 2010) showed that, after the capacity building trainings and sessions which included the Tailor Made Trainings (TMT) at least 160 CSOs who received support from the Foundation, were in different stages of development or going through Organization Capacity Assessment (OCA) process. Note that, during this project at hand, OCA was conducted to the host KIPELIHA. Changes taking place include redefining organization structures, roles and responsibilities within governance structure to avoid overlapping; revision of constitutions and different guides including financial and administrative guidelines; developing Strategic Plans; monitoring and Evaluation (M&E) Plans. Below, are testimonies from some of the Participants on the usefulness of the TMT:

*õI was not even able to differentiate monitoring from evaluation. I thought M & E implied a single phrase with one meaning. Also, I was not aware that an organisation is also supposed to set an M & E plan. We just depended on action plan. Now, I'm able to guide my colleagues in setting a project M & E plan."- **Grace Mkubwa, Chairperson of the Organization for Home-based care of Pregnant Mothers Living with HIV/AIDS in Mbarali.***

*"The training was quite beneficial to me! It has made me gain understanding and confidence in undertaking my managerial as well as lobbing and advocacy activities. We also learnt problem identification in the community. When I return, I'm planning to call members of my organization and train them on the proper management of the organization. We will discuss and stipulate clearly the functions as well as duty boundaries of each organ." –**Sophia Nassibu, Chairperson of Kigoma Women Group.***

> *"I have learnt the importance of separation of power and duties. In our organization there was a number of cross-crossing and duplication of functions; you would find the Chairperson undertaking duties of the Secretary and sometimes those of the Treasury. On my way back home, I'm thinking of designing a knowledge dissemination mechanism in order to ensure that those who did not attend the training also gain knowledge of what I have learnt."-**Consolata Kondi, Member of Umoja wa Wapendanao Bweri (UWABWE).**

Case Study 2**:** ANGOZA reviewed it Strategic Plan to give it more effects

An Association of NGOs in Zanzibar (ANGOZA) can be picked as one of the examples. ANGOZA managed to review its Strategic Plan in 2010. This activity was preceded by the organization's capacity assessment (OCA) in order to identify its strengths and weaknesses. The review of its plan has facilitated it to take into account current issues including the MKUZA which was in its second phase of implementation in 2010. With this review, it is anticipated that the intervention will bring effective changes to the welfare of the target groups in Zanzibar. The same has also been done for/with the host KIPELIHA. It is hoped that all will be well as a case for ANGOZA. (FCS, 2010).

Case Study 3**:** Green Pack and Others Formulated Participatory Strategic Plans

Other CSOs, FBOs and CBOs which are Foundation for Civil Society's grantees did the same and others, as it is said above, formed new Strategic Plan. Those CSOs included Green Pact. The strategic plan has facilitated this organization to have organized and measurable advocacy interventions. As a results, it has managed to pursue the community members to construct new class rooms for the Kihinani Primary school, which are also universal accessible for the children with disabilities. Through same strategy, the CSOs has managed to fundraise and secure Tshs 10,000,000/- funded by MACEMP for environmental management project.

Other small CSOs including the Sunya Ward Education and Training, which is located in Sunya village, Sunya ward which is 121 kilometres from Kibaya ó Kiteto District in Manyara region. The support from the Foundation facilitated them to design a participatory strategic plan during the year 2010. Mr. Gabreile Tuke, the Chairperson of the organization said during the assessment visit that:-

õThis support from the Foundation reflected what we needed, and that is a strategic plan. In our draft plan we have set our priorities as per needs of our surrounding community members who are mainly pastoralists and farmers. Now we have started to see the fruit because CARE Tanzania have supported us Tzs 20,000,000 for the year 2010 - 2011 to implement a project on land utilization for grazing and farming activities. It is this strategic plan which makes donors confident that we are focused, planned and serious in our undertakings."

Source: FCS Grantees project implementation reports

The strategic planning trainings same as conducted for KIPELIHA of Kibaha District during the project implementation, have also facilitated formation of good organizational structure of most of CSOs and therefore improved boards and accountability to its employees, beneficiaries as well as other development partners. The planning process establishes a framework for organizations to assess their past, present and future.

The Foundation understands that the CSOs do face lots of difficulties when designing their strategic plans. Sometimes the plans are not well prepared because of lack of expertise. This is why it supports tailor made courses to assisting the CSOs representatives on elementary knowledge of all these. Through this training many CBOs managed to enhance their capacity.

Case Study 4**:** Organizational Capacity Assessments of CSOs Can be improved

Organization Capacity Assessment (OCA) facilitated by Foundation can also be picked as an illustration of successful programme, which this project can actually learn from it. As it is explained in chapter one of this report, OCA is designed to serve as guide for CSOs wishing to undertake a self reflection exercise, involving members, staff and other key partners in assessing their level of competence and credibility. Of course, this was one of the objectives of this project with KIPELIHA. It also be noted that, while OCA does not give a detailed evaluation of the status of the CSO to make final conclusions, it provides a basis for an initial understanding of stakeholder's feelings on various aspects of the institutional growth.

Comparison of average capacity scores of organizations according to Foundation for Civil Society's Annual Report of 2010, assessed from 2008 to 2010 shows that there has been an improvement in almost all capacity assessment areas with exception of Service Delivery and Organization Sustainability. Growth in other assessment areas can be attributed to investment in capacity building interventions done by Foundation and other stakeholders to CSOs.
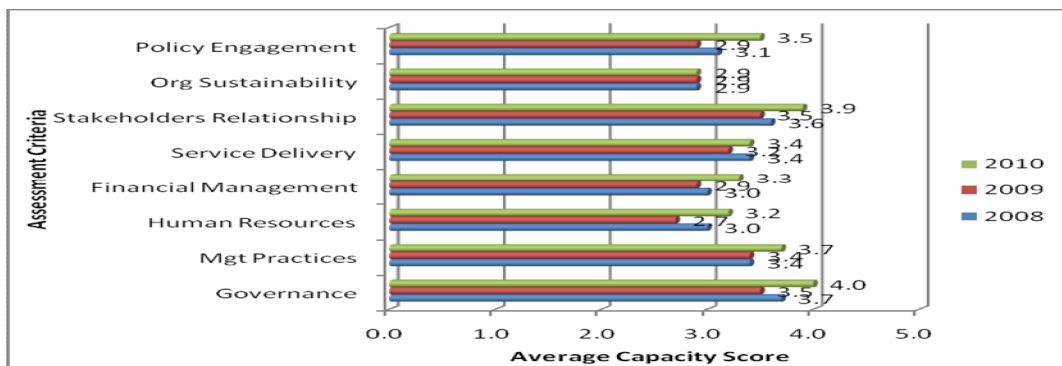
Source: Annual Report of 2010 of the Foundation for Civil Society

Figure 3:   Comparison of Average OCA's Scores 2008-2010

Looking at the overall picture of the capacity analysis for the 96 CSOs whose capacity was assessed in 2010, one can simply see that CSOs have sufficient capacity in governance which stands at 4.0 rating scale. This means that, over 45% of the assessed CSOs shows relatively well functioning governance process in their organizations, which imply that CSOs visions and missions are well articulated and understood by their members and define a clear purpose for the organization strategic direction (FCS Op cit).

However, in most parts, Human Resource Development in general terms has not been well developed for most of the CSOs assessed. A sheer proportion of 31 CSOs with limited capacity to attract motivated staff, follow recruitment procedure and employ full time staff is an indication that CSOs are in dire need of developing strategic focus that will improve human resource development in CSOs. Because of this and in consideration of many other grantee's organizations concerns, Foundation has been training grantees on fund raising and proposal writing with a view to enhancing the grantees capacity to mobilize resources and able to employ motivated and skilled people to manage projects in the future(Ibid).

On average, management of financial resources and service delivery hinge on the balance and have precisely shown an improved sense of hope and capacity analysis reveal a score of 3.3 and 3.4 respectively, scores that are statistically significant since they are above a cut-off point which is 3.0. This means that any score below 3.0 is considered as low capacity according to rating scales that guided this assessment. Moreover, most of CSOs have shown remarkable strengths on stakeholder relationship by scoring above to 3.9. This has been, in essence, influenced by Foundation strengthening networks efforts to encourage supported CSOs to join and work closely with CSOs advocacy networks, media, government both central and Local, donors and others like minded organizations (FCS Op cit).

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Conversely, the poorly performing areas with limited capacity was an organizational sustainability (2.9) which is far below the ‑cut off point' which send strong signal that something urgent need to be done. Capacity analysis revealed that most CSOs financial health is not vibrant enough to keep them flourish to a point of surviving to the next day. Nor are their experiences and capacity to diversify resources well utilized to tap available opportunities. Because of this, Foundation has developed module on fundraising and project design and management which seek to impart operational skills to CSOs in order to enable CSOs practically apply the skills acquired to influence knowledge utilization and learning. All these were learnt to make this project with KIPELIHA more effective. The experience shows that, if CBOs or NGO or CSOs are capacitated the way this project did, they can improve and become more effective. A figure below extracted for the same Annual Report of 2010 of the Foundation for Civil Society indicates that, the organization capacity levels of trained CSOs have been on increase/ improvement every time.
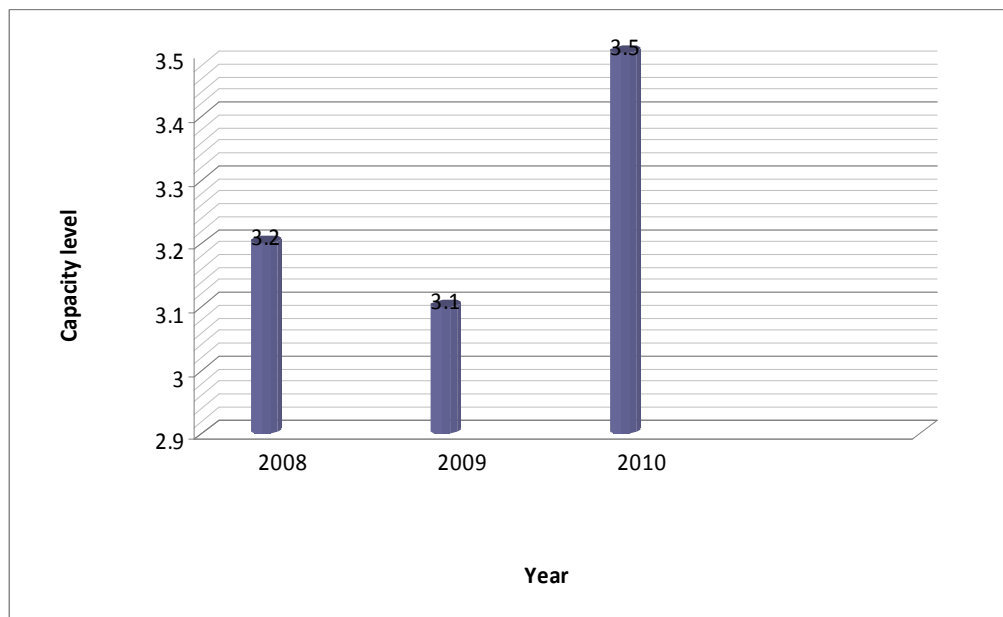
Figure 4:   Organization Capacity Levels.

Source: Annual Report of 2010 of the Foundation for Civil Society

Despite the variations of capacity limitation in some of the organizational variables, overall, we at Foundation are encouraged by the improved capacity levels of CSOs that have been trained and clearly, the analysis and subsequent action taken testify that CSOs have made a difference contrary to what was the situation before training intervention. Generally, there is an improved organizational capacity score levels of CSOs from 3.2 in 2008 to 3.5 in 2010 with a relative decline of organizational capacity to 3.1 in 2009. The decline of organizational capacity from 3.2 in 2008 to 3.1 in 2009 might be due to sample selection procedures.

Organizations assessed in 2008 were all Medium Grant whereas starting 2009 sample for organization capacity assessment was selected at a ratio of 30:70 for rolling small grants and medium grants respectively a factor that might have affected the slight decline of average capacity score level. Capacity development indicators that will be developed by Foundation to gauge the availability of required capacity and core competencies will be an important step to measure a relative degree of change and performance improvement due to an increased organizational capacity.

Case Study 5: Financial and Administrative Accountability and Transparency can be
                    enhanced

The kind support from the Foundation has also benefited CSOs on financial management as explained above. Most of organizations whose members were trained through the Tailor Made Trainings (TMTs) and Manage Your Grant (MYG) Trainings have formulated financial guidelines/manuals few days after the training and it is anticipated that the guidelines would increase efficiency of financial management. (FCS Synthesis report, 2010)

As a result of all these capacity building trainings on financial management which were conducted throughout the country, at least 87% of audited grantees in 2010 received good audit reports compared to 75% in 2009. Moreover, it is found that the Foundationøs grantees are increasingly appreciating audits as being crucial to the development of their organizations. In year 2010, 186 (41% of FCS grantees) had their accounts audited compared to 155 (31%) in 2009(10% increase from previous year) Ibid

The findings of the post training assessment of 2010 showed encouraging performance whereas on financial management modules for example, 30 out of 37 CSOs (80%) sampled respondents of the trained CSOs demonstrated improved financial management system.

> õ*We are experiencing increased compliance to financial management practices as a result of instituting financial guidelines and procedures in our organization." Said **Ms. Asia Mtibua, Chairperson, MACSNET.***

Source: Response from the interview by the researcher and MACSNET Chairperson
(2011)

In strengthening Organization Development issues, 24 out of 28 CSOs (87%) consulted indicated to have improved organizational management systems specifically, 62% of them carried out their organization capacity assessments successfully.

> *"We have been able to conduct own self capacity assessment after attending Organization Development (OD) training organized by Foundation for Civil Society. The process has helped our organization to minimize conflicts and misunderstandings that were arising out of overlapping of roles and responsibilities between leadership and management. We are currently preparing strategic plan for our organization." Said*

Source: Response from the interview by the researcher and Coordinator MACSNET
(2011)

As for a question of accountability, Foundation is pleased to report that, CSOs accountability to their constituencies and public is on increase as evidenced by increased percentage of CSOs producing and circulating their Annual Reports for public scrutiny. It is on record that at least 85% of the CSOs in 2010 compared to 64% of the CSOs in 2008 published their Annual Reports. Of course a challenge ahead is to assist them to build a good capacity to do so. The Foundation is determined to reach more organization with this support because most of the CSOs still lack proficiency in financial and administrative management; and that, most of them still need this support to have guidelines and monitoring and evaluation frameworks.

3.3   Policy Review

The Tanzania's PRS (2003) provides that the government recognizes and appreciates the central role the private sector (including the CBOs and CSOs) in the development of the country. Therefore, the government has been undertaking wide ranging fiscal and structural reforms to foster private sector development in the country. The overarching focus of the government policy is to maintain a conducive environment for private sector led growth and development. This strategy was later transformed into MKUKUTA, which is a Swahili language acronym for the National Strategy for Growth and Reduction of Poverty (NSGRP). The revised MKUKUTA II of 2010 emphasizes a need of holistic approach to poverty reduction. The role of the CSOs in reemphasized. HIV/AIDS, gender and poverty are insisted as crosscutting issues. Despite all these issues, this policy/ strategy do not address a challenge of capacity of CSOs. It is completely blind of how these 'allies' (CSOs) could be capacitated in order to form a meaningful partnership in development. Its relevance to this project is that it addresses HIV/AIDS as well as role of CSOs. The holistic nature of approach which this strategy recommends for is something which KIPELIHA suggested to be addressed in its Strategic Plan.

Non-Governmental (NGO) Policy (2000)*, following an extensive process of stakeholdersø consultations beginning in 1996, the NGO Policy of 2000 was formulated to establish a legislative framework to allow NGOs to operate effectively. The policy steering committee (made up of representatives of academia; government; local, national and international NGOS; community-based organizations and religious institutions) sought to address confusion in NGO registration and the conflicting definitions of an NGO. It also recognized that numerous conflicting laws faced any group seeking to form an NGO.

The policy estimated that 2,000 local and international NGOs were operational in Tanzania, but other studies have found that many organizations practice on a part-time basis, exist in name and proposal only, or work in a very limited capacity. Despite representing a critical advance in government, donor and NGO relations, many provisions of the NGO Policy and the Tanzania Non-Government Organizations (NGOs) are increasingly recognized by the government as important partner in nation building and national development, valuable forces in promoting the qualitative development of democracy. The Government of Tanzania recognizes the need to work together with NGOs and need for such cooperation to extend to other key players, including funders, disadvantaged people themselves, other sectors of civil society and the wider public.

The activities of NGOs were increasing in day to day hence these factors call for a comprehensive policy, which will not only solve the immediate problems of NGOs, but assist in the promotion and development of the NGOs in Tanzania. The government saw a need to formulate a new NGO policy for several reasons. First, the existing laws for registration were outdated and secondly, the government wanted to facilitate better co-operation between NGOs and the government as well as between NGOs.

The NGO Policy (Op cit) lists eight main objectives, of which the following four are the most important: To put in place registration procedures, which are transparent, decentralized and which will facilitate better co-ordination of NGOs while safeguarding the freedom of association. To enhance mechanisms for collaborative relations between NGOs, the Government, funding agencies and other stakeholders, to facilitate mechanisms for Government support to NGOs and to promote transparency, accountability and awareness among NGOs themselves, the Government and other stakeholders. Although the policy suggests a new administration structure that will enhance the collaboration between NGOs and the government, and also make it easier for other stakeholders - like the funding agencies. But it still reiterate and retains all the fundamental principles of NGOs, that, is they are form, run developed or terminated only through free and voluntary acts of individual and association; are managed and controlled by member hence the Government. Despite all these efforts from the Government the challenge is still enormous since there are newly emerging NGOs at the grass root level with minimal/no capacity at all hence accessing funds is a problem, the government need to take care of this.

National Microfinance Policy (May 2002) states that, the overall objective of this policy is establish a basis for the evolution of efficient and effective micro-finance system in the country that serves the low-income segment of the society (which include people living with HIV/AIDS under KIPELIHA). It envisages achieving widespread access to micro-finance throughout the country by involving specialized and specialized banks, non-bank financial institutions, SACCOS and NGOs. The relevance of this policy to this project at hand is that, most of the CSOs and CBOs of Kibaha District are not able to fundraise from the donors because of reasons already stated above. Therefore, soft loans and support through this policy could have been of great assistance. It is unfortunate that this

policy does not address institutional capacity of the NGOs to handle the loans from the financial institutions to support their activities. The question of financial ability is addressed by this project report.

National Policy on HIV and AIDS (2001), it specifies clearly the issues and directions on HIV and AIDS in Tanzania. It provides the framework for promotion and coordination of multi-sectoral and multidisciplinary research activities in HIV and AIDS, dissemination and usage of the research findings. The policy appreciates the fact that, HIV and AIDS has raised many complex issues that demand extensive well funded and well coordinated research programmes in Tanzania (Clause 8.1 of the Policy). Moreover, the intensive challenges need multidimensional approach which includes the role of CSOs. Therefore, what KIPELIHA of Kibaha District is doing, is actually within this broad ambit of the policy. The policy also requires professionalism and efficiency in handling or doing HIV/AIDS programmes. Therefore, OCA and other initiatives done during project implementation were actually in conformity with this policy requirement.

3.4 Summary of literature review

The literatures reviewed above were essential to guide this project especially on gray areas to be worked on. They have also provided with lots of rich information from pioneer projects as the review of empirical literatures shows. The policy and theoretical literatures discloses a lot of information on what have been done so far. Most of what is gathered from the reviews is that, involvement of staff or community members to the programming and planning, is a prerequisite to a success of every project or programme or organization. The idea is based on the fact that, they are the one who know better than everyone. It is always important to make sure that those who are key implementers are involved at any stage of development.

Other literatures reviewed showed that, lack of planning means disorganized operation of any institution. Despite the fact that all these literatures touched base on what this project focused on, they do not, however, address a specific challenge of how incapacity to operate can be cause and effect of lack of key guidelines such as Strategic Plan and Constitution to encompass mission, vision, objectives and other managerial things. This gap is well addressed by this project. To make it more specific and unique of its kind, this project at hand picks an organization working on HIV/AIDS as its case study. In this way, it brings forth a quite unique literature for present and future use.

CHAPTER FOUR

PROJECT IMPLEMENTATION

4.0 Introduction

This chapter comprise of the planned project implementation as well actual implementation of the project. The implementation process of this project followed the initial project-set ups already presented in previous chapters of this report. The implementation commenced by developing concrete work plan shown in this report. Note that, just like many other projects, the implementation of this project involved human and financial resources. Success and challenges regarding the implementation as well as the expected outputs and outcomes are all accounted in this chapter.

4.1 Project outputs and products

The outputs of the project were measured through set of indicators shown below. The indicators which serve as evidence of accomplishment of activities planned for this project were;

a) Total 25 organization members and leaders trained on strategic planning by end of the project in June 2011

b) Strategic Plan document developed and produced by April 2011

c) One study tour visit conducted by June 2011

d) One Annual General Meeting and election of new leaders conducted by April 2011

e) Organization constitution amended by May 2011

f) At least 3 new networks established by June 2011 and

g) At least two proposals forwarded to donors by May 2011.

A summary of each one of those is indicated herein under. Note that, these outputs emanate from the list of prioritized issues based on the participatory needs assessment conducted. The prioritization of issues is covered in chapter one of this report.

4.1.1   Total of 25 KIPELIHA's Members and Leaders Trained on Managerial Skills

Two capacity building trainings involving staff and some of the members of the KIPELIHA were conducted as part of the implementation of the project. The trainings were aimed at accomplishing one of the objectives of this project which is enhancing the capacity of the KIPELIHA. During the training, several topics were covered including the governance of CSOs (Board of Directors, Management, Members, and others); financial management; fundraising skills; development of guiding manuals/ policies such as financial and personnel manual; proper record keeping process; and so many other managerial and administrative issues.

The first training was conducted in April and the second one in May, 2011. Those topics were divided into those two trainings. Because of financial constraints, each of the trainings was done for only one day just to give the participants some basics of those required skills. Same participants attended the second training in order for them to acquire a complete package of this capacity building course. It was expected that, the trainees will be trainers of their colleagues in order to circulate the knowledge and make it sustainable.

4.1.2   Strategic Plan and other Documents Developed and Produced

Consequently, as a result of the trainings,[2] it was expected that the host organization KIPELIHA would then be able to develop its Strategic Plan as well as other guiding

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[2]   See a training plan of the Strategic Plan Workshop for KIPELIHA attached as Annexure III.

documents. One Strategic Plan documents covering a period of 2011 to 2014 (five years) have been developed and it was at completion stage when this project ended in June 2011. The Strategic Plan incorporates the vision, mission, organization structure, strategic objectives to be implemented within those five years and other quite useful information. Moreover, this organization has been able to start formulating other key documents including financial and human resource manuals. By end of this project, the host had already been able to draft those documents.

4.1.3 Office Materials to Keep Financial and other Records Procured

This was not basically a planned output, but as the project implementation went on, it was found imperative to include it as one of expected deliverances in order to facilitate other outputs and outcomes to be realized. As such few files have been purchased to keep the documents/ records in a good order and by end of May 2011; almost every document was stored in the file. Moreover, the process of procuring one Computer and possibly a printer was on going at the closure of the project phase. One sponsor, a business company dealing with foreign exchange, committed itself to procure one computer for the host KIPELIHA as part of its corporate social responsibility. Of course, this followed a training conducted on alternative fundraising strategies which was one of the topics of the said two trainings. Note, it is expected that, all official records will be stored manually and electronically in just few days to come.

As for financial records, it should be noted that, despite the fact that the organization have books of account, overall capacity in financial management is not encouraging and it would take time to rectify it. The aftermath of this project should emphasize on proper mechanisms of preparing income and expenditure report and ways of sharing it with stakeholders (Board of Trustees, beneficiaries, general assembly, donors, and others). It is

on progress also to procure inventory and asset book and design organizationøs financial and procurement guidelines. All in all the progress so far is impressive, at least they know what is required and why. It is a good beginning and a success of this project.

4.1.4 One Study Tour Visit Conducted

This output was not delivered as it was expected because of financial constraints. However, places to where the tours could have been conducted are already spotted and just wait for the availability of funds. Possibly, by August 2011 one study tour would be conducted. The purpose of these tours is to learn by seeing what others are doing. That is, to learn practically. In this way, the staff and members or beneficiaries of KIPELIHA will enhance more their abilities to handle their responsibilities because they will have good lessons from the pioneers.

4.1.5 One Annual General Meeting and Election of New Leaders Conducted

One meeting comprising of some of the members was conducted to review and discuss the constitution as well as the strategic plan. This meeting did not vote for new leaders because the amended constitution is not yet enforceable and the strategic plan, as it is said above, is at a completion stage. Therefore, new leaders will be selected once all these documents are read for usage. The said meeting, which was organized in March 2011, enabled participatory strategic planning process in which all members present who were more than 70 percent, had an opportunity to share their ideas on various components of the strategic and other plans. It was the first meeting of its kind to be conducted by this organization since its inception some years ago. It was also a good time for the KIPELIHA to refocus its managerial and administrative issues. After this meeting, most of the things rejuvenated and started to move forward. Minutes of the meetings are kept in the files purchased as it stated above.

4.1.6 Amended Organization's Constitution

Amendment of the KIPELIHAøs constitution was one of the planned outputs to be delivered. A background of this activity is explained in chapter one of this report. That is, during the participatory needs assessment, the members of this organization were found to be ignorant of the constitution and that, the constitution itself was found to be very shallow. For instance, it did not incorporate clear vision and mission statement; it did not also provide for a position and functioning of the Board of Trustees. The flow of powers as provided for by this same constitution was also not appropriate. Same head of secretariat was serving as Board Member as well. Therefore lines of accountability were not clear.

Owing to all these factors, this project managed to work with the host KIPELIHA to amend its constitution in order to take into account all those gaps. Fortunately, the general meeting of the members mentioned above, seconded the amendments. As of June 2011, the document was at completion stage. A legal consultant from Legal and Development Consultants Limited (LEDECO) has already been contacted and instructed to finalize the work. After that, it will be disseminated to every member of KIPELIHA.

4.1.7 Three New Networks Established

A networking strategy was mentioned as one of the issues to be handled by this project. The participatory needs assessment required that KIPELIHA should struggle in marketing its activities to be known by the community as well as to increase members and donors. This can be done, partly, by mingling around with likeminded organizations. Moreover, networking is also part of the capacity building in which the members of the consortium meet and learn from successes and failures of each other. This is why this project also considered this aspect.

At the end of this project (June 2011), KIPELIHA had already enjoined itself in Kibaha NGOs Network as a member. It sometimes acts as umbrella organization of other CSOs or CBOs working on HIV/AIDS rights. Networking has facilitated it to have wider voice of the issues it champions.

4.1.8   Two Proposals Forwarded to Donors

It was also revealed during needs assessment that funding to this organization is one of the main challenges. As a problem tree covered in chapter two of this report indicates, lack of funding is a cause and effect of poor administration as KIPELIHA could not hire qualified staff, could not plan and implement properly its activities and more dangerously, could not sustain its existence for the interests of its beneficiaries. Therefore, fundraising output was very key output. It was intended that, at the end of the implementation of the project or sometimes along the way, KIPELIHA could be able to find diversity number of donors both externally and internally. They also required planning for sustainability strategies and alternative funding rather than depending in donor 100%.

Following the said trainings, KIPELIHA was able to start applying for funding to the donor. For instance, it secured some funds for formulation of Strategic Plan from the Foundation for Civil Society totaling to more than Tanzanian Shillings Five Million (Tshs 5,000,000). This was at the beginning of the implementation of the project in early 2011. KIPELIHA has also secured support from private business company know as Best Sale Bureau De Change   of Kariakoo to purchase office computers.

4.2   Project Outcome

This project was expected to strengthening the capacity of KIPELIHA through training and facilitation of development of the strategic plan document plus other activities

(outputs) indicated above. At the end of the project, the following results (grouped just in fewer lined) at outcome level were achieved.

Firstly, the two capacity trainings which were conducted as explained above, have resulted into formulation of the strategic plan, amendment of the constitution and drafting of several other guidelines including the personnel and financial manuals. Just few weeks after adoption of the Strategic Plan, KIPELIHA used it (though in draft form) to apply for funding from the Foundation for Civil Society and other donors. Same document has resulted into refocusing of the mission, vision and objectives of the organization. At least they have those things in place.

It is also encouraging to note that the organization is now keeping appropriately the records including financial records. Of course, a challenge ahead is to have more organized financial system of which could be done soon because they have acquired relevant knowledge to rectify the situation. The constitution amendments are expected to trigger more accountability and smooth operation of the organization once completed.

Other results include also enhanced advocacy strategy by engaging KIPELIHA into networking programmes. The more it networks, the more the voice and success. Results of this could be sensed. For instance, KIPELIHAøs advocacy issues such as increase of accessibility of ARV treatments to the government health centres are practically implemented. Today, access to ARV treatment is no longer a main challenge for the people living with HIV/AIDS at Kibaha District. This project understands that there are still more challenges to face ahead of this successful stage. But, again, all would be well if sustainability strategies of this project (discussed in coming chapters) will be adhered to. With this progress, scope of the beneficiaries is also enlarging and that; more people seem to be interested to join KIPELIHA as they are confident in it.

4.3   Project Planning

This project used a standard log-framework attached herewith as *Annexture I* as its implementation plan. There were a good number of activities planned to be done between 2010/2011 as the log-framework indicates. Each of the three objectives of this project had its own planned activities, indicators and means of verification. The resource persons were CED Student (as project moderator); KIPELIHAØs staff and members as host organization; as well as other individuals and donors who played a direct or passive role in project implementation. Other resources used were venue for training; stationeries; and finances generally.

4.4   Project Inputs

4.4.1   Staff Patterns

Based on the nature of the activities there was no new staff engaged in the project implementation. Project management and coordination was carried out by a researcher in Association with facilitators from The Foundation for civil society. On the other hand day to day activities were done by KIPELIHAØs staff and members under the supervision of the researcher. Since most of the activities are based on the organization capacity strengthening, issues were derived from participatory appraisal process comprise of organization leaders and some members were committee were formed and were also responsible on ensuring that the project is implemented according to plan. However consultants from the Foundation for Civil Society and LEDECO were involved to conduct institutional capacity building training specifically the process of developing Strategic Plan for 2011/2013. The organization chairperson together with other leaders were responsible for overall coordination and ,management of all project activities well as reviewing and approval of funds for implementing activities.

4.4.2 Financial Patterns/ Budget

The total Budget for this project was about Tshs 2,730,000. The donors especially the Foundation for Civil Society contributed more than one million and Tshs 500,000 was the grants from The Best Sale Bureau De Change while the remaining balance which is Tshs 650,000 was memberøs contribution including mankind. The estimated budget was as follows: -

Table 12: Budget Estimates for the Project.

S/n	ACTIVITIES	DETAILS	SOURCE OF FUNDS		TOTAL
			MEMBERS	DONARS	
1.	Train Organization on How to Develop Strategic Plan	24 members will be trained at cost of	250,000	1,380,000	1,630,000
2.	Drafting Strategic Plan	SP Document will be produced	200,000		200,000
3.	Draft financial Management	Organization financial management manual will be prepared	100,000		100,000
4.	Draft Revised copy of the Constitution	Old Constitution will be refined and new vision and mission of the organization will be incorporated and new organization structure.		200,000	200,000
5.	Improving filling system and documentation within the organization by Conduct one learning session of best practice from likeminded organization	Study tour will be conducted to Kibaha NGO Network New files and stationeries will be purchased	50,000 50,000		50,000 50,000
6.	Conduct General Election in order to have a well organized and clear organization structure	General election will be done			
	TOTAL GRAND		**650,000**	**2,080,000**	**2,730,000**

4.5   Actual Implementation of the Project

4.5.1   The Implementation Processes

The detailed õWork Planö attached herewith as Annexure 2 gives details of activities, timeline, results of all levels and other information. This plan was rescheduled time to time to accommodate changes occurred along the way. About 95 percent of all planned activities were actually implemented up to the end of the project. Others were ongoing. The project was implemented in the period of six (6) months between 2010/2011.

The implementation process of this project began with brief session to agree on action and implementation plans mentioned above. Several activities used to accomplish the objectives of the project included: -

a) Conducted meetings which discussed and brainstormed project issues. There were periodical meetings which also served as Monitoring sessions as it is explained further in chapter five of this project report.

b) Conducted two capacity building trainings as it has been explained above in a more detailed ways.

c) Prepared several documents including the Strategic Plan to reform the governance system of KIPELIHA.

d) Conducted monitoring and evaluation of the activities done for past six (6) months of the project implementation.

The activities implemented and accomplished at the time of compiling this report (June 2011) are indicated in the tabulate form as indicated in Annexure 4 attached at the end of this report.

4.5.2   Challenges Faced During Implementation of the Project

a) Project duration was very short as a result it was difficult to access the long term project result at the time of producing this report.

b) Financial constrain was another challenge encountered during this period, since the organization is newly established and very low profile it could not be easy to fundraise the money to the required amount hence some of the activities were not accomplished, un accomplished activities includes purchase of printer, photocopier, scanner.

c) Due to the nature of the organization implementation of some of activities were delayed since some members has been fallen sick frequently while others traveling to Semunge for traditional medication currently introduced by the Retired Rev.Ambilikile Mwakipesile (Known as Babu wa Loliondo).

4.5.3 Lesson Learnt After Implementation of the Project

a) If empowered NGOs can positively contribute to improve communitiesø livelihood through awareness creation and contribute in poverty reduction.

b) Most of the Civil society association are not well progressing and the main hindering factor is lack of capacity on Organizational management as well as resource mobilization.

c) Most of the organization lucks strategic planning documents hence difficulties in accessing funds it was further learnt that creating linkages with the likeminded organization is of most important as it creates opportunity to learn from each other.

CHAPTER FIVE

MONITORING, EVALUATION AND SUSTAINABILITY

5.0 Introduction

This chapter presents important part of the project implementation cycle. It reports on the final step of the implementation of this project by providing a point of comparison of what were aimed to be achieved at the stage of participatory needs assessment and what have been achieved as of June 2011 when the phase of this project came to a complete closure. Two mechanisms are used here to measure the level of success. The mechanisms are õMonitoringö and õEvaluationö (ËM&Eø). Moreover, in order to ensure continuity of this project despite the closure (to the sense of supervision by CED student), a third mechanism becomes imperative; and that is, õSustainabilityö of the project.

The three mechanisms were actually part and parcel of project implementation because the KIPELIHAøs staff and members had already designed the participatory monitoring and evaluation (ËPM&Eø) tools right from the commencement of the project. Of course, the PM&E tools and plans were later on refined to accommodate changes of indicators and activities which occurred as the project was rolling over. It should be noted that, participatory baseline analysis conducted at the beginning of the project (already covered in previous chapters), has provided a point of reference for comparison and for understanding change in host organization (KIPELIHA) on areas which this project wanted to improve. More of all these come under this chapter.

5.1   Project monitoring

5.1.1   Aim and Essence of Monitoring

Monitoring is the continuous assessment of project implementation in relation to agreed

schedules, and of the use of inputs, infrastructure and services by project beneficiaries. It

is an integral of good management by a project implementing agency. Its main objectives

are to provide feedback on implementation, and to identify actual or potential success and

problems as early as possible to facilitate timely adjustments to project operation.

Monitoring considers the question is the project in track? Its purpose is to alert

management to any problems that arise during implementation. Monitoring works within

the existing project design, focusing on the transformation of inputs and activities to

outputs. It ensures that inputs are made available on time and properly utilized. If any

unexpected results are observed, their causes are noted and corrective actions identified in

order to bring the project back onto target.

There are two forms of project monitoring and both should be addressed. Firstly, the

process monitoring, which reviews three main aspects of project, namely; the physical

delivery of structure and services provided by the project (activities); the use of structures

and services by the target population (outputs); and the management of financial

resources? Secondly, the impact monitoring focuses on the progress of the project

towards achieving the project purpose and the impact of the project on different groups of

people. The KIPELIHAøs project dwelt on almost all of these forms.

5.1.2 Methodology of Monitoring

The major monitoring tool used was the Participatory Monitoring Plan (PMP)[3] indicated

below in this sub-chapter. The PMP was used simultaneously with the Project Activities

and Implementation Plans (Annexure 1 and Annexure 2 attached at the end of this report).

These tables/ tools or plans were used as project diaries in which implemented activity

was recorded to enable collection of feedbacks and further measurement of progress. The

methodology applied the following steps, namely:

a) **Review of various project documents**

This included project progress reports financials reports and training reports, this were

used to get insight of what is happening and what activities has been accomplished

and what is yet to be done and the reason behind;

b) **Physical visitations**

This was frequently done to ensure that the organization is operating in an acceptable

manner and practicing what they have learnt from the trainings, some field visits were

also conducted to assess the performers of the leaders and members while

implementing community work after being capacitated;

c) **Project Implementation Meetings**

The Project Implementation Meetings (PIMs) were conducted periodically though not

systematically. They were part of the management and membersø meetings of

KIPELIHA. The PIMs were important and effective because they were used as

platforms of learning mistakes, gaps and agreeing on the way forward.

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[3] Note that, the PMP as a tool is a sub-component of the Participatory Rural Appraisal (PRA) which is a label given to a growing family of participatory approaches and methods that emphasize local knowledge and enable people to make their own appraisal (M&E), analysis and plan (Ref: WB (1996) **World Bank Participatory Source Book**, Page 191).

d) **Key informants interview**

This method was preferred because it is useful in all phases of development activities i.e. identification, planning, implementation, and evaluation this method is useful as it can provide information on the setting for a planned activity that might influence project design or it could reveal why the intended beneficiaries are not using services offered by the project thus it can be provide the how and why on what happened it can therefore uncover the reasons. This method has its advantages because:-

i.   It has a direct route to information;

ii. Key informants hold specific position to be able to gather vital information (usually first hand information); and

iii. It is not expensive and it has interpretation of information.

All these have been effective and useful because there was no any formality employed. Therefore, all implementers fully participated because all the methods shown above did not require any kind of expertism apart from normal orientation of what to do and how. It is therefore that, participation of the implementers of the project (KIPELIHA) at all levels was guaranteed through these methodologies chosen. As it is further shown in the table below, monitoring of this project was done by the project moderator (CED student) and all other staff and some of the members of host KIPELIHA. Despite the fact that time for this project has ended, the monitoring of activities which were still ongoing remained continuous process.

5.1.3   Monitoring Indicators and Management of Information

The objectives, activities and indicators for each one of them are presented in the table below. The indicators were used to measure the project milestones and therefore enabled the implementers to adjust the situation all the time a need arose.

Table 3: Monitoring Plan/ Indicators

Objectives	Activities	Indicators	Data Source	Method/tools	Person Responsible	Time Frame
By January, 2011, KIPELIHAø institutional capacity will be enhanced by training and developing Strategic Plan and other plans or guidelines.	Train members on Strategic Plan (SP) development	Number of members train	Training and project progress report	Training and progress report, formal and informal interview	Trainers Members Researcher	January, 2011
	Develop SP document	SP in place	Workshop report Physical document	Consultant report and physical document	Consultant Leaders Researcher	March, 2011
By March 2011, KIPELIHAøs governance will be improved by, *inter alia*, reform its organizational structure and other managerial and administrative areas.	Hold AGM and elect board of Directors	Existence of new structure	Minutes of AGM Project progress report	Meeting Progress report, formal and informal interview	Members, Researcher	March, 2011
	Refine the existing constitution by in cooperation new structure, vision and mission	Refined copy of the Constitution	Project progress report	Project progress report	Members Leaders/lawyer	March, 2011
By March, 2011, the working and service delivery of KIPELIHA will be improved by improving its governance and operational patterns.	Purchase 1 computer	Receipt PC in use	Receipt Progress report	Progress report	Cashier, chairperson	March, 2011
	Conduct study tour to Kibaha NGO Network Purchase files for documentations	Increase knowledge and use of lessons learnt, number of new linkages forged	Evaluation report	Progress report OCA report	Members Researcher	April, 2011

Monitoring Findings and Analysis

During monitoring it was observed that the following activities were accomplished:-

a) Though training of Strategic Plan was delayed due to unforeseeable circumstances including delay of funds from the donors who accepted to quarter for the training costs 24 members were trained and the strategic plan was developed, and the financial management manual.

b) Annual General meeting was held and the election on the Board of Directors was also done this being the first time for the organization to have this type of structure.

c) Constitution of the organization was refined to match with the changes done within the organization including incorporation of new organization structures, new vision and vision.

d) 24 members participated in study tour whereby the organization known as Kibaha NGO network was visited for learning purposes.

e) Organization has improved its filing system and documentation.

f) One desktop computer was also purchased for office use.

Project monitoring also revealed that the following activities were not accomplished:-

a) Development of human resource manual.

b) Purchase of 1 printer, 1 scanner, and 1 photocopy machine.

This is due to inadequate amount of funds received from the donor and from memberøs contribution.

5.1.4 Validity and Reliability of Monitoring Process

The validity and reliability of the findings are very good since the methods and tools of data collection were accurately and consistently applied. The sample was also

comprehensive and the supervision of the collection was done by the researcher to avoid unforeseen errors in recording.

5.2 Project Evaluation

5.2.1 Aim, Types and Essence of Evaluation

Evaluation is a periodic assessment of the relevancy, performance, efficiency and impact (both expected and unexpected) in relation to stated objectives. There are basically an Interim Evaluation which is undertaken by project management during implementation as a first review of progress and a prognosis of the likely effects of the project. It is intended to identify project design problems, is essentially an internal activity undertaken for project management. Terminal Evaluation is a similar process undertaken at end of a project, is required is required for the project compilation report. It includes an assessment of the projects effects and their potential sustainability. A third type is Impact Evaluation this is usually undertaken several years after compilation of the project and measures changes attributable to the project in terms of both direct and indirect causality.

The evaluation of the KIPELIHA project was broadly focused on issues of the impact of the project and its relevance, efficiency and the coherence of the project design. Therefore, all three types of evaluations are collectively used. The evaluation of this project was done by the CED student in teamwork with the host organizationøs staff and some of the members. It was done between May and June 2011.

5.2.2 Methodology Used for Evaluation

The following methods were used during project monitoring:-

a) Review of various project documents which include project progress reports and financial reports this was used to get insight of what is happening, what activities have been accomplished and what remain to be done;

b) Questioner by taking into consideration project focus was more in internal capacity strengthening, questioner was distributed to members and the response were entered into the organization capacity assessment tool where by the results were generated to see weather are substantial changes compared to the previous result to assess the changes brought by the project;

c) Focus Group Discussion (FGD) was also used and the essence behind this was to gain knowledge about participant's perception on the project and to see if the project is heading towards achieving its objectives and goals. Below are some of the reasons as to why FGD was used:-

   i.   Capture opinions and perspectives of a target audience on the program.

   ii. Learn about participants by observing their interaction.

   iii. Explore the depth and nuance of opinions regarding issues.

   iv. Understand differences in perspectives.

d) Key informants Interview: This method was used because it is useful in all phases of development activities, that is, identification, planning, implementation, and evaluation. This is useful as it can provide information on the setting for a planned activity that might influence project design or it could reveal why intended beneficiaries are not using services offered by the project or they are not applying the knowledge learned through project. It can provide the how and why of what happened hence it could uncover the reasons.

Advantage of using key informants interview includes; have a direct route to information; hold specific positions to be able to glean vital information(usually first

hand information); have vital important specific information or interpretation of information; informants interviews are not expensive and its simple to conduct.

5.2.3 Sample and Sampling

During evaluation purposive sampling method was used. The sample was selected with purpose in mind. Informant was deliberately selected due to the qualities the information/she has. During sampling was considering having an optimal number of participants for conducting FGD which ranges from four to eight by considering gender segregation.

5.2.4 Evaluation Tools

The main evaluation tools used were project log frameworks (Annexure 1 and Annexure 2); questionnaire and the checklist. The checklist was designed to capture information so as to answer evaluation questions below:

a) What did the project set to achieve? Was the problem correctly identified? Were the project activities appropriate? Were the targets realistic?

b) What is the likelihood that the project purpose will be fulfilled? What would have happened on the absence of the project?

c) Is the project purpose still relevant? Are there other ways in which the same purpose could be achieved? Would they be more appropriate? Would they be more cost effective?

d) What are the indications about the likely achievement of the project goal? Are the project benefits sustainable?

e) Who were the intended beneficiaries of the project, how were they to benefit?

f) Where there any unexpected outputs or beneficiaries?

g) Were the assumptions identified in the log frame work relevant? Have any killer assumptions emerged? Have any new risks appeared?

h) Identify the lessons learnt for the future design of similar project?

After brief review of what monitoring and evaluation means, their means, their purpose, focus, responsible persons in doping them and some of the checklist for project monitoring and evaluation. The remaining parts of this chapter explained the performance indicators and the findings of this project.

5.2.5   Performance Indicators for Deliverable Results

There were designed indicators which were used to gauge the performance of this project. The check list above contains some of the indicators. The performance indicators were designed from the intended outputs and outcomes covered in previous chapter of this report. There were also based on each objective's activity. It should be noted that, other chapters of this report, in particular chapter four have covered some of the outcomes based on initial and interim evaluations conducted during the project phase.

A table below is an **Evaluation Table of (*Some of*) the Outputs and Outcomes** of the KIPELIHA Project. Note that, detailed information of what have been achieved is covered after this table:

Table 4: Evaluation Plan/ Indicators.

Objectives	Activities	Indicators (Generally)	Outputs Achieved	Outcomes Achieved
By January, 2011, KIPELIHAø institutional capacity will be enhanced by training and developing Strategic Plan and other plans or guidelines.	Train members on organization managerial, financial and administrative skills including strategic planning (SP) development.	Number of members train. Number of trainings conducted.	Two trainings were conducted	Organization capacity is enhanced by development of the SP ó the structure is now clear and the accountability is enhanced; ability to write proposals for funding; have secured some funds from donor after acquired knowledge on fundraising skills.
	Develop SP and other plans or guidelines.	SP in place.	SP developed/ formulated.	
By March 2011, KIPELIHAøs governance will be improved by, *inter alia*, reform its organizational structure and other managerial and administrative areas.	Hold AGM and elect board of Directors.	AGM conducted. Existence of new structure.	One AGM was conducted. New organization structure was agreed to be adopted in the SP and amended Constitution.	Organization has now vision, mission and focus because the SP include all those; also, it has strategic objectives and plan for coming five years, situation which makes it easy for it to fundraise. Moreover, the constitution is now well elaborated to give proper and more effective governance. More of this could be seen in future and not now because the constitution has just been amended.
	Refine the existing constitution by in cooperation new structure, vision and mission	Refined copy of the Constitution.	Constitution was amended.	
By March, 2011, the working and service delivery of KIPELIHA will be improved by improving its governance and operational patterns.	Purchase 1 computer	Receipt PC in use	One PC was procured.	Information will be stored in a more secured way than the way it is now.
	Conduct study tour to Kibaha NGO Network Purchase files for documentations	Increase knowledge and use of lessons learnt, Number of new linkages forged	One study tour was conducted.	KIPELIHA members and staff have learnt lots of new skills, which have influenced changes of constitution and adoption of the SP.

5.2.6 Summary of the evaluation findings and lessons learnt

Intended beneficiaries of this project were the staff, members and beneficiaries of the host

KIPELIHA, who (most of them) persons are living with HIV/AIDS (−PLWHAø). The

assumption used while designing and implementing this project was that, majority of PLWHA could mitigate problems associated with this disease if KIPELIHA would enhance its interventions basing on improved governance and focused advocacy strategies it pursues.

The indications for the achievements of the project goal and objectives includes, beneficiaries have acquired knowledge and skill on Strategic Plan development; amendment of KIPELIHAøs constitution; formulation of other guidelines/manuals; as well as the whole aspect of organization management following the said capacity building trainings. As it is indicated in chapter four of this project report, just few weeks after adoption of the Strategic Plan, KIPELIHA used it (though in draft form) to apply for funding from the Foundation for Civil Society and other donors. Same document has resulted into refocusing of the mission, vision and objectives of the organization. At least they have those things in place.

Project benefits are sustainable because members of the organization, leaders will apply the skills have acquired for their organization development. The Strategic Plan designed is the key guideline document which will guide the organization towards achieving it intended goal and the financial regulation manual is in place hence the fundraising activities within the organization will be easy. This will also benefit the community in Kabaha and Pwani Region where the organization is implementing its community development activities.

Some of the lessons learnt includes organization has confined their activities on awareness creation. It was learnt that there is a need for the organization to enhance their capacity in order to diversifying they are activities including the creation of income generating activities such as poultry, creation of SACCOS, Batiki making, vegetable

farms and so on. This will contribute in reducing income poverty and enable it to acquire funds for its programmes from alternative sources.

5.2.7 Detailed evaluation analysis of each result's indicator

The following outcome indicators emanate from the list of prioritized issues, activities (outputs) and plans. They have been hereby assessed for this presentation following a participatory monitoring and evaluation of the results. It should be noted once again that, the issues which this project handled were those which were prioritized as as most pertinent. Chapter one of this report indicated all these. This sub-part presents detailed evaluation analysis of each selected resultøs indicator:

5.2.7.1 Managerial and administrative capacity of KIPELIHA enhanced

Following the trainings on managerial and administrative skills which involved at least 25 KIPELIHAøs members and leaders, the findings of the evaluation show that the participants acquired sufficient basic skills on governance of CSOs (Board of Directors, Management, Members, and others); financial management; fundraising skills; development of guiding manuals/ policies such as financial and personnel manual; proper record keeping process; and so many other managerial and administrative issues. As a result, they have been able to develop Strategic Plan; amend their Constitution to suit good governance principles taught during the trainings; been able to fundraise for planned activities; joined and participated in networks programmes as part of advocacy strategy; as well as adopt more effective ways of keeping their records. Other paragraphs below discussed more of each point.

5.2.7.2 Organizational Structure and Governance Revamped and Improved

As a result of the knowledge gained the trainings on formulation of the strategic plan,

KIPELIHA managed to design its own Strategic Plan and other documents. For the first time ever since this organization was established, it has become focused by adopting vision and mission to encompass its direction. It has also incorporated in the Strategic Plan the strategic goals/ objectives to be achieved between 2011/2013 (five years). The said plan also contains a new governance structure which takes into account the requirement of accountability. Moreover, this organization has been able to start formulating other key documents including financial and human resource manuals. By end of this project, the host had already been able to draft those documents. It was not easy to gather outcomes of these other documents because they were still on completion stage at the time this project came to an end. However, it is anticipated very optimistically that, should these other documents adopted for the use, more financial accountability and transparence would be see. In this way, prospective funders would be attracted to work with KIPELIHA.

5.2.7.3 Financial and other records are properly kept

As it was said previously, records keeping skills was not one of the planned outputs or intended results. It just came out as an issue during the trainings and implementation of the project. Therefore, outputs were to be adjusted to accommodate the new need. Consequently, it formed part of the trainings conducted. Following knowledge gained on records keeping, KIPELIHA purchased folder files for purposes of keepings its records in a more appropriate ways. Moreover, it has managed to pursue (fundraise) from Best Sale Bureau De Change a business company situated in Kariakoo to buy one computer for same purposes. It is expected that, all official records will be stored manually and electronically in just few days to come.

It is therefore encouraging to note that the organization has started to keep appropriately the records including financial records. Of course, a challenge ahead is to have more

organized financial system of which could be done soon because they have acquired relevant knowledge to rectify the situation. The constitution amendments are expected to trigger more accountability and smooth operation of the organization once the completed.

5.2.7.4 Strategies refocused and reviewed, also new leaders elected

One meeting comprising of some of the members was conducted to review and discuss the constitution as well as the strategic plan. It was the first meeting of its kind to be conducted by this organization since its inception some years ago. It was also a good time for the KIPELIHA to refocus its managerial and administrative issues. After this meeting, most of the things rejuvenated and started to move forward. Minutes of the meetings are kept in the files purchased as it stated above. During the meeting, new leaders were selected including those for the Board as overall governing organ for accountability purposes.

5.2.7.5 Organization's Constitution amended, improved governance structure

The flow of powers as provided for by this previous KIPELIHAøs Constitution was not appropriate. It did not address the importance of accountability. For instance, same head of secretariat was serving as Board Member as well. Therefore lines of accountability were not clear. Because of that and other factors, this project managed to work with the host KIPELIHA to amend its constitution in order to take into account all those gaps. Fortunately, the general meeting of the members mentioned above, seconded the amendments. The new organization structure with clear commanding lines has been adopted by the Annual General Meeting (AGM) and automatically revamped the old. A change in governance has increased confidence of donors in KIPELIHA. As a result, just few weeks after this changes, it managed to raise more than five million Tanzania shillings using a justification of changed Constitution and formulation of the Strategic Plan.

5.2.7.6 KIPELIHA's HIV/AIDS advocacy agenda has gained more impetus

The participatory needs assessment required that KIPELIHA should struggle in marketing its activities to be known by the community as well as to increase members and donors. This can be done, partly, by networking with likeminded organizations. Moreover, networking is also part of the capacity building in which the members of the consortium meet and learn from successes and failures of each other. This is why this project also considered this aspect. At the end of this project (June 2011), KIPELIHA had already enjoined itself in Kibaha NGOs Network as a member. It sometimes acts as umbrella organization of other CSOs or CBOs working on HIV/AIDS rights. Networking has facilitated it to have wider voice of the issues it champions. Other results include also enhanced advocacy strategy by engaging KIPELIHA into networking programmes. The more it networks, the more the voice and success. Results of this could be sensed. For instance, KIPELIHAøs advocacy issues such as increase of accessibility of ARV treatments to the government health centers are practically implemented. Today, access to ARV treatment is no longer a main challenge for the people living with HIV/AIDS at Kibaha District.

5.2.7.7 Resources acquired to improve KIPELIHA's interventions

Lack of funds was a main reason and challenge for KIPELIHA before this project. They had nothing to be used for the implementation of the planned activities. They could not even hire a consultant to assist them designing the Strategic Plan or project proposals. But, following the said trainings, KIPELIHA was able to start applying for funding to the donor. For instance, it secured some funds for formulation of Strategic Plan from the Foundation for Civil Society totaling to more than Tanzanian Shillings Five Million (Tshs 5,000,000). This was at the beginning of the implementation of the project in early 2011. Today, it has some balances in its Bank account which can actually be utilized for the furtherance of KIPELIHAøs new vision, mission and objectives.

5.2.8 Validity and reliability

The validity and reliability of the finding are very good because the methods and tools of data collection were accurately and consistently applied, secondly the sample populates respondents properly and comprehensively whereby by the supervision of data collection was done by the researcher to avoid recording errors.

5.3 The sustainability strategy

5.3.1 Aim and essence of sustainability

Project sustainability is defined as a capacity of the project to continue, supported by its own resources (human material and financial) even when external sources of funding have ended. However, in a different context, money alone is not justifiable element for sustainability. It has implications for many other aspects of the organization/project including the services it provides. It is important for every NGO/CBO or rather project to develop its own definition of sustainability, the links between these and the organization's own context, focus and circumstances. Sustainability is essential consideration for long term benefits of the projects to project beneficiaries as well as to communities in general. It tries to gauge the long-term durability of interventions and their impact.

5.3.2 Sustainability elements

This project is expected to be made sustainable through the following sustainability elements:-

a) That, having well structured KIPELIHA which is legally recognized at local and national level. This organization is registered and during the project, it was insisted that, it should always keep its work within the ambit of the laws;

b) That, the knowledge and skills on Strategic Plan preparation the members have acquired through the trainings provided by the project. It is important to note that the

beneficiaries are supposed to pass the knowledge and skills to the expected new members of the organization; therefore, having five years Strategic Plan and financial manual in place will enable new comers into this organization to understand what it focuses. Moreover, the guiding documents such as Strategic Plan which were designed during project implementation will assist the organization to source and mobilize funds using the experience and knowledge acquired; and

c) That, the governance and accountability will be enhanced through the new elected Board of Directors this will increase sustainable trust and confidence towards the organization by other stakeholders. All these followed amendment of the current Constitution of KIPELIHA.

5.3.3 Sustainability plans and indicators

Below, are some of the sustainability plans to be involved in this project. Note that, the KIPELIHAøs staff and members would design more detailed plans after completion of all planned activities which were ongoing at the time this project came to an end: -

a) To ensure that beneficiaries are passing on the knowledge and skills they have acquired;

b) To ensure that organization statutory meetings are taking place as per requirement; and

c) Scaling up organization activities by mobilizing establishment of income generating project to quarter for day to day operation of the organization including the livelihood of PLWHA by production of vegetables.

As for sustainability indicators, below are some of them which KIPELIHA could use for further planning: -

a) By the end of the project organization Strategic plan will be in operation.

b) By the end of the project KIPELIHA office will be equipped with 1 printer, photocopier machine and 1 scanner.

c) By the end of the project organization will be able to have more than two projects.

d) By the end of the project the organization 2 members will be train in Monitoring and Evaluation and 2 others will be train in project Design, planning and management.

e) By the end of the project 1 source of Income generating activities will be established.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

The implementation of this project has been a new force to rejuvenate the KIPELIHA's advocacy strategies which mainly focus on rights of the persons living with HIV/AIDS in Kibaha District and beyond. The idea for this project leaned on the fact that ‑knowledge is power.øTherefore, if the KIPELIHA is empowered and capacitated address most relatable challenges especially the managerial and administrative issues, it will be able to enhance its service delivery agenda for the benefits of its targets. At this end of the project, the implementers are confident that all will continue to be well even after the expiry of the phase. The confidence is coming from the sustainability strategies shown in this report as well as the enthusiastic heart by the staff, members and beneficiaries of KIPELIHA. The project moderator (CED student) will never regret choosing this organization and district as she has also learnt a lot from them. The way this project was implemented is also a mirror for others to do the same. However, there are issues which need more follow-up in future days. This chapter presents them as recommendations. But before that, a summary of all what have been done is coiled under the conclusion sub-section of this chapter.

6.1 Conclusion

A key feature of this project was its focus on capacity building ascertained through capacity assessment of organization (OCA) during the needs assessment (covered by chapter one of the report). The said participatory assessment revealed that, the host KIPELIHA failed to excel forward and endangered itself to close its business because of lack of proper guidance of its operation. Therefore, the central issue to address was managerial capacity especially by having a Strategic Plan which gives any organization a strategic focus (covered by chapter two of the report).

The expertise to this project was also gathered from experience gained from various literatures reviewed (covered by chapter three of the report). The theoretical literatures showed principles underlying the subject matter for this project; the empirical literatures provided practical examples from the pioneers; and the policy literature provided the general guidelines. The implementation of the project (covered by chapter four of the report) was quite successful as most of deliverable outputs and outcomes were actually achieved. Moreover, there are sustainability strategies which include having the Strategic Plan at hand for 2011/2013 (covered by chapter five of the report).

Today, KIPELIHA executes its activities in a very smooth ways. Its members and staff have their skill and ability sharpened. The organization structures and strategies have been reformed and that, their constitution is amended. There are also clear vision, mission and objectives of the organization unlike the situation before this project. Consequently, KIPELIHA of today is looked as a strong organization which carries out its mandate effectively and function more efficiently. It should be noted that, a strong organization is more able to accomplish their mission and provide their own needs in the long run.

Some of the beneficiaries have started to enjoy the improved KIPELIHA. There is now increased access to ARV treatment in Kibaha District. It has been quite short period of time with tremendous improvement and success. With more projects like this at hand, more positive things would happen in near future.

6.2   Recommendations

There are some issues emerged during project implementation which will need appropriate and separate attention. These are brought forward here by way of suggestions and lessons learnt as follows:-

a) Empowering NGOs through capacity building to individual organization is not enough. There is a need of investing much time and resource to create ongoing programmes of trainings to NGOs as a group on their roles and responsibilities and make them current catch-up with science and technology at the global level.

b) There should be code of ethics and conduct among the NGOs which will be use as a guiding principles as to assess the performers of the specific organization and if not there should be procedures for punishment or to recommend cessation of activities until the identified gaps are worked on, this will be a good control for quality assurance and the services rendered by the NGOs.

c) There is a need for NGOs to diversify their activities by inclusion of income generating activities rather than to rely on donors hundred percent as this normally leads to the implementation projects basing on the donor demand/interest without taking into consideration community needs at that right moment.

d) Although there is a national policy and law on non-governmental organizations, Tanzania still lacks a national sector wide policy and law on CSOs. The existing NGO law is narrow as it does not cater as uniform law to guide the activities of all nonprofit organizations or to make them more accountable to the public. It is envisaged that is such policy is in place it will probably enhance networking of non- profit organizations, not only nationally but internationally as well. Furthermore, such a policy will enhance collaboration between CSOs and the government thus facilitating the flow of resources into their activities and thus contribute more meaningfully to national development.

e) Apart from providing direct support to the Tanzanian government or organizations, the international community can also increase funding to Tanzanian NGOs. Tanzanian civil society has been very active in poverty reduction, however one of the greatest problems Tanzanian NGOs face, however, is a lack of funding. The lack of financial

resources greatly limits their ability to engage in any meaningful or effective advocacy efforts. A potential problem with increasing funding to NGOs is that some NGOs might be working to advance their own interests rather than the interests. As such, the people who will eventually benefit from the increase in funds are not the people who need it most, but the heads of these NGOs. If members of the international community were to provide funding to civil society organizations in Tanzania, they should perform their due diligence to ensure that the funds will be put to good use and include the provision of capacity building process before each funding this will ensure effective and efficiency of the Civil society sector in the field.

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LIST OF ANNEXES

Annex 1: Project Implementation Plan/ Log-Framework (For Paragraph 4.4 of this Report)

Project (Impact) Goal	Improved livelihood of People Living with HIV/AIDS in KIBAHA region		
Plan Detail	**Indicator**	**Means of Verification**	**Assumption of Project**
Objective # 1 To enhance the institutional capacity of the Kibaha People Living with HIV/AIDS (KIPELIHA) by training and developing Strategic Plan and other plans or guidelines.	• New development within the organization in terms of new projects	• Observations • Physical visits • Formal and informal interviews	-Members willingness to participate in training
Output(s)			
1. 20 members of the organization trained on SP 2. Strategic Plan developed	• # of members trained • Copy of strategic plan	• Training report • Project progress report • Physical document	Peace, No natural calamities
Activities 1. Train members on strategic plan development 2. Develop strategic plan			Willingness of members to practice what they have learnt

Project (Impact) Goal	Improved livelihood of People Living with HIV/AIDS in KIBAHA region		
Plan Detail	**Indicator**	**Means of Verification**	**Assumption of Project**
Objective # 2 To improve governance by, *inter alia*, reform the organizational structure and other managerial and administrative areas of KIPELIHA.	• New organization structure • Governing Board Established • Refined Constitution	• Progress report • Minutes • Physical document-constitution	Peace, No natural calamities, willingness of the members and cooperation job stakeholders
Output(s) 1. Refined copy of Constitution in place 2. New governing structure in place	• Refined Constitution in place • New governing structure in operation • Reduced disputes within the organization	• Availability of documents • Progress report	Organization will adopt new structure and constitution
Activities 1. Conduct general election 2. Redraft Constitution **3.** Furnish KIPELIHA office **4.** Engage staff			Funds will be available
Objective # 3 To enhanced working and service	New linkages established	Number of new network Extent of interaction	Progress report Follow up report

Project (Impact) Goal	Improved livelihood of People Living with HIV/AIDS in KIBAHA region		
Plan Detail	**Indicator**	**Means of Verification**	**Assumption of Project**
delivery of KIPELIHA by improving its governance and operational patterns.			
Output(s) 1. Increased efficiency and networking 2. Participatory monitoring framework	Availability Monitoring guideline/framework	• Observation • Quality of reports produced	Peace, No natural calamities, willingness of the members and cooperation of stakeholders
Activities 1. Develop monitoring framework 2. Conduct study tour			Funds will be available

Annex 2:   Detailed Work Plan

Name of Organization: Kibaha People Living with HIV and AIDS

S/#	Outcomes	Outputs		Activities	Quantified Activity Target	Means of Verification	Time frame												Activity Cost	Responsible person
							Q1			Q2			Q3			Q4				
							1	2	3	4	5	6	7	8	9	10	11	12		
1	KIPELIHA capacity enhanced	1.1.Organisation capacity building training	1.1.1.Engage consultant		2	training module		ç	ç										150,000.00	Consultant, and members
			1.1.2	Conduct training		No of people trained		ç											400,000.00	Consultant, and members
		1.1.Strategic Plan in place	1.2.1	Conduct members Workshop	1 workshop	working document		ç	ç										50,000.00	Consultant, and members
			1.2.2	Draft strategic Plan and financial regulation manual	Draft documents	Availability of strategic plan and financial regulation manual and human resource manual				ç									700,000.00	Consultant
	Organisation	1.2.Refined	2.2.1	Conduct	1 Meeting	Election			ç											Members

S/#	Outcomes	Outputs		Activities	Quantified Activity Target	Means of Verification	Q1			Q2			Q3			Q4			Activity Cost	Responsible person
							1	2	3	4	5	6	7	8	9	10	11	12		
	governing board established	organisation Constitution with clear mission and vision statement		general election of board of directors and key leaders		meeting and availability of board of directors														
			2.2.2	Engage Consultant/ lawyer to redraft Constitution	1 Consultant, Constitutional draft	New Constitution in place with clear vision and mission statement			ç										200,000.00	Consultant & leaders
			2.2.3	Furnish KIPELIHA office	Purchase of computer, improve documentation i.e. failing system	No of equipment purchased				ç	ç	ç	ç	ç					600,000.00	Donor/member
			3.1.1	Arrange study tour	1 trip	documentation and application of	ç	ç	ç											Members

S/#	Outcomes	Outputs		Activities	Quantified Activity Target	Means of Verification	Time frame												Activity Cost	Responsible person
							Q1			Q2			Q3			Q4				
							1	2	3	4	5	6	7	8	9	10	11	12		
						lessons learnt														
	Enhanced networking with likeminded NGOs	3.1.Increased efficiency and networking	3.1.2	Engage personnel	2 staff	No of staff employed							ç							Leaders

Annex 3:   Strategic Plan Workshop Plan

S/NO	TOPIC	OBJECTIVE	EXPECTED RESULTS	TRAINING METHODOLOGY
1	Introduction /course objectives	To outline the purpose and scope of the course	By the end of the session participants will be able to articulate the purpose of the course and their performance expected after the course	Brief lecture and discussion
2	Introduction to the concept of strategic planning	To outline the role of strategic planning in the effective performance of an organization	By the end of the session, participants will be able to appreciate the importance of strategic planning on organization	Lecture, question and main discussion
3	Strategic planning approach /process for Non Governmental Organization	To outline the major steps in the strategic planning process	By the end of the session, participants will know the major steps and their linkages involved in strategic planning	Lecture, main discussion
4	Initiating and agreeing on the need to do a strategic planning process	To emphasize the importance of reaching a consensus among organizationøs stakeholders for doing a strategic plan	By the end of the seminar, participants will be on the process of reaching a consensus for Strategic Planning	Lecture & Questions and answers discussion

S/NO	TOPIC	OBJECTIVE	EXPECTED RESULTS	TRAINING METHODOLOGY
5	Identifying nomination mandates	To emphasize the need for an organization to have a clearly articulated mandate	By the end of the session participants will be able to appreciate the importance of having a well articulated mandate as a basic for strategic planning	Lecture, group work and plenary discussion
6	Clarifying organizational mission, vision and values	To outline and define organizational mission, vision and values	By the end of the session, participants will undertake the role and importance of mission, vision and values for the organization and in SP	Lecture, group work
7	Environmental scanning	To emphasize the process and importance of analyzing the organizational environment	By the end of the session, participant will be able to construct a SWOT matrix for an organization	Lecture and group work
8	Identifying strategic issues and deciding on a strategic direction of an organization	To identify strategic issues based on environmental scanning	By the end of the session participants will be able to identify critical strategic issue from analyzing an organization and environment	Lecture and group work
9	Development/formula	Outline strategies for managing	By the end of the session	Lecture and group work

S/NO	TOPIC	OBJECTIVE	EXPECTED RESULTS	TRAINING METHODOLOGY
	ting strategies to manage issues	identified issues	participants will be able to identify appropriate action on identified strategic issues	
10	Strategic plan expected results, implementation, monitoring and evaluation framework	To highlight the importance of articulating SP expected results and put in place a framework for implementing M&E	By the end of the session participants will be able to prepare a living/dynamic SP document	Lecture, plenary discussion

Annex 4:   Table Indicating Summary of Actual Implementation of the Project

	ACTIVITIES	INDICATOR	ACHIEVEMENTS	COMMENTS
1.	Train Organization on How to Develop Strategic Plan	# of Organization leaders and members trained	KIPELIHA capacity enhanced	Increased knowledge of the trained members
2.	Develop Strategic Plan	Strategic Plan document prepared and in place	Strategic Plan document in place and in use	Organization day to day activities improved as the key guideline document is in place
3.	Develop financial Management	Organization financial manual prepared	Financial Management Guideline in place and in use	Organization financial procedures are in place and clear to all members. This leads to the decrease of conflicts among the key people in the organizations and members as well.
4.	Revise copy of the Constitution	Revised Constitution	Revised copy of the Constitution is available and in use	Organization structure is clearly defined, roles and responsibilities of every individuals are well defined and clear to all organization members

	ACTIVITIES	INDICATOR	ACHIEVEMENTS	COMMENTS
5.	Improving filling system and documentation within the organization by Conducting one learning session of best practice from likeminded organization	Study tour conducted to Kibaha NGO network	20 members visited Kibaha NGO Network Documentation and Filling system is improved	Organization arrangement is impressive to any one and the documentation and record keeping is well demonstrated
6.	Conduct General Election in order to have a well organized and clear organization structure	Availability of the board of Directors and the new organization structure	New organization stricter adopted by the members.	It is too early to comment on this new structure however for the time being the structure is accepted by the members it is believed that it will contribute in exposing organization in more opportunities especially with the funding organization as it reflect level of commitment in the organization
7.	Furnish KIPELIHA office by purchasing equipments	# of equipments purchased	1 computer purchased	This activities was not full accomplished some of the funds are still on pipeline

Annex 5:   Organization Capacity Self Assessments Tool -OCSAT

CAPACITY AREA/INDICATORS OF PERFORMANCE	SCORE		
1. Our organization is well governed by able and accountable leaders based on a clear structure separating itself from management	**1**	**2**	**3**
1.1 Identity (vision and mission)			
1.1.1 Our organization has a well articulated vision	1	2	3
1.1.2 Our organization has clearly defined mission which we can describe.	**1**	**2**	**3**
1.1.3 Our organization involves the main stakeholders of our organization in the review of the purpose/mission	**1**	**2**	**3**
1.1.4 Our organizationøs mission statement is known to all staff members and other key stakeholders	**1**	**2**	**3**
1.2 Governing organ **How about AGMs**			
1.2.1 Our organizationøs recruitment process of the governing board is transparent and acceptable	**1**	**2**	**3**
1.2.2 Organizationøs members of the board understand their purpose and tasks with regard to the organization roles and responsibilities	**1**	**2**	**3**
1.2.3 Our organization has clearly defined roles and responsibilities of the board	**1**	**2**	**3**
1.2.4 Our organization has clearly separated the duties of the governing body and staff/employees involved in day to day activities	**1**	**2**	**3**
1.3 Legal Status			
1.3. Our organization is officially registered and meets the legal requirements including filing annual returns	**1**	**2**	**3**
1.3.2 Our organizationøs constitution is easily accessible to different stakeholders and is it user-friendly	**1**	**2**	**3**

1.3.3 Our organization is situated at a known address (with a clearly legible sign board)	**1**	**2**	**3**
1.4 Constituency and Beneficiaries			
1.4.1 Our organization has a clearly defined working area	**1**	**2**	**3**
1.4.2 Our organization has a well known and clearly defined target population (we can they list them)	**1**	**2**	**3**
1.4.3 Our organization has readily accessible information on its clients (e.g. number, type, gender, etc.)	**1**	**2**	**3**
1.4.4 Our organization has a system for regular and systematic assessment of community and client needs	**1**		
CAPACITY AREA/INDICATORS OF PERFORMANCE	**SCORE**		
2 Our organization is managed with clearly defined policies, procedures that ensure we use our resources effectively.			
2.1 Organizational structure			
2.1.1 Our organization has a structure in place and it is clearly known to all key stakeholders	**1**	**2**	**3**
2.1.2 Our organizational structure reflects activities being executed	**1**	**2**	**3**
2.1.3 Our organizational structure has clearly defined lines of authority and responsibility for different key actors in the organization	**1**	**2**	**3**
2.2. Management capabilities, policies and procedures			
2.2.1 Our organization has the required competencies/ capacity, skills and expertise required to execute its functions efficiently.	**1**	**2**	**3**
2.2.2 Our organization has management policies, rules, guidelines and procedures facilitating the administration and management of the organization.	**1**	**2**	**3**
2.2.3 Our organizationøs staff has access to organizations information that assists them in implementing their duties and responsibilities.	**1**	**2**	**3**

2.2.4 Our organization management team is knowledgeable about the organizational process (procedure, rules, and regulations).	**1**	**2**	**3**
2.2.5 Our organizationøs management process is participatory and inclusive of all members.	**1**	**2**	**3**
2.2.6 Our organization's management structure works as a team.	**1**	**2**	**3**
CAPACITY AREA/INDICATORS OF PERFORMANCE	**SCORE**		
3.0 Our Organization has an optimal team of able, well motivated and competent staff capable of carrying out its mandate			
3.1 **Managing People**			
3.1.1 Our organization has an adequate number of staff (paid staff and volunteers)	**1**	**2**	**3**
3.1.2 Our organization has transparent and well functioning recruitment procedures.	**1**	**2**	**3**
3.1.3 Our organizationøs staff has and is aware of their job descriptions which are documented and regularly updated.	**1**	**2**	**3**
3.1.4 Our organization integrates skills gained from its experiences into the work environment.	**1**	**2**	**3**
3.1.5 Our organization holds staff meetings as per schedule	**1**	**2**	**3**
3.1.6 Our organization has procedures for reviewing staff performance at least after every six months.	**1**	**2**	**3**
4.0. Our Organization mmobilizes and applies its financial resources in an open manner and based on generally accepted accounting principles			
4.1 Financial Policies and Procedures			
4.1.1 Our organization has the basic financial procedures and reporting systems to relevant stakeholders	**1**	**2**	**3**
4.1.2 Our organization keeps different accounts /books for different	**1**	**2**	**3**

projects.			
4.1.3 Our organization has mechanism to check misuse of finances and to deal with culprits	**1**	**2**	**3**
4.2.0 Source of finance, planning and monitoring			
4.2.1 Our organization has sustainable and diversified sources of funds			
4.2.2 Our organization prepares budgets by involving key stakeholders.	**1**	**2**	**3**
4.2.3 Our organizational strategies, projects and plans are known to our employees and beneficiaries.	**1**	**2**	**3**
4.2.4 Our organization prepares and monitors the implementation of agreed work plans.	**1**	**2**	**3**
4.3.0 Financial expenditures and reporting			
4.3.1 Our organization maintains basic books of accounts (cash book, receipt books, payment vouchers)	**1**	**2**	**3**
4.3.2 Our organization has an effective/reliable way of keeping accounting and support documents.	**1**	**2**	**3**
4.3.3 Our organization maintains a bank account and has signatories who are not husband and wife nor blood relationship	**1**	**2**	**3**
4.3.4 Our organization has register of all assets and it is regularly updated	**1**	**2**	**3**
4.3.5 Our organization has policies guiding the purchase and safekeeping of all assets	**1**	**2**	**3**
4.3.6 Our organization develops and shares financial reports with the relevant stakeholders (beneficiaries, government, donors, and development partners).	**1**	**2**	**3**
5.0 Office space/infrastructure.; Our organization exists in a known physical location and working communication in a convenient			
5.1 Our organization has a physical office	**1**	**2**	**3**

5.2 Our organization has adequate space sanitary facilities	**1**	**2**	**3**
5.4 Our organization has basic means of communication (phone, postal address, computer, internet and funds to facilitate communication)	**1**	**2**	**3**
6.0 Our organization realizes it objectives through sustainable projects and programmes which are in link with the vision and mission.			
6.1.1 Our organization's projects and activities are tied to our mission.	**1**	**2**	**3**
6.1.2 Our organization's members are involved in the planning and implementation of organizational plans and strategies for sustainability.	**1**	**2**	**3**
6.1.3 Our organization's programmers are drawn from the needs of our target population.	**1**	**2**	**3**
6.1.4 Our organization mainstreams cross-cutting issues in all its work (gender, environmental consideration, HIV/AIDS).	**1**	**2**	**3**
6.1.5 Our organization's projects and programs reflect awareness of prevailing public policies.	**1**	**2**	**3**
6.1.6 Our organization has links with the local communities and therefore has ensured sustainability.	**1**	**2**	**3**

CAPACITY AREA/INDICATORS OF PERFORMANCE	**SCORE**		
7.0 Our organization works well with other development stakeholders, to assert its interests, achieve common goals without compromising its own image.			
7.1. Relationship with other CSOs			
7.1.1 Our organization relates well with other CSOs in the wider context.	**1**	**2**	**3**
7.1.3 Our organizations works with networks of other CSOs for improved collective voice			
7.1.3 Our organization has defined and made strategic choices on the specific advocacy issues that it will focus on	**1**	**2**	**3**

7.2 Relationship with government agencies and departments			
7.2. Relationship will government, other statutory bodies (NACONGO and LGAs)			
7.2.1 Our organization is seen as a partner by local government	**1**	**2**	**3**
7.2.2 Our organization works with elected representatives to influence decisions-making at various levels (sub-national, local and national)	**1**	**2**	**3**
7.2.3 Our organization shares report with the government (local and national)	**1**	**2**	**3**
7.3.0 Relationship with the media			
7.3.1 Our organization has a media strategy in place	**1**	**2**	**3**
7.3.2 Our organization is consulted by the media on issues relevant to our respective sectors	**1**	**2**	**3**
7.3.3 Our organization documents evidence of media coverage of our activities	**1**	**2**	**3**