



## **Development Department- Progress Report for Q.2**

**And performance matrix for the period of  
January – June 2006**

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## 1. INTRODUCTION

**D**evelopment Department has the overall responsibility of developing and monitoring The Foundation's policies, procedures, products and services. It supports The Foundation's investment through capacity development in terms of mentoring and facilitating training to grantees and the civil society sector in general. The Department is also a resource centre of the organisation with the responsibility of initiating and conducting action research, forging and supporting strategic partnerships and alliances within the civil society sector, and between them and the private sector and the government.

During the period of April - June 2006, the Department continued to implement the annual plan, capitalising on the achievements made in Q. 1 while devising strategies to overcome challenges, correct and improving our performance. Our main aim remained to support the empowerment of the underprivileged community members to have real influence on their living conditions through vibrant, effective and innovative civil society sector. The main four focus areas remained to be the following:

- **Capacity Development i.e** Facilitating grants management training to new grants holders; tailor made training conceptual and modules development; facilitating public policy dialogues in the regions with local partners; Bunge exhibitions; and the civil society annual forum 2006 preparations
- **Partnerships and Networking** which entailed support to CSO networks, alliance building with like minded organizations and organizing consultative meetings in the regions and in Dar es salaam with representatives from generic and thematic networks as well as umbrella organizations;
- **Information Generation and Dissemination and Research** which included publicity and publications of the Foundation's products and services through media, policy booklets sharing with our grantees and other CSOs upcountry, and preparations for research activities;
- **Fieldwork including** Monitoring visits (support visits), backstopping and mentoring to grantees.

## 2 AN OVERVIEW ON POLITICAL AND TECHNOLOGICAL TRENDS

New political, economical and technological trends had influence in our activities directly and indirectly. The coming to power of the 4<sup>th</sup> phase government and its commitment to implement the NSGRP – MKUKUTA- has stimulated more enabling environment for the civil society sector to operate and to engage for social transformation. The call for accountability at all levels - the warning to council leaders from the head of state and the prime minister - had strengthened confidence among CSOs actors at national and local level. The Challenges we are facing is how to support CSOs to focus their activities more on enhancing popular participation of the marginalized citizens on budgeting and planning at local level. We see "empowerment of the people" to be a missing link among people, policies and development. Decentralization of resources and power from central government to districts, wards and villages provide tremendous opportunity for CSOs and people at local level to influence policies and practices which determines the pace of development in particular area. The opportunity and obstacle to development (O&OD) methodology is another opportunity for CSOs and the underprivileged community members to influence policies and practices.

Technologically, frequent power cuts have had effect in our performance and our work environment. On the other hand, Information Technology (IT) – internet, e-mail and short message service (sms) have proven to be paramount especially by easing communications between us and different stakeholders upcountry. Preparations of public dialogues, Bunge exhibition, and networking meetings could not be easy without these new technology gadgets.

## 3. STAFFING AND HUMAN RESOURCE DEVELOPMENT

Human resource and human resource development is an important drive to better and quality performance of any organisation. During the period of April – June 2006, three staff from the Department attended short courses, one in Arusha (on transformational leadership) and two in Nairobi, Kenya (on monitoring and evaluation). Their support and contribution is significant. On the other hand, one staff was selected to join the MKUKUTA marketing and communication group. This not only expanded his horizon and understanding of MKUKUTA, but also eased our access to various MKUKUTA publications from the Ministry of Planning and Economic Empowerment.

## 4. PROMISES, PERFORMANCE and MAJOR ACHIEVEMENTS

During the period of Q.II 2006, we set out to implement the annual plan while focusing on the four major areas of **capacity development, partnerships and networking strengthening, information generation and dissemination and publicity** as well as **fieldwork**.

## 4.1 CAPACITY DEVELOPMENT

Capacity building and capacity development are the core businesses of the Department. We have embarked on the process of mainstreaming capacity building and capacity development in all our activities. We see *capacity development as the process by which individuals and civil society organisations develop abilities to perform functions, solve problems as well as set and achieve goals.* The process is premised on ownership, choices, and confidence. During the course of our work, we have realized that there is a need to re-align the 5 steps towards civil society organizational capacity development: understanding a conceptual framework of an organization we want to build capacity, organizational attitude as to its confidence and understanding of the world, organizational structure with a principle of "form follows function", acquisition of skills for the individual and the organization, and lastly material resources like finances, equipment, office spaces etc. During the April June period we have employed a number of strategies and we have managed to successfully achieve the following:

- 4.1.1 **Bunge Exhibition 2006** - During the reporting period, the Foundation co-organized the CSO 2006 Bunge exhibitions in Dodoma with SUNY Tanzania and the Bunge office. The event was well organized (according to CSO representatives and Members of Parliament). A total of 130 CSOs representatives from 70 organizations attended the event. These were small and big CSOs from 18 regions in both Tanzania mainland and Zanzibar. Besides, 240 MPs visited the Foundation booth. Prior to the event, we had a one day session in which CSOs representatives were exposed to various techniques on how to engage and lobby parliamentarians. Ten lobbying issues and groups were identified by the participants. CSOs clustered themselves in 10 groups for jointly lobbying. These lobby groups aligned in 10 thematic areas as; **Good governance group, Environment, Gender, Education, HIV/AIDS, Human rights, Rural Development, Youth and Children, Health and Networks and Umbrella group.** Some lobby groups managed to put their messages before the Parliamentary Committees i.e the environment and health groups. After the event, feedbacks from the participants shows that CSOs have strengthened their ties with local MPs. Some CSO continued media lobbying to emphasize meetings between MPs and the people before parliamentary sessions.. We also have noticed that during the Bunge budget session debates, some MPs have been amplifying what CSOs demanded during the exhibition .i.e the SADC/ Dar es salaam declaration on agricultural budget to reach 10percent by 2008, the budget of health to reach 15percent, HIV/AIDS law and the Takrima issue in which the LHRC organized a poll during the exhibition and eventually won the court case against Takrima in May 2006.

### The identified issues for lobbying were as follows:

- **Group 1, Good governance** - to lobby on the re-introduction of the legal district and regional development platforms as well as more democratic, transparency and easy access to information by CSOs at district, ward, and village level.
- The second lobby group was that of **Environment**. The focus was to lobby against GMOs and call for a national debate on alternative energy and higher prices of electricity.
- **Gender Group** - to lobby for a law against all form of domestic violence, to demand changes of the clause on child abuse within the sexual offences (Special Provision) Act No 4 of 1998, and the signing by Tanzania of the protocols to the African Charter on Human and Peoples Rights.
- **Education Group** - that children and people with disability to get attention in terms of special equipment and access to building, lobby for the increase of education budget.
- **HIV/AIDS Group** - Lobby for the HIV/AIDS law that is friendly to vulnerable groups including children, women, and PLWHA.
- **Human rights Group** - lobby for the new constitution that will involve participation of all stakeholders, demand for ratification and domestication of international conventions like ICCPR, ICSECR, CRC and CEDAW, 40 bad laws mentioned in the Judge Kisanga's report including Takrima to be abandoned.
- **Rural Development Group** - to demand that the government keep the SADC's Dar es salaam declaration of 2004 to increase the agriculture budget to 10%.
- **Youth and Children** - lobby focus was on the establishment of the national youth council, introduction of the national children council and the introduction of children law.
- **Health Group** - Call for the increase of health budget to 15% as to the Abuja declaration of 2001 and free maternity services.
- **Networks and Umbrella Organisations** - lobby for MPs to call meetings in their constituents before traveling to attend parliamentary sessions.

- 4.1.2 **Tailor Made Training** - preparations for tailor made training has reached the highest stage. Through these training, civil society organisations will develop abilities to perform functions, solve problems as well as set and achieve goals. Six modules had been identified and 9 service providers submitted their proposed packages. Proposed modules are; (a) Introduction to project design, management and evaluation (b) Introduction to policy & advocacy, (c) Basics on organisational development and leadership skills (d) Introduction of financial management and elementary book keeping to non financial managers, (e)

Fund raising (f) Public, Private and Civil Partnership for Socio-Economic development. Nine (9) services which submitted their proposals are the following: Poverty Eradication Network (PEN) of Kenya, MDF ESA of Arusha, TRACE of DSM, Global Associates Tanzania LTD of DSM, MSTCDC of Arusha, TACOSODE of DSM, EASUN of Arusha, SEIDA of DSM, and the Agakhan Foundation of ??.

- 4.1.3 **Grants Management Training to New Grant Holders** - This was facilitated by our service provider TRACE. A total of 102 CSOs who were awarded RSG in April 2006 attended the sessions in Dare salaam. From Q. 3, we will introduce organizational capacity assessment exercise for grantees who will be awarded Medium and Strategic Grants. This will enable the Foundation to march grantees through 5 important steps towards comprehensive capacity development which will eventual enable them to perform functions, solve problems as well as set and achieve social poverty reduction goals
- 4.1.4 **Public Policy Dialogues** "ulingo wa maendeleo" - Five public dialogues (PD) were facilitated in five regions of Pwani, Mbeya, Ruvuma, Kilimanjaro, and Tabora. A total of 732 people participated. The main theme of the dialogues remained the same as it was in Q. 1, "the challenges that the regions are facing in the implementation of MKUKUTA." This generic theme gave room for people to discuss the three clusters of MKUKUTA in their regional context. Various groups raised different issues during the discussions; smallholders farmers, women, students, youth and persons with disability. We have learnt that all these groups are eagerly to address those issues and apply for funds from the Foundation. During the month of May, we conducted a post public debate evaluation. The results show very promising and encouraging trends. We have learnt that PDs are excellent avenues for marketing the Foundation's products and services as well as branding of the Foundation. Despite of being a learning avenue (of what?) for the Foundation's staff, we also use our direct contact with CSOs representatives to mentor them, to encourage them to work together, and to support them to establish a business like relationship with the local policy and decision makers. Above all, we have noted that popular participation in planning and budgeting is a major missing link in social poverty alleviation. The regional commissioner who was represented by the District Commissioner in Mbeya called for CSOs to focus their activities to economic and developmental issues including budgeting. More than 10 MPs attended and lauded the initiatives by the Foundation and the regional CSO networks in Pwani, Tabora and Ruvuma.

## 4.2 PARTNERSHIPS AND NETWORKING

- 4.2.1 **The Morogoro Savoy Meeting Follow-up** - The meeting that was held in December 2005 was a one of the major breakthrough in establishing partnerships with CSO networks in the country. During the April - June period, we continued to monitor the momentum built in Morogoro for mutual gains, benefits and support. Some regions which had no active networks started mobilizing their constituents. The regions are Mara, Mtwara, Pwani, Tanga, Singida, Mbeya, Shinyanga, Lindi and Dodoma. The last three regions, Shinyanga, Lindi and Dodoma have rejuvenated their networks and have managed to access funds from the Foundation to build capacity of the districts networks and to undergo local advocacy. Some of challenges we have observed is mainly that of "individualism." Many individuals within NGOs prefer to work in their individual organizations rather than in a network. This leaves networks weak and without capable, skillful and talented individuals. However, networks have demonstrated potential capacity to influence popular participation in budgeting and planning (a lesson from public dialogues). In addition, they can act as incubators of experiences and good practice sharing and are able to break new ground in policy advocacy where single organizations would hesitate to engage (the case of CHAVITA and other thematic networks like MVIWATA, FemAct and Media organizations).
- 4.2.2 **Roundtable Discussions on Networks**- The meeting was held in May 2006 under the auspices of the Board of the Foundation to share and plan a way forward of the Foundation support to networks. It was an informative and open minded session. The meeting was attended by representatives from the Foundation, the non governmental umbrella organizations (NACONGO, TANGO, ANGOZA and TACOSODE); generic networks (regional networks - UNGO, ANGONET, KIREGONET, NGONEDO; ICISO and MNGON); PAMOJA TRUST; and thematic networks (MVIWATA, CHAVITA, SHIYVAVATA). During the discussions it was evident that CSOs are not well coordinated and are not positively communicating to each other. Regional networks expressed their willingness to forge a common platform. TANGO and TACOSODE amplified their traditional positions and boasted a massive membership while NACONGO proclaimed to be the sole authoritative coordinating body. Again, it was crystal

clear that “thematic networks” are more effective and well coordinated than “generics” and “umbrella organizations” in responding to their members’ needs and expectations. At the end of the session, it was agreed that networks are crucial for the 4 reasons (a) to address issues of poverty and underdevelopment (b) for collective voices/advocacy (c) to avoid duplications of activities (d) for sharing experiences and information (e) to ensure effective representation to various bodies and meetings and (f) for effective resources mobilization and utilization. NACONGO was asked to organize a national wide meeting of districts and regional networks and to do capacity assessment. Generally, there is resentment from the side of the umbrella organizations on our efforts to support the networks. In the coming quarter, we expect to conduct a participatory appraisal of the networks in order to enable us to devise appropriate intervention.

- 4.2.3 **Field Visit Support to Networks** – During the period of April to June, the Grantees Facilitator and Development Department staff met and shared on networking and coalition building with CSOs. The Grantees Facilitator shared a network report from Tabora, Tanga, Shinyanga, Morogoro (Ifakara), and Kigoma from which we have established linkages and provided technical support. During the public debates, Development Department staff organized participatory after-event meetings to share ideas on networks and coalition building in Tabora, Pwani, Mbeya, Kilimanjaro, and Ruvuma.

#### 4.3 INFORMATION GENERATION, DISSEMINATION AND PUBLICITY

In the beginning of the year 2006, we promised to make the Foundation a house hold name in developmental discourses in Tanzania. Different strategies have been employed since then. These strategies included briefing sessions with senior news editors to establish solid rapport; forging links with journalists; and use every possible opportunity or event for marketing and branding the Foundation. We also produced different publicity materials, updated our website, established mailing list and shared policy booklet with our stakeholders. Final preparations for the study on the state of CSOs in Tanzania were done. One of the major challenges is that of the lack of specific staff to handle the portfolio of communications, publicity and publications. However, some of the major achievements are as follows:

- 4.3.1 **Branding and Publicity** – Branding is a process that involves clarifying essential key messages, values and activities along side improving and consistence positive visualizing the Foundation. Results in this area are encouraging. During the April – June period the Foundation has continued to be branded as professional, reasoned, vibrant, caring, inspiring and effective organization. During the Bunge exhibition in April 2006, all the major **newspapers, television and radio** stations reported the event and the role of the Foundation in supporting CSOs to mobilize wananchi. The **website** was updated regularly in which we attracted visitors mainly from Tanzania, European Union, United States, Macedonia, Israel, Switzerland, South Africa, Norway, Lithuania, German, Great Britain, Thailand and Belgium. In the same development, we also facilitated the editing and airing of the Bunge exhibition special program through ITV. Public Debates were also used as tool for branding and publishing the Foundation. Local and national media reported the events. We also managed to produce **TV Programs from the public dialogues** in Pwani, Mbeya, Mtwara, Kilimanjaro, Arusha and Zanzibar. These will be aired in the major national TV stations. In the coming quarter we will be exploring ways of **sponsoring** some TV programs: Kipima Joto (ITV) and Sauti za Watu (TVT). We will also look forward to **capture and document** success stories through audio vision medium and through reader friendly publications.
- 4.3.2 **Publications** – During the period of April – June 2006 we managed to develop and produce a 16 pages newsletter in Kiswahili and English. We also developed and printed English organizational brochure and continued strategically to distribute the Kiswahili organizational brochure. Furthermore, we collected policy booklets from like - minded CSOs, the Ministry of Planning and Economic Empowerment, Prime Minister’s Office Regional Authority and Local Government and shared widely with our grantees and regional networks.

#### 4.4 FIELDWORK

Fieldwork strategies and interventions include monitoring and backstopping visits done by Development Department staff and the Grantees Facilitator.

- 4.4.1 **Monitoring and Backstopping Visits** - During the period of April – June 2006, staff were able to visit 11 grantees in Ruvuma. POME and GIA attended a short course in Nairobi on

monitoring and Evaluation while the April month was full of holidays. On her part, the Grantees Facilitator visited 36 grantees in Dar es Salaam, Shinyanga, Lindi, Morogoro, Mtwara, Unguja and Pemba. Generally, the visits provide support to and enhance networking among the grantees and as well as providing feedback to the Foundation. It is increasing evident that most of our grantees are failing to bring about intended results. Most of the projects are focusing on **WELBEING/AWARENESS** creation on different policies without linking awareness to **PARTICIPATION** in decision making which in turn could lead to demand and **ACCESSING** better services and eventually **CONTROL** of resources. This approach in development is known as “**WAPAC**.” In Q.3, we will devise different approaches to enable our future grantees to see these linkages. We will improve our way of during monitoring to allow more **participatory evaluation** with entry and exit meetings and speed up feedback to visited grantees. We will also work to ensure that all **recommendations** made to the Foundation secretariat by various stakeholders and reports (reports from Grantees National Facilitator, External Impact and Financial Assessments of 2005, Organizational Assessment of 2006, Feedback from the Morogoro meeting) are regularly monitored. Above all we will work to synergize monitoring visits by Grants Department, Development Department and that of Grantees Facilitator through developing a standard template.

#### **Major challenges noted and proposals from Fieldwork in April – June 2006**

- increasing tendency of “replicating” projects and the rise of pseudo “project writers” in the regions
- a handful good success stories noted (1:7) and most projects are activity oriented due to blunt contracts as well as poor understanding of linkage of: Wellbeing +Awareness +Participation in decision making +Access +Control = WAPAC)

**In addressing empowerment for poverty eradication, we will address the following dimensions of empowerment<sup>1</sup>:**

- **Well being:** Enhancing poor people’s possibilities of meeting their basic material needs, like food supply, income and health
- **Awareness:** Aiming at moving people towards self-esteem and dignity so that they are able to challenge the structural and institutional causes of their poverty.
- **Participation in decision-making processes:** Civic education of the community in order to push for increased representation in decision making bodies, which will lead to greater control as community members become active agents, and not passive recipients or beneficiaries
- **Access:** Challenging systems, laws, customs and values that block poor people’s access to resources, such as knowledge, land, water, wildlife, minerals, livestock, labour, employment and capital.
- **Control:** Enhancing communities’ possibilities of gaining control of resources and of initiatives concerning their own development

## **5. FUTURE PLANS AND CHALLENGES**

In short, in the last three months, we have seen the greatest concentration of efforts towards the strengthening of achievements made in Q. 1 of 2006. These included co-organising of the Bunge exhibitions, public dialogues in the regions, running MYG training, and developing new packages for capacity development that will further capacitate CSOs. We have successfully branded and publicized the Foundation’s activities, ideas and products and support to networks.

Besides capitalising on the achievements made in the period of April – June, the Department in Q. 3 will work to address the most pressing issues raised by our stakeholders as well as the followings:

**5.1 Bunge Exhibitions** – to systematically solicit, document, monitor and share the outputs and outcomes of the 2006 CSOs Bunge exhibition held in Dodoma. The monitoring will be in two perspectives: one the lobbying in the 9 cluster areas (governance, environment, education, agriculture and rural development, Health, Education, HIV/AIDS, umbrella organisations, Youth and Children) and another one is the deputy speaker’s call for an evaluation after a two and half year period. In addition, we will work on the recommendations made by various stakeholders, and preparations for the next year’s exhibitions in Dodoma as well as in Zanzibar.

**5.2 Capacity Development of CSOs** – we will ensure that we run capacity development training in the following modules; (a) Introduction to project design, management and evaluation (b) Introduction to policy & advocacy, (c) Basics on organisational development and leadership skills (d) Introduction of financial management and elementary book keeping to non financial managers. (e) Fund raising (f) Public, Private and Civil Partnership for Socio-Economic development

<sup>1</sup> Based on HIVOS Policy document on Gender, Women and Development  
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- 5.3 Public Policy Dialogues** – We will facilitate meaningful policy dialogues in Manyara, Singida, Lindi, Shinyanga, Kagera and Tanga. We will also monitor, evaluate and document impact from the previous debates; consolidate reports; and broadcast some of the debates as special TV programs.
- 5.4 Partnerships and Networking** – We will conduct participatory capacity assessment of the regional and district networks and support to thematic and generic networks and umbrella organisations. We will work closely with the newly established National NGO Council (NACONGO). We will also collect and share policy booklets and other literatures to CSOs particularly on “Opportunity and Obstacles to Development (O&OD) Methodology”, and the “Local Government Capital Development Grants System: Planning Guidelines for Villages and Mitaa.”
- 5.6 Research** - We will finalise and commission a study on the state of CSOs in Tanzania and enhance our action research to see how our engagement is helping in creating vibrant, innovative, creative and responsible CSOs;
- 5.7 Branding and Publicity** – we will continue systematic branding and strategic engagement with the media, updating of website, enriching our list serv, producing of a newsletter and distributing of our publications.
- 5.8 Monitoring and Backstopping Visits** – we will employ participatory appraisal and monitoring with entry and exit meetings while ensuring rapid feedback to the visited organisation. We will also develop a standard template (of what?) for all the visits, develop strategies to capture best practises and success stories and publicise them regularly. Last but not least we will explore ways to enable grantees see the linkages and the magic of W+A+P+A+C.

## 6. CONCLUSION

In our previous report we said “we have challenges to wrestle with and overcome”. The journey we have travelled in the last three months could not have been easier without the support we have enjoyed from the BOD, The Executive Director, the other two departments, our service providers: TRACE and Grantees Facilitator and the civil society organisations. We have learnt that trust building, planning, hard work, continuous learning and teamwork are at the core of any successful development work. It is the combination of them that helped us to relate productivity with our grantees, CSOs, like minded partners like SUNY Tanzania and many other stakeholders. In order to learn and perform we worked hard, listened, dialogued, followed and changed. We made mistakes and tried to correct them. The challenge of today and tomorrow is to keep nurturing, correcting mishaps and improving our performances.

**7. Performance Matrix for the Period of April – June 2006**

What was planned	What was achieved	What is to be done in Q.3
<p><b>Capacity Development</b></p> <ul style="list-style-type: none"> <li>To facilitate grants management training to new grant holders</li> <li>To prepare Tailor Made Training packages</li> <li>Facilitation of Public Policy Dialogues in the regions with local partners,</li> <li>Pre evaluation of the Public Dialogues</li> <li>Co-organise the Bunge Exhibitions</li> <li>Preparations for the Annual Forum</li> </ul>	<ul style="list-style-type: none"> <li>69 grantees organisations (138) participants were trained on how to manage their grants</li> <li>9 service providers submitted their proposals and 6 modules for training were identified</li> <li>5 public debates were held in 5 region where 732 people attended</li> <li>evaluation conducted in the regions where we have had Public Dialogues</li> <li>The Bunge exhibiting was held successful and the impact is promising</li> <li>is in progress</li> </ul>	<ul style="list-style-type: none"> <li>Provide MYG training to new grantees and administer OCA for MG and SG grantees</li> <li>Provide tailor made training to CSO in the identified six packages</li> <li>Compile report on the finding of the PD evaluation</li> <li>Compile finding from the impact of Bunge Exhibition</li> <li>Hold the civil society annual forum 2006</li> </ul>
<p><b>Partnerships and Networking</b></p> <ul style="list-style-type: none"> <li>Follow-ups of the Morogoro meeting</li> <li>To support to CSO networks,</li> <li>Aalliances building with like minded organizations</li> <li>Organised a roundtable meeting with representatives from generic and thematic networks as well as umbrella organizations and SNV</li> </ul>	<ul style="list-style-type: none"> <li>Follow-ups was done, many networks are being strengthened and task teams in place</li> <li>Enhanced partnerships with the Ministry of Planning and Empowerment, SUNY Tanzania and Bunge, SNV, TANGO and local government officials</li> <li>The meeting was held and concrete action planned agreed .i.e The national NGO Council will take the coordinating imitative</li> </ul>	<ul style="list-style-type: none"> <li>To conduct a thorough participatory appraisal with appreciative and solution finding approach to regional and district networks</li> </ul>
<p><b>Information Generation and Dissemination and Research</b></p> <ul style="list-style-type: none"> <li>Branding and marketing and Media engagement</li> <li>Publicity and publications of the Foundation's products and services</li> <li>Policy Booklets sharing with our grantees and other CSOs upcountry, and</li> <li>Grantees Mapping since 2003</li> <li>Preparations for study on the state of CSOs in Tanzania</li> </ul>	<ul style="list-style-type: none"> <li>Produced and aired TV programs: Bunge and EAAG, press coverage of PD and other events in all major newspapers, Radio and TV &amp;online</li> <li>English brochure and a newsletter in place and website updated regularly</li> <li>Abstract of human and development report 2005 and abstracts, popular version of MKUKUTA, "Majukumu ya viongozi katika serikali za mitaa", status of poverty in Tanzania</li> <li>CSO mapping was done showing our investment from 2003-2005</li> <li>Draft TOR developed</li> </ul>	<ul style="list-style-type: none"> <li>Enhance media engagements</li> <li>Air and sponsor television programmes: "sauti za watu" and "kipima joto"</li> <li>Edit and Publish Impact and Finance Assessment Report, List of grantees supported since 2003 and their success stories</li> <li>Institutionalise the methodology of sharing policy materials with CSOs upcountry</li> <li>To print the maps</li> <li>To commission the study</li> </ul>
<p><b>Fieldwork</b></p> <ul style="list-style-type: none"> <li>Monitoring visits (support visits),</li> <li>Backstopping and mentoring to grantees</li> <li>Grantees quarterly report analysis</li> <li>Synthesise and analyse recommendations from various reports (Impact Assessment, SDC synthesized report, RNE Morogoro visits, National facilitator, Institutional Assessments and Dixit's report)</li> <li>Collecting success stories</li> </ul>	<ul style="list-style-type: none"> <li>11 organisations visited and supported in Ruvuma</li> <li>The Grantees Facilitator shared network reports from Tabora, Tanga, Shinyanga, Morogoro (Ifakara), and Kigoma</li> <li>Analysis of grantees quarterly reports (MG and SG) was done</li> <li>The recommendations were compiled</li> <li>Success stories were collected from Grantees</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and backstopping visits,</li> <li>Provide feedback to the visited organisations</li> <li>Introduce participatory impact monitoring (PIM)</li> <li>Share and monitor the implementation of recommendations from various reports</li> <li>Explore sustainable ways for collecting success stories.</li> </ul>

## 9. Performance Matrix for the Period of January to June 2006

Main Activity	Sub Activities	Outputs	Expected Outcomes	Variance	Follow-ups/Remarks
<b>Aim 2: To support and improve grant making program and provide other capacity building services to our target groups through training development and research</b>					
<b>Objective 2:1 Strengthen organization and project management capacity.</b>					
2.1.1 To facilitate MYG training to successful grants applicants	<ul style="list-style-type: none"> <li>Update package of the MYG</li> <li>Meet with a service provider (TRACE) to review recommendations from the Impact Assessment study</li> </ul>	<ul style="list-style-type: none"> <li>Report from training feedbacks, EDI LTD evaluation and Audit reports) and</li> <li>Recommendations and observations taken into consideration</li> <li>Training days were increased from 2-3 days</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced organizational (financial, technical and managerial) capacity of new grantees</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Simple reference materials (posters/manual on financial management / financial books keeping for small CSOs to be developed in Q.2 and printed in Q.3</li> </ul>
	<ul style="list-style-type: none"> <li>Facilitate MYG training to 19 new grantees organisations (medium Grants) and 70 for RSG</li> </ul>	<ul style="list-style-type: none"> <li>Training and Evaluation reports</li> <li>List of 140 participants attended 3 days MYG training</li> </ul>			
	<ul style="list-style-type: none"> <li>Conduct quarterly evaluation by visiting 10 organizations</li> </ul>	<ul style="list-style-type: none"> <li>A survey report done through questionnaires to 58 organisation who attended the finance management training</li> </ul>	<ul style="list-style-type: none"> <li>Improved finance bookkeeping and reporting</li> </ul>	<ul style="list-style-type: none"> <li>Actual visit to 58 trained organisations on financial management in Dec 2005</li> </ul>	
2.1.2 To conduct needs assessments through desktop surveys to capture gaps in accessing grants	<ul style="list-style-type: none"> <li>Analysis of un/successful applicants at GO and selection committee levels as per geographical area.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis report</li> </ul>	<ul style="list-style-type: none"> <li>In 2005 the following regions had fewest successful applicants: Mtwara and Mwanza (4) Kagera, Rukwa and Dodoma (3) while Singida, and Lindi (1) and Manyara (0)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>To use networks and other CSOs to encourage CSOs to apply for grants and to share policy booklets</li> </ul>
	<ul style="list-style-type: none"> <li>To develop tools for identification of organisation capacity gaps</li> </ul>	<ul style="list-style-type: none"> <li>A draft Organisational Capacity Assessment (OCA) tool has been prepared</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate interventions and training to grantees and other CSOs to be designed</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Organisation capacity assessment tool for SG and MG to be administered in Q.3</li> </ul>
2.1.4 To facilitate tailor made training on organisational development (OD) and Project/Financial Management and policy and advocacy	<ul style="list-style-type: none"> <li>Compile and update training needs assessments reports.</li> <li>Develop training modules</li> <li>Identify and commission service providers/trainers</li> <li>Conduct at least 2 TOT training on OD, Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Proposed modules were identified;</li> <li>9 service providers submitted their proposals and 6 modules for training were identified</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Actual training not held.</li> </ul>	<ul style="list-style-type: none"> <li>Training to be conducted starting from Q. 3</li> </ul>

Main Activity	Sub Activities	Outputs	Expected Outcomes	Variance	Follow-ups/Remarks
<b>Aim 2: To support and improve grant making program and provide other capacity building services to our target groups through training development and research</b>					
<b>Objective 2:1 Strengthen organization and project management capacity.</b>					
2.2.1 To facilitate a survey on the state of CSOs in Tanzania, compile report, analyse and produce a state of CSOs in Tanzania document	<ul style="list-style-type: none"> <li>Preparation of a draft TOR for the study</li> <li>Identify a team and commission a study</li> </ul>	<ul style="list-style-type: none"> <li>Draft TOR document with key focus and time line in place</li> </ul>	<ul style="list-style-type: none"> <li>The Foundation and other stakeholders to understand and effectively engage to support the growth of CSO.</li> <li>Appreciation of CSOs' role and contribution to development,</li> </ul>	<ul style="list-style-type: none"> <li>Actual study</li> </ul>	<ul style="list-style-type: none"> <li>Study will be undertaken in the coming quarter (Q.3)</li> </ul>
2.2.2 To collect, purchase, analyse and share with CSOs important literatures and policy booklets	<ul style="list-style-type: none"> <li>Conduct random needs assessment from CSOs upcountry, regional networks during workshops and public debates.</li> <li>To identified sources of publications from; the Ministry of Planning and Economic Empowerment, HakiElimu, Youth Action Volunteers - YAV- National Policy Forum -NPF and Friederick Ebert Stiftung -FES, Hakikazi Catalyst and Pact Tanzania.</li> </ul>	<ul style="list-style-type: none"> <li>Copies of the "Poverty and Development Report 2005" shared widely to CSO regional networks, Grantees , 400 copies of publications collected from YAV titled <i>"Governance and Citizen Participation in the District Health System, Kinondoni</i> shared to CSOs</li> <li>The following titles were corrected and distributed: <i>"Mwongozo wa Lugha Rahisi wa MKUKUTA"</i>, <i>The state of East Africa Report</i>, <i>Kijiji Chetu cha MKUKUTA</i> <i>Ushiriki wa wananchi katika serikali za mitaa</i>, <i>"Majukumu ya Viongozi wa serkali zamilaa"</i> <i>Rural Growth and Poverty Reduction</i>, and <i>"Hali ya Umasikini"</i></li> </ul>	<ul style="list-style-type: none"> <li>CSOs will effectively engage in policy advocacy and lobbying activities from the informed position</li> <li>Robust engagement by small CSOs in governance and planning at local level</li> </ul>	<ul style="list-style-type: none"> <li>Regional and District Distribution Centres not yet formalised</li> </ul>	<ul style="list-style-type: none"> <li>Encourage and support CSOs to establish Distribution Centres (CSO Regional Information Centres)</li> <li>Send questionnaires to survey how distributed materials have added valued to CSOs' activities on policy engagement</li> </ul>
<b>Objective 2.3. improved access of the Foundation services, organised meaningful policy dialogues for engagement and monitoring of investments in all regions in Tanzania</b>					
2.3.1 To facilitate meaningful public dialogues "ulingo wa maendeleo" in the regions on major policies and reforms (NSGPR, LGRP and PSRP) on burning issues, to influence policies and shape public opinion.	<ul style="list-style-type: none"> <li>Liaise with regional networks to clarify theme on the 3 pillars of MKUKUTA, the Role of CSOs and panellists and moderator</li> <li>Organised debates</li> <li>Follow up of after public policy dialogue action plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Reports of the debates in 10 regions</li> <li>List of 1382 participants</li> <li>Press release and press cuttings</li> <li>The Foundation activities and mission publicised</li> <li>Evaluation reports from 15 public debates held in 15 regions since Nov 2006</li> </ul>	<ul style="list-style-type: none"> <li>New culture of constructive dialogue between CSOs, vulnerable groups and government at regional/district level is in the making.</li> <li>Appreciation of the FCS as an renowned organisation in supporting the growth of CSO sector</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly follow up to ensure the implementation of "after public dialogue" way forward agreed.</li> <li>Editing raw video footages to TV programs for debates conducted in (Zanzibar, Mbeya, Pwani, Iringa, Ruvuma, Kilimanjaro, Arusha, Mtwara)</li> <li>Purchase a DV Camera and Digital camera</li> </ul>

Main Activity	Sub Activities	Outputs	Expected Outcomes	Variance	Follow-ups/Remarks
2.3.3. To strengthen Monitoring and Evaluation of the Foundation activities, grantees financial management and grantees impact	<ul style="list-style-type: none"> <li>Conduct monitoring and backstopping site visits to at least to 100 grantees CSOs in the regions</li> </ul>	<ul style="list-style-type: none"> <li>Reports from the 32 grantees in Tanga, Arusha and Kilimanjaro and Ruvuma visited by POME and GIA</li> <li>Reports from the National Facilitator on visited 36 grantees in Dar es Salaam, Shinyanga, Lindi, Morogoro, Mtwara, Unguja and Pemba</li> <li>Summary of the key findings prepared and shared with staff</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced performance of grantees project impact and financial management</li> <li>Enhanced mutual relationship under the "outcome investor approach"</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Reports recommendations to be forwarded back to the grantees visited</li> <li>To improve fieldwork and make them more effective and friendly by introducing Participatory Impact Monitoring (PIM)</li> </ul>
	<ul style="list-style-type: none"> <li>Review and synchronised action plans from the reports and recommendations by EDI LTD and other consultants</li> </ul>	<ul style="list-style-type: none"> <li>Compiled document with recommendations and level of implementations from the Synthesized SDC report, Organisational Assessment, the Moro visit, the Grantees Facilitator and grantees quarter reports</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced efficiency of the Foundation response in supporting vibrant, creative and focused CSOs</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Remind responsible departments on the recommendations made</li> </ul>
	<ul style="list-style-type: none"> <li>Organise a joint learning session</li> </ul>	<ul style="list-style-type: none"> <li>Agreement to organise a learning session every month</li> </ul>	<ul style="list-style-type: none"> <li>Increased shared vision of our investment at secretariat level</li> </ul>	<ul style="list-style-type: none"> <li>No session was held</li> </ul>	
	<ul style="list-style-type: none"> <li>Review report by Grantees Facilitator of the 46 organisations visited in DSM, Kigoma, Moro, Dodoma, Tanga, ZnZ and Tabora</li> </ul>	<ul style="list-style-type: none"> <li>summary of lesson learnt for follow-ups on issues raised</li> <li>action plan for follow-ups in place</li> <li>enriched database</li> </ul>	<ul style="list-style-type: none"> <li>effective implementation of projects by grantees</li> </ul>	<ul style="list-style-type: none"> <li>Intervention plan on issues raised not in place</li> </ul>	<ul style="list-style-type: none"> <li>Streamline visits to give capacity and induction to FCS staff</li> </ul>

Main Activity	Sub Activities	Outputs	Expected Outcomes	Variance	Follow-ups/Remarks
<b>Aim 3: To Establish enhance clear, open and effective lines of communications and publicity of the Foundation</b>					
<b>Objective 3.1. Establish and enhance clear, open and effective lines of communication and publicity</b>					
3.1.2 To effectively market and publicise the Foundation's activities, ideas and products	<ul style="list-style-type: none"> <li>Preparations of Media Strategy Paper</li> <li>Effectively engage with the media.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing, Publicity and Communication Strategy Paper in place.</li> <li>Press cuttings, video footages, Media summary reports</li> <li>Media houses and journalist database established</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness and understanding of the Foundation by media gatekeepers</li> <li>Stakeholders appreciate the role of the Foundation and CSOs on development discourses</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>To socialise and internalise the Marketing, Publicity and Communications strategy Paper</li> <li>Share with staff Tips on how to engage with media</li> </ul>
	<ul style="list-style-type: none"> <li>Media Publicity of the Foundation through the East Africa Association of Grants Maker-EAAG - meeting, public debates and Bunge Exhibition</li> </ul>	<ul style="list-style-type: none"> <li>Newspaper cuttings and video footages (VCD/DVD) from the Media Briefing, EAAG and Ulingo wa Maendeleo dialogues, Bunge exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>Improved two ways communications between FCS and its constituents/stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Editing and broadcasting of the public dialogues programs in the national wide TV stations</li> </ul>
	<ul style="list-style-type: none"> <li>Face-lifting of the website</li> <li>Ongoing update and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Bilingual website uploaded and online with new features; news, upcoming events, development services and instant comments,</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced image and branding of the Foundation and increased public support</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>To publicise the site to CSOs and other partners</li> </ul>
	<ul style="list-style-type: none"> <li>Production and distribution of publicity materials; Kiswahili and English brochure, a stand banner as well as t-shirts</li> </ul>	<ul style="list-style-type: none"> <li>Kiswahili and English brochures printed and distribution has just started</li> <li>600 t-shirts produced and distributed during Bunge exhibition</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Put in place mechanisms to ensure regular feedback of our distributed materials</li> </ul>	
	<ul style="list-style-type: none"> <li>Secure ISSN for the Foundation quarterly newsletter</li> </ul>	<ul style="list-style-type: none"> <li>First edition of Newsletters produced (January - April) in place</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>To strategically distribute newsletters widely in Q.3</li> </ul>	
<b>Aim 4: To promote networking with and within CSOs and other agencies to develop partnerships and increase collaboration</b>					
<b>Objective 4.1. Strengthened networking and partnership building</b>					
4.1.1 Support the formation and enhancement of regional Information Points and CSOs Networks through establishment of Working Groups (task forces) for effective dissemination of information to district level	<ul style="list-style-type: none"> <li>Compile a contact database of regional database</li> <li>Finalise and share a report on the Savoy Morogoro Partnership meeting held in December 2005.</li> <li>Encourage establishment of Task Teams</li> <li>Share policy booklets; Mkukuta Katika Lugha rahisi and Poverty and Development report 2005</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive contact database</li> <li>Shared report and feedback</li> <li>Formed Working Groups; in Mwanza, Tabora, Ruvuma, Dodoma, Arusha, Pwani, Mara, Kigoma, Iringa, Kagera, Lindi, and Morogoro</li> <li>Shared policy literatures</li> </ul>	<ul style="list-style-type: none"> <li>Guaranteed continuous feedback (M&amp;E) and spill over of FCS investments after the end of grants contracts.</li> <li>CSOs appreciate networks and coalition building as an important part in their advocacy work and support to the Foundation.</li> <li>Increased transparency, mutual support</li> </ul>	<ul style="list-style-type: none"> <li>Working principles document not yet in place.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct participatory appraisal to regional and district networks in Q. 3</li> </ul>

Main Activity	Sub Activities	Outputs	Expected Outcomes	Variance	Follow-ups/Remarks
<p>4.1.2 To facilitate the strengthening of CSOs networks through established and functional working groups (RWGs)</p>	<ul style="list-style-type: none"> <li>Participate in the Savoy follow up meeting in Morogoro VETA-Brainstorming on how to establish a platform and linkages among regional and district networks.</li> </ul>	<ul style="list-style-type: none"> <li>A document with principles of networking agreed: Commitment, Voluntarism, Capacity to deliver, Selflessness and Inclusiveness</li> <li>Increased level of information shared</li> <li>New regional CSOs networks established in Mbeya, Kigoma</li> </ul>	<ul style="list-style-type: none"> <li>Increased appreciation and recognition of the role of CSOs in empowering the marginalised community and support to remote CSOs</li> </ul>	<ul style="list-style-type: none"> <li>Some regions do not have functional networks/umbrellas (Pwani, Mara, Tabora, Kigoma, Tanga, Manyara, Singida, Kilimanjaro)</li> </ul>	<ul style="list-style-type: none"> <li>More support to CSOs to enable them to buy into the idea of networking</li> </ul>
<p>4.1.3 To Facilitate selected number of CSOs to take part in Bunge Exhibition in April, 2006 for lobbying and establishment of linkage with their MPs</p>	<ul style="list-style-type: none"> <li>Link with SUNY Tanzania and Bunge to prepare the event</li> <li>Inform and encourage CSOs to apply</li> <li>Prepare media strategy and other publicity material (banner and T-shirts)</li> <li>Prepare a paper with Tips on How to Lobby Law Makers and elected official</li> <li>Prepare the CSOs for lobbying</li> </ul>	<ul style="list-style-type: none"> <li>List of over 130 CSOs representatives from more than 18 regions who took part in the exhibitions in place</li> <li>Over 240 MPs attended the exhibition</li> <li>Press cuttings from the extensive media coverage of the event</li> <li>Edited and aired TV program (in ITV),</li> <li>Media strategy and other publicity materials (T-shirts, Burners and Lobby Tips in place)</li> </ul>	<ul style="list-style-type: none"> <li>Quality partnership between Bunge, CSOs and organiser (SUNY and FCS) enhanced</li> <li>Tangible lobbying issues presented to MPs who seems to buy the ideas (demand for increase in budget for health and agriculture sectors)</li> <li>Handholding and experience sharing among CSOs</li> <li>Increased appreciation to the FCS activities by MPs and the general public</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>To put in place mechanisms to institutionalise Bunge exhibitions events for Tanzania Mainland and Tanzania Zanzibar</li> <li>Compile after the event outcomes from CSOs who attended the exhibition</li> </ul>