

# THE FOUNDATION FOR CIVIL SOCIETY



*Investing for Impact*

**Logical Framework  
2006 – 08**

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## Abbreviations

CSO's:	Civil Society Organisations
CSS:	Civil Society Sector
EDI:	Economic Development Initiatives
FCS:	the Foundation for Civil Society
GoT:	Government of Tanzania
MDF-ESA:	Management for Development Foundation East and Southern Africa
RSG:	Rolling Small Grants
SoV:	Sources of Verification

## PREFACE

Following the development and the launch of the Foundation for Civil Society Strategic Plan in 2005, we have now developed this Logical Framework Document to guide our operations for the next three years, 2006 -2008. The aim of this document is focus our efforts on the main results that the Foundation for Civil Society (FCS) would like to achieve during the next three years, in a logical manner. In this Logical Framework Document we have identified the Overall objectives that the Foundation would like to contribute to in the long term. These are:

- Citizens actively engaged in the democratic process
- Citizens aware, demanding and getting human rights
- Citizens contributing to poverty reduction and a better quality life for all Tanzanians

We believe that there are many players within Tanzania who are aiming at achieving the same stated objectives and the Foundation for Civil Society will strive to collaborate with them to ensure achievement of those objectives. We have also identified the main outcome that we would like to see. The outcome is **Strengthened Civil Society Sector more effectively engaged in policy processes, governance and safety nets**. In order to achieve this outcome, we have also identified a set of results that our efforts during the next three years will be aimed at. The results that we would like to see on the ground are:

1. Enhanced organisational (financial, technical and managerial) capacity of Civil Society Organisations
2. Conducive environment for constructive dialogue
3. CSS networking encouraged and strengthened
4. Positive image of the role of Civil Society

For each of these results, a number of specific activities have been identified and our annual planning exercises will follow in line with these activities. We have also identified a set of planning indicators and sources of verification for the outcome and the results which will be used to monitor our achievement of the set targets.

This logical framework document complements our Strategic Plan and the new Outcome Investor Approach that was adopted in the Strategic Plan. As a result of the development of this framework we have also revised and refined our budget for the years 2007 - 2008 to reflect the changing needs identified in this document.

I would like to take this opportunity to express my sincere thanks to the facilitator from MDF ESA, Ms. Tine Hemelings for her excellent facilitation of the process and assistance in putting this document together. Her work not only assisted in facilitating through the thinking process but acted as an excellent training session on logframe thinking. I also would like to express my sincere gratitude to the Chair of the Board, Ms. Henny de Vries and other Members of the Board, Council and Staff of the Foundation who participated in the workshops and/or provided their useful comments and assistance in the preparation of this document. It is my sincere hope that we will continue to cooperate in the same spirit during the implementation phase of this Logical Framework.

John Ulanga  
**Executive Director**

# 1 INTRODUCTION AND BACKGROUND

## 1.1 INTRODUCTION

In 2005 the Foundation for Civil Society (FCS) developed a Strategic Plan<sup>1</sup> drawing on the experience of the Foundation, and guided by the comments and feedback that the Foundation received in the first two years of its existence. Based on this Strategic Plan the Foundation staff and board members have developed this logical framework for the period 2006-2008, facilitated by MDF-ESA. The process involved two workshops facilitated by MDF-ESA, a 2-day workshop in March and a 1-day follow-up workshop in May as well as some study and input from staff and board members coordinated by a task force.

The logical framework describes the Foundation's objectives for the coming 3 years in a logical way including explicit targets. In this document the logframe is explained including the hierarchy of objectives (intervention logic), the result-based activities for the 3-year period, external factors (assumptions and preconditions) and indicators. The logframe can be found in annex 1.

This logical framework will be used as a basis for detailed activity scheduling (on yearly or quarterly basis) as well as detailed resource scheduling.

## 1.2 BACKGROUND<sup>2</sup>

Poverty reduction in Tanzania depends on coherent efforts by a wide range of sectors e.g. government, civil society, private sector and development partners. In 2002 a number of these development partners recognised the need to establish a sustainable mechanism that enhances civil society engagement, both at policy and implementation levels. The mechanism needed to draw on lessons from previous initiatives to support civil society in Tanzania, and in particular it was required to:

- ✓ **Improve access to resources and capacity building support for civil society organisations, through a mechanism incorporating a medium to long-term vision of civil society growth.**
- ✓ **Allocate resources systematically and professionally, and move away from ad hoc short-term funding arrangements.**
- ✓ **Open up opportunities for civil society organisations to grow in stages and strengthen the critical mass of organisations in Tanzania.**
- ✓ **Meet the diverse needs of civil society organisations, enabling them to determine their own direction and pace of change.**
- ✓ **Create space for alternative and innovative approaches to development through the Foundation acting as an incubator for experimentation.**

As such the Foundation for Civil was launched in 2002, with the aim to improve the civil society's capacity for participation and service delivery, through medium to long-term 'investment' in the civil society sector in Tanzania. Current grant programmes include rolling small grants (grants up to Tshs 5.000.000), medium grants (grants up to Tshs 35,000,000 per year for up to 3 years), strategic grants (grants up to Tshs 100,000,000 per year for up to 3 years), and registration development grants (one off grants of up to Tshs 200,000 to assist in the registration process of CSO's).

<sup>1</sup> Strategic Plan 2005-2008 Investing for Impact

<sup>2</sup> Based on the Strategic Plan 2005-2008

Since its establishment, the Foundation has gained a reputation for its diligent approach to grant assessment, decision-making and monitoring. The Foundation currently funds organisations to carry out activity-based projects within the following thematic areas:

### **1.2.1 Policy**

The role of civil society organisations is key to allowing the voices of the people to be heard in the policy process. The Foundation supports projects and organisations that enable communities to be involved in developing, sharing and popularising policy, and policy monitoring and implementation.

### **1.2.2 Governance**

Civil society organisations are vital to ensuring that public institutions function in a transparent manner, and that people are aware of their rights. The Foundation supports organisations that raise awareness of peoples' rights of and the responsibilities of government, strengthen co-operation between organisations working on rights issues at local and national level and increase access to justice for all Tanzanian citizens.

### **1.2.3 Safety nets**

Community organisations play an important part in providing the most vulnerable members of society with channels through which their concerns can be voiced. Community organisations also play a vital role in protecting the most vulnerable people from risk. The Foundation supports organisations that broaden the scope of vulnerable people to take part in development through membership and inclusion in civil society organisations and activities that reduce vulnerability and promote community responsibility.

### **1.2.4 Advocacy strengthening**

Links amongst civil society organisations need to be strengthened in order for effective advocacy to take place. At the same time, individual organisations need to develop their skills to be able to advocate effectively. The Foundation supports organisations that create linkages and learning between organisations; strengthens consortia and networks and develops skills and understanding in policy and governance.

## 2 CONTEXT, VISION, MISSION<sup>3</sup>

### 2.1 STRATEGIC CONTEXT

The Foundation works as an independent and generic capacity building organisation. It believes that it is valued for its ability and experience as a grant maker. The Foundation recognises that grant making is its key organisational competence and strength and wants to continue developing these assets.

In 2005 the Foundation developed a strategic plan for 2005-08 which has been used as a basis to develop this logical framework. The aims and objectives, outcomes and verifications identified during the strategic planning have been reworked and incorporated in the logical framework.

### 2.2 THE FOUNDATION'S VISION AND MISSION

During the strategic planning, the Foundation adopted a new vision and amended the mission to better reflect its aims and ambitions whilst maintaining the spirit behind the conception of the Foundation.

#### *The Foundation's vision*

To become a sustainable model of excellence that contributes to the development of a vibrant, effective and innovative civil society sector that enables citizens to engage in the democratic process, promote human rights and contribute to poverty reduction and a better quality of life for all Tanzanians.

#### *The Foundation's mission*

To provide grants and other capacity building support to civil society organisations to enable economically disadvantaged and vulnerable citizens to:

- ✓ Access information and understand policies, laws and their rights
- ✓ Engage effectively in policy formulation and monitoring on poverty reduction
- ✓ Contribute to social development and to constructively hold the government and private sectors to account.

### 2.3 VALUES OF THE FOUNDATION

The Foundation is committed to the following values:

#### **2.3.1 Fair**

We will be open, transparent and honest. We will communicate clearly all that we do whilst adhering to confidentiality protocols. We will work to ensure that our services are non discriminatory and hold the principles of equality at the heart of our work.

#### **2.3.2 Integrity**

The Foundation and its staff will practice and advocate integrity, in all its forms, and in all of our activities. We will operate a policy of 'Zero Tolerance' on all forms of corruption both internally and externally.

<sup>3</sup> Based on the Strategic Plan 2005-2008

### **2.3.3 Respect**

We will promote and practice a culture, where all who come into contact with us are treated with professionalism, courtesy and respect at all times. We will seek to empower all who are associated with the Foundation, in all of our activities.

### **2.3.4 Quality**

We will promote pride by developing a practice and culture based on quality, excellence and professionalism. We will seek consistently to attain and display high standards of reliability, efficiency and effectiveness.

### **2.3.5 Learning**

We will create an environment in which we value learning and sharing of lessons learnt.

In addition to the five values above, the Foundation strives to be:

- **Empowering.** We will encourage and support civil society organisations to achieve sustainability and independence.
- **Collaborative.** We will encourage organisations to work together across sector boundaries for the greater good.
- **Agent of change.** We will aim to promote change for the betterment of disadvantaged and vulnerable people and minority communities, supporting access for all.
- **Innovative.** We will support efforts to find new and innovative ways of working that will lead to a greater impact in the reduction of social poverty.

### 3 HIERARCHY OF OBJECTIVES

Based on the strategic plan of 2005-08 and in participation with board members and staff, this logical framework has been developed whereby the Foundation's objectives have been structured in a logical way, showing the hierarchy between these objectives. For each level indicators have been developed that specify and clarify the targets and that provide a guideline on how to measure the progress of the foundation.

In this chapter, the hierarchy of the objectives is elaborated; chapter 4 gives an overview of important external factors needed for the achievement of the objectives and in chapter 5 the indicators and sources of verification are described for the different levels of objectives.

#### 3.1 OVERALL OBJECTIVES

Ultimately the Foundation wants to *contribute* towards more able and active citizens in respect to participation in the democratic process, to human rights and in general to poverty reduction, as phrased in the vision statement. Therefore the impact that the Foundation wants to contribute to includes:

Citizens actively engaged in the democratic process  
 Citizens aware, demanding and getting human rights  
 Citizens contributing to poverty reduction and a better quality life for all Tanzanians

#### 3.2 PURPOSE OR OUTCOME

Strategically the Foundation has decided to make this contribution through the development of a vibrant, effective and innovative civil society sector. Specifically, the Foundation wants to strengthen the civil society sector so that the civil society sector and its organisations become more effectively engaged in policy processes, in governance and in providing safety nets towards the society. Eventually the Foundation strives to make a positive difference to the quality of the life for the users of the CSO's services that the Foundation invests in.

Strengthened Civil Society Sector more effectively engaged in policy processes, governance and safety nets

#### 3.3 RESULTS OR OUTPUTS

In order to reach the purpose or the outcome four result areas have been identified, whereby attention was given to effectiveness of the outputs. These results or outputs are to be and are already being delivered by the Foundation to its beneficiaries. When these result areas are achieved and 'used' by the respective stakeholders, then the purpose or outcome as described above can and will be reached.

Firstly the Foundation wants to ensure an enhanced organisational capacity of the civil society organisations that the Foundation is dealing with throughout the country, both in urban and rural areas. Enhanced capacity includes financial capacity through grant making services, but also managerial competence and technical ability. The Foundation aims to become a 'social investor', investing in outcomes and sharing risks with the investees by supporting the organisations and working together to ensure success.

The civil society sector needs a constructive setting, networking between the organisations and a positive image of Civil Society. The Foundation wants to establish greater dialogue and lines of communication between civil society, public and private sector. It will also be a catalyst in developing partnerships between the different sectors, based on quality and value for money.

5. Enhanced organisational (financial, technical and managerial) capacity of Civil Society Organisations
6. Conducive environment for constructive dialogue
7. CSS networking encouraged and strengthened
8. Positive image of the role of Civil Society

### 3.4 ACTIVITIES

In this section, activities are described according to the four result areas. To realise the outcome or purpose and the outputs or results, activities have been identified, many of these activities are ongoing, and a number of activities have been newly defined to ensure achievement of the result areas.

#### **3.4.1 Enhanced organisational capacity of Civil Society Organisations**

Activities identified in order to reach the first result area of enhanced organisational capacity, and specifically financial, technical and managerial, are focusing on the services of the Foundation towards CSO's. Most of these activities are ongoing, with some alterations or complementing sub activities.

##### 1.1. Grants to CSO's

###### 1.1.1. Revise grant making services

Grant making services need continuously adjustment to changing needs. They are improved and updated in order to enhance both the quality and quantity of the services that the Foundation is providing to its clients.

The procedures used by the Foundation are not always sufficiently clear for the clients and therefore regular clarifications of the procedures shall be, taking into account clarifications asked for by clients. In addition, as part of our Outcome Investor Approach, we will also be making revision in our procedures to enhance accessibility of our grant products without compromising the quality of the process while at the same time putting emphasis on the outcomes of our grant making services.

###### 1.1.2. Identify target groups and hold minimum 1 info session/region/year

Currently the Foundation is working in urban and rural areas. However, analysis of performance of the last three years has shown that more support seems to go to urban based CSO's while poverty is more prevalent in rural areas. The Foundation therefore is planning to gradually and flexibly work more in rural areas, probably in terms of quantity of clients but especially in terms of volume of the portfolios. Under this activity, the Foundation therefore will be identifying target Civil Society Organisations from the rural districts and hold an intensive information/training session for the CSO's to enable them access grants from the Foundation. The target set is at least one information session per region per year.

### 1.1.3. Provide 275 grants/year

On average, the Foundation aims at granting 275 grants per year, being small, medium and strategic grants. In 2005 48% of the grants in volume and 22% grantees were from Dar es Salaam. Targets for distribution of grants (in volume) and grantees will be established for 2008 with a focus on more grants in rural areas. Some targets will be harder to achieve in rural areas, but at the same time the Foundation considers it of utmost importance not only to go for rather 'quick' results. Urban and rural areas need to be demarcated in respect to the Foundation's work. In order to increase accessibility of the rural CSO's to the application forms necessary for acquiring support from the Foundation, we will continue to use information & distribution points in a number of regions making use of some clients to act as our distribution centres for the application forms.

## 1.2. Training for grantees

Training for the CSO's is crucially important to build sustainable capacity in the Civil Society Sector. The Foundation will provide tailor made training to our grantees to enable them to effectively carry out their activities but also to be able to sustain their operations and organisations even after the support from the Foundation comes to an end. Two sub activities have been defined and are elaborated below.

### 1.2.1. Develop 5 training programmes

At least five tailored training products related to the Foundation's grant making programme and to the needs of the CSO's, are in the process of being developed. The Foundation will subcontract able organisations to work out appropriate programmes for clients according to the identified needs of the clients.

### 1.2.2. Provide minimum 2 training programmes to 175 grantees/year

After establishing the different training needs of the grantee organisations, the Foundation wants to offer a minimum 2 training programmes per year to 175 of their grantees. The subcontracted organisations will execute the training to the clients.

## 1.3. Monitoring & Evaluation

As part of our Outcome Investor Approach, Monitoring and Evaluation form the backbone of our operations. During the next three years, emphasis will be put in monitoring our performance, measuring outcomes and evaluating trends to inform our annual and strategic planning processes. Four sub activities have been identified and are explained hereunder.

### 1.3.1. Fine-tune and implement the monitoring plan

Currently the Foundation has a monitoring plan for its activities, and specifically this plan includes following actions:

- monitoring visits (focusing on outcome/impact) to the clients, this should be yearly for all Strategic and Medium Grants as well as yearly for 30% of grantees for RSG.
- yearly support visit to each grantee (focusing on effectiveness)
- analysis of quarterly grantee reports to identify the need for any supportive measures

### 1.3.2. Research (inward and outward looking)

The Foundation is doing research, first of all research in respect to the Foundation's obligations and objectives, but also looking at external factors, trends in the civil society sector. This enables the Foundation to remain informed on the changing reality, new trends and arising needs of the clients.

### 1.3.3. Yearly financial audit for Medium Grants and for Strategic Grantees

Clients receiving medium and strategic grants undergo –apart from the monitoring visits- a yearly financial audit from the Grantee Internal Auditor of the Foundation.

### 1.3.4. Every 2 years (external) impact assessment

In early 2005 an external impact assessment was conducted by a consultancy firm EDI<sup>4</sup>. Many of the indicators in the logical framework (see below) refer back to findings of this impact assessment exercise. During the logframe formulation workshops, it was decided to undertake an impact assessment every 2<sup>nd</sup> year. The next assessment will therefore take place early 2007. During the next assessment, some additional information will be collected as well as verification of data (see chapter 5 on indicators).

## **3.4.2 Conducive environment for constructive dialogue**

Activities identified in order to reach this second result area of conducive environment for constructive dialogue, are focusing on the development and capacity building services of the Foundation towards CSO's. Most of these activities are ongoing, also with some alterations or complementing sub activities.

### 2.1. Public debates

Each year the Foundation wants to hold minimum 20 regional debates, that is, approximately one debate in each region. Regional means that the debates will be held with representatives from the different stakeholders at a regional level. The Foundation strives to have all debates well-documented and results publicized in media (newspapers, radio and possibly television).

### 2.2. CSO-Private Sector debates

The Foundation also wants to hold at least 2 CSO-PS debates on joint issues, 1 on national level and 1 on regional level.

### 2.3. Information dissemination on policies

The Foundation wants to contribute to the dissemination of information especially on policies and making this information available for a wider public via CSO networks and selected grantees. This is/will be happening either upon request of the source of information (e.g. GoT) and/or on own FCS initiative. It will include following activities to make it a comprehensive and effective exercise:

- To initiate establishment of a central information centre at FCS;
- To identify and establish regional info points: each year 6 of such regional information points should be established, so that after 3 years about all regions will be covered;
- To distribute information via regional info points
- To map CSO's and their activities and their involvement with the government: this should be done once in 4 years, starting in 2006, with a sketchy sample mapping every 2 years.

<sup>4</sup> Grantees Impact Assessment, Process Report, May 2005, EDI Ltd.

#### 2.4. Training programmes on public, private and civil partnerships

A fourth main activity to enhance the development of a conducive environment for constructive dialogue is by (first of all developing and consequently) conducting training programmes on public, private and civil society partnerships. The target is to run 2 training sessions/year and this will be done in collaboration with an experienced service provider.

#### 2.5. Annual Civil Society Forum

Finally, an Annual Civil Society forum is held. This forum is a feedback session for the Foundation whereby the Foundation receives feedback from its past, current and potential clients. In addition to a feedback session the Forums will be used for CSO's exhibition (see result 4), sharing experiences and lessons, and discussions on topical issues.

### **3.4.3 Civil Society Sector networking encouraged and strengthened**

Activities identified in order to reach this third result area of Civil Society Sector Networking Encouraged and Strengthened, are focusing on the development services of the Foundation towards CSO's. Most of these activities are ongoing, also with some alterations or complementing sub activities.

#### 3.1. Clarify Foundation's support to and facilitate the strengthening of CSO networks

The Foundation considers it of great importance to encourage networking in the Civil Society Sector in a sustainable way. First of all the role of the Foundation in this respect should be clarified, so that the concept of strengthening can be spelled out. It can include strengthening of CSO regional networks through advice, grant access encouragement, and to encourage collective advocacy and lobbying.

#### 3.2. Organise 2 zonal network and partnership meetings/year for sharing experiences, mentoring & collective planning. Zonal means that it could be a joint activity for some regions.

As part of encouraging Civil Society Networking, the Foundation will be conducting workshops at zonal levels to assist networks of CSO's within the zone to share experiences and lessons amongst them so that they can build their capacity for better performance.

#### 3.3. Strengthen relationships and complement efforts with umbrella organisations, networks and other partners

In order to encourage partnership, networking and sharing of experience, the Foundation shall strengthen relationships and complement efforts with Civil Society Umbrella Organisations and other partners for the benefit of the CSO's in Tanzania. This can be in form of MoUs, regular meetings and sharing of experience and information among us.

### **3.4.4 Positive image of the role of Civil Society**

Image is everything. If the image of the relevance and role of civil society in Tanzania will not be positive, there is a danger that initiatives such as those undertaken by the Foundation will be not successful. A number of activities have been identified in this result area.

#### 4.1. Exhibitions

The Foundation strives to hold at least 4 exhibitions each year, on occasions or events including the CSO's exhibition for the Bunge, the House of Representatives and during the Annual Civil Society Forum.

#### 4.2. Organise program to popularise CSO's work to the public

The Foundation will set up a program to popularise CSO's work, in order for it to be better known by the society. Specifically we will work on:

- 4.2.1. Quarterly well-publicized stories of the role and worth of Civil Society in poverty alleviation
- 4.2.2. Assist in distribution of CSO's publications and reports to stakeholders via our website or distribution list.
- 4.2.3. Include profiles of selected CSO's on the website of the Foundation

#### 4.3. Organise joint field visits: FCS, GoT, development partners

The Foundation wants to be a catalyst in the relation between Civil Society and Government. It will invite representatives of the GoT and of development partners to join field visits to existing or potential clients.

#### 4.4. Organise annual award ceremony

A fourth activity in order to create a positive image of the role of civil society is to hold an annual award ceremony for the best performing Civil Society Organisations. The award is going to be a high profile award with high level recognition to award excellence in performance in terms of impact to the communities but also internal governance structures and transparency within the CSO's. This will be done in two levels; first for the grantees of the Foundation and the second but higher level will be an overall award open to all CSO's in the country.

## 4 EXTERNAL FACTORS

After establishing the hierarchy of objectives that we want to achieve as the Foundation including the corresponding activities, attention was given to important factors that are out of the control of the foundation, but that could have a serious impact on the performance or outcomes of the Foundation if they would not be achieved or maintained. It is important for the Foundation to monitor these external factors so that if they should not be maintained, the Foundation can take this into account, adjust its strategies or objectives and possibly intervene.

### 4.1 PRECONDITIONS

The preconditions are important external factors that need to be in place in order for the Foundation to be able to execute (some of) its activities. Important preconditions that have so far been identified are:

#### 4.1.1 *Political climate allows CSO's and FCS to operate*

The political climate in Tanzania has changed rather drastically now allowing CSO's and therefore also the Foundation to operate. This seems to be a regional trend in East Africa over the last decades. However experiences in neighbouring countries show it is not necessarily a permanent acquired benefit.

#### 4.1.2 *CSO's meet minimum requirements*

Taking into account this rather recent development of the civil society sector and its organisations, the Foundation realises that most of its potential clients are young organisations, in the process of developing and establishing themselves. At the same time, the Foundation's success depends highly on the performance of these organisations and quality of their service delivery towards their members or beneficiaries.

In order for the Foundation to execute its activities, specifically work with the stated numbers of organisations, we assume that sufficient CSO's meet minimum requirements to be accepted for support.

#### 4.1.3 *Stakeholders have clear understanding*

At present the Foundation has a good reputation and consequently stakeholders -both development partners and government, and also the (possible) clients and the general public- have very high expectations of the Foundation.

If stakeholders anticipate unrealistic outcomes of the Foundation's interventions, these expectations can become a threat for the FCS in the long run.

### 4.2 ASSUMPTIONS

Important external factors on the level of activities, results or purpose are called assumptions. They need to hold in order to reach the higher level of objective(s). Following assumptions have been identified:

#### 4.2.1 *Assumption on activities level*

Assumptions on the level of the activities need to be in place in order to reach the outputs stated in the level of results, whilst or after executing the activities.

*Willingness from government to collaborate*

The Foundation works with the Civil Society in an institutional setting with many actors and players, including governmental bodies. Support and collaboration from the government is needed to achieve 'conducive environment' and 'positive image of the role of Civil Society'. The Foundation assumes that local and central governmental institutions are willing to collaborate and contribute towards these result areas.

**4.2.2 Assumption on results level***CSO's have culture of accountability and transparency*

In addition to the precondition 'CSO's meet minimum requirements', we assume that the clients of FCS have a culture of accountability and transparency. The Foundation pays attention to these aspects during selection of clients and during training, but ultimately it is the responsibility of the organisations to put this into practice. Thus if the FCS has delivered enhanced organisational capacity, we expect these organisations to be more effectively involved in the said fields, provided the organisations maintain a culture of accountability and transparency.

**4.2.3 Assumptions on purpose level***CSO's have capacity to bring about change*

In order for the Foundation to be able to have a significant impact on the lives of the citizens, we finally assume that CSO's are really able to bring about change; that it is realistically achievable for CSO's to contribute towards transformations in our society.

*Citizens are aware and appreciative of the role of Civil Society to bring about change*

The last assumption in relation to the Foundation's contribution to improved quality of citizen's lives, is in relation to the citizens themselves and their attitude towards the capability of the civil society. Citizens need to appreciate the potential of the role of civil society and its organisations, they need to make use of the services offered in a constructive way and play their role in society in all aspects. If citizens do not know or understand that this is possible, then the eventual expected changes can not be realised.

## 5 INDICATORS AND SOURCES OF VERIFICATION

Indicators are variables that specify and clarify the corresponding level of objective. They need to be as specific as possible, giving baseline and target values for the variable, and information on the time frame and the target group. The Sources of Verification specify where the information for the indicators can be found.

Many of the objectives are formulated in a very qualitative way and are not easily translated in a SMART<sup>5</sup> indicator. Therefore for each objective a number of indicators are given. The combination of the different indicators gives a clear picture of the targets. It is also advisable to try out the indicators, improve where necessary and abandon the indicators that are redundant.

The indicators that have so far been developed are 'planning' indicators and therefore focusing on the objectives that the Foundation strives to achieve. The activities have been clearly described in a quantitative way before and no indicators need to be specified at this stage. However indicators for monitoring can be useful for the activities, these are 'process' indicators. While looking for suitable 'planning' indicators, some indicators were formulated that turned out to be process indicators. They are mentioned at the end of this chapter and are to be considered as options for monitoring.

During the first impact assessment study (chapter 3.4.1.) a number of impact areas have been assessed, some of them useful as indicators for the objectives of the logical framework. This study looked at the situation in 2004 (report finalised in 2005) and the data can be used as baseline information for 2004. A number of the indicators described below are based on the study and have targets for the coming 2 or 4 years (2006/2008).

The indicators are looking at civil society organisations that are being supported by the FCS and are randomly selected. To reflect the circumstances and the aim of the Foundation to have significant impact in both urban and rural areas, most indicators have separate targets for urban and rural areas. The definition of urban and rural areas needs to be clarified either during the next impact assessment study or before.

The impact assessment study classified the CSO's in Ranks, from 1 to 4 (rank 1 being the best and 4 being the worst), according to their performance regarding specific issues. Targets set below are looking at the 2004 situation, namely at the best performing organisations, being the 'Rank 1' division. Targets have not been set for the other ranks as the information from increase or decrease in these divisions can have different reasons and would be hard to interpret.

Some indicators are indicated for review and fine-tuning during the next impact survey. Indicators have to be evaluated for their relevance and practicability and if need be they can be adjusted or even discarded.

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<sup>5</sup> SMART: Specific, Measurable, Achievable, Realistic/relevant, Time Bound.

## 5.1 OVERALL OBJECTIVES

*'Citizens actively engaged in the democratic process, citizens aware, demanding and getting human rights and citizens contributing to poverty reduction and a better quality life for all Tanzanians.'*

During the workshops no indicators have been developed for the overall objectives, the reason being that the contribution to these objectives is hard to measure. However the research and M&E departments should be alert for secondary data and generally information from external sources that might be useful to grasp trends.

## 5.2 PROJECT PURPOSE

*'Strengthened Civil Society Sector more effectively engaged in policy processes, governance and safety nets'*

Increase in effectiveness of 30% CSO's<sup>6</sup> from Rank 1: from 15% in 2004 to 50% in urban areas and to 30% in rural areas, targets for 2006.

In addition to effectiveness, targets have been set for the following areas (same time frame):

Achievement of outcomes: from 15% to 50% urban and 30% rural areas.

Beneficiary needs: from 26% to 60% urban and to 40% rural areas.

Community participation: from 48% to 60 urban and 70% rural areas.

Generally targets are higher for urban areas since it is often easier for organisations to improve their performance in urban areas with more opportunities for development. However participation of the population (like beneficiaries) towards the organisations' objectives is expected to be more easily improved in rural areas.

Remark: these indicators need to be verified during next impact assessment study to check their relevance.

Decrease in percentage of organizations with mediocre potential ability to sustain activities from 49% to 25% (2004 – 2008)

Increase in number of CSO's acknowledged by the Government at national and regional levels and by development partners as valid interlocutors on poverty issues and specifically in terms of the organisations considered being competent and representative. Currently no baseline exists on this indicator. Ways to capture this indicator and corresponding baseline information need to be established during the upcoming Impact Assessment.

Source of verification: all indicators will be checked every 2 years during the impact assessment study (and if necessary adapted).

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<sup>6</sup> CSO's: randomly selected, supported by FCS

### 5.3 RESULTS

#### 1. *Enhanced organisational (financial, technical and managerial) capacity of Civil Society Organisations*

Increase in capacity of 30% CSO's<sup>6</sup> from Rank 1: the impact assessment study looks at the general capacity. Targets have been set that from 25% in 2004 the Foundation strives at an increase to 70% in urban areas and 50 in rural areas, in 2008 of the capacity of CSO's. The impact study also looked at financial, managerial and technical capacities and respective targets for rural and urban areas have been set:

Rural: Financial: from 19% to 40%

Managerial: from 41% to 65%

Technical: from 15% to 45% (2004-2008)

Urban: Financial: from 19% to 70%

Managerial: from 41% to 80%

Technical: from 15% to 60% (2004-2008)

Increase in percentage of identified changes fully addressed by CSO's from 42% in 2004 to 60% in 2008.

Sources of verification: Impact assessment study

#### 2. *Conducive environment for constructive dialogue*

Increase in participation of 30% of the CSO's in district plans from Rank 1: from 37% participation in 2004 to 65% in 2008. No differentiation is made between urban and rural areas. This indicator also reflects the result area 4 on 'positive image of the role of Civil Society'.

Source of verification: Impact assessment study

Involvement CSO with government on policy process and service delivery: this indicator as well as its baseline to be established during the first mapping exercise.

Source of verification: Mapping

#### 3. *CSS networking encouraged and strengthened*

Increase in focused contacts of 30% CSO's from Rank 1: the target for this indicator is an increase from 44% in 2004 to 60% in urban areas and to 45% in rural areas; in 2008.

It is suggested to identify a SMART indicator on the participation of CSO's in formal networks (possibly through membership) and on their contribution to advocacy.

Increase in number of local networks involved in FCS outreach to support CSO's in remote areas from 0 to 6 (2004 – 2008).

Sources of verification:

- Impact assessment study
- FCS management reports

#### 4. *Positive image of the role of Civil Society*

Increase in recognition with local district council of 30% CSO's in Rank 1: from 48% to 70% in both urban and rural areas (2004-2008).

Increase in participation of 30% CSO's in district plans in Rank 1: from 37% in 2004 to 65% in 2008.

Sources of verification: Impact assessment study  
FCS reports

## ANNEX: THE LOGICAL FRAMEWORK MATRIX 2006-2008

	Hierarchy of Objectives	Indicators	Sources of Verification		Assumptions
<i>Overall objectives</i>	<p>Citizens actively engaged in the democratic process</p> <p>Citizens aware, demanding and getting human rights</p> <p>Citizens contributing to poverty reduction and a better quality life for all Tanzanians</p>				
<i>Project Purpose</i>	<p>Strengthened Civil Society Sector more effectively engaged in policy processes, governance and safety nets</p>	<p><u>Increase in effectiveness</u> of 30% CSO's<sup>i</sup> from Rank 1: 15% to 50%U/30%R (2004-06)</p> <p>Achievements outcomes: 15% to 50% / 30%</p> <p>Beneficiary needs: 26% to 60% / 40%</p> <p>Community participation: 48% to 60/70%</p> <p><u>Decrease</u> in percentage of organizations with mediocre potential ability to <u>sustain</u> activities from 49% to 25% (2004 – 2008)</p> <p><u>Increase in number of CSO's acknowledged</u> by the Government and donor agencies (in terms of competence and representativity) as valid interlocutors on poverty issues</p> <p><u>No of CSO's acknowledged</u> at national and regional levels</p>	Impact assessment study		<p>CSO's have capacity to bring about change</p> <p>Citizens are aware and appreciative of the role of Civil Society to bring about change</p>

	Hierarchy of Objectives	Indicators	Sources of Verification		Assumptions
<b>Results</b>	<b>1. Enhanced organisational (financial, technical and managerial) capacity of Civil Society Organisations</b>	<b>2. Conducive environment for constructive dialogue</b>	<b>3. CSS networking encouraged and strengthened</b>	<b>4. Positive image of the role of Civil Society</b>	CSO's have culture of accountability and transparency
<i>Indicators for results</i>	<p>Increase in capacity of 30% CSO's from Rank 1: from 25% to 70%U / 50%R (2004-08)</p> <p>Rural: Financial: from 19% to 40% Managerial: from 41% to 65% Technical: from 15% to 45%</p> <p>Urban: Financial: from 19% to 70% Managerial: from 41% to 80% Technical: from 15% to 60%</p> <p>Increase in proportion of grantee <u>organizations with SMART indicators</u>: to be clarified during next impact assessment study</p> <p>Increase in percentage of identified <u>changes fully addressed</u> by CSO's from 42% to 60% (2004 – 2008)</p>	<p>Increase in participation of 30% CSO's in district plans from Rank 1: 37% to 65% (2004-2008)</p> <p>Involvement CSO with government on policy process and service delivery: to be established during the mapping exercise</p>	<p>Increase in focused <u>contacts</u> of 30% CSO's from Rank 1: from 44% to 60%U / 45%R (2004-2008)</p> <p><u>participation in formal networks/ advocacy</u>: to be clarified</p> <p>Increase in number of <u>regions with application support</u> mechanism from 0 to 10 (2004 – 2008)</p> <p>Increase in number of local <u>networks involved in FCS outreach</u> to support CSO's in remote areas from 0 to 6 (2004 – 2008).</p>	<p>Increase in recognition with <u>local district council</u> of 30% CSO's from Rank 1: 48% to 70% (2004-2008)</p> <p>Increase in <u>participation of 30% CSO's in district plans</u> from Rank 1: 37% to 65% (2004-2008)</p>	
<i>Sources of Verification</i>	Impact assessment study FCS management reports	Impact assessment study Mapping	Impact assessment study FCS management reports	Impact assessment study FCS reports	
<i>Activities</i>	1.1. Grants to CSO 1.3.5. Revise grant making services:	2.1. Public debate: 20 regional debates/year Debates well-documented and	3.1. Clarify FCS' support to and facilitate the	4.1. Hold 4 exhibitions/year, incl 1 CSO's exhibition for Bunge, House of	Willingness to collaborate from government

	Hierarchy of Objectives	Indicators	Sources of Verification	Assumptions	
	<ul style="list-style-type: none"> <li>- clarification of procedures</li> <li>- enhance quality &amp; quantity of services</li> </ul> <p>1.3.6. Identify target group and hold min. 1 info session/region/year</p> <p>1.3.7. Provide 275 grants/year Incl run information &amp; distribution points</p> <p><i>Targets will focus on more rural grants, especially in volume.</i></p> <p>1.4. Training for grantees</p> <p>1.4.1. Develop 5 training programmes</p> <p>1.4.2. Provide min 2 training programmes to 175 grantees/year</p> <p>1.5. Monitoring &amp; Evaluation</p> <p>1.5.1. Fine-tune and implement monitoring plan, incl: monitoring visits (focusing on outcome/impact): yearly for SMG, yearly for 30% grantees for RSG</p> <ul style="list-style-type: none"> <li>- yearly support visit to each grantee (focusing on effectiveness)</li> <li>- analysis of quarterly grantee reports</li> </ul> <p>1.5.2. Research, inward and outward looking</p> <p>1.5.3. Yearly financial audit for MG + strategic grantees</p>	<p>results publicized</p> <p>2.2. Hold min 2 CSO-PS debates on joint issues annually, 1 on national, 1 on regional level</p> <p>2.3. Make info on policies available via grantees for wide public, upon request and/or own FCS initiative:</p> <ul style="list-style-type: none"> <li>- Initiate establishment of information centre at FCS</li> <li>- Identify and establish 6 regional info points / year</li> <li>- Distribute information via regional info points</li> <li>- Map CSO's &amp; CSS activities and their involvement with the government once/4yrs</li> </ul> <p>2.4. Develop and conduct 2 trainings/year on public, private and civil partnerships</p> <p>2.5. Hold annual national stakeholders forum, involving evaluation of FCS, CSO's exhibition (see result 4) and debates on e.g. Mkukuta</p>	<p>strengthening of CSO networks: through advice, grant access encouragement, and encourage to collectively advocacy and lobbying</p> <p>3.2. Organise 2 zonal network and partnership meetings/ year for sharing experiences, mentoring &amp; collective planning</p> <p>3.3. Strengthen relationships and complement efforts with umbrella organisations, networks and other partners</p>	<p>Representatives</p> <p>4.2. Organise program to popularise CSO's work to the public</p> <p>4.2.1. Quarterly well-publicized stories of the role and worth of CS in poverty alleviation</p> <p>4.2.2. Assist in distribution of CSO's publications and reports to stakeholders</p> <p>4.2.3. Include CSO's profiles on the website</p> <p>4.3. Organise joint field visits: FCS, GoT, development partners</p> <p>4.4. Organise annual award ceremony</p>	

	<b>Hierarchy of Objectives</b>	<b>Indicators</b>	<b>Sources of Verification</b>		<b>Assumptions</b>
	1.5.4. Every 2 years (external) impact assessment				
					Political climate allows CSO's and FSC to operate CSO's meet minimum requirements Stakeholders have clear understanding

<sup>i</sup> CSO's: randomly selected, supported by FCS