

Evaluation
The Popular Culture and Sports Programme
Capacity Building Project
Mwanza, Tanzania 2004-2006

Abbreviations and Acronyms

CHAWATA	Tanzanian national organisation for disabled people
DANIDA	Danish International Development Agency
DC	District Commissioner
DCO	District Cultural Officer
DEC	District Executive Committee
DED	District Executive Director
DEO	District Educational Officer
DGI	Danish Gymnastics and Sports Associations
DW	Development Worker (Danish; recruited by MS or DGI)
EAN	East-African Network
EDP	Electronic Desktop Publication
IGA	Income Generating Activities
IT	Information Technology
MS	Danish Association for International Co-operation
MSC	Most Significant Changes Approach
NGO	Non-Governmental Organisation
OCB	Organisational Capacity Building
PC&SP	Popular Culture and Sports Programme
PCSP	Popular Culture and Sports Programme
PEC	Project Executive Committee
PMT	Project Management Team
QMC	Quarterly Monitoring Chart
RCC	Regional Consultative Committee
RDP	Recreation and Development for Peace (Ugandan NGO)
REC	Regional Executive Committee
Sub REC	Smaller, executive body representing the full REC
ToR	Terms of Reference
TSH	Tanzania Shilling
UNDP	United Nations Development Programme
VEO	Village Executive Officer

Author of this report is Peter Sigsgaard, who received input from fellow colleagues in the Evaluation Team that DGI asked to evaluate a capacity-building project of the culture and sports association PCSP in Mwanza, Tanzania. April 2006. © DGI and the author. You can freely quote the text if you indicate the source.

Table of Contents

1 SUMMARY OF CONCLUSIONS, MAIN FINDINGS, AND RECOMMENDATIONS	5
THE OCB PROJECT	5
THE PRESENT PCSP AS AN NGO	6
RECOMMENDATIONS FOR THE FUTURE	7
2 INTRODUCTION	9
PREFACE AND ACKNOWLEDGEMENTS	9
OBJECTIVES AND FOCUS OF THE EVALUATION	9
APPROACH, SCOPE, AND METHODOLOGY	10
3 PCSP – THE NGO THAT WASN’T	12
PCSP HISTORY	12
ORGANISATIONAL SET-UP	12
THE REGIONAL OFFICE	14
INTERNATIONAL CO-OPERATION	15
4 THE OCB PROJECT AND ITS IMPLEMENTATION	18
OVERALL ASSESSMENT	18
EXPECTATIONS AND THEIR FULFILMENTS	18
OCB - SPECIAL ISSUES	22
SOME EFFECTS AND IMPACT	23
THE PROCESS OF IMPLEMENTATION	28
5 SOME IMPORTANT ISSUES TO CONSIDER	32
PCSP'S COMPARATIVE ADVANTAGES	32
OWNERSHIP AND FINANCIAL SUSTAINABILITY	32
VISIBILITY	33
6 THE FUTURE	34
7 DOCUMENTS AND REFERENCES	35
ANNEX 1: TERMS OF REFERENCE	37
ANNEX 2: PCSP STRUCTURE	41
ANNEX 3: "LOGICAL FRAMEWORK" OF OCB	43
ANNEX 4: DISTRICTS VISITED, PERSONS AND GROUPS MET	52
ANNEX 5: QUESTIONNAIRE AND MCS QUESTIONS	57

1 Summary of Conclusions, Main Findings, and Recommendations

PCSP, DGI, and partly MS have run a small 2-year organisational capacity building (OCB) and partnership project (April 2004 to April 2006) to strengthen PCSP. Denmark¹ financed the budget of close to half a million DKK. The project targeted leaders and active participants on all levels as well as the physical capacity and infrastructure of the organisation. Mid March 2006, the evaluation team has looked at the outcome (so far) of this intervention. We were interested in how the regional office functioned and experiences gained in Kwimba, Magu, Ilemela, Ukerewe, Sengerema, and Geita. The team visited these districts and held one-day meetings with stakeholders. We supplemented this information with interviews with key informants and participation in the 3-day end-of-project review workshop in Mwanza. Below we summarise the more important findings and recommendations.

The OCB Project

The project is hardly finished. One cannot expect to see big changes in an organisation over such a short time. However, we have already noted some effects that are due to the OCB project. Some of the changes are even dramatic.

The training has positively influenced member groups and district organisations.

The evaluation team's opinion is clearly that *the OCB project was worth the effort and the money invested.*

Some of the positive effects of the project are:

- Many groups and district organisations are now more independent and show more initiative
- PCSP apply increasingly democratic practices. Groups and even district organisations have changed system of recruiting leaders and instituted elections. This has led to big changes in many cases.
- There is better communication and transparency in the relations between leaders and members
- We note an increased understanding of voluntarism
- There is an increased understanding of Gender issues and the gains by pursuing gender balance. We note a higher participation of women in PCSP activities. A process of including women is well under way.
- Many groups now do conflict resolution in a good and smooth way.
The team has looked especially on how PCSP has managed two serious organisational crises. It is a firm sign of increased organisational capacity that PCSP managed both crises in a meaningful and constructive way.
- Better and more transparent running of increased number of IGA and revolving funds is seen in member groups
- An overwhelmingly big proportion of those, who got training have themselves taken initiative to call meetings in groups or villages to share with others what they learned. This is especially marked for those receiving Youth Leadership Training, who eagerly have initiated direct and effective awareness raising on the HIV Aids issue.

¹ From the Danish "Project Counselling Service" with contribution from DGI. MS provided personnel support and a project car.

However, not all expectations of the project have been met.

The following is a list of some “failures” in relation to the objectives of the OCB:

- PCSP is nearly invisible, not only at district and regional level, but also at village level
- Disabled people have not been included in PCSP popular sports and cultural activities.
- The regional office succeeded to implement the OCB project under difficult conditions. However, it is difficult for the office to significantly monitor, follow up, co-ordinate, and document the capacity building activities
- There is only little participation in building up the East African Network

One can ask why such important issues have not been implemented during the two years of the OCB project. We believe that it is partly due to the following weaknesses in the project as well as in PCSP:

Expectations as stated in the OCB project document are over-ambitious	See p.18 for a table of all the outcomes expected. For each outcome, we assess how well it has been attained.
The project design has some weaknesses that makes it difficult to focus activities around few, clear goals	<p>The OCB project is not based on a professional needs assessment. Therefore, it does not include important elements needed for a fully relevant organisational development strategy.</p> <p>We find goals under a muddle of different headings in the project document. It is difficult to get an overview.</p> <p>The Logical Framework as translated to English is not exactly precise.</p>
There is a problem with communication about the project and the ownership to it (“Whose project is it?”)	<p>Project documents are not always translated and /Danish/English/Swahili texts may be understood differently</p> <p>Actors and decision makers have different perceptions on the use of formal structures and procedures for decision making</p>
The project implementation has not been smooth running and too much influenced by “ruling and management by crisis”	<p>The OCB project was delayed. It also caused and fell victim to some serious turbulence in the organisation.</p> <p>Planning, monitoring, and follow up have been weak. This also applies to planning of some training.</p> <p>The work force at the Regional Office has been too small and unsupported.</p> <p>Organisational Development is difficult, delicate, and risky. It demands an experienced specialist. It is not given that a Danish Short term DW is the right person to help with this.</p>

The Present PCSP as an NGO

The organisational structure, not least the part incorporating the OCB project, seems to be heavy and complicated. Too many committees and sub-committees are dealing with relatively few subject matters. Taking note of this, the organisation has some comparative advantages and *strengths* that it is worth utilizing:

- PCSP organises a big number of groups that are active at village level.
- The members are dedicated, and there is a growing practising of voluntarism.
- PCSP has cordial relations and often direct links to the government counterpart.
- PCSP has a dedicated, experienced, and hard working Administrative Secretary, who is the NGO’s memory and instrumental in liaising with the government structure.
- PCSP has international contacts.

PCSP's *weaknesses* can also be listed:

- PCSP seems to lack focus. PCSP works on too many things at the same time.
- Ownership to the organisation is still a problem in districts and groups. How big a part of the members identify with PCSP as “my organisation”?
- The regional office is in many ways detached from the rest of the organisation. The regional office is “the eyes and ears of PCSP”, but it is not all that is shown to it or that it manages to register.
- The regional office has also not been able to significantly monitor, follow up, co-ordinate, and document the activities of the district branches.
- The District Cultural Officer has a difficult role as “advisor” in relation to PCSP. It is of vital advantage to PCSP to have this personalised link to the government structure. However, the risk is that the NGO leaders will be passive and force the DCO to “run the show”.

If PCSP is to survive, it needs to utilise the strengths to a maximum – and find ways of making the weaknesses as small as possible.

Recommendations for the Future

It is just now the time to grasp the chance of getting influence!

The newly elected government has stressed that it wants a development where Sports has a top priority. The region of Mwanza and its districts are just now writing plans to reflect this wish.

We recommend for the future couple of years:

- PCSP should concentrate its efforts on being a visible, regionally known culture and sports NGO well grounded in villages at district level.
PCSP top priority is to be known and counted among the serious players in district and regional development.
PCSP should seek influence on Culture and Sports policies and offer its services in development activities and programmes.
- PCSP groups should participate as pro-active players in the prevailing District Planning Process that gathers opinions from villages through participatory ward investigations that then are gathered at district level.
It should be the task of the PCSP district committees to lobby for PCSP being taken seriously in this planning process and in the district as a whole.
- PCSP should also lobby at regional level for the use of PCSP groups in district planning as well as in implementation of policies and projects initiated by the government, official development agencies, and development NGOs.
A strategic forum for such a lobbying is the Regional Consultative Committee (RCC) in Mwanza. PCSP should seek opportunities to present well-documented ideas and wishes on Culture and Sports in this forum (Mrs. Rose Rutasitara's affiliation to the government structure is here an advantage).
- PCSP REC should take the initiative to formulate a Youth Policy aiming at making better use of the many active young people, who have completed the Youth Leadership Training, see p. 23.
- PCSP district organisations are to pay a yearly fee to finance running costs of the regional office as well as one additional employed staff. Very soon, the office cannot run its business due to lack of funding.
If member organisations pay for services like co-ordination, lobbying, and assistance in international relation – then they will feel more ownership to the Regional Office.
District organisations that cannot or fail to pay are kindly asked to leave the PCSP and apply for membership when they are ready to contribute.
- Mrs. Rose Rutasitara gets an opportunity to upgrade her skills and experiences with the aim that she plays the role as a future Liaison Officer of PCSP.
- An Administrative Secretary with experience and skills in office management is employed to help the Liaison Officer with a smooth, daily running of the regional office and documentation of PCSP activities

- The District Cultural Officers in the districts will not be named “advisor” to the PCSP. They are natural government counterparts to an NGO specialising in Culture and Sports. The parties should work out a mode of co-operation that they both perceive as a mutual benefiting relationship.
- In the coming couple of years, the PCSP will keep a low profile in relation to the East African Network. It will participate in some meetings and activities to keep a contact alive, but it will not use much of its capacity on it. The partners in Kenya and Uganda will not take offence.
PCSP will seek to be an active player in the East African network when it has established itself as an organisation with a firm local and regional foundation in Tanzania.
- PCSP will maintain the present level of co-operation with DGI associate members, and some new districts may engage in some exchange activities with new DGI branches. However, the co-operation should not entail more than at present. Neither PCSP district organisations as well as the DGI branches in Denmark have capacity to do much more in the next couple of years.
The co-operation should clearly focus on the mutually unifying theme of Popular Sports and Culture.
DGI should find a way to build the capacity of their associate members who enters partnerships with PCSP.
- DGI Regional associations and their collaborating PCSP Districts should be aware that language skills for persons from both partners might need to be upgraded. Danes may need introduction to Swahili and upgrading in English. Tanzanians may need upgrading in English.
The partners should consider this when planning and budgeting for the partnership.

If PCSP and DGI pro-actively follow recommendations like these, we believe that the NGO has a very good chance of not only surviving, but also of growing into a very powerful factor in Mwanza.

PCSP has so many comparative advantages that it would be a pity if they were wasted. The time is now to grasp the opportunity, but it should also be clear that:

There is no need to rush – let things develop in their own speed

2 Introduction

Preface and Acknowledgements

PCSP and DGI embarked in 2004 on a relatively small organisational capacity building project. However, resources were set aside for an end-of-project evaluation that was more extensive than the usual 2-3 day review workshop. The reason may have been that especially DGI was eager to gain experiences to use in other comparable programmes in e.g. Zimbabwe, Uganda, and Kenya.

The present evaluation thus implied formation of an Evaluation Team that did its fieldwork in selected districts in Mwanza over 12 days in March 2006.

The Team is grateful for the time and ideas that we received from the leadership, members, and staff of PCSP as well as government officials at varying levels in Mwanza and in the districts visited. We also warmly thank representatives of international partners in East Africa and in Denmark, who were at our disposal for lengthy telephone interviews.

Special thanks to Mrs. Noor Mbakile, Anthropologist, and Consultant, who knows all the ins and outs of the NGO environment in Mwanza. Our recommendations reflect valuable ideas and insights that Mrs. Mbakile contributed.

The Evaluation Team consisted of:

- Mr. Peter Sigsgaard (Team leader), MA sociology, Denmark
- Mr. Francis Gichuki, Educationist, Director in TYSA, Kenya
- Administrative Secretary, PCSP, Mrs. Rose Rutasitara. Resource person and responsible for all kinds of logistical support.
- Interpreter and Field Researcher, Mr. Masalle Ramadhan, contracted from KIVULINI, a women's rights organisation in Mwanza.
- Interpreter and Field Researcher, Mr. Rugemalira Florence, contracted from KIVULINI.

Peter Sigsgaard and Francis Gichuki made up the core team. They are responsible for the conclusions.

However, during the very enriching field visits, we functioned as an entity of five, sharing observations and ideas freely. Mrs. Rose Rutasitara contributed ideas and important reflections. However, it came natural to her as employee of PCSP to keep a low profile during the specific group interviews.

Objectives and Focus of the Evaluation

A self-evident aim of the evaluation was to take stock of the OCB process. We should assess its results and the changes they brought about (effects or immediate outcome).

It was, however, important that the evaluation also should be useful as a vehicle for reflection and decision-making on the future of PCSP (including the co-operation with DGI and other international partners).

We therefore designed the relatively small evaluation exercise to stimulate strategic discussions among the stakeholders - about a possible continuation of their organisation and about what this would demand of them and their partners (Danish as well as East African).

In the Terms of Reference (see p. 37), the expected main result of the evaluation is a report. On second thoughts, we may see as *equally important that the evaluation activated a necessary programme discussion* among PCSP members.

We believe that PCSP can use this discussion and the recommendations of the present report for:

- Learning and decision making on organisational matters that enhance financial sustainability (especially collecting membership fees and income generating activities).
- Learning and decision making on matters enhancing organisational sustainability and development at local levels (e.g. awareness raising and promotion of Popular Culture and Sports, Voluntarism, Gender Equity, Co-operation with other actors, involvement in community issues).

PCSP and/or DGI can use the recommendations and the discussions for:

- Learning and decision making on strengthening future international co-operation and networking (with like-minded organisations in Kenya and Uganda and with i.e. DGI and its associate members).

Finally, DGI can use the report as it provides:

- Descriptions and assessments that can go into the final report on the OCB project that DGI is to deliver to the Danish “Project Counselling Service”.

Approach, Scope, and Methodology

The evaluation aims at stimulating organisational learning. Therefore, we pursue a participatory approach. It has a character of “self-assessment” rather than an outside control dominated by donor interests. It also resembles a “peer review” as one member of the core evaluation team comes from a sister organisation in Kenya.

During an evaluation, the threatening animal of control and doom often lies badly hidden in the background – and for good reasons. However, we believe that we succeeded in bringing about an atmosphere of trust and openness during the meetings with members and leaders of PCSP. A member illustrated this explicitly during the final review workshop when she said:

We have understood [the workshop] is not conflict. ... we understand now that this is not a court but a workshop

We limited the evaluation to the last two years intervention of organisational capacity building. We also excluded topics like the financial issues of the project, i.e. accounting and strict, financial cost-effectiveness analysis. DGI regularly received and dealt with audited accounts.

Limited time and other resources forced us to limit the number of questions to answer. On the other hand, as we pursued a participatory approach we strived to be sensitive to new issues raised along the way. *Interviews* and *focus group discussions* were semi-structured and invited participants to prioritize. Use of simple methodologies and questions posed in everyday language also furthered participation. See themes for focus groups on p.60.

The *Most Significant Changes* (MSC) approach (Davies: 2005) was used as an element in the group discussions but we failed to apply it fully in *all* the districts because of time constraints.

In the MSC, the participants identify relevant changes in the lives of other people and they go through a process of identifying the *most significant change*. We used a method of group work, where people in pairs identified one most important social change. They then told their story in plenary, and the group (15-30 members) then discussed to agree on one and only one of all the stories told. The method worked out well. It triggered heated discussions and produced narratives on social changes in the words of the people themselves. See questions used in the MSC exercise on p.60.

Swahili was the main language used. Francis Gichuki from Kenya therefore facilitated all district workshops except one, where Peter Sigsgaard facilitated with the help of a translator.

We made nine relatively long interviews on international performance by telephone and E-mail with informants living outside Tanzania. See the questionnaire used on p.57.

In the districts visited, we applied a simple probing on how well the public knew PCSP. In the internal jargon, we called it *The Voice of the People*. While conducting the focus group discussions, one team member went around in the vicinity and asked informally selected informants about their knowledge of PCSP.

During the final three day Evaluation Workshop for PCSP leaders and selected members, Peter Sigsgaard contributed with a short interim debriefing² about findings and recommendations. He then continued in the role as a *participant observer* during the workshop. The facilitation of the workshop was done by two facilitators from outside the PCSP.

Some of the issues covered by these facilitators were the same as we had pursued during the fieldwork. It was encouraging to see that workshop produced statements about attained objectives very similar to those recorded during the fieldwork. We thus judge the *reliability* of our information as relatively good because different approaches elicited identical information.

² The debriefing note is very similar to the findings and recommendations in Chapter 1.

3 PCSP – The NGO that wasn't

The Popular Culture and Sports Programme is an NGO. All say so; its members, the government informants, and the OCB project application³. At the same time, some observers still talk about the association as “the project” or guess that it may be a governmental institution.

This ambiguity stems from the specific history of the programme, allocation of resources within the association, and its day-to-day management.

We got a vivid illustration of the confusion on the last day of the evaluation workshop for the OCB project. Here we suddenly learned that the organisation is *not* an NGO in formal terms. This certainly came as a surprise to the evaluator and the DGI representative as well as to the members of the PCSP “Board” (the REC).

What happened a few years back is that the central authorities in Dar es Salaam for very unclear reasons did not approve of PCSP's application to register as an independent NGO. Instead, they unilaterally decided to register the organisation as a branch under the National Sports Council. Somehow, this information did not filter through to the REC members or to DGI.

It gives food for thought that this failure to formalise the status as an NGO has not had any significant consequences for better or for worse. No one has remarked it. However, it may be that e.g. the regional government or international NGOs would have had another attitude to PCSP had it been on the list of regional NGOs⁴.

PCSP History

In 1992, the Tanzanian National Sports Council and diverse Danish organisations (including the present DGI and MS) initiated a DANIDA funded project called PCSP - or nicknamed “Danida”. Its aim was to support non-elite culture and sports activities as a means to improve the well-being of the people in the Mwanza area. The project was implemented under the framework of the Tanzanian Ministry of Education and Culture (Regional Cultural Office in Mwanza).

The project and its external financing ended in year 2000. An evaluation (Mandara 2000) noted a weak sustainability and recommended that the activities, including international cultural exchange, be continued by the many culture and sports groups under the framework of an NGO. The idea was taken positively. The Royal Danish Embassy in Dar es Salaam financed this transition from project to NGO with two smaller grants in 2000 and 2001 respectively.

The new NGO was still named PCSP, the last P now standing for *Programme*. DGI and MS (until end of 2004) continued to be involved as partners to PCSP. DGI facilitated mainly cultural exchange activities and MS provided PCSP with Danish short-term development workers, who could act as organisational advisors to the PCSP or instructors in sports and culture.

Organisational set-up

We do not detail the structure of PCSP here. An attempt to depict the association is found in Annex 2, p.41. Suffice here to say that PCSP is a regional umbrella organisation for popular culture and sports groups that are active at *village level*. A commendable element of the PCSP policy is that it does not organise groups in towns, not even district towns. According to its organisational self-description, it is active in eight districts where 39 centres serve 227 groups with 5.080 members (PCSP 2005)⁵. PCSP has international contacts, especially in Denmark, and is part of a recent East Africa network of like-minded organizations in Kenya and Uganda.

³ And according to several other documents

⁴ The REC decided during the evaluation workshop, March 2006, that a renewed application for registration as an NGO be forwarded immediately.

⁵ The statistics of the self-description is, however, strongly outdated. There has been no aggregate counting of groups and members since at least 2003!

PCSP and the Government

A more than usual close *relation to the district and regional government* is noteworthy. The PCSP Administrative Secretary has been with PCSP since it was a project under the government. She is still “seconded” by the regional government authorities in Mwanza, which also still pays her salary (which was topped up by the OCB project in the two years it existed). The regional government also provided PCSP with the office house in Mwanza and it has agreed to continue the arrangement in the future.

Another sign of an intimate relation to the government is depicted in the organisational chart. The District Cultural Officers, who in the 1990ties implemented the project, are now included in the NGO as (unpaid) “District Advisors”. The project evaluation (Mandara 2000) mentioned that these DCOs played a significant role in “running” the district activities. The evaluation team found that they still do this in many districts. Wherever we went, we were received by the DCO, who acted as very pleasant hosts, who benevolently introduced the chairperson of the DEC to us at meetings, showed us around etc. In one case, the DCO told us: *I am proud of PCSP! Just imagine, we have more than 30 groups in my district.*”

The role as advisor is not easy, especially if others see you as a leading person, who should take initiatives⁶.

PCSP Governance

Much of what we write on the following pages may describe a tremendously weak organisation. This picture is not quite fair. As will be shown, PCSP and its Regional Office has been able to survive in very turbulent circumstances. Despite many weaknesses, PCSP has clearly proven viable and able to handle serious crises in a meaningful manner. The level of activities varies from district to district, but there is no doubt that a lot of members are dedicated to their organisation. They invest time, money, and hopes in PCSP - and they feel that they get something back. They have also demonstrated ability to gain significantly from the activities and training run under the OCB project.

The many weaknesses notwithstanding, PCSP has a future.

The umbrella organisation is built on a strictly hierarchic, representative system. At the same time, it tries to include as many as possible in a great number of relatively large *committees*. If a person is very eager to participate she can be appointed to a maximum of *six* committees and participate in *three* Annual General Meetings.

It is not always clear what the tasks of the committees are. There is a lack of descriptions of jobs, roles, rights, and responsibilities for those involved in the administration and decision-making in PCSP. However, the structure demands a lot of meetings to be held and a lot of communication forwarded to the next level in the pyramid. In a setting where communication is difficult one cannot expect a smooth running of the organisation.

Weak communication and a vague outlining of tasks make effective *supervision* difficult. Which bodies have the power to request information? Who will correct organisational weaknesses, and undo decisions made at a lower level? Who will counsel Danish Development Workers or DGI instructors, who tend to run the organisation according to their own interpretation of the reality?

The following example demonstrates weak supervision: Several district branches have neglected the constitution for years. They have not collected the one time membership fee to PCSP and the annual fee. When we asked about it, we got answers like “*we are in the process of planning to collect these fees*” or “*at the regional level, donors pay for it.*”

Districts thus violating the constitution were never cautioned by the committees established to monitor the smooth running of the organisation.

The OCB project management reflected the obsession with putting up committees. It is not indicated in the structural diagram, but a special committee has actually been set up, the Project Executive Committee (PEC). It includes the DGI International Executive Officer, as well as three

⁶ Danish Development Workers often experience the same difficulty in distinguishing between the advising and the managerial role.

volunteer members of the administration (PMT⁷), the Sub-REC members (coming from the Regional Executive Committee) and the PCSP Chairman.

One could fear that having the capacity building project run by a special committee, the PCSP ownership to it might be blurred. It would have been more natural - and simple - if a *core activity* as the OCB project was supervised directly by the organisation's decision making body. A chairman of PCSP could easily feel sidetracked facing this special committee.

There is also room for improvement on PCSP *staff policy*. Who hires, who fires?

Now staff policies may not be the most pressing issue for PCSP. Volunteers run it. The only hired staffs are the Administrative Secretary and occasional Development Workers. Neither category is funded from the PCSP coffers. However, human resources are important assets for an organisation, and it may need guidelines about e.g. how many staff members will be paid, how many volunteers are needed on what conditions? How will staff members be hired?

The lack of staff policy lured behind a serious conflict⁸ that aroused around employment in 2004 of a manager for the OCB project. It was not clear who could apply for the posting. It was not clear who did the interviewing and took the decision in the end. Appeals were made to the DGI International Executive Officer asking him to participate, but he correctly declined. To some, including maybe the person assigned, it was not clear whether the posting was as a director of PCSP or only a manager of the time-limited project.

The Regional Office

When you walk into the PCSP office in Mwanza, it gives you a good and warm impression. It is spacious, nicely furnished, well kept, newly painted and clean. You feel welcome.

An "office work camp" was held in 2004 to attend to the maintenance of the office. It gathered young PCSP members from all eight districts. They worked voluntarily together during a week and left an excellent PCSP headquarters behind. A side effect of the camp was that the participants had a rare opportunity to share experiences and make friends across district boundaries in the capital of the region.

We asked a PCSP District Secretary what would happen if the regional office suddenly disappeared. *PCSP would loose its head - its eyes and ears*, he answered. *There would be no control or co-ordination, and a 'relay' for international co-operation would be missing.*

However, it became clear during the evaluation that this very head deserves more support than it has got during the last years. Actually, the regional office is not in a position to function optimally as a co-ordinating body, and it reflects some of the basic weaknesses of PCSP as an organisation.

The office has three computers, and one is connected to the internet. However, the internet is not working because "we have had no money to pay for it." Files are neatly placed on the shelf in the front office - but they are clearly not updated and some ring binders are nearly empty. Reports and other documents are rarely found. They may hide in the back office in piles of paper or cardboard boxes, stored there before the painting of the office more than a year ago.

There may be several reasons behind the weakness. One is maybe that all these papers are not seen as important for the running of the organisation. Another reason is the dismissal in April 2005 of a project manager, who was employed December 2004. He allegedly deleted a lot of computerised information as retaliation to his dismissal. However, our overall impression is that the main reason is shortage of staff combined with a lack of skills in effective office management.

There is no doubt that one person cannot cope with the many tasks that the office is expected to solve. It is demanding to follow up on a yearly number of 25-30 meetings a year held in a region where communication is difficult. To organise passports needed for members going abroad takes weeks and travelling to Dar es Salaam. To receive partners, guests, DWs, and instructors

⁷ The *Project Management Team* (PMT) consists of the Administrative Secretary and three District Executive Committee Secretaries volunteering on a rotational basis. The three volunteers contribute a lot, but they are more in the office for learning than for managing.

⁸ The conflict is described below, see p.6

from outside Tanzania demands transport and translation. These are only few of the duties put on the shoulders of the Administrative Secretary. She cannot cope with all issues, and we noted a tendency to follow the system of “Management by Crisis” in the office. This means that you take problems up when they confront you. You postpone planning and prioritization. You are too busy or have lost the overview.

The office may also suffer some lack of attention due to an urge in the organisation to *decentralise* activities⁹.

Throughout the evaluation exercise, the team requested certain information on issues vital to the organisation. Very often, our request was met with the answer that the documentation would be found filed in the districts¹⁰. The idea of decentralization served as explanation for the non-existence in the regional office of e.g. minutes, statistics, and district accounts.

It is clearly impossible to co-ordinate effectively if you have little aggregate information available. It is difficult to make others aware of your existence as an organisation if you have little and scanty documentation to present.

The evaluation team noted a surprising carelessness in the districts about the question of having an efficient main office. It was as if it was seen as unimportant, something happening far away in the big city, and something sustained by DGI or the Tanzanian government. No one had thought of setting aside a proportion of fees collected for sustaining the office in Mwanza with stationeries, fuel, internet subscription and the like costs. Luckily enough most of the costs were in fact covered by the OCB project as long as it ran - but no one had thought about what to do when the project finished. When the evaluation workshop finished, the PCSP faced a time space of one week before funding stopped!

It also surprised us that the strengthening of the regional office did not have a prominent place in the OCB project. The project application only mentions the office as recipient of some equipment and 9-month assistance from a Danish DW (termed “Organisational Advisor”)¹¹.

International Co-operation

The East African Network (EAN)

Together with DGI, some East African organisations like PCSP are now setting up a formalised network. PCSP was the very first group that conceptualised this idea together with RDP Uganda¹². The co-operation is described like this by an RDP spokesman: *PCSP has been partner to RDP since 2001 and this was the initial start of the concept of the East Africa Network. The relationship is both formal and informal and has grown over the years. It has grown from one that was formerly conditioned by the joint partnership with DGI to one that is decentralised with South-South initiatives happening outside DGI involvement.*

PCSP participated in the initial EAN meetings and has contributed to the development of the policies, structure, proposed projects, and plans. They have also hosted representatives from organisations in Kenya and Uganda for the OCB training in Leadership and Good Governance as well as the course on planning and monitoring.

However, the last 1-2 years have seen a decreasing activity of PCSP in the East African setting. Sister organisations note a high turnover of PCSP leadership participation in the EAN. One is

⁹ The organisational chart in Annex 2 shows an example: DGI Regional Associations in Demark are meant to communicate directly with their partner districts and not involving the Administrative Secretary in the Regional office of PCSP. In practice, the regional office is heavily involved, but the structure does not demand this.

¹⁰ The information needed was, however, rarely on file in the districts.

¹¹ Later it was tried out to strengthen the office by employing a project manager - but this person was only thought of as securing a smooth running of the capacity building project.

¹² This statement from RDP is challenged by DGI. Seen from the Danish perspective, the idea of the East African Network was conceived by DGI, and many resources were spent on a feasibility study and subsequent Fact Finding Mission to Kenya, before starting meetings among DGI and three new partners joined in a Partners Co-operation Team (which later became the East African Network in Sport and Culture).

never sure who will attend the next meeting. There has been lack of consistency in participation of the EAN programs. The evaluation team is convinced that this is due to weak capacity for the time being. Uneven participation is certainly *not* an indication of a diminishing interest in the East African Co-operation!

Danish partnerships

The ongoing partnerships and the intercultural exchange between four districts and four DGI associate members in Denmark must be termed a success. The four partnerships are:

DGI Prästö	PCSP Ukerewe	Active since early 2000
DGI Odense	PCSP Geita	Active since 2002
DGI Himmerland	PCSP Sengerema	Active since late 2003
DGI Roskilde	PCSP Kwimba	Active since late 2004

There is no doubt that the contacts and the visits have contributed to important knowledge and insights for both parties. For both, the co-operation has contributed to a broadened international horizon and it has made the DGI information work in Denmark very specific. It is however outside this evaluation to describe in details the ongoing exchange. See, however, p.28. An aspect of the international partnerships that is relevant here is their contribution to organisational capacity building. Here we conclude that the exchange relation has proven important - for both parties.

A typical comment from a Danish partner is this:

All in all it has been exciting, and we have not experienced any disappointments. ... The good co-operation results in an active International Committee of DGI Himmerland.

Communication has been a problem, also because we did not understand that they could not just answer an e-mail immediately. The harsh reality – that we now have seen by ourselves – is that the mail can be answered only if one of two persons knowing English well walks at least 20 kilometres to the nearest IT-centre – and then there may be no power!¹³

Three out of the four partnerships are functioning without serious problems and it is mentioned that the mode of co-operation has improved during the OCB project period.

The fourth Danish partner experienced last part of 2005 a serious break down in communication and trust. The relationship is, however, now nearly repaired.

What happened was that the Tanzanian partner decided to cancel an announced sports festival due to the forthcoming election in Tanzania. The chairman did not tell this to his invited counterpart from DGI Prästö. Through her spectacles, the crisis unfolded like this:

We invested a lot of time and correspondence on this festival that PCSP Ukerewe was to arrange. We believed that everything was arranged, but when I ... came a few days before, nothing at all had been organised. Everything had been drafted on paper only; the chairman had not shared the content with anybody else. He said that he had expected DGI Prästö to come down with a bag of money and that it then in three days' time would be possible to arrange the festival.¹⁴

The crisis clearly embarrassed the board of PCSP Ukerewe (the DEC) as well as a central government official in the Mwanza Regional Office. Six months later, the PCSP Ukerewe had formally suspended their chairman and written a strong letter of apology to the partner in Denmark. However, the letter was drafted in Swahili, and they were now looking for a trusted person who could translate it to English. It became my task as team-leader of the evaluation to verbally pass on PCSP Ukerewe's explanation and apology to DGI Prästö.

¹³ Interview with DGI Himmerland

¹⁴ Interview with DGI Prästö

We noted that the partners demonstrated that they were quite on a level with each other's. This is not usual where European and Tanzanian organisations co-operate. One reason may be that all the partnership agreements explicitly exclude that the Danish organisation has a donor role.

One objective of the OCB project is that leaders should be able to take initiatives for international work. On this background it surprised us, that an element such as language training had not been thought of, see p.29. It also puzzled us, that an OCB project for a *partnership* programme was evidently targeting the Tanzanian partner only.

From the interviews conducted in Denmark and some comments given during the fieldwork in Mwanza, we see at least three areas where the capacity of the Danish partners could be improved:

- Language.
Some Danes come on exchange visits without good or any English skills. Difficult situations arise where translation goes like this: Danish ⇔ English ⇔ Swahili ⇔ Sukuma. It might be an idea also to train some Danes in basic Swahili.
- Knowledge about Tanzania and of Development Issues.
Some preparation, e.g. on culture differences and do's and don'ts, could be beneficial. As one expresses it: The more you know, the less you know! For example, I was very ignorant in the beginning. When we had a Tanzanian farmer guest here at our farm, I asked him whether they also used milking machines.¹⁵
It is especially important that the DGI associate representatives do not initiate shaky or harmful development interventions. They should stick to what they are good at – namely sports.
We heard for example about Danish ideas of introducing the idea of co-operatives for coffee farmers – as if Tanzanian coffee-growers were totally ignorant of and had not more than tried it before. Another example is well-meaning lay Danes beginning to teach about HIV and AIDS.
- Training in fundraising in Denmark and in a better, written follow-up on exchange visits that PCSP can use for its fundraising in Tanzania.

We asked the Danish partners what their advice to DGI for the future could be. The more important points were:

- DGI Main organisation should make the international Co-operation more visible.
- DGI – centrally and locally – should secure that the international co-operation can continue on a reasonable level also when the OCB project is finished.
- DGI – central and local – should also accept the level and scope of co-operation that it is possible to attain with the resources available.
- Concentrate the intervention on fewer districts in Mwanza, and let good experiences spread from there like ripples.

Now, after the reflections on the last six pages about how PCSP is doing as an organisation, please read again the framed paragraph on p.13.

¹⁵ Interview DGI Himmerland

4 The OCB Project and Its Implementation

Overall Assessment

An evaluation can easily find out whether planned activities have been accomplished. However, this information about *results* of a project is rarely exciting.

It is more interesting, but also much more difficult, to map out how the activities contributed to sustainable changes. *Effects* or *outcome* leading to *impact* (long-term sustainable changes) are rarely clear-cut consequences a single project. In social and organisational development, the consequences may surface after a considerable delay.

It was actually a surprise to us that we already now could note some positive effects due to the OCB project and its training. Some of the changes were even dramatic and seem to have started *a process of gradual strengthening of PCSP* in most districts and many member groups. Such changes are described below, p.23 f.

We also noted a certain zigzag course in implementation and failure to meet a number of expectations in the plans. This is actually quite normal and proves how unduly ambitious and far from the realities most project paper plans are.

We also soon realised that the working environment at time had been less than favourable. We mention below some crises that could seriously have threatened the OCB project, p.30f.

These and other problems notwithstanding, the evaluation team's opinion is clearly that *the OCB project was worth the effort and the money invested*.

We believe that the course of events – not least PCSP's actions to solve crises - has shown that PCSP has gained from the project. The following standard definition of organisational capacity building rightly comprehends PCSP: "*[Capacity Building is] a process of adaptation to change and of internal reaffirmation, that gives an organisation both the resources to deal with challenges as they arise, and the will to continue acting*" (Eade 1997).

Expectations and Their Fulfilments

The following table describes the formal expectations as found in project documents. The column to the right describes the assessment of the Evaluation Team.

Our personal attitudes and preferences of course influence the assessment. However, it is not a very subjective judgement. It is all about a qualified opinion grounded on many observations and statements from PCSP informants. We believe that others with our professional background would come to the same conclusions.

We also believe that we hit some relevant marks because those ordinary members and REC members of PCSP present at the final evaluation workshop endorsed all the conclusions.

Expectation ¹⁶	Extent to which expectation is met
That 16 women (among them at least two disabled) have accomplished a course in Organizational Capacity Building, and that 80% of them on 1 October 2005 are active in their respective women committee (Women in Sport) and in a regional woman committee.	<p>The course aimed at building the capacity of the women, especially in relation to networking and managing economic activities. It was a success. The majority of the women experienced to be "empowered" and they have translated their self-confidence and new knowledge into action.</p> <p>They are not active in specific women committees, but they are now steadily gaining ground in the PCSP leadership.</p> <p>Special selection of disabled women did not happen.</p> <p style="text-align: right;">☺</p>

¹⁶ Sources: (DGI:2003), (PCSP:2005), Translated log frame (no year [Jan. 2004 and later])

Expectation ¹⁶	Extent to which expectation is met
That 40 young people in the age of 18-28 years (among them at least 4 disabled) with a 50% quota system based on sex women/men have accomplished the Youth Leader Education, and that 75% of them on 1 October 2005 are active in their respective district youth committee and in a regional youth committee	29 young people (gender balance) + 2 Ugandans + 2 Kenyans have been through this training, which have brought about changes in leadership and organisation at village and centre level. Statistics is missing, but it is safe to say that the majority is active in PCSP. Three District Youth Committees have been formed. Furthermore, one regional performance team for the Youth has been formed. 
That 72 members of the PC&SP District Committee have accomplished a local course in association management ¹⁷ , and that 75% of them are active members of their respective district committee on 1 October 2005	PCSP ran three courses about "Leadership and Good Governance". The participants generally assess them as very useful. In some cases, the insight gained has led to dramatic changes in leadership and organisational structure at all levels. A huge majority of the participants are active in the district committees (not surprising, as the participants were among the active leaders in the district). 
That the organization accomplishes the planned international exchanges.	By the end of 2005, four districts are involved in international exchange activities with DGI branches in Denmark. This is as expected. Three partnerships are running to the satisfaction of both parties. One has experienced some problems recently, but in the near future, the parties will resume the co-operation. Exchange activities where PCSP hosts people from sister organisations in Uganda and Kenya were carried out successfully. However, a visit from Kenya was cancelled due to forces outside the control of PCSP. 
The OCB project will especially target female, young and disabled leaders of PCSP at all levels	<ul style="list-style-type: none"> • A process has been set in motion giving female members and leaders an increased influence in PCSP. The process is slow and uneven across districts. The ambitious targets mentioned in the project document were not fully met. • Young leaders at group and centre level are now more visible and outspoken – their future inclusion in the leadership of PCSP remains to be seen • No disabled leaders have received special attention by the project. PCSP does not conspicuously include disabled 
To build up the capacity of PC&SP on district level so that it can attend to the management and administration of the organization	The picture is blurred, and districts are very different. Some PCSP leaders at district level show capacity and capability to manage the organisation better than before – there is, however, room for improvement. 

¹⁷ The Danish text is "organisationsledelse." This term is broader than "management" and includes issues like e.g. leadership style and conflict resolution skills.

Expectation ¹⁶	Extent to which expectation is met
To qualify the democratically elected leaders of PC&SP to be able to take initiatives for and to practice a regional and an international work.	To a limited extent, some of these leaders practice international work in relation to the exchange programmes with Danish DGI branches. However, they have not yet demonstrated conspicuous initiatives in the East African Network. 
That 256 persons have accomplished a local week course in NGO management and accounts. Besides the members of the district committee, 8 women and 8 young people from every district participate. It means that there are 34 participants in every district course, among them at least 4 disabled. On 1 October 2005 at the same time the representation of women in the district committee has risen to at least 50%, at least 2 young people and at least one disabled are members of the district committee.	This course was delegated to the districts to plan and run by themselves. PCSP did not attain the expected numbers of participants as well as the prescribed length of the courses. Normally, a course would last 2-3 days. The content seemed to be concentrated on bookkeeping and accounting. The persons who participated found the course very useful, and they used their new skills in practice. However, they found the courses too short. The remaining expectations about women, young people, and disabled members of the district committees have not been met. 
That 12 persons (representing REC and DEC), at least 50% women and at least 33% young people and at least 2 disabled have accomplished an EDP / IT course. On 1 October 2005, it will be possible to communicate actively to chairpersons and committee members in all districts and REC.	Expectations concerning the course were met. All quotas except the one concerning the disabled have been observed. DGI persons from Denmark conducted the course that thus had an in-built element of intercultural exchange. However, it is not possible to communicate actively through E-mail to all districts and their committee members. In some districts, they do not have access to electrical power and/or computers. In few districts, they now use computer for writing letters, minutes, and reports. 
To qualify the leaders of the cultural groups and the sports clubs: [to render] the organization [visible]	The organisation is not visible – in many ways, the situation is like what was described in the End of Project Evaluation in April 2000 (Mandara 2000) 
Realistic action plans and budgets for 2005 – 2006 are down up [sic] and presented in both REC (the executive committee) and in the district committee. The financing will happen through own fundraising, sponsorships and eventually subscriptions from individual members (a token payment), which appear from the budget.	This expectation is far from met 

Expectation ¹⁶	Extent to which expectation is met
That all district committee quarterly present budgets and accounts to the executive committee. At the annual meeting 2005 the district committee tell of at least 5 completed activities.	This expectation is far from met 
That minutes must be taken at all meetings in the district committees and in the executive committee. That all meeting agendas the following item must be included: evaluation and state of affairs.	Committees may produce minutes, but they are in many cases difficult to find – the regional office maintains that the districts keep many of these documents. Reporting, documentation, and filing of documents are a problem in PCSP. The agendas do not include the mentioned standard point. 
That the district committees have had contact with and held meetings with minimum 3 other NGO's in the area every year – concerning a network co-operation about education, information campaigns, advocacy and income generating activities.	This has not been met. 
That in November 2005 a motivation and anchoring strategy for all districts based upon the items above must be available.	This has not been met 
That every third month a newsletter must be sent out including minutes from the executive committee meetings by e-mail to all co-operation partners. The participants in the course activities of the project must communicate the letters.	This was not implemented 
That in the last half of 2005 a network between PC&SP and RDP (Uganda) is established with DGI as facilitator in an anchored and written agreement about East African co-operation and a committee in charge of the political and lobby-wise co-operation with the governments in connection with public sports, South – South seminars and exchanges.	Due to several reasons, PCSP has not been able to play a conspicuous role in the preparation of this network. This is sad as the exchange activities noted on p.19 were promising. The establishment of the network is delayed. The parties will probably make an agreement in 2006. 

OCB - Special Issues

Addressing the Gender issue

It may be too much to maintain that the Gender as such is high on the PCSP agenda. What we can see is that the OCB project succeeded in targeting women and contributed to enhanced *gender equity*.

The OCB implementation report (PCSP:2005) claims that women are now participating fully in meetings at all levels, that they participate more in culture and sports activities, and they are now "aware of their rights ... and decision making." There exists no quantified material to support this claim. We heard, however, in the field, a wealth of concrete testimonies supporting the assertion.

*The leadership of the N'goma groups is now based on gender – not sex as before. Before only men had leadership. Now after I trained them [about leadership] half the leaders are men and half of them are women. Now women contribute and the leadership has improved.*¹⁸

In the final evaluation workshop it was also specifically noted by participants, *that ... Before all leaders were men, but now we have more women, e.g. also in this workshop*

We soon learned that PCSP has an *asset in a strong, active, and vocal women representation*. The PCSP environment is favourable for continuing the process towards greater Gender Equity. The "board" of PCSP, *the REC, today consists of 7 women and 11 men*. This is actually a good balance. Two more women elected – and the board has obtained equilibrium.

Official government policy helps PCSP in its endeavours to include women in sports activities. Another lever for PCSP women to involve their fellow sisters is their widespread organisation around income generating activities (IGA). A capacity-building course for women at MS-TCDC has helped to make these IGAs more efficient. The following case is typical:

We are 47 in the women group now, before we were 15. In most groups, we have few women as they are prevented from participating.

We - after the course - called women secretly and discussed it with them. We also talked to the men.

We also now try to improve the relations between wife and husbands and involve the "street leaders" in the conflict resolution.

We have also introduced small revolving funds giving loans to secure that members can pay school fees, sickness bills, and house rent.

*The big women group is earning money now ... [doing] catering and the husbands now see that the women bring money home, so they permit them to participate also in the sports activities.*¹⁹

In another district, the DCO observed that the OCB project had led to improvement in women participation: *Before women left the groups when they married, but this is not so any longer. Also women football – this has been the government policy to promote.*²⁰

In some districts, PCSP women have successfully contacted parents to young, unmarried girls to convince them that they should allow the girls to participate fully in cultural and sports activities – and in one case even to go for training in far away Mwanza Town.

Involving Youth

In all the field visits and the group discussions, we observed young and very outspoken persons, who had been through the Youth Leadership Training. The idea with this training was to form a resource base for recruitment of future leaders of PCSP.

Below we describe how these young people have benefited from the training and how they play a stronger role in their respective groups at village level.

¹⁸ Testimony from young man, Field visit to Ukerewe

¹⁹ Field visit to Ilemela

²⁰ Field visit Kwimba

There were, however, few examples of the trainees now having a more central role in PCSP at district or regional level. It may also be a bit too much to ask for, only 7-8 months after the completed course. However, the implementation report (PCSP: 2005) mentions that three District Youth Committees have been formed.

This is not bad, but maybe PCSP should consider if the organisation would not get more out of their young members' time by working on placing them in the Youth Committees that are already there in the Districts as part of the official structure.

The qualifications and dedication of the young people we met, assured us that they in due time will be used in conspicuous positions in the PCSP. It may be that the PCSP REC should consider furthering this process by getting a specific Youth Policy in place.

Inclusion of Disabled

On this issue, we noted a complete failure and lack of attention. The OCB project document (DGI: 2003) as well as the draft Plan of Operation (PCSP/DGI: no date) are very specific on this point. However, PCSP seemed satisfied with a not yet materialised plan to receive training by some Danish instructors in sports for disabled.

Very few disabled are members of PCSP and there is nothing done to attract them or to cooperate with the existing organisation for disabled, CHAWATA.

We clearly felt that the task was too difficult and big for the present PCSP. There were also some indications that members saw the aim more as part of a Danish (DGI) agenda than a pressing need for PCSP.

When or if some key persons in PCSP get good knowledge in how to conduct sports for physically disabled, PCSP could consider using this to attract the attention of organisations for the disabled. PCSP could advocate for the rights of disabled to practice sports and instruct others to arrange for it. This is a more practicable strategy than trying to organise big groupings of disabled within its framework.

Some Effects and Impact

The documentary evidence of effects and impact is scanty and unsystematic. The one existing report (PCSP: 2005) tells about the activities conducted, and it contains an overview of "Significant Changes /Results / Achievements". The format used is laudable! However, due to a misunderstanding, the author not always fills in the column with *observed* changes. In some cases, she simply noted *foreseen* changes as described in the project document.

This first became clear to us, when we asked for the underlying documentation of the effects described.

The deliberations below therefore rest very much on information gathered during the field visits. We still feel on safe ground, cf. the remarks about subjectivity above, p.18.²¹

Increased self-esteem

We described Gender Equity above. For the women, an important change has also been an improved perception of themselves as social actors. It is stimulating to receive attention in the form of training, to be perceived as one, who contributes to the organisation or the community. It makes you proud, it makes you draw yourself up, and this in turn makes others take you seriously.

The same goes for many other groupings: the Youth, the District Leaders, and the Group Chairpersons. Two statements from participants in a group discussion are representative:

- This has been my first time to participate in a workshop and have learnt how to respond to questions and participate in discussions
- I have learnt to be open and confident

There is no doubt that the many meetings, discussions, courses, and participatory activities of the OCB have trained many members in appearing in public and given them the courage to

²¹ In fact, our conclusions would have rested on a shaky foundation had we taken the implementation report at its face value!

speak out – even with criticism. The field visits clearly indicated that in the districts where PCSP activities also have been the most intense and successful.

Financial management and self-reliance

The wish to be self-reliant goes hand in hand with a high level of self-confidence.

We do not like being beggars but instead we will use our own strength to improve our lives, as a member in Geita put it.

We noted that this attitude had gradually established itself in the PCSP. Surprisingly few tried to plant the idea in our heads that DGI or another donor should continue to finance the organisation. At the final evaluation workshop, we tested the water by proposing a significant increase in the payment from member groups as well as a fee delivered to the Regional Office. We expected a long discussion on this issue – and we were utterly wrong. The participants took the recommendation very positively. No one uttered the word of "DGI" or "Donor".

We see this attitude as at least attributable to the OCB project.

Some of the training offered – especially the one for women – had trained in resource mobilisation and touched upon fundraising. There were already now attempts to identify and exploit the local resources²² available – the most impressive being the successful attempt to get financial support from the district for a festival.

The District chairman explained how he and the DCO went to the District Executive Director and raised TSH 400.000 for the festival from the district, even though he got a flat No! from the cultural and educational office. He said that this would not have happened few years ago – then they would have asked e.g. Rose or somebody else to take action²³.

Big parts of the groups are involved in IGA or establishing small loan schemes or revolving funds. This type of activity was actually introduced long time ago when PCSP was a project, and it seems that the idea is still viable, even though groups also have experienced loss and disappointments.

The OCB project has facilitated training in budgeting, simple bookkeeping, and financial management in most of the courses offered. The knowledge people got is highly valued and have led to changes in the way the group members co-operate financially.

The football team Vijana Stars with a membership of 76 got a loan from PCSP in 1997. They made a huge profit and paid off the loan. The members then started taking individual loans. Because they trusted each other, they did not so much care about documenting. As time went by, some members started feeling that the money was theirs; "after all we have paid the entire loan that PCSP was demanding us". This feeling quickly spread and many members of the group started not paying their loans. Meanwhile other community members infiltrated the group with an intention to get loans and not to pay back. Some got loans and "sub-loaned" to non-members, who unfortunately never paid back. The group finally lost over TSH 1.400.000 and disintegrated with very little activities.

In 2004, some members attended the training. They came back and revised their constitution, changed the status and criteria for membership. The team must now approve candidates. The members give loans on a security basis and for a viable business that they can approve.

The simple rules introduced by the bookkeeping courses have led to better climate in many a group and in the district branches of PCSP. Treasurers can now document their expenses and income – and their hinterland expects them to present vouchers. We heard such examples one after another during the field visits. It seems that there is some truth in the saying "Trust is good – but control is better".

²² For example gravel dug out collectively, and the income then distributed

²³ Field visit Kwimba

Democratisation

In Ukerewe, they recently faced a minor crisis (see p.16). It was a member, who had been through the OCB training course in Leadership and Good Governance, who took the lead in finding a solution. In the words of the DCO: *This man taught the District Executive Committee to understand their responsibilities, and he was instrumental in the process leading to the suspension of the chairman.*

In his own words, the DEC member told about how he had gained from the course:

The topics I found important is the meaning of leadership, what is a good leader? And conflict resolution, too.

The course widened up my understanding. Before we did not elect leadership, and I found that the group must be aware of the criteria of a good leader.

When I returned, the DEC gave me the blessing to visit different groups to train them. Until now I have visited 15. There have been big changes in the groups. As an example, I can mention that one group had no participatory leaders – and now they have good leaders. This is especially important when they run income-generating activities.²⁴

The case is typical. In all meetings during field visits, we heard of groups that had changed leaders because the groups adopted elections after discussions about what a good leader should be. Before, they had just accepted those who had a position to point at themselves or who people appointed just by custom.

The innovators, who changed the system, were people returning from the Leadership Course or from the Youth Leadership Training. We are certain that the courses have had a considerable effect on democratisation.

It also seemed that a significant number of leaders at different levels were now better to communicate with the members. There are many physical obstacles to a smooth communication. People are living scattered over large areas; dissemination of information is verbal without technical support from e.g. mobile phones or e-mail. However, earlier some leaders may also have neglected a good communication with their hinterland.

We now noted a process of change that PCSP should take care to develop further. It is about the relation between followers and leaders, as a working group said it: *We are now able to discuss with leaderships.²⁵*

We conclude that some of this more relaxed, democratic behaviour certainly occur because the Leadership and Good Governance training as well as the Youth Leadership Education focused on the leader as a facilitator rather than an absolute ruler. A PCSP District Chairman put it like this: *The leadership course has taught me to distinguish between leadership roles, to build confidence, and it has given me skills to motivate leaders of groups.*

A group chairman told lively about what he learned in the same course: *I have been able to lead my group ... There was a conflict due to weak leadership, and after training, we organised a meeting and discussed. The members did not support one of the leaders; we decided to listen to the majority – we advised him, had a discussion and he agreed and changed.²⁶*

A woman told about her experience from the leadership course. Her group had formerly mixed up the different roles of different leaders (secretaries, chairperson, and treasurer). Now they had improved in distinguishing between these roles. She said that she had most out of the topic 'leadership through democracy'. *This training has been beneficial; I have used it even in my family.²⁷*

Conflict Resolution

This topic has been part of the leadership courses. It was also mentioned by many as most valuable. This is maybe because it made the harmony seeking Tanzanian people aware that they

²⁴ Field visit Ukerewe

²⁵ Evaluation Workshop

²⁶ Both quotes are from Field visit Kwimba

²⁷ Field visit Ilemela

should not avoid conflicts but solve them. We heard of many, who had used the skills learned. Just a couple of examples:

A young girl told about the Youth Leader Education. She had especially shared what she learnt on HIV Aids and conflict resolution with her group: *In our group, we often had conflict about leadership. Every one wanted to be a leader. ... After attending the course, I organised a meeting that came up with a resolution and formula of electing leaders, not appointing them.* According to her, she helped reconcile the conflict.

A member from her group rose and said *I can testify that she is good at solving conflicts. We some time ago had a netball match that ended up in fighting. We started pelting stones at the other team, but she managed to cool it down, and then talked separately to the teams.*

Question: *Why did the match end in fighting?*

Answer: *Oh, we had to fight. We lost the match by 5-15!*²⁸

A person had been to the first course in Leadership and Good Governance. This course elicited a major conflict and misunderstanding between some PCSP leaders and DGI (see below, p.30). It was characteristic that the person did not relate to this specific conflict. He chose to tell about the succeeding attempts to solve the conflict in a reconciliation workshop: *This workshop gave us something: "We use the same technique in the District Executive Committee. We have ourselves to blame for a conflict. We have used the same reconciliation techniques also with another group and we succeeded."*²⁹

Taking Community Initiatives

The idea behind PCSP is that the organisation will use its potential to initiate general development activities in the communities.

This expectation is very realistic. Observers have seen it happen around many other community-based organisations in e.g. Tanzania. In the case of PCSP, we also note conspicuous IGAs of the groups – and most of these activities are far from related to culture and sports.

One would also expect that the groups take action whenever there is a need for concerted social activity in the villages. In many villages, there is not a varied social organisation outside the kinship structure and the formalised government system.

PCSP is organised at village level, and as such it has a strong potential to be a civil community actor, for example, when the government and development organisations in Mwanza need such one.

There are not yet many signs of PCSP having this general function, but the OCB project has triggered an overwhelming number of instances where PCSP members have tried – often successfully – to share their learning with others back home.

The Youth Leaders, and many of them young women, have nearly all of them organised local awareness raising on HIV Aids in their village and through the groups that they relate to. The training included an element on HIV Aids. It is our guess that the facilitators urged the participants to go back and share the knowledge with others³⁰

²⁸ Field visit Kwimba

²⁹ Field visit Ukerewe

³⁰ The organisers of the Youth Leader Education from DGI Denmark and RDP Uganda have not delivered the expected training report. It is therefore not easy to document in writing what actually took place at the course.

Young woman participant in Youth Leader Education: *I arranged a meeting in our group of 48 members and in the centre for Youth, and about 30 persons came. ... I shared what we learnt and talked about condoms, and now many use condoms and they did not do that before.*

There was a woman, actually, she sits over there [points], and she asked me why I was talking about such things. She was criticizing.

[The other woman takes the floor. She confirms that she was doubtful in the beginning, but not anymore. She took the knowledge home and shared it with her family - "and also the children"].

Question: *Are there not other organisations doing HIV Aids campaigning in the district?*

Answer: *Yes, PCSP is only one of the organisations that do information, but we are spreading the HIV Aids information within our groups and that is different.*³¹

Nearly all the women, who had gone through training in Arusha in Resource Identification, Budgeting, and Planning, had offered their assistance to others: *I went to other groups and helped them to develop plans and budget for activities (until now 6 other groups have received such training) – this we learned in Arusha.*³²

We, however, also heard that it was not always easy to implement this type of training others in matters that you yourself have just grasped:

Coming back from Arusha (the course for Women), I used the government Village Executive Officer – I wanted to spread the word to the community. The VEO supported the idea to invite PCSP groups and other groups.

They are now used to resource mobilisation, they have formed IGA groups, but not all survived. Some groups just expected to get funds. I believe that 3 out of 21 groups survived.

I tried to train them in budgeting, but it is not easy, it is difficult. However, I have now made a plan to visit the groups for follow-up.

*I also visited other centres outside my own centre. However, the time available is not sufficient, as I also have to manage my life and family.*³³

Many had missed a plan for and resources set aside for follow up. For some it is costly to move widely around in the district offering their skills to others.

Even those getting IT and computer training have tried to transmit the skills to others – also in areas (most districts) where people have no access to computers!

The idea behind the training in IT was that it should facilitate communication internally in the region and internationally. This part of the OCB project was badly thought through. In most areas, there are no computer centres. In Kwimba, you have to go to the District Town to find the only centre with internet available. The trainees could not practise what they had learnt or put their newly acquired E-mail addresses to use. See also p.20.

The picture is however not only bleak. In Sengerema District, the talk about the IT course revealed a small success story:

D.N. after attending the course came back and mobilised some parents who have now sent their children to computer classes. *I now type letters and reports for our group' other community members ask me often to type their ceremony cards. We are now able to communicate through email to our friends in Denmark. However, one challenge is that we do not have our own computer.*

Question: *What are you doing about the problem?*

Answer: *We have talked to Tele Centre in Sengerema who are selling their used computer at TSH 240,000 and are planning to buy it for the District Office.*³⁴

³¹ Field visit Ilemela

³² Ibid.

³³ Field visit Ukerewe

³⁴ Field visit Sengerema

Widening one's outlook

Surprisingly few in Tanzania mentioned anything about how they had gained from international Exchange or networking. This may have been because they perceived the evaluation as an assessment of PCSP's internal capacity building project. We know from individual remarks outside the formal settings and from the Danish partners that the face-to-face contact contributed very much to informal learning. Changes in attitude towards autocratic leaders and traditional gender roles are probably also attributable to first hand experiences of "the Danish way".

However, when we probed for such changes, we merely got examples about appreciation of differences and similarities in the life conditions here and there.

That also goes for the interviews with the Danish partners, who all value the outcome of the cultural exchange. They state unanimously that the Danes, who had contacts to the Tanzanians, have now a broader horizon, a better knowledge of "the strangers", and that it promotes international understanding and tolerance.

In the OCB Evaluation Workshop, a DCO from Mwanza Town questioned that the OCB project used "expensive experts from Denmark" as instructors and trainers. She maintained, for example, that PCSP could use local, available resources for the IT course.

A PCSP District Secretary explained to her, that the use of Danes is due to the commitment to *partnership*. *It is not that we do not have the experts here, but for us, partnership is important*, he explained. He was clearly referring to the intercultural exchange involved.

The DCO then responded with a good idea. She accepted partnership as important, but then PCSP should institute a system where instructors from Denmark be "shadowed" by local professionals. In this way, they could form "strong teams".

The Evaluation Team believes that the intercultural exchange as a lever for PCSP development cannot be overestimated. The PCSP members share this opinion. They expressed strong disappointment when we prescribed a low activity in the next couple of years in relation to the East African Network.

However, other types of exchange may be as important as the International one. It was for example remarkable, that some PCSP members spontaneously mentioned the *benefits of exchanging experiences with fellow-members from other districts* or the city of Mwanza. The work camp for repairing and painting the office is a good example of that.

The Process of Implementation

Most project *plans* seem to presuppose that the project will sail in calm waters and that official structures governing decision-making and information are functioning as thought out.

The reality is that most project *implementations* imply delays, do not follow the prescribed course of events, and muddle along.

There is thus no reason for DGI and PCSP to despair because the OCB project has not fully delivered the expected results and effects.

However, there are some reasons for the turbulence that they can take into account in future planning.

Weaknesses in Project Design

It has been difficult for the implementers to focus activities around few, clear, and relevant goals.

The project was not based on a professional needs assessment. Instead, it drew on a "feasibility study" written in March 2003 by very few lay people³⁵. Some of its ideas were discarded and later the Danish back donor (the "Project Counselling Service") asked for other ideas to be included in order to make the project tally with the prevailing strategy for Danish Development Aid.

The project description looked therefore more like a qualified and sensible shopping list than an organisational development strategy for PCSP. Important elements were missing. For example,

³⁵ The document has since disappeared. It was not possible to find it in Mwanza and in Denmark.

we could expect a focus on upgrading the qualifications of the central, regional office staff. It would also have been natural to expect interventions on the language skills in PCSP and the DGI branches (English in Mwanza and Swahili for Danes).

One element in the project is sending a Danish Development worker as organisational adviser. Now, Organisational Development is a difficult and delicate task to embark on. It demands an experienced specialist. It is not given that a Danish Short term DW is the right person to help with this³⁶. The evaluation team found in fact very little trace of her endeavours except for the nicely renovated office and the planning of the workshops bringing about (healthy) turbulence in the programme (see below p.30).

The *goals* of the OCB project are praiseworthy detailed, but sometimes too minutely developed. One gets a picture of a very ambitious and thus unrealistic project. It is, however, difficult to get an overview. We find the goals under many different headings in the project document: Vision, Objectives, Indicators, and Problem Description. Objectives are often mixed up with activities.

That these problems occur are not surprising. It is always difficult to plan a capacity-building project using a traditional logical framework format. The mandatory application form adds to the confusion.

Some counselling from the "Project Counselling Service" could have been beneficial.

Communication

The realities on the ground are that communication in the widespread organisation is difficult.

In the action plan of the project (PCSP & DGI: No date) we find purchase of a motorbike under the heading of "democratic decision making". This indicates how important PCSP value communication and transport as a prerequisite for attaining the democratisation objective.

It comes as no surprise that barriers to communication influenced the project negatively. It is actually quite impressive that the organisation is still cohesive.

In terms of communication, there is however also the danger that people from different organisational cultures talk at cross-purposes. We are convinced that actors and decision makers have had different perceptions on the validity of the formal structures and procedures for decision-making. The DGI International Executive Officer has felt on secure ground if he has discussed a given issue in the sub-REC or in the PEC. If no one has objected – even if people have nodded – he may believe that he pulled a proposal through.

Later he may be surprised when other PCSP members object to it, claiming that they never heard about it, and criticize DGI (or the regional office) for not being democratic. The representative system for decision-making is in Tanzania supplemented with a widespread use of discussion meetings involving as many stakeholders as possible.

If the formal communication about decisions (minutes, reports, verbal reporting) is not functioning well, then misunderstandings and conflicts are apt to arise. This certainly happened around the OCB project, see p.30.

To spread information about what is going on is even more difficult because many central documents are not available at all, or they are not translated. An example is the project document (the application). DGI *had to* write it in Danish. To help the implementers, DGI translated its Logical Framework part into English. It is, however, not exactly precise and points have been added by unknown authors along the way. A Swahili version of the text does not exist, but the Administrative Secretary and the Danish DW have presented it verbally at meetings in the districts and in at least one course for leaders.³⁷

³⁶ The recruitment of the DW may also have been a bit superficial. Her job-description is clearly built on a former one referring to Ukerewe, it mentions nothing about the focus on disabled, but instead it asks her to do something in relation to "education".

³⁷ On this background, it is impressive that a choir group in Kwimba opened the Field Visit workshop by *singing* the objectives of the OCB project. Somehow, the objectives may have filtered down through the organisation!

However, Danish/English/Swahili texts may be understood very differently, not least in an environment that is not deeply committed to use the *written* word in running the day-to-day affairs.

Management Issues

Many things related to general management problems affected the implementation.

Delays hit the OCB project. It took a long time to get funding through. Meanwhile the PCSP was partly dormant and the activity level very low. It is, however, a sign of some organisational health that PCSP survived this period from the beginning of 2002 to 2004.

The OCB project was also influenced by and caused itself serious turbulence in the organisation. The gravest case resulted in a conflict between PCSP leaders and staff (including the DW) and DGI.

Crisis 1:

The conflict surfaced during the first course in Leadership and Good Governance held in August 2004. Events gave the lie to possible fears that such a course would be too theoretical. In the course, some participants characterised actions by DGI as against all the good rules of democratic and participatory co-operation.

Participants claimed that they had not been involved in important decisions concerning the OCB and that the DGI International Executive Officer overruled some of their decisions. They felt that he bossed the show.

Behind the reaction was a feeling DGI forced an outside recruited "Project Manager"³⁸ on them without proper discussion about the need for such a manager and about who could apply.

The conflict quickly became personalized to be about the general behaviour of the DGI's International Executive Officer and it spread outside the course. A hectic period of accusations, defences and counter attacks, clarifications, correspondence, and meetings followed. The Danish DW acting as an organisational adviser was outspoken in the process. DGI perceived her as biased. She claimed herself that she was merely voicing the opinions of the PCSP members, facilitating a dialogue according to her job description.

The conflict was brought to a standstill in a constructive way in a two day "Reconciliation Workshop" (29 participants) and a subsequent "Reconciliation Meeting" in the Regional Office in October 2004. The DGI representative was present to explain his version of events.

Seen from outside, the workshop seemed quite partial and it did not establish a claimed *win-win situation*. However, it served its purpose. It created peace and the endangered co-operation with DGI was re-established.

It is fair to claim that DGI has behaved a bit indulgent, but sensible. PCSP on its side got out of a serious crisis without destroying their OCB project. The discussions, painful as they were, may even have served some good, cf. the remarks from Ukerewe on p.26. On the other hand, the parties could have used better the considerable energy and time they invested in blaming each other.

Crisis 2:

This incident relates to Crisis 1. In December 2004, PCSP hired the above-mentioned Project Manager, however under the title of "Project Co-ordinator". He was dismissed end of April 2005 after serious collegial difficulties in the Regional Office and alleged misconduct. The PEC dismisses him and demonstrates good ability to take organisational action, notwithstanding the fact that the Project Co-ordinator has very close and cordial relations to the then Chairman of PCSP. The REC later dismisses this chairman as they find he has shown disloyalty. The crisis meant some delay in the OCB project, a temporary break down in communication with DGI, and the office allegedly has lost computerized data and documents as well as some money not accounted for³⁹.

³⁸ In the Plan of Operation (Draft) this person is actually titled "NGO Manager"

³⁹ PCSP has tried to take this matter to the police. To date it has led nowhere.

Crisis 3:

The PCSP chairperson dismissed in case 2 continued as District Chairperson and was as such still a member of REC! However, during the Evaluation Workshop in March 2006 it was learned that he allegedly continued undermining PCSP by communicating evaluation results to the former Project Co-ordinator (mobile phones work in Mwanza!). I (the Team leader) got a vivid picture of how the organisation could take sensible and orderly action if need be. Very discreetly, the PCSP Chairperson called a meeting in the REC during a break in the workshop. The REC discussed the accusations and the majority decided to order the district chairperson to leave the workshop.

He left - unfortunately also taking with him all the other representatives from "his" district. The medicine seemed harsh, but the procedure followed was impressively orderly and meaningful. It remains to be seen whether it was unduly risky – whether the district will in fact leave PCSP after this "humiliation".

General management problems in PCSP are described elsewhere, p.14f. They should be taken seriously, as the long-term survival of PCSP depends on a more effective central management.

Another management problem in the implementation of the OCB is the concrete planning (and follow up) of the training courses. Some courses have been delegated to unknown others to plan for (e.g. the courses in accounting and NGO management, and the Evaluation Workshop given to KIVULINI as a contract). Others have come ready-made with the facilitators, who have had no chance to plan the course on a proper needs assessment. The IT courses might have had another form or target group if a pre-appraisal was made. Follow up – even in terms of course reports (e.g. The Youth Leader Education) - is often missing.

Like in most other NGOs, also in Europe, general planning and monitoring is weak. The plan of operation exists for example only as a draft in English. Under the OCB project, I (the Team leader) facilitated in late 2005 a course in simple monitoring. It was a slightly embarrassing experience that only very few informants mentioned this course as something. However, it was encouraging to note at least two districts that used the technique⁴⁰ introduced. It was also a good experience that the PCSP members had no problem in thinking in terms of "significant changes" when we asked for effects of the interventions.

⁴⁰ The Quarterly Monitoring Chart

5 Some important issues to consider

PCSP's Comparative Advantages

Notwithstanding a number of weaknesses, PCSP has in fact many advantages compared to other local NGOs.

First, it has a presence in the villages as well as in the regional town, Mwanza.

Secondly, it has good and cordial relations to the local government at all levels:

The Regional Office of the government has seconded the Administrative Secretary to PCSP, and they will continue to pay her salary in the future. The same applies to the office building in Mwanza – the local government will continue to provide PCSP with the house.

In several of the districts, we also noted a very close and good relationship to the government – in some cases the relationship was so close to the DCO that one could fear for the independence of the PCSP, see p.13.

Thirdly, it has international contacts, not only on a formal, distant level, but strengthened by people having met, lived, and worked together.

Finally, it has many dedicated members. Many use considerable time and energy for the organisation. The concept of *voluntarism* is lived, not just paid lip service to.

Ownership and Financial Sustainability

With a long history of dependence on outside funding and initiative, one could fear that PCSP members would only perceive their organisation as a provider of services and benefits. Fortunately, this attitude is on the way out, see p.24. We found actually an acceptable number of PCSP members showing a strong sense of *ownership* to the organisation. The impressions varied from district to district, and we believe that it is also more outspoken among the persons in leading positions. However, according to several informants, people felt increasingly that the PCSP belong to them.

It is clear that improved communication between leaders and followers, between districts, and between the Regional Office and the districts reinforces the process. Another measure to further solidarity would be that PCSP - after years of dragging its feet – now insists that member groups pay the fees due.

Some districts enforced the constitution on this point. Others did not at all. It showed impossible to get an account showing how much was in fact collected and where. The Regional Office was not in possession of reports or accounts showing this – and an attempt to collect aggregate information did not result in anything. Nevertheless, all agreed that little was collected and in a very lenient way⁴¹.

People, who pay for something, clearly can claim that they own it. We believe that PCSP should – and could! – enforce payment. It is not only a necessity for survival, but it will create more dedication and unity in the membership.

Collection of fees is not only related to survival but certainly also a pre-requisite for financial sustainability. Fees alone will probably not cover the financial needs in the future, and PCSP has to find ways of earning money. Actually, some groups are already well under way earning money, and they prove good skills in it. It should be possible for PCSP as an organisation also to earn some money.

A real asset for PCSP in this connection is its strong presence in the villages. Whenever a development organisation, a company, or the government wants to initiate development activities in the districts, they are in dire need of finding local actors, who can do the job. The bigger agencies do rarely have an outreach further than the district towns.

One sensible strategy for PCSP could therefore be to make it *attractive as a "subcontractor"* to community based development interventions. Some cultural groups are already engaged in promoting the use of malaria nets, HIV Aids awareness, and the like activities.

⁴¹ Examples: Geita have 122 groups out of which only 40 paid annual fee in 2005. Ilemela never collected fees, but declared: *We are in the process to do it.*

However, if PCSP wants to attract attention from the bigger development agencies it certainly needs to be seen and known as a suitable entrepreneur.

Visibility

The project evaluation in 2000 (Mandara:2000) pointed out that hardly anyone outside the circles of the PCSP did know about it. Lack of visibility was a problem – and it still is. Wherever we went, we tested the waters using the method nicknamed "The Voice of the People"(p.11). Very rarely people had a vague knowledge of what PCSP was – and it did not help to explain further and maybe use its Swahili name. Even at village level, it was difficult to get a positive response.

We had expected more, not least because some of the groups have organised sports festivals with Danish participation. People in the countryside should remember this as an unusual event. Conclusion: there is still a long way to go.

On our way to the district, I met its District Educational Officer. I asked if he knew of something called PCSP. "Never heard of it," was his answer, and it did also not ring bells when I explained that it was an NGO specializing in Sports. The DEO has been serving in the district for three years⁴².

In the recommendations written on p.7 are a few hints on a strategy to follow⁴³. The main message is that PCSP should first consolidate itself in the districts and focus its activities to communicate a clearer identity. It should also strive to be known by actively seeking co-operation as a sub-contractor and sparring partner with the local government structure – and the NGOs.

Furthermore, it should insist on being involved in the mandatory planning process now taking place in the districts. Official rulings demand that the planning builds on a certain participatory approach *starting in the ward* of a district. People and institutions in the wards generate information and opinions. The District receives the data and merges them to a District Plan. The Region processes these District Plans into a regional plan for Mwanza is made. PCSP, which is present at village and Ward level, as well as in the District, should insist on inclusion in this process.

This bottom-up approach can be supplemented by trying to lobby for sports and culture issues also at the regional level through the very influential *Regional Consultative Committee* where key persons from administration and local politics, and even the Mwanza MPs gather to make frameworks for plans.

A pre-condition for this strategy is that PCSP is not only pro-active, but also clear about the issues it will support and that it demonstrates skills in presenting and *documenting* their cases.

⁴² Teamleader's diary, slightly edited.

⁴³ Many other steps may be taken. It is up to PCSP to come up with a few, well-functioning activities that can place the organisation on the Mwanza map.

6 The Future

The environment is just now favourable for a Culture and Sports Organisation that wants to position itself. Very recently, the government policy shifted. It now puts Sports at the top on the list of priorities. In all Tanzanian regions and districts, people work vigorously on plans to further sports. PCSP will certainly be welcomed as an actor in this work.

The Evaluation Team has not much to say here on what PCSP can do in the future. We already outlined our recommendations on p.7f.

The final Evaluation Workshop on the OCB discussed the recommendations and the participants confirmed that they would adopt the recommendations.

They would play down the participation in the EAN a little – but they expressed a strong wish to participate when strong enough and when well anchored in the districts⁴⁴.

They also had a lively discussion on the need for systematic collection of fees and creative fundraising, but they carefully avoided the question of what should happen with groups that did not pay their fees.

The meeting ended with two groups discussing plans for future. These were the central issues produced by the groups:

Group one:

- After 3 years PCSP needs to be involving itself in the process to be known by brochures and other means and sending minutes to others at all level
- PCSP should register as an NGO – under national committee of Sports
- We need to do lobbying to NGOs and Government and we need to have contracts
- Starting 2006 all districts pay their annual contribution. 10% remain in groups, 50% in district, 40% goes to the regional office
- Within 3 months to come DGI and PCSP will have negotiated about Rose's capacity building
- International Co-operation – we need to strengthen more the International co-operation

Group two

- Make the organisation known through meetings with leaders from all levels within 3 months
- Needs offices in all districts
- Districts, we will mobilise
- Fundraising, annual fee
- Team for fundraising within three months
- Organise festivals and competitions on sports and culture – three years time
- We need workers with skills and knowledge in this process

⁴⁴ This statement was contested by PCSP commentators when they read the draft report. They said, that participants had objected to playing down the participation.

7 Documents and References

Ally, Yassin	A Consultancy Report of Reconciliation Workshop for PCSP, PMT and DGI	Report, prepared by Kivulini Women's Rights Organisation, Mwanza, October 2004
Davies, R. & Dart, J.	The 'Most Significant Change' (MSC) Technique: A Guide to Its Use	Country (?), 2005 http://www.mande.co.uk/docs/Guide.htm
DGI	"Partnerskabsaktiviteter" & "Mindre Projekter", Bilag 1, Date: 31.03.2003	Application document, Vejle, mark, 2003
Eade, Deborah	Capacity Building. An approach to people-centred development	Oxfam, Oxford, U.K., 1997
Ellegaard, Ingeborg "Chipo"	Final Report March-November 2004 [Report written by MS Short Term Development Worker assigned as an Organisational Adviser to PCSP]	Mwanza, Tanzania, November
Hailey, John & James, Rick & Wrigley, Rebecca	Rising to the Challenges: Assessing the Impacts of Organisational Capacity Building	Praxis Paper No. 2, INTRAC, ford, U.K., February 2005
James, Rick	'Quick and Dirty' Evaluation of Capacity Building. Using Participatory Exercises.	Praxis Note No. 15, INTRAC, October 2005, UK http://www.intrac.org/pages/Pote15.html
Mandara, R.M. et al.	The popular culture and sports project in Mwanza Region, Tanzania. End of project evaluation. Final Report	Report, DGI, Denmark, April
Mazenya, Y.A.	A Consultancy Training Report for Popular Culture and Sports Programme (PCSP)	Report, prepared by Kivulini Women's Rights Organisation, Mwanza, 2004
MS Tanzania	Job Description, Organisational Advisor	Dar es Salaam, October 2003
MS TCDC	Report for the Training Conducted for Members of Popular Sports and Culture Programme at MS-TCDC in Arusha (August 2004) and in Mwanza (January 2005)	Usa River, Tanzania, No Date
PCSP	The Implementation Report as From 1 st of April 2004 to 30 th of September 2005 for the Capacity Building Project	PCSP, Mwanza, Tanzania, No [2005]
PCSP	Terms of Reference (TOR) for the Evaluation Team	Document, draft, No date [2005]
PCSP & DGI	Popular Culture and Sports Programme. Draft Plan of Operation as From 2003-2005	Mwanza, Tanzania, No date
PCSP Sengerema	Draft Agreement between Popular Culture and Sports Programme: Sengerema District (Sengerema PC&SP) and Danish Gymnastics and Sports Associations, DGI Himmerland on Cultural Exchange	Sengerema, Tanzania, September 2003
Petersen, Dorthe Heegaard	Final Report, Period of service: 19 th of April to 31 st of October 2004 [Report written by MS Short Term Development Worker assigned as an Activity Adviser to PCSP]	Mwanza, 2004
Sönderby, Lars	Evaluering af undervisningsforløb i Basic Computer and Communication Skills	Report, June 2005

Annex 1: Terms of Reference

Popular Culture and Sport: Partnership and Organizational Capacity Building Tanzania 2004-2006 Terms of Reference for evaluation

Background

Popular Culture and Sports Programme (PCSP) is a Tanzanian NGO that surfaced in Mwanza in year 2000. According to its organisational self-description, it is active in eight districts where 38 centres serve 227 groups with 5.080 members. PCSP has international contacts, especially in Denmark, and is part of a recent East Africa network of like-minded organizations in Kenya and Uganda.

The young NGO was created by groups and individuals involved in a 10 year long, DANIDA-funded project implemented by the Danish DGI (together with local government institutions and the Danish MS).

The final project evaluation (Mandara: 2000) recommended in April 2000 that the local stakeholders formed an NGO as a means to improve a weak sustainability. It was evident that the financial as well as the organisational basis for a continuation and further development was not there.

The evaluation also inspired DGI and its now new partner PCSP to secure funds⁴⁵ for a small 2-year organisational capacity building (OCB) project. The project targets leaders and active participants on all levels as well as the physical capacity and infrastructure of the organisation. The project has run from 1st of April 2004 to 31st of March 2006.

The present evaluation will assess the *outcome* (so far) of this intervention. The implementation of the planned activities is already well described (PCSP: 2005). However, we can assess the usefulness of the means chosen in this OCB-project by exploring whether the activities result in the intended changes.

DGI and PCSP expect that the evaluation is future-oriented. It should thus look for signs of social processes that may positively influence the future activities of PCSP. The evaluators should give recommendations on future strategies for PCSP and DGI.

Furthermore, the partners see the evaluation exercise as an integral part of the capacity building process. Therefore, the evaluation should be as participatory as possible and involve those who have a stake in the activities of PCSP.

Finally, the evaluation does not attempt to cover all conceivable activities and problems. The OCB project is a “mini-project” and it does not call for excessive detailing in its final evaluation.

Objectives of the Evaluation

The main result is a report in English with recommendations that PCSP can use for:

- Learning and decision making on organisational matters that enhance financial sustainability,

⁴⁵ From the Danish “Project Counselling Service”

- especially in the areas of collecting membership fees and running income generating activities.
- Learning and decision making on organisational matters enhancing sustainability and organisational development at local levels. The evaluation will identify the more important questions, but we expect recommendations on at least the following issues:
 - Awareness raising among target groups,
 - involvement of members and activists,
 - striking the gender balance,
 - involving the disabled,
 - use of qualifications gained by leaders and others in the OCB project,
 - co-operation with local institutions (government and non-government),
 - involvement in other community matters than sports, e.g. education, HIV/Aids.

Recommendations that PCSP and/or DGI can use for:

- Learning and decision making on strengthening future international co-operation and networking

in relation to like-minded organisations in Kenya and Uganda; the East African Network, in relation to co-operation with Danish organisations, i.e. DGI and its associate members

Descriptions and assessments that DGI can use as central information in

the final report on the OCB project that DGI is to deliver to the Danish “Project Counselling Service”. The information will mostly be on outcome related to the objectives described in the project application (DGI: 2003).

Approach

The evaluation aims at stimulate organisational learning and thus pursue a participatory approach. It has a character of “self-assessment” rather than an outside control dominated by donor interests. It also resembles a “peer review” as the other member of the evaluation team comes from a sister organisation in either Kenya or Uganda.

Time, including “man-hours”, is here a limited resource. Therefore, the team leader has consulted an INTRAC publication (James: 2005) for ideas on how to evaluate under such conditions.

Time forces us to limit the number of questions to answer. PCSP members have already discussed the evaluation and produced a draft ToR raising some of the questions. However, pursuing a participatory approach, the evaluation team will be sensitive to new issues raised along the way. Interviews and focus group discussions will thus be semi-structured and invite participants to prioritize.

It is to be preferred to have relative few in-depth interviews and focus-discussions, than a massive coverage. This tally with the interest in an outcome of carefully described social processes.

The Most Significant Changes approach (Davies: 2005) is one of the methodologies that the team will apply to document and describe the social changes in the words of the informants.

The evaluators will have to rely on interpretation (English/Swahili) during fieldwork. It is the intention to employ one or two young locals who can operate as interpreters as well as “research assistants”.

The limited time requires that the team-members interview key persons and informants sampled from bigger groups or categories of people.

It is also not possible to visit all the eight districts represented in PCSP. The evaluation team leader will make a sample.

One part of the evaluation focuses on international performance. Outside Tanzania the team will conduct a few, central interviews by telephone and e-mail correspondence.

The team will use available documentary evidence like funding requests, project documents, reports, memos, and minutes from meetings. Some of these documents exist in Danish only. The team leader will verbally translate necessary summaries of these to his colleague. The team leader will get a verbal summary of possible documents written in Swahili.

During the planned Evaluation Workshop in Mwanza, the team leader will make a short provisional debriefing and the team will act as *participant observers* during the workshop. There is a need for a fully qualified, simultaneous translator for this part of the field studies.

The Evaluation Team

The team consists of 4-5 persons:

1. Peter Sigsgaard (Team leader), MA sociology, Denmark
2. Francis Gichuki, leading person in a sister organisation in Kenya. To be contracted through PCSP before mid February 2006.
3. Administrative Secretary, PCSP, Mrs. Rose Rutasitara, who is acting as resource person and responsible for all kinds of logistical support.
4. 1-2 young, "lay" interpreters identified and contracted by PCSP [through Kuleana?]

Time Frame and Reporting

January 2006, 2 nd half	Team leader will start elaborating on the ToR received from Mwanza, request and go through available documents, plan for the field studies, and establish contact to the other team members.
February 2006, first half	PCSP will identify team member from East Africa. PCSP will contract the person for the Field Study period. Requested documentary material is found and made available (PCSP)
February 2006, second half	PCSP will inform authorities (central and local) about the upcoming evaluation and prepare member groups for possible visits and activities like interviews and group discussions.
March 11 th to 18 th 2006	Field studies in Mwanza. Team will not visit all eight districts. A detailed plan will be made in February 2006
March 20 th to 22 nd 2006	PCSP Evaluation Workshop: Key persons from the eight districts where PCSP is active meet for provisional debriefing by team and for self-assessment of the OCB project. Team acts as participant observers.

30 th March to 10 th April 2006	Team leader writes draft report, max 20 pages + annexes, English
Second half of April 2006	Draft report is circulated for comments to PCSP and DGI
May 2006, first half	Final report written by team leader. Report delivered to DGI and PCSP May 5 th 2006.

Services provided by DGI and PCSP

DGI (International Programme Co-ordinator, Mr. Børge Nommensen)

- contracts Peter Sigsgaard and is responsible for his travel arrangements,
- procures documents and other information from the Danish Head Office,
- participates in Evaluation Workshop as one of the stakeholders in the project,
- key persons involved in co-operation with PCSP are at disposal for interviews by the team leader,
- supervises the process together with the team leader

PCSP (Administrative Secretary, Mrs. Rose Rutasitara)

- organises the field trip (including preparation of relevant authorities and PCSP member organisations),
- contracts Mr. Francis Gichuki (evaluator from Kenya) plus identifies and contracts 1-2 young "research assistants" (consultations about task and qualifications with Peter Sigsgaard),
- follows closely the team during field studies, is responsible for introductions to communities and informants, responsible for transport and all other logistical matters,
- secures follow up information and feedback about draft report when this is released.

Bibliography

[The bibliography is very much alike the list of documents and references on p.35]

January 25th 2006



Peter Sigsgaard

Annex 2: PCSP Structure

[diagram is not included as it is too big in KBs. It is forwarded to DGI separately and can be inserted in this final report if wished]

Annex 3: "Logical Framework" of OCB

OBJECTIVES:

1. To qualify the leaders of the cultural groups and the sports clubs: recognition of the organization⁴⁶ in order to motivate more people to become members or to build new groups or clubs, to strengthen the qualitative engagement and to increase the members' co-operation between the villages and the leaders of the centers and other CBO's - in connection with advocacy, lobbying and fundraising for cultural and sports activities.
2. To build up the capacity of PC&SP on district level so that it can attend to the management and administration of the organization and with that ensure the sustainability.
3. To qualify the democratically elected leaders of PC&SP to be able to take initiatives for and to practice a regional and an international work.

INDICATORS:

Education:

- 1.1 That 16 women (among them at least two disabled) have accomplished a course in Organizational Capacity Building, and that 80% of them on 1 October 2005 are active in their respective women committee (Women in Sport) and in a regional woman committee.
- 1.2 That 40 young people in the age of 18-28 years (among them at least 4 disabled) with a 50% quota system based on sex women/men have accomplished the Youth Leader Education, and that 75% of them on 1 October 2005 are active in their respective district youth committee and in a regional youth committee.
- 1.3 That 72 members of the PC&SP District Committee have accomplished a local course in association management, and that 75% of them are active members of their respective district committee on 1 October 2005.
- 1.4 That 256 persons have accomplished a local week course in NGO management and accounts. Besides the members of the district committee 8 women and 8 young people from every district participate. It means that there are 34 participants in every district course, among them at least 4 disabled. On 1 October 2005 at the same time the representation of women in the district committee has risen to at least 50%, at least 2 young people and at least one disabled are members of the district committee.
- 1.5 That 12 persons (representing REC and DEC), at least 50% women and at least 33% young people and at least 2 disabled have accomplished an EDP / IT course. On 1 Oc-

⁴⁶ The translation from Danish is not correct. Please replace "recognition of the organization" with "to render the organization visible" [Peter Sigsgaard]

tober 2005 it will be possible to communicate actively to chairpersons and committee members in all districts and REC.

Organization Capacity.

2.1 Realistic action plans and budgets for 2005 – 2006 are down up and presented in both REC (the executive committee) and in the district committee. The financing will happen through own fundraising, sponsorships and eventually subscriptions from individual members (a token payment), which appear from the budget.

2.2 That all district committee quarterly present budgets and accounts to the executive committee. At the annual meeting 2005 the district committee tell of at least 5 completed activities.

2.3 That minutes must be taken at all meetings in the district committees and in the executive committee. That all meeting agendas the following item must be included: evaluation and state of affairs.

2.4 That the district committees have had contact with and held meetings with minimum 3 other NGO's in the area every year – concerning a network co-operation about education, information campaigns, advocacy and income generating activities.

2.5 That in November 2005 a motivation and anchoring strategy for all districts based upon the items above must be available.

International Co-Operation:

3.1 That every third month a newsletter must be sent out including minutes from the executive committee meetings by e-mail to all co-operation partners. The participants in the course activities of the project must communicate the letters.

3.2 That the organization accomplishes the planned international exchanges.

3.3 That in the last half of 2005 a network between PC&SP and RDP (Uganda) is established with DGI as facilitator in an anchored and written agreement about East African co-operation and a committee in charge of the political and lobby-wise co-operation with the governments in connection with public sports, South – South seminars and exchanges.

TARGET GROUP AND PARTICIPANTS

Primary Target Group:

1. The female members of the 8 district committees (PC&SP District Committees). Between 3 and 6 of the 8 members of each district committee are women. Club members on village/center level (a center consists of two or more villages).

Representatives from here (with a special weight on engaged women) will likewise become primary target group for the implementation / inspiration effort.

2. Young people between 18 and 28 years. The target group is engaged young people who are the potential coming youth leaders for the 1775 members of PC&SP under 20 years.

3. Physical disabled.

Secondary Target Group:

The executive committee of PC&SP (17 members).

PC&SP works solely in the countryside and in villages. As mentioned before the organization works with memberships. Established and organized clubs/groups can be admitted as members. In the project period 25 clubs/groups were chosen to participate. Just now 4-7 villages /centers in each district are represented, and every village/center has between 22 and 40 clubs/groups. In that way about 500 people are members of the organization. Later on a few groups have dropped out, and new groups have been admitted, and so the number of members is the same. About 33% are women. The number of involved people is much bigger, as the village families on the whole take part in the activities in some way. All involved are people of slender means, most of them are poor and with a low or none education.

A part of the objectives for the last project period (1997-2000) was strengthening of the women's role, participation in activities and position in leadership. In all accomplished courses and activities in the project period there has been focus on the sex criterion that an equal number of men and women should participate. Likewise it was an objective that the women were equally represented in the management on all levels (village, district and region).

ACTIVITIES:

Education

- Mbinu za kushirikisha jamii katika kupunguza umaskini (community approaches to poverty reduction. Organizational Capacity Building Training of Trainers) on Train-

ing Centre for Development co-operation (TCDC). Two representatives (women) from every PC&SP District committee⁴⁷.

- A youth leader education (Youth Leadership Training). For 40 young people between 18 and 28 years with a balanced quota system based on sex. The course takes place in Mwanza and is developed after local requirements and with the experiences from similar youth leader educations in the project in RDP in Uganda (Youth Leadership Education) and in MESFA in Zimbabwe (Sport Academy) both of them Danida supported DGI – projects.
- Organization management and implementation (local education for cultural groups and sports clubs). Three from each district will in Mwanza participate in an inspiration course for association management⁴⁸ and implementation. An integrated part of the course will consist of establishing an event (tournament, a small sports festival, a workshop) in the participants' own local area/village in co-operation with local leadership. Three courses will be held: Two in 2004 and one in 2005.
- Administration, accounting for members of district committee (local education).
- Lesson in English⁴⁹
- EDP courses (local education – word – processing, spreadsheet, internet). A guest teacher from DGI.
- Office facilities / communication:
- Assistance for establishment of an optimal office on regional level (computer, internet, telephone, electricity, water, toilet).

Transport:

- Purchase of a smaller motorcycle for the local employed NGO manager.

Traveling activities.

- 8 women (1 from each district) visit the co-operation partner in the region (i.e. RDP in Uganda) for exchange of experiences and planning of future co-operation. (The travel will be by ferry and bus).
- Travels in Tanzania to meetings, festivals and workshop internally.
- Expenses for monitoring travels and evaluation.
- Collecting of experience / workshops in the districts.
- An essential element in the effort is to cultivate “what already exists” of good processes in the areas. An example is the ngoma-groups. An essential step will also be to “measure” and to register expectations of the members to the future PC&SP, which has been done during account of these reports and fit them into the planning and the organizational structure. Two persons from each district committee are pointed out to be responsible for this information retrieval. One of the objectives is to identify persons who are continuously able to communicate/hold courses in implementation and organizing of small events.

⁴⁷ This title was not maintained in the course conducted. It concentrated on understanding of networking, entrepreneurship in relation to IGA, budgeting, resource identification, and developing of simple project proposals.

⁴⁸ One could get the impression that the course is about more technical management aspects. It has, however, been conducted as a course about leadership and good governance (Utawala Bora). The third course was, allegedly, more technical than the previous two. It was run by the project coordinator, who was later dismissed. There is no report on the content of this course.

⁴⁹ This point has been added to the English translation and does not appear in the Danish project document. It was probably added by a Danish Development Worker, who in late 2005 wanted to introduce this language training as her "private project" to which she did some fundraising in Denmark. The activity has not taken off yet (March 2006).

- Seminars with DGI – representatives and partners. It will be combined with project visits.

The strategy of the effort:

The equal participation of men and women is a clear priority. There are already many participating women in netball and ngoma, and it is one of the objectives to make women participate in the decision-making. It will continuously be a part of the activities of the organization to recruit and encourage women to be nominated for the elections of the organization. This is an extraordinarily important part of PC&SP's strategy for the next 5 years.

The cultural and sports approach is possibly more "in concrete" than other efforts, but it is exactly DGI's main field, and we want to support initiatives that appeal to the public voluntary engagement in the local areas. We have made parallel courses in Uganda and Zimbabwe, and we have a co-operation organization in Ghana. Exchange and co-operation between these organizations are a part of the plan development through association and sports in Africa.

In the first phase from October 2003 to June 2004 there is capacity building in PC & SP on both district and local level.

In the second phase from June 2004 and in 2005 the objective is stake on the regions, i.e. make capacity building in Regional Executive Committee.

The first phase consists of:

- To establish a row of practical tools and facilities.
- To strengthen the capacity of key figures (women and young people) in connection with organizational management and use of tools.
- To facilitate the communication and the meeting activities in the districts.
- To get started locally and slowly create a change of attitude in relation to "Take voice" and to commit oneself. It must be demonstrated that it is worthwhile for the development of the local area. Through motivation and implementation courses: at first preparatory theory and then: arrange a small tournament or workshop where the participants live. They must be responsible for the "product", its development and its implications.

The second phase consist of:

- Maintenance and enlargement of the three first items mentioned above.
- To collect experiences from the development of local entrepreneurs and continuous planning of activities.
- Establishment of a strong network with Uganda, sport for all in Zimbabwe, DGI in Denmark and ISCA internationally.
- Exchange of experiences and participation in seminars with the above mentioned organizations.

To make the voluntarism stable and spread the engagement through this strategy. Not only quantitatively but also qualitatively. The cause for the importance of the engagement must be made plain: it is good for the development of the local society. This link must appear very clearly for the participants, and it is this link that is behind the problem analysis (both the more "practical/technical" and the qualitative), the set up of solution proposals and the target group that the activities are directed towards.

RESULTS:.

A substantial strengthening of PC&SP as an Organization. Especially on district level and in the local cultural groups and groups and sports clubs.

Here the already obtained results are not mentioned.

The members of the Pc & SP district committee will:

- Draw up action plan and budgets for one year at a time
- Participate in network with the other PC&SP district committee about advocacy, fundraising, competitions and festivals.
- Have established and continuously strengthen a special committee for women
- Have established a special regional committee for young people between 18 and 28 years
- Have established a special regional committee for disabled.
- Have a co-operation with similarly disposed NGO's in the Mwanza Region

Members of the individual cultural groups and sports Club will:

- Be able to undertake advocacy in relation to the local authorities.
- Participate in the co-operation on district level by being nominated to elections to the PC & SP district committee.
- Participate in tournaments and competitions.
- Administrate and keep accounts for the group/club in an open and clear way.

The members of Regional Executive Committee (the executive committee) will be strengthened in NGO management and administration. They will be able to:

In relation to the management part.

- Draw up management functions and roles on different levels in PC&SP
- Discuss practical problems and challenges in NGO management.
- Describe techniques and tools to develop project plans and strategies.
- Use organization principles to develop the structure of PC &SP
- Know recruitment processes, human resources development and guidance.
- Promote teamwork and co-operation.
- Analysis in order to find suitable management models.

In relation to the administration part:

- Prepare plans/proposals and corresponding budgets for PC&SP
- Establish firm models, which facilitate registration, monitoring and auditing of the organization means.

- Adapt to the legislation of Tanzania in questions of financing and human resources.
- Know which materials are necessary.
- Establish and make use of methods of filing.

This “technical” superstructure is necessary in order to gather and co-ordinate an organization covering 8 districts.

Key figures of the 8-district committee will be able to attend to the daily work and administration – include EDP, accounts and communication in English with partners outside the Mwanza Region.

In all districts there are offices solely for PC&SP. With that a bigger independence is ensured. Thanks to means of transport there is a regular contact both between the districts, but also to each club. Frequent contact to partner organizations and new NGO's.

The implementation/inspiration part:

After this effort the number of arrangements in the village has increased, and there is a stronger network both in and between the Districts. An annual festival include workshops for leaders and trainers in one of the district is no the programme from 2004. Based on the inspiration and experiences from the arrangements the further strategy is worked out. Its main point is consolidation and continuation of the members' engagement. An essential result of this will be the feeling of ownership and responsibility for PC&SP among the members.

4 districts (Sengerema, Geita, Kwimba and Ukerewe) have in 2005 co-operation regions in Denmark (regional associations).

Annex 4: Districts Visited, Persons and Groups Met

Not all participants in diverse meetings were recorded. Below we only indicate the records that are available.

PARTICIPANTS IN THE EVALUATION

KWIMBA		
Bujiki Lusoloja	Kwimba	Male
Daniel Jamuyi	Kwimba	male
Robert Makwi	Kwimba	Male
Ngwalu Shitabo	Kwimba	Male
Yuster Lukanda	Kwimba	Male
Christina Kwenda	Kwimba	Female
Pilly Yohana	Kwimba	Female
Sundi Lucas	Kwimba	Male
Joseph Peter	Kwimba	Male
Margeth Francis	Kwimba	Female
Raheli Ngororo	Kwimba	Female
Maria Ngwazalima	Kwimba	Female
Susana Daudi	Kwimba	Female
Stella John	Kwimba	Female
Deus Masasila	Kwimba	Male
Juma James	Kwimba	Male
Nesthory Maryco	Kwimba	Female
Madaha Domela	Kwimba	Male
Faustine Joseph	Kwimba	Male
John Lutnja	Kwimba	Male
Subbi Lucas	Kwimba	Female
Anna Wilson	Kwimba	Female
Luhula Joseph	Kwimba	Female
Zaharia Patrick	Kwimba	Female
Margreth Busenghwa	Kwimba	Female
Monicah Kachwele	Kwimba	Female
Joyce James	Kwimba	Female
Limi Peji	Kwimba	Male

Happiness Luhaga	Kwimba	Female
Tabitha Mzungwa	Kwimba	Female
Shadrack Mwiya	Kwimba	Male
Luzalia Kadalaja	Kwimba	Female
Kula Mashala	Kwimba	Male
Ngwahi Lucas	Kwimba	Male
Debora Marosha	Kwimba	Female
Sophia Lazima	Kwimba	Female
Masubi Mpeji	Kwimba	Male
Anastacia Nestory	Kwimba	Female
Veronica Boniface	Kwimba	Female
Bestina Busengwa	Kwimba	Female
George Francis	Kwimba	Male
MAGU		
Ngoshangwiye Ndakama	Magu	Male
Daniel Sylvester	Magu	Male
Mandago Pauline	Magu	Female
Philemon Merick	Magu	Male
Boniface Chonza	Magu	Male
Maliamu Kusekwe	Magu	Female
Cecilia Martine	Magu	Female
Mussa Paul	Magu	Male
Ellyuma Masalandeleha	Magu	Male
Emmanuel Kaswahil	Magu	Male
Sabo Deo	Magu	Male
Chilliko K.D (DCO)	Magu	Male
IILEMELA		
Daudi Justine		Male
George Makamelelo		Male
Mgeni Simba		Male
Lucia Safari		Female
Stelle John		Female
Marietha Simon		Female
Fredrick Saulo		Male

Kulwa Kachwele		Male
Joyce Simon		Female
Consoolata Kachwele		Female
Martha Saulo		Female
Justina Kumbula		Female
Juliana Michael		Female
Florah Mathia		Female
Rosemary Bandi		Female
Alex Mkakalo		Male
John SAtephano		Male
Faustine Msolini		Male
Raphael Lunyilija		Male
Sengerema		
20 participants (no names listed)		Female
10 participants (no names listed)		Male
Ukerewe		
Approx. 15 participants (no names listed)		Female
Approx. 15 participants (no names listed)		Male
GEITA	Geita	
Robert K. Mpelwa	Geita	Male
Asilia Habibu	Geita	Female
Peter Salum	Geita	Male
Emmanuel Siyab	Geita	Male
Ehausiku Hassani	Geita	Male
Halima Mganga	Geita	Female
Mwandichi Abda	Geita	Female
Grace Fred	Geita	Female
Tatu Bona	Geita	Female
Tatuma Mganile	Geita	Female
Amina Hamisi	Geita	Female
Mariam Kasambo	Geita	Female
Fatuma Mango	Geita	Female
Tabu Masakoilio	Geita	Female
Farida Hamisi	Geita	Female

Rehema Khamis	Geita	Female
Asha Sitivni	Geita	
Hamisa Hamido	Geita	Female
Jamilla Hamisi	Geita	Female
Kwololar Kinso	Geita	Male
Brighton Samuel	Geita	Male
Gideoni Fungence		Male

Persons visited or interviewed:

Family Name	First Name	Address / Organisation
Andrea	Karist	PCSP, Sengerema, Tanzania
Bjerrum	Aase	DGI Himmerland, DK
Chiliko	D. K.	DCO, Magu, Tanzania
Chonza	Boniphace	PCSP, Magu, Tanzania
Dollar	Eunice	SMART LADIES, Kenya
Francis	George	PCSP, Kwimba, Tanzania
Jørgensen	Else Byskou	DGI Prästö, DK
Kaijage	Prudence	MS-TCDC, Arusha, Tanzania
Mabagala	Andrea	DCO, Ukerewe, Tanzania
Madsen	Bo Busk	DGI Odense, DK
Mbakile	Noor	p.t. UNDP, Mwanza, Tanzania
Michael	Juma	PCSP, Geita, Tanzania
Msolini	Faustine	PCSP, Ilemela., Tanzania
Mufungo	Phares	DCO, Geita, Tanzania CHECK
Mwendwa	Palapala	PCSP, Ukerewe, Tanzania
Mwiyare	Shadrack	DCO, Kwimba, Tanzania
Nielsen	Birgitte	DGI Roskilde, DK
Nkumiro	Kenneth	RDP, Uganda
Nommensen	Börge	DGI, Vingsted, DK
Opondo	Martin	YES Kenya
Rutasitara	Rose	PCSP Mwanza, Tanzania
Shani	Robert	DCO, Sengerema, Tanzania CHECK
Sulusi	Aulelia	PCSP, Ukerewe, Tanzania
Yohana	Pilly	PCSP, Kwimba, Tanzania

Annex 5: Questionnaire and MCS questions

Sample Questions for Interview with DGI, DGI branches in DK, and partners in the East African Network

Objective of Capacity Building Project

To build up the capacity of PCSP's cultural and sports members, as well as qualifying democratically elected leaders from the centres / village level, district and regional levels to be able to take initiatives for local and international work practices as well as knowing their human right

Objective of the interview

Assessment of capacity, possible changes for better or worse in the mode of co-operation since the project started in 2004 (examples!), and possible recommendations that they believe we could give to DGI and to PCSP.

1. Informant
2. Since when have you had the contact to the PCSP [possible branch]?
3. How came the partnership about? Who took the initiative to propose partnership?
4. Do you have an agreement about partnership with PCSP?
5. In your opinion, what is the main goal of co-operation - for DGI? - for PCSP?
6. Is financial funding a major issue in the agreement? Was it discussed before signing?
7. How and how extensive was the involvement of PCSP in conceptualising the partnership and drafting the partnership agreement?

<p>8. How and how extensive was the involvement of PCSP main office or Regional Executive Committee in conceptualising the partnership and drafting the partnership agreement?</p>
<p>9. Comment on your relationship with PCSP</p>
<p>10. How do you assess the role played in the partnership by PCSP [possible branch]? Are they performing well, on the average, or below what one could expect? GIVE EXAMPLES</p>
<p>11. What about the partnership performance manifested by your organisation – how do you assess yourself?</p>
<p>12. Have you during the last 2 years seen changes in your own or PCSP's performance in the co-operation process? If yes, which changes?</p>
<p>13. Highlight some visible activities that were initiated by PCSP towards attaining the goals of the partnership.</p>
<p>14. What is the main contribution of PCSP to the partnership?</p>
<p>15. Mention the two most important topics, which you or fellow members have benefited from sharing experiences on with PCSP</p>
<p>16. Mention possible skills or insights that you have gained by the co-operation with PCSP</p>

<p>17. If you were to begin this process again from afresh, what would you do differently?</p>
<p>18. What key recommendations could you give to PCSP as far as the cooperation is concerned?</p>
<p>19. What key recommendations could you give to DGI (main office or regional branch) as far as the cooperation is concerned?</p>



Themes for Focus Group Interviews

Used as a point of departure only:

- The diverse inputs in the form of training, what did they get out of it?
 - Democratic attitudes and Advocacy issues
 - Youth Leaders Training, where are the young participants now, who are they in the organisation, what role do they play now?
 - Decentralisation versus centralised management
 - Monitoring the program, Planning capacities
 - Income Generating Activities
-

MSC Questions

Most Significant Changes exercise in groups of 10 - they end up with producing three answers per group on flip charts

Questions prepared for e.g. Kwimba:

1: Think one year back. In Kwimba, what has been the most significant change in the lives of either

- a. women, *or*
- b. young people, *or*
- c. disabled persons?

Give examples of the change that the group chooses

[Do not give the following question before they are finished with 1.]

2: Is this change due to the existence of PCSP Kwimba?

If yes, How?

If No, can you think of another change in the lives of women, young people, or disabled that is due to PCSP?

3: Think one year back. Mention the most significant change, for better or worse, in the way PCSP Kwimba runs things.