

# **Setting the Context and Giving Feedback**

**NPA Consultancy on the NGO sector in Tanzania**

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# Setting the Context and Giving Feedback

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1. **Why is there the interest in NGOs?**
  1. The new paradigm of free markets, good government and civil society
  2. The quest for those who can alleviate poverty
2. **What is civil society?**
  1. Three parts to the state
  2. Definitions
  3. Classifying CSOs
  4. Classifying CSOs/2
  5. Membership Organisations
  6. Non-Membership Organisations
  7. False CSOs
  8. Mapping Civil Society in Tanzania
3. **What are NGOs and CBOs?**
  1. Characteristics of NGOs
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  3. Varieties of NGOs
4. **Relations to the State**
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  3. The importance of politics
  4. Elements of an enabling environment
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7. **Domestic Resource Mobilization**
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8. **The Healthy NGO**
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  3. Organisational Capacity Assessment
  3. Relations between the components of a healthy NGO
  4. Capacity development of NGOs
9. **The Healthy NGO Sector**
  1. Codes of Conduct from Philippines, Bangladesh, Zambia
10. **Observations in Tanzania**
  1. Problem Tree
  2. Objectives Tree
  3. Program Possibilities

# **The New Paradigm of Free Markets, Good Government and Civil Society**

**Good Government**

**Competitive  
Market Economy**

**Strong Civil Society**

**Good Government -**

**A well managed state**

**Competitive Market Economy -** driven by consumer choice  
(nationally & internationally)

**Strong Civil Society -**

**holds the other two  
accountable to the citizens**

***The new paradigm focusses on NGOs engaged in holding the  
State and the Market accountable, and in developing a  
pluuralist society***

# **The Emphasis on NGOs**

## **The Quest for those who can alleviate poverty**

**The Market:** produces wealth, gives Government income through taxes  
**BUT**  
Cannot help those too poor to buy its goods and services

**The State** sets framework for the market, rolls back its own direct involvement in the economy  
**BUT**  
Under SAP pressure has fewer resources, and is punishing the poor

**Civil Society** increases citizens involvement in governance  
**BUT**  
Is not directly directed at poverty alleviation

**NGOs do “poverty alleviation”!**

**Fund them to make up for the deficiencies of the market**  
**Fund them to make up for the deficiencies of the state**  
**Fund them to do poverty alleviation work that no-one else can do.**

***Decisions are based more on dissatisfaction with Government, than proven competence of NGOs***

## Three Parts to the State

<b>Sector</b>	<b>Name</b>	<b>Motivation</b>	<b>Resource</b>	<b>Resource Mobilization</b>
First (Prince)	Government (and Armed Forces)	to rule & govern	State property, laws, power	by law enforcement, command and coercion
Second	Business (merchant)	to make	Private profits Property	by trade and exchange
Third (citizen)	Voluntary	to improve peoples' lives	Time, energy, (own & gifted)	through shared resources & shared commitment to action

## **Definitions of the Third Sector (also called “the non-profit sector”, and “civil society”)**

1. Associations of people that take place between the family and the Government
2. Membership groups, community associations, citizen’s movements, social service centers, savings clubs, advocacy networks, which, along with formally chartered voluntary groups (i.e. NGOs) build upon and add to the already present political parties, labour unions, workers cooperatives, business associations, membership serving organisations, and religious bodies that have formed the traditional core of civil society.

(Adapted from “The emerging role of civil society” Schearer, Synergos Institute, 1995)

# **Classifying Organisations of Civil Society - by function**

(after Salamon and Anheier)

1. Culture and Recreation
2. Education and research
3. Health
4. Social Services
5. Environment
6. Development and Housing
7. Law, Advocacy, Politics
8. Philanthropic intermediaries and promotion of voluntarism
9. International activities
10. Religion
11. Business and Professional
12. Not elsewhere classified

## **Classifying Organisations of Civil Society - by intention**

1. **Membership Organisations**  
(Organisations set up by members with the intention of benefitting the members)
2. **Non-Membership Organisations**  
(Organisations set up by individuals with the intention of benefitting others who are not connected to the organisation)
3. **False Organisations of civil society**  
(Organisations set up to benefit private individuals, but falsely claiming to benefit either members or others)

## Key Defining Characteristics of NGOs

### 1. Voluntary

- they are formed voluntarily
- there is an element of voluntary participation in the organisation (Board or constituency)

### 2. Independent

- formally constituted and autonomous
- controlled by members or by others to whom responsibility is delegated via a Board

### 3. Not for Profit

- no profits (surpluses) are distributed to members or shareholders
- governors of NGOs receive no income

### 4. Not Self-Serving

- to improve the circumstances of identified disadvantaged people
- to act on concerns of society as a whole

### 5. Value driven

- based on shared values and commitment

### 6. Non-Political

- not primarily involved in promoting candidates for elected office

### 7. Non-Religious

- not primarily involved in the promotion of religious worship or religious education

# **Defining Characteristics of CBOs**

## **1. Indigenous CBOs**

- **helping themselves (member organisations)**
- **democratic governance (usually run by volunteers)**
- **few paid staff**
- **locally resourced**
- **small area of operation**
- **usually multi-sectoral**
- **usually unregistered in law**
- **formed by people with some (usually geographic) connection to improve their own circumstances**

## **2. Induced CBOs**

- **formed because of external influence (Government, donor, or NGO initiative)**
- **often motivated by a particular incentive**

## **Kinds of Membership Organisations (Benefitting their members)**

1. Indigenous Community Groups (possibly CBOs)  
*(or organisations into which you are born, or which you join for your own benefit)*
2. Induced Community Groups (possibly CBOs)  
*(or organisations started by someone from outside the community which you join for the benefits you may receive)*
3. Mass Organisations  
*(or organisations that you join to belong to a larger movement and lobby for change)*
4. Religious Organisations  
*(or organisations that you join to express your religious beliefs through works)*
5. Trade Organisations (employed, self-employed, employers)  
*(or organisations that you join for solidarity and group strength in the work place)*
6. “Home Town” organisations  
*(or organisations to help all those who come from a particular place)*

## **Non-Membership Organisations (benefitting others)**

1. Local Philanthropic Organisations  
*(Started by a richer person in the locality)*
2. National Philanthropic Organisations  
*(Started by businesses and/or government)*
3. Service Clubs  
*(or organisations that combine social and philanthropic functions)*
4. “NGOs”  
*(or private voluntary humanitarian welfare and development organisations)*

## False Organisations of Civil Society

1. Come “n Gos  
*(or individuals who gather collect money from community people for an announced purpose, then disappear with the money)*
2. Briefcase NGOs  
*(or organisations which claim to be value driven but are simply a means of collecting personal income - usually from external donor organisations)*
2. GONGOs  
*(or organisations started and controlled by government but represented as non-government - usually to access foreign donor funding)*
3. BONGOs  
*(or organisations started by business houses but represented as non-profit organisations - usually to access tax allowances)*
4. DONGOs  
*(or organisations started by and controlled by donor organisations but represented as indigenous organisations - usually to allow a donor organisation to carry out an intended program)*

## **Varieties of NGOs**

***(or private voluntary humanitarian welfare and development organisations)***

1. Implementing NGOs
  - *Work with people at the grass roots, usually through a CBO (indigenous or induced) on a program agreed by the people*
2. Service delivery NGO
  - *Delivers some goods or services to the grass roots. Not necessarily part of a program agreed by the people, sometimes on behalf of government*
3. NGO Network
  - *a collection of NGOs which share a common problem or interest in a common issue which come together for that reason, not losing any of their autonomy*
4. NGO Support Organisation
  - *an NGO which has as part of its mission the building of capacity in other (usually smaller) NGOs. Often arises from the secretariat of a network.*
5. Advocacy Organisation
  - *an NGO which has, as part of its mission, the intention of changing policy and practice as it affects its target people*
6. “Umbrella” Organisation
  - *an NGO which comprises other member NGOs to which it offers various services*
7. Apex (or Representative) Organisation
  - *an NGO which is agreed to represent the NGO sector in dealings outside the sector - most usually with Government*

## **Relations between NGOs and the State:**

### **Why are NGOs important to the State?**

1. NGOs are increasingly large in size and scope
2. NGOs can mobilise large amounts of resources (both domestic and foreign)
3. NGOs can extend what Government can do
4. NGOs can do things that Government cannot
5. NGOs can respond to Government failures
6. NGOs are advocates for the poor and can inform Governments of grass roots realities
7. NGOs represent democratic pluralism
8. NGOs encourage Government accountability and transparency
9. NGOs can experiment
10. NGOs can complement, supplement, and provide alternatives to Government services

## **Complement / Supplement / Alternatives to.....**

NGOs **COMPLEMENT** Government when:

they carry out work which fits within Government policy that Government is not doing

*e.g. Government's policy is universal literacy by 2000*

- *Government works through the formal schools system*
- *NGOs work through non-formal adult literacy classes*

NGOs **SUPPLEMENT** Government when

they carry out work beyond what Government is able to do, but within the same policy

*e.g. Government wants to extend family planning to 107 districts, but can only manage 70. The NGO makes up the difference*

NGOs **PROVIDE ALTERNATIVES** to Government policy when

they disagree with government policy and practice and show an alternative way of reaching the same goal

*e.g. Government's agricultural policy is to use hybrid seed, chemical fertilizer, and chemical pesticides to increase production. The NGO's questions the rightness of the Government policy and promotes open pollinated seeds, organic manuring, and biopesticides.*

## **The Importance of Politics in Government/NGO relations**

*The amount of space allowed to NGOs in any given country is determined first and foremost by political considerations, rather than by any catalogue of the contribution of NGOs to economic and social development*

(Bratton)

### **Degrees of Political Sensitivity to a Government of NGO Activities**

1. Delivery of Services and Inputs
2. Developing new technologies and methods
3. Developing new social innovations
4. Policy level lobbying
5. Grassroots organising

## Elements of an Enabling Environment

The Government can act along a spectrum to set up a policy and legal environment for NGOs:

*Non-interventionist*

*Active encouragement*

*Partnership*

*Co-option*

*Control*

## **Elements of an Enabling Environment**<sup>/2</sup>

### **Government Possible Policy Instruments**

- 1. Governance**  
(Encouraging public debate and consultation: encouraging the right to organise interest groups)
- 2. NGO Regulations**  
(Regarding registration and reporting, auditing and accounting)
- 3. Taxation policies**  
(On income, local fund-raising, duties or imports, VAT etc)
- 4. Involvement in policy making**
- 5. Project implementation**  
(Use of NGOs in Government program and project implementation)
- 6. Access to Information**  
(NGOs as conduit down to and up from the grass roots about Government projects)
- 7. Coordination**  
(Requirements for coordination within the NGO sector)
- 8. Official Support (Grants, contracts etc.)**

## **Relations with the Private For-Profit Sector**

- 1. Corporate Philanthropy**
- 2. Corporate Social Investment**
- 3. Joint ventures (WIIFM?) - new technologies?**
- 4. Joint Advocacy?**
  
- 5. Purchasing power**

# **Why should anyone give money to an NGO or CBO**

- 1. Because they are doing good work**
- 2. Because they are doing good work more effectively than others**
- 3. Because they are honest and responsible**
- 4. Because they are attractive and persuasive**
- 5. Because they appeal to a particular interest in a potential donor**
- 6. Because they are potentially useful to a potential donor**
- 7. Because they are asked**
- 8. Because they have no other source of funds**

# **Why not rely on foreign funding?**

- 1. Individuals in the North are giving less**
- 2. Companies in the North are tighter with their money**
- 3. International aid is being reduced**
  - aid has more conditionalities**
  - more money proportionally for NGOs (but on tighter conditions)**
  - aid is more fickle**
- 4. Foreign funding is usually only available as project funding - not sustained**
- 5. Foreign funding does not build up supporters in Tanzania**
- 6. Foreign funding makes you vulnerable:**
  - to accusations of foreign domination**
  - to foreign policies**
- 7. It contradicts basic development concepts of self-reliance**

# **The Options**

## **A. *Domestic Resource Mobilization***

- 1. Asking the public for money (or other resources)**
- 2. Asking the business world for money (or other resources)**
- 3. Asking the Government for money (or other resources)**
- 4. Generating your own money (by different kinds of enterprises)**

## **B. *Asking external donors for money (or other resources) to build sustainability***

- 1. Property or Capital Equipment**
- 2. Financial Endowment**

# **Elements of a healthy NGO**

**A healthy NGO will have competence in the following fields:**

- 1. Governance**
- 2. Management Practices**
- 3. Human Resources**
- 4. Financial Resources**
- 5. Service Delivery**
- 6. External Relations**
- 7. Sustainability**

# The Elements of a healthy NGO

## 1. Identity/Attitude

Understanding Development  
Belief that it can bring about change  
Cooperation  
Voluntarism  
Representing the Community  
Democratic organisation

## 2. Vision/Mission/Strategy

Its vision for a better future  
Its purpose for existing  
Members agreement to its vision and  
Purposes its activities serving its purpose  
Its activities serving its purpose

## 3. Structures/Systems

clear and well understood by laws  
clear staff roles and responsibilities  
Clear records of decisions and correspondence  
transparent and clearly understood accounts  
opportunities for staff/volunteers to improve themselves  
participation in decision making  
competent leadership  
learning lessons from mistakes

## 4. Skills/Abilities

competent staff and volunteers  
understanding of core tasks  
guidance from the leaders  
inspiration and encouragement from the leader  
teamwork  
conflict resolution

## 5. Material and Financial Resources 6. Programme Performance

Resources from the community  
Voluntary time from their members  
Local Fund-raising activities  
External funding  
Sufficient equipment for its needs

Sustainable programmes  
Need based programmes  
Organisation Building Programmes  
Programmes which build its staff

## 7. External Relations

Lobbying and advocacy for its members  
Good relations with stakeholders  
Good relations with other CBOs  
Involvement in NGO fora

*to be adapted/modified in each country*

# **Capacity Assessment**

**A set of questions or check lists to ascertain how an NGO compares to an ideal, expressed through different elements of a healthy NGO**

- 1. Governance**
- 2. Management Practices**
- 3. Human Resources**
- 4. Financial Resources**
- 5. Service Delivery**
- 6. External Relations**
- 7. Sustainability**

**Relations between the components of a healthy NGO**

**Usual Pattern of External Funding/1**

**Usual Pattern of external funding/2**

## **What programs fit these objectives?**

- 1. Organisational Development work with and support to existing and emerging umbrella organisations, networks, and support organisations to sharpen their missions and strategies so that they can provide better and more strategic services to the NGO sector**
- 2. Support to existing and emerging capacity building organisations so that they can provide better and more strategic services to the NGO sector**
- 3. Introduce organisational capacity assessment tools to the NGO sector through umbrella organisations, networks, support organisations, and provide training in its use.**
- 4. Develop a basic “foundation course” in the essential attributes of an NGO and encourage its use as widely as possible - including lobbying with the donor community to have its use recognized by them**
- 5. Work with the Government to map and collect data on the NGO sector in Tanzania**
- 6. Work with the Government and the new Steering Committee to improve and put into place a better decentralized registration procedure, and provide technical assistance in drafting better NGO legislation**
- 7. Work with the NGO steering committee to develop and gain acceptance for an NGO Code of Conduct which will have some strength**
- 8. Develop with partners from the NGO community some public information materials on the actual work of the NGO sector (books/videos) for wide dissemination in Tanzania to improve public attitudes to NGOs**
- 9. Introduce the topic of domestic resource mobilization to the Tanzanian NGO community. Provide TA and training in this field, as well as lobby donors to support this field.**
- 10. Lobby for a Code of Conduct for donors to introduce standards of professionalism in those funding the NGO sector.**

## Distribution List for Document

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