

“Looking behind the scene”

Opportunities and Challenges of a partnership approach.
The case of the “Income Generating activities Project”, Morogoro Region
Tanzania.

A Research Project submitted to Larenstein University of Applied Sciences in
Partial Fulfillment of the Requirements for the Degree of master of Development,
Specialization Training, Rural Extension and Transformation

By
Elimeleck Parmena Akyoo
September 2008

Wageningen
The Netherlands
Van Hall Larenstein University of Professional Education Party of Wageningen University
and Research Centre. Wageningen, the Netherlands
©Copyright Elimeleck Parmena Akyoo 2008. All rights reserved

Permission to use

In presenting this research project in partial fulfillment of the requirement for a Postgraduate degree, I agree that the Library of this University may make it freely available for inspection. I further agree that permission for copying of this research project in any manner, in whole or part, for scholarly purposes may be granted by Larenstein Director of Research. It is understood that any copying or publication or use of this research project or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the University in any scholarly use which may be made of any material in my research project. Request for permission to copy or make other use of material in this research project in whole or part should be addressed to:

Director of Research
Larenstein University of Professional Education
P.O.BoX 9001
The Netherlands
Fax: 31263615287

ACKNOWLEDGEMENTS

This study is a result of contribution of many people. Thus, I thank the various writers whose work supplemented this study. I am most grateful to my supervisor, Dr. Marcel Put, for his constructive criticisms and guidance throughout the study. Loes Witteveen TREAT Course Coordinator her assistance from the beginning of study was of great help.

Netherlands Fellowship Program (NUFFIC) for the study grant offered to me which enabled this work to be accomplished without much difficult. The management of Van Hall larenstein University owes my acknowledgement for bringing idea of research grant which was given to students who presented best proposal. The grant supported me a lot during data collection.

My sincere appreciation goes to the staff of MVIWATA and UMADEP, FERT and LVIA. Special thank for Mr. Steven Ruvuga for his support during data collection and support to get access to project documents and for the Board of directors of MVIWATA for their tireless cooperation during my stay in MVIWATA.

I commend my wife, children and all my colleagues and friends back home and in Wageningen for their patience, endurance and moral support during the entire period of the study.

Lastly, I wish to extend my heartfelt gratitude to all the lectures and staff of Van Hall Larenstein. Dank you well, Eka denyi, and thank you. May God bless you all.

Nevertheless, all errors of omissions and commission found in this thesis are entirely mine.

DEDICATION

To my wife Pennina and my sons James and Jensen for their patience and perseverance during my stay away from home and while I was at home as I didn't spend much time with them. They missed me a lot, but I believe that by God's grace they will be delighted to share with me the joy of this academic achievement.

TABLE OF CONTENT

Permission to use.....	ii
ACKNOWLEDGEMENTS.....	iii
DEDICATION.....	iv
TABLE OF CONTENT.....	v
LIST OF TABLES.....	viii
List of Figures.....	viii
List of Annexes.....	viii
LIST OF ABBREVIATIONS.....	ix
ABSTRACT.....	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background information of the thesis.....	1
1.2 Research Problem.....	4
1.3 Research Objective.....	4
1.4 Main Research questions.....	4
1.5 Research Sub-questions.....	4
1.6 Structure of the report.....	5
CHAPTER TWO: LITERATURE REVIEW.....	6
2.1 Partnerships.....	6
2.2 Organizations (vision, mission, and culture,).....	8
Vision.....	8
Culture:.....	8
Mission.....	9
2.3 Accountability.....	9
CHAPTER THREE: METHODOLOGY.....	11
3.0 Introduction.....	11
3.1 Research design.....	11
3.2 Sampling procedures.....	11
3.3 Method of data collection.....	11
3.3.1 Primary data.....	11
3.3.2 Secondary data.....	12
3.3.3 Data processing and analysis.....	12
3.4 <i>Limitation of data collection</i>	13
CHAPTER FOUR: DESCRIPTION OF THE STUDY AREA.....	14
4.1.1 Mvomero District.....	14
Mgeta Division.....	14
Mvomero Division.....	14
Farmers groups.....	15
Mkuyuni Division.....	15
4.2 Description of the organizations.....	17
4.2.1 MVIWATA.....	17
The Vision of MVIWATA.....	17
The Mission of MVIWATA.....	17
Areas of intervention of MVIWATA.....	17
Partnership.....	17
4.2.2 LVIA: Lay Volunteers International Association.....	18
Partnership.....	18

4.2.3 FERT	18
FERT mission	19
Vision is to	19
Area of intervention	19
Partnership	19
4.2.4 UMADEP	19
Vision.....	20
Mission	20
Area of intervention	20
Partnership	20
4.3 Description of the study project.....	20
Project Background	20
Management and execution structure of the project	22
Credit and Savings	22
Capacity building	22
Project facilitation	22
Marketing linkage	22
CHAPTER FIVE: RESULTS AND DISCUSSION	23
5.0 Introduction.....	23
5.1 Results.....	23
5.1.2 Clear role and responsibilities of each partner	24
5.1.3 Transparency.....	25
5.1.4 Trust in each other.....	25
5.1.5 Accountability to each other	26
5.1.6 Common Purpose and Values.....	26
5.1.7 Equal power in decision making.....	26
5.1.8 Valuing others technical expertise.....	27
5.1.9 Willingness to listen to various viewpoints of each partner	27
5.1.10 Commitment to make it work.....	27
5.1.11 Involvement of each partner at every stage of the project.....	28
Project design.....	28
Implementation phase	28
Monitoring.....	28
Evaluation.....	29
5.2 Discussions	32
5.2.2 Scoping and building partnership	32
5.2.3 Building an effective partnership	33
5.2.4 Managing and maintaining a partnership	34
5.2.5 Running a partnership	34
5.2.6 Reviewing an effective partnership.....	35
5.2.7 Assessing partnership	35
5.2.8 Sustaining outcome	35
5.2.9 Sustaining partnership.....	36
5.2.10 Strength and weakness of working in partnership.....	36
CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS	40
6.0 <i>Introduction</i>	40
6.1 <i>Conclusion</i>	40
References	43
Annexes	48
Annex 1	48

Checklist for field workers.....	48
Annex 2.....	49
Checklist for Directors	49
Annex 3.....	50
Checklist for MVIWATA board members, SACCOS Network board members.....	50
<i>Annex 4</i>	51
SWOT analysis of income generating activities project partnership.....	51
Strength.....	51
Weakness.....	51
Opportunities	51
Threats	51

LIST OF TABLES

List of tables	Page
Table 1.1 Community SACCOS supporter by UMADEP	12

List of Figures

List of figures	Page
Figure 4.1 Map of Tanzania showing location of morogoro region, mvomero and Morogoro Rural Districts	27

List of Annexes

List of annexes	Page
Annex 1: Checklist for interview with field staff	58
Annex 2: checklist for interview with Directors	59
Annex 3: checklist for interview with MVIWATA and MVIBEWA board members	60
Annex 4: SWOT Analysis of income generating activities project partnership	61

LIST OF ABBREVIATIONS

FAIDA	Tanzania Finance and Advances Development Associations
FERT	French International Cooperation Association
FINGOS	Financial NGOs
IFAD	International Fund for Agriculture Development
ICRA-	International Centre for Development Oriented Research in Agriculture
LVIA	Lay Volunteers International Agency
MFI	Micro-finance Institution
MS DANISH	Danish International Training Institute
MVIWATA	National Network of farmers groups in Tanzania
MVIBEWA	Network of SACCOS in Morogoro region
NGOs	Non Government Organization
NSC	National Steering Committee
NUFFIC-	Netherlands Organization for Higher education and cooperation
OXFAM INTERMON	Spanish International Organization
PRIDE	Promotion of Rural Initiatives and Development of Enterprises
PTF	Presidential Trust Fund
RMDP	Rural Marketing Development Project
RLF	Regional Loan Fund
URT	United Republic of Tanzania
ROSCAs	Rotating Saving and Credit Cooperative Societies
SACCOS	Savings and Credit Cooperative Societies
SEDA	Small Enterprises Development Agency
SELF	Small Enterprises Loan Fund
SLO	SACCOS Local Officer
SNV	The Netherlands Development Cooperation
SUA	Sokoine University of Agriculture
TSH	Tanzanian Shilling
UMADEP	Uluguru Mountains Agricultural Development Project
UMHODEP	Uluguru Mountain Horticultural Development Project
UNF	United Nation Foundation
WAWATA	An organization of the Catholic Women in Tanzania
WEF	World Economic Forum

ABSTRACT

Microfinance programs have significant potential for contributing towards improvements of agricultural and other rural sectors investments and operations and empowerments of rural community. However, access to financial institutions such as banks by smallholder farmers in rural areas is limited because of the nature of these institutions (location and conditions of service). Many of them regard lending to agricultural related income generating activities as being too risky and unprofitable. As a result farmers in Tanzania have to resort to alternative sources of credit such as Savings and Credit Cooperative Societies (SACCOS). SACCOS improve poor smallholder farmers' access to credit by providing affordable banking services that help to finance income-generating activities and reduce poverty in rural areas. Towards this direction several rural finance projects have been established in Tanzania to assist smallholder farmers.

Some of these projects have been implemented in partnership between development actors. For example MVIWATA (National Network of farmers groups in Tanzania) which aim at improving the livelihood of rural community, received support to develop rural financial services as an important component in the development of income generating activities in rural areas. For many organizations, partnership has become a cooperative mechanism of choice for pooling capabilities and resources to address rural development issues effectively. Through cooperation, different partner organizations avoid a duplication of effort and instead draw on their complementary resources and capabilities to design more effective problem-solving mechanisms. Realizing the potential of working in partnership MVIWATA together with other organizations namely FERT (French International Development Association), LVIA (Lay Volunteers International Development), UMADEP (Uluguru Mountain Agriculture Development Project) and MUCCOBS (Moshi Cooperative College of Business studies) which is training Institute for Tanzania Cooperatives staff and leaders Microfinance project which was started in 2001 and finalized in June 2006.

According to project evaluation document there was discrepancy between the planned role of each partner and the actual implementation. Evaluation done focused only on the project that is why the need arise to study the relationship between partners in the project.

It is on basis of this discrepancy that researcher explored the constrains faced by different partners during implementation of the project. The main research questions were two, one what are the constraints faced by partners during implementation of development of income generating activities project in Tanzania? The second main question was what induced partners to work together in development of income generating activities project in Tanzania.

To collect the empirical data, the case study which includes interviews from individual respondents and focus group discussions was employed. Checklists were developed to collect the data and finally the data analyzed qualitatively using SWOT analysis.

The empirical evidence of the study indicates that long historical relationship was the key for success of the partnership. It also shows that this partnership offered both challenges and opportunities. Challenges in reaching the interest of each partner as well as managing the partnership. Some of the challenges are lack of trust between partners, lack of clearly stated exit strategy, conflict of interest between partners and use of different approaches by partners. On the other hand partners derived some benefits by working together some being increased partners outreach, increase partners trust outside environment, bring

resources that can not be obtained easily by one organization and working in partnership has helped partners to reach more farmers. It was also noted that fund was the main reason that derived partners to work together. It was pre-condition to get fund from donor.

For future intervention of similar nature it is recommended that partner should first seek understanding each other first before formalizing any partnership. Also partners should ensure that there is maximum participation of all partners at every stage of the project. It is important also to build the capacity of partners in the area of partnership at the beginning of the partnership. This will add support to ensure that all partners own and understand the partnership at the beginning. Exit strategies should be clearly stated and shared between partners. When partners realize that they have approaches that differ a lot it is necessary to either stop partnership or agree on the common approach that will be used.

CHAPTER ONE: INTRODUCTION

1.1 Background information of the thesis.

Over 80% of the Tanzanians live in the rural areas and the provisions of financial services to the rural areas have been very limited. A 2002 study by the bank of Tanzania (BOT) indicated that 82% of household were saving in their homes, almost all of these 79% were ready to save in financial institution if these were there. The study also showed that 94% were willing to borrow more if resources and appropriate methodology of lending were available. Access to informal finance remains a serious problem in rural areas. It is limited by the long distance to financial institutions delivery models which are unsuitable to rural populated and seasonal income earners and small loans sizes. Banks are now entering the microfinance industry and some of them started microfinance windows. However except for wholesale lending to rural SACCOS, the outreach of the banks remains urban areas. SACCOS have the greatest potential to reach out to rural areas, but they have weak institutional and financial bases and their inability to operate strictly on commercial principles further minimize their chances of becoming sustainable.

Some of microfinance institutions which are presently issuing credit to farmers include small financial institutions such as community and village banks, SACCOS, Financial NGO (FINGOs) like Promotion of Rural initiatives and Development of Enterprises (PRIDE-Tanzania), Tanzania Finance and Advances in Development Associations (FAIDA) and Small Enterprises Development Agency (SEDA) other includes the Women Development Fund, Presidential Trust Fund (PTF), Rotating saving and credit associations (ROSCA), and Accumulated Savings and Credit Associations (ASCRA). According to Tanzania Microfinance institutions Directory compiled by Bank of Tanzania as at 2003, there are 665 MFIs, which includes 8 banks, 29 Non Governmental Organizations, 617 Saving and Credit Cooperative Societies and Savings and Credit Associations. As of 31st December 2004 there were 1875 SACCOS in Tanzania of which 99 are in Morogoro.

The national microfinance policy articulates a clear vision and strategy for the development of a sustainable microfinance industry, specifying the respective roles of key stakeholders. The agencies in policy formulation and implementation to the different institutional providers of microfinance services and donor community. In its statement of the overall microfinance policy, the Government recognize the microfinance sectors as integral party of the financial sector which falls within the general framework of its financial sector reform policy statement of 1991, Agricultural Sector Development Strategy (ASDS) 2000, The ASDS recognizes the agricultural sector to be critical to poverty reduction. Its main objective is to create an enabling and conducive environment for improving profitability of the sector for the improvement of farm as the basis for incomes and Rural Poverty alleviation.

The recently adopted National Strategy for Growth and Reduction of Poverty (NSGRP), famously know as MKUKUTA, clearly point to the need to promote those sectors that have the largest possible linkage (URT, 2005). The Bank of Tanzania in its Microfinance Directory (2005) indicates that there are 1 NGOs, Government Programs/schemes, and 82 SACCOS that operate in Morogoro region. The NGOs offer credit ranging from Tsh 50,000 (USD50\$) to Tsh 2000, 000(USD 2000\$) but the terms and conditions make them inaccessible to rural sparsely populated areas with few economically active populations

Rural communities are not accessible to conventional Savings and Credit activities. Analysis by UMADEP in 2001 indicated that unless farmers are accessed to credit facilities they would not easily adopt improved practices. Most of improved practices would require credit facilities certain stages of adoption. Therefore it was important to create

conditions for successful uptake of new innovations by empowering the communities to develop their own credit system from their own saving. Realizing the need of improving microfinance sector in rural area UMADEP have been supporting establishment of rural microfinance institutions in the project area parallel to promotion of improved innovations in the area.

History of Microfinance institutions in the study area

The Cooperative unions once introduced rural saving and credit facilities (SACCOS) in the project area in 1970s to 1980. The rural and credit banks were operated through the primary Cooperatives Societies.

Experiences from the credit and Savings banks operated by the Cooperatives were not successful. All the SACCOS in the project area collapsed. The reason for failure of the SACCOS as given by farmers was poor governance of the SACCOS.

The SACCOS were introduced in a top down approach. The SACCOS did not perform well. The failure of the SACCOS was described as being the consequences of top down approach applied in establishing the SACCOS. Poor performance of the SACCOS, led to the formation of farmers groups before UMADEP started these include the Tchenzema Saving and Credit and Langali Saving and Credit and group in Mgeta and the saving and credit group in Mkuyuni.

The groups were formed mainly for the purpose of raising capital and operate local bank in the areas. Farmers motive to engage in the credit and savings activities were:

- Availability of a local Saving and Credit facilitate for safety of household cash
- Availability of credit easy to ensure trustworthiness among people who know each other. This guarantee promptness of credit delivery for emergencies.
- Create environment for external sponsor
- Income generation through profit shares from interests.

After conducting PRA UMADEP realized that there was need to have farmer managing Savings and Credit Banks. In 1994 UMADEP Mobilized existed Savings and Credit groups to institutionalize their groups and establish some news Savings and Credit groups. Two groups were formed one in Kinole (Zinduka) and another group was formed in Bunduki Ward after PRA.

UMADEP facilitated capacity of the Credit and Savings groups by Sponsoring training for banks Clerks five clerks were sponsored for training in Moshi Cooperatives College between 1996-1997 seminars were conducted to leaders and members on banking techniques and management. UMADEP also facilitated establishment of constitutions for each bank groups. By 1998 all bank groups had established group constitutions except Bunduki bank group. The project also facilitated construction of bank buildings for Zinduka, Mkuyuni, Langali and Bunduki Banks.

Microfinance activities started to operate in 1995. The period between establishment of groups and starting of microfinance activities was spent to building up capital for the activity and construction of bank buildings.

The table below shows SACCOS that was supported by UMADEP.

Table 1. Community SACCOS supported by UMADEP

Division	Ward	Village	Bank group
Mkuyuni	Kinole	Tandai	Zinduka
	Mkuyuni	Mkuyuni	Mkuyuni
Mgeta	Langali	Langali	Langali
	Tchenzema	Nyandira	Tchenzema
	Bunduki	Bunduki	Bunduki
Mvomero	Mvomero	Mvomero	Mvomero
	Hembeti	Hembeti	Hembeti

Source:UMADEP Annual report 2001

Toward the end of income generating activities project which phased out in June 2006 there were 12 SACCOS already in operation in the study area. More description of the study area, project and partners organizations can be found in chapter four.

Partnership as approach for rural development

Many findings shows that there is ample evidence to suggest that partnership are increasingly popular in development policy and practices as a means of addressing diverse issues as health, environment, finance, governance and agriculture (World Bank 2002; Buse and Walt 2000b). These partnerships bring together resources and expertise from wide variety of actors (Ollila 2003, UNF/WEF 2003; Buse and Walt 2000a).

Partnership between developments actors have been put forward as promising mechanism for achieving sustainable development (Moseley, 2003). For many organizations, partnership has become a cooperative mechanism of choice for pooling capabilities and resources to address rural development issues effectively. Through cooperation, different partner organizations avoid a duplication of effort and instead draw on their complementary resources and capabilities to design more effective problem-solving mechanisms.

In Tanzania for example there is wide recognition of the need to plan and coordinate development efforts more effectively between development actors working with rural community in order to avoid duplication of effort, take advantage of synergies between capacities and resources of different organizations, and to avoid fragmentation of services at communities level (Reuben 2002). Despite this recognition, there are few examples of how to move from recognition of the need to bring development actors together to focus on problems in their communities as a partner rather than as competitors. Development actors need to go beyond theory to operationally actual principles, process and procedures for linking organizations that builds on each organization's strengths.

MVIWATA has been working together with other organizations having similar or more related activities. For example MVIWATA together with other organization namely FERT, LVIA, UMADEP and MUCCOBS which is training Institute for Tanzania Cooperatives staff and leaders implemented Microfinance project which was finalized in June 2006. During the implementation period there was discrepancy between what was agreed as obligations and responsibilities of each partner during the planning and the actual implementation. Project partners lack common forum to share their initiatives with other organization. In most cases things were at hectic. There was a rush of allocation and pressure of using funds to meet deadlines for accountability to donors. It is on the basis of problems encountered during the project that researcher like to explore the constraints faced by organization that work in this partnership.

1.2 Research Problem

Realizing the potential of partnership, MVIWATA has been working in partnership with other organizations working in more or less similar activities. In 2001 MVIWATA implemented Microfinance project with other partners namely FERT, UMADEP, LVIA and MUCCOB. Although there was evaluation done, it focuses on evaluating project if it was able to attain expected outcomes and not relationship between partners. The project phased out in June 2006 and according to project evaluation document there was discrepancy between the planned role of each partner and the actual implementation. That is why the need arise to study the relationship between partners in the project. It is on basis of this discrepancy that researcher aim to explore the constrains faced by different partners during implementation of the project.

1.3 Research Objective

The study aims to provide valuable lessons for future interventions of similar projects by exploring the constraints faced by partners during implementation of “Development of income - generating activities in Tanzania project”

1.4 Main Research questions

1. What are the constraints faced by partners during implementation of Development income- generating activities in Tanzania project?
2. What induces partners to work together in development of income- generating activities in Tanzania project?

1.5 Research Sub-questions

- 1.1 How different partners participated in development of income- generating activities in Tanzania project?
- 1.2 What were the challenges faced by different partners during the implementation of development of income- generating activities in Tanzania project?
 - 2.1. What are the key elements that influenced cooperation of partners in development of income- generating activities in Tanzania project?
 - 2.2 What was perceived as benefit by the project partners in working in partnership with other organizations in development of income- generating activities in Tanzania project?
 - 2.3 What are the benefits and disadvantages of the partnership approach in project management?

1.6 Structure of the report

For the analytical purpose and easy understanding of issues raised, the thesis is divided into six chapters. Each chapter focused on a series of the themes.

Chapter one is an introductory part of the thesis. It provides information on the background of the study. It further discusses the research problem, research objectives and research questions.

Chapter two takes the reader to the review of the literatures relevant with the research. This chapter deals with different topics such as partnership, accountability, effectiveness of the project and organizations (vision, mission, and culture) of organizations that work in partnership.

Chapter three move the reader to the overall methodology where it provides research design, and sampling procedures, method of data collection and data processing and analysis and finally limitation of the study.

Fourth chapter explain the description of the study area, study organizations and finally description of study project.

The fifth chapter starts presenting the findings and analysis of the study results which were collected from the interview during the case study. This information is presented theme by theme. It also deals with the discussion of findings. Finally, chapter six concludes the write- up with a conclusion and recommendations pertaining to findings of this research.

CHAPTER TWO: LITERATURE REVIEW

This chapter covers the review of the literature that is useful for the study. It also brings some key concept that guided researcher in doing his research.

2.1 Partnerships

Many findings have pointed out key successful factors that make partnership project effective and successful. According to (Spielman et al, 2004) the success of partnership project rests on:

- Clearly defined objectives, roles and responsibility that are compatible with incentives structure, competencies, and/or comparative advantages associated with individual partners.
- Bridge–building mechanism to overcome tensions caused by mistrust, misperceptions and unclear expectations of partners.
- Mechanism to ensure commitment and ownership- that is way to ensure that all partners contribute to the innovation process, that the relationships between partners' remains durable, and sustainable; and that roles, responsibilities, and benefits are distributed equitably.

Brinkerhoff (2004) point out that two critical elements are necessary too:

- Mutuality: interdependence and commitment between partners, equality in decision making, rights and responsibilities.
- Organizational identity; the maintenance of each partners own mission, strategies and values.

Agreements that link partners in joint activities also engage their internal procedures, systems and cultures. Literature on development partnership suggests that organizational partnership must be seen as bringing their own complex systems, shaped by internal interests and stakeholders demands, to the partnership; it is like a marriage, you don't get just the individual you get the whole family (Ashman,2001)

In development initiatives where partners work together to achieve common goal (to implement a project successfully, that is effective, efficient, sustainable), factors such as shared responsibility, mutual trust, partner and beneficiaries satisfaction, should prevail. Both parties should agree to work together in implementing a project, and that each party has a clear role and says how that implementation happens. It is critical that each organizations roles and responsibilities are understood from the beginning and subject to continues discussion and revision. Responsibility must be shared for both success and failures.

In recent years, there has been a shift towards a more collaborative, mutually beneficial type of partnership. In this new partnership model both parties join their resources to achieve common benefits (Blagescu M and Young John 2005).

In this research context partnership refers to that lead to mutual accountability between partners, need recognized that each party has different objectives, bring different capacity to the partnership and will each learn something from it will be adopted. It is critical that each organizations roles and responsibilities are understood from the beginning and subject to continuous discussed and revision. Responsibility must be shared for both successes and failures. Critical factors associated with effective partnership are the development of trust, cooperative interpersonal relationships and process which promote communication, mutual influence and joint learning (Ashruan, 2000:2). A partnership

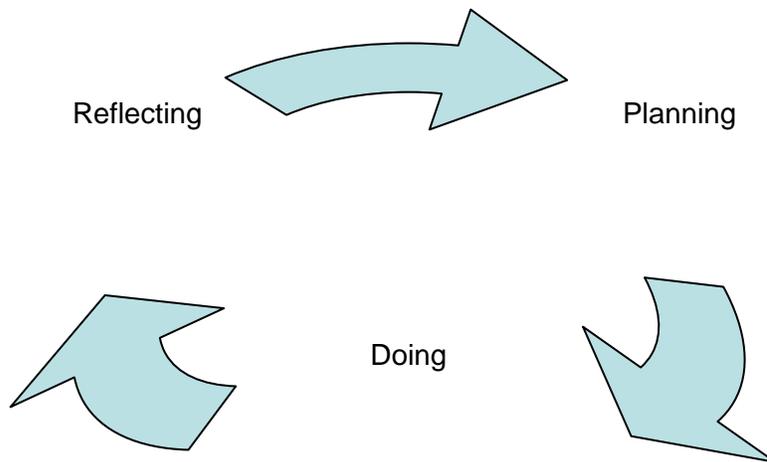
should not be regarded as an end in itself, rather a means to achieve the respective goals of individual parties.

In partnership different organizations who have an interest in a particular “development challenge” agree to work together to address that challenge. The starting point is an initial recognition by one or all of these partners that the challenge that cannot be solved by one individual or organization alone. The common feature of all such complex challenges is that they require collective action, involving a range of partners working in partnership. The process should be done in away that enable people to understand the views and value they share and work through their differences with others, develop long term strategies, and take a carefully researched and planned action which fits their context priorities and styles of operating. This collaboration help highlight significant and problematic issues based on partners perspective.

ICRA ARD available on webpage information resources has developed integrated cycle to make clarification on the concept of partnership. This cycle involves action cycle and learning cycles. Available at (<http://www.icra-edu.org/page.cfm?pageid=angloicrahandout>). Planning-where organization and partners collectively decide what to do and how to go about it.

Doing-where organization collectively or individual implement the agreed activities; and Reflecting-where you collectively evaluate what you have done, how effectively this has been, and how to further improve organization effectiveness in the future.

Planning, doing and reflecting are always done simultaneously, even if one of these activities might be more prominent at any given time. These concepts in learning cycle will support researcher to examine how this three stages were undertaken during project implementation. The three activities are expressed further in the following diagram.



Adopted from: ICRA Learning Resources

The principles below depicts that the success of partnership depends much on how partners adhere to the key attributes to partnership. In this research partnership is successful when partner’s relationship to each other is good and there are little or no at all clashes between them. The framework shows that effectiveness of partnership not only depends on perceived benefits or rewards of the partnership but also on other key attributes that need to be observed if partnership goal is to be achieved: The principles below have been inverted from different literature that have contributed to the principles of partnership. The key issue under these principles is those which researcher thinks are of

great help in conducting this study. They are the guideline in assess whether the partnership was successful or not and for that case all principles stated below will be used to asses the partnership in development of income generating activities project.

- Principle of partnership*
1. *Timely information sharing*
 2. *Clear role of each partner*
 3. *Transparency*
 4. *Trust in each other*
 5. *Accountability to each other*
 6. *Common purpose and values*
 7. *Equal power in decision making*
 8. *Valuing others technical expertise*
 9. *Willingness to listen to various viewpoints of each partner*
 10. *Commitment to make it work*
 11. *Involvement of each partner at every stage of the project*

Sources: Adopted from Moseley (2003), Odon et. Al, (2007) and Warner (2007)

Some of the key concepts from the principles of partnership are clarified more in section 2.2 and 2.3. Below.

2.2 Organizations (vision, mission, and culture,)

The arguments for partnership are primarily pragmatic rather ethical (World Bank 1998b:5): the goal is not partnership per se partnership is a means to an end. The real goal is the shared objective. Partnership is a tool to reach this more effectively, and more efficiently, for the benefit of all involved, (World Bank 1998b:5) for that reason it is of great important to understand clearly the vision, mission and values of the organizations as it has impact on reaching the partnership goal.

Vision: In this study the definition by Collin and Porras (1996) will be adopted. They defined vision as a guiding philosophy and tangible image that are begun to see how the organization works. The elements of guiding philosophy, its core values and beliefs describe the organization. It is a form of expectations for the future that guide planning, decision making and action. It is a guiding philosophy of expected future environments, to a tangible image. It is form of expectations for the future that guide planning, decision making and actions. Partnership in order to survive and achieve success, must have a sound set of beliefs on which it premises all its policies and actions and all partner should have clear understanding of those beliefs.

Culture: The culture of organization is defined as the shared values and norms of people in the organization. It is expressed in the way the organization is structured, relation between management and staff, relations among staff and how the organization deals with the external actors (target group, partners, donors, etc) the aspect of “culture” refers to the reasons (the norms and values) why “things are done the way they are done”. It is influences other aspects of the organization. Organization culture includes dimension of shaped language habit, customs and traditions, group “norms” developed over time, espoused values, and skills and shared meanings. In partnership there may not be just one culture, but rather different sub- cultures that may be complementary or rather conflicting and striving for supremacy. Relationships need to be negotiated outright with

open dialogue and agreement on mutual rights and obligations (Fowler: 2000). In addition to clarity about the general principles of the partnerships, it is useful to formalize a partnership and outline the primary objectives of any relationship being established (Goold, Ogara; 2000). Flexibility honest, transparency, trust openness about needs and material differences are important. Problems in the various elements of the partnership will appear if there are too many people with different views on the partnership and their functioning in the same. The same is true if the organization culture does not comply with the culture of other partners.

Mission: It is the overall objective(s) and main approach that explain why the organization exists and what it wants to achieve with which means. It is translated in the strategy into concrete, operational objectives and activities. Mission is important because it gives directions to the organization. Mission statement are prepared and disseminated among their personnel in order to create, a sense of common ideology and direction, a shared set of values. At the end of day, effective partnerships for development need to bring the right parties together, deliver the intended goals, satisfy the strategic interest of each partner, and generate qualitative and quantitative information to support both day to day management decisions.

2.3 Accountability

The word accountability has been defined by different scholars. For the sake of this study definition by Cornwall et al, (2003) will be adopted. According to them accountability evokes a sense of taking responsibility, but also holds the meaning of being held responsible by others-being 'held to account'. Accountability is not only the means through which individuals and organizations are held responsible for their decisions and actions, but also the means by which they take their internal responsibility for shaping their organizational mission and values, for opening themselves to external scrutiny and for assessing performance in relation to goals. Accountability promote a culture and practice of compliance with organizational policies, it advances learning and innovation, and enables the organization to maximize its potential in relation to internal and external actors. Through participatory approaches Global Accountability Project (GAP) developed an Accountability framework which can be applied in partnership arrangement. It proposes a model which contains four core dimensions that increase organizations accountability to other partners (Blagescu, 2004) this dimensions must be integrated into an organizations' policies, procedures and practices, at all levels and stages of decision making and implementation, in relationships with both its internal and external stakeholders. The core dimensions are:

- Transparency
- Participation
- Evaluation and
- Complaints and redress.

The higher the quality and level of embeddings of these dimensions in all organizational policies process and practices the more accountable the organization is.

GAP acknowledges that these four dimensions are connected and impact on each other. Effective accountability requires that all parties in an accountable relationship fully understand and agree their obligations and rights, and believe that the others will act accordingly. If the partners are not accountable to each other it is likely that partner will be unable to remain accountable to its own local stakeholders. If one partner assumes a

control function, there is risks of other partners becoming donor driven and shifts all its own accountability towards its donor.

Each partner should recognize that they are not only ones rendering accountability, other partners bring resources, such as skills and knowledge and capacity, relationships with each other are equally valuable resources for which both partners need to be accountable. There should also be mutuality which means fairness and equity to maximize responsiveness to each partner's and organizations needs (Brinkerhoff and Brinkerhoff, 2004). There is a need to ensure that partnership accountability is not going to put a strain on accountability of partners to their respective stakeholders.

Partners should also remember they are not only accountable upwards (to donors and other actors that have formal authority over the organization, but also downwards (to target groups and individuals that the organization might affect directly or indirectly and inwards (to organizational missions, vision and values) (Blagescu and Young (2005). A three level of accountability relationship is therefore required in partnership; Accountability of partners to each other; accountability to own stakeholders; and accountability of the partnership to its stakeholders. The key areas that need to be clarified when organizations enter into a partnership are: (i) access to timely and accurately information (ii) terms of partnership (iii) legitimacy of partnership and (iv) procedure review and evaluation mechanisms.

Every organization has their strengths somewhere, but these organizations need to communicate ideas and coordinate efforts more effectively to fill their needs. If instead of holding up in their own strength they would be able to adequately fix the holes that causes their efforts to burst at the seams, possibly increasing their efficacy.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter covers methodology used in this study and has five sections. The first section offers research design of the study. The second section covers the sampling procedures used. Section three covers method of data collection and the fourth section covers data processing and analysis while the last section covers the limitation of the study.

3.1 Research design

The nature of research approach is qualitative which based on empirical data and various literatures. A case study method was used to collect and has involved in-depth interviews and focus group discussion.

3.2 Sampling procedures

The purposive sampling techniques were used for this study since the study employed the case study method. Selection of 3 organizations namely MVIWATA, FERT Tanzania and UMADEP of which the data of this study was collected based on their partnership in implementing of development of income generating activities in Tanzania project together from 2001 to 2006. The project was implemented in three regions namely Morogoro, Dodoma and Kilimanjaro. This study focused on Morogoro region as it was the only area where project partners implemented project together. Microfinance project was selected among other project implemented by MVIWATA and its partners because it is the only project that brought along many partners.

The study focuses on defined purpose with small research units. The purposive sampling allowed the picking of interview objects that fit the focus of the study (Osuala, 2001). By using purposeful sampling, the sample units are selected not based on random procedure but intentionally selected for the study. This is based on the fact that they have certain characteristics that suit the study or because of certain qualities they possess, which are not randomly distributed in the universe but necessary for the study. (Osuala, 2001) For that matter, three organizations that were involved in development of income generating activities in Tanzania project were involved in data collection. The respondents comprises of staff and decision making board of MVIWATA, staff of FERT and UMADEP who were involved in implementation of the project in the period of its implementation.

Fourteen field staff, three directors of the three organizations involved in the project and with five MVIWATA Board members and MVIBEWA and Morogoro middle level network were identified and involved in the study. At the beginning researcher had plan to include the fourth organization staff namely LVIA as respondents but things didn't work out as it was noted that the organization implemented its own activities in Kongwa District in Dodoma region and thus their interaction with other partner who had activities to implement in the study area was minimal.

3.3 Method of data collection

3.3.1 Primary data

The field work process was largely interactive, seeking as much qualitative data as possible on constraints faced by partners during implementation of development of income generating activities in Tanzania project. The researcher was keen in making sure that

interview ethics are adhered. First researcher introduced himself properly, and then started with general questions and ask more specific questions later, New questions were asked on the basis of the answers, also researcher did not stick to the order of research checklists but was flexible, sensitive questions was asked at the end, and lastly answers were rephrased to check whether researcher has understood his respondent.

Interview was used to get respondent talk what they know; checklist was used during the discussion with individual respondents from the field. Different checklists for field staff and directors of the three organizations were developed. Open ended questions were used for soliciting respondents views and or opinion pertaining the constrains faced during implementation of project and reasons for organization to work in partnership in project. Interview with directors of the three organizations aimed at finding out the procedures and difficulties that institutions faced in working with other partners in support to MVIWATA in development of income generating activities in Tanzania project.

A separate checklist was used for both focus group and interview for different groups (MVIWATA board members, MVIWATA field staff, MVIBEWA board members and directors of MVIWATA, UMADEP and FERT Tanzania) so as to ensure that all key issues are covered during the discussion and interview. Project documents were also reviewed to triangulate some information provided during discussion and interview.

Checklist of questions were used during the two separate focus group discussion with MVIWATA Board of directors and MVIBEWA board members to make sure that view of different people in different levels of the organization is collected. Focused group discussion took one hour and twenty minutes with group of six boards of directors' members and five members' board members of MVIBEWA as well as two members of Morogoro middle level network who were charged with role of making follow up of the project. The inclusion of focus groups was mainly for triangulation. The notes were taken for further processing and analysis.

Many issues concern the factors facilitating organization to work in partnership and challenges of working with other organization were discussed. These issues were better discussed in focused group discussion to elicit the group reactions and general idea on these vital issues.

3.3.2 Secondary data

Background information was collected through literature review based on journals. Scientific books and proceedings from seminars, conferences, internet sites. The information focus merely on the topic of microfinance and partnership. Unpublished reports from MVIWATA, UMADEP, LVIA and FERT related to the project and other reports were reviewed at a desk level.

Information was searched from documentary sources such as books, journals, reports, articles and other research related to this study. Electronic data based such as websites was also explored. The literature review served as both theoretical and empirical base for the analysis of the data collected. It also supplements the information gathered during field work.

3.3.3 Data processing and analysis

The data collected was summarized and paraphrased while preserving the original details and original meaning as accurately as possible. Data collected was edited and analyzed using Microsoft excel. Data was summarized in tables where open ended responses were summarized; similarities as well as differences in response were noted. SWOT Analysis

was used to scan external and internal environment of the organizations working in partnership.

3.4 Limitation of data collection

The period of research was very short. In some cases the process of data collection was interrupted by tight schedules of the staff which caused difficulties to collect data. Researcher had to follow the staff in their home after working hours and use weekends to avoid more wastage of time.

Inadequate logistics was experienced due to lack of research budgets from MVIWATA with exception of photocopying and internet facilities. It took quite a long time to collect the information from MVIWATA compared to the other organization. The Coordination office was busy because of Annual General Meeting and annual farmers day.. In some cases staffs were too busy and overloaded by their daily assignments and therefore failed to participate in the working hour's time interview. Researcher decided to use lunch break and things did work out well. Finally most of the respondents were interviewed except the Finance and Administration officer due to her busy schedule.

CHAPTER FOUR: DESCRIPTION OF THE STUDY AREA

4.1 Description of the study area

The research was conducted in Tanzania in Morogoro region. Specifically in Mvomero and Morogoro Rural districts. For easy understanding and giving the reader the clear picture of the study area, three Divisions on which the study focuses will be examined in details.

4.1.1 Mvomero District

This is recently established district in Morogoro region. Previously this District was the part of Morogoro Rural District. The district is among the six districts in Morogoro region other includes Kilosa, Kilombero, Morogoro rural, Morogoro Urban and Ulanga. The district is located at northeast of Morogoro region between latitudes 8° 00" and 10 ° 00" South of the equator and between longitudes 37 ° 00" and 28 ° 22" east of Greenwich. It borders Kilosa district to the east, Ulanga and Kilombero district to the south, Kilosa district to the west and Arusha region to the North. For clear understanding of the study area three Divisions namely Mkuyuni, Mgeta and Mvomero where this study was conducted will be described in details.

Mgeta Division

Mgeta division is located on the western side of the Uluguru Mountains. It is about 40km from Morogoro town. It is adjacent to the both Uluguru north and south forest reserves on the west; the topography is hill with literally no flat areas. Altitude ranges from 300mm above the sea level at the foot of the mountains near Morogoro Town, to over 2000mm above sea level near the forest reserves.

The climate is subtropical with low temperature which may go down to 10°C. The area experiences long dry periods of about 5 months in a year. However, the place is generally rich in stream water originating from the forest reserves. The Mgeta river originates from the North Western side of the forest reserves and collect the majority of water from streams draining through the Ruvu river East of the Uluguru Mountains.

Farmers groups

There are 18 farmers groups working in the area. The most important features in the groups working with UMADEP and MVIWATA include having common goals and exchange information about solutions. These groups meet together and exchange experiences every month. And after every three months farmers groups exchange ideas and views with other farmers in the other Divisions. This is normally done in rotation. The focus of these groups range from marketing, saving and credit, environmental protection and livestock production.

Mvomero Division

Mvomero Division is within flood plains of the Wami river borders with the South East feet of the Nguru Mountains, it is located about 70km North west of Morogoro town along the Morogoro, Dodoma highway. The land is generally flat at about 400mm above sea level. The climate in Mvomero ranges from tropical Savanna to semi-arid. It experiences a bi-modal rainfall pattern with short rain season in November to January and long rain season from February to June. The short rainy season is becoming unreliable for crop production. The area is generally dry with limited water sources.

Farmers groups

This Division has only 14 farmers groups this is due to its late intervention by MVIWATA and UMADEP in the area. The focus of these groups is the same as other groups in the other two divisions.

4.1.2 Morogoro Rural district

Morogoro rural district is located at 5 ° 58"10' 0"s and 35° 25", 38 ° 30"E, about 200km west of Tanzania major commercial city, Dar es Salaam.

Mkuyuni Division

Mkuyuni division is located on the eastern side of the Uluguru Mountains in Morogoro Rural District.

The climate in Mkuyuni division is generally tropical humid at lower altitudes and subtropical at higher altitudes. The total annual rainfall amounts ranges from 1300mm to 2900mm. The area experiences very short dry seasons (less than one month in a year) this makes the place to be most evergreen throughout a year. Main tributaries of the Ruvu River originate from the uluguru forests and pass through division.

Farmers groups

In this Division there are 14 farmers groups working in the area. Their features are so similar in other Divisions.

Figure 1. Below show the map of Tanzania and location of Morogoro region. It also shows the location of two districts where the study was conducted.



Source: <http://www.tanzania.go.tz/census/census/Morogoro.htm>

Figure 4.1 Maps of Tanzania and Morogoro Region showing Mvomero and Morogoro Rural Districts

4.2 Description of the organizations

4.2.1 MVIWATA

Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA) is the National Network of Small scale Farmers Groups in Tanzania which was founded in 1993 and formally registered in 1995 (registration number SO 8612). It is a network of small scale farmers groups with broad base grassroots' membership in 19 regions of Tanzania mainland and Zanzibar.

Presently, MVIWATA has a membership of about 60,000 small-scale farmers who belong to groups ranging from 5 to 100 members organized in at least 150 local networks.

The Vision of MVIWATA

The vision of MVIWATA is to become a strong farmers' organization that will guarantee small scale farmers' participation and representation in socio-economic and policy decision making process at various levels through learning, initiating, implementing and monitoring their own social and economic development processes.

The Mission of MVIWATA

The Mission of MVIWATA is to strengthen farmers' groups, local and middle networks to form a sound and strong national farmer's organization to ensure effective representation of their interests, to facilitate learning and training, to enhance communication and advocacy strategies to defend and promote their interests.

Areas of intervention of MVIWATA

MVIWATA has identified 6 key areas of intervention in the 5 years strategic plan 2004-2008, namely;

- Strengthening the institutional framework of MVIWATA as a forum for organizing farmers and building their capacity.
- Strengthening lobbying and advocacy capacity of farmers and enhance their participation in processes that determine national and international policies
- Improving microfinance and rural banking systems including cereal banking as a means of enhancing capital generation of smallholder farmers
- Improving agricultural marketing systems for smallholders farmers including strengthening entrepreneurship skills of smallholder farmers
- Promoting natural resources management and sustainable production systems for attaining rural household food security
- Promoting HIV/AIDS awareness and gender equality sensitization in rural communities

Partnership

MVIWATA has strong working relationship with Sokoine University of Agriculture and Cooperative College Moshi, which provide technical advice. It has also collaboration and partnership with number of governmental and non-governmental organizations, local and international including;

- Government Ministries
- Agriterra, an agri-agency based in Netherlands
- FERT, a farmers organization based in France
- OXFAM Ireland
- VECO, Non-governmental organization based in Belgium

- MS Danish Association for International Cooperation
- TRIAS in implementing of MVIWATA activities in Monduli District, Arusha region and Kagera.
- Lay Volunteers International Association (LVIA) in the implementation of rural banking project in Kongwa District
- Uluguru Mountain Agricultural Development Project in the implementation of rural banking project in Mvomero and Morogoro Rural District
- INADES Formation in capacity building of farmers and strengthening of the networks.

4.2.2 LVIA: Lay Volunteers International Association

LVIA is an Italian NGO founded in 1964, currently is operating in 11 African countries implementing projects of sustainable development. LVIA started its deeds in Tanzania since 1986 after the agreements with the Diocese of Dodoma an integrated rural development project was started in Kongwa District.

LVIA Vision is to create a conducive environment for rural community in rural area to improve their living condition by tackling key issues in different sectors that impede their struggle toward combating poverty.

LVIA Mission is to work with farmers to improve their livelihood conditions, by supporting them in agriculture activities, water supply and health.

Area of Intervention

LVIA works in four sectors namely:

- Water where it support borehole realization with the local communities' involvement.
- Health especially in rehabilitation of sanitary centre, realization of latrines and sanitation campaign
- Agriculture sector in formation of Agriculture techniques and breeding
- Microfinance sector where it support construction of cereal banks and saving and groups and give technical experts.

Partnership

LVIA has numerous contacts with other actors as local and international NGOs, local and government authorities and some organizations, expression of Tanzanian and African Civil Society, like MVIWATA and PELUM.

The relationship with this organizations have allowed starting contextually and the execution of the project of Italian Ministry of Foreign Affairs, water and agriculture projects in collaboration with the Spanish NGO INTERMON-OXFAM, a Microfinance project with the French NGO (FERT) and Agri-business development project with RLDC (Rural Livelihood Development Company) an expression of Swiss cooperation. This partnership has allowed to strengthen LVIA action in the mentioned sectors and to start new partnerships which involve actors from the Civil Society, from the NGO environment and from the public and private sectors.

4.2.3 FERT

FERT is an International Cooperation association, created in 1981 through the will of leaders from several professional cereal organizations (AGPB, ITC (Nowadays ARVALIS), UNIGRAINS and several personalities concerned with the problems faced by the food and agricultural economy in developing countries. Its headquarter is based in Paris French.

FERT mission is to contribute to create the conditions for farmers in these countries to provide a better supply of their living and working standards.

Vision is to promote the creation by farmers of organizations that brings them durable solutions to the problems they meet in the course of their activity as well as the defense of their interests.

FERT is leading about twenty actions at field levels in over 10 countries in which French professionals are mobilized in a step of solidarity to share their long and rich experience in professional commitment and in the management of their organization.

Area of intervention

FERT's main field of intervention through the following lines of work:

- Financing of the agriculture through creation and development of systems of saving and mutual agricultural credit.
- Supply of farming inputs and Commercialization of agriculture produce through creation of development of agricultural Cooperatives
- Organization of patterns and development of and procedures through market creation, establishment of quality regulations and policies
- Professional representation and negotiation with authorities and other stakeholders in the economic and social environment.

Partnership

To carry out its mission of support to people who play a role in the development of agricultural economies, FERT intervenes at request of producers or countries wishing to benefit from farmers and their organizations.

FERT is committed into action side by side with actors in the field to foster local initiatives and to subsequently bring together the human, technical, economical and organizational conditions that are essential for the implementation of durable dynamics of agricultural and rural development.

FERT has developed partnership with many farming structure Cooperatives, Chambers of agriculture Regional "caisses de' Credit' agricole" or agricultural Credit Cooperatives, National Federation of Producers, Training Institutes, Technical and professional Institutes, etc)

FERT is a member of three collective organizations that intervene in development and international solidarity:

Coordination Sud-National Coordination of French NGOs dealing with International Solidarity.

Coordination d'Agén –gathering of organization of International Solidarity for missions and Volunteer Cooperation

AGRICORD- Association of 8 countries (Belgium, Canada, Finland, France, Japan, Netherlands and Sweden)

4.2.4 UMADEP

The Uluguru Mountains Agricultural Development Project has been operating in Mgeta and Mkuyuni Divisions since 1993.

The project works as integrated agricultural development program using a multidisciplinary approach and is implemented with collaborative efforts between Department of Agricultural Education and Extension of Sokoine University of Agriculture, District Agricultural and Livestock officer, District Co-operative office and farmers groups and Networks in Mgeta and Mkuyuni and Mvomero

Vision to work with all people in Uluguru Mountains in establishing sustainable development of the local people.

Mission is to consolidating the rural society in its complexity to constantly play an active role for betterment in the changing overall socio-economic environment

In order to meet that target UMADEP has been expanding gradually in scope and extent. The Uluguru Mountain Agricultural Development Project (UMADEP) was established in 1993; the project is based at the Sokoine University of Agriculture (SUA) and is operated by the Department of Agricultural Education and Extension of the SUA. Establishment of this project is part of SUA's mission to answer the need and resolve the problems of agriculture and well being of rural communities.

UMADEP was established to succeed the Upper Mgeta Horticultural Development Project (UMHODEP). UMHODEP dealt only with horticultural development in the western part of the mountains in Mgeta Division. UMADEP aim at promoting all aspect of agricultural development for the communities of the entire Uluguru Mountains.

Area of intervention

UMADEP works in nine areas of intervention namely:

- Rural Micro-finance services
- Networking
- Conservation of Environment and natural resources
- Lowland agriculture
- Improvement of horticultural crops
- Improvement of livestock production
- Support farmers income generating initiatives
- Mountain agriculture and
- Participatory Rural Appraisal (PRA) at village level.

Partnership

In implementing its activities UMADEP works hand in hand with many other organizations like LVIA, OXFAM IRELAND, MVIWATA, Agriculture and Cooperative departments in Mvomero and Morogoro Rural Districts, INADES Formation and PELUM Tanzania.

4.3 Description of the study project

Project Background

Since 2002, MVIWATA in partnership with UMADEP, FERT and LVIA were implementing a project (income generating activities project) and supporting financial services in rural areas. The collaboration was based on the will to strengthen local saving and credit organizations adapted to rural activities.

The main objectives of the project were: To strengthen MVIWATA as national representing and defending Tanzania farmers and providing them with ad-hoc communication, training, supporting and advice services in an autonomous and viable way;

To develop financial services adapted to farmers needs through the creation or strengthening of more than 20 farmers based banks in rural areas.

In Morogoro region it was expected to have financial services accessible for rural producers and adapted to their constraints, needs and potentialities. The indicators to measure whether and to what extent the project has achieved the envisaged results were as follows:

- 12 rural banks built, equipped and officially registered as SACCOS
- They have more than 5,000 members or client families
- They have an average credit rotating fund of 19,500 EUR, concerning 3,000 beneficiaries
- They have an average global saving amount of 16,000 EUR
- They propose a range of financial services adapted to local needs
- All SACCOS are totally self-financed
- 5 to 12 leaders in each bank have acquired professional competence
- Networking between Rural Banks is operational in the region
- A complete range of documents establishing management and monitoring procedures and ratios is used by each bank
- 7 out of 12 banks have official relations with commercial banks

Formation and Strengthening SACCOS

Project records show that membership in the supported SACCOS has grown substantially. By November 2005, the total number of members in the SACCOS has reached 2880. The average membership per SACCOS is 240

This growth could be interpreted that people are gradually building confidence and trust on the cooperatives organizations. Of course the confidence and trust is generated through instituted effective governance, operational and managerial systems which provide the reliability of the services and security of the members and clients' money and that financial services provided are responding to members demand.

Savings Mobilization

An average global saving amount of 16,000 EUR deposited by 4,500 families was anticipated at the end of the project. The outstanding balance of savings for all SACCOS as of 30th June 2005 was TSH 439.36 million which is equivalent to EUR 323,500. This amount is almost 20 times the anticipated amount.

Development of new financial services

A range of financial services adapted to local needs was anticipated in the pilot areas at the end of the project. Various loan products - both new and adapted loan products have been developed and delivered to members. They include agriculture loans, business loans, emergence loans, implements, and storage loans.

Loan recovery

Despite delays in loan repayment in various SACCOS, the overall loan recovery rate was good as most of the SACCOS have set mechanisms to follow up loans disbursed to members. Some SACCOS have registered loan recovery rates of up to 85%. The loan recovery rate varied by the type of loan with loans for agricultural activities having the lowest recovery rate. The major reason given for the low recovery rate was failure to harvest due to inadequate rainfall especially during the 2004-2006 cropping seasons. In the surveyed SACCOS, however, those in charge of following up loan repayment were optimistic that they could recover those loans. The total repayments were 26,869,00Tshs. With interest of 1,864,140Tshs.

The shared capital has increased from 11207578Tshs. In June 2002 to 51382336Tshs.in June 2005 while Savings has increased from 864905384Tshs. for 7 SACCOS in July 2003 to 207709431Tshs. in June 2005 for 10 SACCOS.

Management and execution structure of the project

For the management and execution of the project, each partner had its own role to play. MVIWATA had the role of implementing in the stage of facilitating training of its members as the main actors and beneficiaries of the pilot project. The steering Committee of MVIWATA was given task of monitoring and evaluation of the project. In addition, MVIWATA was supposed to plan, implement and monitor the transversal communication and training activities. On the part of FERT was given responsibility of overall project coordination, leadership and reporting to European Union. Its pilot area was Kilimanjaro but later extended a branch to understudy morogoro local implementing partner, MVIWATA and UMADEP. As local partner UMADEP was supposed to provide all necessary support, needed for development of SACCOS activities (membership, Savings, deposit, shares and credit) by carrying out common services such as training and permanent advice, accounting, internal inspection and audit, loan management and financial intermediation. LVIA was responsible to provide technical advices during the training activities.

4.3.1 Project Components

The project was to be implemented over a three years phase through four components

Credit and Savings

Development of Financial services was the main activity of the project in the three regions by FERT in Kilimanjaro, UMADEP in Morogoro and LVIA in Dodoma.

This component was structured to finance productive and income generating activities through a revolving fund that would lend funds to SACCOS as for on lending to target beneficiaries.

Capacity building

The aim was to support capacity building and training of various stakeholders. Key stakeholders being targeted under the project were management staff of the project implementing team, SACCOS participating in the project and the end users of the financial services

Project facilitation

Under this component, financial, logistical and technical support were supposed to be provided to ensure that the project implementation team is adequately staffed and equipped to undertake the day to day management, financial administration, accounting and controls, as well as reporting on time implementation of the project.

Marketing linkage

Improvement of market conditions was initially limited to Kilimanjaro region. FERT and its implementation partners have expanded this component to Morogoro and Dodoma. It mainly involves development within SACCOS a few credit products (storage loan) and development of storage capacities (godowns)

During implementation of the project total of 23 staffs from four organizations were involved in the project. The staff was distributed in the organization as follows: MVIWATA had 5 staff, LVIA 5, UMADEP 5 and FERT 8 Staff.

CHAPTER FIVE: RESULTS AND DISCUSSION

5.0 Introduction

This chapter presents the major findings of the research. It also presents discussion of the main findings that were demonstrated through: individual respondents, document review, focus group discussions and the SWOT analysis of the project partnership.

5.1 Results

5.1.1 Timely information sharing

Result shows that 71.43% of field staff, all two group discussion that they had no access to project document and those who had access was at the end of the project especially when there was misunderstanding between partners. It was revealed from the findings also that field staff did not understand the approach that was supposed to be adopted during implementation of the project. This led each partner to implement the project activities in way they believed was best approach. Respondents from all categories added that it was difficult to share information timely. They stated that it was always agreements to share minutes of the meetings two days after the meeting through emails and letters, but it was not the case as minutes of the previous meeting were shared in the next meeting.

The respondent from all categories namely field staff, directors and MVIWATA and MVIBEWA board members stated that during the project implementation partners especially implementation team did share information about the project through meetings; For the Project steering committee which comprised of directors of partners organization and MVIWATA board member representatives. they had their meetings after every three months although it was revealed that sometimes the meeting was not held. Another means which was used is sharing of reports between organizations and letter and emails whenever the need arise. Respondents explained that they had problems of getting feedback from their Directors whenever they conducted their own meetings sometimes they did not share with other staff the feedback of agreements reached in their meetings. The meetings are further elaborated below:

MVIWATA steering committee meetings

This meeting was held after every three months. Toward the end of the project a total of 15 meetings were conducted. Main agenda of all meetings except the last meeting was to receive reports of activities implemented and future plans as well as challenges faced during implementation of the project. The last meetings were held to discuss the exit strategies after the end of the project. Participants of this meeting were 9 members of MVIWATA steering committee.

National project steering committee meetings

These meetings were composed of 2 MVIWATA national steering committee members and 3 regional network level farmers and directors of partner's organizations. From document review and interview researcher noted those meetings were held on regular basis. A total of 15 meetings were held from 1st June to June 2005. it was planned that a total of 16 meetings will be conducted but one meeting was not conducted due to absence of some participants. Discussion with field staff revealed that it was very difficult to get feedback from these meetings and sometimes when they get it was too late. The results from the focus group discussion reveal that reports of the meetings were shared in the next meetings. Field officers interview depict that it was very difficult for them to have

understanding of the outcomes of this meetings because sometimes they were receiving feedback orally.

Implementation team meetings

This meeting was conducted once every month and was attended by the project field staffs. A total of two participants were supposed to attend the meetings from each organization. It was found that MVIWATA did not participate full in these meetings. Microfinance officer who was supposed to attend this meeting was employed toward the end of the project. The aims of these meetings were for the field staff to share reports and plan for next month. Toward the end of the project a total of 36 meetings were conducted. Field staff stated that in every meeting one staff was appointed to write the reports and distribute to other staff through emails. Field staff continue lamenting that it was easy for them to distribute and share information about there previous meeting as they were always in contact in the field work.

Directors meetings

The meetings normally were conducted at the beginning of the project and toward the end especially when there was misunderstanding on exit strategies. This meeting was not planned in the project but happened whenever there was some crucial issue to be shared between partner organizations.

Organizational meetings

This meeting was conducted by each partner separately. The aim of these meetings was to harmonize their report and have update. It was supposed to be conducted once after every two weeks and before the implementation team meeting. The meetings were for implementing staff of the respective organization only. It was noted from focus group discussion that for MVIWATA it was not possible to conduct this meetings as it was planned because first microfinance officer was employed toward the end and second they had another big project which was given due consideration than this project.

MVIBEWA meetings

This meeting comprised of representatives of SACCOS and field staff from partners organizations. Toward the end of the project a total of 10 meetings were conducted out of 16 meetings which were supposed to be conducted. These meetings were schedule after every three months mainly to screen loan application and make decision on the amount of credits to the SACCOS.

5.1.2 Clear role and responsibilities of each partner

It was revealed during the interviews that during the project period MVIWATA being the local partner was involved in implementation of the transversal activities as well as monitoring of the pilot activities. FERT, UMADEP and LVIA being the implementers of pilot activities and FERT ensuring also the project coordination. Respondents said that sometimes there was interference to each others roles. This happened when FERT decided to extend its area of operation to Morogoro region. This brought misunderstanding because other partners didn't easily agree. FERT had to force it as they said they have their own contribution in the project and they can do anything whenever they see that project is not going according to their wishes. . Respondents depicted that it was a kind of confusion to SACCOS members and leaders as they had to get same kind of support but in different approaches For example FERT employed SACCOS loan officer to perform task on behave of SACCOS management team while UMADEP was trying to build capacity of the SACCOS management team. Since it was kind of relief to them SACCOS

clerk were very happy while the SACCOs leaders and MVIBEWA SACCOS network members where question the approach of FERT if it was real sustainable.

*“The project document clearly shows working areas of each partner but since FERT did not trust our approach they had to interfere in our area of operation” **Statement from one respondent from UMADEP.***

5.1.3 Transparency

During interview respondents said sometimes it was difficult for them to get project documents. For example, the budget for the project was not clear to all implementing staff. When sending activities plan and budget sometimes it happens that project Coordinator reduce the amount of money other organizations requested simply because FERT thought they have gone beyond the budget line. But the budget line was not open to all staff. Respondents added that one issue which was clear and open to all partner was distribution of assets after the end of the project. It was clear that after the project all assets will go to the beneficiaries. MVIWATA will take the all assets as farmers' organization. Although it was open and clear FERT didn't want to respect the project document. FERT used the project as a stepping stone to their hidden agenda of opening their business in Tanzania.

5.1.4 Trust in each other

It was realized by researcher that their was trust to some partners. MVIWATA had trust on LVIA and UMADEP because they had been working together for long time and they knew each other. On the hand, FERT did not trust other partner. They even showed that they did not even trust the approach which was used by other partners. They were trying to persuade other partners to adopt their own approach and abandon their own approach as it was assumed that FERT had no trust to other partner's approaches. While FERT, MVIWATA, and UMADEP were using SLO approach, LVIA used Field officer Approach. To a greater extent SLO approach was perceived differently by the partners adopted it. While MVIWATA and UMADEP were using SLO to support SACCOS in terms of capacity building of leaders, members and management team to perform well their task, FERT SLO's were working on behave of management team of the SACCOS and their approach focused on credit versus Saving while UMADEP and MVIWATA approach focused on Savings versus Credit. It was argued by two focus group discussion that the SLO concept used by FERT was considered by the SACCOS as imposed and looked as the project control and accountability lied heavily to the project. From interview with field staff it was stated that to put the SACCO's leaders and staff on the steering wheel is considered as a positive method of empowering the projects ownership to the community.

To prove that they had no trust at all. FERT decided to intervene implementation of project in Morogoro region to induce their approach to other partners. This lead misunderstanding on approaches and at last every partners was using their own approaches.

In focus group discussion with MVIBEWA board members depicted that in their own SACCOS they had difficulties to understand which partner they should listen. Realizing these challenges in collaboration with UMADEP, MVIBEWA board members agreed that for sustainability purpose it is better to build the capacity of SACCOs clerk so that when the project phase out, SACCOS will be able to run their day to day activities without depending on external personnel.

5.1.5 Accountability to each other

Results from field staff shows that there was project steering Committee that was sole responsible for ensuring that each partner was implementing the project according to the MOU. Moreover respondents said there was top management team meeting of each partner organization to ensure that accountability to the roles and responsibilities assigned as well as accountability to each other through reporting to share the findings from the field with each other.

On the other hand respondents depicted that there was number of meetings, discussions, correspondences and other means of communication with project leader towards the end of the project, over the best sustainable way of making exit strategy that was felt the right means to project beneficiaries. All these happened after misunderstanding between partners on the possible way of handling over the project. Likewise from interview, it was noted that, partners had to ask support from E.U who was the donor and E.U Program Officer with good intention in February 2006 linked FERT project leader and MVIWATA staff with HORIZONT 2003 as a case study to see how an E.U support to WAWATA (An organization of the Catholic women in Tanzania) was handed over and the way it was operating after HORIZONT 2003's exit.

The results also shows that MVIWATA steering committee had its own meetings every quarter to share with their representatives their findings in monitoring if the project was implemented according to the mission and vision in which MVIWATA strive to achieve and according to project plan. As revealed from interview, it was also stated that project had steering committee that was deriving members from partner's organization to monitor that partner respect each other and respect the goal which led to their partnership. However it was noted that the project steering committee main focus was on receiving implementation of project activities and plan for the next quarter.

5.1.6 Common Purpose and Values

The respondent from both categories stated that some partners were promoting their own objective and not the project goal. This was confirmed by one partner who had no own intervention before in Tanzania to use the project as the way of opening their own intervention in the country. The respondent continue lamenting that establishment of USAWA Company in Kilimanjaro in which FERT is having 50% of the Company shares and the SACCOS the remaining shares prove that they agenda of establishing its own activities that they wanted to meet on the expenses of the project fund. Moreover respondents pointed out that personal interest and conflict of interest was also was part of the story.

5.1.7 Equal power in decision making

It was noted during the interview there was no equal power in decision making. FERT was a kind of senior partner. This was first due to the role they where assigned by donor to coordinate the project. It was clearly stated in the project documents that FERT will be responsible to receive reports from other partners and submitted the compiled report to the donor. Second reason why FERT was seen like senior partner is that they had 15% of the project fund contribution together with LVIA. This resulted into difficulties in reaching decision as FERT instead of seeking opinion of other partners first. FERT was coming up with already a decision on how certain things should be done. This brought some misunderstanding as some partners views and ideas where not incorporated in any decision. It was stated by field officers that although FERT were asking other partners to give their views and opinions about the project, but the final decision was always made by FERT. FERT respondents claimed that they were doing so because they were supposed

to coordinate the project and report to the donor. In that case they stated that it was their role to ensure that project work well.

“In the course of implementing activities we felt like we were in the project to get instructions and directions from the project leader. Sometimes project leader claimed that they have contribution in the project so they have final say in the project”

Claim from one of the respondent

5.1.8 Valuing others technical expertise

The study findings indicate that the respect of other expertise was so minimum. Claims that partners were not capable of sustaining the project were the big issue in the project. Respondent said in discussion on the way forward after the project it was proposed that MVIWATA will take the revolving funds, project equipments, vehicles and other assets and make a plan how they are going to ensure that the resources are going to be used to ensure that SACCOS continue to get more support. FERT was against this idea that MVIWATA was not capable of giving technical support to the SACCOS. This was a surprise to the other partner as idea was that MVIWATA will take the assets and in collaboration of other two partners LVIA and UMADEP who had registration in Tanzania that they will continue to work together. One of the respondents said it was a kind of humiliation for other partners as their long experiences in the field of Microfinance was undermined.

“it is our organization which started supporting SACCOS in this area, but now as the project end we are surprised to hear from our fellow partner that we don't have technical capacity” **claim from respondent**

5.1.9 Willingness to listen to various viewpoints of each partner

During data collection it was noted that there was a lot of meetings and correspondent letters to harmonize the project. For UMADEP, LVIA and MVIWATA it was easy for them to respect each other views and initiatives. Sometimes FERT overlooked the good achievements accomplished during implementation of the project. The project leader never had a comfortable agreement of collaborating with MVIWATA (a strong Association FERT has always referred to in among her proposals) to deliver farmers ownership and minimize their dependency gradually. It was realized that project was extended for a complete year (from June 2005 to June 2006) to accomplish some unaccomplished activities that was caused by misunderstanding between FERT and other partners. Even after the extended period and the good results achieved, it was impossible for FERT project leader in Kilimanjaro for continuity syndrome of undermining the good achievements by proposing a further assistance to the same localities as if the project has been a failure.

5.1.10 Commitment to make it work

According to the opinion of respondents, partner had no good commitment toward the project. Results from the two focus group discussion shows that commitment of MVIWATA to project activities was so minimum. For example, Microfinance officer who was supposed

to be a link between MVIWATA executive wing and the project was employed toward the end of the project life. Involvement of partners was useful; it could have brought good relationship. On the other hand, FERT did not respect other partners who were presence in the project. Respondents claimed that FERT did not appreciate the effort and initiatives made by other organizations presence in the project. They were always looking for weak area instead of joining efforts together and make it work. While MVIWATA, UMADEP and LVIA believed in approach of capacity building of SACCOS and their members, FERT did not agree on that approach. They inverted their approach which was their experience in Madagascar. The other partners had assumption that FERT was like the watch dog for the donor and their role was just to ensure that donor fund are well utilized.

5.1.11 Involvement of each partner at every stage of the project

Project design

The project started with the need assessments, which lead to the formation of a team, which visited France to discuss how farmers formed the organization (MVIWATA) and their needs. The major, trust was on marketing of farmers produce and the needs for involvement in income generating activities. On return team developed a rural markets project, which was later approved by the French government, followed by the income generating project financed by E.U. the team was made of farmers who were MVIWATA board members and one staff.

According to findings from interview and project document review it was found that in project initiation phase not all partners were involved. Example UMADEP and MVIWATA was involved during the implementation period only. When respondents from UMADEP asked about effects their involvement in implementation period only they said it undermined their understanding about project management and supervision.

Implementation phase

In this phase all partners were involved to implement day to day activities of the project.

Monitoring

From focus group discussion with MVIWATA board members it was found that the regular, ongoing monitoring of activities was the responsibility of the 2 MVIWATA National level farmer representatives. Other partners were participating by giving reports and show the team activities realized in the field. The NSC nominates the two, from amongst themselves. Certainly for good reasons, the major one being eases of feeding back to the whole NSC during its regular meetings. At the start of the project, members of the board who was nominated had on a very regular basis written comprehensive mission reports. The arrangement worked quite well for some time. Things changed during the January 2004 MVIWATA National elections; the two members did not stand for re-election, and was not re-elected. This led the NSC to nominate two new representatives. The replacement of the two representatives brought the challenges of risk of breaking continuity and loosing institutional memory. Incidentally, this member was not invited to give their own support to the other two newly nominated representatives that could have supported them in having clear understanding of the role that their previous representative was performing. Other challenges that was raised is the fact that the project document was in English and the monitoring team that composed of farmers leaders had difficult in understanding exactly what they were supposed to follow up and how. This brought some misunderstanding between field staff and the monitoring team as always there was

no common understanding on what was supposed to be done and how it was supposed to be done.

Evaluation

The project document provides for a mid-term evaluation that was supposed to be held at the beginning of 2004. Such evaluation was not implemented; nevertheless the project received various recommendations from a support mission after assessing the SACCOS situation in May 2004, some of them being already implemented. In May 2005, the project partners in consultation with donor agreed to extend the duration of the project for a year and to review the project activities. The project partners agreed to evaluate the project in two complementary steps:

- A participatory evaluation that was the object of the present terms of reference and
- An external evaluation which was done in March-April 2006.

In February 2005, however, the project partners agreed to conduct a specific assessment of the SACCOS Local Officer (SLO) introduced at the end of 2004 and to hold a workshop with SACCO's leaders to review the project contributions towards the improvement of the SACCOS. It was agreed that those two activities will be part and parcel of the project participatory evaluation.

A participatory evaluation of the Project was carried out from 14 January to 30 January by a team of external evaluator 2006 with the following aims:

To assess the project implementation in terms of approach: The project has managed to develop financial services in rural areas through the promotion of rural SACCOS mainly. It is now important to assess how the project support was channeled to the beneficiaries (SACCO's members, leaders and staff)? How the beneficiaries have received it? What was the role of the different stakeholders (MVIWATA, FERT, UMADEP, and LVIA) in this process?

To assess the project activities and results (achievements) in terms of relevance to the needs expressed at the beginning of the project, and how such activities have matched with the project objectives: Was the support brought by the project adapted to their needs? What has changed/improved in their development process as a result of the project support? What are the areas where the organizations supported by the project still need assistance/support?

(i) To assess the project perspectives in terms of sustainability and role and responsibilities to be taken over between the project stakeholders: Because the end of the project is approaching, the evaluation will try to point out and comment on the fate of the different project activities, inputs, innovations and try to identify what so far, has been planned for that and if it is realistic and relevant to the main objective (provision of financial services in rural areas)

To identify learning and lessons that will be useful for all stakeholders for the replication of the project in other areas.

The evaluation involved a meeting with the officials of MVIWATA coordination offices, participatory workshops held in selected SACCOS in all three pilot areas, interviews with various stakeholders including SACCOS Local Officers, clerks, Regional Loan Committees, FERT, LVIA and UMADEP. A final evaluation workshop, which brought together the various stakeholders was held to enable them share their experiences on the way the project has been implemented and eventual learning for sustainable development

of the SACCOS in the future. As shown above there was no any evaluation done to assess the partnership instead the assessment done was to look if the expected outcome has been achieved.

5.1.12 Challenges faced by partners in the project

For the majority of respondents, their main challenges during partnership are as described below:

- Every partner especially FERT and MVIWATA were looking for seeking recognition and taking project as their own project they thought they had final say on the project.
- Some partners took partnership as stepping stones to their interest. For example it was revealed that FERT had an idea of using revolving fund after the end of the project to establish its own activities in Tanzania.
- Different approaches adopted by each partner lead to confusion to farmers. Every partner was using different approaches except MVIWATA and UMADEP who shared the same approaches.
- Partners had a feeling that donor had a lot of influence on decision. It was found from document review and interview with respondents that E.U decided on inclusion of their member's organization in the project and gives them the leading role. Other partners had assumption that presence of FERT in the project and as project leader was a kind of watch dog and their accountability lied much on donor than to other partners.
- FERT contribution in terms of fund lead them to feel like donor and not partner thus they used that opportunity to impose things rather than seeking opinion and agreement from other partners. Most of the time FERT was so rigid to change and they were not ready to use or learn from other partners approach.
- Being responsible for monitoring of project, MVIWATA board members said they were not clear on exactly role that they were supposed to perform.
- Different expectations of the project implementing partners. MVIWATA, UMADEP and LVIA expected since the project was pilot, after the end of the project experience gained in this project will be disseminated to other areas. On the other hand other partners had assumption that FERT idea was to establish its roots in Tanzania after the project. This lead the three partners to work hard toward their expectation knowing that the similar initiatives will be adopted in other regions where the organizations work. FERT was working hard to ensure that they are recognized and that they can start their own activities without working with other partners.
- It was difficult to compromise and agree on the way forward especially when there was misunderstanding between partners. Since partners were different in terms of interest each partner's were working toward their own interest. These lead partners to face some difficulties in reaching decision.
- MVIBEWA board members added that they expected that working with many organizations will results into joining efforts together but instead it has divided farmers. Example they said it has lead to two SACCOS networks one formed by FERT (USAWA) and another formed by MVIWATA (MSAWAKI).

“This partnership instead of joining farmers together, it has divided them. In Kilimanjaro it has resulted into FERT SACCOS network (USAWA) and MVIWATA SACCOS network (MSAWAKI)”

Focus group discussion with MVIBEWA board.

Some respondents stated that they had some difficult of getting project car. The project had one car in Morogoro which was supposed to be used in implementation of the project. Partner who had the car most of the time was so rigid in allowing car to be used by other partners.

“Although the project car was meant to facilitate project activities for all partners, we had difficult of getting it from MVIWATA”

Statement from interviewer from one of field staff

Key factors that emerging from interviews that makes a partnership project effective

Interview and focused group discussion participants when asked on the key factors that make project that is implemented in partnership to be effective, they had the following contributions: That partner should:

- Develop a clear statements of roles and responsibilities of each partner and it should be understood to all staff at all levels of the organizations
- Sharing information and experiences between partners on regular basis
- Discuss and agree on the need for partnership, its goal and objectives, and its purpose before partnership activities starts.
- Involvement of partners in initiation, planning, monitoring and evaluation
- Good knowledge of each other. Partners should seeks understanding of their fellow partners and their ways of working so that before any project start partner know well the kind of organizations they are working with.
- Coordinated partner's activities. Partnership should have well coordinated activities. There should be full participation of every partner in coordinating the project activities at every stage of the project.
- Conflicts if any, discussed and solutions found. Respondents said they realize that no partnership can work without conflict, but whenever the conflict arises partners should seek solutions.
- Honest and commitment of each partner to the roles and responsibilities assigned
- Clearly defined exit strategies. It should be clearly stated at the beginning how the resources will be distributed and each partner should first agree before any implementation start.

5.2 Discussions

5.2.1 Motives of partnership

It was revealed that partnership was critical condition for funding in response to donor requirement. This lends credence to Leach and Perkey (2000) analysis of partnership literature that found that the need to rise adequate funding was the most frequently recurring theme in 62% of the studies. Access to financial and, material resources was the key motivation for partnering and instigating partner was seen to be dominant. The project was meant to be a pilot project and the experience was expected to be used in other area after the project. Since the partnership had clashes it was not possible for them in team to replicate the project in other areas.

From the individual interview, as presented in chapter four, both lack of trust between partners and accountability to each other were found to influence partnership. According to Blagescu M (2005) Partnership should include common aim, vision, goal, missions or interest, joint rights, resources and responsibilities, autonomous and their independent, equality and trust. The concept of partnerships based on transparency, equity and mutual understanding. As shown in the results long historical relationship between MVIWATA, LVIA and UMADEP was so useful. Their relationship was beyond project boundaries and they knew each other before the project. On the other hand FERT and other partners had no long historical relationship it was in this project where they started working together with other partners. Having little knowledge about FERT other partners were supposed to have sufficient time to understand their fellow partner. Moreover during implementation partners were supposed to have clear milestones, participatory process as well as sufficient time in planning and negotiation of roles. Building on existing long relationship was found to have positive impact for the partnership as there was little misunderstanding between partners who had long historical relationship. Partners should have realized that partnership helps in delivering more effective and more sustainable solutions to challenges, but this happens only when managed and implemented effectively. It provides a mechanism for each partner to bring their specific skills and competences to the common problems or opportunities.

5.2.2 Scoping and building partnership

From the results it shows that partners did not have enough time to share how the partnership was going to be organized. Partners should have realized that at an early stage of partnership formation, the wider objective (partnership goal desired outcome of the partnership) need to be provisionally identified as to the more specific outputs that might contribute to the shared goal. According to the results it shows that partners did not clearly build the relationship. Partners should have realized that there is a lot of preparatory work that need to be done to establish a partnership before active projects or initiatives can begin. It was critical to conduct a needs assessment preferably in conjunction with all partners to ensure that a project will meet an expressed local need and not simply duplicating work already existing in the area. UMADEP had already supported some SACCOs for long time in the area. Initiation of this project was necessary to build more capacity and technical expertise to SACCOs and members. Approach proposed by FERT to employ SACCOs Local officer (SLO) was not necessary as this was the support UMADEP has been giving for a long time. FERT was supposed to value the great job done before by their fellow partner to avoid duplication of effort.

Ensuring that the right and most appropriate partners have been identified and chosen was crucial, matching them with capabilities needed for partnership to be successful. Partnership was not ideally open and fully participatory. Partners in participatory way were supposed to put parameters set at the outset, so that all partners feel full joint ownership. It was necessary to conduct some capacity building of partners and appreciate that understanding of the concept of partnership may vary widely. It is at this stage also that partners were supposed to be honest in sharing their expectation from the partnership, that each partner recognizes their own role and that each partner have to play in meeting the shared objectives. As shown from the results in initiation phase only two partners participated. Thus they planned partnership to suit their own interest and needs. According to Wood and Gray (1991:146) Collaboration occurs when group of autonomous partners of the problems domain engage in an interactive process, using shared rules, norms and structures, to act or decide on issues related to that domain. It can be concluded that partners were not autonomous as they did not retain independence decision –making powers even when they agreed to work with each other within a framework of rules. Wood and Gray (1991) suggested that participants must work within an agreed-upon set of norms and rules with at least the intention to develop a mutual orientation in response to an issue, perhaps to determine direction, organization and the action.

5.2.3 Building an effective partnership

It was necessary for the partners to have some common understanding on the way the project was going to be implemented and the approach that was going to be used. Specifically partners were supposed to establish a common approach to an accepted need.

Assess what local resources and structures are already in place. Identify the most appropriate partners. Match skills and capabilities with resources and ability to deliver. Agree core principles-identify what all parties would like to achieve and the main parameters of the project.

Set assessment criteria- formulating specific targets and means of ensuring progress throughout the project life time.

It was helpful to test the project, in small scale in the parts to identify potential strengths and weakness, the need for additional partners or capacity building.

This stage of building effective partnership was necessary as it determine the successfulness of the other stages. When partner have clear understanding and common values and understanding on the way things should be done. According to the results this stage was poorly done as partners did not have a forum at the beginning of the project where they could share ideas and views about the partnership and how it was supposed to be handed. Fowler (2000) stated that to facilitate partnership, relationship out right with open dialogue and arrangement on mutual rights and obligations. Goold and Ogara (2000) also share some key points that it is useful to formalize any partnership and outline the primary objective of the relationship being established. It is at this stage that all of the key point rose by the above others was supposed to be discussed and shared between all partners and their staff at different level of the organizations.

During project time leadership was critical issue in this partnership because partners had great diversity inside partnership (discipline, culture and experiences). The partners were supposed to choose the type of leader that will most help partners to achieve partnership objective. In this partnership it was found that the leader of the project was proposed by the project donor and not by partners. This make leader to have more power as the leader was not accountable to partner but to donor of the project. This mighty have been shared and agreed by each partner instead of manipulating other to work according to interest of the leader, a more facilitative leader where the leader creates conditions for other partners

to work better without necessarily having authority over them. is more effective where organizations and individual come together as equal and where ideas need to be freely produced In this project it was found even this leader had final say on the amount of money that partner were supposed to get. However, a more affirmative type of leadership where a particular person is recognized by other partner as having authority for decision making may be efficient where many partners work as in case of this project.

5.2.4 Managing and maintaining a partnership

As presented in the results management of the project was sole under FERT. Other partner had a feeling that their views and idea was not being considered and respected. The perceptions and misperception that prospective partners had about another was a big problems. FERT did not real have trust on other partners. Overcoming mistrust was difficult, particularly on issue of approach and capability of other partners. Partnership had difficulty as partners were challenging the vested interest and power of other dominant organization. Management of the project was not supposed to be under one organization and especially not the powerful one. There should have been initial agreement among partner about the range of consensus that was to be tackled by partnership as differing or unrecognized expectations about the questions to be addressed. The results show that the extent and open dialogue and views of less powerful parties were being ignored.

During this phase, partners were supposed to further develop the structure and management of their partnership, identify and mobilize cash and non-cash resources and begin to implement the project according to the agreed timetable and specific objectives. It was important to take the issue of management of partnership seriously steering committee or managerial team was needed to agree on shared objectives, commit resources of individual partners and oversees the work of partners. Although there was this steering committee team their focus was on ensuring that the project partners achieve the project goal. Partners were also supposed to assign this steering committee task of ensuring smooth relationship between partners. Management of this committee required clear planning, roles and rules of conduct-including agreed mechanism of decision making. Partners were supposed to know which task should be undertaken in common and which should be allocated to individual partner or personals based on mandate, expertise and skills. Partners were supposed to coordinate the task of each partner. The partner members needed to be clearly mandated by their organizations and be given time and other resources to make their contribution to the partnership at agreed moments. Moreover partners were supposed to realize difficulties in working in partnership and should not be underestimated. Most staff was educated as individuals, but none of the project implementing team had formal training in partnership. This training was necessary to facilitate partnership as facilitating partnership is usually the most difficult aspect in partnership.

5.2.5 Running a partnership

This was the very difficult part during the partnership as found from interview. Most of the time was taken to solve problems that were happening because of misunderstanding between partners. For example partners had to ask for extension of the project as there were some activities which were not well implemented during the normal project time.

This partnership was real difficult as managing different organizations approaches was a big task. Partners were supposed to be flexible to accommodate different working styles and the impact of local cultural issues. The different approaches used had some impact to sustainability of SACCOS. As shown from the results FERT approach was on employing SLO in every SACCOS who were working on behave of SACCO's management team.

This was putting in controlling staff from outside catalyzed the dependency syndrome as SACCOS depended on external support much. The approach by FERT of focusing on Credit –first approach has an impact for SACCO’s internal capacity mobilization. These made some SACCOS to lag behind in mobilizing new members and additional Savings from old members. On the other hand UMADEP and MVIWATA approach of saving –first approach, stimulated the SACCOS to increase shares and savings mobilizations. This approach is in line of government policy which asks SACCOS to contribute 30% of saving before any credit is provided. The trend of focusing on credit rather than saving first approach is likely to threaten sustainability of the SACCOS if cost of external sources of funds increases. The SACCOS mobilization should be given priority among the activities of the SACCOS. This will allow interest earned circulates back to members and thus empowering them to financial capacity and command and gradually reduce the trend of allowing profits to get out of the SACCOS portfolio to external sources.

5.2.6 Reviewing an effective partnership

It was discovered that, most of the time reviewing was done but to measure if the project was working toward achieving expected outcome of the project. Nothing was done to assess the partnership and its process. Once the partnership was established, the focus should be on measuring the outputs, outcomes and impacts of activities as well as assessment of the partnership and its processes. It was important that either the project or the partnership (or both) are continuously revised and improved for project to adapt to lessons learned and changing circumstances, monitoring or evaluation should be built in from the beginning. Evaluation method was also needed to be assessed periodically to ensure they continue to fit the designed criteria. MacManus and Tennyson (2008) pointed out that participating partners in partnership typically agree that effective communication between partners is essential but partners do not always find it easy to agree on the motivation and focus of such communication, since the partnership bring diverse and often unspoken motivations and expectations, perspectives and interest of the individuals and organizations involved. The findings from this study also share the above statement as most of the time there were some unclear issues that are why at the end of the project it was hardly easy for the partners to have common agreement on the exit strategy of the project.

5.2.7 Assessing partnership

During the project Monitoring and evaluation it was important to ensure the performance indicators are met and to enable partners to learn and to improve their project and partnership continuously. From the results it was only evaluation and monitoring of the project and not partnership. It was necessary to monitor the partner’s relationship so that any area that needed improvement could have been improved.

Partners were supposed to acknowledge that mistake will be made. These could have provided invaluable learning opportunities. It was necessary for the partners to consider whether the desired outcomes have been achieved for all partners. Existence of the same mistakes and challenges on the ongoing projects proof that partners had no room to reflect on this partnership and rectify problems encountered. Assessment could have been effective when conducted by external actors.

5.2.8 Sustaining outcome

It was agreed that if initial pilot project is successful there will be scope to increase its impact, by scaling up or replicating it in other locations. The same board structure was supposed to be applied for a replicated project but each project might have different needs

and challenges and any model must allow for local interpretations. Partners should have realized that Partnership for four organizations can be challenging but may increase opportunities for sustainability and scale. It was necessary for partners to make some arrangement that will make it easy in managing their partnership and at the end results make it sustainable. Partners were supposed to make clear milestones, make a participatory process as well as ensuring that there is a framework of ongoing learning and evaluation.

5.2.9 Sustaining partnership

Where possible full ownership of the project run by the partnership should have been transferred to local partners. Blagescu M and Young J (2005) found that power imbalance between partners undermines the mutuality needed for effective partnership. It was revealed from the findings that FERT had more power than other partners simply because they had fund contribution and they were assigned role by donor to coordinate the partnership. This undermined partnership sustainability as partners were no longer interested to work together although they had more chance to replicate the experiences gained in the project in other areas. Over dependence on single sponsors may undermine sustainability if and when the initial sponsor withdraws. It should be clear that not all partnerships are conducive to replication or even continuation. If the partnership has fulfilled all its objectives and there is no longer a need for it, it should be concluded. Finding from Spielman et al (2004) shows that mechanism to ensure commitment and ownership that is the way to ensure that all partners contribute to innovative process, that the relationship between partners remain durable, and sustainable; and that roles responsibilities and benefits are distributed equitably are necessary for sustainability of the partnership.

5.2.10 Strength and weakness of working in partnership

As indicated in the SWOT analysis (annex 4) many weaknesses and strengths as well as opportunities and threats were identified. Out of commonly weakness in this partnership was lack of trust, unresolved conflict of interest. Implementation of activities in Morogoro by FERT was not in the project documents, it was found that they had no trust on the UMADEP approaches so they were trying to impose their approaches which they imported from Madagascar. Transparency and trust-suspicion that certain partners were not being honest about their motives for partnering. Despite partners talking about trust, a sense that the levels of trust were rather superficial and did not stand up in a crisis situation-evidenced by partners resorting to blaming each other very quickly if things go wrong.

FERT should have understood that Tanzania and Madagasca are two different countries and whatever work well in Madagasca can not work well in Tanzania. There was a need to share other partners approaches and agree on which one to use and under what conditions. On the other hand the formulation and investing in Company (USAWA KILIMANJARO LTD) shows that they had conflict of interest and project to them was just stepping stone to their business agenda. By buying 50% shares and putting extra load of external technical assistance and influx of credit burden to the SACCOS was clearly undermining the expected sustainability of improving financial services and Saving and Credit meaning in Tanzania policy. Unresolved conflict of interest has divided farmers. Instead of joining hands together to improving income of small holder farmers, project has lead to two networks of SACCOS in Kilimanjaro (USAWA and MSAWAKI) labeled after MVIWATA and FERT. These two networks are competing for clients. These networks can not even meet the needs of their clients in terms of loans as project revolving fund was divided into these two networks.

Another weakness was exit and exit strategies were poorly planned and managed process. This brought misunderstanding and there were three key issues that arise on the way forward after the project. As noted from the results basically issue regarding the project which was coming to an end in June 2006 includes:

- The Credit Fund
- The assets ownership and
- The Regional Loan Fund plans

On an Agreement E.U indeed funded the project to MVIWATA after an understanding of the small scale farmers needs and the project. FERT was entrusted to coordinate the project in 3 pilot areas under a Consortium of 2 parties LVIA and FERT they through contributed a token amount. This fully indicates that it was assigned a duty to deliver with specific terms of reference.

In view of the above and the prevailing constrains, there was a need for E.U to advice MVIWATA if the expected project results was including FERT to establish a company in Kilimanjaro or disseminate the assigned project achievements to other areas and for it to exit.

It was revealed that one of the weaknesses of MVIWATA was many assignments of staff to meet deadlines of partner's organization. There was lack of full participation of National Coordinator and Finance and Administration officer in the meetings and sometimes in more than one occasion reports have been delayed. This Lack of full participation allowed other partners to have freedom of making maneuver and deviate from the MOU as MVIWATA as responsible partner to monitor the project was not efficiency and effective.

It has not been very clear to researcher how MVIWATA system has interpreted the envisaged role. The National Steering Committee seems to appreciate the fact that two of their own members sit in the steering committee of the project. However, they do seem to feel that their role was rather superficial in the sense that they have not been involved in taking some major decisions. Some of the Regional Farmers network leaders agitated that they have not been adequately involved. MVIWATA national coordination office offers a different scenario. It is quite evident that, MVIWATA did not perform its role effectively. There was a provision for meeting the costs for employment of microfinance officer. He/she was supposed to be the focal point of linking the project with the executive wing of MVIWATA; unfortunately microfinance officer was employed toward the end of the project life. This could explain three facts;

One, that the intensity of the involvement of the coordination office doesn't match with that of MVIWATA national steering committee, two, the findings from focus group discussion shows that all experiences gained may be lost because of non documentation at MVIWATA level and hence the loss of institutional memory, and third, that it was only after the evaluation process that the coordination office came up with a coherent position on direction of the project.

Of all strength, building trust of the organization outside environment was the key strength that partners derived from this partnership. It has added credibility to donors and it is key assets when requesting fund from donors. Partnership also has enabled partners to share resources like financial resources and other resources like transport. To some other partners it has widened there working areas. For example LVIA was only working in Kongwa District in Dodoma but due to interaction with other organizations in this project they are now working in Morogoro region and other District in Dodoma.

After the work of lobbying and advocacy done by MVIWATA in the government for some years ago, MVIWATA has been recognized by the government. This was a great support

during implementation of the project as any support required from the government side was easily given.

As on opportunities, presence of donors who were ready to fund the project had a paramount importance in creating increased awareness among the clients about income generating activities and eventually improves the income of farmers.

MVIWATA has enjoyed national and international partnership that has successful brought the organization in the view of the local and international platforms. Some of them have shown commitment towards microfinance like IFAD, OXFARM IRELAND and SNV for capacity building of saving and Credit groups own by farmers.

By funding the project it is clear that E.U had trust of the partners that they were able to implement the project due to the experiences in Marketing project. The Tanzania Microfinance policy that allows NGO and civil societies to engage in supporting farmers led microfinance institution was of great help. Dependent in one way or another on donors, can be both an opportunities and threats. It is a threats because it makes partners vulnerable in case of donor withdraw. Meanwhile it is an opportunities that partners can exploit in order to progress in their activities and make improvements of Savings and Credit which are satisfactory and which can sustain even after donor withdraw.

From the individual interview, as presented in section 5.1 above, access to project document was found to influence the understanding of field staff and MVIWATA board members to have common understanding on the project. The account of partnership implicitly assumes that there will be no or little conflict over vision among partners. Consensus is seen as easy to achieve, however this account appears very naive about the policy and impact upon it of power, conflict and ideology (World Bank 2000a) it is proved that the partners had the same assumption as shown in the World Bank document and that lead partners to have misunderstanding. Lack of project document by field staff and MVIWATA board members who were sole responsible for monitoring day to day activities raise some questions that how can you monitor something you don't know it well? To staff how can they implement well what they are not sure how it is supposed to be implemented? There is no question lack of project document and common understanding on the project was the cause of each partners to implement the project in there own way they thought was ok. Partners were supposed to have forum at the beginning of the project to ensure that everything is clear to every partner before project execution starts. Idea of sharing project documents came only when there was a misunderstanding on the way forward in handling over the project assets to MVIWATA as the project document depict. According to the document reviewed during data collection, it is shown that project document was translated after the end of the project. If this was done at the beginning of the project, it could have supported MVIWATA board members to have clear mind on the project as well as their own role in that project.

As shown in the methodology discussion was held with the intermediary organizations- MVIWATA, FERT and UMADEP on the overview of the project and expectations on the partnership concept. The documentary review was also done to have an in depth insight of the objectives and the processes toward the partnership.

The lesson from the project shows that partnership between organizations to leverage different sets of expertise and skills for common goal is feasible and practical, but it is essential that management capacity for partnership be built at all institutional levels, As many other project this project had capacity buildings as an underlying principles, but the assumption was often made that the capacities that need to be built are those of farmers and SACCOS Leaders. The gap in capacity among partner was as readily not acknowledged, and even was less often addressed directly through capacity building for

partnership at all levels. In particular, building partners capacities to facilitate participatory process at every level and phase of the project. This is an important element in building confidence and trust between partners.

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter provides major conclusions from the results of the study and offers recommendations, based on the findings. The presentation of the conclusion will mainly try to answer the research questions.

6.1 Conclusion

The evidence from the project records, the views of interviewed respondents and observation of researcher suggest that the project has to a some extent been successful in meeting the aims of developing financial services and improving markets conditions in the study area. The partnership has brought some challenges to partners include the following:

6.1.2 The constraints/key challenges to partnership

it was difficulties for partners to adhere to the agreements because of different interest and hidden agenda that other partners had. Other partner's existence in the project was real not working together to achieve common goal but instead using the project as the stepping stone. Example from the results it was shown that FERT used the project to establish their territory in Tanzania and they used project fund as the startup capital.

Lack of project documents by some of project team members. MVIWATA board which was sole responsible for monitoring and follow up of day to day activities of the project had no access to project documents. This lead to some misunderstanding between them and implementing staff.

Lack of clearly stated exit strategies. It was found that exist strategies was not so clear to all project partners and to some they interpreted the way exit was to be done differently. This lead to a lots of misunderstanding and hence extension of the project for one year. Although one year was increased still partners did not agree on the way project assets should be distributed.

Different approaches used by partners. During the project life every partner was using her own approaches. This was caused by one partner that was so rigid in learning from other partner's approaches.

Lack of capacity for the monitoring team. As stated in the results, monitoring of day to day activities was done by MVIWATA Board members. This board is made up of farmers who have no technical capacity. Most of the time they were facing some difficulties in performing their roles as they were not clear on what they were supposed to monitor and how.

6.1.2 Factors that induced partners to work together in development of income generating activities project in Tanzania

The findings revel that access to fund from donor by partner, was the major reason why the partners decided to work together. It was one of the conditions from European Union that for them to give fund project should be implemented by four partner's two local organizations, while there other two was supposed to come from European Union countries. Since they were already working in Tanzania for a long time they were selected. It was also revealed that not all partners were involved at every stage of the project. Organization like UMADEP and MVIWATA was involved from the implementation stage. Monitoring was done by two members of MVIWATA steering committee and other organization was supposed to provide them with data necessary to perform their task.

6.1.3 Perceived benefits by project partners in working in partnership

It was clearly stated by most of the respondents that although this partnership had some challenges there were some benefits that was derived by partners in working in partnership.

First by working in partnership some partners increased their outreach. Example before the project, LVIA was only working in Kongwa District of Dodoma region but because of working with this other organization they extended their operation in other areas especially in Morogoro.

Second by working in partnership, partners increased there trust to outside environment. It was cleared showing that working with other organizations in the project increases the changes of getting fund from donors.

Thirdly, partnership brings resources that can not be obtained by one organization alone. The amount of fund given by partner could have not been given if the project was to be implemented by one organization.

Finally, it was found that by working in partnership, partners were able to reach more farmers than they could be able to reach alone.

6.2 Recommendations

Based on the opportunities, constrains and experiences of this partnership, this section provides some strategic recommendations for UMADEP, MVIWATA, FERT, LVIA and other rural development organizations and policy makers for making partnership sustainable in future.

Policy implications

Regarding the policy confrontation the study recommends, As MVIWATA, UMADEP and LVIA has been working together for long time and they are still working together, it is seems better to cooperate in establishment of partnership policy working paper which will contribute in policy analysis and also incorporate of key principles of partnership in their curricula to facilitate training to future partnership policy analyst and advisors as a way to create sustainability for the partnership.

Build on best practices

It is recommended that as much as possible partners should build on initiatives which had significant impact. Experiences in RMDP project which worked quite so successful should be documented and shared between partners when another initiative is developed.

Building capacity of the partners

There is glaring need to build capacity of partners. Until now, many partners do not see the connection between capacity building and success of partnership and do not therefore see why they should facilitate capacity building of partners at all levels and stage of the partnership. This can be used to ensure that partners at all levels and stages of the partnership have clear understanding of the roles and responsibilities assigned to them and principles of good partnership that they need to adhere. This is therefore a need to have an initiative to build capacity of partners to:

- Improving co-ordination of partnership
- Deliberate learning and improvement
- Develop and implement realistic vision and strategies for partnership in line with partner's policies and strategies.

- Build on what has worked, but continue innovating. In addition, partners should think outside the box and come up with new ways of tackling partnership challenges.

Reviewing partnership strategic plan

It is important to review the partners' strategic plan and analysis to increase space of partnership in the perspective of increased partnership. The review has to encompass in house training session to equip staff with knowledge, skills on partnership principles.

References

Ashman, D. (2001) 'Strengthening North-South Partnerships for Sustainable Development' *Nonprofit and Voluntary Sector Quarterly* 30(1), Institute for Development Research.

Blagescu, M. (2004) 'Global Accountability Project – Overview of the Revised Framework', *GAPPaper* 101, London: One World Trust.

Bramwell, B, Lane, B (2004) *Tourism collaboration and partnerships: politics, practices and sustainability*, Channel View, Clevedon,UK.

Brehm, V. (2001) 'Promoting Effective North-South Partnerships: A Comparative Study of Ten European NGOs', *INTRAC Occasional Paper* 35.

Brehm, V.M et al, (2004) *Autonomy or Dependency? Case studies of North-South NGO Partnerships*.Oxford:INTRAC Briefing paper No. 6

Brinkerhoff, J. M. (2004) *Partnership for International Development: Rhetoric or Results?* Boulder CO: Lynne Rienner Publishers.

Brinkerhoff, D. W. and J. M. Brinkerhoff (2004) 'Partnerships between international donors and non-governmental development organisations: opportunities and constraints', *International Review of Administrative Sciences* 70(2).

Buse, K and A Waxman, 2001. Public- Private health partnerships: A strategy for WHO Bulletin of the World Health Organisation 79 (8) ;748-754

Collins, J. C., & Porras, J. I. (1996). Building your company's vision. *Harvard Business Review*, 74, 65-77

Cornwall, A., H. Lucas and K. Pasteur (2000) 'Accountability through Participation. Developing Workable Partnership Models in the Health Sector', *IDS Bulletin* 31/1.

FERT (2004). Support to MVIWATA, Tanzania Farmers' Organizations Network, in the Development of Income Generating Activities, Tanzania: Technical Report for the Period from 1st June 2002 to 30th June 2003.

FERT (2004). Support to MVIWATA, Tanzania Farmers' Organizations Network, in the Development of Income Generating Activities, Tanzania: Technical Report for the Period from 1st July 2003 to 30th June 2004.

FERT (2005). Support to MVIWATA, Tanzania Farmers' Organizations Network, in the Development of Income Generating Activities, Tanzania: Technical Report for the Period from 1st July 2004 to 30th June 2005.

Fowler, Allan (2000) *Partnerships: Negotiating relationships-A resource for Non-governmental development organizations*,Occasional paper, Oxford:INTRAC.

Hague, M. S. (2004) 'Governance based on partnership with NGOs: implication for development and empowerment in rural Bangladesh' *International Review of Administrative Sciences* 70(2).

Goold, L and W. Ogara (2000) 'Learning from linkages:INTRAC and CORAT Africa; on TRAC 15, May available at www.intrac.org, accessed 30th August 2008.

Hauck, V. and T. Land (2000) 'Beyond the Partnership Rhetoric: Reviewing Experiences and Policy Considerations for Implementing 'Genuine' Partnerships in North-South Cooperation',*ECDPM Discussion Paper* 20, Maastricht: European Centre for Development Policy Management (ECDPM).

Horton, D. et al. (2003) *Evaluating Capacity Development, Experiences from Research and Capacity Development Organisations around the World*, ISNAR/IDRC/CTA, EarthPrint IRCA learning cycle available at <http://www.icra-edu.org/page.cfm?pageid=anglolearnicrahandouts> accessed on 20th June 2008.

K, Coon; J, Ogden, J, Odolon (2007), Forging partnership to reduce food security of HIV/AIDS affected household a case of Uganda, Population Council, USA.

Malcolm Moseley (2003) *Local partnership for rural development: The European experience*, CABI, UK.

Mcmamus S and Tennyson Ros (2008) *Talking the work: Communication Manual for partnership practitioners*, International Business leaders Forum on behalf of the Partnering Initiative available at www.Thepartneringinitiative.org accessed on 18th August 2008.

Mdoe S.Y.N, Uronu A, and Kibwana O. T (2006) *Participatory evaluation of project "Support to MVIWATA in development of income –generating activities in Tanzania"*

Mohr J, and Spekman R (1994) *Characteristic of partnership success: Partnership attributes communication behaviour and conflict resolution techniques: Strategic Management Journal Vol. 15,2 pp135-152*, John Wiley & Sons available at <http://www.jstor.org/stable/2486868> Accessed on 22/08/08

Mtaji Fund (2005) *Report on formulation of options of establishment of a regional financial institution*, Dare es Salaam, Tanzania.

Neligan, C (2003) *Increasing Accountability through External stakeholder Engagement* London; One world Trust

Ollila, E 2003. *Health –related Public Private Partnerships and the United Nations*. In *Global Social governance themes and perspectives*, ed. Deacon, B, et al. Helsinki; Globalism and Social Policy Programme

Osuala, E (2001) *Introduction to Research Methodology*. Onitsha AFRICANA-FED Published Ltd. (African Academic Book)

Reuben, J (2002) *NGOs and Africa in New Millennium*, e-journal of Moorland-Springarn Research Centre, Howard University, Washington Dc.

Spielman, D, J and Grebmer, K.V, 2004 *Public- Private partnership in agriculture research; An analysis of challenges facing industry and the constructive groups on International Agriculture Research , Environmental and p[roduction technology Division*

The European Community (2002). *Project Document for Support to MVIWATA, Tanzania Farmers' Organizations Network, in the Development of Income Generating Activities, Tanzania*

UMADEP (2001) Agriculture report available at <http://easternarc.or.tz/download/uluguru/WCST-UMBCP-reports/UMADEPAgriculturalreport2001.pdf> accessed on 18th August 2008.

United Nations Foundation and the World Economic Forum (UNF/WEF) 2003. Public-Private Partnerships: Meeting in the middle. [http://www.weforum.org/pdf/initiatives/GH 2003 Meeting in the Middle. Pdf](http://www.weforum.org/pdf/initiatives/GH_2003_Meeting_in_the_Middle.Pdf). Accessed 25th May 2008.

URT, (2000) United Republic of Tanzania. National Microfinance Policy, Tanzania

United Republic of Tanzania (2000). National Micro-finance Policy. Ministry of Finance, Dar-es-Salaam.

URT (2002a) Morogoro regional socio-economic profiles. NBS and Morogoro RC office.

URT (2005). 2002 Population and Housing Census. Regional and District Census Data in Brief. Central Census Office National Bureau of Statistics, President's Office Planning and Privatization, Volume VII. Dar es Salaam Tanzania, Pp 107-144.

URT (2005) Microfinance Institutions Directory Bank of Tanzania

Uronu, A; F. Mandara; H. Kihwele and L. Mkavu (2005). Report on the SACCOS Local Officers Internal Evaluation.

Warner, M, (2003) Partnership for sustainable development; Do we need partnership Brokers? London: Overseas Development Institute

Warner, M (2007), The New Broker; Beyond Agreement Brokering partnership for development, Overseas Development Institute, London UK.

Wood, D.J. and Gray, B. (1991) 'Towards a Comprehensive Theory of Collaboration', *The Journal of Applied Behavioral Science* 27:

World Bank (1998b) "Partnership for development: proposed actions for the World Bank. A discussion paper". <http://www.worldbank.org/html/exdir/pfddiscpaper.pdf> downloaded on 20/08/08.

World Bank 1998b "Partnership for development: Proposed actions for the World Bank. A discussion paper" available [www2.worldbank.org/hm participate/002/html](http://www2.worldbank.org/hm_participate/002/html) accessed on 20th August, 2008.

World Bank (2000) 'Partnering with Civil Society: an electronic discussion on partnership for development; 29 November 1999 to 28th January 2000, available at [www2.worldbank.org/hm participate/002/html](http://www2.worldbank.org/hm_participate/002/html). accessed on 21th August 2008

World Bank (2003). The World Bank's Approach to Global Programs: An Independent Evaluation, Phase 1 Report, Operations Evaluation Department, Washington, DC

Maselli, D., J-A. Lys and J. Schmid (2004) *Improving Impacts of Research Partnerships*, Berne:Swiss Commission for Research Partnerships (KFPE).

RAWOO (2001) 'North-South Research Partnerships: Issues and Challenges', *RAWOO Publication*

Annexes

Annex 1

Checklist for field workers

1. Did you have access to microfinance project documents during implementation of project?
2. What was the objectives, strategies and expected outcomes of the partnership in Microfinance project?
3. How partners did shared information about the project?
4. What type of information was provided? Where and when it was made available?
5. What mechanisms existed for partners who had grievances regarding the partnership process?
6. What were the challenges you faced during the project implementation?
7. What mechanisms were in place to monitor and evaluate the partnership and its impact?
8. What processes were in place to ensure correction/improvement of the partnership?
9. Why your organization decided to work in cooperation with other organization in Microfinance project?
10. What process was used to ensure legitimacy and accountability of partners to other organizations involved in the project?
11. What need to be improved if interventions of similar nature are to be implemented?
12. What measure did you made to ensure timely and accurate information sharing?
13. What were the terms of engagement in the project?
14. What was the legitimacy of partnership?
15. What measure taken to ensure accountability to each other between partners?
16. What strategies did you made to ensure that the partnership adhere the organization missions, visions and values?
17. What makes a project effective in your opinion?
18. What strategies, policies and methodologies were agreed to facilitate implementation?

Annex 2

Checklist for Directors

1. What are the complexities in the Microfinance project that influence partnership among the different partners?
2. How did you ensure that terms on which the partnership is to be undertaken clearly understood by all partners?
3. Who were involved in the planning, monitoring and evaluation of the project?
4. How did you ensure that terms on which the partnership was to be undertaken clearly understood by all partners?
5. What roles and responsibilities did you play in the microfinance project?
6. How did you ensure that there is clear and fair rules about who has the authority to make what decisions?
7. How did you ensure access to timely and accurate information about the project?
8. What influenced the organization to work in partnership in Microfinance project?
9. How did you as partners ensure that all the responsible partners have an opportunity to see all project documents relevant to them?
10. How partners did made provision on both organizational and technical levels of all partners to have sufficient regular contact with each other?
11. What are the weaknesses in the project that need to be addressed?
12. What is your suggestion on strategies to improve and sustain the partnership?

13. How did you ensure that there is joint learning between partners during project implementation?
14. How did you as project coordinator ensure that there is frequent communication between partners
15. What are were the critical factors that lead to effective of your partnership?
16. How was management and execution structure of the project?
17. How was the governance and supervision system of the project?
18. What was the key terms and conditions of partnership?
19. Where partners open to scrutiny and willing to revise the terms of engagement?
20. How did you ensure that all partners have a say in decision making, particularly to ensure that needs are met and capacity used in most fruitful way?
21. What were the strength, weakness, opportunities and threats of working in partnership?

Annex 3

Checklist for MVIWATA board members, SACCOS Network board members

1. Who initiated the project?
2. Did you have access to microfinance project documents during implementation of project?
3. What was the objectives, strategies and expected outcomes of the partnership in Microfinance project?
4. How partners did share information about the project?
5. What type of information was provided? Where and when it was made available?
6. What mechanisms existed for partners who had grievances regarding the partnership process?
7. What process was in place to ensure correction/improvement?
8. Why the organization decided to work in partnership with other organizations in Microfinance project?
9. What was the role of board members in the project planning, monitoring and evaluation?
10. What mechanisms were in place to monitor and evaluate the partnership and its impact?
11. What difficult did you face as decision making body of the organization in the project?
12. What went right/wrong during the project implementation?
13. What are the ways to overcome the challenges faced during the project?
14. What are the key task to sustain partnership
15. What are the indicators of ownership of the partnership?
16. What was the agreement on distribution of assets after the project?
17. What makes a project effective in your opinion taking experience of microfinance project?
18. What were the strength, weakness, and opportunities and threats of working in partnership?

Annex 4

SWOT analysis of income generating activities project partnership

Strength

- Build trust of the organization
- Sharing of experiences between partners
- Shared financial and human resources
- Bring innovative ideas
- Push for accountability
- Partners can work in wide area
- Increase networking
- Building collective strategic insight
- Building institutional confidence
- Well established institutional framework

Weakness

- Internal resistance
- Power imbalance
- Culture of dumping
- Unresolved conflict of interest
- Poor governance and accountability structures
- Introspective
- Culture clash/ inefficiency of some partner
- Lack of transparency
- Lack of trust between partners
- Delay of fund from coordinating partner
- Difficult to meet different vision and mission of each partner
- Time consuming to reach consensus
- Fund management is difficult

Opportunities

- Presence of donors who are ready to fund the project
- Good cooperation by Tanzania Government
- Trust from donor
- Good political will

Threats

- Lack of experience in Tanzania by some partner
- Conditions from donor
- Lack of trust by donor
- Increasing competition for donor funds and donors' fatigue