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Factors Affecting Participation in a Civil Society Network (Nangonet) in Ngara District

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By Raphael N.L. Mome

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List of Abbreviations

AIDS	Acquired Immuno-Deficiency Syndrome
BAKWATA	Baraza la Waislamu Tanzania
CBOs	Community Based Organizations
CCT	Council of Christians Tanzania
CSOs	Civil Society Organizations
FBO	Faith Based Organization
GCN	Gospel Communication Network
HIV	Human Immunodeficiency Virus
IPA	Instrument for Pre-Accession Assistance
LWF	Lutheran World Federation
MDGs	Millennium Development Goals
MOs	Member Organizations
NANGONET	Ngara NGO Network
NGO	Non-Governmental Organization
PBOs	Public Benefit Organizations
SAPO	Social Action Path Organization
TACAIDS	Tanzania Commission for AIDS
UN	United Nations
URT	United Republic of Tanzania
UWIWAVI	Umoja wa Vikundi vya Watu wanaoishi na Virusi vya Ukimwi
UWONET	Uganda Women's Network
VAT	Value Added Tax
VVU	Virusi Vya UKIMWI

Abstract

Civil society networks are currently understood by academics and practitioners to be an important pillar of development in the Third World. They have been assigned many different roles: as a prerequisite or catalyst for accountability, good governance, and economic development; as an agent of democratization; as a protector of vulnerable citizens; as a mobilizer of social capital among the poor; as a supplier of services when the state withdraws; as a voice for the downtrodden; and as a partner in co-governance with the state. However, not all networks function properly.

A study was conducted in Ngara District to ascertain the factors that may affect participation in NANGONET, a network for non-governmental organizations in the district. Three elements for participation were central in the study: attending meetings, contributing fees, and producing reports. The study findings have revealed that the level of participation in NANGONET is low. Factors that inhibit participation include budget inclusion; size of staff; level of education; thematic area of focus; leadership skills; reliable sources of funding; availability of the network constitution; and knowledge of network benefits.

It is recommended that NANGONET members need to adhere to NANGONET constitution rules, and the NANGONET Secretariat should secure outside funding from other donors apart from membership contributions. Furthermore, the Secretariat should conduct sensitization and capacity-building workshops for the members and non-members of the network, and should establish new ways of building a stronger and more sustainable network. Moreover, government and donor agencies need to increase their efforts to support the network and networking through financial, legal, and capacity-building efforts in order to participate fully in the achievements of the Millennium Development Goals (MDGs) by 2015.

Introduction

1.1 Background Information

Civil society organizations (CSOs) are believed to accelerate development because they work closely with people at a grassroots level. Their collective efforts in the endeavour to alleviate poverty and accelerate growth have been documented elsewhere (TACAIDS, 2006; URT, 2010; The Foundation, 2008). CSOs promote public benefit activities and the supply of social goods in recognition of the fact that it is sometimes necessary to complement or supplement the obligations of the state or fill gaps in services which the state is unable to provide. It is envisaged that CSOs should be represented in organized networks where they can publicize their contributions, and perhaps voice their need for resources to development partners in order to accelerate development among communities.

CSOs and their networks are currently understood by academics and practitioners to be an important pillar of development in the Third World. They have been assigned many different roles: as a prerequisite or catalyst for accountability, good governance, and economic development (Bresser & Spink, 1999; Evans, 1995; World Bank, 1997); as an agent of democratization (Fowler, 1993); as a protector of vulnerable citizens (Aloo, 2000); as a mobilizer of social capital among the poor; as a supplier of services when the state withdraws (Kiondo, 1995); as a voice for the downtrodden (Narayan, 1977); and as a partner in co-governance with the state (Ackerman, 2005; Kossof, 2000).

The involvement of member CSOs in network decision-making processes is extremely important, not only because it enhances democratic governance within the networks, but also because it shows member groups how they should manage their own organizations. Wide participation in decision making also enhances ownership and the prospect of decisions being properly implemented.

This piece documents a study that was conducted in Ngara District that ascertained the factors that may affect CSO participation in NANGONET, a network for non-governmental organizations in the district. The focus first examines the importance of and challenges to participation, before looking into some of the factors that are said to affect participation, examining the particulars of the Ngara Case, and wrapping up with some policy recommendations. But first the discussion will briefly focus on some issues related to the study's research questions, significance, objectives and conceptualizations.

1.2 Problem Statement

Ngara is one of eight districts that form the Kagera Region, situated in the north-western part of Tanzania. In the Ngara District, only one CSO network exists to coordinate all the registered CSOs in the district. This network is known as the Ngara NGO Network (NANGONET). NANGONET was established in 2000 and was officially registered in 2001, with the main objective of coordinating joint policies related to finance and human resources by networking with national and international organizations in collaboration with the government. The overall goal was to improve social and economic development for the community (Ngara Constitution, 2001).

While government and donor agencies insist on the importance of CSO networking, in the Ngara District only a few members of NANGONET attend the scheduled meetings. Indeed, it is believed that the majority of CSOs do not submit their implementation reports on a monthly, quarterly, or annual basis, and neither have they contributed their subscriptions to the network for over three years. Fewer than 9 out of the total of 45 CSOs forming NANGONET do attend the scheduled meetings organized by the NANGONET management. Since the attainment of the MDGs and the

National Strategy for Growth and Reduction of Poverty (NSGRP II) will depend very much on the contributions of CSO networks in Tanzania, the goals are unlikely to be achieved by 2015 in the Ngara District if no measures are taken to identify and combat the factors inhibiting participation in NANGONET.

It is not known why there is such low member participation in the network meetings. The factors that have previously been believed to contribute to this low rate of participation include weak leadership; a lack of funds among members to contribute to the network; a lack of beneficial effects from the networks; and a lack of support from government officials in terms of moral, financial, and material inputs. Other members of the network feel that it has been influenced by the presence of international NGOs which used to work with refugees before repatriation to their home countries, who usually incurred costs from the network.

Several attempts to alleviate the problem have been made, including restructuring the network to build a strong leadership with committed members drawn from the network participants. Despite this restructuring, no convincing results have been observed. In order to identify solutions for improvement, this study intends to investigate the factors which may affect participation in the network.

1.3 Research Questions and Significance

The specific questions which guide the course of this research can be broken down as follows:

1. What determines the level of participation in NANGONET?
2. What explains the variations in levels of CSO participation in NANGONET?

The general objective of this study is to examine factors that may affect the participation of CSOs in the district network (NANGONET) so that effective solutions for the lack of participation can be sought.

The specific objectives were:

1. To determine the factors that may influence participation in CSO networks;
2. To find out whether socio-economic and organizational factors (such as level of education, organization income, organizational structure, size of staff, specific thematic area of focus, knowledge of benefits, etc.) could influence CSO participation in the networks;
3. To suggest solutions for improvements in network participation.

The study of CSO networks is significant because of the fact that CSO networking is a sustainable way of sharing information among members and government, and a scaling up of organization activities can reach areas which currently still need to be served. This is particularly crucial since it can solve the problems of a duplication of activities in the same area, thereby avoiding conflicts and the misuse of resources. The MDGs are to be achieved by 2015 (UN Tanzania, 2007), but they will still be far from complete in Ngara if no attempt is made to alleviate the problem as it exists at present.

1.4 Conceptual Framework

Participation is the act of taking part in an activity or event (Oxford Advanced Learner's Dictionary, 2000). Effective participation in CSO networks has various advantages in terms of building an

effective team for decision making. Yet effective participation is affected by a variety of CSO- and network-level factors, some of which will be discussed in more detail in the literature review in Chapter 2.

In the present study, factors, or what might be seen as the independent variables, at the CSO level include budget inclusion, size of staff, level of education, and thematic area of focus (see Figure 1 below). At the network level, leadership skills may be a critical factor. At both CSO and network levels, factors may include reliable sources of funding, a network constitution, and knowledge about network benefits.

Level of participation is what this study seeks to explain, and might thus be seen as the study’s dependent variable. At the level of participation, three elements are central. These are contributions to the network, attendance at the network meetings, and submission or production of reports.

According to the NANGONET constitution (2001), an effective member should contribute membership fees and other subscriptions to the network. A member should attend the scheduled meetings, and he or she should submit reports to the network. These are some of the elements of participation. Figure 1 demonstrates the relationships among the different factors.

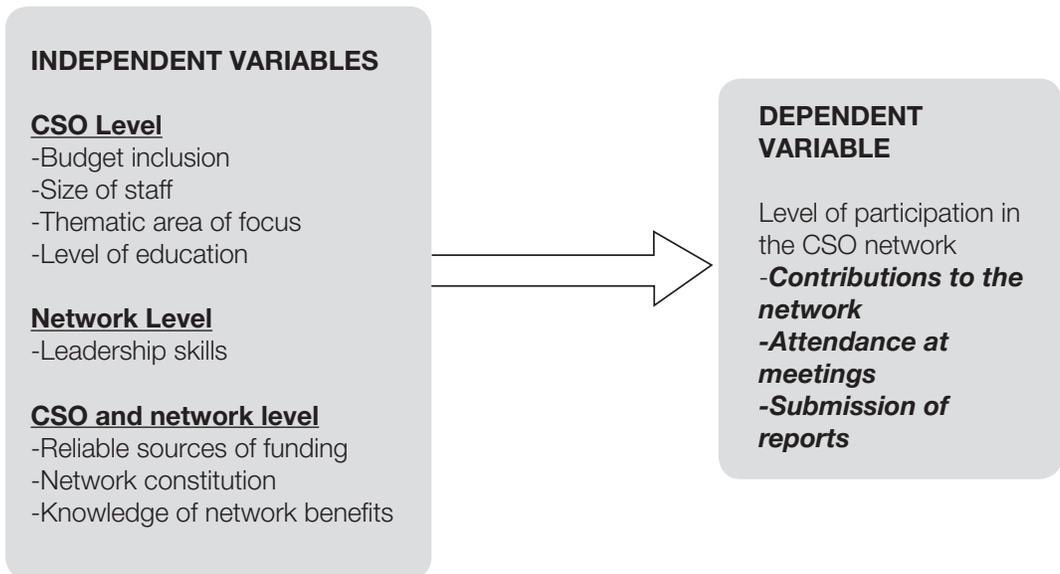


Figure 1: A conceptual framework to demonstrate the factors affecting participation.

1.5 Definitions of Key Terms

Fisher *et al.* (1991) argue that operational definitions of the key variables serve two essential purposes: 1) They establish the rules and procedures which the research investigator will use to measure variables; and 2) they provide unambiguous meanings for terms that otherwise might be interpreted in different ways. Hence, every research study must include operational definitions of major variables and terms.

As specified above, participation is the act of taking part in an activity or event (Oxford Advanced Learner's Dictionary, 2000). It may be further defined as a condition by which local knowledge, skills and resources can be mobilized and fully employed (UNFPA and IUCN, 1997). Participation can be high or low. In this study, '*High Participation*' will be used to mean mobilizing knowledge, skills and resources to achieve a stated goal (in this context, a functioning CSO network). Similarly, '*Low Participation*' will mean failure to mobilize knowledge, skills and resources to achieve this goal (resulting in a non-functioning CSO network). In this study the features of participation will include attendance at meetings on a regular basis, the payment of fee contributions or subscriptions to the network, and the submission of reports to the network with the consequences of the production of network (NANGONET) reports.

A civil society organization (CSO) is defined by Edwards (1998) as a social space, an arena in which people come together to pursue the interests they hold in common – not for profit or political power, but because they care enough about something to take collective action. Alternatively, the World Bank argues that civil society refers to the wide array of non-governmental and not-for-profit organizations which have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious, or philanthropic considerations. In trying to clarify the concept, Gordon White (1994) defines civil society as an intermediate associational realm between state and family, populated by organizations which are separate from the state, enjoy autonomy in relation to the state, and are formed voluntarily by members of society to protect or extend their interests or values.

Finally, a civil society organization network has many of the characteristics associated with an NGO. These characteristics are (i) having an organizational form; (ii) having free and voluntary membership; (iii) being an autonomous organization; (iv) being managed by members; and (v) being not-for-profit (The Foundation for Civil Society, 2008). The concept is further explained by the Encarta online dictionary such that the term '*networking*' is "the process of or practice of building up or maintaining informal relationships, especially with people whose friendship could bring advantages such as job or business opportunities". Let us now turn to a more rigorous discussion of these terms as they appear in some of the research literature.

Literature Review

While a lot has been written about the challenges and opportunities of CSO networks (The Foundation for Civil Society, 2008) and the civil society environment (Sterland & Rizova, 2010), very little has been written about the factors affecting participation in CSO networks in Tanzania, or in other countries for that matter. But before delving into the literature on participation, it is important to first talk a bit about CSO networks.

2.1 CSO Networks

A key objective of the formation of CSO networks is to realize organizational synergies and achieve more for their members and beneficiaries than individual CSOs could deliver independently. Essential elements or empirical indicators of achieving synergy are as follows (Foundation for the Civil Society, 2008):

- (i) Networks achieve wider outreach than individual CSOs;
- (ii) Networks use their collective voice to achieve desired results;
- (iii) Networks provide forums for the exchange of ideas and experiences between members;
- (iv) Networks act as intermediaries between their members, donors, and government;
- (v) Networks coordinate the activities of member organizations and reduce duplication of efforts.

2.2 Participation

In spite of these advantages and roles performed by networks the world over, some networks, particularly in developing countries, do not function properly in part because of poor rates of participation in them. The elements which can determine effective participation in a network are inadequately understood. These key elements of effective participation, which can enhance decision making and sustainability in a network include attendance at meetings, contributions and subscriptions to a network, the submission of implementation reports. Let us take a look some of these elements, including those three mentioned here.

Attendance at meetings may be central to functioning and network participation. Although there may be symbolic participation, whereby an individual member may be present but may not contribute verbally, the representation of the member organization in a meeting will demonstrate the organization's commitment to absorbing collective decisions and sustaining the network. Physical representation at a meeting can lead to participation in decision making regarding the matters of the network, but the Nabacwa M.S. (2005) study observed that in the network known as the Uganda Women's Network (UWONET), member organizations resisted the network by not attending meetings, or sending junior staff who were not decision makers.

Attending meetings can motivate other elements, such as fee contributions and submission of reports, to function effectively in the network. Attendance at meetings is a good start in the drive for effective participation in any development endeavour. It is difficult to provide network subscriptions or produce and submit reports when you do not attend meetings and participate in decision-making processes.

On the other hand, participation may be strengthened by the provision of network fees and other contributions or subscriptions to the network. Although attendance at meetings is central for effective participation, it is impossible to sustain the network without contributions like fees or other subscriptions. The network may need stationery for producing minutes of the meeting, and it may

need to incur transport costs for its members or management, and indeed refreshments for the members during meetings.

Having attended meetings and contributed the necessary fees and subscriptions, member organizations need to produce reports and submit copies to the network for tracking and review of progress and areas covered in order to avoid overlapping. The network itself produces comprehensive reports from its member organizations; these are usually kept in the network office, with copies distributed to member organizations and to other partners interested in networking.

Participation can be affected by a variety of factors at both CSO and network levels. At the CSO level, participation may be affected by budget inclusions, size of staff, level of education, and thematic area of focus (see Figure 1). At the network level, leadership skills may be a critical factor. At both CSO and network levels, factors may include reliable sources of funding, network constitution, and knowledge of network benefits.

Budgets for CSOs are important for participation in the network since proper planning and budgeting can facilitate participation. Attendance at meetings can be easier when the activity has been planned and budgeted for. This is similar to contributions in terms of network fees and subscriptions. Budgeting for stationery can facilitate writing and production of reports for the CSO itself and for the network and other interested parties.

Important too is the number of staff participating in the CSO network, since delegations to meetings may not be possible if there are few staff and other obligations within the CSO. The level of education could also affect participation since some of the lesser educated CSO staff members may have little knowledge about matters regarding networks. A member of a CSO network may perceive that the opportunity cost of their participation must be more than offset by the returns brought by the network. In other words, they need to feel that the benefits of participating in a network must be greater than not participating. The same can be said about both the network leader and a member organization: Knowledge of the benefits of the network is a powerful motivator in attending meetings and participating in decision making.

The thematic area of focus for different CSOs is also important in achieving an effective level of participation. For an individual CSO the thematic area of focus may be different from that of other CSOs, and a lack of professionalism may make them feel that they are wasting their time in non-profitable matters.

Leadership skills are likewise crucial, especially at the network level. A lack of knowledge and understanding of management may affect the level of participation. Poor commitment from leadership may result in meetings not being convened at convenient or scheduled times. Meetings are important for CSOs in terms of sharing information and making decisions about matters that affect them. However, some members may be unable or unwilling to attend meetings that have been convened at the wrong time without adhering to scheduled timetables.

'Reliable source of funding' at the CSO level is important in sustaining participation because it can facilitate the ability to contribute membership fee or other subscriptions to the network. In particular, funding can lead to attendance at scheduled meetings of the network when costs for transportation are needed. Reliable sources of funding contribute to proper planning of CSO activities, the implementation of activities, and preparation and submission of implementation reports to interested parties.

Availability and use of a constitution and knowledge about network benefits are crucial. The availability of a constitution is an important factor in reminding the organization of its responsibilities, and it acts as a set of guidelines for executing all organizational activities. The lack of a constitution can affect participation in the network by making it difficult for members to access information on rules and responsibilities.

A basic condition for a well-resourced and sustainable civil society is the freedom to receive income from non-economic activities in the form of grants, donations, gifts and membership fees – both domestically and internationally. In recognition of CSOs' non-profit status and the non-economic nature of these transactions, it is expected that these funds should not be subject to profit tax, VAT or other forms of business-related taxation. Around the world, and particularly in Europe, CSOs are accorded these freedoms and privileges (Sterland and Rizova, 2010).

Some reasons for poor participation by network members in development decisions which affect them were identified by Eyben and Ladbury (Nelson and Wright, 1997). They identified four main reasons why beneficiaries or user populations participate relatively poorly in development decisions. These included economics, politics, professionalism, and the nature of the product. The economic argument for non-participation is that sustained collective action will only be achieved when beneficiaries perceive that the opportunity cost of their participation is more than offset by the returns brought by the project.

The political explanation for non-participation is that participation will be limited and/or the participants will be unrepresentative if the beneficiaries lack the power to organize and be fairly represented. Professionalism is also put forward as a reason for non-participation because the professional training and culture of some sector specialists militates against an emphasis on participation. For example, in the health sector beneficiary participation (or lack of it) could be due to the fact that health professionals have traditionally tended to take a more top-down, authoritarian ("doctor knows best") approach to their clients than most other technical specialists (for example, agronomists).

In case of the nature of the product, it can be argued that the degree to which participation can be achieved will depend on the nature of the product (project input), and in particular whether its delivery brings people together in such a way that they can, or must, develop common interests. If the project is something which benefits people as individuals, rather than as members of their communities, then there will be less chance of collective participation.

The World Bank Learning Group uses a schema to measure the intensity of participation (Nelson and Wright, 1997), and they note that there are four levels of intensity of participation. These relate to information sharing, consultation, decision making, and initiating action. The first level, information sharing, occurs when information is shared with project beneficiaries about the aims of the project and the way it will affect them. This puts people in the picture and can help facilitate individual and collective action.

The second level, consultation, means that people are not just informed but are consulted on key issues. Local people may provide feedback to project managers who can use this to influence the design and implementation of future phases of the project. The third level, decision making, occurs when people are involved in making decisions about aspects of the project, including project design and implementation, from the beginning. Finally, the fourth level, initiating action, takes place when people feel confident enough to propose action and initiate it themselves. Proposals are then community-based, not assigned by outsider agencies.

The International 2015 MDGs have a special focus on poverty reduction with an emphasis on effective participation in civil society, the private sector, and other stakeholders, in order to allow all Tanzanians to thrive by the year 2015 (URT, 2010). However, in some circumstances members of CSO networks fail to meet their objectives because of financial constraints (The Foundation for Civil Society, 2008).

On the other hand, most of the CSO networks have been formed since the start of the twenty-first century and they are organizationally immature. Their structures and processes are not yet institutionalized and their leadership is inexperienced. These factors limit their potential for sustainability. Although most networks are set up by the members themselves, a significant number are formed with the support of government and donor officials. These networks have often operated with false expectations of guaranteed funding and have made no effort to become self-reliant. It is even said that CSO networks have extremely poor financial, human, organizational, and social resources. Overall, finance and human resource capacities are identified as the weakest areas, and they have resulted in inadequate planning, policy advocacy, and even knowledge about the roles of networks. Dependence on single donors is very high (The Foundation for Civil Society, 2008).

In some CSO networks, foreign funding remains the most significant source of financial support, although government funding has increased over the past few years. Indeed, some networks even depend on government officials to design their programmes and write their funding proposals. Sterland and Rizova (2010) elaborate that the ability of CSOs to operate freely and carry out their specific social functions depends on the legal environment within which they operate, and this in turn depends on actions by the state. In conflict zones and fragile states, where governments are unable or unwilling to fulfil their core functions such as providing security, the rule of law and essential services, and in authoritarian regimes which deny the basic freedoms of association and expression, CSOs have on many occasions proved able to operate effectively and provide alternative mechanisms for democratic representation, fighting social injustice and holding the state to account.

2.3 CSO Networks in Tanzania

According to the findings from the capacity assessment study on the state of CSO networks in Tanzania (The Foundation for Civil Society, 2008), the level of members' participation in decision making is very significant. A total of 82.9% of the networks studied operated with a high degree of participation. However, in most cases high levels of participation occurred mainly when the travel and accommodation costs of their members were fully covered or subsidized. In some cases, particularly where members were required to underwrite their own costs for attending meetings, the level of participation was rarely above 50%. Sometimes the travel distances to meetings have been a disincentive to members. In Iringa, for example, the regional headquarters are in the north of the region and meetings are held there. However, if the meetings were held somewhere more central, the cost of attendance would be reduced. In some of the regions, networks have not been able to fulfil their constitutional meeting requirements, including annual general meetings, because of financial constraints. No significant difference was found between rural and urban networks in terms of the degree of membership participation in the decision-making process.

On the other hand, the Foundation for Civil Society also found that CSO networks have developed a range of strategies for attracting funding. These include:

- Expansion of CSO networks by encouraging Community Based Organizations (CBOs) to register as CSOs and join the network

- Focusing on activities which donors and governments have prioritized for funding, e.g. HIV and AIDS, malaria, environmental conservation, etc.
- Engaging in activities which support government policies, strategies and programmes (e.g. MKUKUTA and MKUZA) and open up the possibilities of winning contracts from central and local government
- Acknowledging donations and support by awarding honorary and associate memberships to wealthy individuals and institutions

However, the study also noted that most of the CSO networks have been formed since the start of the twenty-first century and they are organizationally immature. Their structures and processes are not yet institutionalized and their leadership is inexperienced. These factors limit their potential for sustainability. Although most networks were set up by the members themselves, a significant number were formed with the support of government and donor officials. These networks have often operated with false expectations of guaranteed funding, and have made no effort to become self-reliant.

The study also found that CSO networks have extremely poor financial, human, organizational, and social resources. Overall, finance and human resource capacities were identified as the weakest areas and have resulted in inadequate planning, policy advocacy, and even knowledge about network roles. Dependence on single donors was very high. Advocacy networks usually received between 90% and 100% of their funding from one source, although networks dealing with economic activities were found to be less dependent on a single donor. Foreign funding remained the most significant source of financial support, although government funding has increased over the past few years. Indeed, some networks even depend on government officials to design their programmes and write their funding proposals.

The Foundation for Civil Society also reported that there is a considerable degree of cooperation between CSO networks and their member organizations. The relatively high payment of fees, dues, and voluntary contributions, as well as the high level of compliance of member organizations to network decisions, are indications of the strong degree of ownership of networks by their member CSOs.

2.4 The Legal Milieu

According to Sterland and Rizova (2010), the ability of CSOs to operate freely and carry out their specific social functions depends on the legal environment within which they operate, and this in turn depends on actions by the state. In conflict zones and fragile states, where governments are unable or unwilling to fulfil their core functions – such as providing security, the rule of law, and essential services – and in authoritarian regimes which deny the basic freedoms of association and expression, CSOs have on many occasions proved able to operate effectively and provide alternative mechanisms for democratic representation, fighting social injustice and holding the state to account. However, for a truly free, independent, effective, and sustainable civil society consisting of a diversity of flourishing CSOs to develop, there is a requirement that the state establishes and guarantees a supportive legal and regulatory environment.

Sterland and Rizova (2010) insist that “there are no hard and fast rules about what constitutes an appropriate legal framework – it will be influenced by a country’s legal and cultural traditions,

the particular tradition and needs of the local civil society and a country's institutional system of governance". However, they suggest that there are three basic elements of an enabling legal environment:

1. Appropriate provision in law ensuring the freedom of association and the definition of a CSO as a voluntary, independent, not-for-profit organization with specific social purposes. This includes the right to register and enjoy the benefits of legal personality and an appropriate and easy means of registration, as well as rules for founding a CSO, freedom from state control, harassment by government officials and arbitrary or discretionary termination by the government, and non-intrusive measures for legal and financial oversight to ensure CSO transparency and accountability
2. Provision enabling CSOs to fundraise, including accessing support from international donors and domestic sources, the sanctioning of CSOs to carry out economic activities in accordance with a CSO's non-profit status, and provision of suitable encouragements to fundraising through the tax treatment of CSOs and philanthropy in recognition of the social goods civil society provides
3. Legislation must not impede the right of CSOs to play a representative role through advocacy, lobbying, and their engagement in policy making

Sterland and Rizova (2010) described the ideal features of a favourable legal and financial framework for civil society in accordance with international standards:

- The existence of a specific framework of law (or laws) defining the principal forms of CSOs, providing for their independence from the state as private organizations, and setting out clear legal and financial conditions for CSO operation which are broadly enabling;
- Rules governing the founding of a CSO are clear, appropriate to the social purpose of the CSO, and easy to fulfil (e.g. number of founders, governance structures, initial capital for foundations and so on);
- The registration process is quick, easy, transparent and accessible
- The law distinguishes between mutual benefit organizations (private interests) and those acting in the public interest. The latter may apply for public benefit status, which is clearly defined in law and offers eligible organizations financial incentives to fulfil their social purposes by way of tax concessions or other similar benefits;
- The legal framework acknowledges the right of CSOs to participate in the formulation and implementation of public policy through advocacy, lobbying, and dialogue with government, as well through service provision by contract or in partnership with government;
- Laws are in place facilitating the use of volunteers by CSOs, defining the respective rights and responsibilities of volunteers and volunteer-involving organizations;
- Financial regulations differentiate between CSOs and commercial concerns, and CSOs are exempt from taxation applicable to businesses, such as VAT, business rates, or property tax;
- The law enables CSOs to receive membership fees, donations, gifts-in-kind, and other forms of charitable giving, free from income tax or other forms of taxation, from both international and domestic sources;

- CSOs are permitted to carry out economic activities (such as the sale of services and intellectual property) in support of their stated objectives;
- Financial laws encourage a culture of philanthropy by making charitable donations tax deductible or eligible for tax credits.

A basic condition for a well-resourced and sustainable civil society is the freedom to receive income from non-economic activities in the form of grants, donations, gifts, and membership fees, both domestically and internationally. In recognition of CSOs' non-profit status and the non-economic nature of these transactions, it is expected that these funds should not be subject to profit tax, VAT, or other forms of business-related taxation. Around the world, and particularly in Europe, CSOs are accorded these freedoms and privileges (Sterland and Rizova, 2010).

Apart from certain qualifications in specific countries (Sterland and Rizova, 2010), CSOs in Instrument for Pre-Accession Assistance (IPA) countries, regardless of whether they are mutual benefit or public benefit organizations, have also been granted these freedoms, in line with accepted international practice. In Serbia a 2.5% tax is raised on gifts-in-kind and gifts of property, a measure which in practice probably has a minimal effect on CSOs' ability to fundraise. In Turkey, permission must be sought from local (provincial) authorities by CSOs wishing to fundraise from private donors via public fundraising campaigns, door-to-door collections, and the internet. This is an important restriction on what has become the favoured method of fundraising by Turkey's thousands of community-based CSOs, as the powers to grant permission are discretionary and the authorities continue to treat CSOs differentially for apparently obscure reasons.

On the other hand, Sterland and Rizova (2010) have also pointed out that CSO legislation permits CSOs to be founded for the pursuit of both mutual benefits (private interests) and wider social or public benefits. Traditionally, particularly in Europe, the distinction between private interest and public benefit organizations is defined in law, and organizations accorded public benefit status are extended benefits from the state, in return for which they are usually expected to fulfil higher standards of internal governance and accountability.

Sterland and Rizova (2010) went on to suggest that the rationale for introducing public benefit status for CSOs is to promote public benefit activities and the supply of social goods, in recognition of the fact that these may complement or supplement the obligations of the state or fill gaps in services which the state is unable to provide. The benefits available to Public Benefit Organizations (PBOs) are usually in the form of greater access to financial resources from private donors, who are encouraged to give by being offered various forms of tax preferences and deductions on donations to PBOs. In addition, the PBO may also be eligible for tax exemptions on such things as organizational income, property tax, or VAT. Recently some states have expanded the forms of providing benefits to PBOs to include grants, service contracts, and percentage payroll schemes.

2.5 Network Participation: The case of UWONET

In her research on the relations between local NGOs in advocacy networks in the case of the Uganda Women's Network (UWONET) Nabacwa (2005) noted that there was a hidden competition between the network as an entity in its own right and its member organizations (MOs). It was envisaged at the early stages of the network that 'the operations of the network do not, and should not weaken the autonomy of its members'. However, the process required for registration made the network an independent legal entity in its own right. The hiring of staff by the network enhanced its

independence from its members. This marked the beginning of increased and persistent competition between UWONET and its members.

As already noted, the members wanted a network that depended on them. However, it was clear that due to its registration as an NGO and its independent receipt of resources from donors, the UWONET network had become a separate entity that had the potential to compete with its member organizations for resources, identity, and status. Nabacwa's research findings showed that the members had a love-hate relationship with their network, depending on what they wanted from it or what it required from them. At times the network and its MOs agreed to collaborate, as a better alternative to competition. At other times, hostility, passive resistance, a lack of involvement, and poor communications dominated the relationship. The relations between the network and its members have played a critical role in shaping the gender advocacy agency agenda of NGOs in Uganda.

Members of UWONET use various mechanisms for resistance. The first is to undermine the network in the eyes of donors. Fear and suspicion that the network will overshadow them or hijack their work are prevalent. The cause of competition and resistance is mainly the need for recognition. Member organizations fear that networks may put their names or logos on the members' work and claim the credit for it. The networks, as well as the members, need recognition of their input to advocacy campaigns. With limited monitoring mechanisms in place, the most accurate method for measuring the impact of one's role in advocacy is the extent to which one is perceived to be advocating.

One way to resist the tendency for the network to become more prominent in its own right than its member organizations is to undermine the network through the provision of limited information and non-attendance at meetings. Information is critical for effective advocacy planning. Limited information may place the network in precarious situations where it adopts a particular advocacy issue at the suggestion of the members, but then is forced to cease active advocacy because it has been provided with insufficient information to support the initiative. Another method of resistance is to duplicate activities: Member organizations may organize their own advocacy and activities similar to those of the network.

In the context of these difficult relationships, to compensate for the members' lack of support and active involvement, UWONET's Secretariat habitually makes decisions in its advocacy work without input from the members. UWONET's Secretariat is aware that the key factor in the work of the network is the availability of donor funds. Since the network is important for donors' advocacy agendas, the input of the constituent members is desirable but not essential. Assured funding means that whether the members support an idea or not, it will be implemented. Thus, while the members may resist the network by not attending meetings, or by sending junior staff that are not decision makers, this is not necessarily an impediment to the continuity of the activity. It may affect the strategies used, but not the actual continuity of the activity itself.

However, while this strategy solves short-term problems, it also serves to create further dissatisfaction among members and provokes a quiet withdrawal of members who feel that they have no control over their network. UWONET has tried to improve its relations with its constituents by sharing its strategy and annual reports with the member organizations, acknowledging the member organizations' activities in these texts to avoid claims that it is stealing their work.



Research Methodology

3.1 Study Area

The study was conducted in the Ngara District of Tanzania to determine the factors affecting the participation of CSOs in the district network (NANGONET), in order to establish a stronger network. Ngara District is one of eight districts forming the Kagera region, which lies in the north-west of Tanzania. Ngara lies between 1200 and 1800 metres above sea level at longitude 30°15' and 31°15' east and latitude 2°10' and 3°00' south. The district borders the neighbouring countries of Burundi in the west and the Republic of Rwanda in north-west. It also borders with Kibondo District in the south-east, and Karagwe and Biharamulo districts in the north and east respectively.

It has a total area of 3,744 square kilometres, equivalent to 374,400 hectares. The district is divided into four divisions, namely Nyamiaga, Kanazi, Rulenge, and Murusagamba. These divisions are further divided into seventeen wards with a total number of 72 villages and 359 sub-villages (hamlets). According to the population census in 2002 the district had a population of 240,403 (Population Census, 2002). Currently the district is estimated to have a total population of around 336,000.

During the influxes of refugees between 1993 and 2008 Ngara was the focus for various international and local NGOs working in support of refugees and the surrounding communities. In 2000 the NGOs (both local and international) jointly formed a network known as the Ngara NGO Network (NANGONET), mainly for the purpose of sharing information and for the avoidance of redundancy in the activities undertaken by the organizations in this area. All the costs of meetings were incurred in most cases by international NGOs or local NGOs, supported by the UNHCR.

NANGONET was officially registered on 18 November 2001, with registration number SO.NO.12175, and achieved the right to exist as its own entity. The network office was located in the office of one of its member organizations, GCN, an organization in which the owner of the CSO was also the Vice-Chairperson of NANGONET. In 2008, when most of the refugees had been repatriated to their home countries and the international NGOs terminated their activities, the local NGOs ceased to conduct meetings on a regular basis. This was followed by a lack of joint reports at the network level.

3.2 Study Type

This study has adopted a cross-sectional research design, which, according to Kothari (2004), allows data to be collected at a single point in time. The design also allows one to establish relationships between variables since it uses an observation method, and it can be used for descriptive studies. Furthermore, Bailey (1998) argues that the design allows for descriptive analysis and interpretation, as well as for the determination of relationships between variables. In this study quantitative data were collected and analysed.

3.3 Sampling Procedures

The study's population units were all the civil society organizations registered or not registered and also being known to NANGONET in the district. The sampling frame was therefore all the CSOs in the district that were known to NANGONET regardless of their membership to the network.

3.4 Sample Size

All the CSOs registered in NANGONET and those who were not (but known to NANGONET) were included in the study. Therefore, a 100% sample was studied. There were a total of 37 CSOs, some

of which were members of the network and others were not (see Tables 1 and 2). The other CSOs that were expected to be included in the study were either absent or their offices in the district were closed. Table 1 shows the distribution of respondents by CSO background.

Table 1. Sample size, showing distribution of respondents by CSO background.

TYPE OF CSO	NUMBER	%
Local (district registered CSOs)	12	32.43
Faith-based organizations (FBOs)	10	27.02
National (nationally registered CSOs)	13	35.14
International (internationally registered)	2	5.41
TOTAL	37	100

Source: CSO Field Survey, Ngara 2011.

Information about the availability of CSOs was obtained from the District Council in the Community Development Department, and from the office of NANGONET. However, information about most of the CSOs was obtained from the office of NANGONET, since the Community Development Office did not have an up-to-date inventory of CSOs. The list of CSOs obtained from the network office included both members and non-members of NANGONET. It was difficult to separate the members and the non-members before going into the field, as there were no accurate lists for active members, inactive members, and non-members. The identification of whether the CSO was a member or a non-member was carried out during the process of interviewing.

Overall, the sample included organizational chairpersons, general secretaries, and other executive officers, such as directors, coordinators, and senior officers. Table 2 shows the position of respondents by membership.

Table 2: NANGONET membership by positions of respondents in different CSOs in Ngara District, 2011 (n = 37).

Position of respondent in a CSO	NANGONET Membership				Total	
	Member	%	Non-member	%		
Chairperson	6	66.7	3	33.3	9	100
Secretary (General)	5	71.4	2	28.6	7	100
Other (Director, Coordinator, Field Officer, etc.)	1	52.	10	47.6	21	100
Total	22	59.5	15	40.5	37	100

Source: CSO Field Survey, Ngara 2011.

From Table 2, it can be seen that more than half (22, 59.5%) of the respondents were members of the CSO network (NANGONET). However, 15 (40.5%) of the respondents were not members of NANGONET. Annex 6 provides the reasons given by the non-members for not joining the network.

3.5 Data Collection Technique

In this study, two types of data collection technique were employed. The first one was the use of available information (desk research), a method which was used throughout the study but mostly during the inception phase. Various documents (secondary data) were available from the network, including the network constitution, minutes, project reports, and training documents; these were reviewed to analyse network goals, structures, specialization, and relationships with members.

The second data collection method was interviewing, whereby a semi-structured questionnaire was designed to solicit information (primary data) from the CSOs' key representatives. The questionnaire was administered to key respondents with a preference for the Chairperson, General Secretary, Director, or Coordinator of programmes or projects, but where applicable, any nominated member of the organization was eligible for inclusion.

At the network level, a checklist was employed to capture information regarding the network. Network leaders, in particular the Chairperson, the Vice-Chairperson and the Secretary General, were among those who responded to the checklist. These people were intentionally selected due to their power to make decisions within the organization and the network. Interviews were conducted within the offices of CSOs by research assistants supervised by a principal researcher.

The questionnaires were pre-tested in the nearby district of Karagwe and necessary amendments were made. The research assistants were trained in the purpose of the study and in how to interview and complete the questionnaires and checklists. Permission to proceed with the study was obtained from the District Authority (via the District Administrative Secretary).

During data collection confidentiality was kept in mind in order to adhere to ethical principles regarding cultural values, traditions, and taboos of the community. Questionnaires were checked for completeness before being collected by the principal researcher, and where data was missing, further correspondence was carried out using landline phones and mobile phones.

The collected data were analysed manually using a master data sheet. Since the sample was small, it was possible to perform calculations with a calculator. Data were analysed according to the groups of variables shown in the conceptual framework (see Figure 1 above). The data have been organized, processed, and presented in tables below.

3.6 Limitations of the Data Collection Methods

A questionnaire and checklist for tracking records in the office of NANGONET was employed to interview the leaders of the network. The leaders interviewed included the Chairperson of NANGONET, the Vice-Chairperson, and the General Secretary of the network. The Chairperson and his assistant introduced the researcher to the general status of the network.

The first minutes available in the NANGONET files were from 26 June 2008, from a meeting which was attended by 4 members out of 8 members of the Executive Committee. The other minutes were from 30 July 2008, a meeting which was attended by 15 members. The last minutes available in the file were from 14 February 2009, from a meeting which was attended by 6 out of the 8 members of the Executive Committee. No other minutes were available in the files. The Vice-Chairperson explained that other files had been lost or misplaced while migrating from the old office to the new one.

There was no file for accounts, but according to the Vice-Chairperson no subscriptions had been contributed in the network for over 2 years. The Treasurer for the network was not readily available, and has never appeared in the office of the network. The Secretary General of the network was not available either, but a researcher was able to interview the Assistant Secretary General of NANGONET. He stated that he was working with a CSO known as SAPO as a consultant. According to the questionnaire data, SAPO was not registered as a member of the network. The Assistant Secretary General said that he was not a member of the network, but he was attending a meeting on behalf of SAPO. He said that he has another company called EARTH Care Consulting Company Limited, but that company was also not a member of NANGONET.

In answer to enquiries about the network's action plan and staff, the Chairman and his assistants explained that there was neither an action plan nor NANGONET employees, and they themselves were working in most cases for their own CSOs. According to Article VIII of NANGONET's Constitution (2001), there are supposed to be 2 general meetings a year, as well as a monthly meeting for the Executive Committee. However, the files indicated that there had been a meeting on 14 February 2009 for the Executive Committee, and a general meeting on 30 July 2008. Therefore, an exhaustive investigation using this data was severely hampered. Furthermore, some of the expected key respondents were missed during interviews.

3.7 Limitations of the Study

This study deals in particular with the problems facing NANGONET. It was geared towards identifying the factors that may affect the level of network participation in the Ngara District, and therefore the findings may not apply to other districts.

4

Research Findings

The findings of this research paper have been analysed and presented according to clusters of variables.

4.1 Funding Sources

4.1.1 Reliable Sources of Funding

The presence of reliable sources of funding for the CSO network's member organizations, as well as for those who were not members, was among the factors that could influence network participation with regard to fee contributions and other subscription dues. Table 3 depicts the situation among the organizations related to NANGONET.

Table 3: Reliable sources of funding among CSOs in Ngara District (n = 37).

Status of CSO network contribution	Reliable source of funding				Total	%
	YES	%	NO	%		
Contributing membership fee	6	42.9	8	57.1	14	100
Not contributing membership fee	2	25.0	6	75.0	8	100
Non-member	5	33.3	10	66.7	15	100
Total	13	35.1	24	64.9	37	100

Source: CSO Field Survey, Ngara 2011.

Table 3 shows that the majority (75%) of NANGONET's CSO member organizations who did not manage to contribute membership fees have no reliable sources of funding. Similarly, 57.1% of the CSOs who managed to contribute membership fees have no reliable source of funding. A total of 66.7% of the non-members of the network also have no reliable sources of funding. Overall, the majority (64.9%) of CSOs in the district have no reliable sources of funding.

Respondents were further analysed in an effort to exclude non-members of NANGONET. Table 4 shows the level of participation with respect to the status of the organization's contribution.

Table 4: Reliable sources of funding by status of CSO network member contributions (n = 22).

Status of CSO network contribution	Reliable source of funding				Total	%
	YES	%	NO	%		
Contributing membership fee	6	75	8	57.1	14	63.6
Not contributing membership fee	2	25	6	42.9	8	36.4
Total	8	100	14	100	22	100

Source: CSO Field Survey, Ngara 2011.

Table 4 shows that there was a high degree of contribution among NANGONET members (63.6%) compared with those who did not contribute (36.4%). However, most of the respondents were behaving defensively when they answered YES to this item on the questionnaire, since it became clear later that all the members who said they were contributing fees had in fact only contributed once in a 4-year period, as can be seen in Table 5.

Table 5: Year of last contribution by number of CSOs contributing in the last 4 years (n = 14).

Year of last contribution	Number of CSOs	%
2011	0	0
2010	14	100
2009	0	0
2008	0	0
Total	14	100

Source: CSO Field Survey, Ngara 2011.

Table 5 shows that all NANGONET members who managed to contribute their membership fees during the last 4 years did so in 2010. No organization managed to contribute during the year of research (2011), or in the years before the year of contribution (i.e. 2009 and 2008). In this respect, the 2011 participation in terms of contributions to the network is actually zero. However, some of the respondents listed their reasons for not contributing fees (see Annex 5).

4.1.2 Donors to the CSOs in the Last 3 Years.

Funding is critical in making CSOs viable and giving them recognition in the community and among stakeholders. Respondents were investigated about their sources of funding during the last 3 years. Table 5 summarizes the funding sources in relation to the CSOs' submission of reports (see also Annex 2).

Table 6: Distribution of funding sources among NANGONET members in relation to CSOs who submit reports and those who do not (n = 22).

Status of submitting reports to NANGONET	Donors who provided funds in the last 3 years						Total	%
	Membership contribution	%	Government donation	%	Development partner	%		
Submitting reports	4	44.5	2	22.2	3	33.3	9	100
Not submitting reports	7	53.8	3	23.1	3	23.1	13	100
Total	11	50%	5	22.7	6	27.3	22	100

Source: CSO Field Survey, Ngara 2011.

Table 6 shows that half of NANGONET's members generate funds from their own contributions, followed by 27.3% who receive funding from development partners, and 22.7% who receive government donations. CSOs with their own funding sources dominated among those who submit reports to NANGONET (44.5%), compared with those who receive government donations (22.2%) and those who receive support from development partners (33.3%). Similarly, 53.8% of those who did not submit reports depend on their own contributions, compared to 23.1% in both the other categories.

Respondents were also investigated in terms of their ability to produce reports for the network, organized by their source of funding. Table 7 explains the relationships.

Table 7: Distribution of donors among NANGONET members in relation to submission of reports to the NANGONET office (n = 22).

Status of submitting reports to NANGONET	Donors who provided funds in the last 3 years						Total	%
	Membership contribution	%	Government donation	%	Development partner	%		
Submitting reports	4	36.4	2	40	3	50	9	40.9
Not submitting reports	7	63.6	3	60	3	50	13	59.1
Total	11	100	5	100	6	100	22	100

Source: CSO Field Survey, Ngara 2011

From Table 7, it is clear that the majority of NANGONET members did not submit implementation reports, despite having good sources of funding (59.1%). Only 40.9% of the NANGONET members managed to submit their report to the network. This signifies low participation among the members of the network. The reasons provided by some of the members for not submitting reports to NANGONET are shown in Annex 4.

4.2 Budget

Respondents were asked about the inclusion of the membership fee and other CSO network contributions in their annual budgeting in order to facilitate contributions and other subscriptions to the network. Budgets for CSOs are important for participation in the network since proper planning and budgeting can facilitate participation. Contributions and other costs associated with being a member of the network can easily be dealt with when the budget reflects such expenditures in the plan. Table 8 reveals the real situation in the CSOs in the district.

Table 8: Budget inclusions by status of annual fee contribution to the CSO network among the CSOs that contribute and those that do not (n = 37).

Status of CSO network member contribution	Inclusion in the budget				Total	%
	YES	%	NO	%		
Contributing annual membership fee	10	55.6	8	44.4	18	100
Not contributing annual membership fee	1	25.0	3	75.0	4	100
Non-member	1	6.7	14	93.3	15	100
Total	12	32.4	25	67.6	37	100

Source: CSO Field Survey, Ngara 2011.

From Table 8 it can be observed that 75.0% of the respondents who did not manage to contribute an annual membership fee were not able to include the costs for network contributions in their budgets, while 25% managed to budget for these costs although in fact they did not contribute, possibly due to a lack of accountability. On the other hand, 55.6% of those who managed to contribute membership fees had already budgeted for such expenditures, while 44.4% did not budget for them. This may imply that once the contributions and costs associated with being a member of a network are in the budget, they can easily be met.

4.3 Size of Staff

The size of the staff in the organization was believed to be among the factors that may affect participation in the CSO networks, since the number of staff members in a CSO could influence attendance at network meetings. Staff members from the CSOs who were interviewed were grouped into three categories according to the number of employees in the organization. Table 9 shows the distribution of employees among the respondents.

Table 9: Distribution of employees among CSOs in Ngara District by status of meeting attendance at NANGONET meetings (n = 37).

Status of meeting attendance	Number of employees in the CSO						Total	%
	1-4	%	5-9	%	10+	%		
Attending meetings	9	50.0	7	38.9	2	11.1	18	100
Not attending meetings	1	25.0	1	25.0	2	50.0	4	100
Non-member	7	18.9	3	20.0	5	33.3	15	100
Total	17	46.0	11	29.7	9	24.3	37	100

Source: CSO Field Survey, Ngara 2011.

CSOs with 1 to 4 employees were categorized as having the lowest number of employees, those with 5 to 9 as having a moderate number, while those with 10 or more employees were regarded as having the highest number, and therefore a potentially high attendance at network meetings. However, Table 9 shows that most (75%) of the CSOs who do not attend network meetings have 5 or more staff members. This is surprising, since it was theorized that CSOs with higher numbers of employees might show increased attendance at NANGONET meetings because of their ability to delegate somebody when there are other obligations in the CSO. The explanation of this finding may be due to increased responsibilities in organizations with high numbers of employees.

4.4 Level of Education

Respondents were asked about their levels of education, in order to explore the relationship between level of education and participation in the network. Respondents were grouped into 3 major groups: (i) primary education or less; (ii) secondary education (both O and A levels); and (iii) post-secondary education. The education levels of CSO leaders may provide an indicator of the sustainability and capacity of CSOs and therefore their networks (The Foundation for Civil Society, 2008). Table 10 shows the distribution of levels of education among the respondents according to their attendance status.

Table 10: Levels of education among respondents by status of meeting attendance at NANGONET (n = 22).

Status of meeting attendance	Level of education						Total	%
	Primary school	%	Secondary school	%	Post secondary	%		
Attending meetings	0	0	4	22.2	14	77.8	18	100
Not attending meetings	0	0	1	25.0	3	75.0	4	100
Total	0	0	5	22.7	17	77.3	22	100

Source: CSO Field Survey, Ngara 2011.

Table 10 shows that the majority (77.8%) of the staff who attend meetings are educated at the post-secondary level, compared with those educated at the secondary and primary levels (22.2% and 0%, respectively). Even the non-attendees at NANGONET possess elite staff, with education levels of 25.0% and 75.0% at the secondary and post-secondary levels, respectively.

Concluding this section on the level of participation (in terms of attendance at meetings and level of education), it is clear that there is a higher level of participation as education level increases. Reasons provided by the members for not attending meetings are shown in Annex 3.

4.5 Thematic Area of Focus

Thematic area of focus was also considered to be one of the factors influencing participation. Thematic areas of focus were grouped into two categories. One was related to economic activities, and the other to social services. CSOs with activities related to income were categorized as undertaking economic activities, and those who were active in service delivery were categorized as social services. Table 11 shows the thematic area of focus versus status of attendance (see also Annex 1).

Table 11: Thematic area of focus versus status of attendance among NANGONET members in relation to attendees and non-attendees (n = 22).

Status of attendance	Thematic area of focus				Total	%
	Economic activity	%	Social services	%		
Attending meetings	6	100	12	75	18	81.8
Not attending meetings	0	0	4	25	4	18.2
Total	6	100	16	100	22	100

Source: CSO Field Survey, Ngara 2011.

From Table 11 it is obvious that CSOs dealing with economic activities show the highest attendance at meetings (100%), compared with 75% of the social service providers. High CSO meeting attendance may be due to the advertisements embedded in the nature of their work, and possibly due to their ability to meet network expenditures as they have a good source of income.

4.6 Leadership Skills

Leadership skills are critical factors in the management and sustainability of both CSOs and their networks. Table 12 shows the leadership training skills of respondents representing their CSOs. In the questionnaire, respondents answered a question which solicited information about whether they had ever attended any leadership training in the course of their work.

Table 12: Attendance at any leadership training among the respondents by status of meeting attendance in Ngara District (n = 22).

Status of meeting attendance	Have you ever attended any leadership training?				Total	%
	YES	%	NO	%		
Attending meetings	13	72.2	5	27.8	18	100
Not attending meetings	4	100	0	0	4	100
Total	17	77.3	5	22.7	22	100

Source: CSO Field Survey, Ngara 2011.

Table 12 shows that the majority (77.3%) of the respondents have undergone training in leadership skills, compared with only 22.7% who have not (see Annex 9). It is surprising that respondents from CSOs who are not attending meetings have nevertheless all attended leadership skills training (100%). In terms of an influence between leadership skills and level of participation, it is evident that high numbers of respondents with leadership skills participate more than those with little or no leadership training.

4.6.1 Network Constitution

Respondents were interviewed about possessing a copy of the network constitution, since this could act as a reminder of the responsibilities of the CSO network. Table 13 summarizes the responses to this question.

Table 13: Possession of a network constitution among NANGONET members in relation to status of attendance at network meetings in Ngara District (n = 22)

Status of Attendance	Do you have a network (NANGONET) constitution?				Total	%
	YES	%	NO	%		
Attending meetings	14	77.8	4	22.2	18	100
Not attending meetings	0	0	4	100	4	100
Total	14	63.6	8	36.4	22	100

Source: CSO Field Survey, Ngara 2011.

Table 13 shows that none of the non-attendees at network meetings have a network constitution (0%). On the other hand, 77.8% of the attendees indicated that they did possess a network constitution. In terms of the level of participation, there is a strong correlation between possessing a copy of the network constitution and the likelihood of attending the meetings. Hence, there is evidence suggesting that possessing a copy of the network constitution influences the rate of meeting attendance.

4.6.2 Availability of Network Constitution

Respondents also answered a question regarding the availability of a NANGONET constitution in their offices. Two questions were asked regarding the availability of the constitution and its readiness to hand. The availability of a constitution in the office of a CSO member organization is critical for reminding members about the responsibilities of belonging to NANGONET. Table 14 reveals the responses to these questions.

Table 14: Availability of a network constitution among the NANGONET members in Ngara District (n = 22).

Do you have a NANGONET constitution?	Can you let me see your NANGONET constitution?				Total	%
	YES	%	NO	%		
YES	7	38.9	11	61.1	18	100
NO	0	0	4	100	4	100
Total	7	31.8	15	68.2	22	100

Source: CSO Field Survey, Ngara 2011.

Table 14 shows that 61.1% of the member organizations who said they had a copy of the NANGONET constitution in their offices were not sure about its availability. Overall, only 31.8% of the NANGONET members were sure about their network constitution's availability. This implies that the majority of NANGONET members have little commitment to matters concerning the network, possibly resulting in low participation in NANGONET.

4.7 Knowledge of Matters Concerning the Network

4.7.1 Knowledge about the Benefits of the Network

Knowledge of the benefits of network membership, on behalf of both the network leaders and the members of the organization, is critical in sustaining participation in the network. Knowledge about the benefits of the network is a powerful motivator for attending meetings and participating in decision making. Respondents were interviewed about the benefits of having a CSO network in the district. Table 15 summarizes their responses.

Table 15: Knowledge about the benefits of network membership over status of meeting attendance among respondents in Ngara District (n = 37).

Status of meeting attendance	Knowledge of benefits of network				Total	%
	YES	%	NO	%		
Attending meetings	17	94.4	1	5.6	18	100
Not attending meetings	3	75.0	1	25.0	4	100
Non-member	13	86.7	2	13.0	15	100
Total	33	89.2	4	10.8	37	100

Source: CSO Field Survey, Ngara 2011.

From Table 15 it is clear that the majority of CSOs know the benefits of the network (89.2%) compared with only 10.8% of the respondents who do not. However, 94.4% of the attendees at meetings know about the benefits of network membership, compared with only 5.6% who do not.

Knowledge about the benefits of network membership has strong links with attendance at network meetings. Therefore it is possible to conclude that knowledge of benefits influences participation in the network.

4.7.2 Continued Existence of CSO Network

Respondents were interviewed about the need to continue with a CSO network in the district. Table 16 reveals their responses.

Table 16: Responses to question about retaining or not retaining a CSO network over status of meeting attendance in Ngara District (n = 37).

Status of meeting attendance	Do you want a network?						Total	%
	YES	%	NO	%	Don't know	%		
Attending meetings	18	100	0	0	0	0	18	100
Not attending meetings	4	100	0	0	0	0	4	100
Non-member	14	93.3	0	0	1	6.7	15	100
Total	36	97.3	0	0	1	2.7	37	100

Source: CSO Field Survey, Ngara 2011

From Table 16 it can be seen that almost all of the respondents were keen to continue with the existence of the CSO network (97.3%), in contrast with only 2.7% who did not know. Both attendees and non-attendees at network meetings welcomed the presence of the network (100%). However, some of the respondents suggested a need for some improvements (see Annex 8).

4.7.3 Time Devoted to the Network

The time spent in dealing with network matters is crucial at the network level. The management may be performing double functions at any one time. They may be dealing with matters pertaining to their own member organizations, at the same time as dealing with issues concerning the network. Since some leaders of the network may feel that they are not benefiting from the network, they are likely to ignore the needs of the network and concentrate on their individual CSOs.

A questionnaire was distributed to the Secretariat of NANGONET, and 3 respondents holding positions in the network were able to indicate the time they spent in working on network matters while at the same time fulfilling the responsibilities of their own organizations. Table 17 reveals how these Secretariat members dealt with the situation.

Table 17: Time devoted to dealing with network matters among the leaders of NANGONET in Ngara District (n = 3).

Level of time devoted to CSO network	Frequency	Percentage
No time to work for the network	1	33.3
Up to 10%	1	33.3
Up to 25%	1	33.3
Total	3	100

Source: CSO Field Survey, Ngara 2011.

Table 17 shows that every member has his or her own way of dealing with NANGONET matters (33.3%). One member of the Secretariat has no time to deal with network matters, but the other two do spend some time working for the network. The Chairperson of NANGONET works with his own CSO for 90% of his time and only spends 10% on network business; this is mostly spent chairing meetings or attending network workshops outside the district. The Vice-Chairperson stated that he spends 75% of his time in his own CSO and only 25% with NANGONET, while the Assistant General Secretary did not have any time to deal with network matters.

These responses indicate the need to revise the constitution and arrange concrete strategies to deal with this issue among member organizations.

Summary of Findings

The research findings have indicated that the majority of CSOs in the Ngara District have no reliable sources of funding (Table 3). There is an association between reliable sources of funding and the contribution of annual membership fees to the network (Table 4). CSOs with reliable sources of funding are likely to participate in decision making regarding network matters when necessary.

The findings have also shown a lack of participation in terms of membership fees among NANGONET members during the year 2011 and in the years 2009 and 2008. High participation was observed in 2010 (Table 5). The lack of participation in these years needs further investigation.

Most of the CSOs in the district depend on a single source of funding (Tables 6 and 7). Among the member organizations, there is a low rate of participation in submitting reports to the NANGONET office, possibly due to a lack of funds for implementing planned activities. This finding has shown a high dependency on membership contributions for running their activities.

The tendency to omit budget inclusions for the costs of NANGONET activities has also been uncovered by the study. The majority of CSOs did not include NANGONET expenditures in their annual budgets, and therefore they were not able to pay the network dues when they were required to (Table 8). The study found a negative relationship between having a large number of CSO staff members on the one hand and network participation on the other hand (Table 9). CSOs with numerous staff did not manage to attend scheduled NANGONET meetings despite the abundance of staff members in their organizations.

Among those CSOs with highly educated staff members, there was a greater level of participation in NANGONET (Table 10). A high level of education influenced high attendance at network meetings. Moreover, the majority of CSOs in the district are involved in providing social services, and there is a discernable relationship between thematic focus and the likelihood of attending NANGONET meetings (Table 11). CSOs involved in economic activities are more likely to participate fully in the network than CSOs involved in social services.

The findings have shown a high rate of participation in NANGONET among CSOs whose members are trained in leadership skills (see Table 12 and Annex 9). CSOs who employ staff with a high level of leadership skills are more likely to participate in the network than CSOs whose staff members have low or no skills. There is also a strong association between possession or availability of a network constitution and participation in meetings (Tables 13 and 14). CSOs who possess and are readily able to access the network constitution are more likely to participate in the network than CSOs who do not possess the constitution, or who possess it but cannot access it.

Knowledge about the benefits of network membership has a strong connection to participation in network meetings (see Table 15 and Annex 7). CSOs with a high degree of knowledge about the benefits of networks are more likely to participate in network meetings than CSOs with little or no knowledge. The study findings suggest that networks are important in society. Almost all the non-members and members of NANGONET in the district are interested in the continued existence of networks (see Table 16 and Annex 7). The time devoted to working for the network in organizations with no salaried employees is a big challenge. NANGONET does not perform efficiently due to the lack of a salaried employee to deal with the day-to-day tasks (Table 17).



Emerging Policy Conclusions

6.1 Conclusions

This study has outlined some of the factors that can affect or influence participation in CSO networks. The study findings show that participation can be affected or influenced by a variety of factors. First, participation in a network is perhaps affected by a lack of reliable sources of funding, which implies that a reliable source of funding might facilitate the planning of activities, including those involving network-related costs. Second, participation may be affected by including network-related costs in CSO annual budgets. Failure to include network-related costs in annual budgets may lead to difficulty in paying or fulfilling network contributions and other network dues.

A third finding shows that participation may be affected by the level of education. Members or leaders who attained higher levels of education are more likely to participate in network meetings than members with lower levels of education. Fourth, participation may be affected by the thematic area of focus. CSOs involved in income generation activities are more likely to participate fully than CSOs engaged in service provision. Fifth, participation may be affected by leadership skills. CSOs whose staff members have a high level of leadership skills are more likely to participate in the network than CSOs whose staff have low or no leadership skills.

Sixth, the availability of a network constitution might also impact participation. CSOs which possess and are readily able to access the network constitution are more likely to participate in networks than CSOs which do not possess this information, or who possess it but cannot bring it readily to hand. Seventh, participation may be affected by knowledge about the benefits of network membership. CSOs whose members have a high degree of knowledge about the benefits of networks are more likely to participate in network meetings than CSOs whose members have little or no knowledge about network benefits. Finally, participation may be affected by the amount of time available to devote to network matters. Networks with no salaried employees will suffer more in this regard than CSO networks with salaried employees.

6.2 Recommendations

The issue of participation in CSO networks is crucial since it may hinder development agendas across the country. CSO networks are now major players in global development, and it is hoped that CSOs and their networks will accelerate the achievement of the MDGs in Tanzania by 2015 (UN Tanzania, 2007). Furthermore, the National Strategy for Growth and Reduction of Poverty (NSGRP II) in Tanzania fosters effective participation in civil society, the private sector, and other stakeholders in order to allow all Tanzanians to thrive by the year 2015 (URT, 2010). In view of these considerations, the following recommendations can be made:

- 6.2.1 NANGONET members need to adhere to the NANGONET Constitution rules. NANGONET members have the capacity to make their network viable if they adhere to these rules. In doing so, NANGONET needs to ensure that all members have access to the Constitution and are able to consult it when the need arises.
- 6.2.2 The NANGONET Secretariat should secure outside funding from other donors as well as membership contributions. As explained in more detail below, the Secretariat should conduct sensitization and capacity-building workshops for the members and non-members of the network as a method for building a stronger and more sustainable network.

- 6.2.3 Government and donor agencies need to increase their efforts to support the network through financial, legal, and capacity-building efforts in order to be able to contribute fully to the achievement of the MDGs by 2015.
- 6.2.4 In light of the recommendations above, and in light of the particulars of the study's findings, it appears that some of the more specific factors related to participation include the extent to which CSOs fully understand network benefits. These points to 2 specific policy suggestions. First, financial assistance to the network should be made with an eye for raising the capacity of the network to leverage its resources for encouraging greater CSO commitments. This can be done by helping to facilitate a larger number of network-wide workshops, training seminars, and perhaps even block grants that flow from the network to the member CSOs. Second, the benefits of membership need to be advertised, perhaps through regularized newsletters.
- 6.2.5 Looking at the administrative and leadership aspects of NANGONET, there is some evidence that current arrangements tend to favour the administration of the constituent members at the expense of commitments to the network. To be sure, the fact that a Secretariat member and the Assistant General Secretary have no time for network matters, while the Chairperson and Vice-Chairperson spend a mere 10% and 25% of their time, respectively, on NANGONET, suggest that network matters take a backseat to CSO matters. Facts like this, along with the necessity of carrying out the aforementioned network recommendations, beg for a full-time administrative nucleus at the network level, and perhaps an administration that does not draw from the network members.



Suggested Further Work

Further work is required in the area of institutional arrangements. Research might look to compare struggling civil society organization networks with those that perform better, so that the differences might be ascertained and recommendations made for improvement. Furthermore, the present study did not examine the discourses and power configurations around the issues of CSO-network relations. Doing so might allow us to more fully the ways in which future policy changes will play out amid the politics at the CSO and network levels. Some longitudinal research to follow how participation varies over time and investigate the factors that correlate with high and low participation might also be useful to illuminate why this study showed marked differences in the amount of participation between different years. Further work is required in these areas.



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Annexes

Annex 1. Thematic Area of Focus of CSO with areas of intervention covered.

S/N	Name of CSO	Thematic Area of Focus	Covered Area
1.	TCRS	Community capacity building	4 wards of Rlenge, Mububa, Rusumo, and Murukulazo
2.	Tanzania Water and Environmental Sanitation (TWESA)	Water, health, and environment	Ngara District, Kigoma, Kasulu, Shinyanga, Same, and Dar es Salaam
3.	REDO	Gender equity, delivery, accountability, responsibility on environmental conservation, HIV/AIDS prevention	All wards in Ngara District.
4.	MARAFIKI WA AFRICA TANZANIA (MAT)	Education, health, community development, and environment	Ngara District and Karagwe
5.	Rulenge–Ngara Diocesan Development Office (RUDDO)	Coordination of all development activities in the Diocese	Ngara, Biharamulo, and Chato districts
6.	CARTAS Department	Services to disabilities, gender and development, agriculture, emergency and calamities	Murusagamba, Rulenge, Ngudusi, and all over the Ngara District
7.	Human Development Trust (HDT)	Health service delivery and policy advocacy	Wards of Murusagamba, Bugarama, Rulenge, Nyakisasa, Kabanga, and Rusumo.
8.	Mtandao wa Umoja wa Watu wanaoishi na VVU/UKIMWI (UWIWAVI) Ngara.	Providing advice to people living with HIV/AIDS to form groups and engage in income generation activities	Entire Ngara District.
9.	Rulenge Seed Growers Co-operative society	Production of seeds and seedlings and loaning to farmers	Wards of Rulenge, Nyakisasa, Bukiro, Bugarama, and Mububa.
10.	Jesuit Refugees Services (JRS)/Radio Kwizera	Communication	Ngara, Kasulu, Kibondo, and Kigoma districts.
11.	Tumaini Fund	Support orphans and widows for education and shelter building	Ngara District, Biharmulo, and Karagwe.
12.	Kanazi Seed Growers (KASEGIDO)	Distribution of inputs to farmers	Kanazi division
13.	CONCERN WORLD WIDE	Health and prevention, water and environmental health	Wards of Kabanga, Bukiro, Nyamiaga, Muganza, and Bugarama.
14.	Prevention of Parent to Child Transmission of HIV (PPCT)	Create awareness among fathers to prevent HIV transmission from parent to a child	Villages of Murugwanza, Mukirehe, Mukididili, kabalenzi, Chivu, Kanazi, Katerere, Ruganzo, Murukulazo, and Kasulo.
15.	AIDS Control Programme (ACP) ELCT Ngara Mission.	Home-based care, human rights, legal aid, and social support to PLHAs and orphans	Wards of Ngara Mjini, Nyamiaga, Kibimba, Kasulo, Murukulazo, and the entire Ngara District in food distribution.
16.	Social Action Path Organization (SAPO)	Education, health, and environment	Mugama, Ntobeye, and Rusumo wards.

17.	Rulenge Hemestede, Executive Committee (RHEC).	Education, agriculture, environment, health for mothers and children.	Rulenge Division and the entire Ngara District in education department.
18.	Rulenge Forum for Development	Education, health, water, and house improvement.	Murusagamba Ward and the entire Ngara District.
19.	Women Craft Enterprise	Increase income of women through handcrafts.	Kirushya, Nyamiaga, Kabanga, and Kasulo wards.
20.	NAZARET CENTER	Support most vulnerable children	Entire Ngara District.
21.	Good Samaritan (Anglican)	HIV/AIDS prevention	Entire Ngara District
22.	KAYOA (Kanazi Parish)	Care for orphans and people living with HIV/AIDS	Kanazi Ward.
23.	Ngara Disabled People's Union (NGADEPO)	Help disabled people to know their rights; Community prevention of HIV/AIDS	Ngara Mjini Ward.
24.	Watoto Yatima	Support orphans for education and HIV Prevention.	Kanazi Ward.
25.	Saidia Wazee Tanzania (SAWATA).	Support of elderly people in building houses, HIV/AIDS prevention and project planning.	Entire Ngara District.
26.	Mtandao wa Vijana Ngara.	HIV/AIDS education for youth	Ngara Mjini Ward.
27.	Walio katika Mapambano na AIDS Tanzania (WAMATA)	Health and prevention of HIV/AIDS	10 wards in Ngara District.
28.	REDESO – Ngara	Environment	Nyamiaga, Nyakiziba, Bukiriro, Kabanga, and Nyabisindu villages.
29.	Community Initiative Support Organization (CODISO)	Legal awareness, legal aid support and development	Ngara District.
30.	Earth Care Consulting Company Limited	Environment, agriculture, marketing, production, and land use	Ngara District.
31.	Biodiversity Rescue Consult	Agriculture, animals and forestry.	Mububa and Kasulo wards.
32.	Tanzania Red Cross Society (TRCS)	Support orphans, joining the lost people to contribute in first-aid provision	Ngara District.
33.	Ngara Jatropa Foundation (NJF)	Climate change mitigation and poverty alleviation	Kirushya, Mugoma, Rulenge, Mububa, Nyamiaga, and Murukulazo wards.
34.	Gospal Communication Network (GCN)	Community awareness on HIV/AIDS, community justice, life skills to youth, education and training.	Ngara Mjini, Kabanga, Murukulazo/Nyamiaga wards.
35.	Ngara Umoja Umbrella Organization.	Provision of loans to small business men and community projects.	Ngara Mjini, Nyamiaga, Mugoma, Mugoma, Kanazi, Mabawa, Kabanga, Mububa, and Kirushya wards.
36.	BAKWATA – NGARA.	Sensitize Muslims to avoid HIV/AIDS infection.	Nyamiaga, Ntobeye, Bugarama, Kasulo, Ngara Mjini, and Murukulazo
37.	Idara ya Afya – Rulenge Diocese	Coordination of all health interventions in the Diocese.	Bugarama, Murusagamba, Kibimba, and Kanazi wards.

Annex 2. Reliable sources of funding provided by respondents with stable source of funding.

1. LWF and church-related agencies;
2. Membership fee and contributions;
3. Membership fee and 2% of total loans from members;
4. Churches in England;
5. European Union, Irish, CONCERN general donations, DFID, Charity (from proposal development);
6. Contribution fees, school fees, and community contributions;
7. Produced materials by the CSO;
8. Bible Society in Europe;
9. By-products of agriculture;
10. Payment of loans by interest.

Annex 3. Reasons why they don't like to attend meetings

1. The invitation letter comes late;
2. No meeting has been convened since I joined;
3. I have not received any invitation letter.

Annex 4. Reasons why they don't like to submit reports

1. I don't know whether the network receives report;
2. NANGONET is not active (answered by 2 respondents);
3. No guidelines for requesting reports;
4. I have not been informed about reporting;
5. NANGONET failed to serve their member organizations;
6. Costs for preparing reports;
7. NANGONET has no clear systems;
8. I thought that no report is needed by NANGONET;
9. I expected that the network could look for funds for their member organizations.

Annex 5. Reasons why they don't like to contribute

1. I have no money to contribute;
2. I have not seen the network constitution, hence, I don't know the amount required for contribution;
3. I don't know the use of the contributions;
4. The contribution fee is not sufficient to cater for the requirements of the network;
5. I have not been told whether there is a network contribution.

Annex 6. Reasons why they don't like to join the network

1. I have not heard about the network (answered by 3 respondents);
2. I have no idea with the network (answered by 3 respondents);
3. The network is not active;

4. The Diocese is a member;
5. I have not been convinced to join the network;
6. I have no benefits from the network;
7. I have no money to contribute to the network (answered by 2 respondents).

Annex 7. Benefits of CSO Networks

1. To get new information, e.g. updates about HIV/AIDS (answered by 3 respondents);
2. Sharing experiences (answered by 12 respondents);
3. Having one voice (answered by 2 respondents);
4. Having different opportunities, e.g. water-sector knowledge;
5. Sharing experience on problem solving (answered by 4 respondents);
6. Joining CSO/NGOs in planning (answered 2 respondents);
7. Strong communication (answered by 2 respondents);
8. Gaining skills for working;
9. To gain knowledge from others;
10. Helps to advertise for your CSO;
11. Help to get donors;
12. Harmonization of CSOs in the district;
13. It is a learning process (answered by 3 respondents);
14. Increase production and provide wide services;
15. Sharing challenges;
16. Avoid overlapping of activities (answered by 2 respondents);
17. Brings the people together
18. Avoid duplication of activities;
19. Critique;
20. Concerted efforts (answered by 4 respondents);
21. Knowing each other and avoid duplication of activities (answered by 3 respondents);
22. Coordination of stakeholders (answered by 2 respondents);
23. Information on donors addresses;
24. Access to information;
25. Relationship building (answered by 2 respondents);
26. Solutions to different problems of CSOs;
27. Sharing ideas (answered by 2 respondents);
28. Division of activities;
29. Relationship with government;
30. Advocate for NGOs;
31. Learning from each other;
32. Collaboration;
33. Looking for donors;
34. To have a platform for talking about development services through CSO network;
35. Information dissemination and sharing;
36. Sharing experiences and other resources (answered by 4 respondents);
37. Acts as a pressure group/interest group;
38. Handling of some issues.

Annex 8. Suggestions for network improvements:

1. NANGONET should call us to sensitize on the importance of networking;
2. NANGONET should be active;
3. A network should be wise to look for donors;
4. NANGONET leaders should be open;
5. CSOs should convene a meeting to identify the reasons why the NANGONET is not active;
6. Local government should support CSO networks;
7. A network leader should adhere to the constitution guidelines;
8. The network should be restructured and start afresh to include all NGOs in the district;
9. NANGONET should find means of employing a fulltime worker;
10. NANGONET should aim to empower the member organizations;
11. NANGONET leaders should keep on sensitizing its members about the issues of network;
12. Each member should be provided with a network constitution;
13. NANGONET should insist on meetings;
14. NANGONET should look for more members;
15. NANGONET should exclude CBOs that have no capacity to contribute in the network.

Annex 9. Places where leadership training was attended.

1. Institute of Finance Management (IFM);
2. Arusha under UNHCR;
3. Bukoba, Foundation for Civil Society;
4. Arusha Development Studies in 2008;
5. Dar es Salaam by IFRD Nairobi in 2011;
6. Arusha (Good Governance)/TCDC Arusha) in 2007;
7. Nairobi in May 2011 by facilitator from America;
8. Bukoba 2005 by KANGONET;
9. MCTCDS Arusha in 2008;
10. TCDC Arusha in 2008 by NPS;
11. Arusha in 2003 M&E, 2004 Capacity Building;
12. Nairobi 2000 by AMREF;
13. Bukoba in 2009;
14. Ward Councillors Training, 1999-2005;
15. Dodoma in 1992 by CORDAT Africa Nairobi;
16. Rwanda in 2010;
17. Dodoma in 2006 by CCT;
18. Mwanza-Help Age International in 2010;
19. Buhororo Ngara in 2009 by Professor Masawe.
20. Njuweni Hotel Kibaha in 2000;
21. Bukoba by SNV/KANGONET;
22. Mzumbe IDM IN 1994;
23. Human Resource Management, Arusha in 2004;
24. Mwanza in 2011;
25. PFD Arusha;
26. Correspondence International School London;
27. Magogoni College, Dar es Salaam;
28. Dar es Salaam by Swiss Aid;
29. Bukoba by TADEPA;
30. Mwanza by CORD AID from Netherland in April 2011

Annex 10. Questionnaires

QUESTIONNAIRE 1 / DODOSO 1

NO:

REASONS FOR LOW PARTICIPATION IN THE NETWORK STUDY

A. INTERVIEWER/ MSAILI

Date of Interview/Tarehe ya usaili:

Name of Interviewer/Jina la Msaili:

Signature /Saini:

B. INTERVIEWEE / MSAILIWA

1. Name of CSO/Jina la Asasi:

2. Position in the CSO/Nafasi yako katika Asasi:

1. Chairperson/Mwenyekiti:

2. Secretary/Katibu:

3. Accountant/Mhasibu:

4. Other/Nafasi nyingine:

3. CSO thematic of focus/Eneo Asasi inayohusika nayo:

4. Place where interventions are undertaken/Maeneo Asasi inapofanya kazi:

5. What is your level of education?/Kiwango chako cha elimu ni kipi?

1. No education/Sijasoma:

2. Primary complete/Darasa la saba:

3. Secondary education/Kidato cha IV/VI:

4. Post-secondary education/Zaidi ya Kidato cha IV/VI:

6. Sex/Jinsi:

1. Female/Mwanamke

2. Male/Mwanaume

7. What is your age? /umri wako ni miaka mingapi?

1. Up to 19 years/Hadi miaka 19:

2. 20 – 44 years/Miaka 20 – 44:

3. 45 – 60 years/Miaka 44 – 60:

4. Over 60 years/Zaidi ya Miaka 60:

8. What is your Organization structure?/Muundo wa Asasi yako ukoje?

9. In the last 3 years where does your organization used to secure funding?/Katika kipindi cha miaka 3 iliyopita Asasi yako imekuwa ikipokea fedha za utekelezaji kutoka wapi?

1. Membership fee and subscriptions/ada na michango:

2. Government donations/Misaada ya serikali:

3. Donation from development partners within the country/Wafadhili ndani ya nchi:

4. Donation from donors outside the country/Wafadhili kutoka nje:

5. No funds have been received/Hakuna hela iliyopokelewa:

6. Other (specify)/Mengineyo (taja):
10. Does your CSO have a reliable funding sources?/Asasi yako ina vyanzo vya fedha ambavyo ni vya kutegemea?
 1. Yes/Ndiyo:
 2. No/Hapana:
11. If the answer is 'yes' in question 10 above, mention the reliable source of funding/ Kama jibu ni 'ndiyo' katika swali na.10 hapo juu, taja chanzo hicho.
12. Is your CSO a member of a CSO network in a district?/Asasi yako ni mwanachama wa Mtandao wowote wa Asasi za kiraia wilayani?
 1. Yes/Ndiyo:
 2. No/Hapana:

If the answer is NO to question no 12 above, please go direct to question 25./ Kama jibu ni HAPANA, tafadhali nenda swali namba 25.

13. If the answer is YES in question 12 above, which network is a member? / Kama jibu ni 'NDIYO' katika swali na. 12 hapo juu, ni mtandao upi asasi yako imejiunga?
 1. NANGONET:
 2. UVIWAVI:
 3. Other (specify)/Mwingine (taja):
14. Which year did you become a member?/Umejiunga tangu mwaka gani?
 1. Before 2008/Kabla ya mwaka 2008:
 2. Between 2008 and 2011:
 3. Other (specify)/Mwingine (taja):
15. Do you have a constitution for your network?/Unayo Katiba ya Mtandao wako?
 1. Yes/Ndiyo:
 2. No/Hapana:
16. If the is YES to question 15, let me see the constitution/Kama jibu ni Ndiyo kwenye suwali la 15, naomba niione Katiba.
 1. I have seen it/Nimeeiona:
 2. I have not seen it/Sikuiona:
17. Do you attend the meetings conducted by your network?/Huwa unahudhuria vikao vinavyoitishwa na Mtandao wako?
 1. Yes/Ndiyo:
 2. No/Hapana:
18. If the answer is NO to question 17 above, why don't you attend?/Kama jibu ni HAPANAKatika swali na. 17 hapo juu, ni kwa sababu gani hauhudhurii?
 1. I have no benefits with the Network/Sina faida na Mtandao:

2. I have no money to contribute to the Network/Sina hela ya kutoa mchango:
3. I have no time to attend meetings/Sina muda wa kuhudhuria mikutano:
4. Other (specify)/Sababu nyigine (taja):
19. Do you contribute any membership fees/subscriptions to the Network?/Huwa unatoa ada na michango mbalimbali ya Mtandao?
1. Yes/Ndiyo:
2. No/Hapana:
20. If the answer is YES to question 19, when did you last contribute?/Kama jibu ni NDIYO kwenye swali la 19 mchango wako ulitoa lini mara ya mwisho?
1. This year (2011)/Mwaka huu (2011):
2. Last year (2010)/Mwaka jana (2010):
3. Two years ago (2009)/Miaka 2 iliyopita:
4. Three years ago (2008) Miaka 3 iliyopita (2008):
5. Other (specify)/Mwaka mwingine (taja):
21. If the answer is YES to question 19, let me see your receipt/Kama jibu ni NDIYO kwenye swali la 19, naomba niione risiti.
1. I have seen it/Nimeiona:
2. I have not seen it/Sijaiona:
22. If the answer is NO to question 19 above why don't you want to contribute?/Kama jibu ni HAPANA kwenye swali na. 19 hapo juu kwa nini hutaki kuchangia?
1. I have no benefits with the Network/Sina faida na Mtandao:
2. I have no money to contribute to the Network/Sina hela ya kutoa mchango:
3. I have no time to attend meetings/Sina muda wa kuhudhuria mikutano:
4. Other (specify)/Sababu nyigine (taja):
23. Do you submit the implementation reports to the network?/Huwa unapeleka taarifa za utekelezaji za Asasi yako kwenye Mtandao?
1. Yes/Ndiyo:
2. No/Hapana:
24. If the answer is NO to question 23 above, why don't you submit the reports?/Kama jibu ni HAPANA katika swali na. 23 hapo juu, ni kwa sababu gani haupeleki taarifa?
1. I have no benefits with the Network/Sina faida na Mtandao:
2. I have no money for implementation/Sina hela kwa ajili ya utekelezaji:
4. Other (specify)/Sababu nyigine (taja):
25. If the answer is NO to question no. 12, why don't you like to join the Network?/Kama jibu ni Hapana katika swali na. 12, ni kwa nini hujajunga na Mtandao huo?
1. I have no benefits with the Network/Sina faida na Mtandao:

2. I have no money to contribute to the Network/Sina hela ya kutoa mchango:
3. I have no time to attend meetings/Sina muda wa kuhudhuria mikutano:
4. Other (specify)/Sababu nyigine (taja):
26. Does your annual budget for your CSO include contributions/subscriptions of the Network/ Je bajeti ya Asasi yako ya mwaka inazingatia pia michango ya Mtandao?
 1. Yes/Ndiyo:
2. No/Hapana:
27. If the answer is YES to question number 26, what type of contributions/subscriptions do you budget for?/ Kama jibu ni NDIYO kwenye swali na. 26, ni michango gani huwa unaipangia bajeti?
 1. Transport costs/Gharama za safari:
2. Contribution/subscription fees/Gharama za michango:
3. Other (specify)/nyinginezo (taja):
28. Do you have your CSO action plan? /Unao mpango kazi wa Asasi yako?
 1. Yes/Ndiyo:
2. No/Hapana:
29. If the answer is YES to question 28, let me see the action plan/Kama jibu ni NDIYO kwenye swali namba 28, naomba niuone mpango kazi wa asasi yako.
 1. I have seen it/Nimeiona:
2. I have not seen it/Sijaiona:
30. How many employees does your CSO have?/Asasi yako ina watumishi wangapi?
 1. One employee/Mtumishi mmoja:
2. 2 – 4 employees/Watumishi 2 – 4:
3. 5 – 9 employees/Watumishi 5 – 9:
4. 10 employees and above/Watumishi 10 na zaidi:
31. How many employees are females?/Watumishi wangapi ni wa kike?
 1. No female employees/Hakuna watumishi wa kike:
2. One employee/Mtumishi mmoja:
3. 2 – 4 employees/Watumishi 2 – 4:
4. 5 – 9 employees/Watumishi 5 – 9:
5. 10 employees and above/Watumishi 10 na zaidi:
32. Do you know the benefits of CSO network/Unazijua faida za kuwa na mtandao?
 1. Yes/Ndiyo:
2. No/Hapana:
33. If the answer is YES in question number 32, which benefits do you know?/kama jibu ni NDIYO kwenye swali namba 32 ni faida zipi unazozijua?
34. Do you have a position in you network? / Je, wewe ni kiongozi katika mtandao uliomo?

1. Yes/Ndiyo:
2. No/Hapana:
35. If the answer is YES to the question no 34 above, what is your position?/kama jibu ni NDIYO kwenye swali namba 34 hapo juu, una wadhifa upi ?
1. Chairperson/Mwenyekiti:
2. Vice Chairperson/Makamu Mwenyekiti:
3. Secretary/Katibu:
4. Assistant Secretary/Katibu Msaidizi:
5. Accountant/Mhasibu:
6. Other (specify)/Kingine (taja):
36. Have you ever attended any leadership training?/ulishawahi kupatiwa mafunzo yoyote ya uongozi ?
1. Yes/Ndiyo:
2. No/Hapana:
37. If the answer is YES to the question no 36, Where and when did you attend the training? Who conducted the training/kama jibu ni ndiyo kwenye swali na 36 ulipatiwa mafunzo hayo wapi nani aliyaendesha?
38. From where does your CSO network receive funds for management?/Mtandao wenu unapata hela za uendeshaji kutoka wapi?
1. Membership fee and subscriptions/ada na michango:
2. Government donations/Misaada ya serikali:
3. Donation from development partners within the country/Wafadhili ndani ya nchi:
4. Donation from donors outside the country/Wafadhili kutoka nje:
5. Other (specify)/Kingine (taja):
39. How do you divide your time for working in your Network and in your CSO?/Muda wako wa kufanya kazi kwenye Mtandao na kwenye Asasi yako una ugawanyaje?
1. No time for Network work/Hakuna muda wa kufanya kwenye Mtandao:
2. 50% by 50%:
3. Other (specify)/Kingine (taja):
40. Do you want the CSO Network to be in place/Ungependa Ushirika katika mtandao uwepo?
1. Yes/Ndiyo:
2. No/Hapana:
41. Give the reasons for why the CSO network should be in place or not/ Toa sababu ya kutaka kuwepo au kutokuwepo kwa Mtandao wa Asasi.

THANK YOU FOR YOUR CO-OPERATION /AHSANTE KWA USHIRIKIANO WAKO!

Comments for the Interviewer/Maoni ya Msaili

QUESTIONNAIRE 2 /DODOSO 2

CHECKLIST

REASONS FOR LOW PARTICIPATION IN THE NETWORK STUDY

For tracking records of CSO Network/Kwa ukusanyaji wa taarifa za Mtandao wa Asasi.

Name of CSO network/Jina la Mtandao:

.....

- 1. When was your CSO/network registered/ formed?/Mtando wa Asasi yako ulisajiliwa/undwa lini?:
.....
- 2. Registration number?/Namba ya usajili:
.....
- 3. Minutes/Mihtasari:
.....
- 4. When was your first minute written/Muhtasari wa kwanza ni wa mwaka gani?:
.....
- 5. Is the list of members attending the CSO network available?/Orodha ya wajumbe waliokuwa wanahudhuria vikao vya Mtandao ipo?:
.....
- 6. Is the organization structure available?/Muundo wa shirika upo?:
.....
- 7. Is the action plan available?/Mpango wa bajeti upo?:
.....
- 8. Is the list of staff available?/Orodha ya watumishi ipo?:
.....
- 9. Is list the list of active members available?/Orodha ya wanachama hai ipo? (Wanachama waliolipa mchango na hawadaiwi na Mtandao):
.....
- 10. Is the constitution available? What is the objective?/Katiba ya Asasi ipo?Malengo ya Asasi?
.....

Your Comments about NANGONET/Maoni yako kuhusu NANGONET

.....

THANK YOU FOR YOUR CO-OPERATION /AHSANTE KWA USHIRIKIANO WAKO!

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