LANDSCAPE ANALYSIS OF CIVIL SOCIETY ORGANIZATIONS (CSO) WORKING IN USAID/TANZANIA CDCS FOCUS REGIONS

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LIST OF ACRONYMS

Acronym	Description
AIDS	Acquired Immune Deficiency Syndrome
ANSAF	Agricultural Non-State Actors Forum
AQ	Assessment Question
CA	Capacity Area
CBO	Community-Based Organization
CDCS	Country Development Cooperation Strategy
CE	Capacity Element
COVID-2019	Coronavirus Disease 2019
CSO	Civil Society Organization
D4D	Data for Development
DO	Development Objective
DP	Development Partner
DRG	Democracy, Human Rights and Governance
DSM	Dar es Salaam
EG	Economic Growth
ESRF	Economic and Social Research Foundation
FBO	Faith-Based Organization
FCS	Foundation for Civil Society
GBV	Gender-Based Violence
GIS	Geographic Information System
GOT	Government of Tanzania
HIV	Human Immunodeficiency Virus
HR	Human Resources
KII	Key Informant Interview
LGA	Local Government Authority
LSF	Legal Services Facility
M&E	Monitoring and Evaluation
MCT	Media Council of Tanzania
MEL	Monitoring, Evaluation, and Learning
MMA	Mass Media Association
MoHCDGEC	Ministry of Health, Children, Disabled, Gender
MP	Member of Parliament
NaCoNGO	National Coalition of NGOs
NEEC	National Economic Empowerment Council
NGO	Non-Governmental Organization
NSA	Non-State Actor
NUPAS	Non-U.S. Organization Pre-Award Survey
NuPITA	New Partners Initiative Technical Assistance
OCA	Organizational Capacity Assessment
OCAT	Organizational Capacity Assessment Tool
PETS	Public Expenditure Tracking System
PHC	Primary Health Care
PO-RALG	President's Office-Regional Administration and Local Government
PrA	Professional Association
PSE	Private Sector Entity
PSF	Private Sector Foundation

Acronym	Description
RD	Restless Development
REPOA	Research on Poverty Alleviation
SAGCOT	Southern Agricultural Corridor of Tanzania
SAM	Social Accounting Matrix
SHIVYAWATA	Shirikisho la Vyama Vya Watu Wenye Ulemavu (Federation of the Disabled)
SOW	Scope of Work
SRH	Sexual and Reproductive Health
TA	Technical Assistance
TACOSODE	Tanzania Council for Social Development
TCCIA	Tanzania Chamber of Commerce Industry and Trade
TGNP	Tanzania Gender Network Program
TMF	Tanzania Media Foundation
TYC	Tanzania Youth Coalition
TYVA	Tanzania Youth Vision Association
URT	United Republic of Tanzania
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
YPC	Youth Partnership Countrywide

EXECUTIVE SUMMARY

BACKGROUND

Non-state actors (NSAs) comprising both Civil Society Organizations (CSOs) and Private Sector Entities (PSEs) are regarded as crucial working partners with USAID for the implementation of its Country Development Cooperation Strategy (CDCS). The 2020–2025 CDCS retains four sectors of focus namely Health, Economic Growth (EG), Democracy, Human Rights and Governance (DRG), and Education with a lens of supporting the development and empowerment of youth. Data for Development were commissioned to undertake an assessment of CSOs that have working experience in the CDCS target regions (Iringa, Mbeya, Morogoro, and Njombe in the Southern Agricultural Corridor of Tanzania [SAGCOT] Zone; Kagera, Mara, Mwanza, and Shinyanga in Lake Zone; and Pemba and Unguja in Zanzibar) as well as Dar es Salaam (DSM). The objective of the assessment was to enable better understanding of the activities and geographic landscape of CSOs in these targeted regions, including specific organizational capacities and the enabling environment for their work.

APPROACH AND METHODOLOGY

The assessment is mainly based on qualitative and quantitative primary data, collected by the assessment team through a self-administered survey of CSOs, and key informant interviews (KIIs) with umbrella CSOs and Development Partners (DPs). The Government of Tanzania (GOT) through the Registrar of Non-Governmental Organizations (NGOs) in Tanzania Mainland and Special Department in the Vice President's Office in Zanzibar provided the assessment team, on request, with lists consisting of 2,019 legally compliant CSOs registered to work in the CDCS focus regions and DSM. Out of these, 1,760 organizations had valid email addresses and received an electronic survey tool.

The assessment also gathered information regarding the CSO Landscape in Tanzania through KIIs with 21 organizations (15 umbrella CSOs and six DPs). The KIIs and the survey highlighted the activities of CSOs and their beneficiaries; nature of relationships among CSOs and between CSOs and DPs and Government stakeholders; environment under which they operate (*e.g.*, enabling or inhibiting factors faced by CSOs); and CSOs capacities and capacity gaps.

The process delivered four main outputs:

1. Mapping of the organizations with activities in the four technical sectors of United States Agency for International Development (USAID) programming working in the assessment target regions. In total, 719 CSOs returned the survey questionnaires either fully completed (644) or partially completed (75). This implies a 41 percent response rate.

2. Acquisition of information about the enabling and inhibiting factors affecting CSO operations and CSO linkages with other stakeholders.

3. Evaluation of the survey to identify organizations for their appropriateness as partners for USAID/Tanzania. This led to the identification of 89 CSOs that had potentials for partnering with USAID in the implementation of USAID programs in Tanzania. The screening was based on demonstrated basic organization capacity and systems, as well as geographical and sector experiences working in the country.

4. A self-administered Organizational Capacity assessment by a sample of 44 CSOs to further establish their institutional and organizational capacities using a modified USAID's Organizational Capacity Assessment Tool (OCAT).

ASSESSMENT QUESTION (AQ) 1[1]: TYPES OF ACTIVITIES THAT CSOS WITH ACTIVITIES IN USAID CDCS FOCUS REGIONS ARE ENGAGED IN ACROSS USAID FUNCTIONAL AREAS?

Sector Focus and Specialization: CSOs work across multiple sectors and focus areas depending on the need of communities and available funding. Most CSOs indicated they work in more than one technical sector. Of the 644 CSOs, the majority were actively involved in projects that fall under EG (about 65.2 percent), followed by those under Education (64.3 percent), then Health (60.4 percent), and DRG (59.5 percent). The main activities undertaken by the CSOs fall into four areas: development projects (77.8 percent), training and capacity building (77.6 percent), advocacy work (65.4 percent), and research/consultancy services (22 percent). In terms of their office locations, a significant proportion of the CSOs (34 percent) are based in DSM, followed by Zanzibar (14 percent) and Mwanza (13 percent).[2]

Geographical areas of work: According to their registration certificates, 141 CSOs are registered to work in any part of the United Republic of Tanzania (URT), while 424 are only allowed to work in Tanzania Mainland, and 79 only in Zanzibar.

Projects Portfolio by CSOs: Of the 644 CSO respondents, 576 have prior experience implanting projects in at least one of the 11 CDCS regions. Some of these have already closed their activities, while others have ongoing activities. CDCS regions that have more ongoing projects compared to completed ones include DSM, Unguja, Pemba, Mwanza, Shinyanga, Kagera, and Mara. The other regions have equal proportions of ongoing and closed CSOs' activities or have seen a decline in the number of active projects. While the number of CSOs has increased over the years, the available funding from external sources has remained constant.

Beneficiaries: Among the leading beneficiaries of the interventions are youth, women, and children[3], especially in the economic growth, health, and education sub-sectors.

Organization Cluster Activity Duration and Staff Complement: The surveyed CSOs had varying years of operational experience with the longest median age of 24.5 years among Private Sector Foundations (PSFs), followed by Professional Associations (PrAs) (21 years), Faith-Based Organizations (FBOs) (17 years), NGOs (9 years), and Mass Media Associations (MMAs) (7 years). The median number of employees was five full-time staff and three part-time staff.

Financial Resources Envelopes Handled by CSOs: Approximately two-thirds of CSOs have budgets (61 percent) and expenditures (66 percent) not exceeding TZS 99.9 million ($43,000) per year. This indicates that the majority of CSOs operate on very small annual budgets. There is a considerable variation in the amount of funds handled by CSOs between 2015 and 2020 upon which this assessment based its analysis. There has also been a general decline in the amount of available resources for CSOs. Given overall funding hasn't increased in accord with the growing number of CSOs, they are increasingly looking into domestic funding sources to finance their activities. While the ability of CSOs to absorb these funds is generally high, with an expenditure ratio of 88.7 percent of the approved budget, this is expected given the low levels of funding received by most organizations.

Within each CDCS region, EG is predominant, comprising over 25 percent of CSO activities in Iringa (29.1 percent), Kagera (27 percent), Mbeya (27.8 percent), Njombe (27.7 percent), and Morogoro (26.8 percent). Education is undertaken by over 25 percent of CSOs in Unguja (29.8 percent), Pemba (27.4 percent), Mwanza (25.1 percent) and Morogoro (25.8 percent). Health is the focus of over 25 percent of CSOs in Mwanza (26.5 percent) and Kagera (25.8 percent), and DRG is the predominant focus in more than 25 percent of CSOs in DSM (27.2 percent), Mara (26 percent), Shinyanga (26.8 percent) and Njombe (26.8 percent). Within each sector, the top five commonly undertaken

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[1] The full wording of each of the AQ's are provided in section 1.3.
[2] See Annex 1.6 for details on sectoral activities conducted by shortlisted CSOs meeting organizational criteria.
[3] The definition of children is up to age 14. Youth are 15-35 years of age.

activities are as follows:

- **EG**: 1) economic empowerment, 2) agriculture, 3) forestry, 4) value addition in any of the primary sectors, and 5) water supply.
- **Education**: 1) capacity building for various actors (e.g., communities, parents, local leaders, education staff etc.), 2) improving learning outcomes, 2) inclusive education, 4) adult continuing education, and 5) adult literacy skills.
- **Health**: 1) emerging infectious diseases (*e.g.*, human immunodeficiency virus/acquired immune deficiency syndrome [HIV/AIDS], coronavirus disease 2019 [COVID-19], *etc.*), 2) sexual and reproductive health (SRH) rights, 3) nutrition, 4) water, sanitation, and hygiene (WASH), and 5) primary health care (PHC).
- **DRG**: 1) access to information; 2) transparency and accountability, 3) civil awareness, participation, and citizen education, 4) gender-based violence (GBV), and 5) socio-economic justice and equality and leadership skills development and mentorship.

AQ 2: CSO NETWORKS, LINKAGES, AND PARTNERSHIPS

Formal and informal institutional linkages between CSOs, the GOT, and DPs exist with different configurations depending on the context of the individual stakeholders, the areas of CSOs activities based on their registrations, and the comparative advantages/expectations in pursuing their common objectives. The motivating reasons for such linkages include CSOs needing to: forge strong synergies with others in the same activity area; amplify their voices; influence national and international policies/practices; enhance capacity/learning, and leverage resources, knowledge, and innovations.

Overall, there is a good relationship between and among CSOs, the GOT, and DPs. There are also indications of continued improvement in coordination and collaboration with the government at the various levels where CSOs work. Among the positive developments cited include invitations for CSOs to participate in government planning or review events at the local and national government levels, and with Parliamentary Committees. That said, CSOs also believe there is a need to reverse negative perceptions among some GOT staff and leaders towards CSOs' work, subjective strict legal compliance requirements, and unnecessary bureaucracy in accessing data/information.

AQ 3: OPERATING ENVIRONMENT OF CSOS AND ENABLING AND/OR INHIBITING FACTORS

CSOs' internal capacities vary significantly. Some have strong leadership and integrity and possess a comparative advantage of understanding the context in which they operate. These CSOs are able to develop programs which resonate with beneficiaries' needs. Those which demonstrate capacity have also managed to develop good relationships with the GOT and DPs. CSOs have strived to build on the recently renewed willingness of the GOT to work towards a more enabling policy, legal, and operational environment for CSOs. DPs have provided competitive opportunities for CSOs to access technical and financial resources for programs.

Conversely, CSOs have hindering factors, including weak technical capacity, poor governance, weak accountability for donor funds, and a lack of financial and human resources that affect their ability to develop and implement viable programs. Externally, they have also been affected by the unpredictability of government policies on compliance requirements and changing priorities of some DPs. The assessment identified capacity needs for CSOs and their networks: skills for business development; fundraising; improving internal governance and accountability; and strengthening their ability to deliver results. There is a need to improve CSOs' capacity to negotiate with DPs for effective and sustainable partnerships as well as to learn alternative and more effective approaches to engaging with the GOT under different contexts.

AQ 4: INSTITUTIONAL CAPACITY ASSESSMENT OF CSOS (CHAPTER 3.4)

Of the 644 CSOs which completed the survey, 89 organizations were identified with the potential system capacity to implement USAID activities. Fifty (50) of these organizations were identified to then undertake a self-administered organizational capacity assessment. Each CSO identified up to five people to jointly assess the capacity of their CSO using a modified USAID/NuPITA OCAT. The OCAT addresses seven capacity areas (CAs): governance, administration, human resources management, financial management, organizational management, program management, and project performance management. Each of these CAs had several capacity elements (CEs) to be considered, which altogether total 49 areas of assessment.

Each CE was assessed based on Likert-scale with four intervals from lowest (1) to highest (4). The average scores for each CSO allowed a ranking of CSO capacity as well as identification of key capacity gaps. Forty-four (44) CSOs completed the survey of which 28 (63 percent) of the assessed CSOs ranked at Level 4 and 11 (25 percent) at Level 3, and none ranked at the Level 1 or start-up phase of organizational maturity.

The 44 CSOs that undertook the OCAT were distributed across all focus regions (except Njombe). DSM had the most CSOs both completing the survey as well as the most CSOs selected for the OCAT. Shortlisted CSOs from Mwanza, Iringa, Kagera, and Shinyanga all rated themselves as mature (Level 4). A higher number of CSOs identified capacity enhancement needs in DSM, Mbeya, and Morogoro. The Financial Management and Program Management CAs had the lowest capacity scores reported (Level 1 or 2).

CONCLUSION AND RECOMMENDATIONS

Conclusion

AQ 1: CSO activities in CDCS focus regions

CSOs in each of the focus regions participated in the survey. The DSM region had the largest cohort of CSOs; over the past 5 years, DSM (along with Unguja, Pemba, Mwanza, Shinyanga, Kagera and Mara) was one of the regions to have seen an increase in the number of registered CSOs. Roughly three out of five CSOs are very small operating on a budget of less than 100 million TZ shillings ($43,000) per year. The number of staff is usually small with a median number of five full-time and three part-time staff. Most CSOs undertake activities in more than one of the four USAID technical sectors (EG, Health, DRG, and Education). Activities undertaken include implementing development projects, training and capacity development, and advocacy, with significantly fewer CSOs conducting research. The main beneficiaries of the CSO activities are women, youth, and people with disabilities.

AQ 2: CSO Networks Linkages and Partnerships

CSOs tend to work in collaboration among themselves and through networks organized by umbrella CSOs. These umbrella CSOs enjoy good working relationships with DPs through funding and technical support and with the GOT through established organs/forums such as Committees, Working Groups and Workshops.

AQ 3: Institutional capacity assessment

Over 10 percent of the CSOs that completed the landscape survey demonstrated strong institutional and organizational qualities in handling projects and were considered for the OCAT. The assessment team identified CSOs from all of the focus regions except Njombe. Among the 44 CSOs shortlisted for the OCA process, most rated themselves as highly mature or expanding in their capacity across the seven domains. While some are still developing capacity, they may have potential as partners with USAID or other donors. That said several still have capacity needs in organizational management, governance and compliance which would be needed for successful partnership with USAID.

AQ 4: Organizational Capacity of CSOs

Amid a changing political environment, CSOs and private organizations in the Tanzanian context face challenges to conducting their activities. CSOs often face resource challenges as well as related issues on acquiring and retaining qualified technical staff, equipment/materials and infrastructure. Most CSOs are understaffed, and don't have the human resources to perform across organizational functions. There are a number of capacity gaps for organizational staff who need training and professional development to perform in their technical roles. These underlying resource issues diminish CSO activities' operations, and present challenges to the functioning of their governance and administration.

Recommendations

AQ 1: CSO Activities in USAID CDCS focus regions

The assessment team is confident that this assessment has identified potential USAID partners. Some of the identified organizations have experience in undertaking projects for USAID. Others should be assessed for their capacity to be direct partners with USAID. In considering CSOs, efforts should be included to strengthen their organizational capacity to become more effective partner based on the OCA results.

AQ 2: CSO Network Linkages and Partnerships

USAID should also consider supporting umbrella organizations in order to optimize resources for identifying capacity gaps. USAID can consider supporting the GOT to strengthen its CSO database; as well as the umbrella CSOs to ensure that are able to regularly support their members, build organizational capacity, provide program support, and enable member CSOs have proper monitoring and evaluation (M&E) systems.

AQ 3: Institutional Capacity Assessment

USAID should use the complete list of 89 CSOs, beyond the 44 CSOs sampled during this assessment, to identify additional potential partners. These 89 organizations have been assessed for geographic area of operation; types of activity; technical focus areas and the targeted beneficiaries. This self-assessment revealed institutional weaknesses/gaps that can be filled through capacity development interventions. These CSOs could use their individual results across domains to prepare capacity development plans to address the identified organizational gaps.[4]

AQ 4: Organizational Capacity for CSOs

There are opportunities from COVID that could be exploited to improve the organizational environment. Technology, such as Zoom or Google Meet, is more widely available and can be used for e-learning. Subject areas of greatest benefit to CSOs have been identified from the OCAT. These included financial resource mobilization, preparation of fundable/viable proposals, financial management, leadership skills, navigating through difficult policy and legal landscapes, collaboration and networking skills, and monitoring, evaluation, and learning (MEL).

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[4] Individual CSOs (who participated in the OCAT) were provided their OCAT results to facilitate their use of the data for internal capacity development purposes.

1. INTRODUCTION

1.1 BACKGROUND

The United States Agency for International Development Tanzania (USAID/Tanzania) Country Development Cooperation Strategy (CDCS) 2020–2025 includes a significant focus on Local Government Authorities (LGAs), non-state actors (NSAs), Civil Society Organizations (CSOs) and Private Sector Entities [PSEs]). NSAs, CSOs, and to a lesser degree, PSEs, play crucial roles in development efforts, improving the delivery of services, and enabling citizens' voices to be formally represented and heard.

In line with the commitment of USAID/Tanzania to support Tanzania's journey to self-reliance, and the focus of the CDCS 2020–2025 on expanded engagement with youth, USAID/Tanzania requested Data for Development to identify Tanzanian organizations which have capacity to manage USAID activities and funds to deliver results in USAID's functional areas (Health, Economic Growth [EG], Democracy, Human Rights and Governance [DRG], Education, with special focus on the Youth). These functional areas form cross cutting components for the three Mission Development Objectives (DOs) under the CDCS 2020–2025, namely:

- DO 1: Foundational skills of children below age 15 improved;
- DO 2: Empowerment, productivity, and engagement of Tanzanians aged 15 to 35 increased; and
- DO 3: Capacity of state and non-state actors strengthened to benefit future generations.

Many NSAs, CSOs and PSEs exist in Tanzania. USAID/Tanzania has worked with several Tanzanian organizations in direct partnerships or through subgrants and contracts under US or international USAID Implementing Partners (IPs).

USAID commissioned Data for Development to undertake this assessment to gather information that would enhance understanding of the landscape of CSOs' activities, across sectors, geographic regions, and USAID program areas. To implement this assignment, Data for Development recruited the services of the Economic and Social Research Foundation (ESRF) to support the assessment.

1.2 ASSESSMENT PURPOSE AND OBJECTIVES

The assessment aimed to provide USAID/Tanzania with information to better understand the activities and geographic landscape of CSOs in the targeted regions where USAID is prioritizing its interventions. This included an identification of the specific organizational capacities and enabling environment for the work of these organizations. This assessment aimed to achieve four main objectives as detailed in Annex 1 (Scope of Work [SoW]):

Objective 1: Map the organizations with activities in each of the 11 CDCS focus regions/zones working in the four technical sectors of USAID programming.

Objective 2: Establish criteria to evaluate organizations for their appropriateness as development partners for USAID.

Objective 3: Identify local CSOs and other networks, with the capacity and systems in place that may be/are able to partner with USAID in the implementation of USAID programs in Tanzania.

Objective 4: Of the list of local CSOs identified in Objective 3, provide, as appropriate, technical training workshops/information sessions to encourage those entities to undertake an Organizational Capacity Assessment (OCA) to ascertain and verify the identified partners organizational systems are in place to partner with USAID.

1.3   ASSESSMENT QUESTIONS

The following assessment questions (AQs) guided the CSO mapping exercise:

1. What types of activities are CSOs with activities in USAID CDCS focus regions engaged in across USAID functional areas (EG, Education, Health, DRG, with focus on Youth) and where are the CSOs located? What is the scale and scope of the CSO activity in CDCS focus regions? How are these organizations differentiated (by size, length of operation, number of employees, sectoral area of operation, and for DSM based organizations, their reach into other parts of Tanzania). These questions are answered in Section 3.1 of this report.

2. What linkages do the CSOs have with other stakeholders (e.g. the Government of Tanzania [GOT], IPs, other consortia)? How have these entities performed (size, duration, and results, *etc.*)? Are the CSOs independent, credible, and legitimate? These questions are answered in Section 3.2 of this report.

3. To what extent might CSOs have the capacity to manage USAID projects and funds? Using the established criteria (from OCA and other USAID tools), identify high ranking organizations in each location. Ratings may be based on a variety of attributes in the area of financial accountability and business compliance, organizational skills competencies, monitoring and evaluation (M&E), organizational management, governance, and previous donor experience. These questions are answered in Section 3.4 of this report.

4. What are the factors which help or inhibit the work of the organizations? Analyze the political and other enabling environment factors impacting civic organizations and the work they seek to undertake. These questions are answered in Section 3.3 of this report.

2. ASSESSMENT METHODOLOGY AND APPROACHES

2.1   DATA COLLECTION APPROACH

The assessment relied predominantly on primary qualitative and quantitative sources of information collected through key informant interviews (KIIs),[5] a larger survey of CSOs in the 11 assessment focus regions, and an OCA administered to a smaller subset sample of CSOs that were identified as having organizational potential to implement donor-funded activities. Data collection activities were conducted through virtual modalities using online survey tools (*e.g.*, SurveyMonkey, Skype, and Zoom) and telephone conversation. Tools designed and deployed for primary data information are summarized in Table 1.

Table 1: Data Collection and Analysis Techniques Used for the CSO Landscape Study

Expected Outcome	Tool/Instrument Deployed	Mode of Administration	Analytical/ Statistical Tools
Understanding of the environment under which CSOs operate in Tanzania (factors that influence, facilitate or hinder CSOs operations)	KII Question Guides for Specific Stakeholder Groups (see Annex 3: Data Collection Tools)	Audio/video interviews with recorded conversations.	Descriptive Statistic, Analysis of qualitative responses using Dedoose (thematic narratives)
Characteristics of the Respondent CSO: location, regional spread, sector focus, governance structures, basic reports, basic departments, and staffing	Self-Administered CSO Questionnaire (see Annex 3: Data Collection Tools)	Web-based survey using SurveyMonkey Platform	Descriptive statistics, Visualizations, including Geographic Information System (GIS) Maps, Analysis of qualitative responses using Dedoose (thematic narratives)
Organizational capacity based on Organizational Capacity Assessment Tool (OCAT) for the list of shortlisted 50 CSOs with activities in USAID functional areas and CDCS regions, and with some demonstrable capacity in managing Donor Funds	OCAT adapted into a Self-Administered Questionnaire[6]	Web-based Questionnaire using SurveyMonkey Platform) with technical support sessions for CSOs by assessment team	Descriptive analysis: Mean scores and ranking in Stata and Excel

2.1.1   Key Informant Interviews

KIIs were conducted through online platforms with CSOs umbrella organizations/networks and Development Partners (DPs) based in DSM, Unguja, and Pemba, which were working with, and in some cases providing, funding to Tanzanian CSOs/non-governmental organizations (NGOs) across the USAID/Tanzania functional areas.[7] The KII questions were open-ended and designed to collect contextual information for understanding the landscape under which CSOs operate and collaborate with each other, the GOT and International DPs. A total of 27 people participated in the KIIs (Table 2).

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[5] With umbrella CSOs and DPs providing funding to CSOs.
[6] https://www.usaid.gov/sites/default/files/documents/1864/OCA percent20Tool percent20for percent20USAID-Funded percent20Organizations percent20Participants percent20Copy.pdf
[7] EG, Health, Education, and DRG.

Table 2: Participation in KIIs by Stakeholder Group and Location

Location	Stakeholder Group	Number of KII Conducted	Number of Participants		
			Female	Male	Total
Tanzania Mainland	CSOs	13	4	14	18
	DPs	6	5	2	7
Zanzibar	CSOs	2	0	2	2
Total		**21**	**9**	**18**	**27**

2.1.2   Survey Data Collection

The team consisting of staff and consultants working for Data for Development and the Economic and Social Research Foundation (ESRF) conducted two surveys with CSOs for the Landscape Assessment. The first survey involved all CSOs in the 11 focus regions, and the second survey involved 50 CSOs shortlisted from the highest-ranking participants of the first survey to participate in an in-depth Organizational Capacity Assessment. The main steps followed in the CSO Landscaping Survey are summarized in Figure 1.

Figure 1: Scheme of Main Steps Followed in Survey Data Collection Survey
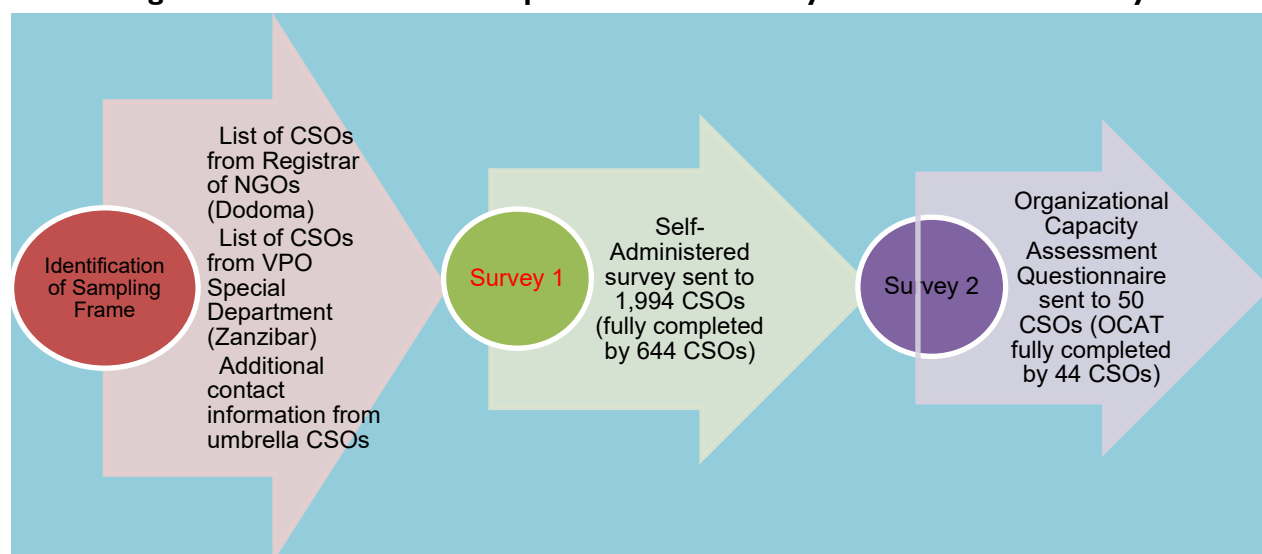
Step 1: Sampling Frame

A database of registered CSOs in the country was obtained on request from the Registrar of NGOs in Tanzania Mainland and the Office of the Vice President, Special Department in Zanzibar. The database had been recently established following amendments in laws governing NGOs and society operations during 2019.[8] The Special Department in Zanzibar availed 344 names of registered CSOs including umbrella organizations, with activities in Zanzibar. The Registrar of NGOs in Dodoma provided a list of over 4,000 CSOs with activities across the United Republic of Tanzania from which 2,019 CSOs were identified to have activities in Dar es Salaam and the eight CDCS focus regions in Tanzania Mainland[9] and two in Zanzibar (broadly defined as Unguja and Pemba). Further scrutiny resulted in the identification of 1,994 CSOs, with email addresses, which were necessary for participants to access the online survey.

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[8] The changes in the laws required all NGOs to register anew with a relevant authority and ensure that they adhered to statutory requirements for submission of annual reports and payment of annual fees.
[9] Mbeya, Njombe, Iringa, and Morogoro in Southern Highlands Zone and Mwanza, Kagera Mara, and Shinyanga in Lakes Zone.

Step 2: Survey 1 – Self-Administered Survey of CSOs with Presence in the 11 CDCS Locations

The assessment team used email contact information for these 1,994 CSOs, requesting participation in an online survey using the online questionnaires. Of the 1,944 emails sent out, 1,760 were successfully received by the target CSOs.[10] The survey had a 41 percent response rate with 719 CSOs submitting surveys overall. A total of 644 organizations (about 37 percent of successful emails) completed their surveys fully, making them eligible to move on to the Organizational Capacity Assessment Stage (see Table 3).

Table 3: Summary of CSO Participation in the Survey[11]

CSO Activity Region[12]	CSOs	CSOs with Email Addresses	CSOs Sent Surveys	CSOs Submitted Surveys	Fully Completed Surveys	Response Rate Percent[13]	Completion Rate[14] Percent
DSM	642	625	538	261	232	48.5	43.1
Iringa	82	82	77	42	39	54.5	50.6
Kagera	123	122	112	46	45	41.1	40.2
Mara	121	119	99	26	24	26.3	24.2
Mbeya	90	90	87	48	42	55.2	48.3
Morogoro	173	171	156	47	41	30.1	26.3
Mwanza	145	145	136	87	81	64.0	59.6
Njombe	71	71	60	26	24	43.3	40.0
Shinyanga	61	59	56	27	25	48.2	44.6
Zanzibar (Pemba and Unguja)	511	510	439	109	91	24.8	20.7
Total	**2,019**	**1,994**	**1,760**	**719**	**644**	**41**	**37**

The information collected identified surveyed CSO activities, their activity locations, and categorized and ranked CSOs based on their general capacities and potential for partnership with USAID. The grouping and ranking are based on self-reported organizational capacities, compliance/credibility and experience working with international donors and development partners.

Step 3: Survey 2 – Organizational Capacity Assessment

The second survey to provide an in-depth view of the capacities of shortlisted CSOs involved an OCA. The assessment team adapted the USAID OCAT to a self-administered SurveyMonkey Questionnaire. This adapted tool covered seven key organizational capacity domains (CAs) (governance, administration, human resources (HR) management, financial management, organizational management, program management, and project performance management), altogether with some related 49 capacity elements (CEs) that were assessed.

2.2 ADMINISTRATIVE CLEARANCE TO UNDERTAKE THE ASSESSMENT

The assessment design and instruments used in this assessment were approved by NORC at the University of Chicago's institutional review board (IRB) which reviews all assessments under the Data for Development Project. In addition, letters were sent to the following Tanzanian national authorities to inform them about the study, and to request their approval and support for the exercise:

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[10] A setting was programmed to automatically report if the email has been opened by the recipient in addition to the usual default setting of bouncing back if the email address is wrong.

[11] Focusing on the CDCS regions of proposed USAID operations.

[12] Based on NGO Registry data.

[13] Submitted surveys/Sent surveys.

[14] Completed surveys/sent surveys.

a. *Registrars of NGOs in Tanzania Mainland and Zanzibar (Special Department):* seeking their support in identifying an up-to-date list of registered CSOs operating in Tanzania mainland and Zanzibar, respectively. These two offices provided contact data for the survey.

b. *President's Office-Regional Administration and Local Government (PO-RALG):* Provided a letter of introduction for the team to the Regional Administration and Local Government Offices in the nine Mainland regions where the study was conducted. A similar letter was issued by the Vice President's Office – Special Departments in Zanzibar for the data collection exercise in Zanzibar.

2.3   ASSESSMENT LIMITATIONS

The limitations that this survey faced included:

1. Missed the opportunity to include CSOs that for some reason had no registered email address to enable participation in web-based assessments and those whose registered emails turned out to be invalid where alternatives could not be obtained;

2. Non-response bias—despite the large sample of organizations that were sent surveys, 59 percent of the contacted organizations did not return the survey tools;

3. Inability to interact physically with CSOs during the OCA tool administration due to the coronavirus disease 2019 (COVID-19) restrictions. The consequence of this was that the survey was a self-assessment of the OCAT with some CSOs potentially elevating their performance and others lowering their performance; and

4. Delays by CSOs and government authorities in responding to communication, which contributed to delays in commencement and completion time of the first survey, thereby affecting the delivery timelines for the assessment.

3. FINDINGS

3.1 TYPES OF ACTIVITIES, GEOGRAPHIC PRESENCE, AND SCOPE OF CSOS WITH ACTIVITIES IN CDCS FUNCTIONAL AREAS

AQ 1: What types of activities are CSOs with activities in USAID CDCS focus regions engaged in across USAID functional areas (EG, Education, Health, DRG, with focus on Youth) and where are the CSOs located? What is the scale and scope of the CSO activity in CDCS focus regions? How are these organizations differentiated (by size, length of operation, number of employees, sectoral area of operation and for DSM-based organizations their reach into other parts of Tanzania).

The findings in this section are based on 644 CSOs that fully completed the survey. Their geographical distribution and work in CDCS regions are shown in Annex 1, Tables A1.1 and A1.2.

3.1.1 CSOs Activity Types Across CDCS Functional Areas

The distribution of CSO activities across the CDCS functional areas is fairly even. The frequency of reporting engagements in projects under different sectors was highest under EG, followed by those with projects under DRG, Education, and then Health (Table 4). The experience in those four sectors, with attention on the Youth, is also wide and evenly distributed within each of the 11 CDCS regions.

Figure 2: Frequency of CSOs' Engagement Across USAID Functional Areas
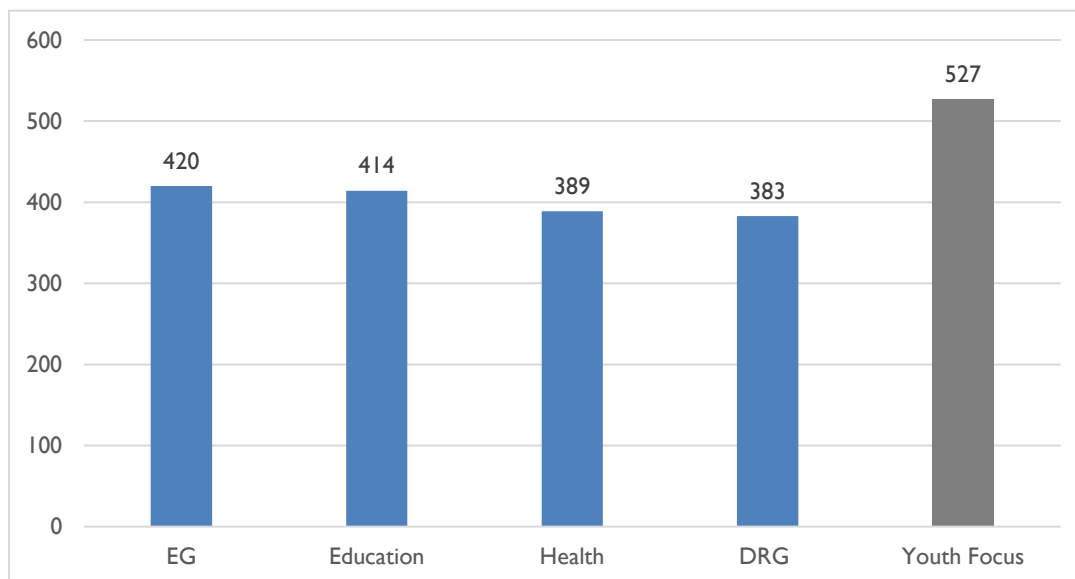
Table 4: Frequency of CSOs' Engagement Across USAID Functional Areas

CDCS Region	CSOs with Experience Working in the Region	EG	Education	Health	DRG	Youth
DSM	255	148	154	145	150	134
Iringa	156	100	86	88	94	51
Kagera	127	74	75	79	71	54
Mara	115	64	73	68	74	48
Mbeya	147	98	88	85	81	58
Morogoro	167	106	99	95	104	66
Mwanza	191	117	117	124	117	94
Njombe	123	76	67	69	72	40
Shinyanga	118	74	74	72	74	49
Pemba	93	53	53	52	45	46
Unguja	115	62	70	61	54	55
Total Frequency	**644**	**420**	**414**	**389**	**383**	**527**

Note: Some CSOs have activities in more than one sector, hence numbers do not sum to the actual number of CSOs in the respective region. The same information is presented in percentage distribution per region for each sector in Table 11.

The most dominant activities undertaken by the CSOs include development projects (77.8 percent), training and capacity building (77.6 percent), advocacy work (65.4 percent), and research/consultancy services (22 percent). A majority of the CSOs implement their activities in more than one of these areas, indicating a broad range of activities in which CSOs are involved (Table 5).

Table 5: Type of Activities Undertaken by the Surveyed CSOs (N=644)*

Key Activities Involved	Number of CSOs	Proportion
Development Interventions	501	77.8%
Advocacy	421	65.4%
Research and Consultancy Services	142	22.0%
Training and Capacity Building	500	77.6%

Note: *Extra information related to those 89 CSOs screened as potential partners is included in Section 3.4 and Annex 1.6.
Source: CSO Landscape Survey 2021.

3.1.2 Locations Where Included CSOs Are Headquartered

A significant number of CSOs are located in DSM (34 percent) followed by Zanzibar (Unguja and Pemba, 14 percent) and Mwanza (13 percent) (Figure 3). Also, some CSOs with activities in the CDCS regions have their offices located outside the CDCS focus regions[15] (Figure 3).

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[15] Among the non-CDCS regions where the CSOs have their offices include Songwe (until 2015 a part of Mbeya region), Pwani, Dodoma, Arusha, Kilimanjaro, Tanga, Lindi, Ruvuma, and Rukwa.

Figure 3: Office Locations of CSOs with Activities in CDCS Regions

OFFICE LOCATIONS OF SURVEYED CIVIL SOCIETY ORGANIZATIONS

Legend
Number of CSOs
- 1 - 58
- 80
- 217
- Lakes
- CDCS region
- Non CDCS region

Names and boundary representation are not necessarily authoritative. Regions- NBS | Districts- NBS | CSOs Data- Data for Development Survey
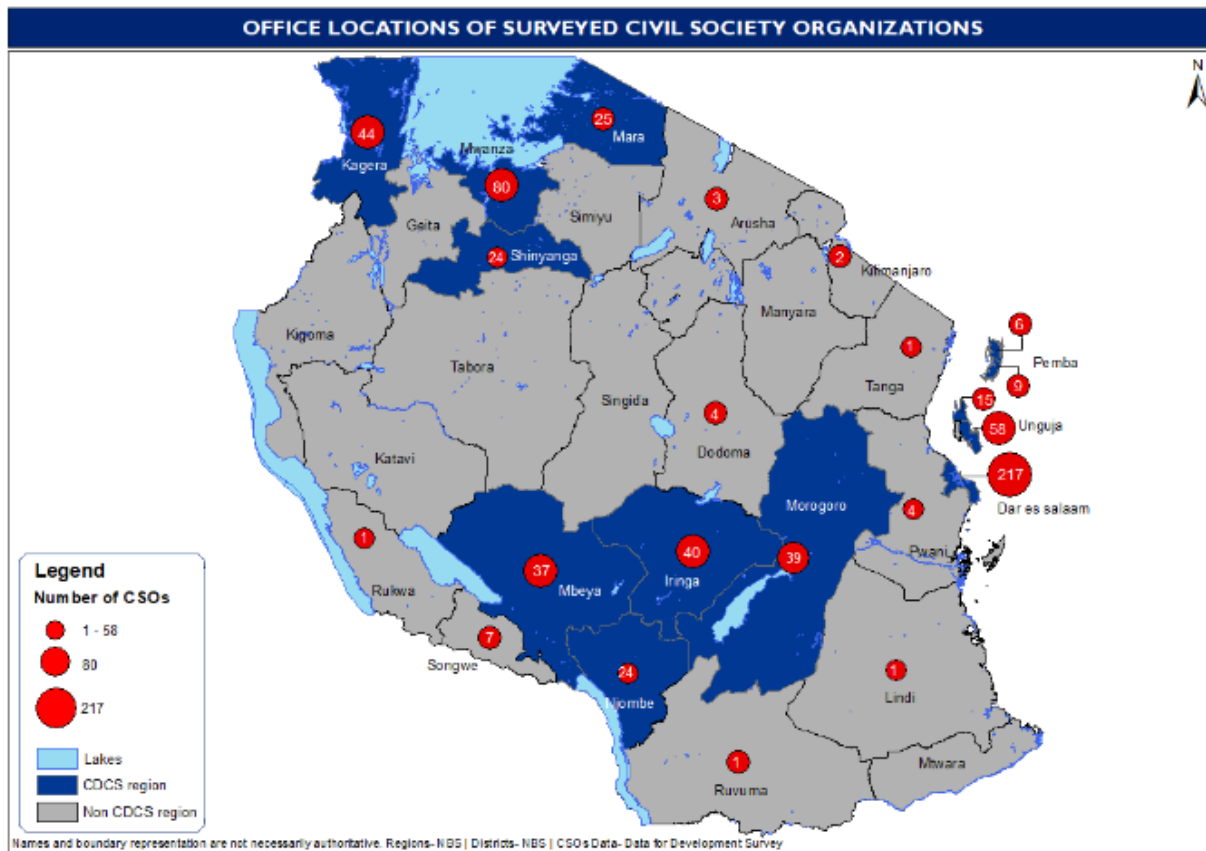
3.1.3   CSOs Geographic Scope and Distribution of Activities

Geographic Scope/CSOs areas of work across Tanzania

The CSOs' geographic scope is defined by their registration. A total of 141 CSOs (22 percent) of the 644 sampled CSOs are registered to work in any part of the United Republic of Tanzania (URT), 424 CSOs (66 percent) are registered to only work in Tanzania Mainland and 79 (12 percent), only in Zanzibar (Table 6). Compared to other regions, there are more DSM-based CSOs that are registered to either work in any part of Tanzania (77) or in Mainland only (140). A detailed breakdown is provided in Annex 1, Table A1.1.

Table 6: CSOs' Office Locations and Geographical Areas where they are Registered to work

CSOs' Office Locations	Number and Percent of CSOs Registered to Operate in:						
	Any Part of the United RRepublic		Tanzania Mainland Only		Zanzibar Only		Grand Total
	No.	%	No.	%	No.	%	No.
DSM	77	35.5	140	64.5	-	-	217
Iringa	6	15.0	34	85.0	-	-	40
Kagera	6	13.6	38	86.4	-	-	44
Mara	5	20.0	20	80.0	-	-	25
Mbeya	2	5.4	35	94.6	-	-	37
Morogoro	7	17.9	32	82.1	-	-	39
Mwanza	14	17.5	66	82.5	-	-	80
Njombe	5	20.8	19	79.2	-	-	24
Shinyanga	2	8.3	22	91.7	-	-	24
Zanzibar	10	11.2	0	-	79	88.8	89
All CDCS Regions	**134**	**21.6**	**406**	**65.6**	**79**	**12.8**	**619**
Other Locations*	**7**	**28.0**	**18**	**72.0**	**-**	**-**	**25**
Grand Total	**141**	**21.9**	**424**	**65.8**	**79**	**12.3**	**644**

Note: *Operate in other regions besides the CDCS where their offices are located

Distribution of CSOs Past and Ongoing Activities

CDCS regions with CSOs that have more ongoing projects compared to completed projects over the past five years include DSM, which increased the number of projects from 93 to 162, Unguja (40 to 75), Pemba (33 to 60), and Mwanza (81 to 110). On the other hand, CDCS regions with less ongoing to completed projects include Iringa (which decreased the number of projects from 90 to 66), and Njombe (from 70 to 53). The other CDCS regions have relatively equal proportions of ongoing and closed CSO projects (Figure 4).

Figure 4: Ongoing and Past Projects by CSOs Identified in Work in the CDCS Regions
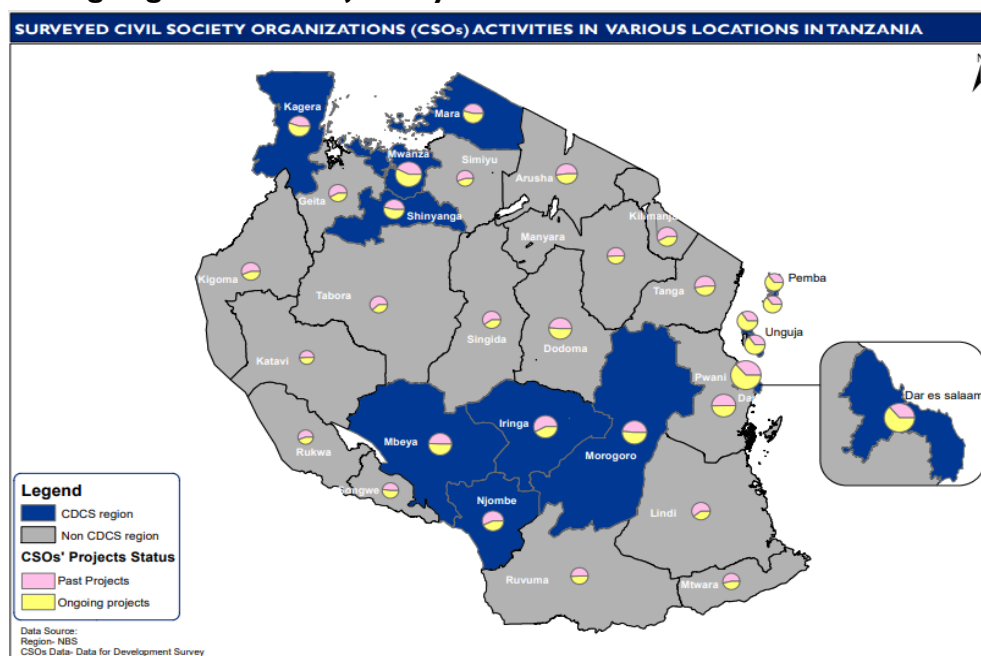
3.1.4 Organizational Differentiation of the CSOs

National affiliation of CSOs

Overall, 95.7 percent of the sampled CSOs are Tanzanian without any external affiliation. They have a median age of 10 years. CSOs with international connections (but registered to work as local CSOs), had a median age of 8 years (Table 7).

Table 7: National Classification of CSOs

CSO Classification	Observations	Proportion	Median Duration (Years)
International	27	4.3 percent	8
Tanzanian	617	95.7 percent	10

Organization cluster

Although the surveyed CSOs had some similarities in terms of sector focus of their operations, they differed in the length of period of operations in the country, with Private Sector Foundations (PSFs) having the longest median period of 24.5 years, followed by Professional Associations (PrAs) (21 years), Faith-Based Organizations (FBOs) (17 years), NGOs (9 years), and Mass Media Associations (MMAs) (7 years) (Table 8). PSFs had had the largest minimum number of years of operations (21 years), followed by FBOs and PrAs) (with 4 years each), compared to only one year for MMAs and NGOs (Table 8).

Table 8: Operational Experience by Number of Years

Tanzanian CSOs	Number of Years of Operations			
	Minimum	Maximum	Average	Median
FBOs	4	31	17	17
MMAs	1	12	7	7
NGOs	1	59	11	9
Other (please specify)	1	44	15	11.5
PSFs	21	28	25	24.5
PrAs	4	34	20	21

Note: Responses by CSOs (N=644) to the Survey Question: Years the organization has been actively operating in Tanzania and years registered.

Number of employees

The CSOs also differed in the number of employees, with a median number of five full-time and three part-time staff (Table 9). The maximum had 168 full-time and 522 part-time staff in their payroll reflecting their capacity to manage human and financial resources, in addition to other aspects necessary for well-functioning CSOs. It is for that reason there were questions related to financial and HR management as presented in Sections 3.1.4 and 3.4.

Table 9: Size by Number of Employees and Budgetary Operations

Staff Category	Maximum	Mean	Median	Std. Dev.
Full Time Staff	168	9	5	15
Part Time Staff	522	7	3	31

Note: Responses by CSOs (N=644) to the Survey Question: How many staff members does your organization currently have?

Size of budget and expenditure

There is a considerable variation in amounts of funds handled by CSOs between 2015 and 2020 (Table 10A). Approximately two-thirds of CSOs have annual budgets and expenditures of less than TZS 99.9 million ($43,000) based on data provided for 2015 and 2020. It is observed that the number of CSOs reporting their budget data gradually increased from 348 in 2015 to 563 in 2020. During this period, the proportion of CSOs operating with an annual budget of less than $43,000 per year declined from

63.5 percent in 2015 to 60.1 percent in 2020. However, the proportion of CSOs incurring actual expenditure within this lowest cohort gradually increased from 66 percent in 2016 to 68.4 percent in 2020 (Table 10B).

The data further show a decline in average amounts of funds available for CSOs in the period from 2015 to 2020 (Figure 5. This is also reflected in the views provided by key informants from umbrella organizations and DPs (see Section 3.3). On average for the 6 years since 2015 the CSOs had an overall ratio of expenditure against budget of 88.7 percent (Figure 5. During the same period, FBOs spent 101 percent of the budgeted resources, while NGOs and PSFs spent about 88.5 percent and 89 percent, respectively (Annex 1, Table A1.3). While the ability of CSOs to absorb these funds is generally high, this is expected given the low levels of funding received by most organizations. Given overall funding has not increased in accord with the growing number of CSOs, they are increasingly looking into domestic funding sources to finance their activities.

CSOs mentioned INGOs and DPs most frequently as the leading sources of funds between 2015 and 2020 (Figure 6). However, it is noted that the frequency of citing "own-sources" has been on the rise, reaching the same level of INGO in 2019, and then surpassing it by 2020 (Figure 7)

Tables 10: distribution of CSOs Across Different Budget and Expenditure Ranges/Categories (2016–2020)

A. Budget Categories for CSOs (2015–2020)

Budget	2015		2016		2017		2018		2019		2020	
Range (Millions, TZS)	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
0 – 99.9	221	63.5	226	62.4	249	60.1	269	59.3	314	60.8	341	60.6
100 – 199.9	36	10.3	37	10.2	41	9.9	49	10.8	49	9.5	53	9.4
200 – 399.9	30	8.6	26	7.2	43	10.4	40	8.8	46	8.9	54	9.6
400 – 799.9	19	5.5	26	7.2	28	6.8	33	7.3	39	7.6	36	6.4
800 – 999.9	6	1.7	7	1.9		1.7	7	1.5	10	1.9	9	1.6
1,000 – 14,999.9	32	9.2	36	9.9	41	9.9	52	11.4	55	10.7	67	11.9
15,000 and above	4	1.1	4	1.1	5	1.2	4	0.9	3	0.6	3	0.5
All CSOs	348	100	362	100	414	100	454	100	516	100	563	100

Note: Includes only CSOs that provided financial data for the respective years.

B. Expenditure Categories for CSOs (2015–2020)

Expenditure	2015		2016		2017		2018		2019		2020	
Range (Millions, TZS)	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
0 - 99.9	227	65.99	233	65.45	264	64.55	308	67.25	340	67.19	383	68.64
100 - 199.9	32	9.3	34	9.55	34	8.31	39	8.52	40	7.91	43	7.71
200 - 399.9	26	7.56	17	4.78	30	7.33	31	6.77	31	6.13	40	7.17
400 - 799.9	18	5.23	22	6.18	32	7.82	22	4.8	32	6.32	23	4.12
800 - 999.9	5	1.45	14	3.93	5	1.22	8	1.75	11	2.17	10	1.79
1,000 - 14,999.9	33	9.59	32	8.99	40	9.78	47	10.26	49	9.68	56	10.04
15,000 and above	3	0.87	3	0.84	4	0.98	3	0.66	3	0.59	3	0.54
Total	344	100	355	100	409	100	458	100	506	100	558	100

Note: Includes only CSOs that provided financial data for the respective years.

Figure 5: Trend of Ratio Expenditure to Budget, Annual Averages, 2015–2020
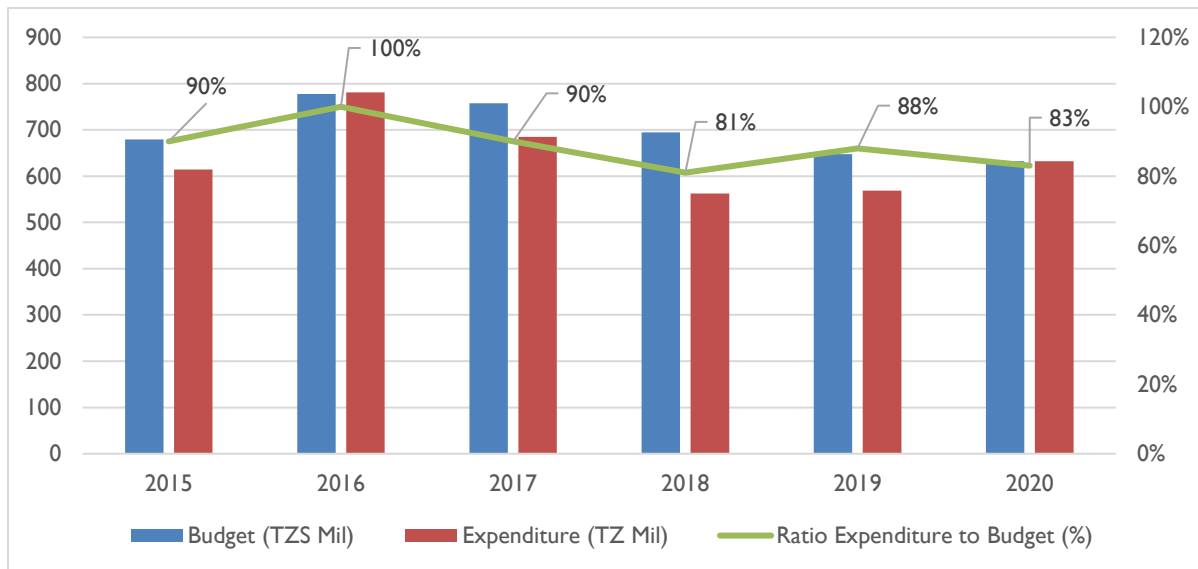
Figure 6: Average Frequency of Reported Sources of Funds for CSO 2015-2020
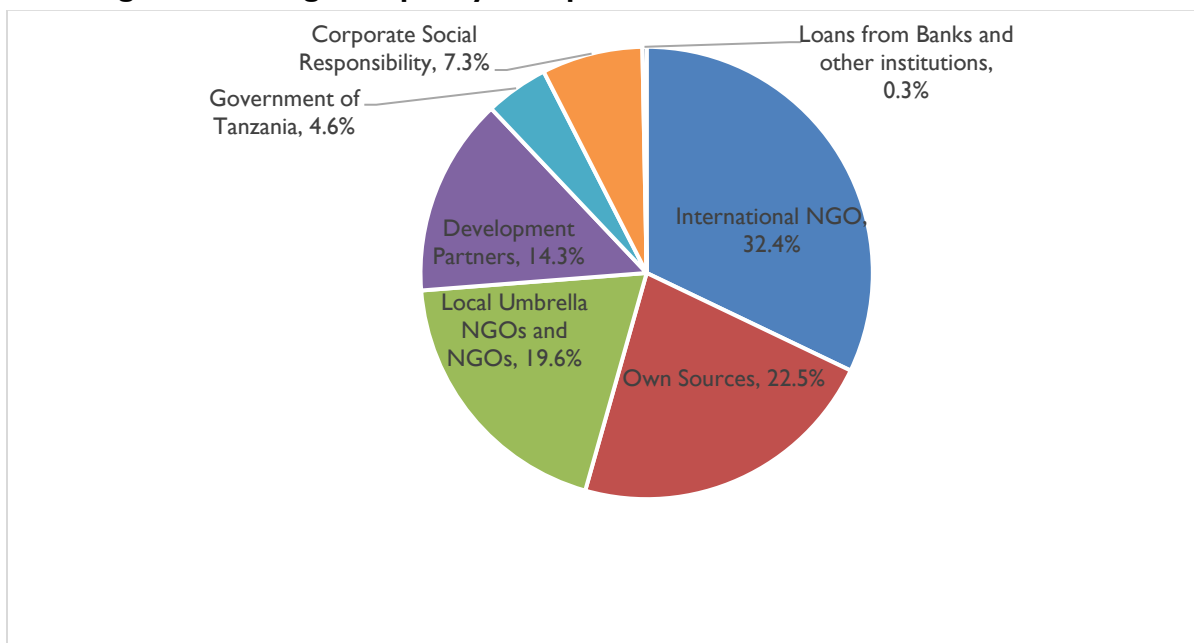
The small percentage of funding that comes from loans reflects the high cost of finance in the country.

Figure 7: Frequency of Reported Categories of Sources of Funds for CSOs
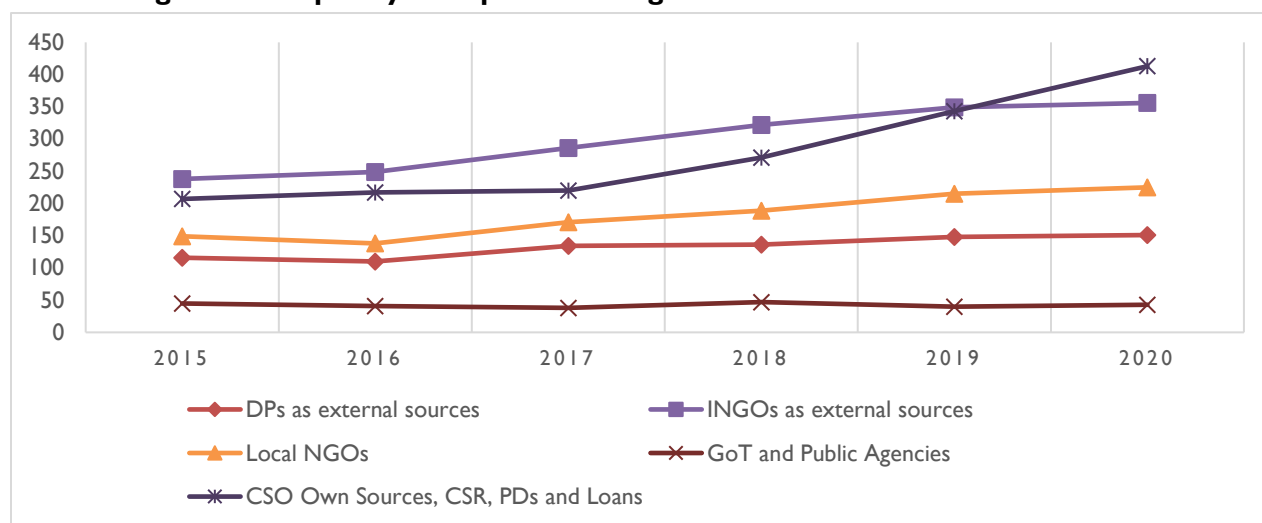
3.1.5 Relationship Between Scope/Scale of Activities and Regional Presence

The top three regions with the highest shares of CSOs engaged in EG, Education, Health, and DRG are Dar es Salaam, Mwanza, and Morogoro as shown in Table 11. The spatial distributions of sector categories are indicated in maps shown as Figure 8 for EG, Figure 9 for Education, Figure 10 for Health, and Figure 11 for DRG.

Table 11: Frequency (%) of Reported Sector Engagement by CSOs Across the CDCS Regions

CDCS Region	EG (n=972)	Education (n=956)	Health (938)	DRG (n=936)	Youth Focus (n=695)
DSM	15.2%	16.1%	15.5%	16.0%	19.3%
Iringa	10.3%	9.0%	9.4%	10.0%	7.3%
Kagera	7.6%	7.9%	8.4%	7.6%	7.8%
Mara	6.6%	7.6%	7.3%	7.9%	6.9%
Mbeya	10.1%	9.2%	9.1%	8.7%	8.4%
Morogoro	10.9%	10.4%	10.1%	11.1%	9.5%
Mwanza	12.0%	12.2%	13.2%	12.5%	13.5%
Njombe	7.8%	7.0%	7.4%	7.7%	5.8%
Shinyanga	7.6%	7.7%	7.7%	7.9%	7.1%
Pemba	5.5%	5.5%	5.5%	4.8%	6.6%
Unguja	6.4%	7.3%	6.5%	5.8%	7.9%

Figure 8: Distribution of CSOs Economic Growth Activities Across CDCS Regions

SURVEYED CIVIL SOCIETY ORGANIZATIONS' ECONOMIC GROWTH ACTIVITIES DISTRIBUTION BY DISTRICT
Number of CSOs that have implemented/are implementing Economic Growth activities in the district

Legend
Number of CSOs
- 2 - 11
- 12 - 19
- 20 - 30
- 31 - 44
- 45 - 59
- Lakes
- District
- CDCS region
- Non CDCS region

Names and boundary representation are not necessarily authoritative. Regions- NBS | Districts- NBS | CSOs Data- Data for Development Survey

Figure 9: Distribution of CSOs Education Activities Across CDCS Regions

SURVEYED CIVIL SOCIETY ORGANIZATIONS' EDUCATION ACTIVITIES DISTRIBUTION BY DISTRICT
Number of CSOs that have implemented/are implementing Education activities in the district

Legend
Number of CSOs
- 3 - 11
- 12 - 18
- 19 - 27
- 28 - 41
- 42 - 59
- Lakes
- District
- CDCS region
- Non CDCS region

Names and boundary representation are not necessarily authoritative. Regions- NBS | Districts- NBS | CSOs Data- Data for Development Survey

Figure 10: Distribution of CSOs Health Activities Across CDCS Functional Areas

SURVEYED CIVIL SOCIETY ORGANIZATIONS' HEALTH ACTIVITIES DISTRIBUTION BY DISTRICT
Number of CSOs that have implemented/are implementing health activities in the district
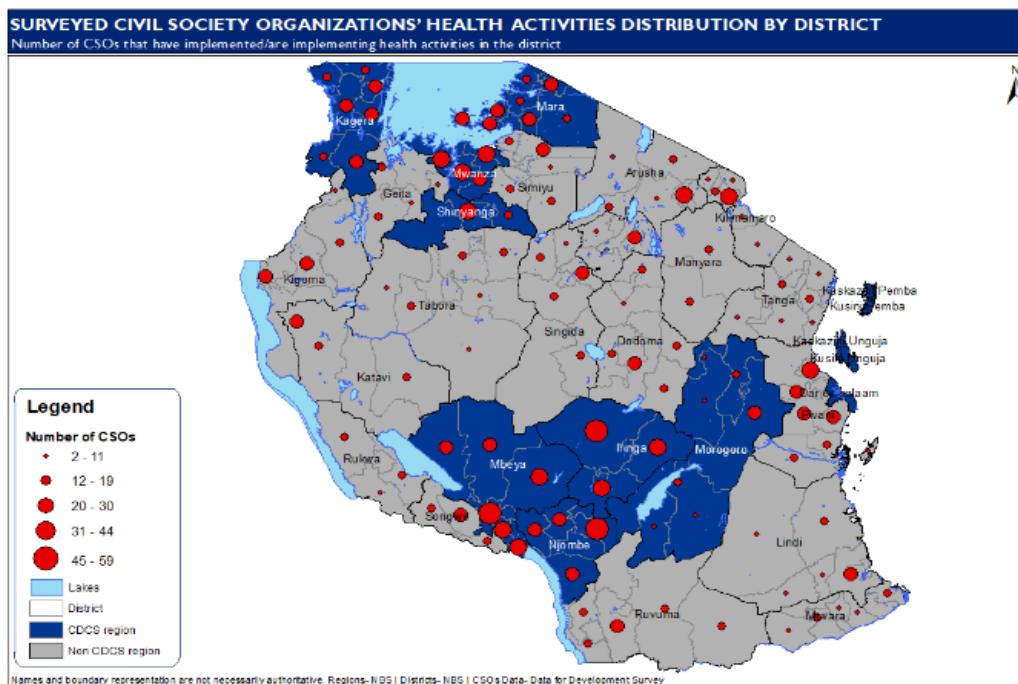
Figure 11: Distribution of CSOs DRG activities Across CDCS Functional Areas:

SURVEYED CIVIL SOCIETY ORGANIZATIONS' DEMOCRACY RIGHT AND GOVERNANCE ACTIVITIES DISTRIBUTION BY DISTRICT
Number of CSOs that have implemented/are implementing Democracy, rights and governance activities in the district
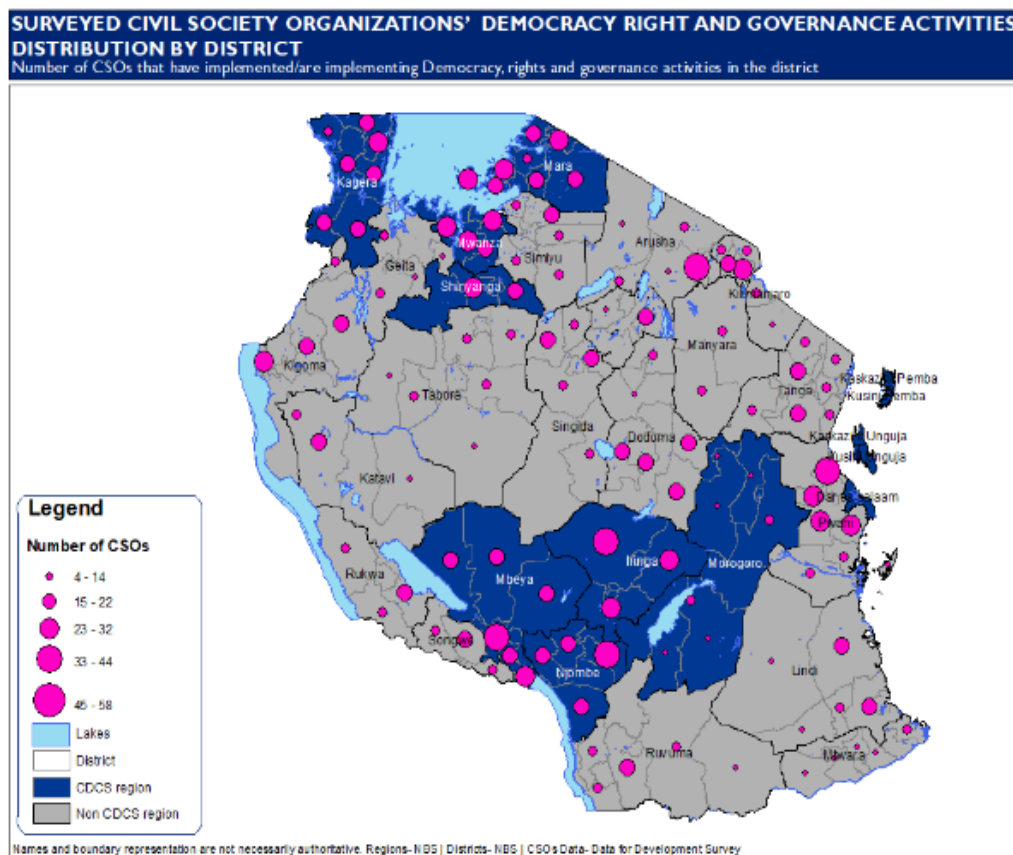
Generally, there is an almost equal spread of CSOs engaged in each of the four sectors. However, there are some sectors that take a slight lead in each of the regions as shown in Table 12. (Table 12).

Table 12: Leading Sector in Each CDCS Region

CDCS Regions	Observations (n)*	EG	Education	Health	DRG	Youth	Total in Region
DSM	731	20.2%	21.1%	19.8%	20.5%	18.3%	100.0%
Iringa	419	23.9%	20.5%	21.0%	22.4%	12.2%	100.0%
Kagera	353	21.0%	21.2%	22.4%	20.1%	15.3%	100.0%
Mara	327	19.6%	22.3%	20.8%	22.6%	14.7%	100.0%
Mbeya	410	23.9%	21.5%	20.7%	19.8%	14.1%	100.0%
Morogoro	470	22.6%	21.1%	20.2%	22.1%	14.0%	100.0%
Mwanza	569	20.6%	20.6%	21.8%	20.6%	16.5%	100.0%
Njombe	324	23.5%	20.7%	21.3%	22.2%	12.3%	100.0%
Shinyanga	343	21.6%	21.6%	21.0%	21.6%	14.3%	100.0%
Pemba	249	21.3%	21.3%	20.9%	18.1%	18.5%	100.0%
Unguja	302	20.5%	23.2%	20.2%	17.9%	18.2%	100.0%

*Total of frequency in sectors.

3.1.6   Type of Activities Undertaken in the Four USAID Focus Sectors

Within each sub-sector, the participants were asked to identify the main sub-sectors of activity. The top five activities for the EG sub-sector are economic empowerment (78 percent), agriculture (59 percent), forestry (25 percent), value addition (24 percent), and water supply (23 percent) (Figure 12).

Figure 12: Economic Growth Activities Undertaken by CSOs in CDCS Regions
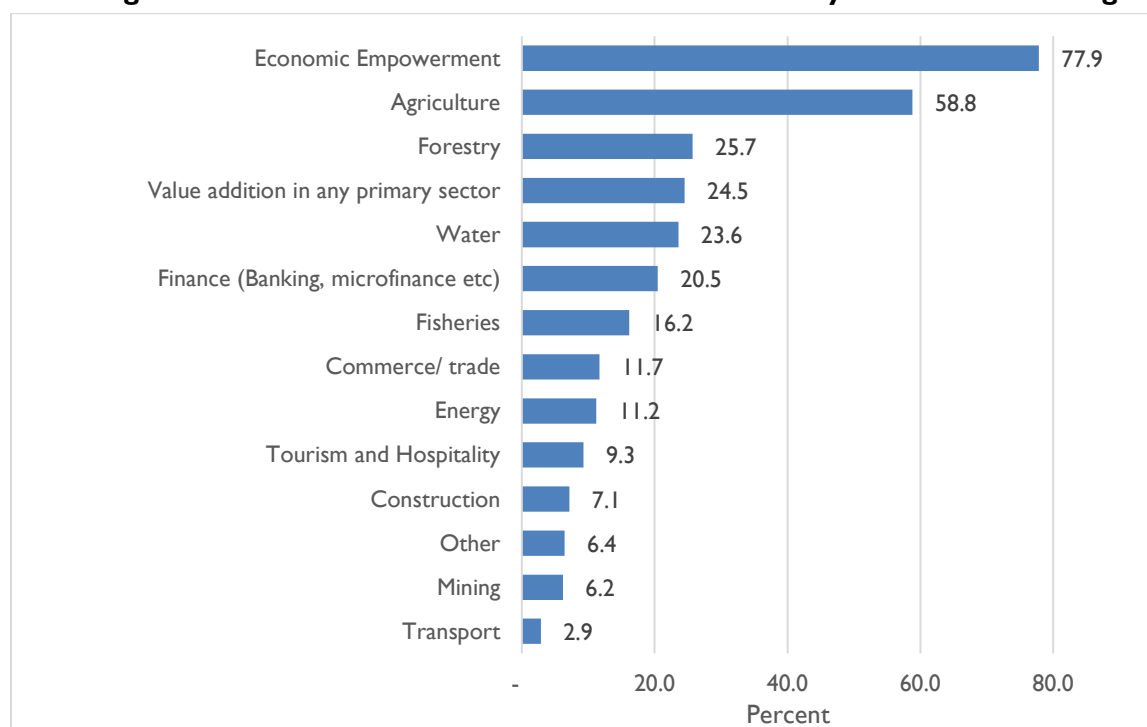
For Education, the top activities are capacity building for key actors ((e.g., communities, parents, local leaders, education staff etc.) (70.8 percent), interventions to improve learning outcomes (56 percent), inclusive education (44 percent), and, adult continuing education (43 percent) (Figure 13).

Figure 13: Education Activities Undertaken by CSOs in CDCS Regions

Activity	Percent
Capacity building for key actors (e.g., communities, parents, local leaders, education staff etc.)	70.8
Quality learning outcomes (e.g. literacy and numeracy skills, life skills and values)	56.0
Inclusive Education	43.7
Adult continuing education and learning	43.2
Enabling inputs (e.g., infrastructure, learning, teaching materials and tools, human resources)	34.3
Arts, sport, and entertainment	27.3
Policy Development, analysis, engagement and Influencing/advocacy	26.8
Creativity/Innovation (ICT, digital education, and other skill development)	26.8
Adult education - literacy and numeracy skills	16.4

In Health sector, the five leading activities include emerging infectious diseases (63 percent), SRH rights (60 percent), nutrition (53 percent), water, sanitation, and hygiene (WASH) (49 percent), and primary health care (PHC) (41 percent) (Figure 14).

Figure 14: Health Activities Undertaken by CSOs in CDCS Regions

Activity	Percent
Emerging Infectious Diseases (e.g. HIV/AIDS, COVID-19 etc)	63.0
Sexual and Reproductive Health and Rights (SRHR)	59.6
Nutrition	53.2
Water, Sanitation and Hygiene (WASH)	49.4
Primary Health Care	40.9
Maternal, newborn, and child health	33.9
Health System Strengthening (HSS)	24.9
Non-Communicable Diseases (NCD)	19.8
Other	10.3
Neglected tropical Diseases (NTD)	6.4

19
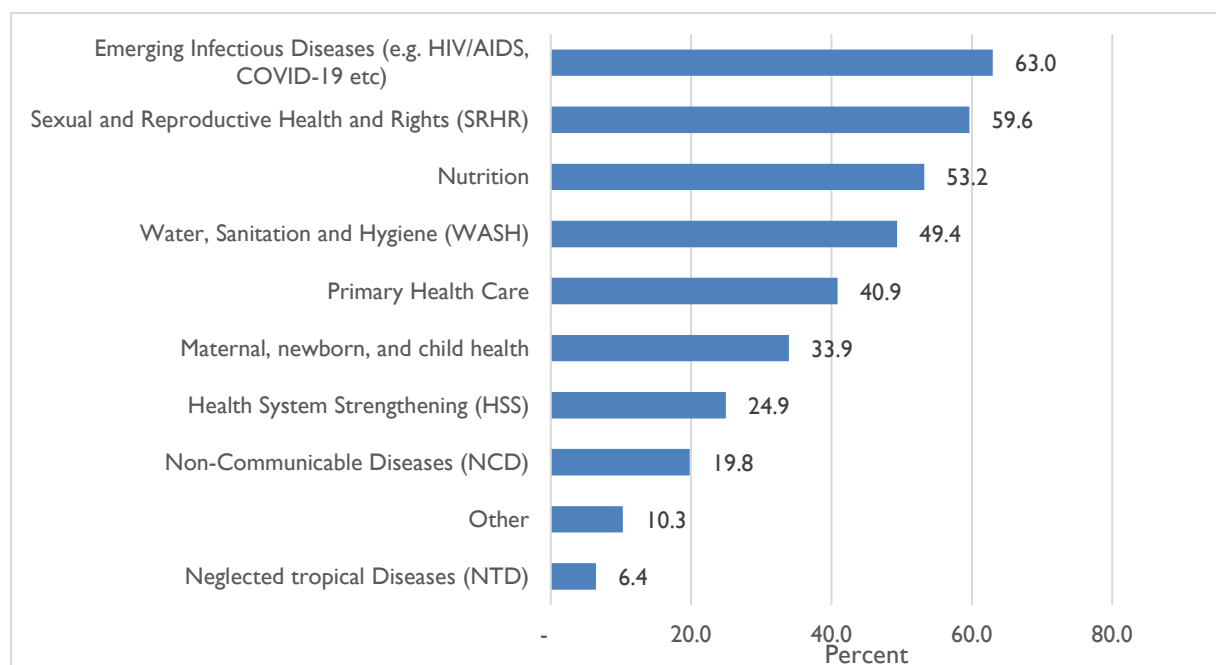
For DRG, the main activities are interventions to address Gender Based Violence (75 percent), transparency, and accountability (58 percent), socio-economic justice and equality (58 percent), leadership skills development and mentorship (54 percent) and civic participation (51 percent) (Figure 15).

Figure 15: DRG Activities Undertaken by CSOs in CDCS Regions
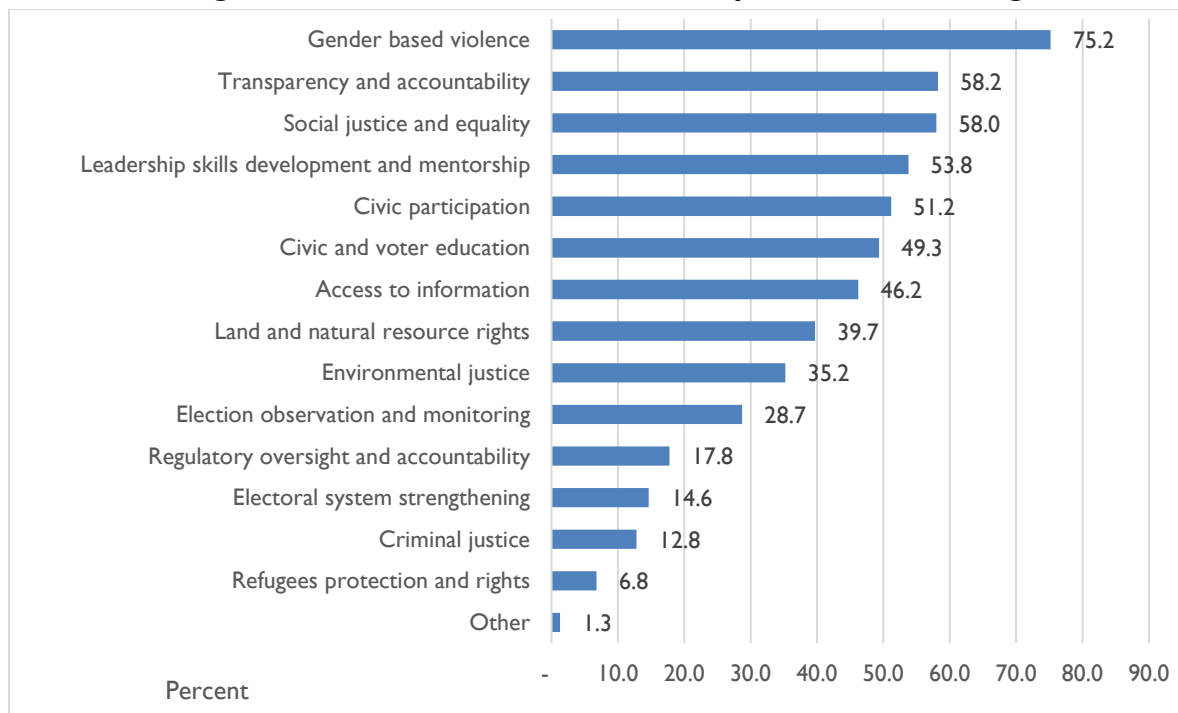
3.1.7   Beneficiary Targeting of Interventions by CSOs

Among the prominent beneficiaries of CSOs' interventions are youth, women, and children (including orphans) as shown in the graphs for the EG (Figure 15), Education (Figure 16), Health (Figure 17), and DRG (Figure 18). Marginalized groups are the leading beneficiaries in the Education sector, where adult learners are also targeted (Figure 16).

Figure 16: Proportion of CSOs Reporting Beneficiaries for EG Interventions
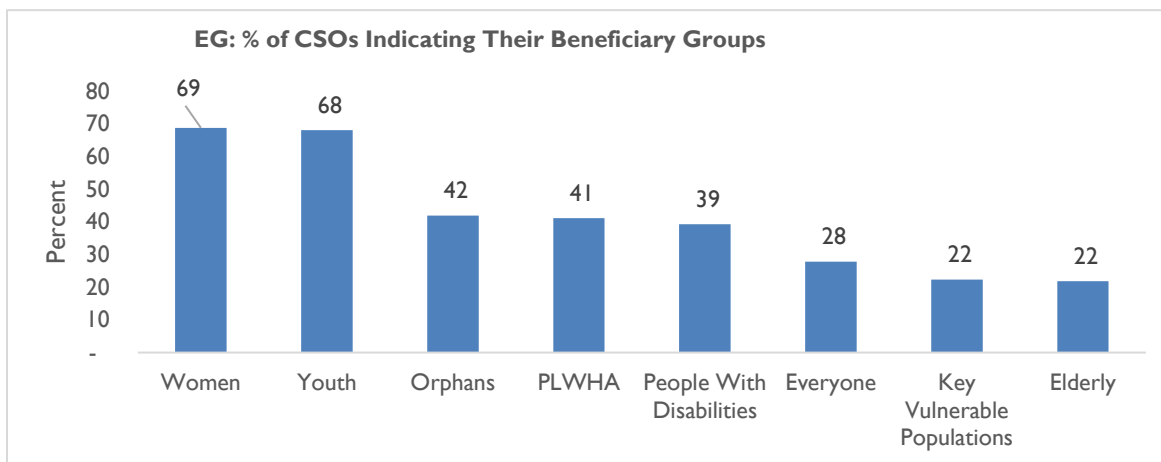
Figure 17: Proportion of CSOs Reporting Beneficiaries for Education Interventions

Education: % of CSOs Indicating Their Beneficiary Groups

Beneficiary Group	Percent
Marginalized Groups	73
Primary School Children	70
Out of School Children and Youth	66
Secondary School Children	63
Early Learners (pre-school)	40
Adult Skills Learners in Vocational Training	29
Students in Higher Level Institutions	27
Adult Learning: Basic Numeracy and Literacy	18

Figure 18: Proportion of CSOs Reporting Beneficiaries for Health Interventions

Health: % of CSOs Indicating Their Beneficiary Groups

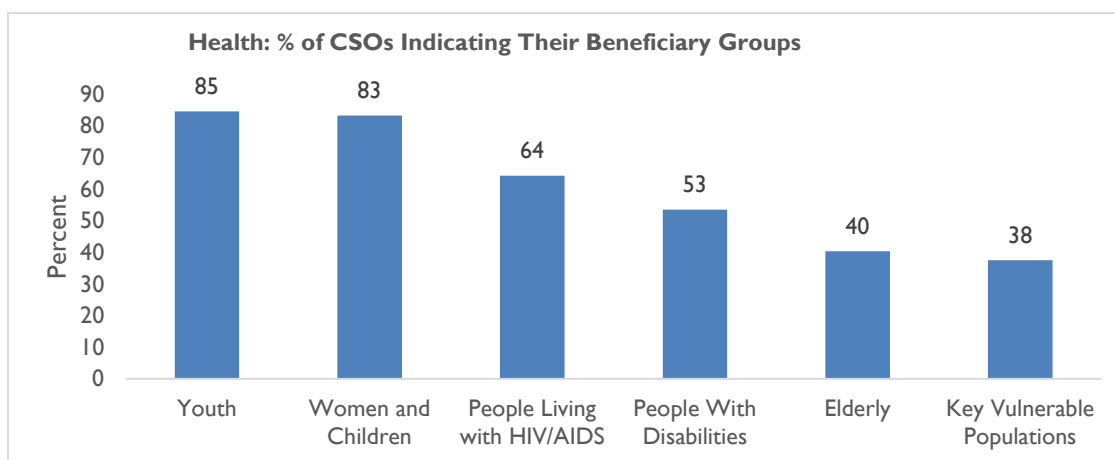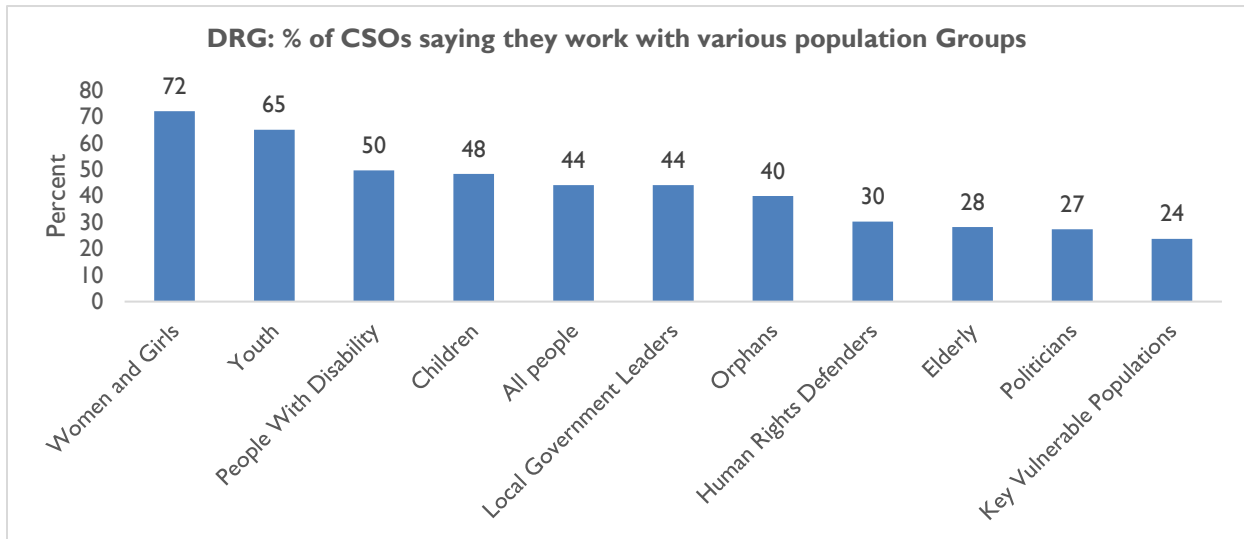| Beneficiary Group	Percent
Youth	85
Women and Children	83
People Living with HIV/AIDS	64
People With Disabilities	53
Elderly	40
Key Vulnerable Populations	38

Figure 19: Proportion of CSOs Reporting Beneficiaries for DRG Interventions

3.1.8   Conclusion

Dar es Salaam region is host to 34 percent of the 644 CSOs that completed the questionnaire, with Zanzibar (14 percent), and Mwanza (13 percent) following in hosting more than 10 percent of the CSOs. CDCS regions whose CSOs have more active, ongoing projects compared to completed projects include DSM, Unguja, Pemba, Mwanza, Shinyanga, Kagera, and Mara. The reported activities of CSOs spread across USAID's sub-sectors of interest; EG has the highest proportion of activities (about 65 percent), followed by Education (64.3 percent), then Health (60.4 percent), and DRG (59.5 percent). In addition, activities under these sub-sectors are widely distributed among the 11 regions and, as previously stated, benefit youth, women, and children, especially in the EG, Health, and Education sub-sectors.

The results from the sampled CSOs survey revealed that they had current and/or previous exposure in undertaking different types of activities. The analysis of self-reported responses by the CSOs revealed that the most dominant activities undertaken include development projects (77.8 percent), training and capacity building (77.6 percent), advocacy work (65.4 percent), and research/consultancy services (22 percent). Although the surveyed CSOs had some similarities in terms of the sector focus of their operations, they differed in the length of period of operations in the country, with PSFs having the longest median period, followed by PrAs, FBOs, and MMAs. The CSOs also differed in the number of employees, with a median number of five full-time and three part-time staff. The budget and expenditure data provided by the sampled 644 CSOs suggest that there has been a gradual decline in total amount of annual budgets and the corresponding actual expenditure from 2016 to 2020. On average the overall ratio of expenditure against budget for the period 2015 to 2020 was 88.7 percent.

It is also observed that CSOs have some exposure in working in multiple sectors, including USAID's sectors of interest. The list 89 CSOs, which includes 44 that undertook OCA, should provide a database from which USAID can use to identify working partners. However, the vast majority of CSOs are very small with overall funding of less than $50,000 per annum which needs to be considered when they are working across several sectors and implementing activities to scale.

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3.2   INSTITUTIONAL LINKAGES WITH OTHER CSOS/GOT/DPS

AQ 2: What linkages do the CSOs have with other implementers (GOT, IP, other consortia)? How have these entities performed (size, duration, and results, *etc.*)? Are the CSOs independent, credible, and legitimate?

The information presented below is based on KIIs with 15 umbrella CSOs and six DPs. Their views are focused on CSO networking, the CSO operating environment, and CSOs' institutional capacities.

3.2.1   Linkages and Relationship with Other CSOs, Networks, and Umbrella Organizations

The assessment shows that CSOs have established linkages through joining CSO networks or umbrella organizations serving common interests. Most networks are focused on a thematic area of development such as education, health, agriculture, environment, *etc.* Others are established on the basis of a common advocacy agenda to support the welfare and rights of women, children, youth, older people, people with disabilities, *etc.* It should be noted that CSOs may belong to more than one network or umbrella organization. The main purpose for joining the networks is to establish strong synergy/bond and amplify voices on common issues to influence national and international policies/practices and enhance capacity/learning. A respondent confirmed this kind of collaboration saying, *"Two years ago we were a part of a team that organizes CSOs week that was led by the Foundation for Civil Societies (FCS). We invited around thousands civic actors, development partners etc. to come to meet with Government. It was officiated by the Prime Minister and high-level representation from government so we had sessions and discussed together."*

3.2.2   CSO Linkages and Relationship with Government

KII respondents said that CSOs collaborate with Government in different ways to conduct their activities. At local/community level, CSOs collaborate with village/mtaa (local) leaders to implement community development work (forming local committees such as Community-Based Health Workers (CBHWs), women and youth groups, *etc.*). At the Local Government Council (LGC) level, CSOs collaborated with council officials and leaders including Councilors and Members of Parliament (MPs).

At the national level, CSOs have institutionalized spaces/fora for engagement in various GOT processes. These include participation in planning and budgeting, providing input into various sectoral technical working groups for WASH, Education, Agriculture, Health, *etc.* Respondents mentioned that some CSOs have direct links with the Parliament through Parliamentary Committees or indirectly with individual MPs. A KII respondent emphasized that, *"For us working with government is one of the objectives. There are agenda that we must work with the Government. For example, there is no way we can do it without the Government especially the Ministry of Finance when we talk about Gender Responsive Budgeting. In gender mainstreaming it is at local level, and so PO-RALG is also a key Ministry."*

The relationship between CSOs and the GOT was reported as generally positive. Respondents mentioned good relationships being built with other CSOs, greater cooperation, and a recent increase in the GOT's appreciation towards CSO activities. Examples of such relationships are seen in the coordination mechanisms established by the government at various levels where CSOs work. Respondents also acknowledged receiving invitations from the GOT to planning bodies and processes at all levels of government. A respondent (KII) observed that collaboration is a two-way street: *"They [government] also come for advice and when they have questions to respond to the parliament, they would say these answers must come from* Shirikisho la Vyama Vya Watu Wenye Ulemavu (*SHIVYAWATA) and we do support them."*

However, despite the positive aspects mentioned above, the assessment team noted some issues of concern in the relationship between CSOs and the GOT. These include negative perceptions among some government staff and leaders towards CSOs' work, subjective strict legal compliance requirements, lukewarm government support to CSOs' work in some areas, and unnecessary bureaucracy in accessing data/information. One respondent from an advocacy CSO mentioned that "*Although collaboration with some*

Government and private sector entities is improving it is sometimes patronizing. Disability programming is often closed and cosmetic."

3.2.3   Development Partners' Support and Experience with CSOs and GOT

Interviewed DPs explained that they had formal and informal linkages with CSOs and collaborated with them to implement programs and projects. The nature of collaboration was through provision of resources (funding) to implement development programs for various beneficiary target groups. Other support included provision of capacity for CSOs (networks and umbrella organizations) to develop and implement strategies for influencing national policies, and promoting transparency, accountability, and democracy. DPs also stated that they assisted CSOs to learn and test out innovative approaches to address societal challenges. The DPs reported largely positive experiences collaborating with CSOs. Respondents appreciated that most CSOs had a long-standing visibility, capacity, and commitment to work with communities and the GOT. They unanimously acknowledged that organizations and networks/umbrella organizations have different levels of capacity and different strengths that complement each other. One DP observed that *"We appreciate that CSOs help us to understand the local context and culture. They help us learn from? local communities and we also introduce alternative ideas. It is a healthy relationship."*

Gaps observed by DP respondents include weak coordination and synergy among like-mind CSOs, weak internal governance (weak functionality of boards), and weak transparency in financial management, including incidents of fraud. One DP respondent noted that *"The relationship becomes awkward when we run into resource fraud or violation of staff/children/women safeguarding issues with an organization. That is why we have an agreement with the Foundation for Civil Society (FCS) to support small organizations to have capacity and systems to handle some of these allegations."* Safeguarding policies are articulated in Tanzania's National Plan of Action to End Violence Against Women and Children launched in 2016 requires institutions to have safeguard mechanisms to protect children and women against practices of sexual assault, rape, physical attach, neglect, early marriages, and emotional abuse.

In the assessment, DPs indicated that CSOs need to improve capacity to be more accountable and transparent. They mentioned four areas of capacity needs for CSOs. These include financial management skills, project design and management, leadership skills, and learning approaches of how CSOs can improve tactics/skills to positively engage with government (contrasting with CSO umbrella organizations who report this as a strength). DP respondents emphasized the need for the CSOs to have well-represented boards with the capacity to supervise CSO management and take action to improve accountability.

DPs regard the GOT as a key partner in development. The DPs are providing bilateral and basket funding but have also used mixed modalities to complement their support and mitigation measures. DPs coordinate with other funding agencies (*e.g.*, United Nations programs[16]) to identify gaps, share information about the needs of the country and seek joint strategies to co-fund activities.

DPs also reported having a good working relationship with each other and using donor coordination meetings to share experiences and harmonize strategies to reduce duplication in their support to the GOT and CSOs. One DP respondent observed, *"We have very good relationship with other donors. We have donor coordination meetings and come with one format of reporting. With CSOs we try to understand that they come with challenges, and we try to invest in their sustainability—not to our interest—but sometimes it is challenging."*

DP respondents mentioned that the nature and quality of relationship between CSOs and DPs depends on the willingness of both parties to accept differences in understanding and approach, depending on what works in a particular context. A KII respondent noted the value of having a mix of international and local staff in their offices to share and interpret how things work in reality. Another advised that this assessment

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[16] Specifically, the United Nations Development Programme (UNDP), the United Nations High Commissioner for Refugees (UNHCR), and the Joint United Nations Programme on HIV/AIDS (UNAIDS).

should pay further attention to the safety and social welfare of children and women to ensure organizations have a focus on/pay attention to protection of vulnerable groups.

3.2.4   Conclusion

There are formal and informal institutional linkages between CSOs, the GOT, and DPs. The nature of the linkages depends on the context in which a CSO is operating, the sectors and geographic locations where they are licensed/registered to operate, and the comparative advantages/expectations of the members of their networks to pursue common objectives. Often, the purpose for CSOs to join networks is to forge strong synergy, amplify voices, and influence national and international policies/practices as well as enhance capacity/learning. Other linkages between CSOs, the GOT, and DPs have been made in order to leverage resources, knowledge, and innovations to address challenges facing communities and the nation at large.

The assessment identified several positive developments and challenges that affect the relationship of CSOs and other partners (the GOT and DPs). These issues provide space for CSOs to negotiate/agree on priorities among partners and improve collaboration.

Overall, the assessment revealed that there is a good relationship between and among CSOs, the GOT and DPs, which includes improvement in the coordination mechanism established by the government at the various levels where CSOs work.

3.3   ENABLING AND INHIBITING FACTORS FOR CSOS' OPERATION

AQ 4: What are the factors which help or inhibit the work of the organizations? Analyze the political and other enabling environment factors impacting civic organizations and the work they seek to undertake.

This analysis of enabling and inhibiting factors to the operations of CSOs in Tanzania is based on 644 respondents who returned the self-administered survey and responses from 21 KIIs. The CSOs provided responses to questions asking about enabling and inhibiting factors affecting CSOs' work as well as positive developments in the operating context.

3.3.1   Internal Enabling and Inhibiting Factors to CSOs Operations

The leading internal factors affecting effectiveness identified by CSOs participating in the survey were access to funding/financing, (79 percent), internal capacity (54 percent) of CSOs, and access to supportive work equipment and tools and lack of facilities and infrastructure, (both 19 percent) (Figure 19). There are also other general operational and other factors that are raised by relatively fewer respondents. Funding and capacity challenges were also raised by KII participants. Figure 19 provides a summary of key internal factors raised CSOs.

Figure 20: Internal Inhibiting or Enabling Factors for CSO Effectiveness
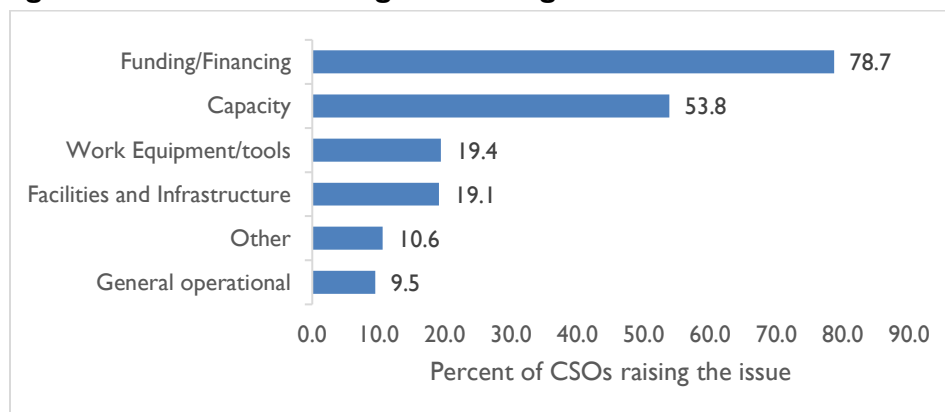
Access to funding/financing

Access to funding is the most frequently raised challenge by CSOs suggesting that the majority of organizations face difficulties raising funds from external sources. Membership organizations also note difficulties deriving from members' failure to fulfill their commitment to pay annual membership fees. Funding challenges diminish CSOs' ability to cover operational costs, procure work tools and equipment, sustain already initiated activities, and recruit and retain competent staff, and to train and/or provide on-the-job staff to sustain quality of their work. This challenge has underlying causes such as: 1) limited internal capacity to undertake fundraising in order to diversify sources of finance, 2) limited capacity to implement projects and demonstrate results that can attract additional sponsorship, 3) inadequate organizational systems for financial management and accountability, and 4) general reduction of donor funding. However, one of the notable changes has been increasing proportion of reported cases of CSOs mentioning "own funds" as a major source of budget for their activities between 2015 and 2020. The frequency of mention of "own source" was at the same level as International NGOs in 2019 but surpassed it by 2020 (Figure 20).

CSOs' capacity improvements may help to alleviate some of the funding constraints by enabling more effective and diversified fundraising from multiple sources. Already there are indications of increased funding from private funders as shown in Figure 20. This may include exploring innovative partnership and dialogue with donors and to expand their capacity for fundraising across diverse sources of funding. Many CSOs struggle to acquire and retain the human resources and capacities required to obtain donor funds. In addition, funding modalities are usually through larger contracts and grants which are only applicable to a small proportion of the CSOs. Funding mechanisms for small grants would be advantageous.

Capacity

Respondents noted that small and remotely located CSOs often have low technical capacity to develop viable programs, weak leadership at the CSO level, and limited HR. KII respondents repeatedly mentioned the need for CSOs to improve capacity in several areas—both for their ability to work internally and for external engagement to sustain results. Areas for internal capacity development include proposal writing and fundraising, institutional management and leadership skills, and financial management, including strengthening CSOs' management systems. Respondents also noted a need to strengthen CSO governance boards to become strong and effective oversight bodies for both organizations and networks. KII respondents stressed the need for CSO efforts to improve internal accountability, rather than depend on external demanded accountability from donors and other partners.

Capacity link to CSOs' effectiveness

Some 88 CSOs participating in the larger survey indicated improvement in capacity as one important positive development that has occurred in their organizations. In addition to the general mention of improvements in capacity, respondents' observations touch on changes in leadership, staff development, and increases in the scope/reach of implementation of activities. Interviewed CSOs and umbrella organizations also mentioned improved capacity of CSOs to analyze policies and budgets. Despite shortage of professional personnel, some CSOs have experienced staff members with long-standing capacity and visibility in the regions where they operate. Some KII respondents also indicated that some capacity development interventions proposed by donors in the project designs based on their global experiences have been useful to them. One CSO KI observed that: "*Sometimes we have been called or advised by donors to organize learning programs on children and women [protection and safety] protocols together with other programs in country or globally. These have been good opportunities even if they were not among our priority capacity needs. I wish we could cascade them down to our beneficiaries, but we have limited by financing.*"

From KIIs, respondents mentioned key role played by national or umbrella organizations such as the FCS, Legal Services Facility (LSF), Tanzania Gender Network Program (TGNP), and Policy Forum (PF) in developing capacity for small or regional organizations and their members.

"In this program we have six cluster members in those regions and they are working in six District councils and our role is to build capacity in terms of understanding Public Expenditure Tracking System (PETS) and social accounting matrix (SAM) concept, supporting them in conducting advocacy engagements at the district level where they do feedback meetings with District Executive leaders. Later evidence-based issues are gathered from there and we make analysis of the systemic and policy issues that are barriers to the provision of quality health services."

As capacity grows, CSOs' effectiveness is enhanced and improves outside perceptions about CSO work. In total, 105 respondents who participated in the survey brought up growing CSOs' effectiveness. In addition to anecdotes shared about specific work accomplished by the organizations, respondents spoke about improved CSO recognition by wider audiences, including improvement of network connections, and increased awareness of the legal and policy environment.

KII respondents attribute CSOs' effectiveness to a willingness to understand the core of the relationships and transparency in all undertakings, accepting that capacity gaps exist, and investing/working to address gaps. CSOs also have the advantage of knowing the environment and development ecosystem in which they work; hence they have a clear understanding of the needs and challenges facing target beneficiaries.

Work equipment/tools and facilities/infrastructure

Organizations experienced constraints in access to office supplies and work equipment (computers, tablets, printers, projectors, and other technological equipment). Respondents mentioned a lack of infrastructure and poor communication as key factors impacting CSOs' operations. Poor transportation and communication infrastructure are a blockage for CSOs to reach out and interact with other actors and beneficiaries.

3.3.2   External enabling and inhibiting factors to CSOs' operations

CSOs identified several external inhibiting factors, including: 1) the legal and policy framework including its enforcement (37 percent); 2) networking and collaboration among CSOs (24 percent); 3) support from government/leaders (24 percent); 4) societal attitudes (20 percent); and 5) specific issues faced in target communities with whom CSOs work (14 percent). Figure 21 provides a more comprehensive list of the challenges CSOs identified via the self-administered survey.

Figure 21: External Challenges/Factors Inhibiting CSOs' Activities and Effectiveness
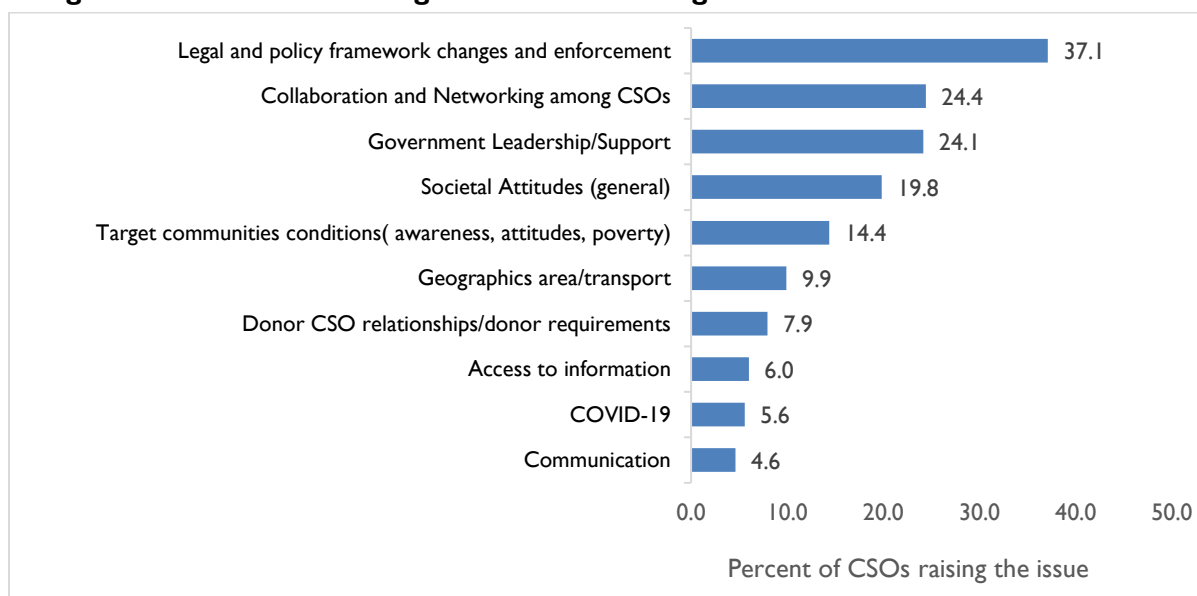
Legal and policy framework changes and enforcement

The concerns around legal and policy changes and their enforcement include political/economic factors impacting CSOs' operations and the shrinking space for CSO engagement. Some examples of issues that inhibit effective CSO operation include:

1. Media laws and regulations hindering running of websites and online media.

2. Obligations to seek permission from multiple government departments (the registrar and the treasury) to implement projects after acquiring funds, resulting in delays and, sometimes, postponement of the projects due to bureaucracy.

3. Unstable/unpredictable enforcement of the laws and policies. One of the respondents noted: *"Some vocal CSOs were denied the opportunity to monitor and observe the 2019 and 2020 elections."*

4. Multiple reporting channels that CSOs are required to observe was also a key concern. One CSO noted the following and provided some suggestions:

   "The process of reporting to Government organs is very tiresome. The same report is sent to the Council, Regional and National level authorities instead of reporting to one level and then share with others in the government. Also, it is not proper to report quarterly to the national level. Quarterly reports should be sent to the council level where that activity is actually implemented. The council can then report to its higher organs."

5. Gaps in the implementation and enforcement of some laws and policies.

6. Heavy taxation of not-for-profit organizations.

KII participants noted the need for CSOs to learn alternative approaches to engagement with the GOT and its regulatory agencies at both central and local levels, without compromising their registrations/licenses. Achieving this, among others, includes the need to capacitate the National Council of NGOs (NaCoNGO) to be an effective bridge for CSO and Government interaction. A respondent observed that: *"We recognize that there a need of regulating the work of NGOs and building relations with Government….We hope that with the new elections NaCoNGO will give a new start for the CSO coordination role."*

Another CSO noted that: *"Mandatory submission of Annual report and audited financial report to [the] NGO registrar [has] made NGOs to be active."*

CSOs provided examples of positive and supportive GOT policy changes across sectors such as increased attention to improving health facilities and availability of equipment in rural and urban health centers (health), increased focus on inclusive education (education), the existence and implementation of guidelines for the construction of public buildings that take into account the needs of people with disabilities (health/infrastructure), and the establishment of one-stop centers for business facilitation in key areas.

Collaboration and networking among CSOs

CSOs recognized the importance of cooperation and collaboration among organizations, and many raised this as a challenge. CSOs noted that some organizations have limited access to international networks and identified establishing and maintaining stable networks for local CSOs. The weak capacity of some organizations to engage in strategic networks/coalitions is, in part, due to their lack of awareness and information regarding the benefits of such networks. Newly established CSOs in particular face deeper challenges in establishing themselves in networks.

Respondents also mentioned that limited cooperation and weak sharing of information about activities between CSOs leads to competition or duplication of intervention in sectors where they work. As one respondent of the survey puts it: *"Poor coordination among CSOs working in the same area or having similar*

projects has led sometimes to some of them performing poorly while others with similar activities have done well and sometimes [there] has been duplication of the activities at the same operational area. This has been championed by having no regular meeting to share experience."

There are indications of growing cooperation among CSOs and with the private sector as well as the government. One respondent noted how coordination at the district level has improved in their area of work. Another praised returns from increasing collaboration between the NGO result in better cooperation with the government and community trust.

Government leadership/support

Some CSOs expressed concerns about weak government support for CSOs' activities, attributing this to low understanding and appreciation among some GOT leaders of CSOs' activities and contribution to development. Respondents also noted that there are some cases of political bias in the targeting of services provided by CSOs. A KII respondent said, *"We have experienced a case where LGA leaders wanted us to change our plans and fund construction of government projects in health and education. In fact, what we had requested from government was to get approval to create awareness on WASH and gender relations in [the] water sector."*

There are indications that issues arise mainly from subjective decisions made by certain GOT officials rather than from a systematic attempt to curtail CSOs' activities. A respondent of the survey notes for example that, *"Some local leaders are too rigid to support activities of the programs due to their self-interest."*

Respondents recognized the importance of improved government leadership and support to CSOs' work, and the emerging positive stance of the current government towards CSOs. The national and local government were said to show gradually increasing understanding of CSOs' activities and to provide some coordination and guidance. Stakeholders recognize the importance of easing the work of CSOs and other development actors, which is an emerging issue with the GOT's efforts to become more effective in providing services to citizens. For example, the adoption of digital methods of communication and interaction with stakeholders at PO-RALG and the Registrar of NGOs, for instance, is appreciated since this reduces both bureaucracy and the cost of interaction. Other enabling aspects include:

1. The Ministry of Health involving CSOs in the development/review of their technical documents;
2. PO-RALG conducting supportive supervision to NGOs' activities; and
3. The GOT establishing the online NGO registration platform.

General societal attitudes and issues affecting target communities

CSOs (19 percent) expressed concerns over negative attitudes towards the rights of minorities including, but not limited to, gender discrimination, stigma against people with disabilities and human immunodeficiency virus (HIV), and low community knowledge of SRH and other related issues. Notwithstanding, CSOs report growing civic education awareness and engagement of beneficiaries in general, as well as increased knowledge in target communities of their rights, and an increasing number of resources available to minorities to help resolve social issues. Attitudes are changing, albeit slowly.

Part of this increased awareness is due to the targeted campaigns of CSOs as well as the cooperation shown by target communities. Survey respondents mentioned the provision of educational materials, free counseling services, and the enrollment of girls in school as examples of positive developments in civic education. Respondents cited examples of civic education and awareness on education, road user safety, and advocating traffic laws and regulation amendments to include needs of vulnerable road users. One respondent described a campaign they have been involved regarding road safety: *"We have undertaken a campaign for road users to observe road codes of conduct and road safe use. One of the components was to hold advocacy for the road traffic amendments to include few things which are not there for vulnerable road users are not taken care well by the law so we have been advocating for amendment of that law and its regulations."*

Donor-CSO relationships/Donor requirements and declining funding to CSOs

Respondents mentioned the progressive decline in donor funding to CSOs as a key external factor, Other mentioned challenges include, but are not limited to:

1. Delays in signing agreements with donors/partners, and fund disbursement by funding partners;
2. Some programs not being context-relevant to address needs of communities;
3. Changes in donor focus and priorities and the donors' reluctance to fund organizational costs;
4. Short-term contracts for projects relative to the long-term needs for change to happen;
5. High expectations for results that are not matched with available funding;
6. Poor communication between CSOs and some donors; and
7. The burden of reporting associated with the requirement to report to different donors separately.

Concerning multiple reporting requirements, one respondent joked that, *"Some CSOs are donor darlings to the extent that they get overwhelmed by multiple funding and are likely to lose focus."*

3.3.3   Conclusion

The assessment highlighted factors which enable or hinder organizations' ability to perform and deliver results to their target beneficiaries. The internal technical capacity to develop and implement programs which resonate with beneficiaries' needs, availability of work tools and equipment, and ability to fundraise are important internal enablers. Externally, an enabling policy and legal environment for CSOs to operate, CSOs' collaboration and networking, and the availability of funding opportunities are some of the important enablers.

Factors which have hindered the functionality of CSOs and networks were also identified. Internally, weak technical capacity, poor governance, and lack of resources constrained organizations. This, to a great extent, is due to the lack of skills to develop and implement viable programs, poor accountability of CSOs to report on donor funds, and changing DP priorities. Organizations have also experienced constraints to their functions due to changing GOT policies and need to maintain strict compliance to new laws.

The underlying cause of most challenges is rooted in CSOs' limited capacity and funding (*e.g.*, limited proposal writing funding (TZS) during the most recent three years, *i.e.*, 2018–2020. CSO capacity improvements would enable more effective and diversified fundraising from multiple sources. Innovative partnerships and funding mechanisms for small grants need to be explored.

3.4 ORGANIZATIONAL CAPACITY ASSESSMENT (OCA)

Assessment question 3: To what extent might CSOs have the capacity to manage USAID projects and funds? Using the established criteria (from OCA and other USAID tools), identify high ranking organizations in each location. Ratings may be based on a variety of attributes in the area of financial accountability and business compliance, organizational skills competencies, M&E, organizational management, governance and previous donor experience.

3.4.1   The Organizational Capacity Assessment Tool

The assessment team used the USAID/NuPITA OCAT tool for the assessment. A subset of surveyed CSOs were selected to do the OCAT based on the following criteria:

(i)   The organization completed the first self-administered survey fully, that is by answering all questions. Of the 719 organizations that submitted their surveys 644 met this criterion. This list of 644 were then subjected to the remaining screening criteria:

(ii)   The organization is Tanzanian

(iii)   The organization has a functional board of directors

(iv)   The organization has the following key departments in its organization structure at a minimum:
   a. Human Resource Management
   b. Finance Department

(v)   The organization has the following key organizational manuals at a minimum:
   c. Strategic Plan
   d. Finance Manual
   e. Human Resource Management Manual

(vi)   The organization has ability to manage donor funds, measured by budget or expenditure of at least 200 Million Tanzanian Shillings during the most recent three years, i.e., 2018 to 2020.

(vii)   Have experience in implementing activities in at least one of the 11 CDCS locations; and

(viii)   Be included in a stratified random sampling based on the organization's work in one of the 11 CDCS regions.

Based on these criteria, the assessment established a list of 89 organizations eligible to participate in the OCA stage (see Annex 1, Table A1.6). To arrive at a manageable number of no more than 50 organizations for the exercise, the assessment team decided to further reduce the list through sampling. The stratified random sampling approach used the number of regions of the CSOs' experience in CDCS focus locations as the stratification criteria were applied, requiring work in at least one of the regions. The CSOs picked for the OCA are included in Annex 1, Table A1.6).

The OCAT has seven CAs comprised of 49 CEs which vary in number per domain. The distribution of the 49 CEs across domains is as follows:

- CA 1: Governance (five CEs Vision/Mission; Organizational Structure; Board Composition and Responsibility; Legal Status; Succession Planning)
- CA 2: Administration (five CEs Operational Policies, Procedures, and Systems; Travel Policies and Procedures; Procurement; Fixed-Asset Control; Information Systems)
- CA 3: HR Management (10 CEs Job Descriptions; Recruitment; Staffing Levels and Retention; Management and Staff Diversity; Personnel Policies; Staff Performance Management; Staff Salaries and Benefits; Staff Performance Management; Staff Skills Development; Volunteers and Interns
- CA 4: Financial Management (nine CEs Accounting System; Internal Controls; Financial Documentation; Budgeting; Financial Reporting; Audits; Financial Policies and Procedures; Cost Share; Financial Sustainability)
- CA 5: Organizational Management (nine CEs Strategic Planning; Operational Planning; Resource Mobilization; Communication Strategy; Knowledge Management; Stakeholder Involvement; Internal Communication; Decision Making and Change Management)
- CA 6: Program Management (six CEs Donor compliance; sub grant management; Technical reporting; Referral; Community Involvement; Culture Gender and Disability)
- CA 7: Project Performance Management (five CEs Standards; quality assurance; monitoring and evaluation; field oversight activities; supervision)

The assessment team adapted the OCAT into a SurveyMonkey form which was to be completed by selected CSO staff. The team also provided CSOs with the opportunity to receive technical support from the assessment team to complete the process. The technical support sessions were provided through virtual consultations with individuals, as well as groups of staff members from CSOs.

The OCA score ranges were used to gauge assessed CSOs' organizational capacity levels to determine, among other things, their four organizational maturity levels as summarized in Table 13. All 44 CSOs were found to be beyond "start-up" phase (Level 1) with 11.4 percent at Level 2 (developing), possessing basic level institutional capacities; 25 percent at Level 3, expanding level of capacity; and 63.6 percent at Level 4

(mature), with a high level of institutional capacity, with developed, well-functioning credible systems, adequate resources, and viable programs.

Table 13: Definition and Distribution of Organizational Capacity and Maturity Levels

Capacity Level	Description	Maturity Level	Score Range	Number of CSOs	Ratio (%)
Level 1	**Clear need for increased capacity**. Organizational development domains, systems, and processes are at minimum or absolute minimum.	Beginning/ Start-up	≤70%	0	0%
Level 2	**Basic level of capacity in place**. All basic organizational development, systems, and processes are in place; select domains have ongoing weaknesses.	Developing	70-79%	5	11.4%
Level 3	**Moderate level of capacity in place**. The organization is able to rapidly respond to change and sustain itself due to its credible systems, adequate resources, and viable programs.	Expanding	80-89%	11	25%
Level 4	**High level of capacity in place**. The organization has well developed and well-functioning credible systems, adequate resources, and viable programs.	Mature	90-100%	28	63.6%
			Total	**44**	**100%**

3.4.2 Ranking of the CSOs Organizational Capacity Levels

The score range among the top scoring 10 CSOs was between 97.4 percent and 99.5 percent. (Table 14).

Table 14: Ranking of the CSOs' Organizational Capacity Levels (Top Ten)*

S#	Organization Name	Short Form	Region	Score
	The 10 Top Scoring CSOs			
1	ECO-Community Support Organization	ESO	DSM	99.5%
2	Water for Africa – Tanzania		Iringa	99.5%
3	BAKAIDS		DSM	99.0%
4	Economic and Social Research Foundation	ESRF	DSM	99.0%
5	Tanzania Youth with New Hope in Life Organization	TAYONEHO	Mwanza	99.0%
6	Kikundi cha Huduma Majumbani	KIHUMBE	Mbeya	98.5%
7	Organization of People Empowerment	OPEC	Shinyanga	98.0%
8	Community Environmental Management Development Organization	CEMDO-Tanzania	Morogoro	97.4%
9	Community of Volunteers for the World	CVM	DSM/Pwani (Cost Region)	97.4%
10	The Voice of Marginalized Community	TVMC	Shinyanga	97.4%

*This ranking is based on average scores from CSOs self-assessment.

From the OCA, the 10 highest scoring CSOs come from six of the 11 regions. With the exception of Njombe, all other regions were represented among the shortlisted CSOs (organizations with headquarters located in these regions). DSM had the most CSOs within the pool of OCAT participants. CSOs in DSM, Mbeya, and Morogoro indicated a need for capacity enhancement (see Table 15). All shortlisted CSOs from Mwanza, Iringa, Kagera, and Shinyanga self-rated themselves as mature (Level 4). None of the CSOs from Zanzibar was rated at Level 4. Two were rated at Level 3 (expanding) and one at Level 2 (developing).

Table 15: CSOs' Organizational Capacity Scores Distribution by Region

CDCS Region	Number of CSOs	1 = Beginning / Start-Up	Ratio (%) of Level 1	2 = Developing	Ratio (%) of Level 2	3 = Expanding	Ratio (%) of Level 3	4 = Mature	Ratio (%) of Level 4
		Capacity/Maturity Level							
DSM	21	-	-	2	4.5%	6	13.6%	13	29.5%
Iringa	3	-	-	-	-	-	-	3	6.8 %
Kagera	3	-	-	-	-	-	-	3	6.8%
Mara	1	-	-	-	-	-	-	1	2.3%
Mbeya	4	-	-	1	2.3%	2	4.5%	1	2.3%
Morogoro	4	-	-	1	2.3%	1	2.3%	2	4.5%
Mwanza	2	-	-	-	-	-	-	2	4.5%
Njombe	0	-	-	-	-	-	-	-	-
Shinyanga	3	-	-	-	-	-	-	3	6.8%
Zanzibar	3	-	-	1	2.3%	2	4.5%	-	-
Total	**44**	**0**		**5**		**11**		**28**	
Ratio			**0%**		**11.4%**		**25%**		**63.6%**

3.4.3 Organizational Capacity Level

Each organization rated themselves by each of the seven CAs and their associated CEs. Scores ranged from Level 1 to Level 4 and were aggregated to provide percentages and counts. The scoring helped identify specific capacity elements that require attention or technical assistance (TA). The scores also help CSOs to identify those where progress can be celebrated, but also help USAID to determine which CSOs to partner with based on scores according to each CA and CE (Annex 1, Table A1.4 for details),

The organizational capacity needs seem to cut across all seven OCA CAs in varying degrees. The two CAs with CSOs with Level 1 scores are in the fields of Financial Management and Program Management. All other CAs have CSOs who self-scored at least at Level 2. While overall most CSOs scored at Level 4, three CSOs rated their Program Management CA as Level 2. The distribution of scores according to each domain indicating where capacity strengthening is most needed is illustrated in Table 16.

Table16: Overall CSOs Average Scores by OCA Domain

S#	OCA Domain	1	Ratio of Level 1	2	Ratio of Level 2	3	Ratio of Level 3	4	Ratio of Level 4
		Capacity Level Scores							
I	Governance	-	-	1	2.3%	9	20.5%	34	77.3%
II	Administration	-	-	1	2.3%	17	38.6%	26	59.1%
III	HR Management	-	-	1	2.3%	18	40.9%	25	56.8%
IV	Financial Management	1	2.3%	1	2.3%	9	20.5%	33	75.0%
V	Organizational Management	-	-	2	4.5%	14	31.8%	28	63.6%
VI	Program Management	1	2.3%	3	6.8%	14	31.8%	26	59.1%
VII	Project Performance Management	-	-	1	2.3%	14	31.8%	29	65.9%

Organizational Capacity Attributes

Further analysis shows that particular CEs are more in need of capacity strengthening. Those CSOs who considered particular CEs in the seven CAs as being at Levels 1 or 2 are shown in Table 17. Further information is provided in Annex 1, Table A1.5. Although the weaknesses cannot be generalized, respondents did share some opinions of what is needed under each as of the CAs as follows:

1. **Governance**: Under this capacity area, respondents observed that many CSOs have poor quality Board members. One noted: "*Board members need to be more capacitated on their roles and responsibilities*"

   Some CSOs endure leaders who lack vision or creativity. In addition, some CSOs discussed board members' lack of competence, exposure, or commitment to participating in regular meetings.

   > "*We are striving to constitute a board whose members have experience falling squarely on our mission and activities. However, challenges in securing funds that can accommodate the costs of the board have pushed us to remain with individuals who are willing to serve on our board without any kind of incentive, who are not necessarily that well experienced in what we do.*"

   Another crucial issue that emerged under governance is the lack of succession planning for Board members because of limited resources, among other factors. One respondent stated, "*We need more skills on succession plan.*"

2. **Administration**: This is one of the domains CSOs recognized as largely impacted by limited resources. One noted: "*The organization has some well documented policies but they are not put into practice due to shortage of resource. To date the organization is dependent on projects so lack funds to implement some administrative functions.*"

The presence of organizational plans ranked most important in CSO development. All of the OCA participants reported the presence of a strategic plan, financial regulations manual, and an HR manual. Other strategically important documents such as resource mobilization plans, procurement manuals, and M&E plans were usually available. More specific manuals such as internal audit manuals were available in just under half of the CSOs. (Table 17).

Table 17: Presence of Key Organizational Documents

Department	Frequency	Percent
Strategic Plan	44	100
Resource Mobilization Strategy/Plan	36	82
Financial Regulations Manual	44	100
HR Manual	44	100
Procurement Manual	40	91
Internal Audit Manual	19	43
M&E Plan	42	95

Staffing

While the presence of documentation to demonstrate organizational procedures is of great importance, the presence of key personnel to manage the implementation of activities is of crucial importance as well. Among the 44 OCA participants, the only position filled in all CSOs is the Finance Manager/Head of Finance Department. As shown in Table 18, the frequency of finding a manager in different domains is not always present although most organizations do possess an HR Manager (36/44) and a M&E Manager (37 of 44). Activities that occur less frequently, *e.g.*, procurement and internal audit, have lower levels of occupancy in those positions.

Table 18: Presence of Head of Departments

Department	Frequency	Percent
Finance	44	100
HR	36	82
Procurement	23	52
Internal Audit	13	30
M&E	37	84

This reflects organizations employing personnel according to the need, terms, and conditions of project contracts. For many staff, employment is on contractual basis, often based on project funding. As shown, overall, most CSOs are very small with an average of three full-time and five part-time staff. As such, senior management has to be strategic in determining which positions to fill and which positions will be doubled up to different parts of the organization.

A common request from the participating CSO staff was to *"get more exposure and skills training and development to enhance our capacity."* Another unique HR issue that emerged as one of the OCA results was that no single CSO indicated high organizational capacity (Level 4) on *"staff salaries and benefits."* This indicated that CSOs are struggling with providing adequate incentives to attract and retain skilled personnel. Several CSOs indicated that their organizations are operating on a project basis, preventing the organizations from putting into practice policies like salary increases or financial motivation. The capacity building conducted is also project-based (driven by donor funding) and does not necessarily address organizational or staff needs.

Financial Management

The OCA exercise revealed that many CSOs suffer significantly from resource mobilization, sustainability, and compliance challenges due to limited skills. One respondent stated their "*Organization team needs more capacity building on financial sustainability and resources mobilization strategies."*

CSOs' staff often lack proper orientation and training in financial management and organizational compliance, and CSOs mostly rely on external expertise in these areas. One noted: "*We don't have [an] employed internal Auditor but [the] Donor sends [an] external Auditor for their projects…once we have enough funds, we consult external [experts] for internal review."*

As shown in Table 18, the organizations understand which departments are essential but as Table 19 demonstrates, resources preclude all functional departments being staffed by a leader in that field.

Table 19: Presence of Key Functional Departments

Department Type	Frequency	*Percent
Finance	44	100
HR	44	100
Procurement	31	70
Internal Audit	19	43
M&E	41	93

Organizational skills and competencies

There is still a mismatch between knowledge and skills preventing CSOs from improving their work, as they often operate with outdated operational documents, even though they endorse a need for change. One respondent observed, "*As things changes according to the time, we must also get some management trainings."*

There is limited program management skill among CSOs in "soft" areas like referral and community involvement. One CSO noted: "*Communities' and leaders' involvement in program management is very crucial but they are less active so that there is need for comprehensive community sensitization. The organization would*

like to involve all people in the community being served in its program management but sometimes become difficult because they lack readiness and instead, demand payments for their involvement."

This suggests that most CSOs fall short in organizational growth because they lack necessary knowledge and skills to spearhead their mission—these include a lack of strategic planning and resource mobilization skills. CSOs also lack the communications and marketing skills to help their organizations gain visibility, which is important for organizational and institutional growth. Hence, continuing technical capacity development and training for CSOs staff is essential.

Ultimately, limited resources cause most CSOs to fall short in realizing their potential as well as in achieving their set objectives. Instead, they end up underperforming, as one respondent noted: *"The organization has good project performance, but staff are over-used. This implies that we need to recruit more staff."*

Sectoral distribution

Across the CDCS programmatic areas of operations, the assessment showed slight variations between sectors as well as between focus regions, with the exception that the assessment confirmed that DSM is the dominant region with 48 percent of the CSOs participating in the OCA. No CSO from Njombe and only one CSO from Mara participated in the OCA (Table 20).

The four technical sub-sectors of USAID programming were all present among the OCA participants. The assessment showed significant overlap within CSOs on their areas of expertise; for each sector, at least 60 percent of respondents indicated they operate in that sector. EG was the most reported sector; 32 of 44 CSOs indicated specialization in this area. For Education and DRG, 28 of 44 CSOs indicated this was an area of specialization. Twenty-seven (27) of 44 CSOs indicated sector specialization in the Health sub-sector. The highest number of CSOs indicating specialization in a sub-sector was for CSOs working in DRG in DSM. Table A1.6 in Annex 1 lists the sectoral areas that the 89 participating CSOs considered within their level of skill.

Notably, the Youth sub-sector did not receive any scores despite the inclusion of CSOs that bear names with a youth element. The assessment team assumes CSOs considered the Youth sub-sector to be a subset of the other sub-sectors, thus sidelining it in the course of scoring. However, this is something for which more analysis is required.

Table 20: Distribution of CSOs by Sub-Sector and Region

CDCS Region	Number of CSOs	Sub-Sector			
		EG	Education	Health	DRG
DSM	21	13	11	10	14
Iringa	3	2	2	3	1
Kagera	3	3	3	3	1
Mara	1	1	1	1	-
Mbeya	4	4	1	3	3
Morogoro	4	4	3	2	4
Mwanza	2	1	2	1	1
Njombe	-	-	-	-	-
Shinyanga	3	3	3	3	1
Zanzibar	3	1	2	1	3
Total	**44**	**32**	**28**	**27**	**28**

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 CONCLUSIONS

4.1.1 AQ 1: Types and Locations of CSO Activities in the CDCS Focus Regions, USAID Sub-Sectors, and Activity Scale and Scope

The CSO landscape in the 11 CDCS regions is diverse in its coverage across activity areas/sectors. Many CSOs have adequate operational experience and can potentially support USAID's efforts in the target regions. That said, the majority of CSOs have lower levels of resources, with 60 percent having an annual budget of less than TZS100 million ($43,000) per annum, limited staff with an average of five full time and three part time staff and tend to undertake programmatic activities when the limited, and declining, funding is available. While experience working with women and youth is high among CSOs, there are limitations in their ability to reach other vulnerable key populations, such as the illiterate, the elderly, and the disabled. CSOs are active in all four of the technical sectors of USAID operations with many indicating expertise to be operational across sectors. Most CSOs work within the domains of development activities, advocacy, and capacity development with less indicating a specialization in research and consultancy. The number of registered CSOs has increased in Dar es Salaam and Mwanza, while there have been declines in the number of operational CSOs in Iringa and Njombe over this period.

4.1.2 AQ 2: CSO Networks, Linkages, and Partnerships

The formal and informal institutional linkages between CSOs, the GOT, and DPs—and their contextual configuration based on stakeholders, registration areas of work, advantages/expectations, and common objectives—provide a foundation for future USAID programming. Similarly, CSOs recognize the need to forge strong synergies among organizations to amplify their voices, increase their influence, enhance capacity/learning, and leverage resources, knowledge, and innovations. Given the good relationship between and among CSOs, the GOT, and DPs, CSOs are optimistic that they will continue to work closely with both DPs and the GOT. CSOs also recognize improvements in the coordination and collaboration with the government—increasing the organizations' effectiveness at various levels. Government inclusion of CSOs in local- and national-level planning and review events and with Parliamentary Committees enhances the message that the GOT is trying to relate. CSOs also recognize the need to work towards reversing the negative perceptions among some GOT staff and leaders regarding their work, improving subjective strict legal compliance requirements, strengthening lukewarm Government support to CSOs' work in some areas, and reducing unnecessary bureaucracy in accessing data/information.

4.1.3 AQ 3: Institutional Capacity Assessment of CSOs (Chapter 3.4)

Up to five people from each of the 44 CSOs individually assessed their respective organization's institutional capacity using the USAID/NuPITA OCAT. Given the 63.6 percent of CSOs assessing themselves at Level 4, mature, these organizations mostly feel they have systems that will allow effective management and implementation of projects. Given that this is a self-assessment due to COVID restrictions precluding travel, the assessment scores may be higher than if the organization had been assessed externally. However, one-quarter of the participating CSOs ranked themselves at Level 3, (expanding) having identified needs for capacity development in particular areas, particularly financial and performance management. None of the participating CSOs assessed themselves at Level 1, start-up; however, the selection criteria applied to shortlist the 89 CSOs may have eliminated organizations at this level.

Spatially, the CSOs are diversely distributed across CDCS focus regions. DSM had the most CSOs assessed. Shortlisted CSOs from Mwanza, Iringa, Kagera, and Shinyanga all rated themselves as Level 4.

Two CSOs in Zanzibar rated their organizations as Level 3 with one at Level 2, developing. However, a higher number of CSOs are also in need of capacity enhancement in DSM, Mbeya, and Morogoro. The assessment has further identified some key capacity needs for CSOs and networks to effectively operate. Key areas for capacity development include organizational management, governance and compliance which would be needed for successful partnership with USAID. CSOs need to improve their capacity to negotiate with DPs for effective and sustainable partnerships as well as alternative approaches to engage with the government in different contexts.

4.1.4 AQ 4: Operating Environment of CSOs and Enabling and/or Inhibiting Factors

CSOs' internal capacities vary significantly. Some CSOs appear to have strong leadership and integrity, and understand the context in which they operate, are able to develop programs which resonate with beneficiaries' needs. Those which demonstrate capacity have also managed to develop good relationships with both the GOT and DPs. CSOs have strived to build on the recently renewed willingness of the government to work towards a more enabling policy and legal environment for CSOs to operate, and DPs' ability to provide competitive opportunities for CSOs to access technical and financial resources for programs.

CSOs hindering factors—which internally include weak technical capacity, poor governance, and a lack of both financial and human resources—affect their ability to develop and implement viable programs. Externally, the unpredictability of government policies on compliance requirements seen as punitive and discouraging CSO operations have negatively impacted CSOs in the country. The situation has not been helped by the changing DP priories in recent years, which have also added to unpredictability of funding flows. For some CSOs, this is compounded by weak accountability on donor funds. The assessment identified some of the most common capacity needs for CSOs and their networks including developing viable programs, fundraising, improving internal governance and accountability, and delivering results. CSOs' need to improve their capacity to negotiate with DPs for effective and sustainable partnerships and learn alternative and more effective approaches to engage with the government in different contexts.

4.2 RECOMMENDATIONS

4.2.1 Increase the Number of Potential CSO Partners

USAID should utilize the full list of 89 CSOs, from which the sample of 44 CSOs was drawn for the OCAT self-assessment. USAID could invite the additional 45 CSOs to complete the OCA to expand the detailed list of CSOs beyond the 44 presented in Section 3.4 of this report. These 89 CSOs met various organizational criteria related to compliance and capacity and experience managing budgets for moderate to large programs. These CSOs should be considered for future partnership. While the preliminary OCAT was not designed as a selection process, it did identify several high-ranking CSOs across the DRG, EG, Health, and Education activity areas. Some of these organizations may be ready for direct partnership under the new partners initiative based on self-administered OCAT results. We recommend USAID use this assessment along with USAID internal OCAT and Non-U.S. Organization Pre award survey (NUPAS) assessments to select suitable CSOs for partnership in the focus regions of the 2020–2025 CDCS. Results of the rankings in this report should be verified through documentation requests and observation of organizational operations, as possible under the current COVID-19 conditions.

4.2.2 Identify CSOs' Capacity Needs Gaps

By identifying gaps, appropriate capacity-building support can be designed to help the identified CSOs to perform better in their programs. It is highly recommended that a comprehensive (or repeated periodic) OCA is pursued until respective CSOs show appreciable improvement and manage to sustain high level of performance in terms of OCA capacity levels.

4.2.3　Continue USAID support for capacity-building activities

In the past, USAID has supported CSOs and their capacity-building activities through various programs, Pamoja Twajenga, Data Driven Advocacy, and CEPPS/Tushiriki Pamoja, to name a few. Many of these programs supported CSOs in the context of a weakening CSO operating environment and closing civic space. The assessment team recommends that USAID continue this type of capacity development support to help CSOs recover and build their capacities during a hopeful transition to improved partnership with the GOT under the current administration. Notwithstanding their potential, capacity development is still needed to address the identified gaps. CSOs require support in financial resource mobilization, preparation of fundable proposals, financial management, leadership skills, navigating through difficult policy and legal landscape, communication, collaboration and networking skills, and monitoring, evaluation, and learning (MEL). Building CSOs' capacities in governance and program management are still relevant in the current context. Specific interventions that focus on advocacy for CSOs and those in the rule of law and human rights space are also needed to fortify those efforts.

Based on the OCA analysis, there is a need to address gaps. Ongoing technical assistance is required and CSOs should be encouraged to conduct internal OCAs and, when COVID-19, restrictions are lifted, conduct external OCAs. The best way to achieve these steps on how to prioritize and set timeframe should be documented in a form of a TA Action Plan which typically includes activities with deliverables, responsible persons, and target completion dates. The other recommended approach to addressing capacity needs for most CSOs in Tanzania include, but are not limited to:

- Webinars;
- Other virtual engagements;
- Encouraged networking; and
- Live training workshops/sessions.

While the assessment team believe the OCA showed some highly promising CSOs with which USAID can expand its portfolio of partners, it must be remembered that an internal assessment may score some elements at a higher level and that there is no comparative cross reference with other organizations that occurs when an external organization conducts OCAs.

Furthermore, training to help CSO staff build technical skills and understand organizational and financial compliance are needed. These capacity development activities are important to consider even for some of the highest capacity CSOs who may be qualified and prepared to partner directly or through sub-contracts with USAID. Even the most qualified CSOs will need to be acquainted with USAID standards, policies, reporting and financial requirements etc. Building these capacities will help forge new partnerships and cultivate new organizations who may qualify for partnership in the near future.

4.2.4　Support Umbrella Organizations

USAID should also consider supporting umbrella organizations to optimize resources for identifying capacity gaps. USAID can consider supporting both the GOT and umbrella organizations in strengthening its database of CSOs and ensuring that they have proper M&E systems and are able to regularly update their records by including proper telephone numbers and email addresses.

ANNEXES

ANNEX 1: APPENDIX OF ADDITIONAL TABLES FOR FINDINGS

Table A1.1: Surveyed CSOs Experience Regions Across Tanzania

Number of Locations Where CSO Has Experience Implementing an Activity	Areas in Tanzania Where CSO Is Allowed to Work (Number of CSOs)			All CSOs
	Any Part of the URT	Tanzania Mainland Only	Zanzibar Only	
0[17]	34	93	22	149
1	33	201	33	267
2	16	57	24	97
3	12	21	0	33
4	6	15	0	21
5	7	9	0	16
6	2	5	0	7
7	3	8	0	11
8	3	3	0	6
9	2	2	0	4
10	1	1	0	2
12	1	1	0	2
13	1	0	0	1
15	2	1	0	3
17	0	1	0	1
18	2	0	0	2
19	2	1	0	3
20	2	1	0	3
21	0	1	0	1
25	0	1	0	1
26	1	2	0	3
28	11	0	0	11
Total	**141**	**424**	**79**	**644**

Note: Zanzibar's five regions are clustered within their two Islands Unguja and Pemba in Line with the definition of focus in CDCS.

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[17] Where the CSO indicated it did not have a specific geographic focus, this was coded as "0".

Table A1.2: Number of CSO by Office Location (Region) and by Geographical Areas they are Licensed to Work

CSO Office Location/ Region	Locations where CSO is Registered/Licenced to Work						Total
	Any Part of the URT		Tanzania Mainland Only		Zanzibar Only		
	Number	Percent	Number	Percent	Number	Percent	
Arusha	1	33	2	67			3
DSM	77	35	140	65			217
Dodoma	2	50	2	50			4
Iringa	6	15	34	85			40
Kagera	6	14	38	86			44
Kilimanjaro		-	2	100			2
Lindi		-	1	100			1
Mara	5	20	20	80			25
Mbeya	2	5	35	95			37
Morogoro	7	18	32	82			39
Mwanza	14	18	66	83			80
Njombe	5	21	19	79			24
Pwani		-	4	100			4
Rukwa		-	1	100			1
Ruvuma		-	1	100			1
Shinyanga	2	8	22	92			24
Songwe	3	43	4	57			7
Tanga		-	1	100			1
Kaskazini Pemba		-		-	6	100	6
Kaskazini Unguja	2	13		-	13	87	15
Kusini Pemba		-		-	9	100	9
Kusini Unguja		-		-	1	100	1
Mjini Magharibi	8	14		-	50	86	58
Washington, DC*	1	100		-		-	1
Grand Total	**141**	**21.9**	**424**	**65.8**	**79**	**12.3**	**644**

*Based on the Registrars data, the CSO has its Head Quarters in DSM.

Table A1.3: Average Budget and Expenditure Managed by CSOs, TZS Million

Financial Year	Overall for CSOs (n=340-563)			FBOs (n=6-10)			NGOs (n=318-514)			PSFs (n=2)		
	A-Budget	B-Spent	Ratio A:B	A-Budget	B-Spent	Ratio A:B	A-Budget	B-Spent	Ratio A:B	A-Budget	B-Spent	Ratio A:B
FY 2020	632.3	524.4	83%	1,240	1,040	84%	639	529	83%	90.4	9.6	11%
FY 2019	647.2	568.6	88%	553	702	127%	661	574	87%	102	70	69%
FY 2018	694.7	562.5	81%	436	403	92%	713	578	81%	135	68.1	50%
FY 2017	757.4	684.7	90%	868	977	113%	775	697	90%	94.4	98.4	104%
FY 2016	777.4	781.1	100%	611	627	103%	793	797	101%	67.1	97.9	146%
FY 2015	679.3	614	90%	2,030	1,860	92%	663	590	89%	44.8	69	154%
Average	**698.1**	**622.6**	**88.7%**	**956.3**	**934.8**	**101.8%**	**707.3**	**627.5**	**88.5%**	**89.0**	**68.8**	**89.0%**

Table A1.4: Maturity Levels Ranking of CSOs based on Scores from OCA

S#	Organization Name	Short Form	Region	Score
**Organizational Maturity Level 4: Mature**			
1	ECO-Community Support Organization	ESO	DSM	99.5%
2	Water for Africa -Tanzania		Iringa	99.5%
3	BAKAIDS		DSM	99.0%
4	Economic and Social Research Foundation	ESRF	DSM	99.0%
5	Tanzania Youth with New Hope in Life Organization	TAYONEHO	Mwanza	99.0%
6	Kikundi cha Huduma Majumbani	KIHUMBE	Mbeya	98.5%
7	Organization of People Empowerment	OPEC	Shinyanga	98.0%
8	Community Environmental Management Development Organization	CEMDO-Tanzania	Morogoro	97.4%
9	Community of Volunteers for the World	CVM	Dar/Pwani (Coast)	97.4%
10	The Voice of Marginalized Community	TVMC	Shinyanga	97.4%
11	Agricultural Non-State Actors Forum	ANSAF	DSM	95.9%
12	ADILISHA		Mwanza	95.4%
13	Mtandao wa Vikundi vya Wakulima Tanzania	MVIWATA	Morogoro	95.4%
14	Afya Women Group		Iringa	94.9%
15	Tanzania Interfaith Partnership	TIP	DSM	94.9%
16	Kiota Women Health and Development Organization	KIWOHEDE	DSM	93.9%
17	Africa Center for Peace & Conflict Research		DSM	93.4%
18	HakiElimu		DSM	93.4%
19	Missenyi AIDS and Poverty Eradication Crusade	MAPEC	Kagera	93.4%
20	Restless Development Tanzania		DSM	93.4%
21	Saidia Wazee Karagwe	SAWAKA	Kagera	93.4%
22	Ilula Orphanprogrm	IOP	Iringa	92.9%
23	Mara Women Empowerment Assistance	MWEA	Mara	92.9%
24	Tanzania Council for Social Development	TACOSODE	DSM	92.9%
25	Thubutu Africa Initiatives	TAI	Shinyanga	92.9%
26	The Tanzania Forest Conservation Group	TFCG	DSM	90.8%
27	Tanzania Education Network/ Mtandao wa Elimu Tanzania	TEN/MET	DSM	90.3%
28	Tumaini Letu Nshamba		Kagera	89.8%
**Organizational Maturity Level 2: Expanding**			
1	The Pemba Island Relief Organization	PIRO	South Pemba	89.3%
2	Mwitikio wa Kudhibiti Kifua Kikuu na UKIMWI Tanzania	MKUTA	DSM	88.8%
3	Children's Dignity Forum	CDF	DSM	88.8%
4	Zanzibar Association of People living with HIV/AIDS	ZAPHA	Urban West	86.2%
5	Tanzania Health and Development Initiative		Mbeya	85.7%
6	Mafiga Women Youth Development Organization		Morogoro	85.7%
7	MIICO		Mbeya	84.7%
8	Tanzania Association of the Deaf	CHAVITA	DSM	84.2%
9	Railway Children Africa		DSM	83.2%
10	Community Development Trust Fund of Tanzania		DSM	83.2%
11	Dignity Kwanza Community	Dignity Kwanza	DSM	81.6%
**Organizational Maturity Level 3: Developing**			
1	Centre for Widows and Children Assistance	CWCA	DSM	78.1%
2	Serve Tanzania	SETA	Mbeya	76.0%
3	Kijogoo Group for Community Development	KGCD	Morogoro	75.5%
4	Association of Non-Governmental Organization of Zanzibar	ANGOZA	Urban West	71.9%
5	Guluka Kwa Lala Youth Environment Group		DSM	70.9%

S#	Organization Name	Short Form	Region	Score
	Organizational Maturity Level 1-2: Beginning/Start-Up			
I	Nil	Nil	Nil	Nil

Table A1.5: Distribution of Aggregated OCA Scores by Domains and Capacity Elements

S#	Capacity Element	Capacity Level Scores							
		1	Ratio of Level 1	2	Ratio of Level 2	3	Ratio of Level 3	4	Ratio of Level 4
I	**Governance**	-	-	0.6	1.4%	9.2	**20.9%**	34.2	**77.7%**
1.1	Vision/Mission	-	-	1	2%	12	27%	31	70%
1.2	Organizational Structure	-	-	1	2%	14	32%	29	66%
1.3	Board Composition and Responsibility	-	-	1	2%	7	16%	36	82%
1.4	Legal Status	-	-	-	-	1	2%	43	98%
1.5	Succession Planning	-	-	-	-	12	27%	32	73%
II	**Administration**	-	-	1	2.3%	16.8	38.2%	26.2	59.5%
2.1	Operational Policies, Procedures, and Systems	-	-	-	-	14	32%	30	68%
2.2	Travel Policies and Procedures	-	-	-	-	17	39%	27	61%
2.3	Procurement	-	-	1	2%	17	39%	26	59%
2.4	Fixed-Asset Control	-	-	-	-	11	25%	33	75%
2.5	Information Systems	-	-	4	9%	25	57%	15	34%
III	**Human Resources Management**	-	-	1	2.3%	17.7	40.2%	25.3	57.5%
3.1	Job Descriptions	-	-	-	-	4	9%	40	91%
3.2	Recruitment	-	-	-	-	11	25%	33	75%
3.3	Staffing Levels and Retention	-	-	-	-	24	55%	20	45%
3.4	Management and Staff Diversity	-	-	-	-	10	23%	34	77%
3.5	Personnel Policies	-	-	-	-	20	45%	24	55%
3.6	Staff Performance Management	-	-	6	14%	15	34%	23	52%
3.7	Staff Salaries and Benefits	-	-	1	2%	43	98%	-	-
3.8	Staff Performance Management	-	-	1	2%	14	32%	29	66%
3.9	Staff Skills Development	-	-	1	2%	21	48%	22	50%
3.10	Volunteers and Interns	-	-	1	2%	15	34%	28	64%
IV	**Financial Management**	0.4	0.9%	1.4	3.2%	8.8	20%	33.3	75.7%
4.1	Accounting System	-	-	-	-	6	14%	38	86%
4.2	Internal Controls	-	-	-	-	6	14%	38	86%
4.3	Financial Documentation	-	-	2	5%	7	16%	35	80%
4.4	Budgeting	-	-	-	-	5	11%	39	89%
4.5	Financial Reporting	-	-	-	-	1	2%	43	98%
4.6	Audits	-	-	1	2%	9	20%	34	77%
4.7	Financial Policies and Procedures	-	-	-	-	6	14%	38	86%
4.8	Cost Share	2	5%	2	2%	17	39%	23	52%
4.9	Financial Sustainability	2	5%	8	18%	22	50%	12	27%
V	**Organizational Management**	-	-	1.6	3.5%	13.9	**31.6%**	28.6	**65%**
5.1	Strategic Planning	-	-	-	-	9	20%	35	80%
5.2	Operational Planning	-	-	-	-	8	18%	36	82%
5.3	Resource Mobilization	-	-	6	14%	28	64%	10	23%
5.4	Communication Strategy	-	-	6	14%	22	50%	16	36%
5.5	Knowledge Management	-	-	-	-	18	41%	26	59%

S#	Capacity Element	Capacity Level Scores							
		1	Ratio of Level 1	2	Ratio of Level 2	3	Ratio of Level 3	4	Ratio of Level 4
5.6	Stakeholder Involvement	-	-	1	2%	15	34%	28	64%
5.7	Internal Communication	-	-	-	-	4	9%	40	91%
5.8	Decision Making	-	-	-	-	6	14%	38	86%
5.9	Change Management	-	-	1	2%	15	34%	28	64%
VI	**Program Management**	1.2	2.7%	2.8	6.3%	13.5	30.8%	26.5	60%
6.1	Donor Compliance	-	-	1	2%	16	36%	27	61%
6.2	Sub-grant Management	5	11%	5	11%	13	30%	21	48%
6.3	Technical Reporting	-	-	-	-	6	14%	38	86%
6.4	Referral	2	5%	5	11%	17	39%	20	45%
6.5	Community Involvement	-	-	2	5%	8	18%	34	77%
6.6	Culture, Gender, and Disability	-	-	4	9%	21	48%	19	43%
VII	**Project Performance Management**	-	-	1	2.2%	14	31.8%	29	65.8%
7.1	Standards	-	-	2	5%	18	41%	24	55%
7.2	Quality Assurance	-	-	1	2%	16	36%	27	61%
7.3	Monitoring and Evaluation (M&E)	-	-	-	-	13	30%	31	70%
7.4	Field Oversight Activities	-	-	1	2%	12	27%	31	70%
7.5	Supervision	-	-	1	2%	11	25%	32	73%

Table A1.6: List of 89 CSOs with Potential Capacity Shortlisted from the 644[18]

S/No	Organization Name	Abbreviation	Commenced Operations	Office Location	Locations where CSO can Work	Sector/CDCS Functional Area				Focus Populations/ Beneficiaries		
						Health	Economic Growth	Democracy, Rights and Governance	Education	Youth	Women	Children
A. Completed Organizational Capacity Assessment												
1	Africa Center for Peace and Conflict Research	ACPCR	2012	Dar es Salaam	Any part of the United Republic of Tanzania			Yes	Yes			
2	Adilisha Child, and Youth Development Organization	ADILISHA	1999	Mwanza	Tanzania Mainland only			Yes		Yes	Yes	Yes
3	Association of NGOs in Zanzibar	ANGOZA	1993	Mjini Magharibi	Zanzibar only			Yes				
4	Agricultural Non-State Actors Forum	ANSAF	2006	Dar es Salaam	Any part of the United Republic of Tanzania		Yes					
5	Afya Women Group	AWG	2016	Iringa	Tanzania Mainland only	Yes				Yes	Yes	Yes
6	Bakwata National HIV/AIDS Program	BAKAIDS	2004	Dar es Salaam	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
7	Children's Dignity Forum	CDF	2006	Dar es Salaam	Tanzania Mainland only			Yes			Yes	Yes
8	Community Development Trust Fund	CDTF	1962	Dar es Salaam	Tanzania Mainland only		Yes					
9	Community Environmental Management and Development Organization	CEMDO-Tanzania	2004	Morogoro	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10	Tanzania Association of The Deaf	CHAVITA HQ	1994	Dar es Salaam	Any part of the United Republic of Tanzania	Yes	Yes	Yes	Yes	Yes	Yes	Yes
11	Community of Volunteers for the World	CVM	2012	Pwani	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
12	Centre for Widows and Children Assistance	CWCA	2007	Dar es Salaam	Tanzania Mainland only			Yes		Yes	Yes	
13	Dignity Kwanza - Community Solutions	DIGNITY Kwanza	2018	Dar es Salaam	Tanzania Mainland only		Yes	Yes			Yes	
14	Eco-Community Support Organization	ESO	2019	Dar es Salaam	Tanzania Mainland only		Yes	Yes		Yes	Yes	Yes
15	Economic and Social Research Foundation	ESRF	1994	Dar es Salaam	Any part of the United Republic of Tanzania	Yes	Yes		Yes	Yes	Yes	Yes

[18] A more detailed table including contact information of the CSOs is shared separately as an attachment for internal use.

S/No	Organization Name	Abbreviation	Commenced Operations	Office Location	Locations where CSO can Work	Health	Economic Growth	Democracy, Rights and Governance	Education	Youth	Women	Children
16	Guluka Kwalala Youth Environment Group	GYEG	2002	Dar es Salaam	Tanzania Mainland only		Yes		Yes	Yes		Yes
17	Ilula Orphan Program	IOP	2003	Iringa	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
18	Kijogoo Group for Community Development	KGCD	2008	Morogoro	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
19	Kikundi cha Huduma Majumbani Mbeya	KIHUMBE	1994	Mbeya	Tanzania Mainland only	Yes	Yes			Yes	Yes	Yes
20	Kiota Women Health and Development Organization	KIWOHEDE	1998	Dar es Salaam	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
21	Missenyi Aids and Poverty Eradication Crusade	MAPEC	2004	Kagera	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yes
22	Mwitikio wa Kudhibiti Kifua Kikuu Na Ukimwi Tanzania	MKUTA	2010	Dar es Salaam	Any part of the United Republic of Tanzania	Yes					Yes	Yes
23	Mtandao wa Vikundi vya Wakulima Tanzania	MVIWATA	1993	Morogoro	Any part of the United Republic of Tanzania		Yes	Yes		Yes	Yes	
24	Mafiga Women and Youth Development Organization	MWAYODEO	2006	Morogoro	Tanzania Mainland only		Yes	Yes	Yes	Yes	Yes	Yes
25	Mara Women Empowerment Assistance	MWEA	2007	Mara	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yes
26	Water for Africa-Tanzania	Water for Africa	2018	Iringa	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yes
27	Organization of People Empowerment	OPE	2011	Shinyanga	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
28	The Pemba Island Relief Organisation	PIRO	2000	South Pemba	Zanzibar only		Yes	Yes	Yes	Yes	Yes	Yes
29	Railway Children Africa	RCA	2014	Dar es Salaam	Tanzania Mainland only	Yes				Yes	Yes	Yes
30	Restless Development	RESTLESS DEVELOPMENT	1998	Dar es Salaam	Tanzania Mainland only	Yes	Yes	Yes		Yes		
31	Hakielimu	Rights to Education	2001	Dar es Salaam	Tanzania Mainland only			Yes	Yes	Yes	Yes	Yes
32	Saidia Wazee Karagwe	SAWAKA	1995	Kagera	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
33	Serve Tanzania	SETA	2006	Mbeya	Tanzania Mainland only	Yes	Yes	Yes		Yes	Yes	Yes
34	Tanzania Council for Social Development	TACOSODE	1987	Dar es Salaam	Any part of the United Republic of Tanzania	Yes			Yes	Yes	Yes	Yes

S/No	Organization Name	Abbreviation	Commenced Operations	Office Location	Locations where CSO can Work	Sector/CDCS Functional Area				Focus Populations/Beneficiaries		
						Health	Economic Growth	Democracy, Rights and Governance	Education	Youth	Women	Children
35	Thubutu Africa Initiatives	TAI	2014	Shinyanga	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yes
36	Tanzania Youth with New Hope in Life Organization	TAYONEHO	2010	Mwanza	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
37	Tanzania Education Network/ Mtandao wa Elimu Tanzania	TEN/MET	1999	Dar es Salaam	Tanzania Mainland only				Yes	Yes	Yes	Yes
38	Tanzania Forest Conservation Group	TFCG	1985	Dar es Salaam	Tanzania Mainland only		Yes		Yes	Yes	Yes	Yes
39	Tanzania Health and Development Initiative	THDI	2013	Mbeya	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
40	Tanzania Interfaith Partnership Association	TIP	2010	Dar es Salaam	Any part of the United Republic of Tanzania	Yes	Yes	Yes	Yes	Yes	Yes	Yes
41	Tumaini Letu Nshamba	TLN	1992	Kagera	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yues
42	The Voice of Marginalized Community	TVMC	2014	Shinyanga	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yes
43	Zanzibar Association of People Living With HIV/AIDS	ZAPHA+	1996	Mjini Magharibi	Zanzibar only	Yes		Yes	Yes	Yes	Yes	Yes
44	MIICO		2005	Mbeya	Tanzania Mainland only		Yes	Yes		Yes	Yes	Yes
B. Did not Complete OCA												
45	Christian Social Service Commission	CSSC	1993	Dar es Salaam	Any part of the United Republic of Tanzania	Yes			Yes	Yes	Yes	Yes
46	Land Rights Research and Resources Institute	LARRRI/HAKIARDHI	1994	Dar es Salaam	Tanzania Mainland only			Yes		Yes	Yes	Yes
47	Nafasi Art Space	Nafasi	2009	Dar es Salaam	Any part of the United Republic of Tanzania		Yes	Yes	Yes	Yes	Yes	
48	Tamani Foundation	TF	2012	Mjini Magharibi	Zanzibar only				Yes			Yes
49	Union of Tanzania Press Clubs	UTPC	1997	Mwanza	Any part of the United Republic of Tanzania			Yes				
50	Zanzibar Council for CSOs	ZACOC	2019	Mjini Magharibi	Zanzibar only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
51	Amani Girls Home	AGH	2004	Mwanza	Tanzania Mainland only	Yes			Yes	Yes	Yes	Yes
52	Association for Termination of Female Genital Mutilation	ATFGM	2006	Mara	Any part of the United Republic of Tanzania			Yes	Yes	Yes	Yes	Yes

S/No	Organization Name	Abbreviation	Commenced Operations	Office Location	Locations where CSO can Work	Sector/CDCS Functional Area				Focus Populations/ Beneficiaries		
						Health	Economic Growth	Democracy, Rights and Governance	Education	Youth	Women	Children
53	Babawatoto Organization	BAO	2006	Dar es Salaam	Any part of the United Republic of Tanzania	Yes	Yes	Yes	Yes	Yes	Yes	Yes
54	Zanzibar Government Newspaper Corporation	CGN	1992	Mjini Magharibi	Any part of the United Republic of Tanzania	Yes	Yes	Yes	Yes	Yes	Yes	Yes
55	Community Concern of Orphans And Development Association	COCODA	2000	Njombe	Tanzania Mainland only	Yes	Yes			Yes	Yes	Yes
56	Magata Primary Co_Operative Society Ltd	Cooperative	1999	Kagera	Tanzania Mainland only		Yes				Yes	Yes
57	The Centre for Councelling Nutrition And Health Care	COUNSENUTH	1998	Dar es Salaam	Any part of the United Republic of Tanzania	Yes	Yes	Yes	Yes	Yes	Yes	Yes
58	Enhancing Access to Health for Poverty Reduction In Tanzania	EAHP Tanzania	2006	Mwanza	Tanzania Mainland only	Yes	Yes			Yes	Yes	Yes
59	Equality for Growth	EfG	2008	Dar es Salaam	Tanzania Mainland only		Yes	Yes		Yes	Yes	
60	Empowerment of Marginalized Communities	E-MAC Tanzania	2016	Arusha	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yes
61	Environmental, Human Rights Care and Gender Organisation	Envirocare	1993	Dar es Salaam	Any part of the United Republic of Tanzania			Yes	Yes	Yes	Yes	Yes
62	Forestry Prosperity Foundation	FPF	2015	Iringa	Tanzania Mainland only		Yes					
63	Hope 4 Young Girls Tanzania	H4YGT	2012	Dar es Salaam	Any part of the United Republic of Tanzania	Yes			Yes	Yes	Yes	Yes
64	Humuliza Organization	HUMULIZA ORGANIZATION	1997	Kagera	Tanzania Mainland only	Yes	Yes		Yes			
65	Investing in Children And Strengthening iheir Societies	ICS	1999	Shinyanga	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
66	Journalists' Environmental Association of Tanzania	JET	1991	Dar es Salaam	Any part of the United Republic of Tanzania		Yes	Yes			Yes	
67	Jacob Elimringi Macha	JMACHA	2013	Dar es Salaam	Any part of the United Republic of Tanzania	Yes	Yes		Yes	Yes	Yes	Yes
68	Karagwe Women Savings and	KAWOSA LTD	2006	Kagera	Tanzania Mainland only		Yes	Yes	Yes	Yes	Yes	Yes

S/No	Organization Name	Abbreviation	Commenced Operations	Office Location	Locations where CSO can Work	Sector/CDCS Functional Area				Focus Populations/ Beneficiaries		
						Health	Economic Growth	Democracy, Rights and Governance	Education	Youth	Women	Children
	Credit Co-Operative Society Limited											
69	Kilio cha Waathirika na Waathiiriwa wa Ukimwi Tanzania	KIWWAUTA	2006	Mbeya	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yes
70	Lawyers' Environmental Action Team	LEAT	1994	Dar es Salaam	Tanzania Mainland only			Yes				
71	Mikonoyetu Organization	MikonoYetu	2011	Mwanza	Tanzania Mainland only		Yes			Yes	Yes	
72	Msichana Initiative Organization	MIO	2016	Dar es Salaam	Any part of the United Republic of Tanzania			Yes	Yes	Yes		
73	Mwanza Outreach Care and Support Organization	MOCSO	2004	Mwanza	Tanzania Mainland only	Yes	Yes		Yes	Yes	Yes	Yes
74	Malaika Orphanage Foundation	MOF	2005	Dar es Salaam	Tanzania Mainland only	Yes		Yes	Yes	Yes	Yes	Yes
75	Mwanza Rural Housing Programme	MRHP	1995	Mwanza	Tanzania Mainland only	Yes	Yes			Yes	Yes	Yes
76	Muda Africa Organization	MUDA	2013	Dar es Salaam	Any part of the United Republic of Tanzania				Yes	Yes	Yes	
77	Mufindi Non-Governmental Organization Network	MUNGONET	2006	Iringa	Tanzania Mainland only			Yes		Yes	Yes	
78	Mwanza Youth and Children Network	MYCN	2010	Mwanza	Any part of the United Republic of Tanzania		Yes	Yes	Yes	Yes	Yes	Yes
79	Realising Education for Development	READ	2015	Dar es Salaam	Tanzania Mainland only				Yes	Yes		Yes
80	REPOA	REPOA	1995	Dar es Salaam	Any part of the United Republic of Tanzania		Yes	Yes		Yes	Yes	
81	Tanzania Development and Aids Prevention Association	TADEPA	1997	Shinyanga	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
82	Tanzania Home Economics Association	TAHEA Mwanza	1980	Mwanza	Tanzania Mainland only	Yes	Yes	Yes	Yes	Yes	Yes	Yes
83	Tanzania Media Women's Association	TAMWA	1975	Dar es Salaam	Any part of the United Republic of Tanzania			Yes		Yes	Yes	Yes
84	Tanzania Chamber of	TCCIA	1988	Dar es Salaam	Any part of the United		Yes					

S/No	Organization Name	Abbreviation	Commenced Operations	Office Location	Locations where CSO can Work	Sector/CDCS Functional Area				Focus Populations/ Beneficiaries		
						Health	Economic Growth	Democracy, Rights and Governance	Education	Youth	Women	Children
	Commerce Industry and Agriculture				Republic of Tanzania							
85	Tanzania Editors Forum	TEF	2009	Dar es Salaam	Tanzania Mainland only				Yes			
86	Tanzania Health Promotion Support	THPS	2010	Dar es Salaam	Any part of the United Republic of Tanzania	Yes				Yes	Yes	Yes
87	Tanzania Mentors Association	TMA	2013	Dodoma	Any part of the United Republic of Tanzania	Yes	Yes	Yes	Yes	Yes	Yes	Yes
88	Tanzania Network of Women Living with HIV and AIDS	TNW+	2004	Dar es Salaam	Tanzania Mainland only	Yes				Yes		
89	United Nations Association of Tanzania	UNAT	1996	Dar es Salaam	Any part of the United Republic of Tanzania	Yes	Yes	Yes		Yes	Yes	Yes

ANNEX 2: ASSESSMENT APPROACH AND METHODOLOGY

ASSESSMENT DESIGN CONCEPT NOTE AND WORK PLAN/USAID TANZANIA

Landscape Analysis of Civil Society Organizations (CSO) working in CDCS focus regions.

USAID/Tanzania Data for Development Project

Re-Submission Date: 5th March 2021

Contract Number: AID-OAA-I-15-00024/AID-621-TO-17-00005
Activity Start Date and End Date: August 2017 - February 2022

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DISCLAIMER

LIST OF ACRONYMS

Acronym	Description
Alt COR	Alternative Contracting Officer's Representative
ANSAF	Tanzania Non-State Actors Agricultural Forum
CDCS	Country Development Cooperation Strategy
COR	Contracting Officer's Representatives
COVID-19	Coronavirus disease 2019
CSO	Civil Society Organization
D4D	Data for Development
DPs	Development Partners
DRG	Democracy, Rights and Governance
EG	Economic Growth
ESRF	Economic and Social Research Foundation
FCS	Foundation for Civil Society
GOT	Government of Tanzania
IRB	Institutional Review Board
KPMG	Klynveld Peat Marwick Goerdeler
MCT	Media Council of Tanzania
MoHCGEC	Ministry of Health, Children, Gender, the Elderly and Children
MVIWATA	Mtandao wa Vikundi vya Wakulima Wadogo Wadogo Tanzania
NACONGO	National Coalition of NGOs
NEEC	National Economic Empowerment Council
NBS	National Bureau of Statistics
NGOs	Non-Governmental Organizations
NORC	National Opinion Research Center
NUPAS	Non-U.S. Organization Pre-Award Survey
PORALG	President's Office, Regional Administration and Local Government
OCA	Organizational Capacity Assessment
PSE	Private Sector Entities
SACGOT	Southern Agricultural Corridor of Tanzania
SNV	Netherlands Development Organization
SMEs	Subject Matter Expert
STTA	Short Term Technical Assistance
TACOSODE	Tanzania Council for Social Development
TEN/MET	Tanzania Education Network
TGNP	Tanzania Gender Networking Program
TMF	Tanzania Media Foundation
VIBINDO	Vikundi vya Biashara Ndogondogo
WHO	World Health Organization

1. BACKGROUND

Through the 2020-2025 CDCS, USAID/Tanzania will support the aspirations of young Tanzanians to contribute to the efforts and decisions that will shape their society, both immediately and for the future. Local Civil Society Organizations (CSOs) provide an essential channel for citizens to contribute to development efforts, for the delivery of development services, and for citizens' voices to be formalized, aggregated, and heard. As such USAID has a strategic aim to increase the role of local CSOs and private sector entities (PSE) in USAID's activities in Tanzania. While there are a large number of CSOs and PSEs working on development issues in the country, it is not clear how many of these organizations have sufficient capacity to qualify for a partnership with USAID/Tanzania. There has not been a systematic identification and assessment to see which of the universe of potential partners may have sufficient or nearly sufficient capacity to meet criteria to work with USAID. In Tanzania's dramatically shifting democratic and civil space environment, there is also a need to assess the potential risks that partnerships with local organizations may result in (including political, diversity, legitimacy, and credibility risks). In line with the specific focus of the 2020-2025 CDCS; USAID is particularly interested in understanding the landscape of youth-led CSOs, and/or those that principally focus on issues of interest and importance to youth (adolescents and young adults).

In the effort to expand the use of local partners to provide services within Tanzania, consistent with the Journey to Self-Reliance and good development practice generally, USAID has commissioned Data for Development to conduct this assessment of the CSOs and PSEs landscape.

2. PURPOSE AND OBJECTIVES OF THE LANDSCAPE ANALYSIS

The purpose of this assignment is to better understand the activity and geographic landscape of non-state actors (Civil Society Organizations and Private Sector Entities) in the targeted regions where USAID is prioritizing its operations, including the specific capacities and proficiencies, and the political and enabling environment impacting their work. D4D will pilot a CSO survey approach in DSM and discuss the findings with USAID prior to conducting research in additional CDCS focus regions. USAID seeks this information to advance efforts to identify organizations which may have the potential capacity to manage USAID activities and funds and deliver results. The assignment covers all four technical sectors[19] of USAID programming (Health, Economic Growth, Democracy, Rights and Governance (DRG), Education and Youth) as well those CSOs that are principally focused on issues of interest and importance to youth (adolescents and young adults) – noting that these may traverse multiple sectors.

The assessment will list the organizations with activities in the CDCS focus regions and will measure their capacities and reach in each of the identified regions. This study will attempt to reveal organizational systems preparedness to responsibly manage US tax-payers funds for development activities in Tanzania. The assessment will assist in identifying an array of potential local partners in Tanzania to address development needs and challenges.

There are four main objectives to be achieved through this landscape analysis:

Objective 1: Map the organizations[20] with activities in each of the four CDCS focus regions/zones[21] working in the four technical sectors of USAID programming, or that are principally focused on youth. Analyze and summarize the political and enabling environment impacting civic organizations and the work

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[19] Including sub-sectors such as WASH, agriculture, HIV/AIDS, Maternal and Child Health, etc.
[20] Definitions for local organizations can be found in the following documents: (1) Country Operational Plan Guidance - 2021; and (2) ADS 303.6 - Local Entity AND Locally Established Entity. There are three definitions of local organizations and this guidance sets criteria that have to be met in order to qualify. There will likely be more organizations that meet these definitions than actually qualify to work with USAID by the time you get through all four objectives.
[21] [1] Lake Zone (Kagera, Mwanza, Mara and Shinyanga); SAGCOT (Mbeya, Iringa, Njombe, Morogoro); Zanzibar (Pemba and Unguja); and DSM.

they seek to undertake.

Objective 2: Establish criteria that can be used to evaluate organizations for their appropriateness as development partners for USAID. The criteria will include a means to differentiate between entities that have various levels of organizational, professional, and administrative capacity to partner with USAID and review/assess various levels of relational risk that those entities would pose to USAID including political, diversity, legitimacy, and credibility dynamics.

Objective 3: Identify local CSOs, PSEs and other networks, with the capacity and systems in place that may be/are able to partner with USAID in the implementation of USAID programs in Tanzania. This will include entities that have conducted, or are willing to conduct an Organizational Capacity Assessment (OCA) and provide the results to USAID.

Objective 4: Of the list of local CSOs and PSEs identified in Objective 3, D4D will provide, as appropriate, technical training workshops/information sessions to encourage those entities to undertake an OCA to ascertain and verify the identified partners organizational systems are in place to partner with USAID.

3. ASSESSMENT QUESTIONS

The following questions will guide the analysis in order to meet the objectives of the analysis described above:[22]

1. What types of activities are CSOs and PSEs, with activities in USAID CDCS focus regions, engaged in across USAID functional areas (EG, Education, Health, DRG, and Youth) and where are the CSOs located? What is the scale and scope of the CSO and PSE activity in CDCS focus regions? How are these organizations differentiated (by size, length of operation, number of employees, sectoral area of operation and for Dar-based organizations their reach into other parts of Tanzania).[23]

2. What linkages do the CSOs and PSEs have with other implementers (GOT, IP, other consortia)? How have these entities performed (size, duration and results to be conducted through a survey tool)? Are the CSOs and PSEs independent, credible, and legitimate?

3. To what extent might CSOs have the capacity to manage USAID projects and funds? Using the established criteria (from OCA and other USAID tools), identify high ranking organizations in each location. Ratings may be based on a variety of attributes in the area of financial accountability and business compliance, organizational skills competencies, M&E, organizational management, governance and previous donor experience.

4. What are the enabling factors which help or inhibit the work of the organizations? Analyze the political and other enabling environment factors impacting civic organizations and the work they seek to undertake.

4. KEY STAKEHOLDERS

The following are the main stakeholders that will be involved and/or are affected by the evaluation:

1. Foundation for Civil Society (FCS)
2. National Coalition of NGOs (NACONGO)
3. Tanzania Education Network (TEN/MET)
4. Tanzania Council for Social Development (TACOSODE)
5. Tanzania Youth Coalition
6. Tanzania Youth Vision Association (TYVA),
7. Youth Partnership Countrywide (YPC),

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[22] While the core assessment questions will be answered, the sub-questions will be answered depending on available data.
[23] Also could consider cross regional CSOs that are working in more than one of the target regions but are not based in Dar.

8. Tanzania Gender Networking Program (TGNP)
9. International NGO implementing partners who work with CSOs/NGOs (*e.g.*, KPMG Accountability Program; Trade Mark East Africa; Restless Development)
10. Research or 'think tank' NGOs such as ESRF, Uongozi, REPOA, Vijana, *etc.*
11. NGOs and professional bodies working in the Tanzanian media landscape such as regional Press Clubs, the Tanzania Media Foundation (TMF), Media Council of Tanzania (MCT)
12. Private sector bodies/foundations such as Tanzania Private Sector Foundation, Tanzania Chamber of Commerce Industry and Trade, Tanzania Women Chamber of Commerce.
13. NGOs and professional bodies working in Agriculture sector such as Agricultural Non-State Actors Forum, MVIWATA- Muungano wa Vikundi Vya Wakulima Tanzania, agricultural or related trade unions.

5. ASSESSMENT DESIGN AND METHODOLOGY

Assessment Approach

The assessment will take a mixed-methods approach. It will include both secondary and primary data. It will collect both qualitative and quantitative data. The assessment will involve CSOs and PSEs with activities in the 11 CDCS focus regions as indicated in the SOW, namely, Kagera, Mwanza, Mara and Shinyanga in Lake Zone; Mbeya, Iringa, Njombe, Morogoro in SAGCOT; DSM (pilot site); and all regions in Zanzibar (in both islands, Pemba and Unguja).

Assessment Planning

Having received an initial Scope of Work from USAID, the assessment plan will include finalizing the assessment design (presented as part of this design concept note), and recruitment of the assessment team. The team will then undertake stakeholder mapping and analysis to ensure that data that will be collected will be as representative as possible across stakeholder groups, activity focus regions/zones, and other demographics. A sampling strategy to determine the appropriate population of potential survey respondents will be developed drawing on the information gathered from the scoping exercise. Letters of introduction will be drafted to enable access to secondary data and key informants from relevant organizations selected for consultation. Internal review board clearances will be sought from NORC at the University of Chicago.[24]

COVID-19 Precautions

The assessment is being designed-and will take place-during the COVID-19 pandemic. The spread of the virus and responses to it will affect the methodology of the assessment. Due to social distancing recommendations laid out by the WHO, remote modalities for data collection (such as phone and web-based surveys and interviews) are proposed in lieu of face to face modalities. The approach is designed to protect researchers and respondents from risk of the virus. While this may present some limitations, the team will try to reduce non-response and other forms of bias. Further details on the approach are detailed below.

Data Collection Approach

(i)   Secondary data review

The assessment will undertake a scoping effort which will result in the constructing of a CSO database which will be used for data collection—both secondary and primary for the study. Secondary data review will include examination of existing CSOs registries and databases (including the MoHCDGEC list of registered NGOs, National Economic Empowerment (NEEC), FCS datasets, USAID listed CSOs and sub-grantees) and other data sets that relate to the CSOs sector in Tanzania to enable development of a database of CSOs with activities in the CDCS focus regions. This database will require a significant

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[24] Any approval from the relevant Government authorities will be conducted if deemed necessary.

verification exercise to be used for the survey effort described below. The assessment team will review other CSO focused assessments, and Mission tools and documents to facilitate establishment of criteria for assessment of CSOs ability to meet thresholds for partnership with USAID.

(ii)   Primary data collection

During secondary data analysis, preparations for primary data collection will commence. Methods proposed for primary data collection include but are not limited to:

∉ **Instrument 1: Self-administered survey of Tanzanian CSOs with activities in the CDCS focus Regions.** A single CSO survey will be developed and administered to individual CSOs identified as having operations in each of the key functional areas of the USAID Mission including DRG, EG (including natural resource management), Education, Health, and those focused principally on Youth. The survey will aim to capture CSO activities and target sites and will quantify their organizational profiles and attributes.

- This survey will help to broadly categorize and rank their capacities and readiness for partnership with USAID based on their self-reported organizational capacities, experience with donor partnerships and their motivation in working with USAID as a direct or sub-grantee under a USAID project.

- **Survey pilot in DSM:** The survey will be piloted among NGOs and local organizations based in DSM, which will be drawn from the broader database of CSOs. The survey will be deployed to these organizations in advance of the broader survey population across the 11 CDCS focus regions. A briefing to USAID on the success of the survey and preliminary results will be performed prior to proceeding with the broader survey exercise.

Features of the CSO survey

1. **CSO landscape:** Size, staff/HR, reach and population, geographic info

2. **Specialization**, activities and programs (noting alignment with USAID DOs)

3. **CSO organizational capacity**
    a. Financial support and budget
    b. Organizational compliance
    c. M&E capacity
    d. Organizational governance and board functions
    e. Planning and sustainability

4. **Experience and experience with donor partnerships**
    a. Total experience of organization and per activity/intervention area
    b. International donor experience and history of performance (especially USAID)
    c. Current work as a direct recipient from any international donor organization)
    d. Experience or current work on a subcontract or subgrant for an international or domestic NGO, including both the types and lengths of any agreements.

5. **Operating context and challenges**

∉ **Instrument 2: Organizational development and readiness assessment (Using OCAT and NUPAS)**. An organizational development assessment will use elements of the OCAT and NUPAS instrument to do a deeper mixed methods assessment of 50 top ranking organizations from the comprehensive landscape and organizational assessment survey. This will be used to

provide an indepth view of their organizational capacity and experience using a modified version of the OCAT and NUPAS tools.[25]

∉ **Key informant interviews (KIIs) with USAID, development partners working with or providing grants to Tanzanian CSOs/NGOs, and CSOs umbrella organizations/networks who participate in and facilitate strategy for CSOs activities across development sectors, as well as a sub-set of the CSOs selected for OCA (post the survey to facilitate a deeper organizational assessment)**. KIIs will be used to ask open-ended questions across assessment questions and stakeholders (see table 2 for details).

Table 1 provides a summarized version of the design that the CSO Landscape Analysis will use to answer the research questions.

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[25] This organizational assessment is in no way a replacement of the OCAT or NUPAS conducted internally by the mission in consideration of organizational readiness for a specific partnership but will contain some of the same elements of these tools. Also note that the full NUPAS and OCAT require significant observational data collection which are not conducive at this time due to COVID-19 health considerations at this time.

Table 1: Design Matrix

Assessment Question	Data Source	Methods	Indicators/Data Types to be Collected	Analysis
1. What types of activities are CSOs engaged with across functional areas (EG, Health, DRG, Education, and Youth) and where are CSOs activities located?	CSOs survey KIIs Desk review	Instrument 1: Self-administered landscape and organizational effectiveness screener survey Virtual interview via zoom link	-CSOs and PSEs activities across the 4 CDCS functional areas - Reach/geographic info and population,	Descriptive statistics. Content analysis of open-ended questions.
2. What linkages do local CSOs and PSEs have with other implementers (GOT, IP, other consortia)? How have these entities performed?	Desk review of annual reports and other program docs, KIIs with CSOs, DPs and PSEs CSOs survey	Instrument 2: Organizational effectiveness and preparedness survey (OCAT/NUPAS) Virtual interview (KII) via zoom link	-Total experience of organization and per activity/intervention area -Donor experience and history of performance - -Current work as a direct recipient -Experience or current work on a subcontract for an international donor	Coding of transcripts and qualitative analysis.
3. To what extent do CSOs have the capacity to manage USAID projects and funds? (Using the established criteria from OCA, NUPAS and other USAID tools)	CSOs survey KIIs Desk review	Instrument 1: Self-administered landscape and organizational effectiveness screener survey Instrument 2: Organizational effectiveness and preparedness survey (OCAT/NUPAS) Virtual interview (KII)via zoom link	CSO landscape: -Reach/geographic info and population, -Specialization, activities, and programs (noting alignment with USAID DOs) -CSO organizational capacity: -Size, staff/HR, -Financial support and budget -M&E capacity -Organizational compliance -Organizational governance and board functions -Planning and sustainability	Descriptive statistics. Content analysis of open-ended questions.
4. What are the enabling factors which help or inhibit the work of local Tanzanian organizations?	Desk review, KIIs with CSOs, DPs and PSEs	Instrument 2: Organizational effectiveness and preparedness survey (OCAT/NUPAS) Virtual interview (KII) via zoom link	-Operating environment and challenges -Interest and motivation for working with USAID as a direct or sub-grantee.	Coding of transcripts and qualitative analysis.

GIS Mapping

Data analysis for Assessment Question 1: "What types of activities are CSOs engaged with across functional areas (EG. Health, DRG, Education, and Youth) and where are CSOs activities located?" will be complimented by a GIS component for this assessment. Data for Developments GIS specialist provide support for the design and development of the survey instrument in order to support advanced information on geographic details related to CSOs activities. To enable this we will obtain geographic information from the regional and district levels as well as interventions by activity type. GIS information will be visualized in area maps, heat maps and other ways through arc GIS and other mapping software.

Table 2: Stakeholders/Respondents for the KIIs and Surveys

	DSM	Lake Zone	SAGCOT	Zanzibar	TOTALS
Surveys					
Instrument 1: National Landscape Survey of CSOs with screener on organizational development	TBD	TBD	TBD	TBD	TBD based on listing-census of all CSOs 2000+ CSOs estimated
Instrument 2: Survey of organizational development and readiness (with OCAT and NUPAS elements) *May also include CSO Umbrella organizations[26] associations and foundations)[27]	10+	10+	10+	10+	40-50 Of the higher ranking CSOs captured from instrument 1
KIIs					
Development Partners/ International NGO implementing partners who work with CSOs/NGOs (*e.g.*, KPMG Accountability Program; Trade Mark East Africa; Restless Development)[28]	4				4
USAID	3				3 KIIs
Other National stakeholders: 1. Foundation for Civil Society (FCS) 2. National Coalition of NGOs (NACONGO) 3. Tanzania Education Network (TEN/MET) 4. Tanzania Council for Social Development (TACOSODE) 5. Tanzania Youth Coalition 6. Tanzania Youth Vision Association (TYVA), 8. Youth Partnership Countrywide (YPC), 9. Tanzania Gender Networking Program					For Outreach for compiling the database and will be potentially interviewed if not already reach in instrument 2 organizational

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[26] *E.g.*, FCS, NACONGO, TENMET, TACOSODE, Tanzania Youth Coalition, TGNP, ANSAF, MVIWATA, and professional bodies working in the Tanzanian media landscape such as regional Press Clubs, the TMF, and MCT

[27] *E.g.*, Tanzania Private Sector Foundation, Tanzania Chamber of Commerce Industry and Trade, Tanzania Women Chamber of Commerce, and other informal private sector bodies such as VIBINDO Society

[28] *E.g.*, KPMG Accountability Program; Trade-Mark East Africa; Restless Development.

	DSM	Lake Zone	SAGCOT	Zanzibar	TOTALS
(TGNP) 11. Research or 'think tank' NGOs such as ESRF, Uongozi, REPOA, Vijana, etc. 12. NGOs and professional bodies working in the Tanzanian media landscape such as regional Press Clubs, the Tanzania Media Foundation (TMF), Media Council of Tanzania (MCT) 13. Private sector bodies/foundations such as Tanzania Private Sector Foundation, Tanzania Chamber of Commerce Industry and Trade, Tanzania Women Chamber of Commerce. 14. NGOs and professional bodies working in Agriculture sector such as Agricultural Non-State Actors Forum, MVIWATA- Muungano wa Vikundi Vya Wakulima Tanzania, agricultural or related trade unions.					development and readiness survey.
Total KIIs					**Approximately 20-23 KIIs**

6. ASSESSMENT SCHEDULE AND DELIVERABLES

Deliverables

1. *Assessment Design Concept and Workplan*: (This document). Which includes the timeline, methodology and methodological approach as well as the proposed team composition.

2. **Final Instruments and IRB Clearance Applications**: Following the design and contracting of the team, the full team will develop the instruments for the data collection and will begin testing the survey instrument.

3. **Database/listing** of Tanzanian CSOs (To be used for conducting secondary analysis and the CSO survey)

4. *Draft Report*: The draft assessment report consistent with ADS guidance, USAID style guidelines etc.

5. *Final Report*: The Sector Review Team will submit electronically the final report to USAID/Tanzania.

6. *Final Presentation*: The Assessment Team will hold a final presentation via virtual conferencing software to brief USAID/Tanzania on the summary of findings and recommendations to USAID.

Assessment Schedule/Timelines

The assessment planning has commenced in February following receipt of the SOW in January, and it is expected that all deliverables will have been submitted by August 2021.

This schedule is predicated on timely approval of USAID/Tanzania for the Assessment Team, documents for review and other inputs proposed in this document, as well as the timely feedback by USAID/Tanzania of deliverables including the instruments and the draft assessment report.

Table 3: Estimated assessment Timeline and Deliverables

Date/Time Range	Deliverable
January 2021	Receipt of SOW from USAID
February 12-22, 2021	Scoping and preparation of initial work plan and assessment design. Draft to the mission on the 16th. Finalization and incorporation of feedback by the 22nd of Feb.
March 15-30th	Submission and approval of final work plan and assessment design for IRB
March 15th-30th	Document review
April 15th	Estimated Receipt of Research Approvals
April 15-May 25th	Data collection of KIIs and surveys Pilot of instrument 1: landscape survey Conduct full landscape and organizational survey in target regions Instrument 2: Organizational assessment (OCAT +NUPAS)
June 1-30th	Data analysis
June 15-July 7th	Report writing, Zero draft report to internal review at D4D by July 7th
July 7-15th	Report review, editing/branding
July 15th	**Submit and Present Draft Report and Stakeholder Map**
July 15-25th	USAID review of Draft Report and submit comments
July 25th-August 7th	Incorporate USAID comments; and send Final Report to internal review
Aug 7th	**Submit Final Report**
Week of Aug 7th	Final Findings and conclusions review session/meeting and dissemination
TBD	Upload to DEC (Mission to give approval to upload)

7. RESEARCH TEAM COMPOSITION

Data for Development has selected an exceptionally qualified team to conduct the assessment in partnership with East Africa Statistical Research Foundation (ESRF). The team consists of ESRF who will provide a team lead, 2 survey coordinators and 5 research assistants. Supporting the TL subject matter expert are 2 national STTA team members who will perform on the assessment team during all phases of instrument development, data collection, and analysis and report writing. Data for Development staff will serve on the team in all stages of the design, data collection and analysis. The team has familiarity with USAID's evaluation policies and guidance and have extensive subject matter expertise on CSOs in the Tanzanian context.

Data for Development recognizes that several Tanzanian organizations are custodians not only of lists of organizations within their membership or organizations that have registered for inclusion as capable partners. Data for Development will collaborate with these organizations or umbrella organizations that has either assembled the lists of organizations to be able to survey the organizations.

Data for Development is proposing a subcontract arrangement with ESRF whereby the subcontractor would provide the team lead and would also provide the survey capacity. The survey tool would be

developed jointly by Data for Development, STTAs and the sub-contractor to ensure that all aspects of the survey methodology are included. The sub-contractor would administer the survey and track the survey respondents. ME&A through a different mechanism have first-hand experience working with Economic and Social Research Foundation (ESRF) in the implementation of a survey tool.

Team Leader, National expert with extensive CSO, research and capacity development experience. We would propose Dr. Hoseana Lunogelo to lead this assignment. He is an alumni of ESRF and could link the survey team to the activity. Other similar organizations could be selected but there is less knowledge of the capability of those organizations to be able to handle the scale of this assignment.

Local CSO capacity Experts, STTAs: Two STTAs will participate on the review team under the direction of the Team Leader and will contribute to secondary research duties such as desk reviews, secondary research compilation and analysis, and assist in the writing of report documents. The expert will also conduct interviews and conduct qualitative data analysis. He/she will also write analytic memos and will contribute to key portions of the written reports.

Survey support (including 2 coordinators and 5 research assistants/enumerators) contracted in partnership with ESRF would work with the TL and core team in collecting and analyzing data for the assessment. This sub-contract would take the place of a traditional survey firm to conduct the survey, clean the survey data and support the core assessment team in conducting the qualitative and quantitative analysis. **Data for Development Core Staff** will include:

1. D4D Activity Manager, Nasson Konga who will provide full time technical and logistical support in assessment, document review, data collection and analysis.

2. Survey Specialist, Rose Aiko and M&E specialist Saimon Venance are specialists in instrument development, survey administration and support the instrument development, testing, and data quality assurance, supporting data collection and analysis.

3. Ephraim Danford, D4D GIS specialist will support the team in activity and mapping using GIS tools.

4. Jacob Laden D4D Sr Evaluation Advisor will advise the assessment design and analysis, provide coordination and management support, and will review intermediate and final deliverables.

5. Data for Development COP, David Hughes will support all logistics and will facilitate client and IP communication. In addition, NORC and ME&A HQ staff will provide review, operational and technical support and editing and branding on final deliverables.

To meet the tight time constraints of the evaluation, the following is a detail of the level of effort (LOE) for the primary assessment team members and extended team.

Table 4: Estimated LOE Per Team Member

Task	ESRF			D4D Core team					STTA SMEs
	Team Lead- Dr. Hoseana Lunogelo	Survey coordinators-TBD	Research Assistants/ enumerators-5s-TBD	D4D Senior Evaluation Advisor – Jake Laden	D4D M&E Specialist, Nasson Konga	D4D Data M&E Specialist - Saimon Venance	D4D Survey Specialist, Rose Aiko	GIS Specialist - Ephraim Danford	STTA – LOCAL SME (TBD)
Work planning and design	1	2		3	2	1	1		4 (2 each)
Instrument Development	2	2		2	10	10	10	4	4 (2 each)
Desk review	3			1	5	4	4	2	6 (3 each)
Data collection	10	40	20X5	3	20	20	20	4	20 (10 per)
Data analysis and memos	20			5	4	10	10	10	40 (20 per)
Draft report and presentation	15			3	2				20 (10 per)
Final report after USAID comments	4			3	2				6 (3 per)
Subtotal	55	44 (22 per coordinator)	100	20	45	45	45	20	50
TOTAL 454 days	199			D4D - 155					100 (50 each)

ANNEX 3: DATA COLLECTION PROTOCOLS

A3.1 GENERIC INTRODUCTION AND CONSENT FORM FOR KIIs

Introduction

Thank you for taking the time to talk with (us/me) today. My name is_____ (moderator name) and my colleague here is_____ (note-taker/co-interviewer name). We work for the Data for Development. USAID has commissioned Data for Development to undertake a CSOs Mapping activity. The main purpose of this assignment is to better understand the activities and geographic landscape of non-state actors (Civil Society Organizations and Private Sector Entities) in the targeted regions where USAID is prioritizing its operations, including the specific capacities and proficiencies, and the political and enabling environment impacting their work. USAID seeks this information to advance efforts to identify organizations that may have the potential capacity to manage USAID activities and funds and deliver results. The assignment covers all technical sectors of USAID programming i.e., Health, Economic Growth, Democracy, Rights and Governance (DRG), Education and Youth.

You were suggested as a key person to inform this assessment and we would appreciate getting your perspective/views on the work of CSOs and other non-state actors in the country.

Confidentiality

Before we begin, I want to let you know that any information or examples we gather during this interview will not be attributed to you personally. Your privacy will be protected; we will not include your name or any information in our reports that would make it possible to identify you without your consent. We also ask that what we discuss today remains here with us.

Right to Ask Questions and Report Concerns

You have the right to ask questions about this assessment and to have those questions answered by us before, during or after the interview. But before we proceed, do you have any questions for us?

If you have any further questions about the assessment at a later stage, feel free to send them to Data for Development Chief of Party David Hughes through Email to: dhughes@engl.com or via cellphone number +255 743590813.

Consent

Our interview will take approximately one hour. And you are free to not respond to any of our questions or stop the interview at any time.

Do you agree to participate in this interview today? Yes/No ………………………..

With your consent, we would also like to record this interview so that we can analyze it accurately along with those of other interviewees.

Do you agree the interview to be recorded? Yes/No: …………………………….

[IF THE RESPONDENT SAYS "YES", BEGIN THE INTERVIEW. TURN RECORDER ON IF CONSENT TO RECORD IS GRANTED

A3.2 KEY INFORMANT INTERVIEW (KII) GUIDE – CSOs

Name of the CSO	
Name of the respondent	
Contacts of the respondent	
Position of the respondent	
Names of interviewing team	
Date of interview	

Interview Questions

The questions in this tool are divided into four parts. Part 1 takes note of the nature of work undertaken by the CSO. Part II seeks information the nature of relationship among CSOs, the role of umbrella organizations as well as tools commonly used in performance monitoring. Part III seeks to understand the capacity of the CSO. Part IV seeks to identify key enabling factors or inhibiting challenges generally faced by CSOs and how those challenges are addressed. The questions are indicated in the first column while notes related to the main questions are found on the second column.

Part I: Questions related to CSOs work

Probing Questions	Notes for the Interviewing Team
1. Programs and areas of intervention a) Please, explain what kind of programs/interventions/your organization is conducting and where. b) What is your main role as secretariat (Work as Partners)? c) What are your main sources of funds?	Probe on the interventions/programs implemented bearing in mind the USAID focus areas of interventions and the regions of implementation.

Part II: Questions related to CSOs linkages with other implementers (GOT, IP, other consortia) and how these entities performed.

Probing Questions	Notes for the Interviewing Team
2. Stakeholder collaboration a) Which stakeholders (IPs/CSOs/GOT) are you collaborating with? b) How do you collaborate and in which areas/programs? c) How would you describe the relationship between your organization and other organizations, networks or umbrella? d) How would you describe the relationship between your organization and the Government/IPs?	*Probe on each category of stakeholders (CSOs/IPs/GOT) as well as the nature of collaboration.*
e) In your opinion what accounts for the nature of that relationship	*Follow-up question based on how they describe their relationships with other CSOs and Government*

Part III: Questions related to capacity of CSOs

3. Capacity (strengths/needs)	
a) What are the capacity strengths/needs do you see within your organization and your members?	
b) What are the COMMON TOP THREE capacity needs among members of your organization?	*Stress to distinguish between Governance and Program Management*
c) What mechanisms/channels are used to inform or share knowledge/experience/successes emerging from your partnership?	*Probe on the means on how they work to realize their goals*
d) What methods/mechanisms do you use to monitor and assess your performance?	*Probe to distinguish between mechanisms for routine monitoring and tools for assessment (e.g., OCA, PRA, SAM, PETS, Organization Pre-Award Survey etc.)*
e) Which tool(s) of assessment are commonly used by your organization/institution?	

Part IV: Questions related to enabling factors that help or inhibit the work of the organizations.

Probing Questions	Notes for the Interviewing Team
4. Enabling environment/factors	*Probe on CSO's internal factors (e.g., governance, management, capacity/competence, financial sustainability compliance, networking etc.)*
a) What are the COMMON TOP THREE internal factors which enable CSOs' operations in the civil society eco-system in Tanzania? with the Government, IPs and other CSOs	
b) What are the COMMON TOP THREE external factors which enable CSOs' operations in the civil society eco-system in Tanzania?	
c) How do you promote to sustain these good practices?	
5. Inhibiting environment/factors	*Probe on Policy/legal framework, regulation of compliance, collaboration, networking, geographical coverage, etc.)*
a) What are the COMMON TOP THREE internal factors which inhibit CSOs' operations in the civil society eco-system in Tanzania?	
d) What are the COMMON TOP THREE external factors which inhibit CSOs' operations in the civil society eco-system in Tanzania?	
e) How do you address these challenges?	
6. Do you have any additional suggestions for the assessment?	
Those are all the questions we have for you today. Thank you for your time	

A3.3 KEY INFORMANT INTERVIEW (KII) GUIDE FOR DPs

Name of the IP/DP	
Name of the respondent	
Contacts of the respondent	
Position of the respondent	
Names of interviewing team	
Date of interview	

Interview Questions

The questions in this tool are divided into four parts. Part 1 takes note of the nature of work undertaken by the CSO. Part II seeks information the nature of relationship among CSOs, the role of umbrella organizations as well as tools commonly used in performance monitoring. Part III seeks to understand the capacity of the CSO. Part IV seeks to identify key enabling factors or inhibiting challenges generally faced by CSOs and how those challenges are addressed. The questions are indicated in the first column while notes related to the main questions are found on the second column.

Part I: Questions related to CSOs work

Probing Questions	Notes for the Interviewing Team

1. Programs and areas of intervention
Please, explain what kind of programs/interventions your organization is supporting and where (in terms of geographical location and sector in Tanzania).
  a) What is your main role in supporting these programs?
  b) What mechanisms/approaches are used to define and prioritize needs for support with local partner CSOs?
	Probe on the interventions/programs implemented bearing in mind the USAID focus areas of interventions and the regions of implementation.

Part II: Questions related to DPs linkages with other implementers (GOT, other consortia) and how these entities performed.

Probing Questions	Notes for the Interviewing Team
2. Relationship	*Probe on each category of stakeholders (CSOs/IPs/GOT) as well as the nature of collaboration.*
a) Which other DPs do you partner with to support CSOs Programs: (What works and what does not work well?)	
	Follow-up question based on how they describe their relationships with other CSOs and Government
b) What accounts for the relationship?	

Part III: Questions related to capacity of CSOs

3. Capacity (strengths/needs)	
a) What capacity strengths do DPs possess to support CSOs in Tanzania?	
b) What are the COMMON TOP THREE capacity needs that DPs tend to support local CSOs?	*Stress to distinguish between Governance and Program Management*
c) What mechanisms/channels are used to inform or share knowledge/experience/successes emerging from your partnership?	*Probe on the means on how they work to realize their goals*
d) What methods/mechanisms do you use to monitor and assess your performance? (In-country)	*Probe to distinguish between mechanisms for routine monitoring and tools for assessment (e.g., OCA, PRA, SAM, PETS, Organization Pre-Award Survey etc.)*
e) Which tool(s) of assessment are commonly used by your organization/institution to determine where to direct your support?	

Part IV: Questions related to enabling factors that help or inhibit the work of the organizations.

Probing Questions	Notes for the Interviewing Team
4. Enabling environment/factors	*Probe on CSO's internal factors (e.g., governance, management, capacity/competence, financial sustainability compliance, networking etc.)*
a) What are the COMMON TOP THREE internal factors which enable CSOs' operations in the Tanzanian civil society eco-system? (With the Government, IPs and other CSOs)	
b) What are the COMMON TOP THREE external factors which enable CSOs' operations in the Tanzanian civil society eco-system?	
c) What do CSOs do to sustain these good practices?	
5. Inhibiting environment/factors	*Probe on Policy/legal framework, regulation of compliance, collaboration, networking, geographical coverage, etc.)*
b) What are the COMMON TOP THREE <u>internal factors</u> which inhibit CSOs' operations in the Tanzanian civil society eco-system?	
d) What are the COMMON TOP THREE external factors which inhibit CSOs' operations in the Tanzanian civil society eco-system?	
e) How do you address these challenges?	
6. Do you have any additional suggestions for the assessment?	
Those are all the questions we have for you today. Thank you for your time.	

A3.4 CSOs SELF ADMINISTERED SURVEY TOOL

USAID/TANZANIA CIVIL SOCIETY LANDSCAPE ANALYSIS

Introduction and Consent Form

Introduction

USAID has been implementing programs in Tanzania, with focus, among others on Health, Economic Growth, Democracy, Rights and Governance (DRG), Education and Youth Empowerment. As part of the Mission's efforts to advance collaboration with Non-State Actors (Civil Society Organizations and Private Sector Entities) in Tanzania USAID has commissioned this study to facilitate better understanding of the activities and geographic landscape of non-state actors.

Economic and Social Research Foundation (ESRF) has been commissioned to undertake the CSOs mapping, and this questionnaire is being sent to you to facilitate this exercise. The assessment will collect data to understand the specific capacities and proficiencies of CSOs, and the political and enabling environment impacting their work.

USAID seeks this information to advance its efforts to identify organizations with potential capacities to manage USAID activities and funds to deliver results.

Organizations receiving the survey, including yours, have been identified through Official Government databases and historical engagements databases with USAID and other Development Partners in the country.

If you cannot complete the survey in one sitting, you can resume it later by clicking again on the link (URL) sent to you in the invitation email. Our survey platform will save your answers at the end of each page.

Please note that this will work only if when returning to the survey you use the same device and browser on which you started filling it.

Right to Refuse or Withdraw

The decision to participate in this study is entirely up to you. You may refuse to take part in this survey, and you have the right stop taking the survey at any point. You will not be penalized if you choose to withdraw from this survey. There are no known risks or direct benefits for you from participating in this survey.

Confidentiality

All data provided through this survey will be kept strictly confidential and only the assessment team will review and analyze them. The survey data will be kept on a secure server and will be destroyed once the project is completed.

Right to Ask Questions and Report Concerns

You have the right to ask questions about this study and to have those questions answered by us. If you face any difficulties in completing the survey, feel free to contact John Kajiba who is coordinating the survey on behalf of ESRF by email: jkajiba@esrf.or.tz or by phone at: +255 713 474 481.

If you have any questions or concerns about the study at a later stage, please send them to USAID/Data for Development Chief of Party, David Hughes, through email to: dhughes@engl.com or via cell phone number +255 743590813.

Consent

If you are willing to participate kindly proceed to indicate your consent below.

Note:

(i) This form should be completed by the CEO of the organization receiving the survey or by a designated competent staff appointed by the CEO.

(ii) Please use the buttons at the bottom of the survey page to navigate back and forward. Do not use the browser back and forward buttons.

* 1. Do you agree to participate in this study?
   a. Yes
   b. No

Part I: Identification of the Organization

* 2. Name of your Organization:
   a. Name: [Text box]
   b. Abbreviated as: [Text box]

* 3. Type of Civil Society Organization
   a. Non-Government Organization
   b. Faith Based Organization
   c. Professional Association
   d. Media Associations
   e. Private Sector Foundation
   f. Other (please specify) _____

4. Year registered: [Text box Numeric only]

* 5. Years the organization has been actively operating in Tanzania (please enter year in 4 digits)

   a. From: _____
   b. To: _____

6. Under which Tanzanian act or law is the organization registered?
a. NGOs Act
b. Societies Act
c. Companies Act
d. Trustees' Incorporation Act
e. Other Law (please specify) _____

7. Organization Categorization
a. Tanzanian
b. International

8. What types of activities is your organization involved in?
a. Implements Development Interventions Advocacy
b. Research and Consultancy Services
c. Training and capacity building
d. Other (please specify) _____

* 9. Which of the following are part of specialization/focus areas of your organization's activities?
    a. Health
    b. Economic growth
    c. Democracy, Human Rights, and Governance
    d. Education
    e. Other (please specify) _____

10. Which of the following parts of Tanzania does your organization have a mandate to work? (locations you have a mandate to operate in)?

    a. Any part of the United Republic of Tanzania

    b. Zanzibar only

    c. Tanzania Mainland only

11. In which parts of the United Republic of Tanzania has your organization implemented projects? (please choose the most accurate representation of your organization's activities locations)

	Have ongoing projects in this location	Had projects in this location in the past but none at the moment	Have never implemented projects in this location
Arusha			
DSM			
Dodoma			
Geita			
Iringa			
Kagera			
Katavi			
Kigoma			
Kilimanjaro			
Lindi			
Mara			
Manyara			
Mbeya			
Morogoro			
Mtwara			
Mwanza			
Njombe			
Pwani			
Rukwa			
Ruvuma			
Shinyanga			
Simiyu			
Singida			
Songwe			
Tabora			
Tanga			
Pemba Island			
Unguja Island			

12. In which parts of Zanzibar has your organization implemented projects? (please choose the most accurate representation of your organization's activities locations)

	Have ongoing projects in this location	Had projects in this location in the past but none at the moment	Have never implemented projects in this location
Pemba Island			
Unguja Island			

13. In which regions of Tanzania Mainland has your organization implemented projects? (please choose the most accurate representation of your activities locations)

	Have ongoing projects in this location	Had projects in this location in the past but none at the moment	Have never implemented projects in this location
Arusha			
DSM			
Dodoma			
Geita			
Iringa			
Kagera			
Katavi			
Kigoma			
Kilimanjaro			
Lindi			
Mara			
Manyara			
Mbeya			
Morogoro			
Mtwara			
Mwanza			
Njombe			
Pwani			
Rukwa			
Ruvuma			
Shinyanga			
Simiyu			
Singida			
Songwe			
Tabora			
Tanga			

14. In which districts of Arusha region does/did your organization implement the projects? (please select all that apply)

	Arusha	Arumeru	Karatu	Longido	Meru	Ngorongoro	Monduli	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐

15. In which districts of Dar es Salaam region does your organization implement/implemented the projects? (please select all that apply)

	Ilala	Kigamboni	Kinondoni	Temeke	Ubungo	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

16. In which districts of Dodoma region does your organization implement/implemented the projects? (please select all that apply)

	Bahi	Chamwino	Chemba	Dodoma Mjini	Kondoa	Kongwa	Mpwapwa	Not applicable/have never had project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐

17. In which districts of Geita region does your organization implement/implemented the projects? (please select all that apply)

	Bukombe	Chato	Geita	Mbogwe	Nyang'hwale	Not applicable/have never had project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

18. In which districts of Iringa region does your organization implement/implemented the projects? (please select all that apply)

	Iringa	Kilolo	Mufindi	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐
Education	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐

19. In which districts of Kagera region does/did your organization implement the projects? (please select all that apply)

	Biharamulo	Bukoba	Karagwe	Kyerwa	Missenyi	Muleba	Ngara	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐

20. In which districts of Katavi region does/did your organization implement the projects? (please select all that apply)

	Mlele	Mpanda	Tanganyika	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐
Education	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐

21. In which districts of Kigoma region does/did your organization implement the projects? (please select all that apply)

	Buhingwe	Kakonko	Kasulu	Kibondo	Kigoma	Uvinza	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐

22. In which districts of Kilimanjaro region does/did your organization implement the projects? (please select all that apply)

	Hai	Moshi	Mwanga	Rombo	Samen	Siha	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐

23. In which districts of Lindi region does/did your organization implement the projects? (please select all that apply)

	Kilwa	Lindi	Liwale	Nachingwea	Ruangwa	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

24. In which districts of Mara region does/did your organization implement the projects? (please select all that apply)

	Bunda	Butiama	Musoma	Rorya	Serengeti	Tarime	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐

25. In which districts of Manyara region does/did your organization implement the projects? (please select all that apply)

	Babati	Hanang'	Kiteto	Mbulu	Simanjiro	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

26. In which districts of Mbeya region does/did your organization implement the projects? (please select all that apply)

	Chunya	Kyela	Mbarali	Mbeya	Rungwe	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

27. In which districts of Morogoro region does/did your organization implement the projects? (please select all that apply)

	Gairo	Kilombero	Kilosa	Malinyi	Morogoro	Mvomero	Ulanga	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐

28. In which districts of Mtwara region does/did your organization implement the projects? (please select all that apply)

	Masasi	Mtwara	Nanyumbu	Newala	Tandahimba	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

29. In which districts of Mwanza region does/did your organization implement the projects? (please select all that apply)

	Kwimba	Ilemela	Misungwi	Magu	Nyamagana	Sengerema	Ukerewe	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐

30. In which districts of Njombe region does/did your organization implement the projects? (please select all that apply)

	Ludewa	Makete	Njombe	Wanging'ombe	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐

31. In which districts of Pwani region does/did your organization implement the projects? (please select all that apply)

	Bagamoyo	Kibaha	Kibiti	Kisarawe	Mafia	Mkuranga	Rufiji	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐

32. In which districts of Rukwa region does/did your organization implement the projects? (please select all that apply)

	Kalambo	Nkasi Sumbawanga		Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐
Education	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐

33. In which districts of Ruvuma region does/did your organization implement the projects? (please select all that apply)

	Mbinga	Namtumbo Tunduru	Nyasa	Songea		Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

34. In which districts of Shinyanga region does/did your organization implement the projects? (please select all that apply)

	Kahama	Kishapu Shinyanga		Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐
Education	☐	☐	☐	☐

35. In which districts of Simiyu region does/did your organization implement the projects? (please select all that apply)

	Bariadi	Busega Meatu	Itilima	Maswa		Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

36. In which districts of Singida region does/did your organization implement the projects? (please select all that apply)

	Ikungi	Iramba	Manyoni	Mkalama	Singida	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐

37. In which districts of Songwe region does/did your organization implement the projects? (please select all that apply)

	Ileje	Mbozi	Momba	Songwe	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐

38. In which districts of Tabora region does/did your organization implement the projects? (please select all that apply)

	Igunga	Kaliua	Nzega	Sikonge	Tabora Mjini	Urambo	Uyui	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐

39. In which districts of Tanga region does/did your organization implement the projects? (please select all that apply)

	Handeni Mjini	Handeni Vijijini	Lushoto	Kilindi	Korogwe Mjini	Korogwe Vijijini	Mkinga	Muheza	Pangani	Tanga	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

40. In which districts of Pemba Island does/did your organization implement the projects? (please select all that apply)

	Micheweni	Wete	Chake chake	Mkoani	Not applicable/have never implementeda project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐

41. In which districts of Unguja Island does/did your organization implement the projects? (please select all that apply)

	Kaskazini A District	Kaskazini B District	Kusini District District	Kati	Magharibi A District	Magharibi B District District	Mjini	Not applicable/have never implemented a project in this focus area in any of these districts
Health	☐	☐	☐	☐	☐	☐	☐	☐
Economic growth	☐	☐	☐	☐	☐	☐	☐	☐
Democracy, Human Rights, and Governance	☐	☐	☐	☐	☐	☐	☐	☐
Education	☐	☐	☐	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐	☐	☐	☐

42. Which specific areas in the health sector value chain does your organization's activities focus?
    a. Primary Health Care
    b. Maternal, newborn, and child health Health System Strengthening (HSS)
    c. Emerging Infectious Diseases (*e.g.,* HIV/AIDS, COVID-19, *etc.*)
    d. Non-Communicable Diseases (NCD)
    e. Neglected tropical Diseases (NTD)
    f. Sexual and Reproductive Health and Rights (SRHR)
    g. Water, Sanitation and Hygiene (WASH)
    h. Nutrition
    i. Other (please specify) _____

43. Which of the following categories are the beneficiaries of your health sector activities?
    a. Youth
    b. Women and Children
    c. Elderly population/Senior Citizens People with Disabilities (PWD)
    d. People Living with HIV/AIDS (PLWHA)
    e. Key vulnerable populations (KVP) (*e.g.,* persons injecting/abusing drugs, commercial sex workers, LGBTI community, and prisoners)
    f. Other (please specify)

44. In which specific sub-sectors or areas related to economic growth are your organization's activities focused on?
    a. Agriculture Forestry Fisheries Mining Transport Water Energy
    b. Value addition in any primary sector Finance (Banking, microfinance, *etc.*)
    c. Economic Empowerment Commerce/ trade
    d. Tourism and Hospitality Construction
    e. Other (please specify)

45. Which of the following are beneficiaries of your activities focusing on economic growth?
    a. All people Youth Women
    b. Elderly population/Senior Citizens People with Disabilities
    c. People Living with HIV/AIDS Orphans
    d. Key vulnerable populations (KVP) (*e.g.,* persons injecting/abusing drugs, commercial sex workers, LGBTI community, and prisoners)
    e. Other (please specify)

46. In which specific sub-sectors or component areas related to democracy, human rights and governance are your organization's activities focused?
    a. Civic and voter education
    b. Civic participation
    c. Election observation and monitoring
    d. Electoral system strengthening
    e. Social justice and equality
    f. Access to information
    g. Transparency and accountability
    h. Leadership skills development and mentorship
    i. Regulatory oversight and accountability
    j. Criminal justice
    k. Gender based violence

l. Land and natural resource rights
m. Refugees protection and rights
n. Environmental justice
o. Other (please specify)

47. Which of the following are beneficiaries of your activities focusing on Democracy, Human Rights and Governance?

    a. All people/all citizens Children
    b. Orphans Youth
    c. Women and girls
    d. Elderly population/senior citizens
    e. People with disabilities (PWD)
    f. Key vulnerable populations (KVP) (*e.g.*, persons injecting/abusing drugs, commercial sex workers, LGBTI community, and prisoners)
    g. Human rights defenders
    h. Local government leaders Political representatives
    i. Other (please specify)

    _____

48. In which specific Education sub-sectors or component areas are your organization's activities focused?

    a. Quality learning outcomes (*e.g.*, literacy and numeracy skills, life skills and values) Adult education - literacy and numeracy skills
    b. Adult continuing education and learning (entrepreneurship skills, life skills, motivation, Leadership, and mentorship and other soft skills to meet market demand)
    c. Capacity building for key actors (*e.g.*, communities, parents, local leaders, education staff etc.)
    d. Policy development and analysis
    e. Creativity/Innovation (ICT, digital education, and other skill development)
    f. Arts, sport, and entertainment
    g. Inclusive Education
    h. Enabling inputs (e.g., infrastructure, learning, teaching materials and tools, human resources)
    i.

49. Which of the following are beneficiaries of your activities focusing on Education?

a. Early learners (pre-primary school children) Primary school children
b. Secondary school children
c. Out of school children and youth Students in Higher learning Institutions
d. Adult learning basic numeracy and literacy/adults who missed opportunity to acquire literacy and numeracy skills in early age Adult skills learners in Technical and Vocational Education
e. Marginalized groups (*e.g.*, orphans, girls, people with disabilities, impoverished and other marginalized communities)

50. What are the main challenges, (organizational, operational, technical, networking, policy, legal/regulatory etc.) your organization faces as you implement your various activities?

Challenge 1_____

Challenge 2_____

Challenge 3_____

Challenge 4_____

Challenge 5_____

51. What are some of the significant positive policy and legal/regulatory developments you have observed in your operating environment in recent years?

  1. Significant development 1_____
  2. Significant development 2_____
  3. Significant development 3_____
  4. Significant development 4_____
  5. Significant development 5_____

52. Does your organization have externally audited financial statements for the following years?

	Yes	No
2020		
2019		
2018		
2017		
2016		
2015		

53. Please provide your organization's approved budget(s) figures for years below (Actual nominal value in Tanzanian Shillings). [Note: If your organization was not operational in a particular year among these please leave the text box for that year blank. Also do not use comma as a separator)

  a. 2020_____
  b. 2019_____
  c. 2018_____
  d. 2017_____
  e. 2016_____
  f. 2015_____

54. Please provide your organization's actual expenditure figures for years below (Actual nominal value in Tanzanian Shillings). [Note: If your organization was not operational in a particular year among these please leave the text box for that year blank. Also do not use comma as a separator)
  a. 2020_____
  b. 2019_____
  c. 2018_____
  d. 2017_____

e. 2016_____
f. 2015_____

55. Please provide the names of the top three main sources of your organization's funding (agencies or organizations providing funding to your organization) for your 2015 financial year.

1. Main funder/funding source 1_____
2. Main funder/funding source 2_____
3. Main funder/funding source 3_____

56. Please provide the names of the top three main sources of your organization's funding (agencies or organizations providing funding to your organization) for your 2016 financial year.

1. Main funder/funding source 1_____
2. Main funder/funding source 2_____
3. Main funder/funding source 3_____

57. Please provide the names of the top three main sources of your organization's funding (agencies or organizations providing funding to your organization) for your 2017 financial year.

1. Main funder/funding source 1_____
2. Main funder/funding source 2_____
3. Main funder/funding source 3_____

58. Please provide the names of the top three main sources of your organization's funding (agencies or organizations providing funding to your organization) for your 2018 financial year.

1. Main funder/funding source 1_____
2. Main funder/funding source 2_____
3. Main funder/funding source 3_____

59. Please provide the names of the top three main sources of your organization's funding (agencies or organizations providing funding to your organization) for your 2019 financial year.
1. Main funder/funding source 1_____
2. Main funder/funding source 2_____
3. Main funder/funding source 3_____

60. Please provide the names of the top three main sources of your organization's funding (agencies or organizations providing funding to your organization) for your 2020 financial year.

1. Main funder/funding source 1_____
2. Main funder/funding source 2_____
3. Main funder/funding source 3_____

61. How many staff members does your organization currently have?
1. Full time staff_____
2. Part time staff_____

62. Does the following departments exist in your organizational structure? (please select all that apply)
   a. Finance
   b. Human Resource Management Procurement
   c. Internal Audit
   d. Monitoring and Evaluation (M&E)

63. Are the heads of department positions for these departments filled?

	Yes	No
Finance		
Human Resource Management		
Procurement		
Internal Audit		
Monitoring and Evaluation (M&E)		

64. Does your organization have the following organizational documents?

	Yes	No
Resource mobilizion strategy/plan		
Financial Regulation manual		
Human Resource Management Manual		
Procurement Manual		
Internal Audit Manual		
Monitoring and Evaluation Manual/Plan		

65. Does your organization have a functioning/active Board of Trustees/ Board or Directors/Executive Committee?
   a. Yes
   b. No

66. Which month of the year does your financial year start and end?

	Please select month
Financial Year start month	
Financial year end month	

67. [If Tanzania mainland only] Does your organization's mandate allow you to work on all of Tanzania mainland or in specific regions only?
   c. Can work in specific regions only

d. Can work in any part of Tanzania mainland

68. [If Zanzibar only] Does your organization's mandate allow you to work in all of Zanzibar or in specific regions only?
    a. Can work in specific regions only
    b. Can work in any part of Zanzibar

69. [If TZ mainland only and restricted to specific regions] Please specify which regions of Tanzania mainland your organization can work in or have a mandate to work in (select all that apply)

Arusha	Lindi	Rukwa
DSM	Mara	Ruvuma
Dodoma	Manyara	Shinyanga
Geita	Mbeya	Simiyu
Iringa	Morogoro	Singida
Kagera	Mtwara	Songwe
Katavi	Mwanza	Tabora
Kigoma	Njombe	Tanga
Kilimanjaro	Pwani	

70. [If specific regions of Zanzibar only] Please specify which regions of Zanzibar that your organization can work in or has a mandate to work in (select all that apply)

    a. Kaskazini Pemba
    b. Kusini Pemba
    c. Kaskazini Unguja
    d. Kusini Unguja
    e. Mjini Magharibi

71. Name of the officer filling this survey form [Text box]

72. Position of the officer filling the form in the organization
    a. Chairperson
    b. Deputy CEO/ED
    c. HR Manager Finance Manager
    d. Other Departmental Heads (please specify position)

73. Organization's point of contact's name? [Text Box]

74. Point of contact's position [Text box]

75. Point of contact's email address [Text Box]

76. Organization's main office (HQ) physical and postal address *[please use this link to search for your District and Ward Postcode to include in the Postcode field by typing the name of the district and ward/street/village where your office is located on the search page: https://address.tcra.go.tz/postcode/Home/Home.do]*

a. Postal address: P.O. Box _____
b. Street name_____
c. Town_____
d. Postcode_____
e. Region/Province_____

77. Telephone number(s) that can be used to reach you
    a. Landline (include area code)+255_____
    b. Mobile phone: +255_____

78. Does your organization have a website?
    a. Yes
    b. No

79. Please provide your organizations website address [Text Box]

Note of refusal to participate

  80. If you don't mind, please tell us why you would not be willing to participate in this study? [Text box]

A4.5 ORGANIZATIONAL CAPACITY ASSESSMENT SURVEY TOOL

USAID TANZANIA – ORGANIZATION DEVELOPMENT AND READINESS QUESTIONNAIRE FOR CIVIL SOCIETY ORGANIZATIONS (CSOₛ)

Introduction and Consent

Introduction

USAID has been implementing programs in Tanzania, with focus, among others on Health, Economic Growth, Democracy, Rights and Governance (DRG), Education and Youth Empowerment. As part of the Mission's efforts to advance collaboration with Non-State Actors (Civil Society Organizations and Private Sector Entities) in Tanzania USAID has commissioned this assessment to facilitate better understanding of the activities, geographic landscape, and capacities of non-state actors. USAID seeks this information to advance its efforts to identify organizations with potential capacities to manage USAID activities and funds to deliver results.

The assessment is being done in two stages. The initial stage aimed to map and shortlist CSOs operating in key functional areas of USAID Mission, as well as to categorize and rank their capacities. This stage took place between May – July 2021. Through a self-administered assessment, your organization participated in this exercise. The second stage is an additional information request to the shortlisted CSOs to enable in-depth understanding of their organizational capacities and readiness to manage USAID funds. This process is taking place during 1-20th August 2021.

Data for Development would like to inform you that your organization has been short-listed among the organizations that met the mapping criteria set for the initial stage. You are therefore, requested to provide additional information by conducting a detailed Organization Capacity Assessment (OCA).

Right to Refuse or Withdraw

The decision to participate in this assessment is entirely up to you. You may refuse to take part in this assessment, and you have the right stop taking the assessment at any point. You will not be penalized if you choose to withdraw from this assessment.

There are no known risks or direct benefits for you from participating in this assessment.

Confidentiality

All the private identifiable information provided through this assessment will be kept strictly confidential and only the assessment team will review and analyze them. The identifiable information collected will be kept on a secure server and will be destroyed once the project is completed.

Right to Ask Questions and Report Concerns

You have the right to ask questions about this assessment and to have those questions answered by us. If you face difficulties in completing the assessment and/or need clarifications about the assessment questions and how to complete the survey, please contact any of the following persons for assistance:

-Tumaini Mbibo - email: tmbibo1965@gmail.com, Tel: 0713 613363

-Japhet Makongo - email: makongo@yahoo.com, Tel: 0754 571256

-Dr. Lunogelo Bohela: email: lunogelo@bohela.com, Tel: 0754 262877

or contact Rose Aiko, the activity manager for this assessment, by email: raiko@engl.com or by phone: +255 752 816160 for assistance.

How to Complete the Survey

The head of the organization is requested to distribute the survey to a minimum of 5 personnel in different departments of the organization who will complete the assessment individually and submit it.

You can explore the assessment form after consenting and you can start it at any section you choose.

Please complete each section fully. Except for comments, which are optional, all rating questions are required. Click "Done" to submit your completed tool.

Each person should only submit one survey.

If you cannot complete the assessment in one sitting, you can resume it later by clicking again on the link (URL) sent to you in the invitation email. Our assessment platform will save your answers for each section you complete. In order to access your saved responses, please continue the survey on the same device you start it in.

Consent

1. Do you agree to participate in this assessment?

    a. Yes
    b. No

2. Name of the organization [Text Box]

3. Organization's contact information [if you are inputting more than one item please separate each with a semi colon (;)]
   - email address: [Text Box]
   - Telephone number: [Text Box]

4. Name of staff member participating in the assessment [Text Box]

5. Position of staff member participating in the assessment [Text Box]

6. Name(s) of D4D staff you consult during the assessment [If you are supported by more than one expert, please separate the names with a semi colon (;)] [Text Box]

1. GOVERNANCE

Objective: To assess the organization's motivation and stability by reviewing its guiding principles, structure, and oversight.

This section has 5 sub-sections. Click Next to proceed

Objective: To assess the organization's motivation and stability by reviewing its guiding principles,

1.1. Vision/Mission

structure, and oversight.

Resources for assessment: **vision and/or mission statements, anonymous staff and board questionnaires (see Facilitator's Guide)**

7. Please select the sentence that best describes your organization's Mission/Vision's statement:
   1. The mission/vision is not a clear statement of what the organization aspires to achieve or become
   2. The mission/vision is a moderately clear or specific description of what the organization aspires to become or achieve
   3. The vision and/or mission is a clear, specific statement of what the organization aspires to become or achieve
   4. Is a clear, specific, and forceful understanding of what the organization aspires to become or to achieve

8. Please select the sentence that best describes the level of understanding of your organization's mission/vision statement among staff in your organization
   1. The mission/vision is not widely held
   2. The mission or vision is well-known to most but not all staff
   3. The mission/vision is well-communicated and broadly held within the organization
   4. The mission/vision is well known to staff, members, partners and broadly held within the organization

9. Please select a sentence that best describes how your organization's mission/vision is applied in your organization's activities:
   1. The mission/vision has never been used to direct actions
   2. The mission/vision is rarely used to direct actions or to set priorities
   3. Sometimes used to direct actions and to set priorities
   4. Consistently used to direct actions and to set priorities

1.2. Organizational Structure

Objective: To determine if the organization's structure—most often depicted in an organogram but also perhaps in a narrative— is in line with its mission, goals, and programs and if systems exist to ensure strong coordination among departments or functions

Resources for assessment: **organizational diagram, organogram, or narrative**

10. Which of the following statements best describes your organization's structure today:
    1. The organization has no formal structure
    2. The organization has a basic structure, but it is incomplete and/or is undocumented; A structure that is not aligned with its mission/goals and programs
    3. The organization has a well-designed and documented structure (e.g., organogram) relevant to its mission/goals and programs
    4. The organization has a well-defined structure relevant to its mission, goals and programs

11. Please select the sentence that best describes how your organization's departments roles and responsibilities are defined/described

    1. The organization has no description of its departments and their functions
    2. The organization has unclear definitions of department functions
    3. The organization has identified the functions and responsibilities of departments
    4. The organization has clearly defined and appropriate functions and responsibilities of departments

12. Please select a statement that best describes how the lines of responsibility, communication and coordination between departments are defined in your organization:
    1. There are no clear lines of responsibility and communication among departments
    2. The organization has somewhat clear lines of responsibility and communication among departments
    3. The organization has clearly defined and appropriate lines of responsibility and communication among departments
    4. The organization has clear, appropriate lines of communication and coordination among departments

1.3. Board Composition and Responsibilities

Objective: To assess the board's composition, terms of reference (TOR), procedures and oversight to ensure that the board is capable of providing adequate guidance to the organization.

Resources for assessment: board membership, board TOR, board meeting minutes, anonymous board questionnaire

13. Please tick the statement that best describes how the members of your organization's board of directors/trustees/executive committee have been drawn:
    1. The board Is drawn from a narrow spectrum, and members have little or no relevant experience
    2. The board is drawn from a somewhat broad spectrum, but few members have relevant experience
    3. The board Is drawn from a broad spectrum; has membership which is minimally diverse with respect to ethnicity, gender, culture, disability, and age and all members have relevant experience
    4. The board has membership which is diverse with respect to ethnicity, gender, culture, disability, and age and all members have relevant experience

14. Please select the statement that best describes the term limits for the members of the board of directors/trustees/executive committee of your organization:
    1. The board has no term limits
    2. Has term limits that are not defined or are unreasonable
    3. The board has term limits that are unreasonably long or extended/shortened
    4. The board has term limits that are defined and reasonable

15. Please select a statement that best describes your board's process for electing/appointing leaders/officers:

    1. The board has no procedures for electing/appointing leaders/officers
    2. The board has some procedures for electing/appointing leaders/officers
    3. The board has well-defined procedures for electing/appoint officers/leaders
    4. The board elects/appoints officers/leaders according to board procedures

16. Please select a statement that best describes how the board meetings attendance is in your organization
    1. The board has neither well-structured nor regular meetings
    2. The board has structured and regular meetings but they are poorly attended
    3. The board has well-planned and attended meetings at regular intervals, but documentation is not well-structured
    4. The board has well-planned, documented meetings held at regular intervals with good attendance

17. Please select a statement that best describes how your Board of Directors/Trustees/ Executive Committee conducts its activities:

    1. The board does not have Terms of Reference/ Board Charter
    2. The board has TOR,/Board Charter but do not provide appropriate separation of roles from the executive management team
    3. The board has clear TOR/board Charter reflecting appropriate separation of roles from the executive management team but are not always followed
    4. The board has clear TOR/Board Charter reflecting appropriate separation of roles from the executive management team and are always followed

18. Please select a statement that best reflects the Board of Directors/Trustees/Executive Committee's understanding of their Terms of Reference (ToRs)
    1. The board does not have a clear understanding of its key functions
    2. The board has some understanding of its functions as defined in the TOR, but they are inconsistently carried out
    3. The board has a good understanding of its functions as defined in the TOR and mostly carries them out
    4. The board has a good understanding of its functions as defined in the TOR, all of which are consistently carried out

19. Please select a statement that best describes how your organization's board is involved in your organizational leaning and strategic planning
    1. The board is not at all involved in strategic planning/policy formulation
    2. The board displays willingness to participate in strategic planning/policy formulation processes but hardly gets time to fulfil this obligation
    3. The board is involved in strategic planning/policy formulation, but participation is not always consistent
    4. The board displays willingness and a proven track record to learn about the organization, to participate in strategic planning/policy formulation and to address organizational issues

1.4. Legal Status

Objective: To assess the organization's legal standing—and therefore sustainability—by checking legal registration and compliance with local tax and labor laws.
Resources for assessment: registration documents, where possible and feasible, local tax laws, local labor laws

20. Please tick the statement that best describes your organization's registration status:
    1. The organization is legally registered but does not know its legal status or registration has expired
    2. The organization is not currently a legally recognized entity in the country but has applied for legal status
    3. The organization is legally registered and aware of its legal status
    4. The organization is aware of its legal status and has complied with all legal requirements (tax, reporting progress/financial returns to relevant authorities)

21. Please select a statement that best describes your organization's tax compliance status:
    1. The organization is not aware of its tax status and/or is not paying taxes
    2. The organization is aware of its tax status but is not compliant with tax obligations
    3. The organization is aware of its tax status but is not always compliant with tax obligations
    4. The organization is aware of its tax status and is fully compliant with tax obligations

22. Please select the statement that best describes your organization's compliance with labor laws:
    1. The organization does not know local labor laws
    2. The organization is aware of local labor laws but is not fully compliant
    3. The organization is aware of local labor laws but is not always compliant with local labor laws
    4. The organization is aware of and fully complies with local labor laws

23. Please select the statement that best describes your organization's compliance with statutory audit and reporting requirements:
    1. The organization is not aware of statutory audit and reporting requirements
    2. The organization is aware of statutory audit and reporting requirements but is not fully compliant
    3. The organization is not always compliant with statutory audit and reporting requirements
    4. The organization is fully compliant with statutory audit and reporting requirements

1.5. Succession Planning

Objective: To assess the organization's ability to continue smooth operations and to manage programs in the event of an absence of, or shift in, leadership.

Resources for assessment: job descriptions of senior management, succession plan, organizational chart.

24. Please select a statement that best describes the nature of relationship between departments and the Executive Director/Chief Executive
    1. The organization is very dependent on the Executive Director/ Chief Executive
    2. The organization is dependent on the Executive Director/ Chief Executive
    3. The organization has limited dependence on Executive Director/ Chief Executive; s/he does not have sole control of, for example, finances and planning
    4. The organization is reliant but not dependent on the Executive Director/ Chief Executive

25. Please select a statement that best describes your organization's succession planning situation:
    1. The organization would cease to exist or function without the Executive Chairperson/Secretary (EC/S)
    2. The organization would continue to exist without the EC/S but most likely in a very different form, or with significantly less capability and reduced program quality;
    3. The organization would continue in a similar way without the EC/S, but fundraising and/or program quality would suffer significantly
    4. The organization has a clear, documented succession plan; Has the potential for a smooth transition to a new leader; fundraising and program quality would not be major problems

26. Please select a statement that best describes your organization's preparedness to implement a succession plan for the CEO/CED position.
    1. The organization has no plan for how it would continue if the EC/S left
    2. The organization has a very basic succession plan describing how the organization will continue if the EC/S leaves
    3. The organization has a documented plan for how it would continue should the EC/S leave, but no member of management could take on the EC/S role
    4. The organization would handle transition by having a senior management team fill in or one or more members of the management team would take on the EC/S role

The question on this page is optional

Comments about your ratings on the Governance domain

27. Do you have any comments you would like to make about your ratings for the capacity elements in the Governance domain? [If you do please enter them in the text box below. If you do not have any comments leave the text box blank]

Text box:

2: ADMINISTRATION

Objective: To assess the organization's capacity to develop and apply policies and procedures, the existence and quality of its administrative systems and its staff knowledge of the systems.

This section has 5 sub sections. Click Next to proceed

2.1. Operational Policies, Procedures and Systems

Objective: To assess the availability of and adherence to operational policies

Resources for assessment: policy and procedures manual, anonymous staff questionnaires, related payment vouchers

28. Please select a statement that best describes the status of your organization's operational policies and procedures:
    1. The organization has no documented operational policies and procedures
    2. The organization has documented some operational policies and procedures, but they are incomplete or not compliant with national and donor regulations
    3. The organization has documented most operational policies and procedures and they are compliant with national and donor regulations
    4. The organization has complete and comprehensive operational policies and procedures, they are compliant with national and donor regulations and are optimally applied

29. Please select a statement that best matches knowledge and level of adherence to operational policies and procedures of your organization:
    1. Policies and procedures are not well-known or understood by staff and are not consistently adhered to
    2. Policies and procedures are known and understood by staff but they are not adhered to
    3. Policies and procedures are known and understood by staff but only some are consistently adhered to
    4. Policies and procedures are known and understood by staff and are consistently adhered to

30. Please select a statement that best describes your organizations process for reviewing operational policies and procedures:
    1. The organization has no process for regularly reviewing and updating operational policies and procedures
    2. The organization has ad-hoc processes for reviewing and updating policies and procedures
    3. The organization has a process for reviewing and updating policies and procedures, but it is not consistently followed
    4. The organization has a robust process for reviewing and updating policies and procedures and it is consistently followed

31. Please select a statement that best reflects orientation and/or training on policies and procedures done by your organization:
    1. The organization has not oriented or trained staff in the policies and procedures
    2. The organization has oriented some but not all staff in the policies and procedures
    3. The organization has oriented or trained all staff in the policies and procedures
    4. The organization has oriented or trained all staff in policies and they all understand them

2.2. Travel Policies and Procedures

Objective: To assess the availability of and adherence to travel policies and procedures, especially compliance with donor rules and regulations.

Resources or assessment: travel manual, staff questionnaires, related payment vouchers

32. Please select a statement that best describes your organizations travel policies and procedures:
    1. The organization has no documented travel policies and procedures (i.e., per diem levels, forms, approval procedures)
    2. The organization has documented some travel policies and procedures, but they are incomplete or noncompliant with donor requirements
    3. The organization has documented most or all travel policies and procedures, and they comply with donor requirements
    4. The organization has complete and appropriate travel policies and procedures that comply with donor requirements

33. Please select a statement that best describes staff members' level of understanding of the travel policies and procedures:
    1.   The organization has policies and procedures that are not well-known or understood by staff
    2.   The organization has policies and procedures that are known and understood by some but not all staff
    3.   The organization has policies and procedures that are generally known and understood by all staff tT
    4.   The organization has policies and procedures that are well-known and understood by all staff

34. Please select a statement that best describes adherence and the process for review of your organization's travel policies and procedures
    1.   Policies and procedures are not consistently adhered to, reviewed, or updated
    2.   Policies and procedures are adhered to but are rarely reviewed, or updated
    3.   Policies and procedures are adhered to and sometime are reviewed but are not consistently updated
    4.   Policies and procedures are consistently adhered to, reviewed, and updated

2.3 Procurement

Objective: To assess the availability of and adherence to procurement policies and procedures. Resources for assessment: procurement policies, procurement files, related payment vouchers, procurement plan

35. Please select a statement that best describes your organization's procurement procedure:
    1.   The organization has no documented procurement procedures
    2.   The organization has documented some procurement policies and procedures, but they are incomplete or inappropriate
    3.   The organization has documented most procurement policies and procedures, and they are appropriate
    4.   The organization has complete and appropriate written procurement policies and procedures that incorporate donor-specific policies as required

36. Please select a statement that best describes your organization's pocurement plan:

    1.   The organization has no documented procurement plan and is not aware of procurement regulations
    2.   The organization has no documented procurement plan, but is aware of procurement regulations
    3.   The organization has a documented procurement plan
    4.   The organization has a documented procurement plan that is annually revised/updated

37. Please select a statement that best describes staff members' knowledge and understanding of the procurement policies and procedures:
    1.   Policies and procedures are not well-known or understood by staff
    2.   Policies and procedures are generally known and understood by some but not all staff
    3.   Policies and procedures are generally known and understood by all staff
    4.   Policies and procedures are known and understood by all staff and they are all oriented/trained

38. Please select a statement that best describes adherence and review of your organization's procurement policies and procedures:
    1.   Procurement policies and procedures are not adhered to
    2.   Procurement policies and procedures are not consistently adhered to, and are rarely reviewed or updated
    3.   Procurement policies and procedures are adhered to, are sometime reviewed, but are not consistently updated
    4.   Procurement policies and procedures are consistently adhered to, reviewed, and updated

2.4. Fixed Assets Control

Objective: To assess the availability of and adherence to policies and systems for managing fixed assets.

Resources for assessment: fixed-asset policies, fixed-asset register, physical inventory reports

39. Please select a response that best describes your fixed assets management policy:
   1. The organization has no documented fixed-asset procedures (i.e., inventory of assets and systems for stock control)
   2. The organization has documented some fixed-asset policies and procedures, but they are incomplete or inappropriate
   3. The organization has documented most fixed- asset policies and procedures, and they are appropriate
   4. The organization has complete and appropriate fixed-asset policies and procedures that incorporate donor policies as required

40. Please select a statement that best describes your organization's fixed asset register:
   1. The organization has no fixed-asset register
   2. The organization has a fixed-asset register that is not complete
   3. The organization has a fixed-asset register that is complete but not regularly updated
   4. The organization has a fixed-asset register that is regularly updated and confirmed through a physical inventory at least every two years

41. Please select a statement that best describes staffs knowledge and understanding of the organization's fixed assets policies and procedures:
   1. Fixed asset policies and procedures are not well-known or understood by staff
   2. Fixed asset policies and procedures are known and understood by some but not all staff
   3. Fixed asset policies and procedures are known and understood by all staff
   4. Fixed asset policies and procedures are known and understood by all staff and they are trained/or oriented

42. Please select a statement that best describes adherence to and review of fixed assets policies and procedures in your organization:
   1. Fixed asset policies and procedures are not adhered to
   2. Fixed asset policies and procedures are not consistently adhered to, and are rarely reviewed or updated
   3. Fixed asset policies and procedures are adhered to, are sometime reviewed, but are not consistently updated
   4. Fixed asset policies and procedures are consistently adhered to, reviewed, and updated

2.5 Information Systems

Objective: To assess the functionality of the organization's information systems and its documentation of information system policies and procedures.

Resources for assessment: information system policies and procedures, staff interviews

43. Please select a statement that best describes your organization's information systems policies and procedures:
   1. The organization has no documented information system policies and procedures
   2. The organization has documented some information system policies and procedures, but they are incomplete or inappropriate
   3. The organization has documented most information system policies and procedures
   4. The organization has complete and appropriate information system policies and procedures

44. Please select a statement that best describes the adequacy of your organization's information systems and procedures in managing operations and/or programs:
   1. The organization has an insufficient information system to manage operations and/or programs
   2. The organization has an information system that supports operations and programs at basic levels of functionality
   3. The organization has an information system that adequately supports operations and programs at a good level of functionality without major inputs
   4. The organization has an information system that effectively and efficiently supports operations and programs at a high level of functionality and maintenance

45. Please select a statement that best reflects the designation of the responsibility for management of the information systems in your organization:
   1. The organization has no one designated to manage the information system
   2. The organization is fully dependent on outsourced (outside) provider designated to manage the information system
   3. The organization has a staff member designated to manage the information system
   4. The organization has a staff member designated to manage the information system and has a system for outsourcing outside provider support when required

Comments about your ratings on the Administration domain

The question on this page is optional

46. Do you have any comments you would like to make about your ratings for the capacity elements in the Administration domain? [If you do please enter them in the text box below. If you do not have any comments leave the *text box blank]*

Text box:_____

USAID TANZANIA - ORGANIZATION DEVELOPMENT AND READINESS QUESTIONNAIRE FOR CIVIL SOCIETY ORGANIZATIONS (CSOs)

3. HUMAN RESOURCE MANAGEMENT

Objective: To assess the organization's ability to maintain a satisfied and skilled workforce, to manage operations and staff time and to implement quality programs.
This section has 10 sub-sections. Click Next to proceed

3.1. Job Descriptions

Objective: To review the systems for developing, disseminating, following, and updating job descriptions (JDs) to ensure that staff roles and responsibilities are clearly defined and understood and that they are relevant to the needs of the organization.
Resources for assessment: sample job descriptions for each position or level (depending on size of organization)

47. Please select a statement that best describes the use of Job Descriptions (JDs) in your organization:
   1. The organization has no Job Descriptions for staff, volunteers or interns
   2. The organization has Job Descriptions for some staff members
   3. The organization has Job Descriptions for all staff members, but not all key sections are covered
   4. The organization has clear Job Descriptions for all staff members that cover all sections

48. Please select a statement that best reflects staff and volunteers access and knowledge of their job descriptions:
   1. Staff members, volunteers and interns are not aware of or do not have copies of their JDs
   2. Staff members, volunteers and interns are aware of their job descriptions, but most do not have copies or access to copies of their JDs
   3. Staff members, volunteers and interns are aware of their job descriptions but only some have copies or access to copies of their JDs
   4. Staff members, volunteers and interns are aware of their job descriptions, and all have copies or access to copies of their JDs

49. Please select a statement that best describes the state of adherence to Job Descriptions in your organization:
    1. Job Descriptions are not adhered to or followed
    2. Job Descriptions are sometime adhered to but are not reviewed or regularly updated
    3. Job Descriptions are adhered to or followed, are sometime reviewed, but are not regularly updated
    4. Job Descriptions are adhered to or followed, and are regularly reviewed, and updated

3.2. Recruitment

Objective: To assess the organization's systems for recruiting staff and consultants including confirming and documenting professional and salary history.

Resources for assessment: recruitment manual/guidelines or policy, recruitment guidelines, documentation of employment history, personnel manual

50. Please select a statement that best describes your organization's recruitment guidelines and approach:

    1. The organization has neither guidelines nor a consistent approach to recruiting staff
    2. The organization has basic guidelines for recruitment, but they are neither consistently applied nor reviewed
    3. The organization has clear, transparent recruitment guidelines, but they are neither consistently applied nor regularly reviewed
    4. The organization has clear, transparent, and consistent recruitment guidelines which are consistently applied and reviewed and include access to employment for people with disabilities

51. Please select a statement that best describes your organization's system for verifying and filing employment history of staff and consultants:
    1. The organization has no system for verifying employment history for staff or consultants
    2. The organization has a system but no process for verifying staff or consultants' employment history
    3. The organization has a system and process for verifying employment history but does not file or update the information
    4. The organization has a system and process for verifying, updating, and filing employment history for staff and consultants and it is consistently implemented

52. Please select a statement that best describes orientation for HR staff in applying the guidelines:
    1. The organization has not oriented or trained HR staff in applying the guidelines
    2. The organization has rarely oriented or trained HR staff in applying the guidelines
    3. The organization has not consistently oriented or regularly trained HR staff in applying the guidelines
    4. The organization has consistently oriented and regularly trained/updated HR staff in applying the guidelines

3.3. Staffing Levels and Retention

Objective: To assess the organization's management of staffing—positions available, positions filled, vacancies—for the program and for the organization as a whole and the means for ensuring staffing levels are and remain adequate.

Resources for assessment: staffing plan and/or organizational diagram, vacancy and turnover data, attendance information, retention policy

53. Please select a statement that best your organization's staffing plan:
    1. The organization has no staffing plan
    2. The organization has a formal staffing plan but positions/vacancies that are not documented
    3. The organization has a staffing plan and positions/vacancies are documented
    4. The organization has a formal staffing plan, positions and vacancies are documented, and vacancy data utilized

54. Please select a statement that best...
    1. The organization has many key management and technical positions vacant/open/unfilled
    2. The organization has many key management and technical positions filled by staff without the right qualifications or skills
    3. The organization has some key positions filled with qualified and skilled staff
    4. The organization has qualified and skilled staff in all key positions (technical, administrative, finance)

55. Please select a statement that best describes your organizations system for filling vacant positions:
    1. The organization has no system to ensure that positions are promptly filled
    2. The organization has a system to ensure that positions are promptly filled
    3. The organization has a system to ensure that positions are promptly filled but it is rarely used
    4. The organization has active recruitment to fill gaps - a system for promptly filling vacant positions where staff turnover is high

56. Please select a statement that best describes staff turnover and attendance situation:
    1. The organization has high turnover and severe problems with staff attendance affecting program
    2. The organization has high turnover rate or staff attendance problems affecting program implementation
    3. The organization has moderate turnover or minor attendance problems
    4. The organization has minimal turnover and no attendance problems

57. Please select a statement that best describes your organization's retention procedures:
    1. The organization has no retention procedures
    2. The organization has retention procedures but only some staff positions are covered
    3. The organization has retention procedures for all staff positions but they are not complete
    4. The organization has retention procedures for all staff positions and they are complete

58. Please select a statement that best describes opportunities for career advancement in your organization:

    1. The organization has not provided opportunities for career advancement
    2. The organization has rarely provided opportunities for career advancement
    3. The organization has provided opportunities for career advancement for employees of certain ability levels
    4. The organization has provided opportunities for career advancement for employees of all ability levels

59. Please select a statement that best describes the process for documenting staff exit interviews:
    1. The organization has not conducted or documented staff exit interviews
    2. The organization has conducted some staff exit interviews but they are not documented
    3. The organization has conducted and documented exit interviews
    4. The organization has conducted and documented exit interviews and used the information

3.4. Management and Staff Diversity

Objective: To assess the gender, demographic, social and cultural composition of the staff.

Resources for assessment:

60. Please select a statement that best describes the diversity in composition of management and staff:
    1. The organization has narrow diversity in the gender, ethnic, religious, and cultural composition of management and staff
    2. The organization has some diversity in the gender, ethnic, religious, and cultural composition of management and staff, but some groups are significantly under-represented
    3. The organization has significant diversity in the gender, ethnic, religious, and cultural composition of management and staff, but some groups remain under-represented
    4. The organization has good diversity in the gender, ethnic, religious, and cultural composition of management and staff

61. Please select a statement that best describes your organization's efforts to diversify management and staff composition:
    1. The organization has made no active efforts to diversify its management and staff
    2. The organization has made limited active efforts to diversify its management and staff, but these have not been successful
    3. The organization has made active efforts to diversify its management and staff, but these have been partially successful
    4. The organization has made active efforts to diversify its management and staff, and these efforts have been successful

3.5 Personnel Policies

Objective: To ensure that personnel policies document and verify staff time and that best practices in managing personnel are adhered to.

Resources for assessment: personnel manual, staff time records, work schedule policies, 2–3 personnel files, payment vouchers

62. Please select a statement that best describes your organization's personnel policies:
    1. The organization has no personnel policy manual.
    2. has basic personnel policies, but they are incomplete and/or inappropriate
    3. The organization has good personnel policies that include most or all appropriate component
    4. The organization has comprehensive and donor compliant personnel policies

63. Please select a statement that best describes compliance to personnel policies in your organization:
    1. The organization has not applied the personnel policies
    2. The organization has inconsistently applied the personnel policies
    3. Personnel policies are generally adhered to and aligned with HR practices
    4. Personnel policies are consistently adhered to and aligned with HR practices

64. Please select a statement that best describes the dissemination of policies to staff in your organization:
    1. The organization has not disseminated the policies to staff
    2. The organization has disseminated the policies to some staff but has not required signature statements
    3. The organization has disseminated the policies to all staff but has not required signature statements
    4. The organization has disseminated policies to all staff and required and filed signature statements

65. Please select a statement that best describes your organizations process for updating personnel policies:
    1. The organization has no process for updating personnel policies and manuals
    2. The organization has a process for updating personnel policies and manuals but it has rarely applied it
    3. The organization has a process for updating policy and personnel manuals but it has not consistently applied
    4. The organization a process and has regularly applied it to review and update personnel policies, manuals

66. Please select a statement that best describes the organization's policies sensitivity to the needs of people with disability.
    1. The organization's policies are not sensitive to the needs of people with disabilities
    2. Some of the organization's policies are sensitive to the needs of people with disabilities
    3. Most of the organization's policies and procedures are sensitive to the needs of people with disabilities
    4. All of the organization's Policies are sensitive to the needs of people with disabilities

3.6. Staff Time Management

Objective: to assess whether the organization actively uses timesheets for each staff member, whether timekeeping practices meet USG requirements, and whether the organization has systems in place for reviewing timesheets and using timesheet data for processing payroll. Resources for assessment:

67.   Please select a statement that best describes your organization's policy or system for staff time management:
   1.   The organization has no policy or system for documenting staff work hours
   2.   The organization has a staff billing policy and time-sheets but they are applied to some staff only
   3.   The organization has a staff billing policy and time-sheets for all staff
   4.   The organization has a billing policy and timesheets for all staff that conform to acceptable standards

68.   Please select a statement that best describe your organization's usage of labor billing and time sheets in payroll processing:
   1.   The organization has not based payroll and labor billings on timesheet data
   2.   The organization has based payroll and labor billing on time sheet data but only for some staff
   3.   The organization has based payroll and labor billing on time sheet data for all staff but timesheets have not are not always completed or submitted and reviewed in a timely manner
   4.   The organization has consistently based payroll and labor billings on timesheet data that is submitted on timely manner and reviewed for all staff

69.   Please select a statement that best describes the policy for review of time sheets:
   1.   The organization has no policy for review or signature on timesheets from a supervisor
   2.   The organization has a policy for review and signature on timesheets from a supervisor
   3.   The organization has a policy for review and signature on timesheets from a supervisor but the timesheets are not always completed and submitted in a timely manner
   4.   The organization has a policy for review and signature on timesheets from a supervisor and the timesheets are always completed and submitted in a timely manner, reviewed, and signed by a supervisor

70.   Please select a statement that best describes how your organization handles orientation of staff on usage of timesheets:
   1.   The organization has not oriented staff and supervisors to complete timesheets
   2.   The organization has oriented some staff and supervisors to complete timesheets properly
   3.   The organization has oriented most staff and supervisors to complete timesheets properly
   4.   The organization has oriented all staff and all supervisors to complete timesheets properly

3.7 Staff Salaries and Benefits

Objective: To review the organization's systems for setting and managing salaries and benefits and to determine whether these conform with legal and donor requirements
Resources for assessment: salary grades and ranges, 2–3 personnel files from different levels

71.   Please select a statement that best describes your organization's pay structure and history:
   1.   The organization has no clear rationale/structure for staff salaries such as pay grades and ranges or salary history
   2.   The organization has a basic rationale/structure for staff salaries but it is not based on pay grades, ranges and salary history
   3.   The organization has a clear rationale/structure for staff salaries, such as pay grades and ranges but it does not include salary history
   4.   The organization has a clear and documented rationale/structure for staff salaries, such as pay grades and ranges and salary history

72. Please select a statement that best describes the policy for staff benefits in your organization:
    1. The organization has not clearly documented benefits in a policy manual, and benefits are not equitably applied and/or do not conform to national labor requirements
    2. The organization has benefits that are clearly documented in a policy manual, but they are neither equitably applied nor conform to national labor requirements
    3. The organization has benefits that are clearly documented in a policy manual, equitably applied, and conform to national labor requirements
    4. The organization has benefits that are clearly documented in a policy manual, known to staff, equitably applied, and conform to national labor requirements

73. Please select a statement that best describes orientation provided to staff on benefits policy:
    1. The organization has not oriented/informed its staff on the benefits offered to them
    2. The organization has oriented/informed some staff on the benefits offered to them
    3. The organization has oriented/informed most of its staff on the benefits offered to them
    4. The organization has oriented/informed all of its staff on the benefits offered to them;

74. Please select a statement that best reflects the review process for salary rationale/structure of your organization:
    1. The organization has not reviewed or updated the salary rationale/structure
    2. The organization has reviewed or updated the salary rationale/structure but not for all staff
    3. The organization has reviewed or updated the salary rationale/structure for all staff, but does not do it regularly
    4. The organization has regularly reviewed and updated the salary rationale/structure for all staff and/or updates it annually

75. Please select a statement that best reflects how your organization implements pay increases:
    1. The organization does not make pay increases for its staff
    2. The organization has pay increases for its staff but they do not follow the salary structure or policy
    3. The organization has pay increases for its staff that follow the salary structure and policy but is not linked to performance reviews
    4. The organization has pay increases that follow the salary structure and/or policy and are coordinated with/linked to performance reviews

3.8 Staff Performance Management

Objective: To review the organization's systems for managing staff performance including performance appraisals.

Resources for assessment: samples of completed performance appraisals or a blank form

76. Please select a statement that best describes your organization's staff performance management process:
    1. The organization has no process for regularly assessing staff performance
    2. The organization has a basic process for assessing staff performance, but it does not include setting objectives, listing responsibilities/tasks, supervision, or professional development
    3. The organization has a process for assessing staff performance that includes setting objectives, listing responsibilities/ tasks, assessing performance on past activities, supervision, and professional development
    4. The organization has a well-documented process for assessing staff performance that includes setting objectives, listing responsibilities/ tasks, assessing performance on past activities, supervision, and professional development

77. Please select a statement that best describes your organizations review process for new staff:
    1. The organization has no probationary period or review process for new staff
    2. The organization has a three-month probationary period for new staff but no formal review
    3. The organization has a performance review process for new staff that is not timely or consistently done
    4. The organization regularly reviews new staff performance after the probationary period

78. Please select a statement that best reflects how the performance review process is implemented in your organization:
    5. The organization has a not conducted performance reviews for its staff
    6. The organization has conducted performance reviews but the process is not participatory and follows an auditing rather than a supportive approach
    7. The organization has a participatory process for performance reviews that is regularly used for performance appraisals
    8. The organization has regularly conducted appraisals for all staff at least once a year through a participatory process

79. Please select a statement that best describes how changes in staff work status, salary and benefits changes are filed:
    1. The organization has not filed or updated changes in staff work status, salary, and benefits
    2. The organization has inconsistently filed or updated changes in staff work status, salary, and benefits
    3. The organization has consistently filed and updated changes in staff work status, salary, and benefits
    4. The organization has consistently filed, updated and made changes in staff work status, salary, and benefits

3.9. Staff Skills Development

Objective: To review the organization's systems and processes for assessing and developing staff skills.

Resources for assessment:

80. Please select a statement that best describes your organizations approach to staff skills development:
    1. The organization has no skills development program for staff
    2. The organization has no skills development program but has a process for supporting staff to identify and enroll in skills development program(s) of their choice
    3. The organization has a process for supporting staff to identify and enroll in skills development programs of their choice
    4. The organization has a process for supporting staff to identify and enroll in skills development programs of their choice, including programs accessible to people with disabilities

81. Please select a statement that best reflects your organizations approach to skills review:
    1. The organization has no ability to conduct skills audit and analysis for its staff's future skills needs
    2. The organization has ability to periodically carry out skills audits and analysis of its staff's future skills needs but has not done any
    3. The organization has inconsistently or only occasionally carried out skills audit and analysis of its staff's future skills needs
    4. The organization has a clear skills development plan and system that is built around staff competencies and recognizes prior learning and is used regularly

82. Please select a statement that best describes your organizations approach for measuring changes in staff skills:
    1. The organization has no assessment tools to measure knowledge gained against criteria set for successful performance of given tasks
    2. The organization has assessment tools to measure knowledge gained against criteria set for successful performance of given tasks but has not applied them
    3. The organization has assessment tools but has not consistently measures knowledge gained by staff against criteria set for successful performance of given tasks
    4. The organization has assessment tools and has routinely measured knowledge gained against criteria set for successful performance of given tasks

83. Please select a statement that best reflects how your organization utilizes newly acquired skills of its staff:
    1. The organization has no motivation to utilize the newly acquired skills of its staff
    2. The organization has little motivation to utilize the newly acquired skills of its staff
    3. The organization has a willingness to utilize the newly acquired skills of its staff
    4. The organization effectively utilizes the newly acquired skills of its staff

3.10. Volunteers and Interns

Objective: To review the organization's systems for managing field and office volunteers and interns.

Resources for assessment: volunteer/intern policy, samples of completed performance appraisals

84.   Please select a statement that best describes your organization's policy for selecting or managing volunteers/interns:
1.   The organization has no policy for selecting or managing volunteers/interns
2.   The organization has a basic volunteer/intern policy that includes guidance on selection, supervision, and support
3.   The organization has a comprehensive volunteer/intern policy that includes guidance on selection, supervision and support
4.   The organization has a comprehensive volunteer/intern policy which includes selection from all groups of people including people with disabilities (equal opportunity is given to applicants regardless of culture, ethnicity, gender, and/or disability), supervision, and support

85.   Please select a statement that best describes your organization's training and/or orientation arrangements for volunteers and interns:
1.   The organization has no training program for volunteers or interns
2.   The organization has orientation and/or training for volunteers that is not consistent
3.   The organization has volunteers/interns appropriately trained for their tasks
4.   The organization has volunteers/interns who are appropriately and consistently trained for their tasks

86.   Please select a statement that best reflects job descriptions for volunteers and interns in your organization:
1.   The organization has no job descriptions for volunteers or interns
2.   The organization has job descriptions for volunteers or interns, but they are incomplete
3.   The organization has job descriptions for all volunteers or interns, but they are not well documented
4.   The organization has concise, complete, and well documented job descriptions for all volunteers or interns

87.   Please select a statement that best describes your organization's performance standards for volunteers or interns:
1.   The organization has no performance standards or feedback process for volunteers or interns
2.   The organization has no performance standards or regular review of performance of volunteers or interns
3.   The organization has performance standards but no performance review
4.   The organization has performance standards and regular performance reviews

88.   Please select a response that best reflects how you implement supervisory guidance for volunteers and interns:
1.   The organization has no supervisory guidance to support volunteers/interns
2.   The organization has a basic guidance for supervision and support of volunteers that is not consistently applied
3.   The organization has provided regular supervision and support to volunteers and interns but no regular feedback
4.   The organization has provided regular, consistent supervision and provided well documented feedback

89.   Please select a statement that best describes level of turnover of volunteer and interns in your organization:
1.   The organization has never had volunteers or interns
2.   The organization has high volunteer turnover that affects program implementation
3.   The organization has moderate turnover with limited impact on program implementation
4.   The organization has minimal turnover with no effect on program implementation

Comments about your ratings on the Human Resource Management domain

The question on this page is optional

90. Do you have any comments you would like to make about your ratings for the capacity elements in the Human Resource Management domain? [If you do, please enter them in the text box below. If you do not have any comments leave the text box blank]

Text box_____

4. FINANCIAL MANAGEMENT

Objective: To assess the quality of the organization's financial system and policies and procedures and the staff's knowledge of the system.
This section has 9 sub-sections. Click Next to proceed

4.1. Accounting System

Objective: To assess the existence and use of the accounting system, especially its ability to respond to management needs and donor requirements
Resources for assessment: financial manual, accounting journals, chart of accounts, payment vouchers, staff training plan/curricula, staff interviews

91. Please select a statement that best describes your organization's accounting system:
    1. The organization has no formal accounting system or has a a filing system that maintains only invoices/receipts for all expenditures and incoming funds
    2. The organization has a basic accounting system, but it is incomplete and/or not compliant with accounting standards
    3. The organization has a good, computerized accounting system, but it is not compliant with donor regulations or is not fully operational
    4. The organization has a fully operational and donor-compliant computerized accounting system

92. Please select a statement that best reflects how transactions are recorded:
    1. The organization does not record transactions in the accounting system
    2. The organization has transactions that are recorded in the accounting system on an ad hoc basis
    3. The organization has not been consistently and/or accurately recording transactions in the accounting system
    4. The organization has been consistently and accurately recording transactions in the accounting system

93. Please select a statement that best describes qualification of staff of your organizations accounting unit/department:
    1. The organization has no accounting staff positions
    2. The organization has not recruited qualified accounting staff and/or oriented accounting staff on the systems
    3. The organization has recruited qualified accounting staff but has not oriented them on the systems
    4. The organization has recruited qualified accounting staff and trained/oriented them

94. Please select a statement that best describes your organization's process for reviewing and updating the accounting system:
    1. The organization has no process for reviewing and updating the accounting system
    2. The organization has a process for reviewing and updating the accounting system, but it is not used
    3. The organization has a process for reviewing and updating the accounting system, but it is not consistently applied or regularly used
    4. The organization has a process for reviewing and updating the accounting system and it is consistently applied on a regular basis

4.2 Internal Controls

Objective: To assess if internal controls adequately safeguard the organization's assets, manage internal risk, and ensure the accuracy and reliability of accounting data.

Resources for assessment: financial manual, signatory policy/authority matrix, payment vouchers, staff interviews, audit reports on internal controls, insurance policies.

95. Please select a statement that best reflects your organization's internal controls
    1. The organization has no documented internal controls
    2. The organization has some documented internal controls, but they are incomplete and inappropriate
    3. The organization has most or all documented appropriate internal controls
    4. The organization has complete and appropriately documented internal controls

96. Please select a statement that best reflects the segregation of duties in the financial management and procurement chain in your organization:
    1. The organization has no segregation of duties and checks and balances in finance and/or procurement
    2. The organization has Improper segregation of duties and checks and balances (1–2 people are responsible for all steps in finance and/or procurement)
    3. The organization has inadequate segregation of duties among procurement and/or finance staff
    4. The organization has adequate segregation of duties

97. Please select a statement that best reflects understanding and adherence to financing and procurement procedures in your organization:
    1. The organization has procedures that are not known or understood by staff and are not adhered to
    2. The organization has procedures that are not well- known and understood by staff and are not consistently adhered to
    3. The organization has procedures that are generally known by staff but not consistently adhered to
    4. The organization has procedures known and understood by trained staff and consistently adhered to

98. Please select a statement that best reflects your organization's process for reviewing and updating internal controls:
    1. The organization has no process for reviewing and updating internal controls
    2. The organization has internal controls that are inconsistently adhered to, reviewed, and updated
    3. The organization has internal controls that are consistently adhered to, reviewed and updates but the reviews and updates are not documented
    4. The organization has internal controls that are consistently adhered to, and are regularly reviewed, and updated and the reviews and updates documented

99. Please select a statement that best describes your organization's process for assessing financial risk:
    1. The organization does not have a process for assessing financial risk
    2. The organization has a process for assessing financial risk, but it is based on response to audits only
    3. The organization has a process for periodic assessment of financial risk, but it is not consistently applied
    4. The organization has a process for periodically assessing financial risk and it is applied throughout program planning and implementation cycle

4.3. Financial Documentation

Objective: To assess if record keeping is adequate and if financial files are audit ready. Resources for assessment: financial files, finance manual, staff interviews

100. Please select a statement that best describes your financial documentation procedures:
    1. The organization has no written financial documentation procedures
    2. The organization has some written financial documentation procedures, but they are incomplete and/or inappropriate
    3. The organization has written financial documentation procedures that are mostly complete and appropriate

4. The organization has complete and appropriate written financial documentation procedures that include back-up and recovery of financial documentation

101. Please select a statement that best describes your organizations financial filing system and backup arrangements:

1. The organization no filing system, no one is designated to back up the files, and financial files are not readily available
2. The organization has a basic filing system, someone is designated to back up the files, but financial files are not complete
3. The organization has financial files that are not regularly updated or secure, but there is someone designated to undertake backups
4. The organization has someone designated to back up financial files, and it has up-to-date financial files in a secure location

102. Please select a statement that best describes your organizations procedures for financial files backup:

1. The organization has no procedures for back-up and recovery of financial documentation
2. The organization has incomplete procedures for back-up and recovery of financial documentation
3. The organization has written procedures for back-up and recovery of financial documentation, but these are not consistently adhered to
5. The organization has procedures that are consistently adhered to, reviewed, and updated

103. Please select a statement that best reflects the staff knowledge and adherence to the procedures:

1. The organization has procedures that are not adhered to and/or are not known to staff
2. The organization has procedures that are not consistently adhered to and/or are not known to staff
3. The organization has procedures that are generally adhered to, known, and understood by staff
4. The organization has procedures that are known and understood by staff

4.4. Budgeting

Objective: To assess the organization's financial planning and if there is a system for monitoring budgets and determining additional funding requirements.

Resources for assessment: organization's budget, project budgets, budget worksheet, chart of accounts, budget tracking worksheet

104. Please select a statement that best...

1. The organization has no formal organization budgeting process
2. The organization has a basic organization budgeting process, but it is incomplete
3. The organization has a good organization budgeting process that includes most or all required components
4. The organization has a complete and appropriate organization budgeting process

105. Please select a statement that best describes your organization's project budgets implementation:

1. The organization has project budgets, but they are not clear and/or not aligned with project needs
2. The organization has project budgets, but they are not always clear and do not consistently align with project needs
3. The organization has project budgets that are clear but not regularly reviewed nor consistently aligned with project needs
4. The organization has clear project budgets that are reviewed regularly by senior management, and adapted to align with project needs and donor requirements

106. Please select a statement that best describes how core costs are incorporated in project budgets:

1. The organization has not included core costs in its project budgets
2. The organization has a core-cost budget, but it is not aligned with the strategic plan and/or is not regularly reviewed to address shortfalls
3. The organization has a core-cost budget that is generally aligned with the strategic plan, but is not regularly reviewed to address shortfalls
4. The organization has a core-cost budget that is aligned with the strategic plan and regularly reviewed; any shortfalls are addressed

107. Please select a statement that best describes your organization's methodology for inclusion of core costs in project budgets:

   1. The organization has no methodology for including core costs in its project budgets
   2. The organization has an inconsistent methodology for including core costs in its project budgets
   3. The organization has a consistent methodology for including core costs in project budgets, but the methodology is not documented and does not ensure full cost recovery
   4. The organization has a consistent methodology for including core costs in project budgets that is documented and ensures full cost recovery

108. Please select a statement that best describes your organization's budget monitoring system:

   1. The organization has no budget monitoring system
   2. The organization has a basic budget monitoring system, but the financial data is not reviewed by program managers
   3. The organization has a good budget monitoring system where the financial data is reviewed by program managers, but corrective action is not consistently taken
   4. The organization has a complete and appropriate organization budget monitoring process where program managers consistently review the financial data and take appropriate corrective action

4.5. Financial Reporting

Objective: To assess whether the organization's routine financial reporting system allows it to meet statutory and donor requirements and stakeholders' needs for information.

Resources for assessment: annual financial statements, financial reports to donors, donor grant agreements, management reports, senior management meeting minutes, board meeting minutes

109. Please select a statement that best describes your organization's financial reporting system:

   1. The organization has no routine system for financial reporting and/or has no recent financial statements
   2. The organization has a basic system for financial reporting, but reporting requirements and deadlines are not adhered to
   3. The organization has a good financial reporting system and reporting requirements; deadlines are generally adhered to
   4. The organization has a complete and appropriate financial reporting system; reporting requirements and deadlines are consistently adhered to

110. Please select a statement that best reflects your organization's status with respect to submission of reports to donors and/or stakeholders:

   1. The organization has not yet submitted a financial report to a donor and/or other stakeholders
   2. The organization has inconsistently delivered financial reports to stakeholders (donor, budget holders, senior management, and board members)
   3. The organization has regularly delivered financial reports to stakeholders (donors, budget holders, senior management, board members), but they are not always accurate and/or complete
   4. The organization has regularly delivered accurate and complete financial reports to stakeholders (donors, budget holders, senior management, and board members)

111. Please select a statement that best describes the designation of responsibilities for preparation and approval of financial reports:

   1. The organization has no one designated to prepare or approve reports or financial statements
   2. The organization has a temporary staff designated to prepare or approve reports or financial statements
   3. The organization has someone designated to prepare or approve reports or financial statements but the reports are not consistently prepared
   4. The organization has designated staff to prepare and approve reports and financial statements and the reports are consistently prepared

112. Please select a statement that best describes the process for reviews and utilization of financial reports by senior staff:

1. The organization has no process for reviews of financial reports by senior staff
2. The organization has irregular reviews of financial reports by senior staff
3. The organization has a system for regular reviews of financial reports by senior staff, but the reports are not used for decision-making; some documented financial reporting procedures
4. The organization has a system for senior staff to regularly review financial reports and to use the reports for decision-making; complete and appropriate documented financial reporting procedures that are regularly reviewed and updated

4.6. Audits

Objective: To assess whether the organization undergoes routine audits that meet statutory and donor requirements and has a system for addressing audit findings.

Resources for assessment: financial audit reports, post-audit management plans, financial manual staff interviews

113. Please select a statement that best reflects your organization's auditing system:

1. The organization has no internal or external auditing system
2. The organization has a basic audit/review system, no incomplete or no written narrative of the audit procedures in the finance manual, and auditing requirements and deadlines are not adhered to
3. The organization has a good system for managing audits, a written narrative of the audit procedure is included in the audit manual; audit findings and recommendations are generally addressed
4. The organization has a complete and appropriate system for managing audits, a written narrative of the audit procedure is included in the audit manual; audit findings and recommendations are systematically addressed

114. Please select a statement that best reflects your organization's compliance with statutory and/or donor auditing requirements:

1. The organization has no capacity to comply with statutory and/or donor auditing requirements
2. The organization has some capacity but has not complied with statutory and/or donor auditing requirements
3. The organization has completed a recent statutory and/or donor audit, but the scope of the audit does not meet requirements
4. The organization has consistently complied with its statutory and donor audit requirements in a timely manner

115. Please select a statement that best describes how your organization disseminates audit information:

1. The organization has not shared audit reports with board members and other stakeholders
2. The organization has sometime shared some audit reports with board members and stakeholders
3. The organization has often shared audit reports with board members and stakeholders but they are not always complete
4. The organization has consistently shared all audit reports with board members and other stakeholders

116. Please select a statement that best describes your audit risk assessment and review system:

1. The organization has no internal audit function
2. The organization has internal audit function but it is currently not staffed
3. The organization has an internal audit function but assessments or reviews of risks and updating of financial management systems is not consistently done to reflect the changing environment
4. The organization has an internal audit function that assesses risk and updates financial management systems as needed to reflect the changing environment

4.7. Financial Policies and Procedures

Objective: To assess the existence and use of financial policies and procedures and their ability to respond to management needs and donor requirements.

Resources for assessment: financial manual, accounting journals, chart of accounts, staff interviews, payment vouchers, staff training plan/curricula

117. Please select a statement that best describes your organizations financial policies and procedures:

   1. The organization has no documented financial policies and procedures
   2. The organization has some documented financial policies and procedures, but they are incomplete and/or do not comply with donor requirements
   3. The organization has documented most or all financial policies and procedures and they are compliant
   4. The organization has complete and appropriate financial policies and procedures

118. Please select a statement that best reflects the level of adherence to financial policies and procedures in your organization:

   1. The organization has no procedure to ensure adherence to policies and procedures
   2. Policies and procedures are inconsistently adhered to
   3. Policies and procedures are consistently adhered to
   4. Policies and procedures are consistently adhered to and action for remedy taken when gaps are identified

119. Please select a statement that best reflects staff members knowledge and understanding of the organization's financial policies and procedures:

   1. The organization's financial policies and procedures are not known/understood by staff
   2. The organization's financial policies and procedures are known or understood by some staff
   3. The organization's financial policies and procedures are generally known and understood by staff
   4. The organization's financial policies and procedures are well- known and understood by trained staff

120. Please select a statement that best reflects your organizations process for review of financial policies and procedures:

   1. The organization has no process for regularly reviewing and updating financial policies and procedures
   2. The organization has a process for review but it is rarely used to review and update financial policies and procedures
   3. The organization has a process for review but it is inconsistently applied to review and update financial policies and procedures
   4. The organization has a process for regularly reviewing and updating financial policies and procedures and it is consistently applied

4.8. Cost Share

Objective: To assess whether the organization has systems to track, report, and document cost share in compliance with donor regulations.

Resources for assessment: **approved grant agreements/budgets, cost-sharing plan and procedures, cost-share vouchers**

121. Please select a response that best describes your organization's cost share procedures:

   1. The organization has "No documented cost- share procedures
   2. The organization has documented some cost- share procedures, but these are incomplete and/or inappropriate
   3. The organization has documented most or all cost- share procedures and they are appropriate
   4. The organization has complete and appropriately documented cost-share procedures, including procedures for recording and tracking cost share in its accounting system

122. Please select a statement that best describes your organization's cost share plan:

1. The organization has no cost-share plan
2. The organization has a cost share plan but it is not adhered to
3. The organization has a cost share plan but it is inconsistently or partially adhered to
4. The organization has a cost share plan and it is consistently adhered to

123. Please select a statement that best describes your organization's procedures for recording and tracking cost share:

1. The organization has no procedures for recording and tracking cost share in its accounting system
2. The organization has procedures for recording and tracking cost share in its accounting system, but these are not adhered to, reviewed or updated
3. The organization has procedures for recording and tracking cost share in its accounting system, which are adhered to, but are not consistently reviewed and/or updated
4. The organization has procedures for recording and tracking cost share in its accounting system that are consistently adhered to, reviewed, and regularly updated

124. Please select a statement that best describes staff members understanding of and adherence to the cost share procedures:

1. Cost share policies and procedures are not known or understood by staff
2. Cost share policies and procedures are known to some but not all staff and are inconsistently adhered to
3. Cost share policies and procedures are generally known and understood by staff and adhered to
4. Cost share policies and procedures are well-known and understood by staff and are consistently adhered to

4.9. Financial Sustainability

Objective: To assess the organization's finance strategy and its ability to secure a diversified revenue base, to generate reserves and to sustain its operations without donor funds.
Resources for assessment: **organization's budget, annual financial statements, strategic plan, finance strategy (business plan)**

125. Please select a statement that best reflects your organizations current financing sources:

1. The organization has full dependence on one external donor
2. The organization has almost full dependence on external donor funds (more than one donor)
3. The organization has a somewhat diversified funding base, but is too reliant on restricted income
4. The organization has a diversified funding base with strong stakeholder relationships

126. Please select a statement that best describes your organization's finance strategy:

1. The organization has no documented finance strategy
2. The organization has a finance strategy that is not fully documented
3. The organization has a documented finance strategy that is not fully in line with the strategic plan and is not reviewed regularly
4. The organization has a documented finance strategy in line with the strategic plan and reviewed regularly

127. Please select a statement that best reflects your organizations liquidity:

1. The organization has not enough liquidity to pay its outstanding financial obligations
2. The organization has liquidity to pay some of its outstanding financial obligations
3. The organization has enough liquidity to pay most of its outstanding financial obligations
4. The organization has enough liquidity to pay all outstanding financial obligations

128. Please select a statement that best reflects your organizations state of unrestricted funds:

1. The organization has no unrestricted funds
2. The organization has limited unrestricted funds
3. The organization has limited reserves to operate without donor grants
4. The organization has income-generating activities and/or unrestricted sources of income; Enough reserves to run for a few months without any donor funding.

129. Please select a statement that best describes your organization's policy for building/maintaining reserves:

1. The organization has no written policy for building/maintaining reserves
2. The organization has an incomplete written policy for building/maintaining reserves
3. The organization has a written policy for building/maintaining reserves but it has not been reviewed by the board
4. The organization has a written policy for building/maintaining reserves approved by the board

Comments about your ratings on the Financial Management domain

The question on this page is optional

130. Do you have any comments you would like to make about your ratings for the capacity elements in the Financial Management domain? [If you do please enter them in the text box below. If you do not have any comments leave the text box blank]
Text box: _____

5. ORGANIZATIONAL MANAGEMENT

Objective: To assess the organization's planning, management of external relations and information and means of identifying and capitalizing on new opportunities.

This section has 9 sub-sections. Click Next to proceed

5.1. Strategic Planning

Objective: To assess the organization's ability to realize its mission and goals by reviewing its strategic plan. Resources for assessment: **Strategic plan**

131. Please select a statement that best reflects your organization's strategic planning arrangement:

1. The organization has no strategic plan
2. The organization has a basic strategic plan that does not reflect its vision, mission, and values
3. The organization has a comprehensive written strategic plan that reflects its vision, mission, and values but it is not yet approved
4. The organization has an approved comprehensive, written strategic plan that reflects its vision, mission, and values

132. Please select a statement that best reflects how organizational strengths, weaknesses and client's needs are treated in your strategic plan:

1. The organization has a plan that is not based on an analysis of strengths and weaknesses, the external environment, and clients' needs
2. The organization has based the plan on a review of strengths and weaknesses, but it has not comprehensively addressed the external environment, and client needs
3. The organization has based the plan on a review of strengths and weaknesses, the external environment, and client needs
4. The organization has based the plan on a review of strengths and weaknesses, the external environment, and client needs and addresses all inclusivity aspects

133. Please select a statement that best reflects how priorities, objectives and strategies are addressed in your organization's strategic plan:

1. The organization has a plan that does not include priorities, measurable objectives, or clear strategies
2. The organization has a plan that includes some priorities, objectives, and strategies but they are not clear
3. The organization has a plan that includes priorities, objectives, and strategies and they are mostly clear
4. The organization has a well-crafted plan that has included priority areas, measurable objectives, and clear strategies

134. Please select a statement that best reflects how your organization's strategic plan captures your organizations resource needs and corresponding budgets:
    1. The organization has not defined its resource needs and does not have a corresponding budget
    2. The organization has not defined its resource needs but does not have a corresponding budget
    3. The organization has defined its resource needs and is seeking to secure a corresponding budget
    4. The organization has defined clear resource needs and an approved corresponding budget

135. Please select a statement that best describes your organization's process for reviewing the strategic plan:
    1. The organization has no process for regularly reviewing the plan
    2. The organization has a process for reviewing the plan but it is not consistently done
    3. The organization has a process for reviewing the plan and applies it but it hardly incorporates changes for improvement
    4. The organization has regularly reviewed the plan and incorporated changes for improvement

136. Please select a statement that best reflects how your organization utilizes its strategic plan:
    1. The organization has not used the plan for management decisions or operational planning
    2. The organization has sometime referred to the plan for some decisions and operational planning
    3. The organization has often referred to the plan for decisions and operational planning
    4. The organization has consistently referred to the plan for management decisions and operational planning

5.2. Operational Planning

Objective: To assess the contents, approval, and reviews of the annual operational plan.

Resources for assessment: **Operational plan**

137. Please select a statement that best reflects the quality of your organization's operational plan:
    1. The organization has no annual operation plan
    2. The organization has an annual/operational plan that has included goals, measurable objectives, and strategies, but no timelines, indicators, or responsibilities
    3. The organization has an annual/operational plan that has included goals, measurable objectives and strategies, timelines, and indicators but no clear assignment of responsibilities
    4. The organization has an annual/operational plan that has included goals, measurable objectives and strategies, timelines, responsibilities, and indicators

138. Please select a statement that best reflects the link between your operational plan and project or program budgets:
    1. The organization has not linked the operational plan to project or program workplans and budgets
    2. The organization has linked some components of the operational plan to project or program workplans and budgets
    3. The organization has linked most but not all components of the operational plan to the project or program workplans and budgets
    4. The organization has fully linked the operational plan to program/project workplans and budgets

139. Please select a statement that best reflects the participation of staff in development of the operational plan:
    1. The organization has not developed the operational plan with staff participation
    2. The organization has development the operational plan with inconsistent participation of some staff
    3. The organization has developed the operational plan with full participation of some staff
    4. The organization has developed the operational plan with full participation of all staff

140. Please select a statement that best reflects your operational plan's quarterly review process:
    1. The organization does not normally conduct quarterly reviews
    2. The organization has set dates for quarterly reviews but they are rarely conducted
    3. The organization has set dates for quarterly reviews but reviews are often delayed due to other competing priorities
    4. The organization has set dates for quarterly reviews and sticks to the dates

141. Please select a statement that best reflects how the operational plan is used in your organization:
1. The organization has not used the operational plan for management decision-making
2. The organization has used the operational plan for some management decisions
3. The organization has used the operational plan for management decisions but they are not documented
4. The organization has used the operational plan for management decision-making and they are well documented

142. Please select a statement that best reflects your organization's sharing of the operational plan:
1. The organization has not submitted its operational plan on time to board members or donors
2. The organization has generally submitted its operational plan to board members or donors but not on time
3. The organization has often submitted its operational plan on time to board members or donors
4. The organization has always submitted its operational plan to board members or donors

5.3. Resource Mobilization

Objective: To assess the organization's ability to identify and capitalize on new business opportunities through grants and partnerships.
Resources for assessment: **business development plan, resource development plan, funding strategy**

143. Please select a statement that best describes your organizations funding/resource mobilization strategy:
1. The organization has no business plan or funding strategy; has not estimated its future resource needs
2. The organization has a business plan but has not taken steps to estimate future resource needs based on an analysis of its programs and/or its strategic plan
3. The organization has a business plan and has taken preliminary steps to estimate future resource needs based on an analysis of its programs and/or its strategic plan
4. The organization has a business plan based on an analysis of its programs and resource needs and the activities in its strategic plan and it has diversified its funding sources.

144. Please select a statement that best reflects how you have implemented your funding strategy:
1. The organization has taken no steps to identify additional local, national, or international resources or opportunities to support its programs and activities, either directly or through partnerships
2. The organization has identified additional resource providers or opportunities and their interests and potential for support
3. The organization has identified resource providers, received support from at least one source or has a clear plan for fundraising or proposal writing
4. The organization has identified resource providers; Successfully bid for resources from one or more sources

145. Please select a statement that best reflects your organization's funding position:
1. The organization has no funds to support its activities
2. The organization has insufficient funds; is able to support a small fraction of its planned activities
3. The organization has funds to support a significant portion of its planned activities
4. The organization has sufficient funds to support its planned activities

5.4. Communication Strategy

Objective: To assess the comprehensive, completeness and effectiveness of the organization's communication strategy.

Resources for assessment: **communication strategy, sample USAID-funded and non-USAID-funded publications**

146. Please select a statement that best describes your organization's communication strategy:
1. The organization has no strategy for identifying audiences, channels, materials, and dissemination for promotion of technical/best practice innovation, overall achievements, and to attract resources

2. The organization has an incomplete strategy, lacking objectives, responsibility, timelines, and dissemination mechanisms, with no attention to attracting additional resources
3. The organization has a complete communication strategy, including objectives, responsibilities, timelines, dissemination mechanisms but lacking attention to attracting additional resources
4. The organization has a comprehensive communication strategy, including objectives, responsibilities, timelines, dissemination mechanisms, and attention to attracting additional resources

147. Please select a statement that best describes the designation of responsibility for the communication strategy:
1. The organization has no one assigned responsibility for developing/overseeing communication strategy and products (written, oral and/or online)
2. The organization has assigned a volunteer the responsibility for communication strategy development
3. The organization has assigned a staff member responsibility for communication strategy development, management, documentation, and oversight
4. The organization has a well-defined communication strategy and has tasked staff member(s) with its strategy management, including documentation development and oversight

148. Please select a statement that best describes your organization's process for testing communication materials/messages:
1. The organization has no process/tools for testing the materials/messages
2. The organization has basic process/tools for testing materials/messages
3. The organization has a process for testing materials/messages and revising based on test results but it is not consistently used
4. The organization has a process for testing materials/messages and revising based on test results and it is consistently applied

149. Please select a statement that reflects your organization's branding/marking policy:
1. The organization has no branding/marking policies or procedures for documents or equipment
2. The organization has developed branding/marking policies for projects as required by donors but does not have any the organization branding/marking policy
3. The organization has developed its own branding/marketing policy (including appropriate donor requirements) but it is inconsistently adhered to
4. The organization has developed its own branding policy (including appropriate donor branding/marking requirements), oriented staff, and instituted a system to monitor compliance

150. Please select a statement that best describes your organization's communication templates:
1. The organization has no templates for documents and a style guide
2. The organization has not developed its own templates for documents and a style guide but has adapted some from donors
3. The organization has created own templates for documents and a style guide but has not trained staff
4. The organization has created templates and a style guide and has trained staff on their use

151. Please select a statement that best reflects your communication strategy's sensitivity to disability inclusion:
1. The organization has a communication strategy that is not sensitive to culture, disability, and other inclusion aspects
2. The organization has a communication strategy that is somewhat sensitive to culture, disability, and other inclusion aspects
3. The organization has a communication strategy that is sensitive to culture, disability and other inclusion aspects but is not consistently adhered to
4. The organization has a communication strategy that is sensitive to culture, disability, and other inclusion aspects and is consistently adhered to

5.5. Knowledge Management

Objective: To assess the organization's ability to link with other organizations (government, national, international, community, technical, academic) and its system for sharing knowledge, experiences, technical expertise, and best practices with staff.
Resources for assessment: **listing of association memberships and linkages with external organizations, staff reports on meetings attended, organizational newsletters**

152. Please select a statement that best describes your organization's technical linkages external stakeholders:
1. The organization has no technical linkages with external organizations and government, national or international organizations) to share best practices or program experiences
2. The organization has basic technical linkages with other organizations to share best practices or program experiences

3. The organization has essential and appropriate links with other organizations to share best practices or program experiences
4. The organization has active links with appropriate organizations to share best practices or program experiences

153. Please select a statement that best reflects how best practice or knowledge is shared or communicated with staff:

1. The organization has no process for ensuring staff are continuously updated on best practices
2. The organization has a process for sharing technical expertise and experience with staff but it is rarely used
3. The organization has a process for routine sharing of technical expertise and experience with staff and stakeholders but it is not consistently used
4. The organization has a process for routinely sharing of technical expertise and experiences with staff and stakeholders and it is consistently used

154. Please select a statement that best describes you r organization's process for ensuring learning is applied to program:

1. The organization has no process for ensuring learning is applied to the program
2. The organization has not applied new knowledge or best practices to ongoing programs or shared them with stakeholders
3. The organization has applied new knowledge or best practices to ongoing programs and shared them with stakeholders and appropriate staff
4. The organization has a well-documented process for sharing best practices to its program and shares information with stakeholders and appropriate staff

155. Please select a statement that best reflects your organization process for integrating knowledge in annual planning:

1. The organization has no process for reviewing/integrating new/current knowledge and best practices in annual planning
2. The organization has a basic process for reviewing/ integrating new/current knowledge and best practices in annual planning
3. The organization has annual planning that includes reviews and integration of new/current knowledge and best practices
4. The organization has annual planning that includes reviews and integration of new/current knowledge and best practices and is open to learn from others

5.6. Stakeholder Involvement

Objective: To assess the organization's ability to coordinate programs and to involve stakeholders.

Resources for assessment: **list of key stakeholders, stakeholder report**

156. Please select a statement that best describes the information your organization has about key stakeholders in your technical or geographic area of operation:

1. The organization has no information about key stakeholders and service providers in the same geographic and/or technical areas in which it operates
2. The organization has some information about stakeholders and service providers in the same geographic and/or technical areas in which it operates, but the information is incomplete and out of date
3. The organization has mostly complete information about stakeholders and service providers in the same geographic and/or technical areas in which it operates, but the information is not regularly updated
4. The organization has complete and up-to-date information about all key stakeholders, including people with disabilities, Donors, and service providers working in the same geographic and technical area

157. Please select a statement that best reflects how your organization engages with stakeholders:

1. The organization does not hold meetings with stakeholders to review activities
2. The organization holds meetings with stakeholders to review relevant activities on an irregular basis
3. The organization has set a formal forum/space (at least annually) for meetings with stakeholders to review relevant activities and their impact on the organization's area of operations
4. The organization has set several regular forum/spaces for meetings with different stakeholders to review relevant activities and their impact on the organization's area of operations

158. Please select a statement that best reflects your organization's identification of stakeholders expectations and collaborative arrangements:

1. The organization has not identified what the stakeholders' expectations are and how/if they can collaborate
2. The organization has identified what the stakeholders' expectations are and how/if they can collaborate, but no agreements exist
3. The organization has identified what the stakeholders' expectations are and how/if they can collaborate, and has verbal agreements to collaborate with them
4. The organization has identified what the stakeholders' expectations are and how/if they can collaborate, and, if appropriate, has established formal collaborative agreements with them

5.7. Internal Communication

Objective: To review the organization's approach to internal communication.

Resources for assessment: staff questionnaires (Facilitator's Guide)

159. Please select a statement that best describes the way communication happens internally among and between management and staff:

1. The organization has limited communication between and among management and staff
2. The organization has some space for communication between and among management and staff
3. The organization has established open spaces for communication between and among management and staff but interaction is low/minimal
4. The organization has established open spaces for communication between and among management and staff and interaction is optimal

160. Please select a statement that best describes opportunities for exchange of ideas in your organization:

1. The organization has few structured opportunities to exchange ideas or to discuss management, program, or technical issues
2. The organization has opportunities for discussions between and among management and staff, but they are rarely used
3. The organization has regular opportunities for discussing management, program, or technical areas
4. The organization has regular opportunities for exchanging ideas or discussing management, program, or technical issues

161. Please select a statement that best reflect how your organization collects ideas or issues from staff:

1. The organization has not encouraged staff ideas or input
2. The organization has sometimes encouraged staff ideas and input
3. The organization has often encouraged staff ideas and input
4. The organization has consistently encouraged and incorporated staff ideas and input

162. Please select a statement that best describes staff members disposition in providing ideas or raising issues:

1. The organization has staff who feel uncomfortable raising issues
2. The organization has staff who are open to raise issues but find it more difficult to challenge one another or directly raise issues with the management
3. The organization has staff who feel comfortable initiating discussions, contributing ideas and raising issues but lack the incentive to do so in formal meetings
4. The organization has staff who are open and feel comfortable initiating discussions, contributing ideas, and raising critical issues

5.8. Decision-Making

Objective: To assess how the organization makes decisions, who is involved, and how decisions are communicated.
Resources for assessment: staff questionnaires (Facilitator's Guide)

163. Please select a statement that best reflects how your organization engages and uses staff ideas in decision making:
    1. The organization has not included staff in the decision-making process
    2. The organization has an unclear process for seeking and including staff ideas in the decision-making process
    3. The organization has encouraged staff ideas but seldom incorporated them into decisions
    4. The organization has sought, respected, and incorporated staff ideas into decision-making

164. Please select a statement that best reflects communication of decisions that affect the organization to staff:
    1. The organization has not communicated or explained decisions that affect staff and the organization
    2. The organization has inconsistently communicated or explained decisions that affect the organization and staff and the organization to staff
    3. The organization has consistently communicated and explained decisions to staff
    4. The organization has at all times communicated and explained decisions that affect the organization and staff including listening to their responses

165. Please select a statement that best reflects staff members participation in decision making:

    1. The organization has staff who feel excluded
    2. The organization has staff who feel they play a minor role in making decisions
    3. The organization has not fully included staff participation in making decisions
    4. The organization has staff who feel a sense of responsibility, accountability, and ownership of decision-making

166. Please select a statement that best describes inclusion/participation of staff with disabilities in decision making:
    1. Staff with disabilities are not given equal opportunity to participate in decision- making
    2. Staff with disabilities are sometime given opportunity to participate in decision- making, their concerns are sometime listened to
    3. Staff with disabilities are normally given equal opportunity to participate in decision- making, their concerns are listened to
    4. Staff with disabilities are given equal opportunity to participate in decision- making and their concerns are listened to

5.9. Change Management

Objective: To assess the organization's sustainability and relevance by reviewing its systems and processes for responding to internal or external emerging situations, reviewing programs, and analyzing needs.
Resources for assessment: policy review plan or timeline

167. Please select a statemen that best describes your organization's internal change (staffing, leadership, and budget issues) management process:
    1. The organization has no process for responding to internal changes
    2. The organization has basic processes for reviewing internal changes, such as policy reviews or the funding environment
    3. The organization has established processes for reviewing internal change
    4. The organization has established effective and consistent routines for planning and reviewing and responding to internal change

168. Please select a statement that best describes your organization's management process for external change:
    1. The organization has no process for planning for or responding to external changes (government policies or donor priorities/funding)
    2. The organization has a basic process for planning for or responding to external changes, such as regular reviews of the operational plan and budget monitoring
    3. The organization has established processes for planning for and responding to external change
    4. The organization has established processes for planning for and responding to external change, and provides alternative solutions, if and where needed

169. Please select a statement that best reflects how your staff are involved in reviewing management systems and policies effectiveness:

1. The organization has not involved staff in reviewing the effectiveness of new/revised management systems and policies
2. The organization has rarely involved staff in reviewing the effectiveness of new/revised management systems and policies
3. The organization has inconsistently involved staff in reviewing the effectiveness of new/revised management systems and policies
4. The organization has consistently involved staff in reviewing the effectiveness of new/revised management systems and policies, processes, programs

170. Please select a statement that best reflects your organizations response to change:

1. The organization has no proper processed for responding to change
2. The organization has significant delays or problems encountered in response to change
3. The organization has some delays or some major problems encountered in response to change
4. The organization has well documented systems for monitoring whether changes are implemented and lead to improvements

171. Please select a statement that best reflects your organizations mechanisms for gauging staff comfort with the way change is introduced:

1. The organization has no ways to gauge staff comfort with the way change is introduced and addressed
2. The organization has some ways to gauge staff comfort with the way change is introduced and addressed, but they are not consistently documented
3. The organization has well documented process to gauge staff comfort with the way changes are introduced and addressed
4. The organization has a well-documented process to gauge staff comfort with the way changes are introduced and addressed and it is consistently used

Comments about your ratings on the Organizational Management domain

The question on this page is optional

172. Do you have any comments you would like to make about your ratings for the capacity elements in the Organizational Management domain? [If you do please enter them in the text box below. If you do not have any comments leave the text box blank]

Text Box: _____

6. PROGRAM MANAGEMENT

Objective: To assess the organization's ability to implement comprehensive programs that respond to local needs and priorities by reviewing compliance with donor requirements, management of sub-grants with partners, technical reporting and whether its comprehensive health services meet the needs of specific target populations.
This section has 6 sub-sections. Click Next to proceed.

6.1. Donor Compliance

Objective: To assess the organization's capability to respond to USG donor requirements; thereby ensuring the effective implementation of its USG-funded programs.

Resources for assessment: copy of the USAID A-122 Cost Principles, staff interviews (Facilitator's Guide)

173. Please select a statement that best reflects your organization's familiarity with terms of cooperative agreement, A-122 Cost Principles

1. The organization is never heard of the terms of the cooperative agreement, A-122 Cost Principles (i.e., reasonable, allocable, and allowable) or Standard Provisions

2. The organization has heard of the terms of the cooperative agreement, A-122 Cost Principles (i.e., reasonable, allocable, and allowable) or Standard Provisions but is not familiar with it
3. The organization has some knowledge of the terms of the cooperative agreement, A-122 Cost Principles (i.e., reasonable, allocable, and allowable) or Standard Provisions
4. The organization is knowledgeable of the terms of the cooperative agreement, A- 122 Cost Principles and Standard Provisions

174. Please select a statement that best reflects your organization's knowledge and handling of donor requirements:

1. The organization has not listed and assigned responsibility for all donor requirements
2. The organization is aware of donor requirements, has assigned responsibility, but does not have systems in place to ensure compliance
3. The organization has systems in place to ensure compliance with donor requirements, but does not comply consistently
4. The organization has systems in place to ensure compliance with donor requirements, and complies consistently

6.2. Sub-grant Management

Objective: To assess the organization's ability to subcontract with other organizations, and monitor technical implementation and financial management of sub-grants.
Resources for assessment: sub-grants management and monitoring manual or written procedures, partner agreements, staff interviews, USAID approval documentation, technical reports from grantees, supervisory trip reports, financial reports from grantees, financial tracking of grantees

175. Please select a statement that best describes your organization's sub-grants management policies and procedures:
1. The organization has no policies and procedures to guide sub-grant management and support
2. The organization has some documented sub-grant management policies and procedures, but these are incomplete or non- compliant
3. The organization has most or all documented and compliant sub-grant management policies and procedures
4. The organization has complete and appropriate sub- grant management policies and procedures

176. Please select a statement that best describes your sub-grants with partners and orientation done on partners responsibilities:
1. The organization has no formal sub-grants with partner organizations
2. The organization has formal sub-grants with some partners, but they have not been oriented on their responsibilities
3. The organization has formal sub-grants with all partners; some sub-grantees are oriented on their responsibilities
4. The organization has formal sub-grants with all partners, and they are oriented on their responsibilities

177. Please select a statement that best describes sub-grantees compliance with reporting requirements:
1. The organization has no formal sub grants with partner organizations or has never managed sub-grants
2. Sub-grantees do not submit regular financial and technical reports in accordance with their agreements
3. Sub-grantees do not consistently submit financial and technical reports in accordance with their agreements
4. Sub-grantees always submit all required reports in a timely manner in accordance with their agreements

178. Please select a statement that best reflects your organization's policies and guidance for supervising and supporting sub-grantees:
1. The organization has no policies and guidance for supervising and supporting sub-grantees
2. The organization has basic policies and guidance for supervising and supporting sub-grantees
3. The organization has policies and guidance for supervising and supporting sub- grantees, but not all staff are aware of or utilize the guidance
4. The organization has solid policies and guidance for providing regularly scheduled supervision and support and all responsible staff are aware of and utilize the guidance

179. Please select a statement that best reflects your supervisory visits to sub-grantees:
1. The organization does not conduct supervisory visits; has no sub-grantees
2. The organization has no regularly scheduled supervisory visits
3. The organization has conducted infrequent supervisory visits
4. The organization has regular supervisory visits to assess inventory and financial records and implementation

180. Please select a statement that best reflects how findings from supervisory visits are used
    1. The organization does not conduct supervisory visits; has no sub-grantees
    2. Feedback is not shared with sub-grantees/partners
    3. Feedback is infrequently/sometimes shared with sub-grantees/partners and used for follow up visits
    4. Feedback is regularly shared with sub-grantees/partners and used for follow-up visits

6.3. Technical Reporting

Objective: To review the organization's ability to document technical activities and results for donors, program planning and program development.
Resources for assessment: most recent technical report, workplan

181. Please select a statement that best reflects how your organization documents technical activities and results:
    1. The organization does not document quantitative or qualitative progress on its workplan or its objectives and strategies, facilitating factors or barriers
    2. The organization documents both quantitative and qualitative progress on its workplan, including objectives and strategies, facilitating factors and barriers
    3. The organization documents both qualitative and quantitative workplan progress and uses data to review objectives and strategies, facilitating factors and barriers
    4. The organization documents and shares both qualitative and quantitative workplan progress and uses data to review objectives and strategies, facilitating factors and barriers

182. Please select a statement that best reflects how your organization documents lessons learnt and best practices:
    1. The organization does not identify lessons learned and/or best practices
    2. The organization identifies lessons learned and/or best practices but does not consistently document them
    3. The organization identifies and documents lessons learned and best practices and consistently documents them for internal uses
    4. The organization identifies and documents lessons learned and best practices for internal uses and broadly shares with partners

183. Please select a statement that best describes the indicators that your organization reports on:
    1. The organization does not report on donor, government, or other program indicators
    2. The organization reports on some but not all donor, government, or other program indicators
    3. The organization reports on donor, government and other program indicators but is not fully compliant
    4. The organization complies with all reporting requirements on donor, government, and other program indicators

6.4. Referral

Objective: To assess the organization's systems and processes for directing clients to other providers, ensuring those providers offer quality services and monitoring clients' access to services. Resources for assessment: referral plan, memoranda of understanding with referral sites, referral reports or data

184. Please select a statement that best reflects your organizations links for referring clients for treatment to other health support services:
    1. The organization has not mapped referral sites and has not established links for referring clients for treatment or other health/support services
    2. The organization has mapped referral sites, established links for referring but has no agreements with government, private or NGO health or social service providers to ensure that clients requiring treatment or other health or support services have access to them

3. The organization has mapped referral sites, has a clear referral process, with agreements, with government, private or NGO health or social service providers to ensure that clients requiring treatment or other health or support services have access to them

4. The organization has mapped referral sites, has a clear referral process, with agreements, and strong linkages with government, private or NGO health, social service and/or disability service providers, self- help groups, and Development Partners (DPs) to ensure that clients requiring health or support services have access to them

185. Please select a statement that best reflects your organization's process for following up clients and monitoring quality of care:

1. The organization does not have a process for following up clients and monitoring quality of care
2. The organization has a process for following up clients and monitoring quality of care but it is not consistently followed
3. The organization has a process for following up clients and monitoring quality of care and directing them to other qualified service providers
4. The organization has a process for following up clients, monitoring quality of care, directing them to other qualified service providers and using referral reports for improvement of services

6.5. Community Involvement

Objective: To ensure the organization's programs respond to and address community needs by reviewing how they involve community members in planning and decision-making.
Resources for assessment: community participation and/ or mobilization plan; if not documented, discuss approach with appropriate staff

186. Please select a statement that best describes your organizations community mobilization plan:

1. The organization has no formal community mobilization plan
2. The organization has a basic community mobilization plan but it is not based on a review of strengths and weaknesses, the external environment, and/or client needs
3. The organization has a community mobilization plan that is based on a review of strengths and weaknesses, the external environment, and client needs
4. The organization has a community mobilization plan that is based on a review of strengths and weaknesses, the external environment, and client needs including people with disabilities

187. Please select a statement that best reflects how your organization involves communities in your communication:

1. The organization has oriented communities and leaders on its programs, but does not actively include them
2. The organization has oriented communities and leaders on its programs but rarely engages them in planning and decision-making
3. The organization has oriented communities and leaders on its program, but does not actively or consistently engage them in planning and decision-making
4. The organization has oriented communities and leaders on its program and actively engages them in planning and decision-making

6.6. Culture, Gender, and Disability

Objective: To evaluate the organization's systems for assessing culture and gender issues among the populations it serves and for integrating cultural and gender concerns into its programs.
Resources for assessment: Community or client assessments, program plans

188. Please select a statement that best reflects how your organization addresses local cultural, gender or disability issues in programming:

1. The organization does not consider local cultural, gender or disability issues in programming
2. The organization sometime considers some of the local culture or gender and disability concerns in its programming

3. The organization considers and incorporates local cultural, gender and disability concerns in its programming

4. The organization considers local culture, gender, and disability issues in its programming and ensures it responds to the needs/feedback of communities/populations being served

189. Please select a statement that best reflects how your organization addresses local cultural, gender or disability issues with staff:
   1. The organization does not address the role of local culture, gender, or disability in program design with staff
   2. The organization attempts to address some of the cultural, gender, and disability issues as integral to program success
   3. The organization has addressed cultural, gender, and disability issues as integral to program success but not comprehensively
   4. The organization has comprehensively and successfully addressed cultural, gender, and disability issues as integral to program success

190. Please select a statement that best reflects your organization's tools for assessing local cultural, gender and disability issues relevant to programs:
   1. The organization does not have tools for assessing local cultural, gender or disability issues relevant to programs
   2. The organization has some tools for assessing local cultural, gender or disability issues relevant to programs but they are incomplete
   3. The organization has tools for assessing local cultural, gender and disability issues relevant to programs
   4. The organization has tools and comprehensive guidelines for assessing local cultural, gender and disability issues relevant to programs

191. Please select a statement that best describes training provided to staff in your organization on use of the tools:
   1. The organization has not trained staff on how to use the tools or findings
   2. The organization has trained some staff on use of the tools, interpreting findings, and incorporating elements of local culture, gender, and disability issues in program design
   3. The organization has trained staff who use the tools for interpreting and incorporating elements of local culture, gender, and disability issues in program design
   4. The organization has trained staff who are effectively using the tools, interpreting findings, and incorporating elements of local culture, gender, and disability in program design

Comments about your ratings on the Program Management domain

The question on this page is optional
192. Do you have any comments you would like to make about your ratings for the capacity elements in the Program Management domain? [If you do please enter them in the text box below. If you do not have any comments leave the text box blank]

Text box:

7. PROJECT PERFORMANCE MANAGEMENT

Objective: To assess the organization's systems for overseeing field activities, for setting standards and monitoring actual performance against them and for setting indicators and monitoring progress toward achieving outcomes.
This section has 5 sub-sections. Click Next to proceed

7.1. Standards

Objective: To assess the organization's application of recognized standards in service delivery.
Resources for assessment: standards/guidelines used, monitoring reports

193. Please select a statement that best describes the standards your organization applies for service delivery:
    1. The organization has no approved standards for service delivery
    2. The organization has minimal standards which do not include accessible services to people with disabilities
    3. The organization has adopted approved standards for service delivery and includes accessibility services for people with disabilities
    4. The organization has adopted and uses well established standards for inclusive service delivery to all clients including people with disabilities

194. Please select a statement that best reflects how your organization has applied the standards:
    1. The organization has not made staff aware of the standards and has not applied the standards
    2. The organization has made staff aware of the standards, but has not applied the standards appropriately
    3. The organization has made staff aware of the standards, appropriately trained staff to apply and monitor the standards
    4. The organization has made staff aware of the standards, appropriately trained staff to apply and monitor the standards and seeks and utilizes client feedback

195. Please select a statement that best reflects how your organization monitors implementation of the standards:
    1. The organization has no established standards benchmarks and has no process for monitoring standards
    2. The organization has stablished standards benchmarks and a process for monitoring, but it is not consistently adhered to
    3. The organization has established standards benchmarks and has established a process for monitoring adherence to standards that is consistently adhered to
    4. The organization has established standards benchmarks, has a process for monitoring adherence to standards that is consistently adhered to, and a process for improving adherence to the standards.

7.2. Quality Assurance
Objective: To assess the organization's ability to identify and address gaps in meeting performance standards.
Resources for assessment: quality monitoring tools (could be part of M&E tools)

196. Please select a statement that best describes your organizations process for assessing performance against standards:
    1. The organization has unclear performance measures/expectations
    2. The organization has performance measures/expectations, but no process to assess performance against standards
    3. The organization has performance measures/expectations and a process to assess performance against standards
    4. The organization has performance measures/expectations and a process to assess performance against standards that is well documented and reviewed

197. Please select a statement that best reflects how client's feedback is taken into account by your organization in addressing performance gaps:

1. The organization has not taken into consideration the satisfaction of all clients
2. The organization has taken into consideration the satisfaction of all clients but has not included an analysis of gaps or weaknesses, and has not addressed root causes
3. The organization has taken into consideration the satisfaction of all clients, included an analysis of gaps or weaknesses, but does not address root causes
4. The organization has taken into consideration the satisfaction of all clients including people with disabilities, analyzed gaps or weaknesses to identify and has addressed root causes

198. Please select a statement that best describes your organizations performance improvement plan to address root causes of performance gaps:

1. The organization has not developed an improvement plan to address root causes of performance gaps
2. The organization has identified some root causes of gaps or weaknesses, but has not consistently incorporated them in an improvement program/plan
3. The organization has developed an improvement plan to address root causes of gaps or weaknesses, and has incorporated some of them in the program
4. The organization has identified an improvement plan to address root causes of gaps or weaknesses; studied and incorporated all of them in the program

7.3. Monitoring and Evaluation (M&E)

Objective: To assess how the organization collects and uses data to plan, monitor and evaluate its programs.
Resources for assessment: M&E plan, M&E tools, M&E reports

199. Please select a statement that best describes your organizations monitoring and evaluation (M&E) plan:

1. The organization has no M&E plan; has not identified indicators to monitor program implementation
2. The organization has a basic M&E plan based on identified outcome indicators
3. The organization has a well-defined M&E plan based on identified output and outcome indicators but it is not effectively applied
4. The organization has a well-defined M&E plan, has identified output, process, and outcome indicators, and it is effectively applied

200. Please select a statement that best reflects your process for monitoring program implementation:

1. The organization has no process for monitoring program implementation
2. The organization has a basic/informal process for reporting progress against targets
3. The organization has a process for consistently using data/findings for follow-up monitoring, support or planning and reporting against targets
4. The organization has a process for consistently using data/findings for follow-up monitoring, support or planning and reporting against targets; a strategy for reporting on progress against targets and involving staff and data collectors in reviewing and using findings

201. Please select a statement that best describe your organizations system for data processing:

1. The organization has no system for data processing - has no tools, trained data collectors, data quality review or a plan for analyzing and using information
2. The organization has developed data collection tools, trained staff in M&E, but has no system for regularly collecting, analyzing, or reporting data, and no review of data quality
3. The organization has developed data collection tools, has trained staff to collect data, and data collection is consistently done, but analysis and quality reviews are not consistently done
4. The organization has a process for using data for follow-up monitoring, program adjustments, planning and determining progress towards achieving targets; A well-defined process for data collection, has trained staff and conducts data quality review

202. Please select statement that best reflects your organization's arrangements for sharing results with stakeholders:

1. The organization has no process for sharing results with field and stakeholders
2. The organization has a basic approach/strategy for sharing results with beneficiaries and stakeholders but does not regularly share information
3. The organization has a comprehensive approach/strategy for sharing results and regularly shares information with stakeholders, including the community
4. The organization has a comprehensive approach/strategy for sharing results, regularly shares information with stakeholders, including the community, and seeks and uses feedback from stakeholders and beneficiaries

7.4. Field Oversight Activities

Objective: To assess the organization's systems for overseeing field activities.
Resources for assessment: field oversight policies and procedures, trip reports, management meeting minutes

203. Please select a statement that best describes your organization's processes for overseeing field administrative and programmatic operation:

1. The organization has no formal procedures and processes for overseeing field administrative and programmatic operation
2. The organization has some documented field oversight policies, but they are incomplete
3. The organization has most or all documented field oversight policies and procedures
4. The organization has comprehensive and documented field oversight policies and procedures

204. Please select a statement that best reflects your organization's monitoring of compliance with donor requirements in field activities:

1. The organization does not monitor field level compliance with program and donor requirements
2. The organization has some basic process for monitoring compliance with program and donor requirement at the field level
3. The organization has comprehensive process for monitoring compliance with program and donor requirements at field level but documentation is weak/incomplete
4. The organization comprehensively monitors compliance with program and donor requirements at field level, provides feedback, and documentation is complete

205. Please select a statement that best reflects the frequency of your field supervisory visits:

1. The organization does not have field projects/activities to supervise
2. The organization has field projects/activities but does not conduct supervision visits
3. The organization makes irregular supervision visits to field projects/activities
4. The organization makes regular/at least semi-annual supervisory visits, and results are discussed with management, technical and financial staff

7.5. Supervision

Objective: To assess the organization's systems for supportive review of and feedback on staff performance and program activities.
Resources for assessment: supervision plan or guidelines, supervisors' reports

206. Please select a statement that best reflects your organization's supervision plan or approach for field projects/activities:

1. The organization has not developed a supervision plan or approach
2. The organization has a basic supervision plan but no approach
3. The organization has a clear supervision plan with a supportive approach
4. The organization has and follows a detailed supervision plan with a well-defined supportive approach

207. Please select a statement that best reflects your organization's designation of field projects/activities supervisory responsibilities:

1. The organization has not clarified supervisory responsibilities
2. The organization has detailed supervisory responsibilities, that are clarified, but they are not followed
3. The organization has detailed supervisory responsibilities, that are clarified, but they are not consistently followed
4. The organization has detailed supervisory responsibilities that are clarified and are consistently followed

208. Please select a statement that best reflects training and tools for supervision provided by your organization:

1. The organization has no tools or process for carrying out supervision
2. The organization has provided tools but not trained supervisors on provided tools
3. The organization has provided tools and trained supervisors, but the tools are not consistently applied
4. The organization has provided tools and trained supervisors, and the tools are consistently applied/used

209. Please select a statement that best describes your organization's supervisory process:

1. The organization has no process for carrying out supervision
2. The organization has basic/ unclear process for supervision
3. The organization has a process for supervision with logistical and program barriers
4. The organization has a process for supervision with a mechanism for carrying out visits according to the set/agreed timelines

210. Please select a statement that best reflects your organizations process for documenting and discussing field visit findings with staff and management:

1. The organization has no process for documenting and discussing findings with staff and management
2. The organization has a process for documenting or discussing findings with staff and management, but does not follow-up
3. The organization has a process for documenting and discussing findings with staff and management, but does not consistently follow-up
4. The organization has a process for documenting and discussing findings with staff and management; A process for following up and addressing issues that is consistently applied

Comments about your ratings on the Project Performance Management domain

The question on this page is optional

211. Do you have any comments you would like to make about your ratings for the capacity elements in the Project Performance Management domain? [If you do please enter them in the text box below. If you do not have any comments leave the text box blank]

Text Box: _____

If declined

212. The assessment team would be interested to know why you declined to participate in this assessment. Please enter your comments below.

Text Box: _____

213. To ensure the team is informed about your decision and does not make further follow ups with you/your organization concerning this exercise, we request you to enter your organization's name below.

Text Box: _____

ANNEX 4: LIST OF ORGANIZATIONS/INSTITUTIONS INTERVIEWED

S/No.	Name of the Organization	Stakeholder Type (CSOs, DPs)	Respondent Location (Region)
1	Association of Non-Governmental Organizations in Zanzibar (ANGOZA)	CSOs	Zanzibar
2	Agriculture Non-State Actors Forum (ANSAF)	CSOs	DSM
3	Canadian High Commission	DPs	DSM
4	Danish Cooperation Office	DPs	DSM
5	Embassy of Ireland	DPs	DSM
6	Foundation for Civil Society (FCS)	CSOs	DSM
7	Global Affairs Canada - Tanzania	DPs	DSM
8	MVIWATA	CSOs	DSM
9	NACONGO	CSOs	DSM
10	NACOPHA	CSOs	DSM
11	PACSO	CSOs	Zanzibar
12	Policy Forum	CSOs	DSM
13	SHIVYAWATA	CSOs	DSM
14	SIDA-Sweden	DPs	DSM
15	TACOSODE	CSOs	DSM
16	TANLAP	CSOs	DSM
17	TaWaSaNeT	CSOs	DSM
18	TGNP	CSOs	DSM
19	THRDC	CSOs	DSM
20	TYC	CSOs	DSM
21	UKAID/FCDO	DPs	DSM

ANNEX 5: CONFLICT OF INTEREST FORMS

A. Hoseana Bohela Lunogelo

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Data for Development Project

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Hoseana Bohela Lunogelo
Title	Dr
Organization	Mendez England and Associates (ME&A)
Assessment Position	Team Leader
Evaluation Award Number *(contract or another instrument)*	AID-OAA-I-15-00024/AID-621-TO-17-00005
USAID Project(s) Assessed *(Include project name(s). implementer name(s) and award number(s). if applicable)*	Landscape Analysis of Civil Society Organizations (CSOs) working in USAID/Tanzania CDCS focus regions
I have real or potential conflicts of interest to disclose.	**No**
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated' or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	Not applicable

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	*[signature]*
Date	31 March 2021

B. Jacob Laden

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Jacob Laden
Title	Evaluation Advisor
Organization	NORC at University of Chicago
Assessment Position	Evaluation Advisor
Evaluation Award Number (contract or another instrument)	AID-OAA-I-15-00024/AID-621-TO-17-00005
USAID Project(s) Assessed (Include project name(s), implementer name(s) and award number(s), if applicable)	Landscape Analysis of Civil Society Organizations (CSOs) working in USAID/Tanzania CDCS focus regions
I have real or potential conflicts of interest to disclose.	**No**
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	04/01/21

C. Japhet Makongo

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DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Japhet Maingu Makongo
Title	Management and Development Adviser
Organization	Mendez England and Associates (ME&A)
Assessment Position	Consultant
Evaluation Award Number (contract or another instrument)	AID-OAA-I-15-00024/AID-621-TO-17-00005
USAID Project(s) Assessed (Include project name(s), implementer name(s) and award number(s), if applicable)	Landscape Analysis of Civil Society Organizations (CSOs) working in USAID/Tanzania CDCS focus regions
I have real or potential conflicts of interest to disclose.	I have no real or potential interest to disclose on all the items described below
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.
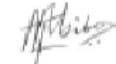
Signature	
Date	28/03/2021

D. Tumaini Mbibo

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Tumaini Lameck Mbibo
Title	Principal Consultant
Organization	Mendez England & Associates (ME&A)
Evaluation Position	Subject Matter Expert CSOs/STTA
Evaluation Award Number (contract or another instrument)	AID-OAA-I-15-00024/AID-621-TO-17-00005
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	USAID/Tanzania CSOs Landscape Analysis
I have real or potential conflicts of interest to disclose.	No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the projects and organizations being evaluated that could bias the evaluation.	Not applicable

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	*Mbibo*
Date	29th March, 2021

E. Rose Aiko

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Rose Aiko
Title	Survey Specialist
Organization	NORC at University of Chicago
Assessment Position	Survey Specialist & Activity Manager
Evaluation Award Number *(contract or another instrument)*	AID-OAA-I-15-00024/AID-621-TO-17-00005
USAID Project(s) Assessed *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Landscape Analysis of Civil Society Organizations (CSOs) working in USAID/Tanzania CDCS focus regions
I have real or potential conflicts of interest to disclose.	No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	April 5th, 2021

F. Daud Siwalaze

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Daud Siwalaze
Title	Evaluation Specialist
Organization	NORC at University of Chicago
Assessment Position	Evaluation Specialist
Evaluation Award Number *(contract or another instrument)*	AID-OAA-I-15-00024/AID-621-TO-17-00005
USAID Project(s) Assessed *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Landscape Analysis of Civil Society Organizations (CSOs) working in USAID/Tanzania CDCS focus regions
I have real or potential conflicts of interest to disclose.	No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	August 01, 2021

G. John Kajiba

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	John kajiba
Title	Principal IT Expert/Data Manager
Organization	Economic and Social Research Foundation (ESRF)
Assessment Position	Consultant
Evaluation Award Number *(contract or another instrument)*	AID-OAA-I-15-00024/AID-621-TO-17-00005
USAID Project(s) Assessed *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Landscape Analysis of Civil Society Organizations (CSOs) working in USAID/Tanzania CDCS focus regions
I have real or potential conflicts of interest to disclose.	No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	22/09/2021

H. Ephraim Danford

![USAID logo - From the American People] **Data for Development Project**

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Ephraim Danford
Title	GIS/Data Specialist (Mapping and Visualization)
Organization	NORC at University of Chicago
Assessment Position	GIS/Data Specialist (Mapping and Visualization)
Evaluation Award Number *(contract or another instrument)*	AID-OAA-I-15-00024/AID-621-TO-17-00005
USAID Project(s) Assessed *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Landscape Analysis of Civil Society Organizations (CSOs) working in USAID/Tanzania CDCS focus regions
I have real or potential conflicts of interest to disclose.	Yes / No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	No

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Signature	
Date	23 September 2021

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