

The Lake Victoria Initiative  
Study on Christian Partner cooperation

# *A Christian Response to the Lake Victoria Challenge*

## **Consultants Report**

Study on Opportunities and Conditions for  
Engagement in the Lake Victoria Region  
By the Swedish Mission Council,  
PMU Interlife and Diakonia

### **FINAL REPORT**

Per-Ulf Nilsson/Context  
Mutahi Ngunyi/C-Africa

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## List of Abbreviations

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ADRA	Adventist Development and Relief Agency
CB/OD	Capacity Building and Organisational Development
CBO	Community Based Organisation
CCM	Chama Cha Mapinduzi
CFO	Christian Frame Organisations
CJPC	Catholic Justice and Peace Commission
CRO	Child Restoration Outreach
CSO	Civil Society Organisation
EAC	East African Community
FGD	Focus Group Discussion
FHRI	Foundation for Human Rights Initiative
FIDA	Federation of Women Lawyers
FPCT	Free Pentecostal Churches of Tanzania
FPFK	Free Pentecostal Fellowship in Kenya
HDG	Human Rights, Democracy and Governance Sector
KEC	Kenya Episcopal Conference
KEWWO	Kenya Women Workers Organisation
KFUK/KFUM	YWCA/YMCA
LARP	Labour Awareness and Resource Programme
LFA	Logical Framework Analysis
LV	Lake Victoria
MICH	Maseno Inter-Christian Child Self Help Group
Mf	Micro Finance
MPs	Member of Parliament
NAV	The Navigators
Narc	National Rainbow Coalition
NCKK	National Christian Council of Kenya
NCEP	National Civic Education Programme
NGO	Non-Governmental Organisation
NGDOs	Non-Governmental Donors
PLWHA	People Living With HIV/AIDS
PMU	Pingstmissionens Utvecklingsamarbete
OD	Organisational Development
SCC	Swedish Cooperative Center
SEK	Swedish Kronor
SIDA	Swedish International Development Agency
SMC	Swedish Mission Council
SWOT	Strength, Weaknesses, Opportunities and Threats
TAHEA	Tanzania Home Economics Association
TORs	Terms of Reference
VCT	Voluntary Counselling and Testing
WOWESOK	Widows and Orphans Welfare Society of Kenya

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Per-Ulf Nilsson  
Team Leader  
Context  
Stockholm,  
Sweden

Mutahi Ngunyi  
Team Member  
C-Afrika, Office of the GLR  
Nairobi  
Kenya

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## Executive Summary

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- 1) **The Context.** In the late 1990's Sida identified the need and opportunity to engage in a long-term regional cooperation around Lake Victoria - regional solutions were needed for regional problems, e.g. environmental problems, poverty, peace and stability, as well as measures to enhance economic development. In line with this Sweden, and several other donors, have reached agreements with the governments of Kenya, Tanzania and Uganda, for development cooperation under a Lake Victoria Initiative, which has a perspective of 15- 20 years.
- 2) Under the strategy, Civil Society and its organisations have been identified as important actors. Up to 30-40 per cent of funds will tentatively be set aside for CSO activities. Through the initiative, Sida will be able to give 100 per cent funding for CSO programmes and projects.
- 3) **The Christian Frame Organisations.** Sida is continuously searching for the most appropriate modalities to channel funds to CSOs. One well-tried way is the channelling of funds through Swedish NGOs. Sida has long-term, frame-agreements with a smaller number of Swedish large member-based organisations or organisational alliances, who in their turn channel support to partner organisations in the South. The modality is that Sida contributes 80 per cent of the funds for any particular project or programme, incorporated in a yearly application from the frame organisation.
- 4) Three of these - the Christian frame organisations: The Swedish Mission Council, Diakonia and PMU Interlife - commissioned the present study in order to gauge the opportunities for increased development cooperation with CSO partners in the Lake Victoria region, with funding through the Sida Lake Victoria Initiative
- 5) **Aim of the Study.** The aim of the study was to identify areas of existing and possible new cooperation between CSOs, primarily within and between the civil societies in Kenya, Tanzania and Uganda, but also between CSOs in Sweden. The study should result in a report that can serve as a base for the development of future initiatives and programmes of cooperation.
- 6) The study presents a summary of the involvement of the Swedish organisations concerned, as well as future plans and interest in initiatives and cooperation within the framework of the Lake Victoria initiative. It further identifies development challenges in the region and the perceived opportunities for advancing programmes of cooperation in prioritised areas as well as increased cooperation between existing and new partners within the framework of the LV initiative.

- 7) **The Study Approach.** The Study process was participatory. Relevant actors – Swedish partners, partners in Kenya, Tanzania and Uganda and other CSO representatives in the region were enabled to take active part in the whole process. The consultants acted as facilitators in the joint process to discuss and define priorities for future cooperation. A continuous dialogue was held with the two reference groups that were established.

## The Findings

- 8) **Changes in Cooperation.** A number of changes in the modes and direction of the development cooperation have taken place in later years. The cooperation has moved from hardware to more software; capacity building and organisational development (CB/OD) of partners has increased; a more active partnership where more responsibilities is put on partners has been introduced and there has been the start of a process away from project support to programmatic cooperation. The study concludes that the CB/OD work has had many positive results, but that there is a need for a continuation.
- 9) The Swedish organisations and their partners are involved in a number of development areas. An earlier concentration on health and education is weakening. The emphasis on vulnerable groups, particularly children and HIV/AIDS affected people is strong. Development programmes for economic development among the poor has been weak, as well as initiatives in the areas of democratic development, community empowerment and the strengthening of poor peoples rights and voice.
- 10) **Challenges in the LV Region.** In the study process a few main development challenges, which needed to be tackled by the partners were identified:
- Lack of economic development
  - Community attitudes and ignorance
  - Lack of voice and participation
  - Insufficient capacity of NGOs and CBOs
  - HIV/AIDS
- 11) **Corresponding Opportunities.** On the basis of these challenges a number of opportunities were identified and recommendations for action presented:
- 12) *Economic empowerment.* Micro credit and savings programmes is an opportunity that several organisations can further develop or venture into, but there will be a need to align this with the expertise that specialized organisations have. There are also opportunities to work in the areas of skills training and development of entrepreneurship and small enterprises. An additional area where there is an opportunity for regional cooperation is in agroforestry.
- 13) *Capacity Building.* Present capacity building of personnel and organisations should continue. The challenge is to further this work into capacity building at the community

level to strengthen their leverage and voice in relation to both authorities and development initiatives.

- 14) *HIV/AIDS*. The pandemic affects all areas of development work and there are a large number of activities carried out by present and other partners. The opportunity here is to support regional or national programmes that bring together all the interventions in a cumulative way. It is suggested that this can be sought in areas of service provision, change communication, where the churches have a particularly strong responsibility, and policy and advocacy work.
- 15) *Human Rights, Governance and Justice*. In order to strengthen communities there is a need to enhance their capacities to defend their rights, voice their concerns and hold authorities accountable. One proposed way is the support to paralegal schemes and training in “legal literacy”. The advancement of people’s rights should also be mainstreamed in other development initiatives.
- 16) *Programmatic work with children and education*. Most partners work with school children and orphans, for educational, social and material support. An organised learning and the adoption of best practices from these experiences should be sought. On the basis of this programmes involving several partners, and with a regional approach, can be developed. Learning should be sought from organisations that have developed strategies for empowerment and advocacy in this area.
- 17) *Recommendations to Swedish partners*. Swedish partners are advised to prepare the ground for increased partner cooperation and regional programming. In Sweden modalities should be created that enable the sharing of necessary information and cooperation in various sector areas. There is a need to create meeting places and information systems, for the proposed cooperation to become a reality.
- 18) **Conditions for Cooperation**. All recommendations are set against the existing conditions for increased cooperation between various partners, as such cooperation and a regional and programmatic approach is a requirement for funding under the Sida Lake Victoria Initiative.
- 19) *Enabling Conditions*. There are a number of enabling conditions for increased work and wider cooperation, based on the fact that the partners are well established in the region and have a long-standing cooperation with communities. But there are also inhibiting conditions.
- 20) *Inhibiting Conditions*. In the first place, there is little cooperation today between Christian partner organisations. Their main interest is to expand their work with present partner/s. Cooperation with new partners has not been on the agenda, nor has regional programming. There is low institutional capacity to implement long-term or regional initiatives. Similarly, capacity to do programme as opposed to project work is also limited, though improving. There is at this point a certain hesitation to enter into programme/project cooperation with new partners, but openness towards networking and exchange of knowledge and experiences.

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- 21) **Action Points on Way Forward.** This study has initiated an interest, sometimes an eagerness, to proceed with actual planning for cooperation and development programmes that may be suitable for funding under the Sida Lake Victoria Initiative. To keep the kettle boiling, the Swedish partners have a responsibility to encourage processes among themselves and among partners in the Lake region. The study concludes with some proposals for steps to be taken in the immediate, short and longer term. Initially it is proposed that smaller partner groups should apply for immediate funding for planning work. In the next year or two, it is envisioned that various programme proposals, based on the presented suggestions, can be put forward for funding. In the longer term it is proposed that the partners should look for new funding arrangements, including the set up of basket funding arrangements.

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## Part A

### Introduction and Background Context

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#### A.1 SWEDISH CHRISTIAN SUPPORT FOR DEVELOPMENT

- 1) A number of Swedish churches and faith-based development organisations are supporting development initiatives, together with local partners, in the Lake Victoria region. Much of this work, and the close relationship between partners, has a long history and a background in the evangelical and social work of the churches.
- 2) Historically the churches in the region took on a heavy responsibility for the establishment and running of health and educational institutions. A large part of such institutions, particularly in the rural areas, have been developed by the churches. For a number of years Swedish development aid, channelled through the church organisations, was concentrated on the establishment and running of these institutions. With time governments have shouldered more of the burden and the development work of the churches has diversified. Today the faith-based organisations are involved in a wide array of development work.
- 3) Earlier, the Swedish partners directed most of the initiatives, planning and management of development projects. In later years there has been a strong trend towards devolution of responsibilities to the East African partners. This has come about in parallel with the implementation of capacity building and organisational development activities within the partner organisations.
- 4) The faith-based organisations are just one, important, part of a large number of civil society organisations in Kenya, Tanzania and Uganda. As a result of government failures to “deliver” development and donor identification of Civil Society Organisations as increasingly important actors in development, such organisations have mushroomed. In each of these countries thousands of CSOs and Community Based Organisations (CBO) can be found.
- 5) While CSOs are identified as important actors it is difficult for a donor, i.e. Sida, to channel support to a large number of small and disparate organisations. Sida is continuously searching for the most appropriate modalities to do this. One well-tested way is the channelling of funds through Swedish NGOs. A considerable part of Swedish development aid yearly goes through these organisations.
- 6) Sida has long-term frame-agreements with a smaller number of Swedish large member-based organisations or organisational alliances, who in their turn channel support to partner organisations in the South. The modality is that Sida contributes 80 per cent of the funds for any particular project or programme, incorporated in a yearly application from the frame organisation.

- 7) The frame organisations have different set-ups. PMU Interlife works with its sister churches in a tri-partite cooperation between PMU Interlife and a local church in Sweden and a local church in the South. Diakonia runs centrally planned cooperation programmes with a wide variety of CSOs in the South, which are not all faith based. The Swedish Mission Council reviews and decides about funding for proposals presented by its member churches and faith based development organisations in cooperation with partners in the South.
- 8) These three Christian frame organisations – The Swedish Mission Council, Diakonia and PMU Interlife<sup>1</sup> - have commissioned this study in order to look at the opportunities for increased development cooperation with partners in the Lake Victoria region, with funding through the Sida Lake Victoria Initiative

## A.2 THE SIDA LAKE VICTORIA INITIATIVE

- 9) In the late 1990's Sida identified the need and opportunity to engage in a long-term regional cooperation around Lake Victoria. Environmental problems in and around the lake, as well as the high instance of poverty in the region, motivated this engagement. Peace and stability, the solution to a number of problems, particularly in the environmental area, as well as measures to enhance economic development needed to be handled regionally.
- 10) Sweden has reached agreements with the governments of Kenya, Tanzania and Uganda, as well as with several other donors, for development cooperation under a Lake Victoria Initiative. The overriding objective of Sida's strategy for support to Sustainable Development in the Lake Victoria Region is "to contribute to an equitable and sustainable development – economic, social and environmental – to the benefit of people living in the area".
- 11) Development partnerships have been established at various levels, notably with the East African Community (EAC), governments and between a number of other actors, e.g. research institutions, municipalities, professional associations, in the region and in Sweden.
- 12) Sweden is looking at a 20-year engagement under the initiative. Under the strategy the civil society and its organisations have been identified as important actors. Up to 30-40 per cent of the funds are tentatively set aside for CSO activities. Under the initiative Sida will be able to give 100 per cent funding for CSO programmes and projects. Guidelines for such support, which would go through Swedish NGOs, are under revision<sup>2</sup>.

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<sup>1</sup> The Swedish Mission Council unites a number of Swedish churches and faith-based development organisations and Diakonia is owned by several churches. PMU Interlife is the development organisation of the Pentecostal Church of Sweden.

<sup>2</sup> More about these is discussed in Part D.

- 13) The initiative is still in its initial stages and the number of activities on the ground has been few. Regarding CSOs, Sida, together with Swedish NGO partners, is investigating the capacities and opportunities for strengthened partnerships with CSOs in the region.

### A.3 THE STUDY: *Background and Purpose*

- 14) The present study is part of the work to identify modalities and opportunities for increased development support to CSO initiatives in the Lake Victoria region with Sida funding. The Swedish Mission Council (SMC), Diakonia and PMU Interlife decided to conduct a study on “the conditions and opportunities for the development of programmes for cooperation within the framework of the Lake Victoria initiative” with the present cooperation of the three organisations as the point of departure.
- 15) The aim of the study is thus to identify areas of existing and possible new cooperation between CSOs, primarily within and between the civil societies in Kenya, Tanzania and Uganda, but also between CSOs in Sweden. The study should result in a report containing a common analysis that can serve as a base for the development of future initiatives and programmes of cooperation.
- 16) According to the TORs the study shall result in:
  - A summary of the involvement of the Swedish organisations concerned. This should include identification of partner relations, future plans and ambitions as well as interest in and ideas for possible initiatives and cooperation within the framework of the Lake Victoria initiative.
  - An overview of the identified partner organisations in Kenya, Tanzania and Uganda, primarily in the LV area, and a summary of work, plans and ambitions, interest in and ideas for possible initiatives under the framework of the LV initiative.
  - A summarized analysis of the civil society context in the LV region in relation to the Swedish platform for this study, and in relation to the aims and objectives of the LV initiative.
  - Recommendations on perceived opportunities and possible cooperation within the framework of the LV initiative or other relevant initiatives.
- 17) The study is thus both a presentation of present partner cooperation, a review of perceived development challenges and opportunities in the LV region and an analytical presentation of the demands and opportunities this entails for present and possible new partners.

### A.4 METHODOLOGY OF STUDY

- 18) This study used a process-oriented approach. In so-doing, the team aimed at two things. One, to ensure that the report reflect a common analysis for the future cooperation shared by the actors. Two, to see to it that the study inspires a continued dialogue between the parties in Sweden and the Lake Victoria region. A key element

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here therefore was to create a participatory working environment, which enables the two reference groups as well as other relevant stakeholders to share views, opinions and opportunities.

- 19) The consultants played a role not only to gather information and make analysis, but also to:
  - Enable relevant actors or stakeholders to take active part in the process,
  - Based on the dialogue with stakeholders - present an analysis of the present situation and propose potentials for new areas of cooperation
  - Act as facilitator in the joint process between the involved actors to discuss and define priorities for future cooperation
  - Maintain a continuous dialogue with the reference groups during the study<sup>3</sup>.
- 20) To achieve this, a working procedure was adopted where:
  - The review of relevant documents, “stated questions” and interviews provided inputs to a series of workshops.
  - A set of questions were elaborated. The questionnaires were used as input to the workshops with the organisations in Sweden and the LV-region.
  - Semi-structured and in-depth interviews were made to complement information gathered through the questionnaires.
  - A combination of the reflecting team method and elements from the LFA were used in group- and plenary sessions in order to promote an active participation by the actors in the workshops.
- 21) Primary data was extracted from three sources. The first were the Swedish partners, who responded to a questionnaire and were interviewed. The second were the CSO partners of the Swedish organisations. These were interviewed and answered a questionnaire to establish the existing mode of co-operation. The third set of respondents included CSO organisations in the LV-region who are not part of the present cooperation. The primary purpose of interviewing these organisations was to determine the ‘conditions and opportunities’ prevailing in the region and the new possibilities of co-operation.
- 22) Secondary sources of data included reports and publications from the target organisations, the NGDOs, other International NGOs, Sida, and from the work of CSOs in the region.
- 23) The consultants managed the quality of the process and the content. Right from the start, the assignment implementation plan, schedule and the responsibility matrix were

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<sup>3</sup> One reference group was formed in Sweden and one in East Africa. Members of the group in Sweden were: SMC, PMU Interlife, Diakonia, Trosnistan, Erikshjälpen and KFUK/KFUM. Members of the East African reference group were: NCCK, FPCT, Maranatha Faith Assemblies, Africa Alliance of the YMCA, Redeemed Evangelical Church of Uganda.

developed and used as a tool for monitoring of time element of the assignment. The assignment budget was also used as a tool for cost control.

## A.5 OUTLINE OF THE REPORT

- 24) The context in which the CSO development cooperation in the region is taking place is presented in section B. The chapter gives an overview of the development of civil society organisations, discusses the various types of CSOs and their involvement in social, economic, human rights and democracy work, as well as their political roles.
- 25) In section C an overview of present cooperation between the concerned Swedish organisations and their partners is given. The present direction of work is discussed, as well as the interest of expanding work in the LV region. Some present strengths and weaknesses are commented and the issue of increased cooperation between organisations and with new partners is analysed.
- 26) Section D presents the development challenges in the LV region and then introduces the opportunities for action in various areas, as defined and analysed with partners and non-partner organisations in the region. Recommendations are presented on the basis of the identified opportunities.
- 27) Section E outlines the conditions that enhance or limit the opportunities for development cooperation. Section E also outlines existing and possible modes of cooperation and discusses the possibilities for expanded development cooperation through the Swedish Christian frame organisations and their partners in the Lake Victoria region under the Sida Lake Victoria initiative. Section F, finally, presents some proposals for immediate and longer term action.

## Part B

### The Context of Civil Society in LV Region

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#### B.1 Some Definitions

- 1) Studies on the African civil society tend to define it in *institutional* rather than *functional terms*<sup>4</sup>. Civil society growth is in turn measured by its institutional and numerical expansion, as opposed to the level and quality of its civic engagement with the state. Similarly, it is analysed by assessing the nature of its structures as opposed to its activities. The position of this report is that this form of analysis is problematic.
- 2) Civil society should be defined in terms of its “organised activities” as opposed to the institutional make-up of its organisations. Its development should therefore be measured in terms of the complexity of its responses to state actions as opposed to the growth of its institutions. Similarly, it should not be viewed as a frozen ‘space’ occupied by a group of non-governmental organisations. This report views civil society as comprising of dynamic exchanges between the state and non-governmental institutions. These exchanges are both in the form of engagement with the state and disengagement.

#### B.2 Civil Society Sectors in East Africa

- 3) There are five broad sectors of civil society in East Africa. These are categorized in terms of the nature of their civic engagement as opposed to their structure and form. The five sectors are:
  - **The Development<sup>5</sup> Sector.** This sector of civil society is populated by the development NGOs. It is the oldest and probably the most differentiated sector of

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<sup>4</sup> *Transition without Transformation: Civil Society and the Transition See Saw in Kenya*. By Mutahi Ngunyi, (IDS, University of Sussex *Global Civil Society Study*, 2002)

<sup>5</sup> Development here is defined broadly as human development. This includes *inter alia*, the provision of Emergency services, and the graduation of the same to sustainable livelihood options for the beneficiary communities. It also includes the empowerment of communities through organised action (ie co-operative movements) to control their economic choices.

civil society. The co-operative sector for instance has many forms, while the development NGOs can be further categorized into the international, local and issue-specific NGOs. Substantial investment has been made by the Swedish CFOs in this sector.

- **The Human Rights and Democracy Sector.** This is a fairly new sector of civil society, with most of its organisations formed in the 1990s. It is also the fastest growing sector in East Africa. During the first wave of democratisation in the region, this sector served as a ‘political incubator’ for the nascent opposition parties. Of the Swedish CFOs, Diakonia has invested the most in this sector.
- **The Market Sector.** This sector comprises of corporate interest groups, professional associations, business associations and the labour movements. The basic function of this sector is to articulate market related interests using civil society as a platform. In the past, this sector was essentially moribund in the region. But gradually, the sector is coming alive with industrialists, interest groups and labour unions engaging in civic action. CFO support to this sector is made by Diakonia and goes to KEWWO, which is a women labour-based organisation.
- **The Faith-Based Sector.** Like the development sector of civil society, this is also one of the oldest in East Africa. It is engaged in relief and development work. In recent times however, this sector has began engaging in issues of political transformation. Most of the support from Swedish CFOs goes to this sector of civil society.
- **The Green<sup>6</sup> Movements.** This sector comprises of the peasant formations articulating agrarian or agro-indigenous questions. This has also been called the ‘invisible sector’ of civil society<sup>7</sup> in that organisations in this sector exist more in form of sporadic activities that are held together by some simple structures. These activities are not formally recognised and in analysing civil society in the region, they remain invisible. We did not record any support from the CFOs to these organisations in East Africa.

### B.3 Challenges to Civil Society in East Africa

- 4) Civil society in East Africa faces three fundamental challenges. The first area is that of **connectivity**. While in the first half of the 90s the different sectors of civil society operated independent of each other, social demands require that the activities of these sectors be integrated. This is how the development sector of the church has ended up mainstreaming rights, and gender in its interventions. The church has discovered that it cannot provide development in an environment that is not democratic. Unlike in the ideologies of the 1970s where democracy was meant to apply in small instalments

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<sup>6</sup> By “Green” we mean agrarian-related activism and not environment-related activism.

<sup>7</sup> See *Transition Without Transformation: Civil Society and the Transition Seesaw in Kenya* (A publication of the Global Civil Society Project, IDS Sussex, 2000)

behind development, this time around, it is a precondition to development. The connectivity between development and democracy has become a *sine qua non*. And what is interesting is that the Church in East Africa is at the forefront in this campaign!

- 5) The second is the challenge of **collaboration**. For the last twenty years, the activities of civil society in East Africa can be characterised as both 'hit-and-run' and as 'lone-ranger'. The only way to create a cumulative effect has been through collaboration. This lesson has been learnt and the process of building on each other's platforms and competencies has already been put in place. This has already begun in Kenya and Tanzania where CSOs have changed their 'lone ranger' approach and adopted the 'consortia model' in their approach to development and fundraising. While consolidating their separate efforts under the 'consortia model', the major challenge for the Kenyan and Tanzanian CSOs has been that of dealing with 'sibling rivalry' and creating synergy between consortia members. The role of the church as a stabilising factor has been critical here. In Kenya, Tanzania and to some extent Uganda, the 'consortia model' has held together partly because of the ecumenical and church formations.
- 6) The third challenge facing civil society in East Africa is that of '**grant making**'. Civil society in East Africa is often caught between the 'tyranny' of the state and that of the grant-makers. It has actually been argued that, as the frontiers of the East African states get rolled back, the donor is increasingly emerging as the 'alternative state'<sup>8</sup>. For the most part, both the state and the donor set the rules by which civil society action is mediated. Depending on what is at stake, they will either choose to engage with civil society or disengage from it. Civil society in East Africa is yet to develop some independence from especially donor patronage. Given the dependence of civil society on donor support, CSOs were quick to re-engineer their programmes in order to meet donor areas of funding interest. This is how the bilateral grant-makers as the main donors to civil society have made and re-made civil society to suit their changing political concerns.
- 7) This dependence on donor support poses a major challenge for the CFOs as they engage with CSOs through the Lake Victoria Initiative. With possibilities of funding, CSOs are likely to remake their agenda in order to accommodate the interests of the initiative whether or not it resonates with their values. The positive thing about working with the ecumenical and church formation, however, is that most of them are independent and self-financing. As such, they will only engage in interventions that add value to their vision and mission<sup>9</sup>.

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<sup>8</sup> See Mutahi Ngunyi, *Civil Society and the Two Transition Cycles in Kenya* (SAREAT/University of Leeds Working Paper, September 1999)

<sup>9</sup> This is however not true in all cases.

## Part C

### Present Cooperation Between Swedish and East African Christian Partners

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#### C. 1 VOLUME AND BROAD OVERVIEW

- 1) Several Swedish churches/partner organisations have worked in and supported work in East Africa for decades, notably PMU Interlife with a long-standing relation to sister churches, and Trosnistan, which over 30 years ago started a mission in Migori, Kenya. These, as well as the Catholic Church, also have large church memberships in several thousand congregations in the three countries.
- 2) Present Swedish support to projects and partner organisations in Kenya, Tanzania and Uganda is rather limited. In 2002 only three of the ten organisations included in this study<sup>10</sup>, were funding development work, with Sida funding, in Tanzania to a sum of SEK 4.1 million. Five organisations funded work in Uganda to a sum of SEK 10.1 million and six organisations funded work in Kenya to a sum of SEK 14.6 million. Total volume was thus SEK 28.8 million. In addition, a few organisations have a substantial direct support with their own funds, e.g. Erikshjälpen and Hoppets Stjärna, supporting poor children and their families.
- 3) A rough characterisation of the extension of the development cooperation in the three countries of East Africa shows that:
  - A few partner churches/organisations have a large and nationwide presence, notably the Pentecostal churches, the catholic church/Caritas and YMCA/YWCA. In the case of the Pentecostal churches there is also a rather wide and large cooperation with PMU Interlife, while cooperation with the Swedish YMCA/YWCA and Caritas has been and is very limited.

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<sup>10</sup> SMC decided on which organisations to include in the study (see page 11). One organisation not included, with long standing work in the region is Mission Aviation Fellowship (MAF). MAF has been supplying vital air transport and communications links for missions, churches and relief & development agencies in East Africa for over 50 years.

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- Trosgnistan/Maranatha and ADRA have a rather extensive work in a number of sectors, with a presence in all three countries but strongest in Kenya and Uganda. There are a number of activities in the Lake region. Erikshjälpen has a somewhat smaller engagement, with a stronger emphasis on working with children.
  - The Navigators (NAV) and Star of Hope have a more narrow presence, geographically and sectorally, with some activities in the Kenyan Lake region.
  - Diakonia is building up a program but has little cooperation in the Lake region at this time, while Evangeliska Frikyrkan is limited to one project area in the Tanzania Lake region. Caritas has terminated project support in East Africa, prioritising work in southern Africa, but has an interest to work with refugees, migrants and displaced people.
  - The organisations report cooperation with 43 different partners in the three countries. Close to half of these (19) are in Kenya, with 12 in each of the other two countries. 33 of these organisations are reported to also have work in the Lake Victoria region. A list of all organisations, with some basic details about them is presented in Annex IV.
- 4) As expressed by themselves the main aims/goals of the Swedish organisations are:
- Poverty reduction
  - Economic empowerment
  - Develop civil society
  - Building local capacity - Organisational development
  - Gender equality
- 5) Broadly these aims are well in line with the aims expressed by partner organisations in Kenya, Tanzania and Uganda.

## C.2 CHANGES IN MODES AND DIRECTION OF COOPERATION

- 6) Almost all Swedish organisations report that there have been changes in the modes and direction of their development cooperation. These changes generally are:
- Less hardware and more software
  - More capacity building and organisational development (CB/OD) of partners
  - A more active partnership with more responsibilities put on partners
  - The start of a process away from project support to programmatic cooperation.
- 7) The development in these directions is to a large extent donor driven, which is not to say that the partners are not in agreement. Sida has pushed for less hardware content in projects as well as CB/OD, which today is clearly leading to an increased shouldering

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of responsibilities by the partners. There is still less of programme development. One reason for this is reporting requirements that have emphasised project related reporting, another, the still ongoing process of raising capacity that can strengthen strategic planning.

- 8) A critique put forward by some organisations is that the requirements for not only CB/OD, but also for other “soft-ware” in projects/programs may risk going too far. “You cannot only train teachers if there is no school to work in” is an expression of that sentiment. There is a need to find a balance between software and hardware development support.
- 9) We find that this “swing of the pendulum” has been healthy for the development of both Swedish and EA partners. There has been, and still to some extent is, a risk for organisations to be caught up in service delivery, including the construction and running of various facilities. When this substitutes rather than complements government responsibilities and/or is not part of an approach where the target group is empowered to sustainably handle their needs and rights, it limits the effects of development initiatives.
- 10) Our understanding of the work of the organisations indicates that the new focus on CB/OD and software components is strengthening more dynamic approaches to community development where empowerment, rights and sustainability are becoming key concepts. This is an important, positive change.

### C.3 PARTNERS IN THE LAKE VICTORIA REGION

Swedish partners	Lake Victoria partners
Trosnistan	Maranatha Faith Assemblies, Kenya Faith Mission of Uganda Faith Mission of Tanzania
Caritas	At present no cooperation; planning work with the Jesuit Refugee Services
Erikshjälpen	MICH – Maseno Interchristian Child Selfhelp Group (Ke) Food for the Hungry International (Ke) Taretuoki-Emali Children’s project (Ke) The Redeemed of the Lord Evangelistic Church (Ug), Child Restoration Outreach (Ug) Two partners outside LV area in Tanzania
KFUK/KFUM	YWCA & YMCA in all Countries + Africa Alliance
Hoppets Stjärna	Star of Hope Kenya
Diakonia	KEWWO – Kenya Women Workers Org. NCKK – National Council of Churches – Ke KEC-CJPC – Kenya Episc. Conf. – Cath. Justice & Peace Outside LV area: LARP – Labour Awareness & Resource Programme Church of Uganda
ADRA	ADRA-UG, ADRA-KE, ADRA-TAN
Evangeliska Frikyrkan	FPCT – Free Pentecostal Churches of Tanzania
PMU Interlife	FPCT-Tan PMU – Pentecostal Ministries of Uganda FPFK - Free Pentecostal Fellowship in Kenya
NAV-Navigators	NAV-Ke, NAV-Ug

## C.4 PROJECT SECTORS

The table below presents the sectors in which the Swedish partners report work. As can be seen most organisations work in a number of areas. Some, like Trosnistan, ADRA and Evangeliska Frikyrkan and their partners, are involved in community development in limited geographic areas, while others, like Caritas, KFUK-KFUM and PMU Interlife have a wide presence and a large number of projects.

	TG	Car	ErHj	KFUK-	SoH	Diak	ADRA	EFri	PMU	NAV
Health	X		X				X O	X	X	X O
Hiv/aids	O	X		X		O	X	X	O	
Gender	X	X		X		X	X	O		
Youth/ch	X			X	X	X	X	X		
Democracy	O	X		X	O	X				
HR educ		X		X	O	X				
Education	X	X	X		X		X	X	X	O
Microfin.	O	X	X	O		O	X	X	O	X
Cap Build.	X	O	X		X	X	X	X	X	
Org Dev.	X	X	X	X	X	X	X	X	X	
Water/san	X	X								
Agricult.		X					X			
Other	Agrof	migr. Refug			Main- stream	Aids mainst				Entre- pre- nuersh

*Note: X indicates present work; O indicates where organisations want to increase or start work.*

Responses from a majority of the partner organisations in Kenya and Uganda also give some indications, on a general level, of the areas in which the organisations today are involved and in which areas they report they want to continue and expand work in the LV region if funds are made available.

### Uganda – responses from six partner organisations

No. working today		No. wanting future work in LV
4	Health	3
5	HIV/AIDS	5
4	Gender	3
5	Youth	4
2	Democracy training	- Na
2	Human Rights	- Na
3	Education	- Na
2	Micro-finance	2

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5	Capacity Bldg	4
2	Water	3
4	Agriculture	4

**Kenya – responses from nine partners**

No. working today work in LV		No. wanting future
7	Health	5
8	HIV/AIDS	9
7	Gender	6
8	Youth	8
5	Democracy	Na
4	Human rights	Na
8	Education	Na
4	Microfinance	6
8	Cap Bldg	6
4	Water/sanit.	6
5	Agriculture	7

*Note 1: a fault in the questionnaire resulted in missing information on interest of future work in the areas of democracy, human rights and education.*

*Note 2: Too few responses from Tanzania were received to make a presentation possible.*

### C.5. COMMENTS ON PROJECT SECTORS

- 11) Most Swedish organisations today fund **capacity building and organisational development**, mainly of their partner organisations. This is a strong trend. CB/OD has in the last few years also been strongly pushed, firstly by Sida and then by SMC, on account of a Swedish policy that the main goal of donor support has to be the strengthening of the local capacity to work for development.
- 12) Both the Swedish and partner organisations today acknowledge and support this policy and emphasize the importance of this work. Results are seen to be positive, but needs are not fully covered and CB/OD should be seen as a continuous process.
- 13) A majority of organisations are working in the areas of **health and education**. This has led many to a broader work with children and youth, as well as with women. Earlier the Swedish support to a large extent contained hardware support for educational and health facilities. Quite a lot of funds and personnel are still tied up in these areas. There is a trend towards lesser emphasis on general health support, while the educational area

is still prioritized, but with more emphasis laid on training and management development.

- 14) **Gender** issues have increasingly come into the work, but gender policies are not generally well developed and there seems to be a need to further develop the understanding of what gender work should entail. Our impression is that the mainstreaming of gender issues has not taken place, with some exceptions, notably some Diakonia partners and MITCH. Our impression is also that the partner organisations themselves need to look at the gender balance in their organisational structures, particularly at higher levels, as the male dominance is strong.
- 15) There seems to be a discrepancy between Swedish funding and partner work in the area of **HIV/AIDS**. This is explained by a situation where funding of specific HIV/AIDS project is limited, while projects in most areas in actual fact also tackle the problem of HIV/AIDS. There is a Swedish interest in increasing funding in this area, where many of the partners report that they are already working.
- 16) Weaker areas are **democracy and human rights issues**. The responses here need to be qualified. Work in these areas can entail both direct initiatives concerning training on democratic and human rights, legal aid etc. It may also imply that development initiatives are carried out within a strategic framework where empowerment of the target groups is an integrated goal.
- 17) Our impression is that the organisations today do not carry out much strong work in neither of these areas, with the exception of Diakonia. Even though there is a limited expressed desire to strengthen work in this area, as a sector and/or as a development strategy, we argue for this as a priority area.
- 18) Another discrepancy can be found in the areas of **water/sanitation and agriculture/rural development**. Rural development is not an area in which Swedish Christian development support has been very strong. Some work is reported by a few organisations, like ADRA and Maranatha Faith Assemblies. Partner organisations report an interest in increasing work in these areas, seeing them as essential when working with rural communities and economic empowerment.
- 19) Finally, there is a strong Swedish interest to increase work in the area of **micro-credits**. This, we feel, is shared by the partners in the three countries, in particular in Kenya. The issue of economic development was presented forcefully in all meetings, and micro-credits was seen as one important method for work towards this among the poor.
- 20) What can also be concluded from this overview of the present work of the partners is that most of them are “Jacks of all trades”, working locally in a number of development areas. There is some specialisation, several work particularly with children and education, NAV emphasises entrepreneurial training and YMCA/YWCA is strong in the area of vocational training, but these are exceptions. While this may benefit local

cooperation with NGOs, CBOs and local government, it may make regional cooperation more difficult to achieve.

## C.6. INTEREST IN LAKE VICTORIA INITIATIVE

- 21) There is a definite interest among the Swedish organisations and their partners to increase cooperation in the Lake Victoria region. Needs are great and the partner organisations are seen to have the potential to expand their work. The impact of work can increase when the region is a focus area for Swedish support and additional funding is made available.
- 22) All Swedish organisations, and the majority of partner organisations feel that they have the competence to increase work. A further strengthening of this capacity will be needed in some Swedish and most LV partner organisations.
- 23) The LV partner organisations report a need to also increase staff. This is also reported by some Swedish organisations, who also argue for increased administrative grants.
- 24) None of the Swedish organisations is in favour of setting up any new structure to handle an increased cooperation. They all feel that new structures would take unnecessary time and efforts. Several also feel that they already have networks to work through.
- 25) The Lake Victoria partners also indicate that their main interest is working within existing structures together with existing partners, but express certain readiness towards developing new cooperation structures if such are needed.

## C.7. INTEREST IN COOPERATION WITH OTHER PARTNERS

- 26) The picture of if and how the organisations want to increase cooperation with other organisations is more mixed. The Swedish organisations feel that the present cooperation among the SMC members is insufficient and would like to see this improve. Some also feel that a joint expansion in the region can lead to increased exchanges and cooperation between them. Almost all Swedish organisations indicate that “increased cooperation” to them mainly would mean to “widen an existing program to new areas” and to “share experiences and knowledge with other organisations”. To a much lesser extent, they feel, it would lead to the widening of programs to new partners, developing work with new partners or specialising in an area of comparative advantage. Some see it as an advantage to increasingly take in outside expertise in the work. Few Swedish partners expressed the view that increased cooperation would be a way to expand advocacy work.
- 27) The responses from the Ugandan and Kenyan partners, as well as discussions with the organisations, go in the same direction. The partners are first and foremost interested in

expanding their work together with existing Swedish (and other) donor partners. This would entail an increased emphasis in various sector areas. But the partners have a stronger willingness to cooperate with non-confessional organisations. Most organisations are of the opinion that close cooperation, e.g. running projects and programs together with such partners, may be problematic, due to differing basic values. Still, certain cooperation with non-faith based organisations is acceptable. **All** partners in Kenya (with one exception) and Uganda are open towards a more limited cooperation, taking in necessary expertise, sharing knowledge, learning from others, participating in networking arrangements etc.

28) In short we can conclude that:

- There is today little cooperation between Christian partner organisations
- The main interest is in expanding ones own work quantitatively
- There is an interest in expanding work in certain specific sectors
- There is some, but less interest in specialising in areas of comparative advantage
- Organisations in the LV region are open towards more cooperation and networking with other faith- or non-faith based organisations
- This cooperation would, at least initially, not entail joint programs/projects
- Regional cooperation has not been on the agenda.

## C.8. STRENGTHS AND WEAKNESSES OF PRESENT WORK

29) Churches have a number of strengths that are of high importance in development work:

- They have large memberships (e.g. FPCT – 250 000, Maranatha Faith Mission – 60 000, etc)
- Members come from different walks of life, but a majority are poor
- They have local structures spread across the countries
- They work close to the people
- They are present on a long-term basis
- They have a very strong influence over peoples beliefs and attitudes
- They have the capacity to create linkages and bridging between groups of people and with government

30) These are immense strengths that should guide their role in development. In many respects development NGOs lack the above characteristics. The churches have not fully utilized these strengths. A few salient weaknesses seem to limit their work – insufficient capacity for development work; church structures that are not fully adapted to such work; a lingering view of development as charity and “doing social good”; a reluctance to get caught up in social struggles.

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- 31) In addition one can often find a self-perception, and among its followers and the encircling communities a perception, of the church as a welfare organisation, one that delivers consolation, hope and charity. Such a perception stands in the way of dynamic, empowering work in the communities. (An example given was a micro-credit project that failed, as borrowers did not feel that they needed to pay back to the church.)
- 32) Distinct changes are taking place today. There is an ongoing process of capacity and organisational development, which not only strengthens the capacity to carry out efficient work, but which also develops the understanding of complex development challenges and requirements. Where such capacity development has taken place, stronger work is presented.
- 33) This shows that continued emphasis will be needed on CB/OD, including training in development strategies, as well as program development. Such continued capacity development is also needed in the Swedish organisations.
- 34) The study process and the large number of partners have not allowed us to carry out any analysis of the strengths and weaknesses of the individual organisations. Some general impressions are that the smaller organisations are vulnerable and depending on a few capable people, that the development structures of the churches need to be further strengthened and that the larger organisations/churches need to further train and put in place dynamic leaderships.
- 35) Not much can be read out of the questionnaires in this area. Apparently both the Swedish organisations and their partners are quite satisfied with their project implementation, leadership and learning capacities. The picture is mixed concerning the issues of efficiency and internal democracy, where there is a view that more needs to be done in a number of organisations. There is also generally a shared view that all organisations need to improve on their relations with other social and political actors.

## **Part D**

### Modes of Cooperation

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#### D.1 Introduction

- 1) The meetings held in the region explored existing modes of cooperation between CFOs in Sweden and partners in the LV region. They also looked at possible modes of cooperation in the future. These are discussed below.

#### D.2 Existing Cooperation

##### D.2.1 Local Cooperation

- 2) This is emerging. There is a willingness amongst partners to increase local cooperation. In fact, there is more willingness amongst partners than amongst the Swedish organisations, concerning cooperation with non faith-based organisations. The motivation for the LV CSOs is to reduce duplication, take advantage of outside expertise, share experiences and get leverage in negotiations with government and donors. Examples of this at the Swedish partner level are Erikshjälpen and ADRA and at a general level the Mwanza NGO network in Tanzania and the Western NGO network in Kenya. There is lots of room for the partners to increase local cooperation, both at local, community level and at provincial/district level

##### D.2.2 National Cooperation

- 3) In the three countries, there are elements of national cooperation. This is partly necessitated by a need to occupy a collective position vis-à-vis legislation aimed at regulating NGOs. In Kenya and Tanzania, the NGO Coordination Acts have forced the NGO fraternity to cooperate. The other form of cooperation is donor driven and is organised around the concept of basket funding. Under this formulation, CSOs are made to cooperate as a precondition to grant making. The National Civic Education Programme (NCEP) in Kenya, the Basket Fund for Election 2000 in Tanzania, and the Basket Fund for the Uganda Elections were all organised around this principle.

- 4) Among partner organisations, national cooperation is low. It takes the form of joint implementation of programmes like in the case of NCKK and CJPC in Kisumu. It must be noted that this cooperation is not as a result of support from Swedish organisations. The SMC partner that has tried hard to bring together CSOs in the LV region is Erikshjälpen. Cooperation between Redeemed Evangelical Church and Children Rehabilitation Outreach (CRO) in Uganda is partly as a result of the efforts of Erikshjälpen. But this is also an attempt by the two organisations to complement each other. In the context of the Lake Victoria Initiative, this form of cooperation needs to be structured. But more fundamentally, it should be deepened.

### D.2.3 Regional Cooperation

- 5) Cooperation at the regional level is mainly donor driven. Sida is actually behind a number of existing regional groupings. While this has its advantages, it has its disadvantages as well. Donor-driven initiatives have doubtful sustainability for instance. And in the case of the LV initiative, the requirement that the initiatives applying for support must be regional in their approach is problematic. This is so because some of the organisations in the LV region have very good programmes in terms of fighting poverty, HIV/AIDS and ensuring conflict prevention. But these organisations have made a deliberate decision to work at a national and local level with no interest at all in the regional approach. For them to motivate for the LV initiative funds, they would have to get into a regional programme, which they probably are not interested in or cannot handle.
- 6) The above notwithstanding, the regional approach is a push in the right direction. The study team discovered that there is an abundance of 'best practices' and methodologies of work. However, these are scattered all over the region. The regional approach is able to collate and access these practices to practitioners in the three countries for the benefit of the poor.

## D.3 Possible Modes Of Cooperation

### D.3.1 Horizontal Cooperation.

- 7) There are two forms of cooperation here. One, co-operation that is between CSOs in the region, within their countries of operation and within their localities. Two, cooperation between the Swedish Christian Frame Organisations.
- 8) **Inter-Sectoral Cooperation.** Under this, it is envisaged that certain challenges in the region will require a multisectoral approach. That is, a challenge might require the intervention of more than one skill or expertise in more than one sector. As such, programmes of cooperation should support initiatives that draw from the competencies of different sectors. Most partners are involved in community development with activities in a number of sectors but are not reporting an interest in specializing.
- 9) **Single-Sector Thematic Cooperation.** Under this form of cooperation, the idea is to have different organisations working in the same sector, tackle a single challenge.

Unlike in the mode above where the catchword was diversity, in this mode of cooperation, the important thing is the cumulative chain. The intention here is to ensure that the efforts of organisations doing work in the same area are added into a cumulative chain. This is the form of cooperation we have suggested in the HIV/AIDS and other areas. It is also about the programme approach in a sense.

- 10) **Ad hoc Cooperation.** This is event-based. The idea is to cooperate in order to achieve a certain end. Once the end is achieved, the cooperation 'project' is disbanded and its members scatter.

#### D.3.2 Vertical Cooperation<sup>11</sup>

- 11) **Bi-lateral Support.** This is the most common form of cooperation between Swedish partners and the LV recipient organisations and comprises of support by one CFO to a single partner in the LV region. Such support would either go to upscaling existing work or to starting new work with a regional approach.
- 12) **Joint Bi-lateral Support.** Under this, support would come from two CFOs in Sweden to either one LV partner, or consortia of partners.
- 13) **Basket Funding.** Under this mode, the three Christian Frame Organisations, or some of the members, would pool resources and place them in a basket fund earmarked for specific activities, agreed upon through joint programming. The modalities of managing this fund would be as follows:
- **Lead agency.** A lead agency to spearhead work in specific areas would be selected from the CFOs. For instance, Diakonia can be selected to be the lead agency in the area of rights, while the NAVs would provide leadership in micro enterprises. Each of the lead agencies would be responsible for grant-making in their areas of expertise and interest. The funds would however come from a basket supported by all the three CFOs or some of the members.
  - **Financial Management Agent.** In order to remove the burden of managing a Basket Fund from SMC, each Lead agency should also become the Financial Management Agent for the components they work in within the Basket Fund.
- 14) **Technical Support.** The basket fund should seek the technical support of experts to help in programme design and to assist in processing of applications.
- 15) **Consortia Funding.** Under this mode of cooperation, a group of CSOs in the region would form a thematic or issue-based consortium and seek support, either from one SMC partner or from a group of partners or a basket.
- 16) **LV Challenge Fund.** Support to challenges that could lead to innovative methodologies of doing development

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<sup>11</sup> This does not in any way denote the existence of a dominant and a dominated partner.

## Part E

### Opportunities and Conditions for Co-operation and Action

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#### E.1 THE BRIEF

- 1) **Overarching Intention.** The assignment for which this report is generated was meant to assess the conditions and opportunities for cooperation and action among concerned organisations within the framework of the Sida-financed Lake Victoria Initiative.
- 2) **Opportunities.** Under this term, the team understood SMC as asking us to determine (a) whether space for engagement with CSOs in the LV region in the context of the Sida LV-Initiative exists. (b) How the possibilities within this space can be utilised. In other words, we are meant to identify the strategic development platforms, their extent and quality of reach. But more fundamentally, how the overriding objective of the LV-Initiative as interpreted by SMC can benefit from these platforms.
- 3) The study further divided the opportunities into two categories. One, opportunities to upscale existing cooperation with partners. And two, opportunities for new areas of cooperation between the Christian Frame Organisations (CFOs) and the partner/non-partner organisations in the LV-region. Within these, we also distinguished between the 'big picture' and 'small picture' opportunities<sup>12</sup>. The 'big picture' refers to regional, crosscutting opportunities or opportunities with potential for a programme approach<sup>13</sup>. The 'small picture' refers to national opportunities with a 'project approach'. These are also opportunities with potential to grow into regional programme-based interventions<sup>14</sup>.
- 4) **Conditions.** In the context of the LV-Initiative, the team interpreted the term 'conditions' to mean the things that might facilitate or hinder the realisation of identified opportunities. We further interpreted this to mean another two things. One, whether the Sida framework in the LV initiative resonates with the civil society in the

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<sup>12</sup> Concepts developed in the Uganda partner and non-partner consultations (15<sup>th</sup> -16<sup>th</sup> October 2003)

<sup>13</sup> We define this as an approach that brings together multiple thematic and sectoral projects into one.

<sup>14</sup> This is in keeping with the Sida LV-initiative criteria that the supported interventions must be regional or have the potential to grow into regional interventions.

region. Two, whether capacity and willingness to undertake programmes of cooperation and action in the context of this framework exists.

## E.2 SOME ELEMENTS OF THE SIDA LV INITIATIVE<sup>15</sup>

- 5) **Overall Goal.** The overall goal of the Sida LV initiative two-fold. One, to strengthen conditions for the emergence of a genuine civil society to play a positive role in poverty reduction. Two, to increase cooperation between these organisations regionally and nationally. It is projected that between 30% and 40% of support under this initiative will go to civil society.
- 6) **Criteria for Support in the LV region.** There are seven criteria for support to organisations in the LV region. These criteria are still evolving and include:
  - A focus on poverty
  - Should have a regional approach
  - Should be initiatives from below (involve stakeholders in planning, monitoring, and evaluation)
  - There must be partnership, networking and coordination
  - Should have democratic values and internal democracy
  - Should have a willingness to dialogue with government institutions at all levels in society.
  - Should have a programme approach.
- 7) **The Strategy Approach.** The approach is meant to focus on five things. These include conflict prevention, HIV and AIDS, Mainstreaming democracy, Human Rights, and the environment, promotion of civil society and East African ownership of the initiative.
- 8) In the context of this study the requirement for regional approaches and partnership cooperation is of specific interest and importance. To qualify for funding under the Initiative (100 % funding of programmes from Sida) the partners then must present programmes that have a “regional approach”. The exact definition of this is still under discussion, but it would mean that programmes need to include partners in more than one country and should be based on some agreed cooperation between several partners.
- 9) The funding mode will, at least initially, be the same as the present one. The frame organisations will include project/programme proposals suitable for funding under the Initiative and would, if accepted, receive 100 % funding for these initiatives, in addition to the normal 80 % funding of partner programmes. There may be a possibility for new arrangements in the future if such proposals can be presented to Sida. This is somewhat discussed in part D.3.2.

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<sup>15</sup> As described and discussed by Pontus Modeer, Sida Programme Officer, NGO division to the Uganda National Workshop (October 17<sup>th</sup> 2003)

### E.3 FINDINGS: The *Challenges*

- 10) The various discussions held with partner organisations and with other NGOs working in the Lake Victoria region, have resulted in a comprehensive picture of the development challenges in the region. Although a large number of issues and areas have been raised, there are a few central themes that have been voiced repeatedly and which we find to be the most central challenges.
- 11) These challenges are all based on the general situation of poverty among the great majority of the peoples in the region, maybe most pronounced in the Nyanza province of Kenya. They are all also interlinked, as poverty is a web of interrelated causes and consequences. When attacking poverty there is a need to identify fundamental causes, and build strategies to combat them.
- 12) Main challenges:
  - Lack of economic development
  - Community attitudes and ignorance
  - Lack of voice and participation
  - Insufficient capacity of NGOs and CBOs
  - HIV/AIDS
- 13) The interrelationships between these areas are clear:
  - Governments have, over a number of years, failed to develop their economies, particularly in a way that favours the poor. A more positive economic development over the last few years has not yet affected the majority of the population in any clear positive way.
  - Most of the areas around the lake, have also been particularly neglected by the government, exacerbating their poverty. Jobs have been lost, industries closed, small scale agriculture has deteriorated, cash crop production has been negatively affected by international competition and falling prices, the fishing industry experiences a number of problems, etc.
  - Over the years the governments have failed to develop strong, efficient and accountable governments at local and central level. Local authorities have inadequate resources, which not only has increased their inefficiency but also weakened governance, accountability and responsiveness towards the communities.
  - The lack of participation in social, political and economic development has negatively affected people's attitudes towards development and their active participation in resolving their own needs and those of their communities. Lack of education and low quality education has exacerbated this situation.
  - These general conditions have strongly contributed to the HIV/AIDS pandemic.

- 14) When government has failed, the church has done its part in servicing the poor. But the picture we get from our discussions with the Swedish partner organisations and with civil society representatives is that the churches now need to take on the main challenges, as defined above, in a more holistic and strategic way. Often the churches have been caught up in local, limited work.
- 15) This is what development work to a large extent has to be about, when it comes down to local implementation. But, the strategies the work is built on, the methods used and the connections made between interventions at different levels and in different areas are fundamental for a dynamic participation in the work to tackle the root causes of poverty.
- 16) This is directly interlinked with the challenges of community attitudes – ignorance - lack of voice - participation. Development work needs to tackle this as an integrated part of development initiatives. In addition to this the challenges are to develop specific work to change peoples attitudes, activate people and make them subjects in development, not objects for support.
- 17) One of the main goals of the Sida Lake Victoria initiative is to strengthen civil society and its organisations. The partner's identification of lack of capacity among NGOs and CSOs as a major challenge confirm this need. A particular challenge is HIV/AIDS, which is both a cause of poverty and a cause for increased poverty. It permeates all walks of life and thus also all development interventions.

#### E.4 FINDINGS: *Opportunities and Recommendations*

- 18) Based on the identified challenges above, opportunities for partner initiatives and recommendations for future action are presented in this section. The main intention is to identify realistic opportunities for the preparation of interventions that may be funded under the Lake Victoria Initiative, with its particular requirements for partner cooperation and a regional approach. Other opportunities may be taken up by partners for funding under the existing arrangements.
- 19) As mentioned in C5, para 14, we have found that the mainstreaming of gender issues, and particular gender work, has been weak. A general recommendations is therefore that all organisations should look into this area and increase their efforts to work with the issues of gender, including the roles of both men and women.

##### E.4.1 Economic Empowerment

- 20) **Overarching Goal.** The goal in supporting this opportunity would be to raise levels of income and to empower people in the region to sustain their means of livelihood.

21) **Savings and Credit.** Most people in the Lake Victoria region are not credit worthy because they are poor. Similarly, the culture of savings is not embedded in most of them. The opportunity identified here is that of supporting micro-savings and credit schemes. Focus should be on accessing credit to the fisherfolk, women and orphans<sup>16</sup>. Other target groups could be farmers or small business people. If successful the initiatives can be developed into the establishment of Beach-based village banks. But the general experience in development work is that micro-credit schemes may easily fail. It is therefore important that initiatives are well planned and somehow linked to existing expertise.

22) **Some Recommendations:**

- *Do a Pre-study.* This should cover the entire Lake Victoria area in order to take in existing work and the knowledge that is available
- *Mf-Network in Sweden.* SMC partners should strengthen their competence through the existing mf-network in Sweden.
- *Competence building in LV region.* SMC partners should plan and fund joint competence development in this area among partners in the LV region.
- *Expert Support.* Partners need to network with expert organisations in the area of micro-credit, meri –go round<sup>17</sup>, village banks and possibly look for programme cooperation with them<sup>18</sup>.
- *Upscaling.* Support to this opportunity should initially go to the process of upscaling existing work and learning.
- *Forming Networks.* This should include more specifically the sharing of knowledge.
- *Joint Programme.* If best practices are identified a joint programme could be set up for funding, initially with separate project components and separate funding; at a later stage through a basket funding.
- *Who should be involved?* Current partners and potential partners in this area include ADRA in the three countries, Church of Uganda and Erikshjälpen in Uganda, Osienala<sup>19</sup> Maranatha Faith Assemblies in Kenya, YWCA, YMCA and the Navigators. An additional possible partner is the Swedish Cooperative Centre. There are also other national, specialized micro-finance organisations, which should be involved, either in training or in joint programme arrangements.

23) **Micro-enterprises, Marketing and Entrepreneurship.** In order to increase on the incomes of the poor in the LV region, improving on their entrepreneurial and marketing skills was singled out as an important opportunity. The other area here was that of developing micro-enterprises, especially for the vulnerable<sup>20</sup> in the community. Some organisations may also be able to support the development of small & medium

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<sup>16</sup> These are the vulnerable groups affected by HIV/AIDS

<sup>17</sup> These have 100% repayment and should be encouraged.

<sup>18</sup> For instance ECLOF, Pride International, Faulu East Africa

<sup>19</sup> Stands for friends of the Lake in dholuo

<sup>20</sup> The vulnerable were singled out as the People Living with HIV/AIDS, orphaned children, Widows and the disabled.

enterprises. Value-added production is of great importance for the creation of jobs and income to the region.

24) **Some Recommendations:**

- *Pre-study.* Document and benchmark best practices here.
- *Small and Medium Enterprises.* Encourage this for purposes of owning **ice plants**<sup>21</sup> and engaging in a number of other activities.
- *Upscaling and Replicating.* This presents an opportunity to upscale existing work and to replicate good practices elsewhere. Regional, collaborative programmes with partner-specific projects should also be a possibility.
- *Economic advocacy.* In the area of economic development, advocacy for the rights of poor people is also extremely important. Here NCKK is doing work and there is an opportunity for partners who have close relations with certain communities, like MFA in Migori, to support fisher folk's rights. This could be developed with Osianala.
- *Who Should Get Involved.* The Navigators in Kenya<sup>22</sup>, Free Pentecostal Church of Tanzania (FPCI), KEWOW and ADRA in the three countries<sup>23</sup>. It is also an area where YMCA/YWCA may have the potential to develop programmes.

25) **Agricultural Development and Agroforestry.** The dominant mode of production in the LV region is agriculture. Improving small scale agricultural production, fish farming and the state of forests was identified as an opportunity that could empower the poor in the region. These are also important areas for environmental protection.

26) **Some Recommendations:**

- *Joint Programming.* ADRA and Maranatha are present in this sector in Kenya and Uganda and could set up a presence in the Tanzanian lake area. They should then work towards common regional programmes for agricultural development.
- *Develop Alternative Forms of Energy.* This should include commercial tree planting and solar energy.
- *Benchmark Best Practices.* Partners should ensure that poor people living in their areas of action are supported in their agricultural and fishing endeavours or other economic activities. Best practices should be sought and supported. If partners themselves are, or need to become, active in these areas this should be in cooperation with other CSOs.

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<sup>21</sup> Replicate the experience of Osianala in the Mbita plant in Kisumu and the EU one at Port Victoria in Busia.

<sup>22</sup> The NAVs in Kenya are probably the foremost in the area of entrepreneurial development in East Africa. This expertise can be accessed to the other countries

<sup>23</sup> ADRA in Tanzania has a very impressive Banana project with a marketing function that is firmed out. Other countries and partners can learn from this model

- *The Swedish Connection.* Two experienced and specialised Swedish organisations – Vi Agroforestry and the Swedish Cooperative Centre – are working in this field in the region. There ought to be opportunities for the SMC partners to link up with these in various ways. Both could impart knowledge to partners. In areas of joint presence collaboration can be sought.
  - **Who should be involved?** ADRA, Maranatha, Vi Agroforestry and SCC.
- 27) **Water development and dams.** It is a paradox that a number of rivers flow through the region into the lake, which is one of the largest fresh-water reserves in the world, and still there is drought and a lack of irrigation. The potential to build small dams has not been tapped and many of the existing dams are silted. There is a need to investigate if some of the partners may be able to develop work in this area. There should be a bench-marking of best practices, networking with more experienced organisations, leading to the development of water-related programme proposals. Community awareness, ownership and participation is essential. There is also room for work with advocacy towards the national government on the needs of the region in the context of poverty reduction strategies. Osienala is involved in planning in this area.
- 28) **Community-Based Road Construction.** The challenge here is that many of the lakeshores are inaccessible by vehicles. Because of this, the fishermen are unable to access markets and sell their produce. The opportunity in this regards is community road construction. The partners we interviewed cited numerous ‘best practices’ on how communities constructed and maintained feeder roads. The practice here was for the communities to approach the municipal council and offered to fuel their trucks and pay the drivers. With this partnership, the council would do the roads and the communities would maintain them. In one case supported by World Vision in Uganda, we were told that one feeder road was able to attract 14 trucks of fishload a day from fishing villages that had died.
- 29) **Recommendations:**
- *A Road Construction Programme.* A basic community-based road construction programme could be developed by partners, in cooperation with expertise. This initially could result in separate funding proposals, under the regional programme.
  - *Special LV Community Road Fund.* At a later stage it is proposed that a special fund is created in cooperation between Sida and SMC. This fund would have a guaranteed financing for a longer period of time and partners would be able to tap the fund, for the implementation of community-based roads in the LV region.
  - *Benchmark Practices.* As a way of learning from what others have done, it is also proposed that the Swedish CSOs, working with partners benchmark practices in this area of community road construction.
  - **Who Should Be Involved?** Osienala<sup>24</sup>, PMU-Uganda, CJPC-Uganda, Church of Uganda, and Maranatha. Lessons can be teased out of this PMU experience and replicated elsewhere.

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<sup>24</sup> To assume the role of lead agent.

- 30) **Economic Empowerment Advocacy in Sweden.** Partners in Sweden should support the economic rights and opportunities of the inhabitants of the Lake area. This can be done by working for fair trade agreements between EU and the east African countries concerning the export of fish and advocacy around global trade agreements. This can be done through existing structures, where some churches today are involved.

## Environment

- 31) **Overarching Goal.** The goal here is to arrest the impact of environmental degradation on the lives of the poor.
- 32) **The Opportunities.** Although there are many opportunities in this area, the ones the partners have a strategic competence in are few. Possible cooperation with SMC partners would therefore focus on the following:
- *Water and sanitation.* Interventions in this area is an opportunity. Among partners Maranatha in Migori and ADRA in Uganda and Kenya have some experience..
  - *Afforestation.* Planting of trees around the lake for soil conservation is an opportunity that can be replicated in the entire region.
  - *Water Hyacinth and Lake Pollution.* Organisations around the lake area are already using the water hyacinth for making baskets, paper, and bio farming. The opportunity here is to replicate this in other parts of the region.
- 33) **Some Recommendations:**
- Engagement in the area of environment should include community awareness, community ownership and hardware interventions. Possible partners include Osenala in Kisumu and the Tanzania Home Economics Association (TAHEA) in Mwanza. VI Agroforestry in the region and Maranatha Faith Assemblies in Migori can help with the replication of best practices in this area around the region.

### E.4.2. Human Rights, Governance and Justice

- 34) **Overarching Goal.** The goal in this opportunity is to access justice to the poor through legal advocacy and to empower communities in social-political development.
- 35) **Poverty and Rights.** Poverty in the Lake Victoria region is partly a function of legal illiteracy. Most people are denied access to justice because they do not know their entitlements and cannot afford legal representation. If the distance between the law and the poor were reduced, people in the region would improve their lot<sup>25</sup>. Poverty is also

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<sup>25</sup> Position occupied by CJPC, Kisumu, Kenya

as a result of collapsed traditional systems, non-political rights, poor governance<sup>26</sup>. Also as a result of the collapse of basic service provisioning.

36) A number of opportunities for programmes of co-operation and action were identified in this respect.

37) **Some Recommendations:**

- *Paralegal Support.* Introduce paralegal work.. CJPC in the Kenya Lake region has developed and carried out a programme where para-legals have been trained in a number of communities. One Swedish partner, for example Diakonia or Caritas, could look at the possibility of funding and programme cooperation in the next phase. In order to enable funding under the LV initiative there may be a need to connect this programme with similar work in neighbouring countries. In Uganda the Foundation for Human Rights Initiative, FHRI, is running similar components. Organisations like Maranatha and ADRA, with a strong community presence in certain areas, can join the programme and support expansion into the communities where they work.
- *Focus on Local Systems of Justice Delivery.* That those to be trained should be the existing ones.
- *Mobile Paralegal Units for Fisher folk.* Given that the fisher folk are probably the most disadvantaged people in the LV region, the distance between them and the law should be reduced. The opportunity here is to establish mobile paralegal units along the beaches of the lake in the region. These could develop into centres in the long run. This should be started on a pilot basis.
- *Self-representation.* In order to access justice to the poor, especially the women widowed by HIV/AIDS, and children orphaned by the pandemic, training in self-representation should be undertaken. Those partners involved in paralegal work should invite the Federation of Kenya Women Lawyers (FIDA) to train them in the area of self-representation. This opportunity should also come with empowerment.
- *Network with Legal NGOs.* This is important for purposes of referral system and legal support to
- *The Rights Approach.* Another way of mainstreaming democracy, gender and equity in the development interventions of the region is through rights advancement. A rights approach should be part and parcel of all community interventions. The communities should also be involved in this. Christian partners need to fortify this work. This is a new opportunity for cooperation and could initially focus on the rights of the child, victims of HIV and AIDS, and labour rights. Organisations like Maranatha and ADRA, with a strong

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<sup>26</sup> Eg: corruption, lack of equity,

community presence in certain areas, can join the programme and support expansion into the communities where they work.

#### Advocacy

- *Provide Research support.* The CSOs must do advocacy with knowledge and this should be provided through CSOs.
- *Vertical and Horizontal Collaboration.* Networking and collaboration should also be done horizontally and vertically.
- By actively increasing Christian cooperation in the field, and through increased networking with CSOs, stronger advocacy work can be developed by all partners. This can complement and interact with the advocacy work carried out by organisations like NCKK in Kenya and the Catholic Church, as well as the Economic Justice Network in Eastern Africa. Initially there is a need to network with such experienced organisations.
- Diakonia can play the role of strengthening this strategy, or mode, of work both in Sweden among SMC partners and by supporting the SMC partners in the Lake region.
- **Who should be Involved?** Diakonia, NCKK-Kenya, CJPC-Kenya, Maranatha, CCT, FPCT, and KEWWO

### E. 4.3. Information and Communication

38) **Radio.** Opportunities for communication are diverse in the region. In the medium term, the use of electronic media, especially radio should be exploited. The establishment of simple radio stations should be considered here. And focus should be on on-going work. Apart from establishing radio stations, the other opportunity is to do advocacy work by sponsoring radio programmes. The Free Pentecostal Church of Tanzania (FPCT) is already doing this in Mwanza and the experiences should be teased out and replicated elsewhere.

#### 39) **Some Recommendations:**

- *Building on Existing work.* Partners with the strength to work in the area of radio broadcasting should look at existing ventures and possibilities. In Kenya Osienala is planning community radio, in Mwanza the Mwanza NGO Network and Press Club are doing the same.
- Churches that already are into this area, Catholics and Pentecostals, need to look at how they continuously can work with communities on development issues with the tool of radio. Possibly a regional programme can be developed for Sida funding.
- **Who Should Get Involved?** PMU Interlife has a long experience of evangelical radio work and is also training media personnel in the region. It should take the lead role in this area. Others should include OSIENALA-Kenya, Mwanza Press Club-Tanzania, FPCT-NCKK, CJPC-Kenya and Maranatha.

**On Information Management.** Step by step some kind of Information Management System will need to be set up to house the desired information-sharing between partners, in lieu of a separate organisational structure for local, national and regional cooperation. The IMS should be electronically based and will need an active handling by somebody. One suggestion may be to use the capacities of NAV in Kisumu. It may also be possible to coordinate this setup with similar endeavours by other networks, i.e. Ecovic or the Western Kenya NGO Network, or if some system is already in place in for example the Catholic Church or NCCK.

#### E.4.4. HIV and AIDS

- 40) **Overarching Goal.** The goal in pursuing this opportunity is to contain levels of new infections on HIV/AIDS by (i) encouraging pro-prevention knowledge, attitudes, and practice and (ii) by empowering people in the region with skills, motivation, and support to sustain existing safe behaviour and to change unsafe behaviour. Similarly, the other goal is to work with People Living With HIV and AIDS (PLWHAs)
- 41) **Programme as Opposed to Project Approach.** From our findings, this area is oversubscribed. New opportunities of work are scarce and so are opportunities to upscale. However, given that the Lake Victoria region is also most affected by HIV/AIDS, cooperation in this area is necessary. Support in this area should be given to a programme as opposed to a project approach. That is, there is probably no value in supporting individual projects that do not connect with each other. The opportunity here is to support regional or national programmes that brings together all the interventions in a cumulative way.
- 42) **Regional and National Programming.** Three opportunities for connecting existing projects in the area of HIV/AIDS present themselves.
- **Service Provision.** Projects that would be brought together here include those dealing with Home Care for PLWHA, orphan support, building ‘accountability communities’, etc. Under this opportunity, partnership should be sought with YWCAs in the three countries, Redeemed Church of the Lord in Uganda, Church of Uganda, ADRA and Caritas in Tanzania, Maranatha and MITCH in Kenya among others.
  - **Change Communication.** The opportunity here is to bring together projects working in the area of communication. These would include peer-to-peer education, production of Information Education Communication (IEC) materials, and training<sup>27</sup>. Focus here should be on attitude change and methods of communication should be ‘target-specific’ and participatory<sup>28</sup>. Organisations to be supported here would include *inter alia*, the NAVs’ ‘I Choose Life’ project, the YWCA/YMCAs in the three countries, Maranatha Faith Assemblies and ADRA in the three countries.

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<sup>27</sup> Emphasis here should be on management of sexuality.

<sup>28</sup> One critique the HIV/AIDS interventions received from partners was that they did not involve the target beneficiaries during the design and rolling out stages. This should be taken care of here.

- **Policy and Advocacy.** The opportunity here is to engage upstream with government and its agencies. This should include advocating for the rights of HIV/AIDS victims, and pushing for policy and legislative reforms affecting People Living With HIV/AIDS. Organisations that fit in this area include *inter alia* KEWWO in Kenya, Save the Children in Uganda, Kuleana in Tanzania.

#### 43) Some Recommendations.

- *Two Possible Ways Forward.* It was suggested that two ways of dealing with HIV and AIDS could be taken. The first is a situation where the LV partners would map the roles and functions played by the different partners. Then joint-programming would advance from the identified roles. The second would include a situation in which the partner organisations would start up a joint venture on a small scale and then do the process of role mapping and learning as they implement this venture. Either of these can be used.
- *Use Existing Initiatives.* Partners should look at the opportunities for LV collaboration among the rather large number of projects already in existence, partly with Swedish funding. As in other areas best practices could be found and linkages established.
- *Moral Voice.* As moral authorities the churches have an important role to play in the fight against AIDS. One suitable area for increased engagement and possible regional programming is in VTC, where counselling and family support are important components.
- *Advocacy Role.* The churches can play a united role in the advocacy on the right to drugs, nationally, regionally and globally.
- **Who Should Get Involved?** YMCA/YWCA, ADRA, Maranatha –Ken/Tz/Ug, MICH, Caritas Tanzania, RCLU, COU.

#### E.4.5. Capacity Building

- 44) **Overall Goal.** The goal here is improve on programming, performance and delivery in both the partner institutions and beneficiary communities.
- 45) **Capacity Building.** The opportunity here is to engage at two levels. The first one is institutional capacity building, while the second is capacity building of communities and local church congregations.
  - **Institutional Capacity.** The opportunity here is two-fold. One, some capacity already exists in most partner organisations, what lacks is competence to exploit it. Competence-building should therefore be a focus of support. Two, where capacity is low, the opportunity is to provide skills as opposed to knowledge. Skills in programming, financial management, advocacy and communication should in particular be given attention<sup>29</sup>

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<sup>29</sup> These were singled out in the capacity audit sections of the questionnaires sent to partners

- **Some Recommendation.** Two recommendations are made here. One, capacity development should be mainstreamed in all programme and institutional support under this initiative. Two, organisations with ability to build the capacity of others should be enabled to do so. Such groups include Africa Alliance of YMCAs, and Osienala.
- **Community Capacity.** The opportunity here is to empower the communities to develop 'strategic plans' and use them to prioritise the support they receive from different development agencies. Caritas in Mwanza is already doing this and the rest of the region can borrow its experiences.
- **Some Recommendations:** Engage communities in participatory planning, implementation, monitoring and evaluation so as to empower<sup>30</sup> them for ownership. This should be mainstreamed in all interventions. Should also provide skills in the areas of bookkeeping, and market assess for the fisherfolk in particular.

#### E.5. Some Recommendations for Swedish Partners

46) Swedish partner organisations can take steps to prepare themselves and their partners for development initiatives under the Lake Victoria initiative. On account of their view that today's cooperation between them is insufficient and that more cooperation is wanted we suggest that

- SMC members with intention to work within the initiative should create modalities in Sweden that enable such cooperation, such as
  - information about ongoing programmes and plans
  - cooperation in sector areas, like HIV/AIDS, children, Micro-finance, to search for cooperation opportunities and best practices
- SMC members have a duty to make information available to partner organisations on the LV initiative, and ongoing efforts to enable cooperation among partners
- SMC members should work with the SMC in the development of a shared understanding of development needs and strategies for work

In relation to their partners in the Lake Victoria region SMC members are advised to

- Play an encouraging role for the different partnerships that may emerge by providing/facilitating informal contacts with local organisations supported by various Swedish partners.
- Continue the work of capacity building and organisational development throughout their partner's structures and support the continued setup of such development work structures

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<sup>30</sup> The idea is to empower the communities to be strategic in their thinking.

- Involve CB/OD components in all programmes in order to also strengthen community capacities
- Co-fund arrangements for meeting places for partner and non-partner organisations. Such meetings (in cyber space or the real world) should be based on real, perceived opportunities to increase quality and quantity of work. In the short and medium perspective this would mean collaboration at local and sector levels, but when feasible also at national and regional levels
- To enable an increased sharing of information and experiences, and in the longer term real programme cooperation and joint programming, there may be a need for special technical support, as no new organisational structure for this cooperation is wanted, nor proposed
- SMC members should plan for a Cooperation Development Programme for the Lake Victoria region. Such a programme would set up the modalities for joint learning, exchange of experiences, initiation of joint planning, an information management system (see below) etc.

## E.6 THE FINDINGS: *Conditions*

### E.6.1 **Enabling Conditions**

- 47) We divide these conditions into two: institutional and community-related conditions.
- 48) **Institutional.** The conditions that will enable the realisation of the opportunities identified above can be clustered into three broad areas. One, most partners and proposed partners have a track record in the areas they work in. Cooperation under the LV initiative will therefore build on existing competences. Two, they have viable systems and basic capacity to rollout the LV initiative at least in the short run<sup>31</sup>. Three, a funding relationship with SMC partners already exists: this means that there is an element of mutual trust. Similarly, an interest in the LV initiative as conceptualised by Sida and interpreted by SMC already resonates with them<sup>32</sup>.
- 49) **Community-related.** The positive conditions as they obtain amongst the beneficiary communities are four. One, the partner organisations enjoy a good measure of community goodwill. Two, the communities have their own resources and existing development platforms. The LV initiative can build on and enhance these platforms. It can also be used to animate the available resources. Three, community-based accountability structures exist. This is bound to enhance participation and ‘ownership’ of both the initiative and the process of rolling it out. Four, some form of development investment and local knowledge is in place. This means that the initiative will advance from existing local knowledge and methodologies. This is what will make it both relevant and appropriate<sup>33</sup>

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<sup>31</sup> Capacity reinforcement will be needed in the long run

<sup>32</sup> There are a few areas of divergence, but these are not fundamental in our view.

<sup>33</sup> Relevance here is defined to mean continuous ‘usefulness’, while appropriateness is about whether or not the LV initiative is built on an understanding of local processes.

## E.6.2 Inhibiting Conditions

~~36)~~50) **Institutional.** At this level, there are several areas:

← Formaterade: Punkter och numrering

- 51) The existing partners in Sweden and the LV region are diverse in various ways. Programme cooperation between them is not given. The three frame organisations in question indicate that cooperation between them may be difficult to achieve. Some LV partners also noted that their communication with Swedish partners was inadequate and that this might dog the implementation of the LV initiative.
- 52) There is low institutional capacity to implement long-term or regional initiatives. Similarly, capacity to do programme as opposed to project work is also limited, though improving.

~~37)~~53) There is fear that the LV initiative is just another red herring. That it will not amount to much<sup>34</sup>. Some aspects of the initiative are donor driven and might not resonate with the CSOs in the LV region<sup>35</sup>. Kikewise, funding is for the most part finance driven as opposed to needs driven. If the LV initiative is finance driven, its sustainability will be in question. There is therefore need for unquestionable partner buy-in in the LV region.

← Formaterade: Punkter och numrering

- 54) The possibility of value conflict between cooperating organisations in the south is real. Similarly, there is bound to be competition for resources. This could inhibit successful realisation of the LV initiative.
- 55) **Community-related.** Two inhibiting conditions were identified at the level of the community. One, failure to involve the community in planning. This has implications on sustainability. Two, uncertainty over community buy-in. It is assumed that the community will automatically go with the flow. This is why a participatory needs assessment should be done.

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<sup>34</sup> This fear was particularly strong in Uganda.

<sup>35</sup> We mention some of these in the next chapter.

## Part F

### The next steps, some proposals

During discussions held in the course of this study some possible ways of moving forward have been defined. These can be divided into immediate, short & medium term and long term. Immediate steps would imply proposals in the course of the present year for funding from Sida, the short term would include proposals for funding during 2004 and 2005. The immediate steps would be for funding of cooperation planning. The content of the project/programme planning would be based on what is proposed in part D: Opportunities and Recommendations.

#### Immediate steps:

- 1) One Swedish partner and its present partner/s can present proposals to develop existing projects into programmes with a regional approach.

← - - - - **Formaterade:** Punkter och numrering

On the regional approach, two platforms can be used. One, an organisation with a regional/continental profile like Africa Alliance of YMCAs can be used to kickstart this process. Two, a Swedish organisation like Diakonia can also be used in this respect.

- 2) SMC can apply for funding of preparatory work in Sweden for laying the ground for Lake Victoria cooperation among Swedish partners.

#### Short and medium term

- 3) Two or more partners (local or Swedish) can present proposals for joint planning of programmes with a regional approach<sup>36</sup>.
- 4) A proposal for the establishment of an Information Management System can be presented
- 5) The first proposals for funding of programmes developed under 1 – 3 can be presented.

← - - - - **Formaterade:** Punkter och numrering

<sup>36</sup> For instance MFA and the NAV in the region with TG and NAVs in Sweden

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- 6) Proposals<sup>37</sup> for funding of programme planning or programmes with a regional approach, involving several LV partners, or the national partners of the same church/organisation (i.e. YWCA or ADRA), can be presented.
- 7) A “Community-based road construction programme” can be developed. Initially bi-lateral funding would be sought by separate partners. In the longer term a special Road Fund would be setup.

← - - - - **Formaterade:** Punkter och numrering

Long term

- 8) New funding arrangements can be proposed, i.e. basket funding with responsibility under one Swedish lead agent, and at a later stage under one LV lead agent.
- 9) Regional Christian Development Programmes in various sectors can be developed, and executed through basket funding and lead agents.
- 10) A “Christian Partners Development Board” would be set up in the region, with participation of Swedish Christian partners, which would receive direct funding from Sida.

← - - - - **Formaterade:** Punkter och numrering

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<sup>37</sup> There will be need for technical support to develop these proposals and to facilitate the paradigm shift both in the LV region and Sweden.