

TOWARDS BETTER RELATIONSHIP

DANISH-TANZANIAN PARTNERS CONFERENCE
ORGANISED BY DMCDD and PATC in collaboration with EASUN

CONFERENCE REPORT
CONFERENCE HELD AT LUTHERAN UHURU HOTEL IN MOSHI, TANZANIA
13TH – 14TH NOVEMBER 2009

CO-FACILITATED BY EASUN, DMCDD & PATC



Centre for Organizational Learning

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LIST OF ACRONYM

ASF	-	Danish People's Aid
CBO	-	Community Based Organization
CSOs	-	Civil Society Organisations
DCA	-	Dan Church Aid
DHA	-	Danish Hunters Association
DLM	-	Danish Lutheran Mission
DMCDD	-	Danish Mission Council Development Department
EASUN	-	East African Support Unit for NGOs
ECONET	-	Network for ecological education and practice
ELCT	-	Evangelical Lutheran Church of Tanzania
FBO	-	Faith Based Organizations
FPCT	-	Free Pentecostal Churches of Tanzania
HQ	-	Headquarters
IAS	-	International Aid Services
IAS	-	International Aid Services
KAD	-	Karagwe Diocese
KDA	-	Karatu Development Association
KZACP	-	Kagera Zone AIDS Control Programme
MOU's	-	Memorandum of Understanding
NGOs	-	Non-Governmental Organisations
PATC	-	Project Advice training Centre
PULS	-	Project Development assistance for self-help
SBC	-	Sanjaranda Bible College
UBU	-	Danish Association for Sustainable Development

REPORT OF DANISH-TANZANIAN PARTNERS CONFERENCE

0. INTRODUCTION

0.1. THE NEED FOR PARTNERS CONFERENCE

This conference was a follow-up to the so-called “Moshi Dialogue”, a joint consultation between Southern and Northern Civil Society Organisations that took place on 8-12 November 2009. Tanzanian partners in development to Danish CSOs were invited to come and listen to the outcome of the Moshi Dialogue and to share their experiences from working in partnership with Danish CSOs in order to establish how their relationships will look in the future.

One issue to be discussed was an observation by Southern CSOs that *“Capacity building supported by the North often have aimed exclusively at strengthening administrative skills and systems, dwelling at service delivery as the basis of the relationship between Danish and Tanzanian CSOs. The capacity building carried out does not touch the strategic capacities related to organization development such as values, identity, confidence and the ability to challenge power relationships that hinder significant relationships. The result is that some Southern CSOs face loss of vision and the erosion of organizational identity and leadership. Such circumstances have sometimes resulted in self-defeating competition among Southern CSOs and the loss of ability for creative, collaborative and sustainable partnerships within the South itself”¹.*

The feedback from the conference is also intended to contribute to the on-going DANIDA’s NGO Office process to develop indicators for partnership and legitimacy for Danish-Southern CSO partnerships that DMCDD and PATC have been a part of.

The conference was held in Moshi, Tanzania from 13th – 14th November 2009. Participants in the conference included leaders from organizations that are currently funded by Danish CSOs.

0.2. THIS REPORT

This is a report of the two days process conducted from 13 - 14 November 2009. Detailed process notes are captured to show the nature of the conference. The report is also written with the intention of making it an ongoing dialogue for Tanzanian CSOs and Danish CSOs.

Evaluation of this conference can be found in the appendix of this report. These reflect participants experience in the conference.

¹ This observation was made at the Southern CSOs preparatory workshop held in March 2009 to prepare the South for Moshi Dialogue in November 2009.

I. CONFERENCE OBJECTIVES AND THE PROGRAMME

The workshop objectives below was presented by Soren who mentioned that he is part of a network in Danish that realized the importance of having a dialogue between the North and the South to discuss partnership relationship. He expressed his feeling that it is important to discuss how Danish partners can support the South for future collaborations. From the discussions in the Moshi dialogue, “We realized the importance of sharing different contexts between the North and the South. We also learnt the importance of explaining to each other our realities to avoid different people controlling different strings that cause problems in the communication channel”.

1.1 Objectives of the conference

- a) Enable network of Tanzania civil society organization/churches with Danish partners and Danida funding.
- b) To discuss possible feedback mechanisms for Tanzania CSO's /churches with DANIDA funding enabling PATC+DMCDD to advocate on their behalf.

1.2 Outcome from the conference

Provide a platform for Tanzanian CBO's/churches with Danish partners to:

- a) Get an overview over the Moshi dialogue as a process and an introduction to core issues and action points.
- b) Contribute with experiences and reflection to issues raised by Moshi dialogue.

1.3 The Programme

The programme for day 1 and day 2 was shared on the first day and second day respectively.

Day 1		Day 2	
Time	Activity	Time	Activity
3:00	Welcome presentation	8:30	Discussion in pairs on questions raised from the case.
3:15	Introduction to the conference Context Types of relationships Objectives and outcomes	9:15	Prioritization of emerging issues.
3:45	Introduction to Moshi Dialogue as a process	10:30	Tea break
	Tea/coffee break	11:00	Feedback
4:15	Group work	12:30	Evaluation & Closure
5:00	Plenary Discussion (i) feedback from groups (ii) Issues from Moshi dialogue	13:00	Lunch
6:00	Free time	14:00	Departure
7:00	Dinner		

2. INTRODUCTION TO MOSHI DIALOGUE AS A PROCESS

2.1. Preparatory workshop

Nyantito Machota gave a highlight of the background of the Moshi dialogue. It was reported that prior to the Moshi dialogue 36 CSOs leaders from Kenya, Tanzania and Uganda met in Moshi (Tanzania) for 3 days in March 2009 to prepare for a joint consultation between East African (Southern) and Northern NGOs. The meeting provided a platform for assessing own experiences with Northern donors and Transnational NGOs in the region and prepared local NGOs for the face to face dialogue with their Northern counterparts to, lobby for integrity and ownership in capacity building; and explore strategic relational questions between southern NGOs and their Northern counterparts. Danish CSO had similar preparatory meeting in June 2009 as well as the Dutch CSOs.

As it was indicated in the introductory part, participants of the preparatory meeting observed that capacity building aimed exclusively at strengthening administrative skills and systems is merely dwelling on service delivery as the basis of relationship between Northern and Southern NGOs. The current predominant technocratic orientation to development has hardly touched the more strategic capacity related to institution building, such as, values, identity, confidence, and the ability to challenge power relations that hinder meaningful relationships. This has resulted to loss of vision and erosion of institutional identity and leadership for many southern NGOs. Such circumstances have generally resulted in self-defeating competition among southern NGOs, and loss of ability for creative, collaborative and sustainable partnerships within the south itself.

2.2. The Moshi Dialogue

The Moshi dialogue was attended by more than 50 people from North (Netherlands and Denmark) and South (East Africa) who met in Moshi, Tanzania from 8-12 November to discuss issues related to relationship and partnership in a process of promoting social development and strengthening institutional capacities of the South. The process included looking at the nature of relationships and partnerships (strengths, obstacles and opportunities); and the characteristics of these relationships which were illustrated through metaphors and pictures.

2.2.1. Questions raised after the presentation.

Participants wanted to know who initiated the dialogue, why now and what were the criteria used for inviting people to this dialogue.

EASUN does capacity building for NGO's in East Africa. It organizes south-south networking activities annually such as OD/ID meeting. For this year meeting we thought it was a good idea to give CBO's, CSO's and other NGO's an opportunity to explore strategic relational questions between southern NGOs and their Northern counterparts. Invitation was open to the southern CSOs and acceptance was on first come first served basis since there was limited space.

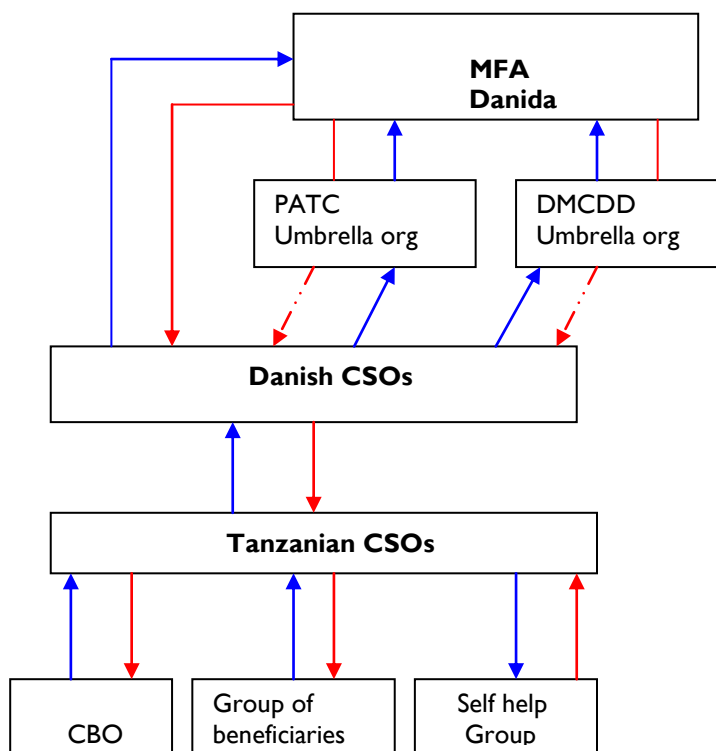
Afterwards, participants suggested that invitations to be broadened to include participants from Trade Unions since they are part of the Civil Society Organizations and not to limit to NGOs only. They also felt it was important to have this dialogue since whatever they discuss could be shared with other NGO's they are working with, and this can help them sort issues affecting them.

Participants also expressed their desire of a face-to-face meeting with the Danish CSOs (partners) to discuss issues affecting their relationship.

3. RELATIONSHIP BETWEEN TANZANIAN CSOS AND DANISH CSOS

3.1. Linkage of the Tanzanian CSOs and Danish CSOs.

Soren of PATC and Kristine of DMCDD presented the figure below to show linkages of different actors in the relationship.



3.2. Framework of types of relationships

The framework on the types of relationship was presented by Kristine and thereafter participants were asked to work within this framework. It was noted that relationships can be of different nature and therefore it was important to define the type of relationship they have with their partners in Denmark.

Types of relationships	Expectations
Donor Relationship	Transfer of funds Outcome oriented Narrow dialogue Not long term
Project Relationship	Project details Outcome oriented Building mutual trust Longer term
Partnership relationship	Based on agreement to work together Both contribute Based on trust Long term

3.3. Exploration of Types of Relationships, Strengths, and Weaknesses

Participants were divided into groups of three to reflect on the type of relationship they have with their Danish partners. To enable them explore the existing relationship between the Tanzanian partners and Danish CSOs, three case studies were shared and the groups asked to choose only one case to work on. The cases were as follows :(case 1: Dilemma: balancing between facilitator/financer and expert; Case 2: Sahiba Sisters Foundation; and case 3: KIPEPEO)

The main questions for the discussion were:

- 1) What are the strengths and weaknesses of the relationship?
- 2) What are the issues raised in the case that you do recognize?

3.3.1. Existing type of relationship

The existing relationship between the Tanzanian CSOs and Danish CSOs was characterized by: The majority, 40% of the organizations reported to having partnership relationship characterized by agreement to working together, both parties contribute, based on trust and it has been long-term partnership. 20% indicated having a mix of donor (characterized by donation of funds, outcome oriented, narrow dialogue and not being a long-term relationship) and partnership type of relationship. The rest was equally divided donor relationship and project relationship (characterized by project details, outcome oriented, building mutual trust and longer term).

3.3.2. Strength and Weaknesses

All the groups worked on Case 3 (Kipepeo) and shared the following as strengths and weaknesses that characterize their current relationship. The details are as indicated in appendix I:

Strengthens	Weaknesses
<ol style="list-style-type: none"> 1. Agreement in working together 2. Participatory approaches 3. Long term relationship(long history) and being Faith based 4. Availability of capacity building training 5. We have MOUs 6. Joint strategic plan 7. Committed staff and members 8. Openness 9. Joint planning, budgeting, implementing and evaluating the project. 10. Having effective communication 	<ol style="list-style-type: none"> 1. Failure to understand local needs 2. Top down changes in policies 3. Failure to recognize unequal power relationship. 4. Stoppage of funds during conflicts 5. Inadequate transparency by the Northern partners. 6. One side accountability- South to North. 7. Low level of trust by Northern partners 8. Conflict of interests by the northern partners 9. Lack of flexibility

3.3.3. Issues from large Moshi Dialogue 9-12 November 2009

Kristine shared some main points that mobilized the Danish organizations to participate in the Moshi Dialogue. She shared three main questions that emerged during the dialogue:

- 1) Why do Southerners not “say no” to contracts they don’t believe in?
- 2) Why do we have North-South relationships at all?
- 3) What are the difficult issues we need to address to make the relationship work?”

On the first issue of the unwanted but signed contracts it was noted that the Southerners feel they do not have a choice but to sign the contracts else other Southern organizations will go for them and they will end up losing the chance of being supported.

There is misunderstanding between the two sides as the Northerners seem to be too pushy while the Southerners are too quiet and not courageous enough to speak up what they do not agree to. This demoralizes the Southern organizations, they become less rooted with their constituencies and as a result they end up having meager sustainability.

This first issue brought the large Dialogue participants to discuss the second issue of why we have this relationship and how we can deal with the difficult issues involved in this relationship. One of the South African participants shared the concept of “Ubuntu” commonly used in their country to describe shared humanity or a certain sense of commonality whereby we all live in the same world, face the same challenges and our lives are interconnected. It was noted that despite the issues in relationships, there is always room for improvement.

Another participant mentioned how development aid has brought with it its own technocratic language and relation types that very much influence the way the parties relate to each other, how challenges are addressed and conflicts resolved. Space for learning is needed where the North listens to the South and the South develops confidence to speak up their issues.

The World Café on the third day of the Moshi Dialogue brought out an important distinction in our relationships. We have the soft side and the hard side.

The 'soft side' comprises of the shared values and focus, commitment to making life better for the poor and the marginalized and other issues affecting humankind.

The 'hard side' comprises of the funds with the need for accountability and conditions that easily places the North on the driving seat because of their close ties to the back donor.

This shows that both the North and the South need each other since projects cannot be implemented without the support of the other. We are mutually dependent.

The main challenge thus is to build trust as this will enable us to build strong partnerships hence better work for the constituency. The large Moshi Dialogue ended with the suggestion of the need for accountability vis-à-vis the constituencies in finances, organizational activities and other subjects related to the relationships.

Northern organizations should be more prepared to voice the issues of their southern partners as well as constituencies so as to create an ample room for planning for the expensive processes to fund the development work.

3.3.4. Emerging questions

Participants raised the following questions after the presentations:

- 1) How can we deal with top-down (North-South) changes in policies?
- 2) Should there be two-side accountability?
- 3) How can we deal with unequal power relationship?
- 4) How is trust built?
- 5) What is the importance of personal relationships?
- 6) How do we deal with the issues of flexibility in the organization?
- 7) How can we identify values of true relationship?
- 8) How can we move from project funding to 'core funding'?

3.4. Reflection on the Case studies

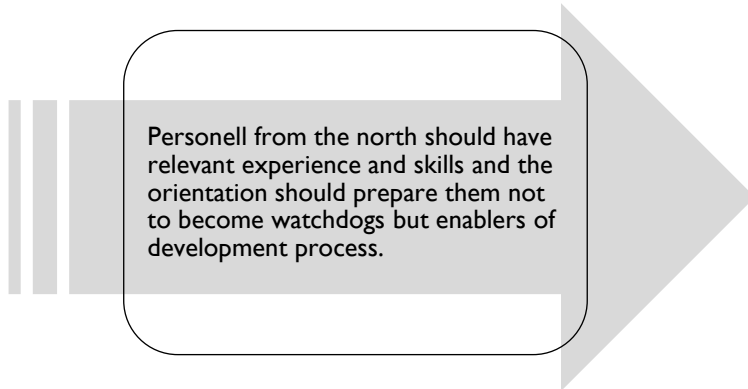
Participants were divided into two groups and issued with three case studies. Out of the three case studies, they were asked to choose one then reflect on "what are the issues in the case that reflect our partnerships?"

Group I worked on case 3 entitled KIPEPEO and shared the following:

1. The use of blue prints: Northern partners are coming with templates of ideas that do not work in the Tanzanian context. This has had a negative impact on the Tanzanian CSOs' vision and mission hence loss of identity.
2. Northern partners have turned Tanzanian CSOs into implementing agencies of their agenda. A sense of ownership has shifted and therefore lack of sustainability in those programmes.
3. Funding comes with unavoidable conditions. For example a Northern partner says "we will fund this project, but only if you accept a volunteer". These volunteers are there as watchdogs and are not open in communications. In some communications they "bcc" their masters in the North.
4. Northern partner organizations trust their expatriate more than the Tanzanian partners.

5. Working with two different cultures is a big challenge.
6. Lack of flexibility and conflict of interest leads to not trusting that local partners can perform and deliver.

Way forward:



Group 2 worked on the same case and presented the following:

1. Who is your boss? A donor or the board? Many are the times we find ourselves reporting to a donor than to the board or the community.
2. There is lack of trust & transparency by our Northern partners. They come to us in the name of volunteers but in real sense, they are watchdogs.
3. Monitoring visits by our northern partners in the field collect information and share it without being verified by a Tanzanian partner and this creates misunderstanding.
4. The capacity we have is drained while trying to implement what the donor wants. This has resulted to a shift of focus from what the community wants to what the donor wants, hence staff of Southern CSOs are focusing more on fundraising.
5. Northern partners do not fund sustainable projects of the southern partners.
6. Tanzanian partners implement their mission only to the extent approved by Northern partners.

4. PRIORITIZATION OF EMERGING ISSUES/QUESTIONS

Participants prioritized the following questions and explored on what could be the possible ways of addressing them:

1. How can we build trust?
2. How can Southern CSOs influence Northern donors/partners' policies/strategy/priorities?

The two groups presented the following:

Ways of Building Trust

1. Transparency on both parties
2. Implement activities according to the initial plans.
3. Understanding of partner's strengths and weaknesses.
4. Regular meetings between the North and the South.
5. Good governance
6. Increase level of accountability.

Ways of Influencing policies in the North

1. The South need to have a clear vision and mission.
2. The South needs to have strong organizational structure.
3. Need to have platform for joint policies for CSOs.
4. Southern CSOs should work to highest level of integrity.
5. Continuation of the Moshi dialogue with both parties represented.
6. Need to have exchange visits.
7. Need to have round table meetings with both parties.
8. There should be mutual agreements.

During the discussion, it was mentioned that DMCDD is developing a partnership policy that will be sent to their partners in the South.

5. NEXT STEPS

Participants were asked to point out one or two steps they feel they should take to push the agenda in the direction of their issues/ action plan.

Organization	Action Steps
1. ELCT-HQ	<ol style="list-style-type: none"> 1. Share the outcome of this consultation with the management. 2. Start reviewing the FBO vision and mission statements.
2. ELCT-KAD	<ol style="list-style-type: none"> 3. Give a report of the outcome of the conference to the management. 4. A chance to review their partnerships MOU
3. KDA	<ol style="list-style-type: none"> 5. Give feedback to KDA and partner organization. 6. Networking with CSOs in Karatu regarding the Moshi dialogue to influence policy. 7. Push the partner organization on the importance of continuing Moshi dialogue.
4. ELCT- Mara	<ol style="list-style-type: none"> 8. To prepare a report of this Moshi dialogue which will be the feedback to the ELCT Mara showing the agreement of the dialogue. 9. To help in implementing the other points of how the Southern can influence the Northern for the best of our project.
5. SBC	<ol style="list-style-type: none"> 10. To identify the issues facing the community around. 11. To give the feedback of the Moshi dialogue to my organization project committee.
6. FPCT	<ol style="list-style-type: none"> 12. To give report to the management and board of the organization.
7. DMCDD	<ol style="list-style-type: none"> 13. DMCDD partnership policy to include; strategy development of south partners independently; round table meetings and exchange visits for learning space. 14. Look to steps for more Northern accountability.
8. PATC	<ol style="list-style-type: none"> 15. Present the issues from this meeting to Danish CSOs working in Tanzania. 16. Circulate the report from this meeting to all partners in Tanzania having Danish partners. 17. Change practice in commenting on reports in Danish to English.

Participants toward the end of the conference commented on the need for having a phase out strategy. Power relation need to be discussed in a near future.

APPENDIX I: GROUP PRESENTATIONS

Group 1: Presentation

ORGANIZATION INVOLVED	TYPE OF RELATIONSHIP	STRENGTH	WEAKNESSES	RECOGNIZED CASE
Help to Self Help & PULS	Donor /Partnership	Agreement in working together	Failure to understand local needs	Similar issues as in CASE 3
ELCT-KAD & DANMISSION	Partnership	Participatory approaches	Top down changes in policies	DANMISSION,DCA& ELCT-KAD Similar issues as in CASE 3
ELCT & DCA	Partnership/Donor	Long term relationship(long history) Faith based	Failure to recognize unequal power relationship	Similar to the issue in CASE 3 (KZASP project)
WAMI - MBIKI & DHA	Donor	Availability of capacity building	Stoppage of funds during conflicts	Similar issues as in CASE 3

Group 2: Presentation

ORGANIZATION INVOLVED	TYPE OF PARTNERSHIP	STRENGTHS	WEAKNESSES	RECOGNIZED CASE
1.ELCT-HQ DANMISSION DLM	Partnership	Develop joint Plans They have a MOU	Inadequate transparency by the Northern partners One side accountability S-N Low level of trust	
DMCDD	Project	Develop joint Plans They have a MOU	One side accountability S-N Low level of trust	
2.Sanjaranda Bible College	Partnership	Develop joint Plans They have a MOU	One side accountability S-N Low level of trust	
3.K.D.A MS-Tanzania ECONET ADF	Partnership	Joint strategic plan Committed staff and members Training in capacity building	Low level of trust by Northern partners Conflict of interests by the northern partners	
McKnight Foundation	Donor	They have a MOU		
UBU/ASF	Project	Openness		

Group 3: Presentation

ORGANIZATION INVOLVED	TYPE OF RELATIONSHIP	STRENGTHS	WEAKNESSES	RECOGNIZED CASE
1. Free Pentecostal Church-Singida IAS	Project partnership (project still in it initial stages)	Received Training in Capacity Building		
Pentecostal Churches-Denmark	Donor relationship	Trust		
2. Zanzibar Teachers Union Danish Teachers Union Swedish Teachers Union	Partnership	Received Capacity building training Joint planning, implementing and evaluating the project. Effective communication. Upgrade of members, joint budgeting, and effective communication.	Lack of flexibility	

APPENDIX 2: KIPEPEO (KENYA) CASE

KIPEPEO is a community based organization operating in Narok District, Kenya. It started as a community fighting for its land rights. Its beginning was volatile because in its advocacy and community mobilization activities it encountered repressive responses from government authorities. In the course of time it started receiving financial support from donors.

As a start up organization KIPEPEO worked through a committee that would meet regularly to manage its activities. Four years ago they entered into partnership with USAID, to implement an HIV/AIDS prevention programme. The agency insisted that Kipepeo had to disband its committee and form a board. Because of the financial support involved, Kipepeo conceded to this condition and established a board.

In the course of the partnership other conditions were introduced by the funding partners. For example, the Agency came up with a checklist of capacity “building” procedures that they prescribed to their various implementing partners in the region. These were in the areas of leadership and governance, as well as strategic planning. Specifically, the partners has to develop a number of manuals, e.g. for human resources management, Financial Management and conflict resolution.

From a recent organizational survey, it emerged that the organization was experiencing certain crises, mainly particularly of identity and leadership. Apparently, the various conditions that the Agency had introduced during four years of “partnership” (for a single project purpose) were diverting the organization from advancing its original mandate. Its governance/leadership practices became weaker, because the organization was now simply responding to the purpose, systems, organizational culture and decisions of USAID. At the moment, the board meets only once a year, because the Agency cannot provide finance to support more than that number of meetings.

As a result of this relationship, KIPEPEO is viewing itself as a river that has changed course and degenerating into a project of USAID, rather than an independent organization pursuing its original mission and vision.

APPENDIX 3: CONFERENCE EVALUATION

Regarding the content, process and interaction

(A)What went well?

- 1) The facilitators were well organized, so the presentations were clear and understandable.
- 2) Nice discussion, everybody talked and shared experience.
- 3) The Moshi dialogue went well, the dialogue was clear
- 4) The contents were well organized as they kept on probing us to look on the strengths, opportunities and areas of improvement on our partnerships.
- 5) All the mentioned above went well
- 6) The dialogue went well we have shared many things from it especially the discussion in sharing.
- 7) Teaching methodology was very participatory

(B)What did not go well?

- 1) Time management –some delays to some extent.
- 2) Time was very short
- 3) Time was not enough
- 4) Some of the participants left earlier and we missed their inputs
- 5) Some participants started but did not stay up to the end
- 6) The time for the dialogue was tight although we have tried our best to work hard
- 7) Time was not enough it may need two full days.
- 8) Accommodation plan to different places

(C)What can be improved or changed

- 1) Increase time so that we cover many things clearly
- 2) If possible to increase participants and sit together with our direct partners in the same conference
- 3) Time was too short.
- 4) Time for the dialogue should be increased/added for the next time if the chance will appear
- 5) Could have seen more CSO's
- 6) More time
- 7) To improve the attendance of all partners (CSO's in Tanzania)

(D) In what ways has this workshop been meaningful for you? (KEY LESSONS GAINED)

- 1) It helps to know that NGO's in South can also influence North policies if they dialogue.
- 2) I have learnt how to build trust and what I am supposed to do as a southern to build trust.
Also how to influence the north parties
- 3) New ways to better partnership e.g. to increase accountability, transparency, clarify the mandate
- 4) I was able to share my experience in working with northern organizations. It really blessed me listening experiences from other Southern NGO's too.
- 5) I have gained experiences from the participants
- 6) Views of Southern CSO's on relationships between north-south
- 7) Possible relationships between North – South and how to improve

On a scale of 1 (lowest) to 5 (highest) please indicate how you experienced the workshop by circling the appropriate number.

I. Participation in generation of information and questions for learning

a. I was able to share my own experiences and questions - **(4 score)**

b. Tools, processes and exercises used in the dialogue enabled deep analysis and internalization
(4 score)

c. Overall facilitation approach provided space for sharing and exchange of the experience
(4.2 score)

If you had to tell the world about this workshop, what would you say?

- 1) The workshop was very important for partners and I learnt more through discussion.
- 2) Transparency in partnership is very important
- 3) I would like to tell the world especially the southern parties on how they can come and work together in the same agreement by considering the vision and mission of their projects and promoting the memorandum of understanding.
- 4) It was fantastic, realistic and tried to focus on the participants concerns on partnership systems.
- 5) It is good to have a dialogue not only for North -South but also for South-South and North-North together.
- 6) The workshop was great because it looked at how to proceed in partnership/donor/project relationship with mutual understanding.

- 7) It has been fruitful and I would prefer this kind of dialogue to continue to build more confidence and mutual understanding between Southern and Northern partners.

Any additional comments

- 1) Next Moshi dialogue should also look critically on the issue of phasing out strategy; it does affect many CSO's.
- 2) Great workshop
- 3) I'm still calling for a bigger/larger round table meeting. DMCDD should look on the possibility of enabling Southern partners to call for such round table meetings.
- 4) There should be a follow up conference on this Moshi conference.
- 5) I would like to do this more and more because it helps us to learn more from ourselves.

APPENDIX 4: LIST OF PARTICIPANTS

1. Agripina Kiwarai; Karatu Development Association
2. Ally Kasim, Zanzibar Teachers Union.
3. Andrew Joseph Ogallo, ELCT- Mara Diocese
4. Anicet Maganya, ELCT- Karagwe Diocese
5. Augustine Gabriel , Shina Group
6. Cathy Doran, ELCT-HQ / Dan Church Aid
7. John Hillary , Evangelical Lutheran Church of Tanzania, Head Quarters (ELCT-HQ)
8. Khalifa Omar Kilagu, Wami-Mbeki Society
9. M. W. Mallumbo, ELCT-HQ
10. Majaliwa Said Kayanda, Wami-Mbeki Society
11. Nazael Noel, Free Pentecostal Churches of Tanzania
12. Plucti Qorro, Help to Self-help
13. Simon Panga, Help to Self-Help (HSH)
14. Yesaya Ambayuu, Sanjaranda Bible College