



**molly's**  
NETWORK



# Strategy

2015 - 2018

**Our vision is** that effective and efficient civil society organisations are contributing to local and national development goals through contextually relevant approaches to development.

**Our mission is** to enable small, local organisations to meet the needs that exist in their communities.

### Why does Molly's Network exist?

Tanzania ranks 152 out of 187 in the UN's Human Development Index, which gives a measure of national development and gives an indication of the significant problems faced across the whole spectrum of development.

Molly's Network believes each sector and type of agency from the Government to international NGOs plays an important role. However, the role that small, local organisations can play is unique and often overlooked. These organisations have the best understanding of the needs in their communities, are the most passionate and committed to meeting those needs, and as a locally-grown solution, are the most likely to operate truly sustainable projects.

In an ideal world, these organisations would already be fulfilling their potential and would be connected to donors and opportunities that enabled them to do this. And if this was the case, **Molly's Network would not be needed.**

But, small, local organisations are often the ones overlooked by potential donors and partners because they may seem like a risky option, they may be hard to find, and they may lack the skills needed to run their organisation to its full potential.

Molly's Network exists to support small, local organisations that can demonstrate that they are already meeting a development need in their community, and have significant potential to do more.

### Our history

The need for a charity accreditation scheme in Tanzania was first realised by the founder, (Paul Joynson-Hicks), when he wanted to donate to small, local organisations through the Dar es Salaam Goat Races, one of Tanzania's largest fundraising events, and was unable to identify credible small-scale organisations that were not on the standard circuit. He got together an advisory group consisting of NGO and donor experts, and the idea of Molly's Accreditation was born. It was 2011 and we set out to establish Tanzania's first independent assessment and accreditation scheme for small, local non-profit organisations.

Since then we have met with numerous interested parties including: corporate partners in Tanzania and overseas; development partners; small-scale, local organisations; and trusts and foundations. Their advice has helped shape who we are today.

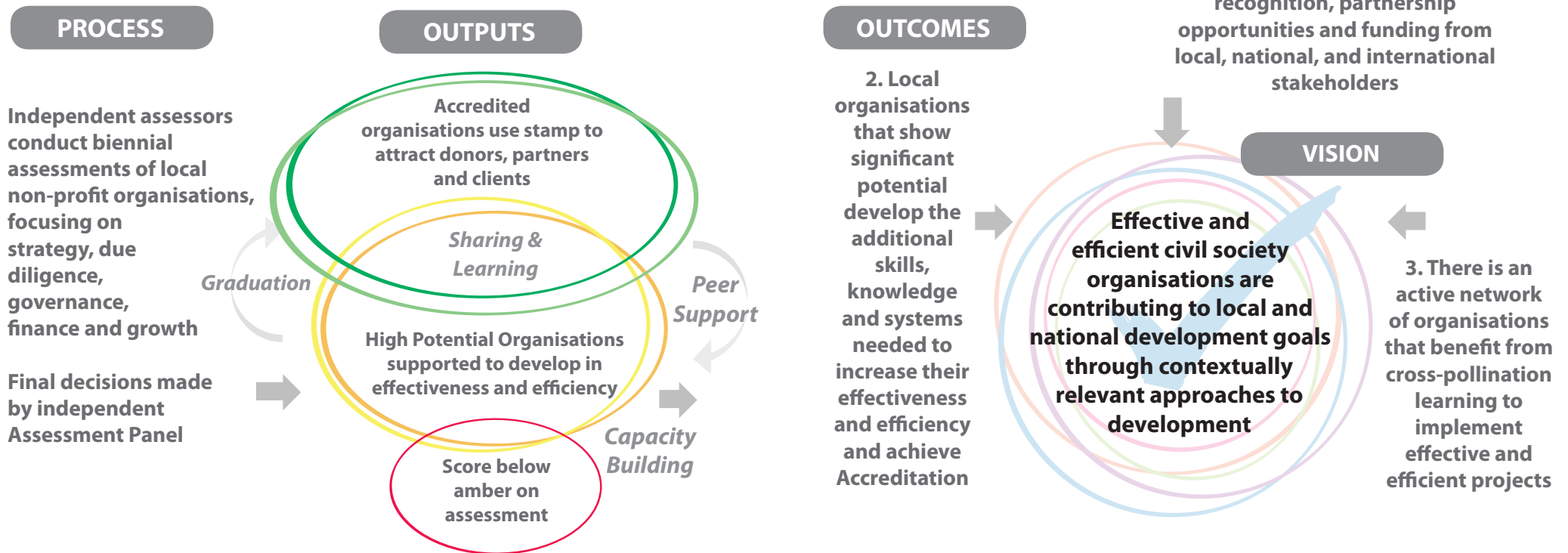
As a result of a strategic review in 2013, we expanded our model to provide capacity building to organisations that show great promise, but do not quite meet the accreditation standards.

This strategy seeks to build on the successes and lessons of our initial pilot years as we scale up our work across Tanzania.

Photo:  
WAREMBO  
Forum,  
Assessed  
November  
2014



# Our Strategic Model



## Our Assessment Tools

Molly's Network's assessment process involves an initial application form, desk research, an office visit, programme visit, and references from the Board, donors, communities and beneficiaries. It was specifically designed for small, local non-profit organisations in Tanzania with support from the Good Governance Group Foundation (G3F). G3F draws upon the expertise of their sponsor and founding company, G3 Good Governance Group Limited, a leading emerging markets advisory firm, which, through G3F, donates staff time and other resources to benefit communities around the world. The G3 team brought to the table its knowledge of corporate compliance standards and systems and anti-bribery and corruption law, plus situational awareness from long experience of advising companies operating in Tanzania. Together, they worked with us to design and review our existing assessment processes and procedures.

## OUR TERMINOLOGY

We try to keep as jargon-free as possible, but as our approach is unique, we have found we have needed to coin some of our own terms!

**Accredited:** Our assessment process identifies these organisations as being highly effective and efficient. These organisations are awarded an Accreditation stamp.

**Almost-Accredited:** Organisations that the Assessment Panel believes can reach Accreditation within six months of their first assessment.

**High Potential:** Reach Accreditation score in at least 2/5 assessment categories but not all. The Assessment Panel believes they will be able

to reach Accreditation within 12 months, if Molly's Network supports with tailored capacity building.

**Assessed:** Organisations that score low during assessment. Molly's Network does not focus resources in supporting these organisations.

**Assessment Panel:** Independent body of experts that review every Molly's Network assessment.

**Assessor:** Each assessment is conducted by 2 assessors, 1 Molly's Network staff (to enable consistency) and 1 independent (to prevent bias).



## Strategic Objective 1: Local organisations attract recognition, partnership opportunities and funding from local, national, and international stakeholders

### Why work in this area?

Molly's Network believes that small, local organisations operating in their communities have the best understanding of the needs 'on the ground'.

In addition, they are founded, led, and staffed by members of the community, and the best local organisations also have a detailed understanding of the local systems and culture and are well known and respected by local government and their target groups.

However, in spite of this, local organisations struggle to attract recognition, partnership opportunities and funding from outside their immediate communities. This is due to a lack of publicity and limited connections. It is also due to potential partners and donors' reservations to support small, local organisations they do not know well.

### KEY STRATEGY: IDENTIFY

Through our independent Molly's Accreditation assessment process we will identify highly effective and efficient small, local NGOs and award these organisations with an Accreditation stamp. In our experience, approximately 10% of organisations we assess are Accredited during their first assessment and a further 10% will be 'Almost-Accredited', reaching Accreditation standards within six months.

#### Indicators of success:

- ✓ **95 non-profit organisations** assessed for the first time over the three year period
- ✓ **19 new highly effective and efficient organisations** identified and awarded our **Molly's Accreditation stamp** (estimate number based on experience of % assessed; we will not alter assessment criteria to meet this target)

### KEY STRATEGY: REPUTATION

We will increase awareness of Molly's Network and our Accredited members.

#### Indicators of success:

- ✓ **Ambitious communications** plan developed and implemented
- ✓ **# of people receiving Molly's Network's quarterly newsletter**, disaggregated by type of partner

### KEY STRATEGY: PROMOTE

Combining 'Identify' and 'Reputation', we will promote Molly's Accredited organisations to potential partners and donors.

#### Indicators of success:

- ✓ **50% of Molly's Network Accredited organisations** benefit from **new** partnership and funding opportunities as a result of **Molly's Network introductions**
- ✓ **4 'Molly's Network Showcase' events**, which will serve the dual purpose of increasing awareness around Molly's Network and promoting our Accredited members
- ✓ **100% of Accredited organisations** featured on our website
- ✓ **3 Annual Accreditation reports** widely disseminated

Photo: Maarifa ni Ufunguo,  
Accredited March 2014



### Why work in this area?

During the first two years of Molly's Network's implementation, we noticed that we were often encountering organisations that met some of our Accreditation criteria, but not all. In most cases these organisations were addressing an important need in their community, were committed to improving, and showed significant potential. However, they were typically being held back by their internal systems and processes, and had few opportunities to learn how to strengthen these.

Molly's Network therefore introduced our 'High Potential' category in 2014. These are organisations that need support to develop the knowledge or skills or access the resources needed in specific areas of weakness, and have demonstrated that they are committed to self-improvement.

**Strategic Objective 2:**  
**Local organisations that show significant potential develop the additional skills, knowledge and systems needed to increase their effectiveness and efficiency and achieve Accreditation**

### KEY STRATEGY: IDENTIFY

Our independent Molly's Accreditation assessment process will identify good organisations that are not quite at Accreditation standard. These are our 'High Potential' organisations.

#### Indicators of success:

- ✓ Through the 95 new assessments, we anticipate identifying **approximately 28 new High Potential organisations**
- ✓ We will conduct **22 'rapid assessment'** over the three year strategic period. These will follow 12 months after the initial assessment and track progress, awarding Accreditation stamps where appropriate. Based on experience, we estimate this will result in identifying **27 new High Potential organisations** over the strategic period

### KEY STRATEGY: CAPACITY BUILDING

We will use the assessments to identify where organisations require support.

#### Indicators of success:

- ✓ We will support **80% of High Potential members** to develop and implement low/no cost capacity building plans in line with their areas of weakness

### KEY STRATEGY: FUND

Where possible, Molly's Network will direct funds to support the capacity building plans of our High Potential organisations, using the assessments to identify where support is most required.

#### Indicators of success:

- ✓ Provide **financial support** for **capacity building plans** for **70%** of the High Potential organisations that have developed low/no cost capacity building plans

### Strategic Objective 3:

**There is an active network of organisations that benefit from cross-pollination learning to implement effective and efficient projects**

#### Why work in this area?

Until now Molly's Network has worked with each organisation on a fairly individual basis. However, we recognise that this approach does not make the most of the wealth of experience and knowledge that exists within the network of members.

A key focus for Molly's Network over the strategic period will be to activate this network and facilitate learning and sharing between partners, which will result in improved operations and programmes.

#### KEY STRATEGY: LEARN

We will support member organisations to learn from each other, both virtually and in person. We will also support member organisations to learn through network opportunities. Many of the 'SHARE' indicators also meet this strategy.

##### Indicators of success:

- ✓ **Develop 9 'Learning Modules'** based on common need. These will be free for download for a newly established 'Members' Only' section and will address common areas of weakness. They will provide all the information that organisations need to facilitate the module themselves
- ✓ At least **70%** of Accredited, Almost-Accredited and High Potential organisations to have completed at least 1 Learning Module

#### KEY STRATEGY: SHARE

We will support member organisations to share their experience and knowledge with each other, virtually and in person.

##### Indicators of success:

- ✓ Establish **private Facebook forum** for Molly's Network's members
- ✓ **Once a quarter** to post a discussion topic with guidance on topic from a qualified / experienced individual
- ✓ **70% of Accredited, Almost-Accredited and High Potential members to be registered with the group** and sharing information on a quarterly basis
- ✓ **100% of members receiving capacity building** submit a short report on what they have learned, which is shared on the members only web pages
- ✓ **Twice yearly meetings** focusing on common areas of weakness
- ✓ **5 exchange visits** for members to learn from each other in person

*Photo:  
KCC, high  
potential  
March 2014,  
at Members'  
Meeting*

**Strategic Objective 4:**  
**Molly's Network is a transparent and accountable organisation run by competent staff and supported by excellent internal systems**

**KEY STRATEGY: STAFF CAPACITY**

Molly's Network will employ competent and committed staff and give them the necessary support to excel in their roles.

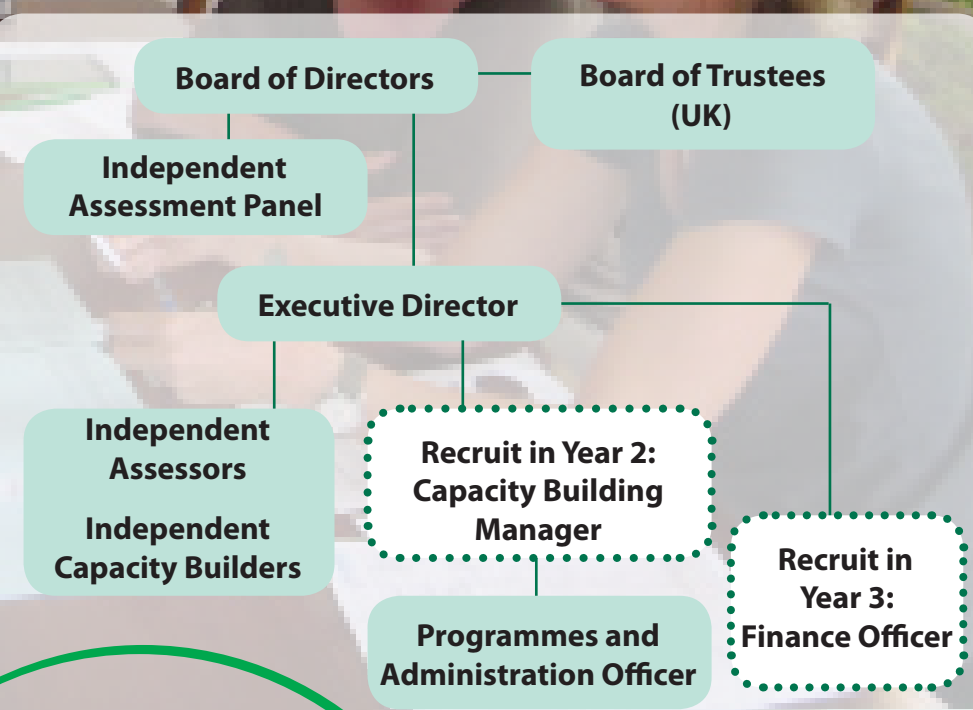
Molly's Network's internal systems and processes will provide a strong foundation for our programmes and reputation.

**Why work in this area?**

Molly's Network will only be as strong as our staff team. Over the strategic period we need to ensure we have a committed and able team in place, which will require structured capacity building and strengthening of individuals as required.

Molly's Network is a young, dynamic organisation. In 2013-2014 we piloted the model that is the basis for this three-year strategy, and developed supporting systems and processes. However, as with any young organisation, there are additional systems and processes that would strengthen the organisation if put in place.

Over the 3 year strategic period, Molly's Network is ambitious to scale up programmes and impact. This will require increased staff. The below organogram demonstrates the existing staff structure and how we plan to increase in size over the next three years.



*Photo: Assessment Panel Meeting, September 2013*



## What will this cost?

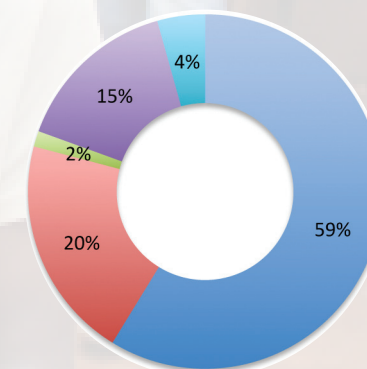
Our total cost to implement the three year strategy is \$565,448. This breaks down as per the headline budget below. (If you are interested in seeing a more detailed budget, please get in touch).

	US Dollars		
	2015	2016	2017
<b>PROJECT COSTS</b>	122,857	144,149	158,381
<b>Assessment Costs</b>	38,113	56,752	66,542
Assessors Fees	9,952	16,441	20,020
Travel	3,576	4,283	5,110
Panel	1,976	2,075	2,179
Follow-up	2,117	2,223	3,891
Debriefs	3,036	4,936	6,459
Salaries	17,453	26,791	28,880
<b>Capacity Building Costs</b>	84,743	87,397	91,839
<b>Support</b>	4,142	5,891	6,387
Meetings	3,876	6,529	6,855
Direct funds	59,271	48,185	49,714
Salaries	17,453	26,791	28,880
<b>OVERHEAD COSTS</b>	36,957	46,666	56,439
Salaries	23,297	23,747	26,934
Governance	1,058	1,111	1,167
Resource Development	1,970	7,951	2,172
Communications	1,944	2,648	3,038
Finance	4,467	4,691	16,037
Office Costs	4,217	6,516	7,089
<b>TOTAL</b>	159,813	190,815	214,820

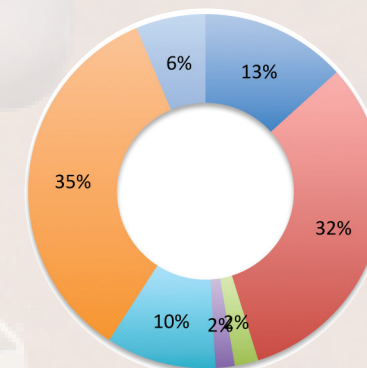
Photo: Shukuru  
Accredited Member,  
April 2015

Molly's Network has developed a 3 year funding plan to complement this strategy. The plan seeks to build on our fundraising successes, whilst simultaneously growing the income we are raising from consultancy (i.e. where we are contracted to conduct assessments, manage capacity building, conduct monitoring visits etc).

### Funding during pilot phase: 2013-14



**2013:**  
Annual Income  
\$124,196



**2014:**  
Annual Income  
\$173,189



### What do others say about us?

"Finding organisations that are not already receiving large sums is difficult and also comes with a large risk factor. Molly's Network has enabled us [Sandvik Mining] to identify suitable partners and also helps us to mitigate any risk factors."

- *Duncan McNeill, Managing Director, Sandvik Mining (Tanzania)*

"It is great to see so much has been achieved with our partners here in Tanzania and that there are such well thought out capacity development plans tailored to each organisation's specific needs. All the partners are very much on board and very excited about continuing to work with Molly's Network to implement these plans."

- *James Martin, Children in Crossfire Country Director (Tanzania)*

"Canada Fund has supported Molly's Network to assess women-led small, local organisations and to provide structured capacity building for these organisations to develop further. We are very impressed with Molly's Network and the work that they do. We hope that they will be able to help more NGOs in Tanzania."

- *Lynette Corcino, Coordinator, Canada Fund for Local Initiatives*

"We are very happy to work with you, we are seeing the difference as an Organisation as we work with you, thank you very much."

- *Mary Kabati, Programme Coordinator, TAHEA (a Molly's Network Member)*



#### GET IN TOUCH

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