

Appendix 1

Description of planning process

1. Stakeholders Analysis process

The facilitator engaged the participants in brainstorming on the definition of the term stakeholder. After the definition, the participants spent some time thinking and listing OSOTWA stakeholders both primary and secondary. The participants were then divided into groups to analyze the stakeholders under the following headings: *the* businesses/activities of the stakeholders, what OSOTWA expects from the stakeholders, the stakeholders contribution to OSOTWA and the quality of relationship between OSOTWA and its stakeholders. The analysis was summarized in a matrix and presented and discussed in plenary. The two presentations were consolidated into one matrix.

2. The SWOT Analysis

The importance of analyzing the internal functioning as well as the environment of the organization was explained to the participants. Internal analysis examines the strengths and weaknesses in the functioning of the organization. Environmental analysis examines the opportunities and threats that are both positive and negative in influencing the performance of the organization. Participants brainstormed on the elements in the internal functioning and factors and actors in the environment. One group worked on the internal analysis and another on the environmental analysis. The group made presentations in plenary session.

3. OSOTWA'S Visioning Process

Participants were divided into two groups and were asked to draw the present situation of OSOTWA and the OSOTWA they would like to see by the year 2010. They were also asked

to draw the present community served by OSOTWA and the community that they would like to see by the year 2010. The scenarios were later characterized and summarized as follows:

Appendix 2: Organizational visioning

	Element	OSOTWA - 2006	OSOTWA – 2009
1.	Services	<ul style="list-style-type: none"> • Provision of basic needs without having a plan or street based care centre. • Home visits and integration is done at a small scale. • Outreach limited due to inadequacy of staff. And resources 	<ul style="list-style-type: none"> • A proper managed street based care centre. • Counseling done by specialists and professionals. • Home visits done at a wider scale. • Outreach done effectively due to increase in staff and resources
2.	Roles and structures	<ul style="list-style-type: none"> • Decision-making is top down. 	<ul style="list-style-type: none"> • Informed decision making at all levels. • Structure is flat and less bureaucratic.
3.	Constituency	<ul style="list-style-type: none"> • Street children in Ngaramtoni region. 	<ul style="list-style-type: none"> • Branches of OSOTWA in other regions. • Working with a wider category of vulnerable children and offering family based care services.
6.	Sustainability	<ul style="list-style-type: none"> • Limited physical, financial and human resources. • No sustainability strategy 	<ul style="list-style-type: none"> • OSOTWA operating with a sustainability strategy. • Enhanced skills in fundraising and other forms of financing. • A number of income generation projects.
7.	Human resource	<ul style="list-style-type: none"> • Some staff has adequate professional/technical skills. • Supervision is not clearly 	<ul style="list-style-type: none"> • All staff with required technical knowledge and skills. • Human resource policies and

		defined. <ul style="list-style-type: none"> • Staff regulations and procedures are not clearly stipulated. 	procedures in place and guiding the practice and behaviour of staff. <ul style="list-style-type: none"> • Clear supervision structure.
--	--	--	--

Appendix 3

Visioning on the community served by OSOTWA

	Element	Community in 2006	Community in 2010
1.	Society and culture	<ul style="list-style-type: none"> • No communal interaction with children at risk. • Society does not value kids who break social norms. • No provision for kids with special needs. • No social services to vulnerable families. 	<ul style="list-style-type: none"> • Informed and active society that support children. • All children valued irrespective of status. • Individualized attention services for kids. • Government provides social safety nets.
2.	Economic status	<ul style="list-style-type: none"> • Government expenditure does not reach people. • Challenge of implementing macro economic reforms. 	<ul style="list-style-type: none"> • Less cash poverty. • People empowered economically. • Investment in social services.
3.	Laws, policies and rights	<ul style="list-style-type: none"> • Policies not implemented. • Government officials do not know the policies. 	<ul style="list-style-type: none"> • A free and supportive environment for NGO'S • Government accountable to the people. • Policies implemented.

		<ul style="list-style-type: none"> • Questionable quality of government officers especially on matters of accountability. 	
4.	Political framework	<ul style="list-style-type: none"> • No trust in selfish leaders. • No clear distinction between politicians and civil servants. 	<ul style="list-style-type: none"> • Existence of free democracy. • Objective skilled services. • Accountable and honest leaders.
5.	HIV/AIDS pandemic	<ul style="list-style-type: none"> • HIV/AIDS threatens family structures, economic growth and development. 	<ul style="list-style-type: none"> • A real change in sexual behaviour towards prevention.

From the envisioned scenarios of the organization and community visioning, the two groups formulated vision statements. These vision statements were presented and discussed in plenary. From the two proposals one vision statement was crafted in plenary.

Appendix 4

4. The process of formulating a mission statement

The term mission was defined in plenary and the value of having an organization's mission was elucidated to the participants - especially the fact that it explains the organization's reason for existence. Moreover, the mission was described as a vehicle for attaining the vision of the organization.

The groups accepted the current Vision and mission statement as valid.

5. Goals, objectives and activities

Participants were introduced to a hierarchy of objectives running from the mission statement to the activities. The difference between goals and objectives was made clear to the participants.

The participants were divided into groups and each was charged with developing the goals that would contribute to the achievement of the written mission statement. Participants were asked to base on the critical issues that had already been listed during the needs assessment and Survey conducted before. Two sets of goals were presented in plenary. The two lists were synthesized and five goals to lead OSOTWA in its three year strategic plan emerged. For each of the goal objectives were set and for each of the objectives, activities were formulated.

Appendix 5

Period Activity Plan and Performance Indicators

Goal 1. Enhancing the institution capacity building in Osotwa CBCO for effective achievement of the mission

		Year 2007				Yr 2008		Yr 2009	Person Responsible	Partners	Performance Indicators
Objective 1.1: 5 Project and management staff trained to perform duties effectively and efficiently by December 2007 Objective 1.2: 2 staff trained in handling street children by December 2007.											
Expected results	Activities	Q1	Q2	Q3	Q4	H1	H2				
Tools for project write up, management and evaluation in use. Improvement of fund raising and financial management. Better practice in handling children.	1.0 ACTIVITIES 1.1.1 To conduct training on project writes up management and evaluation. 1.1.2 To conduct training on leadership skills and responsibility of the board. 1.1.3 To conduct training on fund raising and financial management.								Mkomb ozi centre for street children & CDTI	Istituto Oikos & Mondo Challenge.	. Increased professionalism effectiveness and achievement of results . 5 Project and management staff trained. . 2 Staff trained in handling street children.

	1.1.4 To conduct training on child rights and counseling.											
	1.2 ACTIVITIES 1.2.1 To offer training on adolescent development, cognitive theories and therapy, Conflict mediation, substance abuse, first aid, communication skills and listening skills.											

Part 4 Period Activity Plan and Performance Indicators

Goal 2 Providing formal and informal education and vocational training to the street children

		2007				2008		2009	Person Responsible	Partners	Performance Indicators
Objective 2.1: 30 street children provided with primary education (environmental conservation emphasized) by December 2008											
Expected results	Activities	Q 1	Q 2	Q3	Q4	H1	H2				
Establishment of children centre	2.1 ACTIVITIES 2.1.1 To								Project Coordinator & Arumeru District Education	Fibre Board Africa ltd.	2 teachers and 2 supportive staff recruited. .Availability of

to accommodate 30 street children and provide primary school education.	gather and accommodate 30 vulnerable children 2.1.2 To recruit 2 teachers and 2 supportive staff 2.1.3 To procure the instructional materials and furniture 2.1.4 To implement the training of youth for both primary School and non-formal education.	→										officer.						instructions materials and furniture. .Number of Standard seven graduating primary education. . Number of Instructional materials and furniture.
---	---	---	--	--	--	--	--	--	--	--	--	----------	--	--	--	--	--	--

Goal 3 Promoting community awareness and carrying out lobbying and advocacy as on matters related to street children.

		2007				2008		2009	Person Responsible	Partners	Performance Indicators
Objective 3.1: 6000 calendars and posters on the number impact of street children produced and distributed in Arumeru district by year 2009 Objective 3.2 Re- unification attempts made for 80% of 30 children by December 2008											
Expected results	Activities	Q1	Q2	Q3	Q4	H1	H2				
Increased community awareness on matters related to vulnerable children. Re unification of street children to their families.	3.0 ACTIVITIES 3.1.1 To consult artist and graphic designers to create message in form of drawings and words. 3.1.2 To prepare budget. 3.1..3 To print and distribute the calendars and posters 3.2.1 To conduct interviews with children and make home visits for mediation. 3.2.2 To reunify children with their families when possible and make follow up on progress.					→			Project Coordinator & Radio Habari Maalum printing press.	Istituto Oikos & Mondo Challenge.	Increased community awareness on matters related to vulnerable children. Number of Posters and calendars posters distributed. Number of street children re unified with their families.

Part 4 Period Activity Plan and Performance Indicators

Goal4 Provision of basic needs in form of food, clothes and medication to the street children.

		2007				2008		2009	Person Responsible	Partners	Performance Indicators
Objective 4: Food medical services and clothes provided to 30 street youths by December 2007.											
Expected results	Activities	Q1	Q2	Q3	Q4	H1	H2				
Improved security & health status of street children.	4.0 ACTIVITIES								Project Coordinator	FAL 2000 ltd. TANA PA Meru forest.	Number of street children fed medicated and sheltered 1 cook recruited.
	4.1 To recruit 1 cook	→									
	4.2 To provide food and medication.							→			
	4.3 To provide clothes.							→			

Goal 5 Networking with other organizations and institutions for information sharing established by December 2009

		2007				2008		2009	Person Responsible	Partners	Performance Indicators
Objective 5: Effective operational links with like minded organization and institution established by December 2009											
Expected results	Activities	Q1	Q2	Q3	Q4	H1	H2				
Improved networking with like minded organizations.	5.0 ACTIVITIES								Project coordinator.	Mkombozi children centre.	Improved quality of work due to networking. Advantages of cooperating with other organizations visible
	5.1 To develop networking strategy and act on it.					→	→				

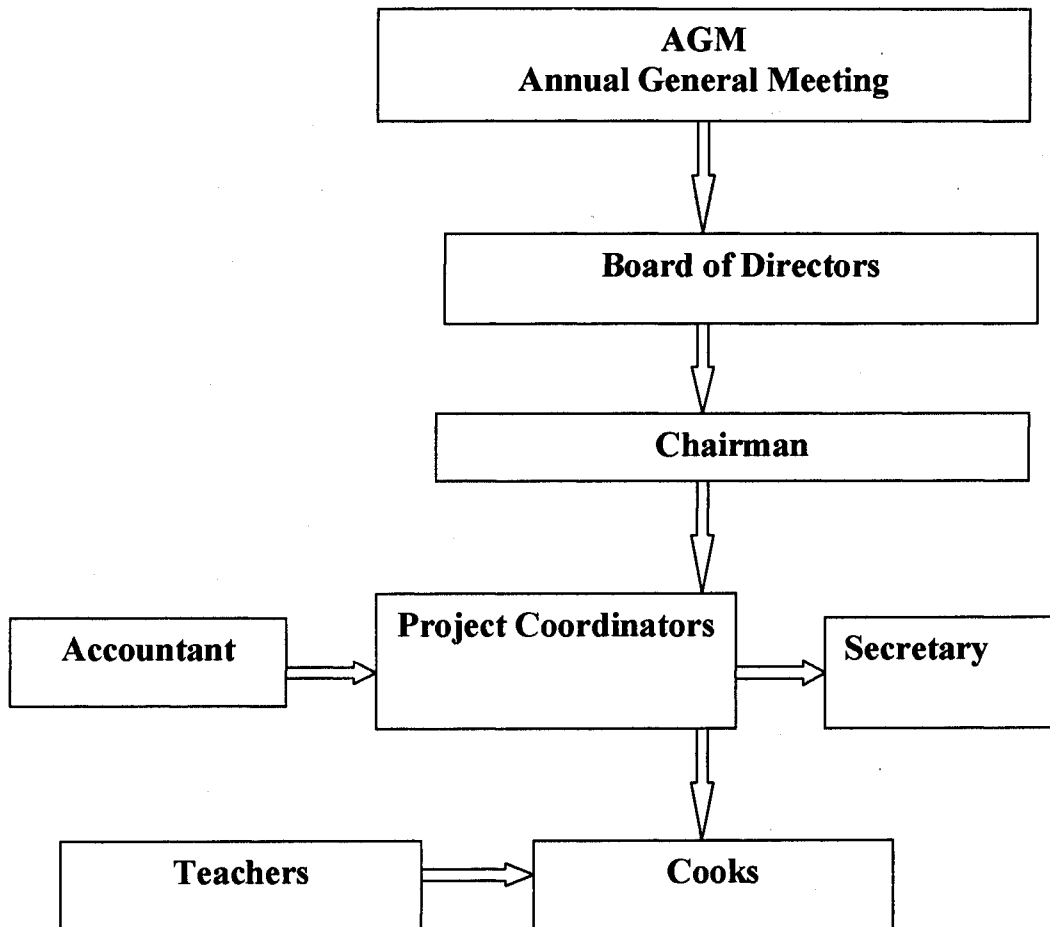
Appendix 6

OSOTWA Financial Plan 2007 - 2009			Tanzania shilling (000)	Tanzania shilling (000)
	Goal 1.	Goal 1.	Osotwa Funds	Partners Funds
Ob.1.1	5 Project and management staff trained to perform duties efficiently and effectively by December 2007			
A1.1	To conduct training on project write up management and evaluation.			1000
A1.1.2	To conduct training on leadership skills and responsibility of the Board			1000
A1.1.3	To conduct training on fund raising and financial management.			1000
A1.1.4	To conduct training and child rights and counseling.			1000
Ob.1.2	2 staff trained in handling children by December 2007			
A1.2.1	To offer training on adolescent development, cognitive theory, conflict mediation, substance abuse, first aid, communication and listening skills.			1000
	Goal 2.	Goal 2.		
Ob.2.1	30 street children provided with primary education by December 2009.			
A.2.1	To gather and accommodate 30 street children.		600	
A2.2	To recruit 2 teachers			12000
A2.3	To procure instructional material and furniture			6000
A2.4	To implement training of youth for both primary school and non formal education.		600	
	Goal 3.	Goal 3.		
Ob.3.1	6000 calendars and posters on the number impact of street			

	children produced and distributed in Arumeru district by year 2009			
A3.1.1	To consult artist and graphic designer to create message in form of drawings and words.			100
A3.1.2	To prepare budget.			100
A3.1.3	To print and distribute calendars and posters.			6000
Ob 3.2	Re- unification attempts made for 80% of 30 children by December 2008			
A3.2.2	To conduct interviews with children and make home visits for mediation.			200
A3.2.3	To reunify children with their families when possible and make follow up on progress.			600
	Goal 4.	Goal 4.		
Ob.4	Food medical services and clothes provided to 30 street children from 2007 to 2009			
A4.1	To recruit 1 cook			4000
A4.2	To provide food and medication			36000
A4.3	To provide clothes to 30 street youths.			6000
	Goal 5.	Goal 5.		
Ob 5.1	Effective operational links with like minded organization and institution established by Dec. 2009.			
A.5.1	To develop networking strategy and act on it.		500	
TOTAL			1700	76000

Appendix 7. List of Participants

	Name of Participants	Position in the Organization
1.	Elias Ngungat	President of Hope Trust fund.
2.	Ole Daniel	Project coordinator OSOTWA
3.	Ole Mokoloo	Treasurer OSOTWA
4.	Tim Park	Volunteer VSA
5.	Pastor Daud	Pastor Pentecostal Church
6.	Edgar Masunga	CED student.
7.	Secretary for Olvolosi village	
8.	Secretary for Olvolosi village	
9.	Secretary for Olvolosi village	
10.	Secretary for Olvolosi village	
11.	Secretary for Olvolosi village	
12.	Captain Mushi	Fibre board 2000 ltd
13.	Naishiyo Kambei	Street children
14.	Robert Kambei	Street Children.

APPENDIX 8: NEW ORGANIZATION STRUCTURE OF OSOTWA CBO

Appendix 1

Edgar Masunga ,

P.O.BOX 1257,

ARUSHA.

29th sept. 2005.

Project Coordinator,

Osotwa CBCO,

NGARAMTONI.

Dear, Sirs,

REF: REQUEST TO WORK WITH YOUR ORGANIZATION AS A

VOLUNTEER:

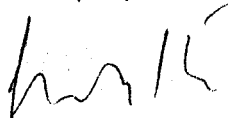
Reference is made to the above heading. I wish to visit your office on 1st October 2005, on business trip and will be grateful if you could please allow me to meet both of you.

I am working with Meru Forest Plantation as a Plantation Manager. Currently I am pursuing my Msc. In Community Economic development. I understand you are dealing with conservation, poverty alleviation, orphans and community oriented projects.

I feel that my qualifications, experience and nature of my work could be of help to you if you'll allow me to be one of your development partners. My phone number is 0744 826823.

Most I look forward to heaving from you.

Thank you,



EDGAR W. MASUNGA

Appendix TO

Osotwa CBCO,
P.O.BOX 1257,
NGARAMTONI.

Edgar Masunga,
Meru/Usa Forest Plantation,
P.O.BOX 1257,
ARUSHA.

Dear Sir,


RE: REQUEST TO WORK WITH OSOTWA CBCO.

Thank you for your letter of 29/September 2005 and our conversation with you on 1st October 2005.

We are pleased to advise you that the executive committee have accepted your request and due to the need of your expertise. Since most of the members are conversant with you and your outstanding work with you and your outstanding work at Olmotonyi. We expect that you'll be of much help to our new project of street children and conservation issues.

We will be very happy to receive a satisfactory response and we hope to work with during your Msc. Programme and after you ^{finish} your programme.

Yours faithfully,


Project Coordinator
Ole Daniel

QUESTIONNAIRE FOR STREET CHILDREN FOUND ON NGARAMTONI.

1. What is your name?
2. Sex (a) Female
(b) Male
3. How old are you
(0 - 4) (5 - 9) (10 - 14) (15 - 19)
4. Where do you come - from (place of origin)
5. Are you a part - time or full time street child.
(a) Part time
(b) Full time
6. Do you have parents?
(a) One (b) Two (c) None
7. Are you a school (if the interviewee answers no continue with question 8)
(a) Yes.
(b) No.
8. Have you ever been to school, which class did finish
Class: 1 2 3 4 5 6 7
9. What causes you to come to the streets?
(a) Home conflicts, lack of safety and protection, mistreatment.
(b) Looking for employment / poverty.
(c) Death of parents and loneliness.
(d) Unknown.
10. Have you ever been at children care centre
(a) Yes
(b) No.
11. What problems did you face there:
(a) Lack of basic needs
(b) Mistreatment from the staff.
(c) Other reasons.
12. What do you recommend to be done:
(a) To be helped to get employment.
(b) To be helped with costs of Boarding school, food and shelter.
(c) Families to be linked to projects that can help them obtain their basic needs.
(d) Other recommendations.

QUESTIONNAIRE TO VILLAGE LEADERS

1. What causes children to live in streets?
2. What solutions are there to the problem?

QUESTIONNAIRE TO THE RELIGIOUS LEADERS

1. What causes children to live in streets?
2. What solutions are there to be problems?
3. Do you have any program with street children?

QUESTIONNAIRE TO THE NGOs DEALING WITH STREET CHILDREN

1. What experiences have you had with street children?
2. What are you doing to help street children?
3. Why do some of the street children move from one centre to another / sometimes go back to street?

QUESTIONNAIRE TO THE BUSSINESSMEN

1. What is your name?
2. Sex (a) Female
(b) Male
3. Location
4. Are you ready to help street children?
5. How?

Project paper presentation

STRATEGIC PLAN TO SUPPORT INTERVENTIONS FOR NGARAMTONI STREET CHILDREN. MASUNGA EDGAR WALTER.

ABSTRACT

- The problem of the street children in Ngaramtoni Kimnyaki ward is increasing
- However there was no information of the overgrowing phenomenon
- OSOTWA CBO working with street children did not have the data of number and types of street children at Ngaramtoni Kimnyaki ward. Neither did they have a strategic plan to support
- This project Participated on the preparation of (strategic plan) to support interventions for Ngaramtoni
- The strategic plan included activities like, Provision of basic needs Promoting community awareness and carrying out advocacy on matters related to street children (including rights). Networking with other organizations

EXECUTIVE SUMMARY

- there has been growing concern towards the plight of the World's street children
- In last 15 years Ngaramtoni has become a home for street children
- OSOTWA is still at low level of operation with limited resources
- This project research was conducted in Ngaramtoni
- The project objective was to support the local CBO (OSOTWA) to enhance CBO'S service delivery capacity
- OSOTWA CBO has been operating for about 5 years now without having a Strategic plan this endangered the survival of the organization.
- A need assessment was carried out through consultative and tree problem process and supported by survey, focus group discussion and observation method.
- The recommendation of this study was the development of strategic plan to support interventions for Ngaramtoni street children

COMMUNITY NEEDS ASSESSMENT

- OSOTWA CBO is a legally registered charitable, non-political, non partisan and Non government organization based in Ngaramtoni, Arumeru district,
- it is still at low level of operation with limited resources
- through donors it is supporting street children by providing for child's basic needs. The population indicates Arumeru has 576,315 people and the average income of less than 160,000 Tshs per person per annum. Mkombozi census (2003) for the street child population in Arusha revealed that Ngaramtoni is leading in urban child migration in Arusha region.
- For the purpose of this research five methods have been used in conducting needs assessment that includes observation, group discussion, problem tree, and survey questionnaires and SWOT analysis. the main problem is that the CBO (OSOTWA) have not developed a consensual, systematic and appropriate response to working with street children at Ngaramtoni. However, very little information is available on problem of street children and how to solve the problem. The absence of valid Strategic plan makes the intervention to the problem difficult or impossible.
- The outcome of problems tree called for the need to conduct Community survey

Problem tree

- The causes of the problem were as follows:
- The roles and responsibilities of the Osotwa CBO were undefined.
- Osotwa working with street children had limited capacity in project implementation and evaluation.
- Limited exposure to social developments nationally and internationally, lack of networking between NGO's working with street children both regionally and nationally limited understanding of the importance of child participation in determining interventions if children are to make use of them.
- Effect
- The Osotwa interventions are not sustainable.
- There is an increase in number of street children
- Children do not have a consistent caregiver and thus no consistent approach to behavioral rehabilitation and development.
- Children move between centers to find basic needs and hence become socially dysfunctional and trapped in poverty cycle.

Problem

It was unanimously accepted that the main problem is that the CBO (OSOTWA) have not developed a consensual, systematic and appropriate response to working with street children at Ngaramtoni. However, very little information is available on problem of street children and how to solve the problem. The absence of valid Strategic plan makes the intervention to the problem difficult or impossible.

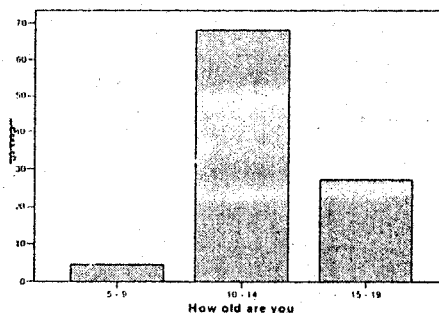
SURVEY

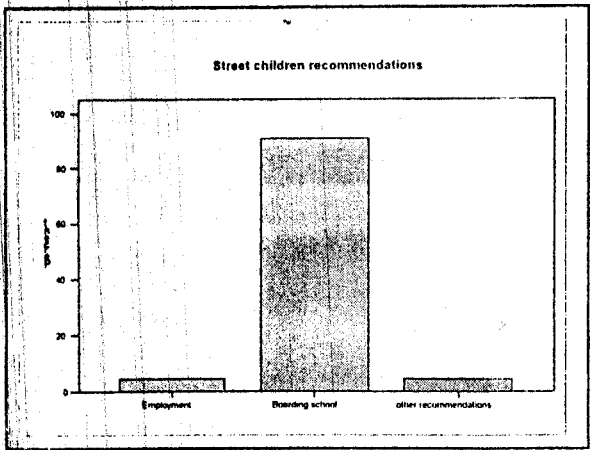
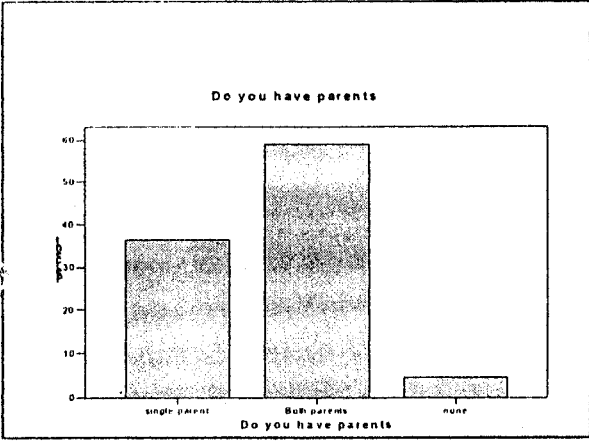
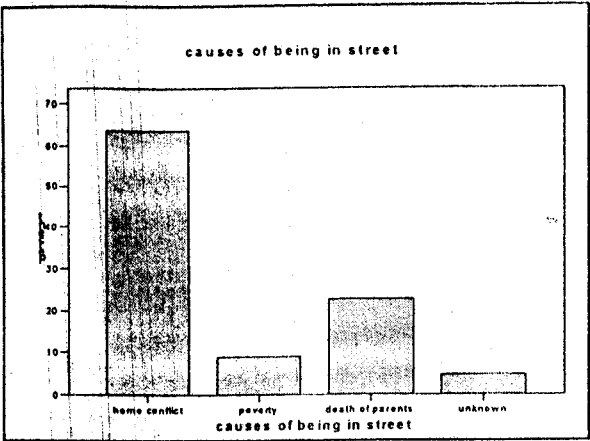
- Survey objective: Was to produce and analyze quantifiable data on street children in Ngaramtoni
- Research questions How many children are spending full time and part time in the street of Ngaramtoni? What are the gaps in current services provided at home and based care centre? What are the solutions to the problems
- This survey was descriptive, it is a fact finding enquiry
- Statistical packages for social scientists SPSS software was used in the analysis
- observation, group discussion, and meetings were also used.

Findings

- In Ngaramtoni 63.6% interviewed street children admitted that the cause driving them to streets was home conflicts
- A total of 22 street children were interviewed in Ngaramtoni. Out of 22 street children 20 were males(90.9%) and 2 were females' (9.1%)
- 68.2 are between 10-14 years old and 4.5% are between 5-9 years old. No child under the age of 5 was identified. 59.1% (9) respondents identified themselves as full time street children whilst 40.9 % (13) interviewed said they are part time street children. Female Street Children are about 14% and all of them are part time.
- 13.6% of the street children are attending school as truants, whilst 86.3 % are not attending. Out of 22 children interviewed 5 children had been in different children centers
- they disliked the centers because they could not access basic services
- 91% of street children preferred to go back to school which have all basic needs

How old are you





Results from the questionnaire of business men

Name	Sex	Location and occupation	Ready to help	HOW
1. Atanasia Mushi	F	owner of a hardware shop	Yes	Giving Ideas, Financing
2. Loota Maando	M	"	Yes	Ideas, Financing
3. Naishiye Kambei	F	Shop owner	Yes	fundraising campaigns
4. Robert Kambei	M	Shop Owner	Yes	fundraising campaigns
5. Hans Tosky	M	Director FAL 2002 Ltd	Yes	Ready to help 30 street children with cost of Boarding school, food and Shelter

Cont'd results

- "I will never forget how my stepmother treated me. She forced me to do a lot of work each day and when I could not perform them all she used to beat me and insulting my mother. I finally ran away from home" Emanuel Loishooki a child of 10 years old when interviewed he said "Both his father and mother were drunkards; though they had never beaten him they also didn't provide him enough food so he left home" He prefers the streets because of the opportunistic chances to get money
- Seuri Mikaeli a 12 years claimed that "We need people to look for us, provide for our education, financial support, food, shelter and advice"
- Odo Ndonde a CCF Social Workers "a number of NGO's work with children, but a few work specifically with street children on a fulltime basis. Many are ill equipped not committed, have limited exposure to social development, others do no want to cooperate with others and this has resulted in mutual mistrust within the NGOs community."

Summary of needs identified and possible areas of Intervention

- When children right to education, health and leisure are fulfilled, if three fundamental rights are really respected children have no pretext to go to the street
- OSOTWA have to build its capacity, it lacks capacity
- Osotwa should develop the Strategic plan as it is the road map for continuous improvement within the organization
- Enhancing the institutional capacity of OSOTWA, it should establish a children centre where they will get both primary education and vocational education, Osotwa needs to network with other organization of like minded operations to tape the knowledge and experience from them .
- promoting community awareness to the community on matters related to street children and socializing them so that they are able to be responsible citizens

Problem identification.

- "OSOTWA have not developed a consensual, systematic and appropriate response to working with street children." / Osotwa does not have a Strategic plan.
- Goal: Raising the standard of living protecting and ensuring survival rights of socially excluded street children of Ngarantoni
- Objective "By the end of December 2006 a strategic plan for OSOTWA CBO working with Ngarantoni street children is prepared and operational."
- Target communities OSOTWA CBO, Street children in Ngarantoni
- Stake holders : Street children, OSOTWA CBO, Donors, NGOs of like mind, Government, Mass media, the community.

LITERATURE REVIEW

- Literature review section reviews the information that would lead to an understanding of the subject matter of the street children and strategic planning
- The review of literature is divided into three subsections namely theoretical framework, empirical literature and policy review In theoretical review more emphasis is put on : Who are the street children? Statistics, Why work with street children ,The root causes that drives children to the streets, The effects of the street children phenomenon, Interventions for street children,
- The situation in developing countries , and Strategic planning concept.
- Empirical literature: This sector covers a review of similar projects dealing with similar project in Tanzania and other projects outside Tanzania
- Local experience; Mkombozi, Kuleana, CCF ,Kwetu
- Worldwide experience ; Nepal, South Africa, Kenya, Ethiopia
- policy review:
- UN Convention on rights of the child , The African Charter on rights and welfare of a child , Child Development Policy of Tanzania National strategy for growth and reduction of poverty (NGSRP) 2005-2010

Implementation

- This is the first time the Osotwa CBO is preparing a Strategic plan; the plan covers a period of three years from 2007 to 2009
- shows the strategic plan process. The framework is comprised of 9 stages
- Stakeholders Analysis
- SWOT analysis
- Revisit Vision and mission statements
- Formulate Goals and set objectives
- Formulate activities
- Set indicators, means of verification and assumption
- Budgeting: What resources are needed to convert the opportunities?
- Implementation of the plan
- Reviewing and revising of the plan.

Activity	Facilitator	Time				
		Jan - March 2006	April - June 2006	July - Sept 2006	October - December 2006	January - March 2007
Stakeholders analysis	CED Student & VSA Volunteer					
SWOT analysis	Project Coordinator and CED Student					
MONITORING PROCESS						
Revisit mission statements	CED Student					
Formulate Goals and objectives	CED Student					
Formulate activities	CED Student					
Set indicators means and verification & assumptions	CED Student					
Budgeting	VSA Volunteer					
Implementation of the plan	Project Coordinator					
Reviewing and revising plan	Steering Committee					

Monitoring

- **Monitoring:** The logical framework which shows Goal, Objective, set of activities to be implemented and implementation plan were used in this project in tracking and assessing the implementation. monitoring of the project was done by the project staff the author and VSA volunteer. The main issue was to determine whether activities are progressing as planned.
- The key questions of the monitoring were based on two questions; are the activities undertaken as specified in the project plan? If not what was the barrier? Finally the solution was given. After every activity the report was written by the Steering committee and it was used for the monitoring whether the activities were undertaken as specified in the plan.

Monitoring cont'd

Narrative summary	Verifiable indicators	Means of verification	Assumption
Goal: Ngarantoni meets the protection and survival right of socially excluded street children through Osotwa CBO interventions Objective By the end of December 2006 a strategic plan for Osotwa CBO working with Ngarantoni street children is prepared and operational	Increased professionalism to Osotwa CBO working with street children. •Strategic plan responding to street children developed	Work plan report Strategic plan document. Annual report Stakeholders Analysis report Strategic plan document.	•Government policies towards children remain favorable •The members of Osotwa and other stakeholder will cooperate

Monitoring cont'd

ACTIVITIES	Stakeholders	Stakeholders	stakeholders
1. Conduct stakeholders analysis	Analysis Conducted.	Analysis report	Will participate in the process
2. Conduct SWOT analysis	Results of SWOT analysis	SWOT analysis report	Stakeholders Will participate in the process
3. Facilitate Vision review	Result and Visioning review process	Vision Statement	Stakeholders Will participate in the process
4. Set Goals	Results and of goal setting	Goals statements	Stakeholders Will participate in the process
5. Formulate activities	Activities Formulation report	List of activities	Stakeholders Will participate in the process

Table 14: Project monitoring worksheet

Activity	Deadline	Monitoring method	Progress	Barriers	Solutions
Stakeholders analysis	January- march 2006	Verify if all stakeholders were analyzed as per planned date.	All stakeholders participated in stakeholders analysis as planned	No barriers	None
The SWOT Analysis	April - june 2006	stakeholders were analyzed as per planned date	stakeholders participated in stakeholders analysis	No barriers	None
Visioning process	April - june 2006	Visioning finished as planned	Visioning was timely conducted	No barriers	None

Project monitoring worksheet

Activity	Deadline	Monitoring method	Progress	Barriers	Solutions
Formulation of Mission statement	July - September 2006	Mission statement formulation finished as planned	Mission statement was timely formulated	No barrier	None
Setting of goals, objectives and activities.	July - sept 2006	Goals, objectives and activities set as planned	Goals, objectives and activities set as planned	No barrier	None
Budgeting	October - december	Prepared budget	Budget prepared as planned	No barrier	None

Evaluation

- For the purpose of this project it was agreed that evaluation will be done by steering committee three times a year by a steering committee. Evaluation is the time bound exercise that attempts to assess the relevance, performance of the project.
- Early at the beginning of the implementation of the project all activities and indicators were reviewed to make sure are included in the project
- The second evaluation on going review was done at the end of September 2006. What was investigated was to know if there is progress towards target, do targets need to be revised? Were there challenges that have affected a project? The last review will be done in March 2007.
- The end of the project, what is investigated is to know the extent the project objectives have been achieved if not why? What other things both positive and negative happened in the community as a result of the project? Was the project goal achieved at what percentage?

Recommendations

- There needs to be a range of interventions that respond to the many complex needs of the street children of different ages, gender, Psychosocial, educational and physical needs.
- The fact that majority of the street children come from neighboring village emphasizes the need for intensive community based rehabilitation and interventions for at risk children in the village around Ngarantoni.
- The best practice or model to be used later; given amount of time we had for the project I could not do with any depth. If there is enough time I propose more community participation. Community involvement gives the people a feeling that they "own" responsibility for the problems of street children, the project and future of their children.
- Community involvement strengthens the ability of people to solve their problems using their own resources and it generates a feeling of ownership and project becomes sustainable.
- The steps to further advance this or similar project is first to implement the strategic plan and establish a community advisory committee which is comprised of all the stakeholders we used in the preparations of the strategic plan, implement the project in the community in a more holistic approach to community, with a focus on community and familial support and that would address much of the causation of the street children