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MASTER OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT

(2007)

**PROJECT TITLE; STRATEGIC PLAN TO SUPPORT INTERVENTIONS FOR
NGARAMTONI STREET CHILDREN.**

MASUNGA EDGAR WALTER.

**THE PROJECT TITLE: “THE STRATEGIC PLAN TO SUPPORT INTERVENTION
FOR NGARAMTONI STREET CHILDREN” SUBMITTED IN PARTIAL
FULFILLMENT OF REQUIREMENTS FOR MASTER OF SCIENCE IN
COMMUNITY ECONOMIC DEVELOPMENT IN THE SOUTHERN NEW
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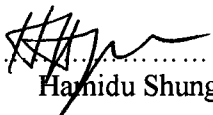
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Date.....MAY 2007

SUPERVISORS CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance of a project report "Strategic plan to support interventions for Ngaramtoni street children"

Submitted in partial fulfillment of requirements for the Master of Science in Community Development to the Southern New Hampshire University at the Open University of Tanzania.

.....

Hamidu Shungu

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26th July 2007

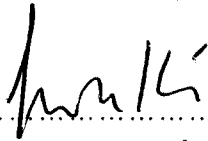
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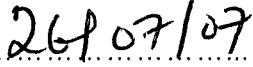
DECLARATION.

I Edgar Walter Masunga do hereby declare to the Senate of Southern New Hampshire University at the Open University of Tanzania that this project report is the result of my original work and that it has not been submitted for similar degree award in any other University.

Signature:.....



Date:.....



DEDICATION

This work is dedicated to helping Children and adults to build stronger and more caring community.

ACKNOWLEDGEMENT

I would like to thank OSOTWA staff members and children who participated in the survey and strategic planning. All dedicated considerable time and effort to the exercise. I would also like to acknowledge all instructors who supported me with continuous advice and lectures which permitted the compilation of this project.

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TABLE OF CONTENTS

THE PROJECT TITLE.....	(ii)
SUPERVISORS CERTIFICATION.....	(iii)
STATEMENT OF COPYRIGHT.....	(iv)
DECLARATION BY CANDIDATE.....	(v)
DEDICATION	(vi)
ACKNOWLEDGEMENT	(vii)
TABLE OF CONTENTS.....	(viii)
LIST OF ACRONYM	(xii)
LIST OF TABLES.....	(xiii)
LIST OF FIGURES	(xiv)
LIST OF CHARTS.....	(xv)
ABSTRACT.....	(xvi)
EXECUTIVE SUMMARY	(xvii)
 CHAPTER ONE.....	 1
1.0 COMMUNITY NEEDS ASSESSMENT	1
 1.1. COMMUNITY PROFILE	 1
1.2. COMMUNITY NEEDS ASSESSMENT	2
1.2.1 Methods used in CAN and their justification.....	3
1.2.2 FOCUS GROUP DISCUSSION.....	4
1.2.3 A PROBLEM TREE	5
1.2.3.1 The causes of the problem were as follows;.....	5
1.2.3.2 Effect	6
1.2.3.3 Problem.....	6
1.3 SURVEY	6
1.3.1 Survey objective:	6
1.3.2 Research questions.....	7
1.3.3 The purpose:.....	7
1.3.4 Survey instruments.	7
1.3.5 Contents of the instrument.....	7
1.3.6 Scales, Response types and rates.	8
1.3.7 Reliability and Validity	9
1.3.8 Administration.	9
 1.3.8.1 Characteristics of survey administrators.....	 9
 1.3.9 Survey Methods	 9
1.3.10 Limits on internal and external validity	10
1.3.11 Sampling	11
1.3.12 Sample Size.....	11
1.4 Data analysis.....	12
1.5 Findings, Conclusion and recommendations.....	12
1.5.1 Introduction.....	12

1.5.2 Finding from Street children	13
1.5.2.1 Results from focus group discussions to religious leaders	19
1.5.3 Results from Religious leaders.....	20
1.5.3.1 What causes children to live in streets?	20
1.5.3.2 What solutions are there to the problems?	20
1.5.3.3 Do you have any program with street children?	21
1.5.4 Results from Village representatives from 6 villages interviewed.	21
1.5.4.1 What causes children to live in streets the reasons are as follows?.....	21
1.5.4.2 What are the solutions to the problem?	21
1.5.5 Result from NGO's working with street children.	22
1.5.5.1 What experience do you have with street children?	22
1.5.5.2 What are you doing to help street children?	22
1.5.5.3 Why some do children move from one centre to another	22
1.5.6 Result from the questionnaire of businessmen.....	23
1.6 Discussion	23
1.7 Main problem	27
1.8 The result of the problem	27
1.9 Summary of needs identified and possible areas Intervention	27
1.10 Comparisons of findings to those of other surveys.	28
1.11 Implication and Recommendations.....	30
CHAPTER TWO	31
2.0 Problem identification.	31
2.1 Target communities	33
2.2 Stakeholders:	33
2.3 Project goals.	34
2.4 Host organization.	36
CHAPTER THREE LITERATURE REVIEW.	38
3.1 Introduction.	38
3.2 Theoretical framework	38
3.2.1 Who are the street children?	39
3.2.2 Why work with street children?	40
3.2.3 Statistics	41
3.2.4 The root causes that drive children to streets:.....	43
3.2.5 The effects of street children phenomenon:	44
3.2.6 Interventions for street children:	45
3.2.7Steps in Developing Strategic Plans	47
3.2.8 NGOs Strategic Planning:	49
3.3Empirical Literature:	50
3.3.1 Local experience;	50

3.3.2 Children for future (CCF) programmes and approaches:	50
3.3.3 Kuleana	51
3.3.4 Kwetu Counseling:	51
3.3.5 Mkombozi Centre for street children (Moshi):	52
3.4 Worldwide experience	53
3.4.1 Children at risk from HIV/AIDS	53
3.4.2. Shangilia Mtoto wa Afrika (Rejoice Child of Africa)	53
3.4.3. Promote Peace & Reconciliation	54
3.4.4. Beautiful Gate – South Africa Based in Cape Town,	54
3.4.5 Working with street children CWIN.....	54
3.4.6 Brasilia, Brazil.....	55
3.5 POLICY REVIEW:.....	56
3.5.1 UN Convention on rights of the child.....	56
3.5.2The African Charter on rights and welfare of a child.....	57
3.5.3Child Development Policy of Tanzania:	57
3.5.4 National strategy for growth and reduction of poverty (NGSRP) 2005-2010:	57
 CHAPTER FOUR.....	 58
4.0 IMPLEMENTATION	58
4.1 Introduction.....	58
4.2 Origin and mandate of the OSOTWA CBO.	59
4.3 Project Implementation	61
4.4 SITUATION ANALYSIS.....	66
4.4.1 The external environment	66
4.4.1.1 The State of Poverty	66
4.4.1.2 Patriarchy system in Masai culture and Waarusha	67
4.4.1.3. HIV/AIDS.	67
4.4.1.4. Lack of access to sectoral and cross-cutting policies.	67
4.4.1.5. Under the primary Education development Plan (PEDP) the Tanzanian .	67
4.4.1.6. Familial conflict.....	68
4.4.2 Internal Environment.....	68
4.4.2.1 Historical background.....	68
4.4.2.2. Potential for Networking & coalition.....	68
4.4.2.3. Potential for partnership.....	68
4.4.2.4. Regional and local Government Relations.	68
4.4.2.5. Community stakeholders' collaboration.....	69
4.5 Strengths, Weaknesses opportunities and Threats (SWOT)	69
4.5.1 SWOT:	69
4.5.2 STRENGTH	69
4.5.3 WEAKNESSES	70
4.5.4 OPPORTUNITIES	71
4.5.5 THREATS	72
 4.6 Vision, Mission and Guiding Principles.....	 72
4.7.1 OSOTWA organization structure and governance	80
4.7.1 OSOTWA is structured in the following system;-	80

4.7.2 General Assembly	80
4.7.3 BOARD OF DIRECTORS (BOD)	81
4.7.4 The Chairman	82
4.7.5 MANAGEMENT TEAM	82
4.8. Financial implications of the Strategic Plan	83
4.9 CAPITAL EXPENDITURE	84
4.10 Strategic Partnerships	85
4.11 Program Monitoring and Evaluation	86
4.11.1 Timing:	86
4.11.2 Participant to the review exercise:	86
4.11.3 Contents of the review:	86
4.11.4 Key question and considerations:	86
4.12 PROGRESS REVIEW AND UPDATING OF THE STRATEGIC PLAN	87
4.12.1 Timing:	87
4.12.2 Content of the review	87
4.12.3 Key questions and considerations:	87
4.12.4 For the programmes	88
5.0 PROJECT MONITORING, EVALUATION	89
5.1 Monitoring:	89
5.1.1 Research Methodology	89
5.1.2 Justification on the methodology and tools	90
5.1.3 Monitoring Results	90
5.2 EVALUATION	93
5.2.1 Type of Evaluation Conducted	93
5.2.2 Research Methodology	93
5.2.3 Justification on the methodology and tools	94
5.2.4 Evaluation Report	94
5.3 SUSTAINABILITY:	98
5.3.1 Introduction	98
5.3.2 Sustainability Elements	98
5.3.3 Sustainability plan and institutional plan	99
6.0 CONCLUSIONS & RECOMMENDATIONS	101
6.1 Conclusions	101
6.2 Recommendations	102
Bibliography	103
Appendix 1	106
Appendix 2: Organizational visioning	108
Appendix 3	109
Appendix 4	110
Appendix 5	112
Appendix 6	117
Appendix 7.	119
Appendix 8	120

ACRONYM

AGM	-	Annual General Meeting
BOD	-	Board of Directors
CBO	-	Community Based Organization
CCF	-	Children for Future
CED	-	Community Economic Development
FAL	-	Fiber Board 2000 Company Ltd
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ILO	-	International Labour Organisation
LDC	-	Least Developed Countries
MEMKWA	-	Mpango wa Elimu kwa Waliokosa
NGSRP	-	National Strategic to Promote Economic Growth and Reduce Poverty
NGO	-	Non Governmental Organisation
OAU	-	Organisation of African Union
PEDP	-	Primary Education Development Plan
STD	-	Sexually Transmitted Disease
SWOT	-	Strength Weakness Opportunities and Threat
TANAPA	-	Tanzania National Park
UN	-	United Nation
UNICEF	-	United Nations Children Fund
VSA	-	Volunteer Service Agency

LIST OF TABLES

Table 1:	-	Types of Street Children at Ngaramtoni	13
Table 2:	-	Age Levels Gender and Percentage of Children	14
Table 3	-	Number and Percentage of Street Children who have Attends Primary Education	15
Table 4:	-	Causes for being in Streets	16
Table 5:	-	Street Children Recommendations for their Future	18
Table 6:	-	Results from questionnaire of Businessmen	23
Table 7	-	Project Implementation	61
Table 8:	-	Stakeholders Analysis	64
Table 9:	-	OSOTWA Goals, Objectives, and Activities 2007 – 2009	75
Table 10:	-	The Costs for each Year for Five Goals	83
Table 11:	-	The Proposed Expenditure	84
Table 12:	-	The Revenue Estimates	85
Table 13:	-	Logical Frame Work	90
Table 14:	-	Project Monitoring Method	91
Table 15:	-	Evaluation Log Frame on the progress of the project	95
Table 16:	-	Evaluation Log Frame to know if the Project Objective have Been Achieved	96
Table 17:	-	Evaluation Summary Table	97

LIST OF FIGURES

Figure 1: The Strategic Planning Process63

LIST OF CHARTS

Chart 1:	Age Class Distribution of Ngaramtoni Street Children -	14
Chart 2:	Causes of Being in Streets	- 16
Chart 3:	Street Children Recommendations for the Future	- 19

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 and families affected by HIV/AIDS following the death of family members 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 intervention for the Street Children. This project participated on the preparation of short term and long term plan (strategic plan) to support interventions for Ngaramtoni street children. The strategic plan included activities like, provision of basic needs in form of food, clothing, shelter, medical services and accommodation to street children and youths so that they are able to fit in society as responsible citizens. Promoting community awareness and carrying out advocacy on matters related to street children (including rights), networking with other organizations and institutions for sharing information and experience as well as collaborating on interventions that are geared to improved performance, enhancing the institutional capacity of OSOTWA for effective and efficient achievement of its mission. The committee which comprises representatives from villages around Ngaramtoni, Osotwa CBO, religious leaders, representatives of like minded NGO's, Businessmen, representatives from street children participated in conducting the study, writing of the strategic plan, monitoring and evaluation of the project.

EXECUTIVE SUMMARY

In the past couple of decades, there has been growing concern towards the plight of the World's street children. Despite growing concern, however relatively little is known about the full extent of the problem and what can be done to combat and prevent children seeking life of the streets. The number of street children has grown in recent decades because of widespread recessions, political turmoil, civil unrest, increasing family disintegration, natural disasters and growing urbanization. Ngaramtoni is also among those townships where urbanization growth is very high in last 15 years Ngaramtoni has become a home for street children and working children. OSOTWA CBO is a legally registered charitable, non political, non partisan and Non government organization based in Ngaramtoni, Arumeru district, Arusha region. It was registered by the Registrar of Societies in 2002 and the registration number is 11502. The office is located at Ngaramtoni 14km from Arusha city; it is between Emaoi primary court and Evangelical Assemblies of God Church. Osotwa began tackling the problem of street children in 2004, its main goal was to raise the standard of living, protecting and ensuring survival rights of socially excluded street children of Ngaramtoni. OSOTWA is still at low level of operation with limited resources, through donors it is supporting street children by providing for child's basic needs (shelter food, clothing, medical care and counseling) in some cases assisting families affected by HIV and enabling them to support children following the death of family members. This project research was conducted in Ngaramtoni, Kimnyaki ward, Arumeru District in Arusha Region. The project objective was to support the local CBO (OSOTWA) to enhance CBO'S service delivery capacity. OSOTWA CBO working with street children at Ngaramtoni did not have the data of number and type of street children at Ngaramtoni Kimnyaki ward; neither did they have a strategic plan to support intervention for street children. 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 facilitated by the author who is a CED student together with Osotwa staff, religious leaders, village governments for Emaoi, Olevolosi, Ngaramtoni, Olmotonyi, Kimnyaki, Olmuringaringa,

Business people and NGO'S dealing with Street children. SWOT analysis was carried out to determine the CBO'S capacity to address the community needs.

A structured questionnaire survey to 22 street children was carried out to gain an understanding of the current situation of street children, the gaps to the services delivered to street children at Ngaramtoni and suggest some measures to be used to solve the problem. Focus group discussion, meetings, observations and interviews were held with 12 representatives of village governments, 6 representatives of religion bodies 5 businessman and 2 representatives of NGO's dealing with street children. Important research findings from all groups interviewed indicated family conflicts, Poverty, loss of traditional values, increasing number of single parent households due to death, divorce, birth outside marriage, migration of male parent to town seeking for work among other factors are the main factors which forces children for being on streets. The population of children between 10-14 years of age both in full time and part time is leading in urban migration.

The results show the number of dropout among street children is 68% despite the progress in abolishing school fees that have been made over the past years. All children interviewed were ready to go back to school. They identified lack of material support for school, basic needs, poverty, and lack of employment opportunities as current gaps both at home and in children centers. All the people who were interviewed were ready to help the street children by giving them advice and material support. FAL 2002 Ltd accepted to establish a children centre for 30 street children. The recommendation of this study was the development of strategic plan to support interventions for Ngaramtoni street children. The implementation of the recommendation involved the development of strategic plan for the intervention of the problem facing OSOTWA CBO. The Strategic plan is the road map for continuous improvement within the organization so it can advance its mission while meeting the future challenges. It guides the business and improvement efforts. The Strategic Plan is an entire system geared toward continuously detecting changes in the outside world, deciding how to deal with them, and translating these needed changes into programs that produce desired results Mintzberg, (1966).

CHAPTER ONE

COMMUNITY NEEDS ASSESSMENT

1.0 INTRODUCTION

This chapter focuses on the community needs assessment, which was carried in Ngaramtoni, Arumeru district, Arusha region. This part explores the community profile of Arumeru, research methods and tools used to conduct CNA , research findings, conclusions and recommendations which will lead to problem identification in the next chapter.

1.1. COMMUNITY PROFILE

OSOTWA CBO is a legally registered charitable, non-political, non partisan and Non government organization based in Ngaramtoni, Arumeru district, Arusha region. It was registered by the Registrar of Societies in 2002 and the registration number is 11502. Its postal address is 1257 Arusha, Telephone number is 0754 960 505 and email address is osotwa_cbco@yahoo.com

The office is located at Ngaramtoni 14km from Arusha city; it is between Emaoi primary court and Evangelical Assemblies of God church. Osotwa began tackling the problem of street children in 2004, 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 (shelter, food, clothing, medical care and counseling) in some cases assisting families affected by HIV and enabling them to support children following the death of family members. The members of OSOTWA who are about 20 are working as volunteers in this project without any short or long term plan. The permanent staff is about five and includes the following areas of specialty teachers, administrators, Economists, Nurses, Peasants and farmers. Within a range of five years to

come the organization anticipates to build a head office in Kimnyaki area. The Kimnyaki village government has given the CBO about 2 acres to build their office and for other activities.

Its operations are located at Ngaramtoni in Arumeru District. According to Arumeru profile of 2002; it has a total area of 2,996 km². The population indicates Arumeru has 576,315 people and the average income of less than 160,000 Tshs per person per annum. The main economic activity being farming and livestock keeping. According to Mkombozi census (2003) for the street child population in Arusha and Moshi, it was revealed that Ngaramtoni which is in Kimnyaki ward is leading in urban child migration in Arusha region.

1.2. RESEARCH METHODS USED IN COMMUNITY NEEDS ASSESSMENT

It might be difficult to assist a particular community to meet its desired goals immediately if its needs have not been assessed. A needs assessment helps in understanding a community better. It can help to identify what are the major areas of unmet needs and determine the best strategies to address them. This section outlines clearly research methods used to collect data for the community needs assessment. The qualitative participatory approach was chosen as the best option in this study as it involves active participation and the knowledge gained in the process can be easily translated to the community. Basically they are two main research methods used in conducting needs assessment, experimental and non experimental method. Experimental method is one in which a researcher manipulates a variable (anything that can vary) under highly controlled conditions to see if this produces (causes) any changes in a second variable. The variable, or variables, that the researcher manipulates is called the independent variable while the second variable, the one measured for changes, is called the

dependent variable. Independent variables are sometimes referred to as antecedent (preceding) conditions. Limitation to this method is that experimental studies are usually done in the highly controlled setting of the laboratory. These conditions are artificial and may not reflect what really happens in the less controlled and infinitely more complex real world.

For the purpose of this research non experimental approaches were used in this research. Design is the way in which the survey environment is organized. The Research design was **descriptive**, it was a fact finding enquiry. It described the stage of affair as it exists at present, the surveyor had no control over the variables, and he could only report what is happening. For the purpose of this research five different tools from non experimental method have been used in conducting needs assessment that includes observation, group discussion, problem tree, survey questionnaires and SWOT analysis. In October 2005 the first needs assessment was conducted using problem tree, meetings and focus group discussion. In June 2006 and October 2006 the survey method was applied, the Survey's aim was to describe the status of the problem and find the alternative intervention to solve the problem and to enable Osotwa to collect qualitative and quantitative information about the street children and other stakeholders in order to find interventions to solve this problem. In June 2006 SWOT analysis was conducted to analyze the internal and external environment of OSOTWA CBO.

1.2.1 TOOLS USED IN CNA AND THEIR JUSTIFICATION

For the purpose of this research five Non experimental tools have been used in conducting needs assessment that includes observation, group discussion, problem tree, survey questionnaires and SWOT analysis. The quality of information about a community is only as

good as the technique or combination of techniques used. A single technique may be too narrow in the information it provides, a combination of several techniques were used to provide a reasonable picture.

Observation; Before interviewing street children, observations were made on where to find street children & their behavior. This provided good opportunities for identifying, unanticipated outcomes.

Survey; In June 2006 and October 2006 the survey method was applied, the Survey's aim was to describe the status of the problem and find the alternative intervention to solve the problem and to enable Osotwa to collect qualitative and quantitative information about the street children and other stakeholders in order to find interventions to solve this problem.

SWOT analysis; In June 2006 SWOT analysis was conducted to analyze the internal and external environment of OSOTWA CBO.

A focus group discussion; Group discussions were organized at different times with similar types of participants to identify trends and patterns in perceptions. Answers from the group were representing a consensus or different opinions, not facts or specific data.

A problem tree was used in summarizing community discussions. Problems, its causes and effects were arranged in the format of a tree. The exercise was very easy to do, and it was used to summarize and analyze information from the community.

1.2.2 FOCUS GROUP DISCUSSION

This is formal but unstructured participatory method which was used in collecting data of the problems facing Osotwa and Street children at Ngaramtoni. A set of prepared questions to

guide discussion were used among selected representatives of the Osotwa members and other groups. The vast knowledge and experience already available in the community helped to relate the topic under discussion.

A focus group discussion usually had between five and 10 participants who were representing one particular group. They were all selected because they had certain characteristics in common that relate to the topic under discussion. Focus group members were invited to discuss and share their ideas. Group discussions were organized at different times with similar types of participants to identify trends and patterns in perceptions. Answers from the group were representing a consensus or different opinions, not facts or specific data.

1.2.3 A PROBLEM TREE

A problem tree was used in summarizing community discussions. Problems, its causes and effects were arranged in the format of a tree. The causes are the roots of the tree, the problem is the trunk, and the effects are the leaves of the tree. The exercise was very easy to do, and it was used to summarize and analyze information from the community. The problem tree reminds us that the causes of a problem are rarely visible. Most of what we see is the effect of the problem

1.2.3.1 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.

1.2.3.2 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.

1.2.3.3 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. The outcome of problems tree called for the need to conduct Community survey, in this survey it was accepted that street children, representatives of village governments around Ngaramtoni, representative from religious bodies, businessmen, and representatives from NGO's dealing with street children were to be interviewed.

1.3 SURVEY

1.3.1 Survey objective: The survey objective was to produce and analyze quantifiable data on street children in Ngaramtoni.

1.3.2 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?

1.3.3 The purpose:

1. To quantify the number of children spending time on streets in Ngaramtoni
2. To quantify how many of these are full time and part time.
3. To uncover possible gaps in current service and possible solutions.

1.3.4 Survey instruments.

The survey data were collected using the following methods; by observation the collection of information by the way of investigator's own observation, without interviewing the respondents. Through interviews whereby and investigator seeks answers to a set of predetermined questions, Questionnaires; this method of collecting information involved contacting the respondent using open ended and structured questions, meetings and focus group discussions. A set of prepared questions to guide discussion were used among selected representatives of the Osotwa members and other groups.

1.3.5 Contents of the instrument

The main purpose of this study was to collect data to support Osotwa's interventions for Ngaramtoni street children, to know the number and the type of street children learn how they ended up being on the streets, also to interview the community and find out their views and

solutions to the street children. To find out the gaps on services both at home and children centers and what is to be done.

Five sets of questionnaires were developed the first questionnaire for street children had twelve question, the second questionnaire to the village leaders had two questions, the third questionnaire to religious leaders' had three questions, the fourth questionnaire to two NGO's representative dealing with street children three questions, the fifth questionnaire to five businessmen five questions appendix.

1.3.6 Scales, Response types and rates

Arbitrary scales were developed and used by the surveyor based on subjective selection. As it has already been discussed 3 different scales were developed to:

- Learns the cause of child migration
- What are the possible gaps?
- What are the solutions?

The chief merit of arbitrary scales is the fact that it can be developed easily, quickly, with relatively less expense. Also they can be designed to be highly specific and adequate. The questions used were multiple choices; the questionnaire uses many items such as sex, age, number of parents etc. The answers were combined to produce more reliable measures. Only one attribute of respondent or object was measured. Multidimensional scales were avoided. Response rate is the number of people who respond to survey in this case it was 100 percent to village leaders, NGO professionals and Businessmen. However if the number suggested about street children is true the response rate for street children is 70 percent and 60 percent for religious leaders.

1.3.7 Reliability and Validity

Reliability is a statistical measure of the stability of the data gathered by survey instrument. In general it measures the extent to which it provided consistent information every time we use it. In the course of data collection Test-Reset type of reliability was conducted. The same group of respondents was asked the same questions by different interviewers. The observed scores or results were always the same. To ensure reliability and validity of data the questionnaires were arranged in systematic and logical sequence.

1.3.8 Administration.

1.3.8.1 Characteristics of survey administrators.

Osotwa CBO Staff Mr. Ole Daniel and Miss. Sion Samwel received training in the use of questionnaire, interviewer's approach, data recording and how to communicate. The questionnaires had a number of closed and open ended questions. Closed ended questions were posed to all street children and open ended questions to other stakeholders. Mr. Ole Daniel is a Secondary School teacher having a Diploma in Teaching and Miss. Sion Samwel is a retired nursing officer (Diploma in Nursing). All of them are experienced community workers. Data processing editing and classification was done by CED Student Masunga Edgar. This exercise took two weeks on October 2006 and two weeks in June 2006.

1.3.9 Survey Methods

Design is the way in which the survey environment is organized. This survey was descriptive, it is a fact finding enquiry. It described the stage of affair as it exists at present, the surveyor had no control over the variables, and he could only report what is happening. The survey was

an observational design it involved making observation. Before interviewing street children, observations were made on where to find street children & their behavior. This provided good opportunities for identifying, unanticipated outcomes. This survey was not experimental design; experimental design is where researches control the allocation of treatment to the research subject. Experimental design is a set of a procedure that enables the researcher to test the hypothesis by defining a problem, formulating hypothesis, deducing their consequences and applying test of significance.

1.3.10 Limits on internal and external validity

Validity is the measure of accuracy how well a measure reflects what is supposed to measure. For example one may claim poverty causes migration of children to streets. In qualitative research causal inferences depend on association of more than one variable as a result it was not possible to test the internal validity.

Also qualitative researches have less concern about external validity. There is no statistical procedure for checking generalization beyond studies samples.

The causes of child migration in Ngaramtoni might be very different from Morogoro. To ensure reliability and validity and validity of data the questionnaire were focused to the objective to be achieved. Emphasis was put to ensure questions are arranged in a systematic and logical sequence. Time also was another limitation to do in depth survey. However to overcome this, sound measurement were taken. The questionnaire covered enough information to ensure content validity.

1.3.11 Sampling

Cluster sampling was used to identify areas within Ngaramtoni that are central and high number of street children. Evidence from Osotwa staff enables us to identify where street children spend their time on streets during the day.

Purposive (non-probability) sampling was used to identify stakeholders to be interviewed and locations. Once the locations were identified every street children was interviewed and incentives such as food were given to street children to find more others for the interview. According to their information, Ngaramtoni have about 30 permanent street children. To ensure that children were not interviewed more than once, all basic information and pictures were taken from interviewed children. Purposive non probability sampling was used to interview other stakeholder. The reasons for using purposive non-probability sampling are that the survey is supposed to meet the entire objective, pre-set for the study. For example to know the causes of child migration street children and other stakeholders were interviewed. To know the gaps of service in the children centers street children and community workers on the centers were interviewed.

1.3.12. Sample Size.

- The expected number of street children at Ngaramtoni was 30 the number of children who responded were 22.
- All 12 villagers representative, were interviewed.
- Out of 10 religious leaders were interviewed.
- All 2 representatives of NGO's were interviewed
- 5 representatives of Businessmen were interviewed

In this type of sampling the author purposively chose the representative from each group of stakeholder out of huge population except for the street children where only 22 were found during the survey.

1.4 Data analysis.

Raw data were examined to detect errors, omissions contradictions and unreasonable information to be corrected. From the ended questions; we analyzed data by classifying the raw data into purposeful and usable categories such as part time street children and full time. Coding, editing and tabulation were conducted. Statistical packages for social scientists SPSS software was used in the analysis. Descriptive analysis tools which have been used were frequencies; tabulation was based on percentages, proportions, totals, and Narrations.

The analysis was descriptive analysis, according to the nature of the study the analysis was largely univariate (uni-dimensional) providing distributions of individuals' variable.

The analysis included frequencies & cross tabulation. In cross tabulation the main interest was to understand the relationship between variable than determining the causes parse. In this analysis there were 22 cases and eleven variables.

1.5 Findings, Conclusion and recommendations.

1.5.1 Introduction

The objective of different methods used like survey, observation, group discussion, and problem tree, were to discover OSOTWA'S organizational problem and Street children problem in order to find possible alternatives for intervention. Also to quantify the number of children spending time on street in Ngaramtoni, to quantify how many of these are full time and part time and to uncover possible gaps in current services and possible solutions. The

study results from twenty two street children at Ngaramtoni, twelve village representatives, six religious leaders and two representatives from NGOs were obtained during the survey. The quantitative and qualitative elements of the responses were analyzed using descriptive statistics.

1.5.2 Findings from Street children.

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%). 27.3% of the street children are above 15 years old. 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 in Ngaramtoni significant majority of street children fall between 10 to 14 years

Table 1: Types of street children at Ngaramtoni. (2006)

	frequency	Percent	Valid Percent	Cumulative Percentage
Valid part time	9	40.9%	40.9	40.9%
Full time	13	59.1%	59.1	100.0%
Total	22	100%	100.0	

Source: OSOTWA Survey 2006

Chart 1: Age Class Distribution of Ngaramtoni Street Children

Source: OSOTWA Survey 2006

Table 2: Age levels gender and percentage of street children

			Age distribution			
			5-9	10 -14	15 -19	Total
Gender	Male	Count	1	13	6	20
		Expected	.9	13.6	5.5	20.0
		Count				
		% within	5.0%	65.0%	30.00/0	100.0%
		Gender				
		% within				
		How old are you	100.0%	86.7%	100.0%	90.9%
		% of Total	4.5%	59.1%	27.3%	90.9%
	Female	Count	0	2	0	2
		Expected	.1	1.4	.5	2.0
		Count				
		% within	.0%	100.0%	.0%	100.0%
		Gender				
		% within				

		How old are you	.0%	13.3%	.0%	9.1%
		0/0 of Total	.0%	9.1%	.0%	9.1%
Total		Count	1	15	6	22
		Expected	1.0	15.0	6.0	22.0
		Count				
		% within	4.5%	68.2%	27.3%	100.0%
		Gender				
		% within				
		How old are you	100.0%	100.0%	100.0%	100.0%
		0% of Total	4.5%	68.2%	27.3%	100.0%

Source: OSOTWA Survey 2006

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.

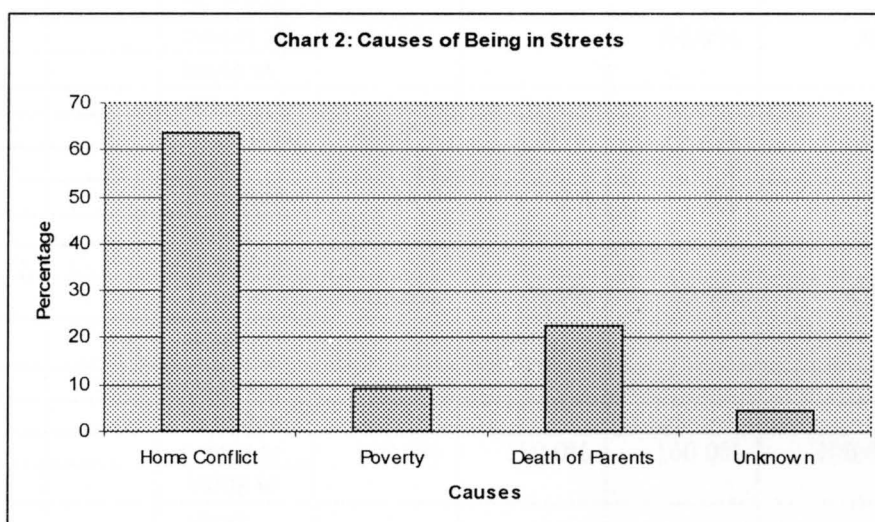
Educational background: Data on educational levels on table shows that only 13.6% of the street children are attending school as truants, whilst 86.3 % are not attending school. Truant is a child who is enrolled in school but only attends sporadically. Dropout is a child who has left primary school prior to completing standard VII either for his own accord or that of his / her care givers.

Table 3: Number and Percentage of street children who have attended primary education.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never attended	1	4.5	4.5	4.5
	Std 1 - 4	16	72.7	72.7	17.3
	5 -7	5	22.7	22.7	100.0
	Total	22	100.0	100.0	

Table 3 shows 4.5 % have never attended primary education, while 72.7 % have attended between standard 1- 4 and 22.7% between standard 5- 7.

Gaps in services as perceived by street children at home: There are many reasons for children being in streets; generally the problem of street children in Ngaramtoni can not be related to a single cause or factor. But the leading causes are shown in table 4 and chart 2.



Causes of being in streets

Table 4: Causes for being in streets.

			Causes for being in streets			Unknown	Total
			home conflict	Poverty	death of Parents		
Type of street children	part time	Count	5	2	1	1	9
		Expected	5.7	.8	2.0	.4	9.0
		Count					
		% within					
		Type of	55.6%	22.2%	11.1%	11.1%	100.0
		street children					
		% within					

		causes of being in	35.7%	100.0%	20.0%	100.0%	40.9%
		street					
		% of Total	22.7%	9.1%	4.5%	4.5%	40.9%
	Full	Count	9	0	4	0	13
		Expected	8.3	1.2	3.0	.6	13.0
		Count					
		% within					
		Type of	69.2%	.0%	30.8%	.0%	100.0
		street					
		children					
		% within					
		causes of being in	64.3%	.0%	80.0%	.0%	59.1%
		street					
		% of Total	40.9%	0%	18.2%	.0%	59.1%
Total		Count	14	2	5	1	22
		Expected	14.0	2.0	5.0	1.0	22.0
		Count					
		% within					
		Type of	63.6%	9.1%	22.7%	4.5%	100.0
		street					
		children					
		% within					
		causes of being in	100.0%	100.0%	100.0%	100.0%	100.0
		street					%
		% of	63.6%	9.1%	22.7%	4.5%	100.0%

Source: OSOTWA Survey 2006

In Ngaramtoni 63.6% interviewed street children admitted that the reasons driving them to streets was home conflicts. 9% claimed that they came to the streets because of poverty or in search for employment, 27% was due to death of Parents, 4.5%for unknown reasons. Out of twenty two children interviewed five children had been in different children centers like Mkombozi, CCF and Amani Centre. Three children out of five who have been in different centers said that they disliked the centers because they could not access basic services, they also complained of mistreatments from the management. One child claimed that, he had to go back to the street after the closure of the centre.

Table 5: Street children recommendations for their future life.

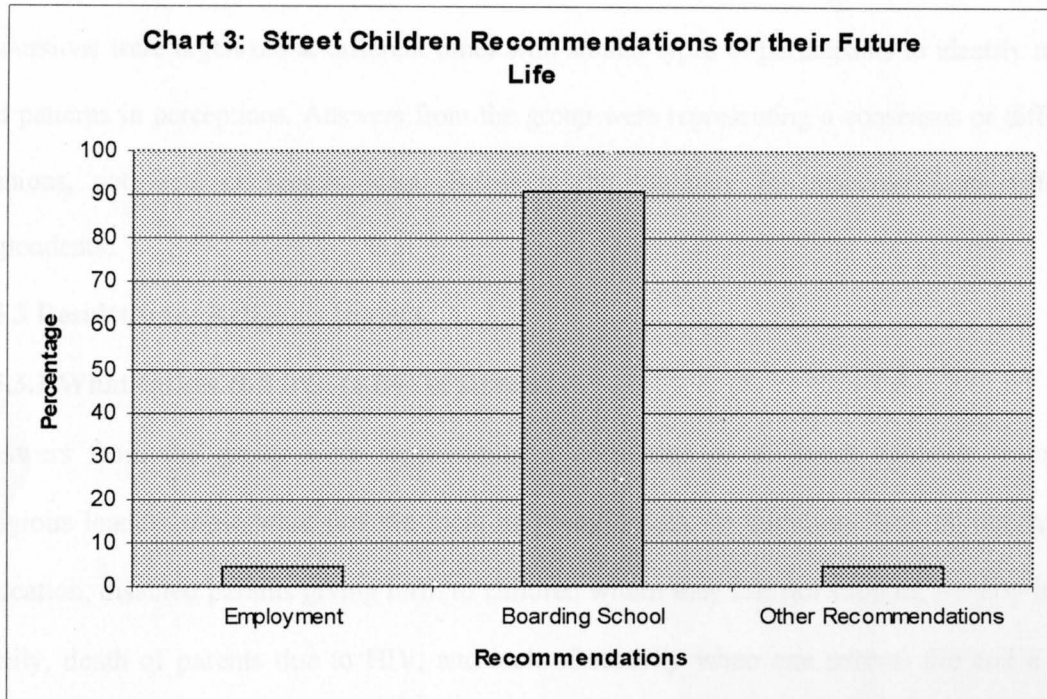
		Children recommendations.				
			Employment	Boarding School	other Recommendations	Total
Type of street children	part time	Count	0	8	1	9
		Expected	.4	8.2	.4	9.0
		Count				
		% within				
		Type of	.0%	88.9%	11.1%	100.0%
	Full time	street children				
		% within				
		What do you want	.0%	40.0%	100.0%	40.9%
		% of Total	.0%	36.4%	4.5%	40.9%
		Count	1	12	0	13
Total		Expected	.6	11.8	.6	13.0
		Count				
		% within				
		Type of	7.7%	92.3%	.0%	100.0%
		street children				
		% within				
		What do you want	100.0%	60.0%	.0%	59.1%
		% of Total	4.5%	54.5%	.0%	59.1%
		Count	1	20	1	22
		Expected	1.0	20.0	1.0	22.0
		Count				
		% within				
		Type of	4.5%	90.9%	4.5%	100%
		street children				
		0/0 within				
		What do you want	100.0%	100.0%	100.0%	100.0%
		% of Total	4.5%	90.9%	4.5%	100.0%

Source: OSOTWA Survey 2006

On recommendation of what is to be done, 91% of street children preferred to go back to

school which have all basic needs, 4.5% needs employment, 4.5% have no idea see chart 3

and table 5.



1.5.2.1 Results from focus group discussions to religious leaders, village representatives and NGOs working with street children.

The focus group discussion from village leaders, religious leaders, NGOs and open ended structured interview to the businessmen helped to supplement information provided by the street children (target group). This was a formal structured and unstructured participatory method which was used in collecting data of the problems facing Osotwa and Street children at Ngaramtoni. A set of prepared questions to guide discussion were used among selected representatives of village representatives, Religious leaders and NGOs working with street children. The vast knowledge and experience already available in the community helped to relate the topic under discussion. A focus group discussion usually had between 2 and 10 participants who represented one particular

group. They were all selected because they had certain characteristics in common that relate to the topic under discussion. Focus group members were invited to discuss and share their ideas. Group discussions were organized at different times with similar types of participants to identify trends and patterns in perceptions. Answers from the group were representing a consensus or different opinions, not facts or specific data. Below is the summary for response from different respondents.

1.5.3 Results from Religious leaders.

1.5.3.1 What causes children to live in streets?

Answers from the group were representing a consensus or different opinions from the religious leaders these were not the facts or specific data. In summary lack of family life education, disabled parents giving birth to children whom they can not support, poverty in the family, death of parents due to HIV, and lack of security when one parents die and a new partner is brought who abuses the child, street parent giving birth to a children, poor relation between parents, guardian and children, punishment in school(corporal punishment),lack of spiritual education, male out migration to urban centers in search of work, population pressure at Kimnyaki ward stimulate selling of the land to the immigrants who disrupts the social unity, absence of local social support network and child protection organization were the main causes that lead children to live in streets.

1.5.3.2 What solutions are there to the problems?

The answers were as follows: Religion education should be taught to families basing on God's love, family education of safe upbringing of children, supporting poor families to establish income generating projects, collect children to the centers to be provided with education, meet the basic needs of street children, meet employees of the street children and educate them on

child labor, government and religious bodies should set aside money for the vulnerable children.

1.5.3.3 Do you have any program with street children?

The answers were as follows: The Catholic church at Ngaramtoni organizes seminars of husband and wife maintenance and Christian love. Lutheran church is constructing a centre at Kisongo village to provide education for self reliance. They also provide education on prevention of HIV/AIDS.

1.5.4 Results from Village representatives from 6 villages interviewed.

1.5.4.1 What causes children to live in streets the reasons are as follows?

The answers were as follows: Poor upbringing due to the poverty at household level where conflict and fighting are common in the family, where the children do not get the opportunity to go to school, increasing number of single parents household due to the death, birth outside marriage, migration of male parent to town seeking for work.

1.5.4.2 What are the solutions to the problem?

The answers were as follows: Provide street children with all their needs such as food, shelter, clothing, education, health care and love. Educate parents about their need for family planning, register all children at village level who are at risk of becoming street children, and provide credit facilities to the families' women group and reformed street children in out of school education. Link the street children with local and international organization like Compassion to secure fund for education and other basic needs.

1.5.5 Result from NGO's working with street children.

1.5.5.1 What experience do you have with street children?

The answers were as follows: Life of street children is difficult in many ways, they live without guidance and support of a loving family, and they sleep on hard sidewalks not protected from cold and rain. They have little privacy when they bathe and use of bathroom. They depend on the good will of others for food, money and clothing. Public look at them as dirty and crooks, the public at large is not sympathetic to them.

1.5.5.1 What are you doing to help street children?

The answers were as follows: Provide safe place with food and medical care, emotional support, education recreation and youth employment for street children. Empower communities, families and children to identify and support children at risk. Co-coordinating and supporting to link street children and youth to service which encourages positive development, conflict mediation in families, communities and with street children, provide counseling, vocational training to children on the street such that the children can generate income, provision of micro enterprise education and small grants given to older children to participate fully in their income generations schemes.

1.5.5.2 Why do some of the street children move from one centre to another/sometimes go back to streets?

The answers were as follows: Intra – Organizational troubles in the NGOs, lack of basic needs in some of the children centre, mistreatment from the NGOs staff.

1.5.6 Results from the questionnaire of business men.

This questionnaire discussed on 5 questions which were open ended; the results are listed in the table bellow.

Table 6: Results from the questionnaire of business men

Name	Sex	Location and occupation	Are you ready to help street children?	How?
1. Case 1	F	Ngaramtoni owner of a hardware shop	Yes	Giving Ideas, Financing
2. Case 2	M	“	Yes	Giving Ideas, Financing
3. Case 3	F	Shop owner	Yes	Through fundraising campaigns whenever organized
4. Case 4	M	Shop Owner	Yes	Through fundraising campaigns whenever organized
5. Case 5	M	Director FAL 2002 Ltd Minjingu Phosphate Company	Yes	Ready to help 30 street children with cost of Boarding school, food and Shelter

1.6 DISCUSSION OF THE RESULTS:

The purpose of this survey was to quantify the number of children spending on streets in Ngaramtoni to quantify how many of these are full time and part time and to uncover gaps in current services and possible solutions. The results show that.

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%). 27.3 % of the street children are above 15 years old. 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 in Ngaramtoni significant majority of street children fall between 10 to 14 years 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. The results fully agree with other researches conducted in other areas both within and outside the country. According to the data which we managed to get from the interviewed children, Ngaramtoni have about 30 street children, however we managed to interview only 22 as most of the children are highly mobile searching for the daily bread. According to our findings out of 22 interviewed only 2 were females (9.1 %). Others researches in Nepal shows that out of 1876 registered children in the CWIN programme in Kathmandu Nepal only 56 (4%) were girls. Several social values and traditions such as discriminatory and sheltered upbringing for the girls, restrictions of freedom, confinement, early marriage, women trafficking, sexual abuse etc. are the reasons why there are fewer girls than males on the streets of Kathmandu. Studies in Kenya found that only one third of Nairobi's estimated 10,000 street children were female (Ayiemba 2002:71). When they are forced or choose to leave home; many initially become domestic servants and are so consequently less visible than boys who are often seen begging (Ruvero 2003). Later as they grow up and become more independent, they join the entertainment industry as barmaids, hotel attendants, and prostitutes (Lugalla and Mbwambo 1999), but still tend to hide from public view. Due to the reasons above the number of female street children is always underestimated.

68.2% of the street children at Ngaramtoni are between 10-14 years old in Latin America the average age the street children is ten to sixteen years. In the Asia children less than 14 years

old make up 30% of the population (Jimmy 2005). The result concurs with other results from other countries.

Contrary to other researches the number of full time street children in Ngaramtoni exceeded the number of part time children. A census conducted by Mkombozi in 2003 identified 259 full time and 520 part time street children in Moshi and Arusha town. (Mkombozi annual report 2003) More researches is needed to know the reason of divergence.

Educational background: Data on educational levels on table 4 shows that only 13.6% of the street children are attending school as truants, whilst 86.3% are not attending school. Truants are a child who enrolled in school but only attends sporadically.

Dropout is a child has left primary school prior to completing standard VII either for his own accord or that of his / her care givers. The fact is that children need to go to school with uniforms and exercise books and parents are expected to contribute to the child meals. These costs are very significant to a person with an income of less 160,000 Tshs per annum, in Ngaramtoni 63.6% interviewed street children admitted that the cause driving them to streets was home conflicts. 9% claimed that they came to the street because of poverty or look for employment, 27% was due to death of parents, 4.5% for unknown results.

In Tanzania Mkombozi's researches in 2003 has identified that the immediate causation of street children is conflict. Conflict is a factor within the home environment that frequently pushes children to run away and conflict is endemic to life on the streets.

Almost all the groups community leaders, religious leaders, businessmen and NGOs dealing with street children admitted that lack of family based care, family conflict material support for school, employment opportunity, poverty in the family death of parents due to HIV, and

lack of security when one parent die and a new partner is brought who abuses the child being the main causes of child migration to urban areas.

I had opportunity interviewing child of 13 years old; he said "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"

Another 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.

Out of 22 children interviewed 5 children had been in different centers like Mkombozi, CCF and Amani Centre, 3 children out of 5 who have been in different centers said that they disliked the centers because they could not access basic services, they also complained of mistreatment from the management. 1 Child claimed that, he had to go back to the street after the closure of the centre. According to report from 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 not want to cooperate with others and this has resulted in mutual mistrust within the NGOs community."

In individual interviews with street children, the street children's priorities and aspirations reflected the responses of the focus groups made to the community. The importance of education was emphasized by 91% of the street children, however they asked for schools

which can meet their basic needs. A child of 12 years claimed that “We need people to look for us, provide for our education, financial support, food, shelter and advice”

Perspective of the businessmen and the public, almost all interviewed seemed sympathetic towards street children and willing to provide material help or service.

The managing Director for FAL 2002 Ltd volunteered to sponsor 30 Ngaramtoni street children for full board primary education at Minjingu Factory primary school starting from January 2007.

1.7 Main Problem / Core problem

The main problem is “Lack of a developed a consensual, systematic and appropriate response to working with street children “In summary OSOTWA CBO have no strategic plans to execute interventions to the problems.

1.8 The result of this problem

There is an increase in number of street children; there is a growth of underclass in Ngaramtoni that will be a serious threat to the society in future. The children do not have a consistent care giver and thus no consistent approach to behavioral rehabilitation and development. Children move between centers and manipulate centers against one another as a result children are trapped in poverty cycle, street children become socially dysfunctional.

1.9 Summary of needs identified and possible areas of Intervention.

It has been revealed in our survey that a child arriving in street runs away from family problems or a situation pf poverty and seeks an alternative. When his right to education,

health and leisure are fulfilled, if three fundamental rights are really respected children have no pretext to go to the street. When a street child is provided with food, clothing shelter, educational health care, love protection and basic rights his needs are almost satisfied. But before the provision of all the necessities mentioned above OSOTWA have to build its capacity, it lacks capacity in project development, implementation and evaluation. Osotwa should develop the Strategic plan as it is the road map for continuous improvement within the organization so it can advance its mission while meeting the future challenges. The strategic plan should cover structural based intervention. However in our case we have identified the following program/activities: Enhancing the institutional capacity of OSOTWA, established of 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. The findings shows that when a street child is provided with food, clothing shelter, education health care, love protection and basic rights his needs are almost satisfied. It is recommended that provision of basic needs in form of food clothing shelter medical services and accommodation are very vital to street children. The other intervention is promoting community awareness to the community on matters related to street children and socializing them so that they are able to be responsible citizens.

1.10 Comparisons of findings to those of other surveys.

Most of researches indicate poverty is a primary reason that children migrate to the street. Tigers club in Uganda (2003) mentions extreme poverty to be a causal factor. Grandson of Abraham in Kenya (200) identifies home conflicts also contribute to an increase of street children.

Mkombozi (2005) claims that absence of social safety nets are directly related to a child's feeling that they have no choice but to run to the streets. According to CCF (2004), the main reasons that the children migrate to the street are poverty, divorce and HIV / AIDS. kwetu counseling research (2000) shows street girls are just widespread as a street boys in Dar-Es-Salaam. Girls are escaping a rural environment and view the city as an opportunity for survival and livelihood.

In fact all organization position reflects our finding that home conflicts & income poverty are directly related to children migration. The survey indicates also lack of basic needs both at home and in children centers makes children run from one centre to another. "Save the children" (1999) argues that many children centers are an abuse of children's rights. This paper concurs with our position. All children have specific needs, as the numbers of street children increase, there is mounting pressure to find alternative care and protections services for such children.

Beautiful Gate – South Africa Based in cape Town NGO (2000) identifies street outreach; children care centers, community awareness as the best programmes, building of networks between organizations, community awareness as the best programs about the street child issue. Children are given a home environment that offers physical, emotional and spiritual care, as well as educational assistance, sport and recreational activities in their home based care centers.

In summary al interventions to be applied should reflects the primary reason of children being in streets.

1.11 Implication and Recommendations

The results Implied that street children are among the high risk and unsecured groups and vulnerable to various forms of exploitation and abuses. They are deprived children denied not only their rights as children but also their childhood. Without guidance, education and security, they are heading for an obscure future. They are miserable and need support. Most important, they need to be steered back to the mainstream of social life through proper education opportunities, reformation, care and rehabilitation.

It is highly recommended that in this Strategic plan special emphasis will be given towards improving the direct living conditions of street children through a children based care centre, provision of appropriate education, enhancing awareness to the community, reunification of street children with their families, mediate conflicts in families and capacity building of the CBO among other interventions. Finally working with street children is a challenge-there are no hard and fast rules that would apply to all situations. Each organization has to come up with a series of down-to-earth practical approaches and indigenous solutions most like to address the typical problems of street children in that locality. The community should not undermine them. They have enough potentiality and talent. If they are brought into a better environment, they are real hope for future.

CHAPTER TWO

PROBLEM IDENTIFICATION

2.0 INTRODUCTION

This chapter focuses on problem identification, target communities, stakeholders, project goals, overall objective of the project, specific objective and host organization in terms resources both physical and human resources.

2.1 PROBLEM STATEMENT.

From the needs assessment conducted during my attachment to OSOTWA CBO we found that the main problem facing Osotwa and Ngaramtoni street children is “Lack of a developed a consensual, systematic and appropriate response to working with street children” in summary OSOTWA CBO have no strategic plans to execute interventions to the problems. The result of this problem there is an increase in number of street children; there is a growth of underclass population in Ngaramtoni that will be a serious threat to the society in future. The children do not have a consistent care giver and thus no consistent approach to behavioral rehabilitation and development. Children move between centers and manipulate centers against one another as a result children are trapped in poverty cycle, street children become socially dysfunctional.

This problem was identified through a consultative process, problem tree, focus group discussion and survey facilitated by the author who is a CED student, Osotwa Coordinator Mr. Ole Daniel, together with the Chairman of Osotwa and President of Hope Trust Fund Mr. Ngungat, religious leaders, village Executive secretaries for Olevolosi, Ngaramtoni,

Kimnyaki, Olmotonyi, Emaoi, Olmuringaringa, NGOs representatives and representatives of street children. The problem tree problem revealed that "OSOTWA have not developed a consensual, systematic and appropriate response to working with street children." There is little consistency between the CBO in terms of the quality of services offered to street children. Consequently a significant number of children in Ngaramtoni remain on the streets and receive no services. The situation results in an increase in the number of street children who become socially dysfunctional, trapped in a poverty cycle and part of an underclass that fuels crimes and other illegal activities.

Why was this particular problem selected? This particular problem was selected because Osotwa CBO working to address the problem of Street children was found to be ineffective because of: The roles and responsibilities of Osotwa were undefined; Osotwa had a limited capacity in project development, implementation and evaluation. Lastly street children were not involved into decisions, services and programs affecting them. In summary the main problem is OSOTWA had neither strategic plan to execute intervention nor the capacity in project development, implementation and evaluation. In order to change the situation the project will emphasize in the Strategic plan to build the capacity of the CBO so that they have the skills to develop and implement appropriate and professional programmes. This will increase their productivity, effectiveness and the quality of service they offer. The project will develop a longer term strategic plan that will ensure the available services for street children are at high quality and consequently reducing will be more the number of children living on the streets.

2.1 Target communities

The first target community is OSOTWA the organization which will implement this project and the second is the community in close proximity to street children. This project will build the capacity of the CBO; once the capacity has been built there the organization will be more sustainable, professional with good governance and management. When the project will be successful the community in close proximity to the street children will be safer. The government which is using a lot of money trying to keep away street children from town will use that money for other developmental activities. The third target is the Street children who are loitering in Ngaramtoni without proper food, accommodation and above all education. When the project will be successful, street children will be sure of having high quality service, safe refuge, education love and trust. All target groups identified above have shown commitment to solving the problem of street children.

2.2 Stakeholders:

The primary stakeholders in the project are Street children including fulltime, part time, children already in centers .It is estimated almost 30 children spend a portion of day on the streets their main role in this project is to provide information from this the long term strategy is developed to address the problem of homeless youth. They expect to have safe refuge, love and services from the project more appropriate and effective services and better protection of their rights .Increased capacity in within the CBO will benefit street children by ensuring their well being and that their care givers are more skilled.

Donors support this project through financial resources or other inputs like technical support. They expect from the project to get report, monitored implementation, accurate report and professionalism. Donors will benefit as it also tallies with their desire to support collaborative approaches and sustainable interventions.

Networks on regional, national and international level include Mkombozi, CCF, Kuleana and other Multilateral NGO's who work with children include, Mondo challenge, save the children and UNICEF. They expect from the project collaboration, sharing of information, experiences, challenges and successes, payment of subscriptions and attending meetings. In turn they will help in giving ideas and exposure to the CBO and community in general.

The written press and mass media such as newspapers, printing press, Internet and television will be harnessed as mechanism to raise communal awareness about the issue of street children and strategies to address the problem. The mass media will benefit from more comprehensive coverage of social issues. They will create awareness on the Development debate and may benefit from increased sales as people follow ongoing Stories related to street children issue. OSOTWA CBO working with street children they implemented this project by writing the strategic plan and benefited by enhancing capacity building in the organization. They benefited from an increase capacity including a better understanding in developing a Strategic plan, improved administrative and an ability to plan. The CBO contributed their personnel resources, leadership, time, insight, vision and skills to the project.

2.3 Project goals.

The community needs assessment revealed that there is a problem of Street children at

Ngaramtoni, The problem tree revealed that "OSOTWA have not developed a consensual, systematic and appropriate response to working with street children." There is little consistency between the CBO in terms of the quality of services offered to street children. Consequently a significant number of children in Ngaramtoni remain on the streets and receive no services. The situation results in an increase in the number of street children who become socially dysfunctional, trapped in a poverty cycle and part of an underclass that fuels crimes and other illegal activities.

The main goal of this project is "Raising the standard of living protecting and ensuring survival rights of socially excluded street children of Ngaramtoni through capacity building".

The Purpose: Greater realization of street children's rights to protection Ngaramtoni, Arumeru district Arusha.

Overall objective of the project.

The overall objective was to support Osotwa both technically and institutionally so as to enhance the CBO's service delivery capacity to the community at Ngaramtoni.

However in the need assessment it was realized that Osotwa CBO lack a strategic plan for the intervention of street children problem. The existing capacity did not allow the organization to prepare a strategic plan. As a result of this shortcoming it was imperative to build the capacity whereby the author together with the organization staff decided to prepare a strategic plan that could serve as the framework for implementation of the street children project.

Specific Objective: "By the end of December 2006 a strategic plan for OSOTWA CBO working with Ngaramtoni street children is prepared and operational."

The procedure follows a series of activities shown below;

- Stakeholders analysis
- SWOT
- Revisit Vision
- Revisit Mission statements.
- Formulate activities.
- Set indicators, means of verification and assumption.
- Budgeting
- Start implementing the plan
- Reviewing and revising the plan.

By developing the strategic plan responding to the CBO and street children the project will strengthen the capacity of the CBO and enable them to make decision about what activities would be better implemented, thus increase productivity, effectiveness and quality of service they offer.

2.4 Host organization.

OSOTWA CBO is a legally registered charitable, non - political, non partisan and Non government organization based in Ngaramtoni, Arumeru district, Arusha region. It was registered by the Registrar of Societies in 2002 and the registration number is 11502. Its postal address is 1257 Arusha, telephone number is 0754960505 the office is located at Ngaramtoni 14 km from Arusha city; it is between Emaoi primary court and Evangelical Assemblies of God church. Osotwa began tackling the problem of street children in 2004, 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 (shelter food, clothing, medical care and counseling) in some cases assisting families affected by HIV and enabling them to support children following the death of family members. The members of OSOTWA who are about 20 are working as volunteers in this project without any short or long term plan .The permanent staff is about five and includes the following areas of specialty teachers, administrators, Economists, nurses, peasants and farmers and Accountant.

This Project responds to the escalating problem of street children at Kimnyaki Ward particularly Ngaramtoni Township. It is estimated that children constitutes 46% of the total population of Tanzania and that 26% of the population is living with urban centers (by Tanzania ministry of community development 1996). According to Mkombozi census for the street child population in Arusha and Moshi, it was revealed that Kimnyaki ward is leading in urban child migration in Arusha region. Also the income is 160,000Tshs per person per annum. On 21st October 2005, the author began his engagement with CBO (OSOTWA) through helping the host CBO with technical assistance so as to enhance the CBOs service delivery capacity to the community at Ngaramtoni.

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction.

Literature review section reviews the information that would lead to an understanding of the subject matter of the street children and strategic planning. This project will participate on preparation on short term plan and long term plan (strategic plan) for Osotwa CBO to support interventions for street children. The intention is to give a brief summary of existing literature regarding street children and strategic planning. The review of literature is divided into three subsections namely theoretical framework, empirical literature and policy review. The main focus will be on Sub-Saharan Africa, and particularly Tanzania where the research took place.

3.2 Theoretical framework

Theoretical framework of this subject matter has been subdivided into different Sub headings.

- 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

- The context in which Osotwa CBO works
- Strategic planning concept.

3.2.1 Who are the street children?

Without an accepted definition of the term "street children" it is not possible to determine their number accurately. Estimates by governments, NGOs, and other groups vary widely. Nevertheless, it is believed the number of children living on the streets worldwide runs to tens of millions.

Street children are a diverse group. Through interviews with service providers (which match with most of the research done in Tanzania), and brain-storming sessions with the team members, street children are mainly defined as: Children less than 18 (based on how childhood is legally defined in Tanzania), Males or females, who spend all or most of their time on the street, who maintain minimal contact with their families, or have no contact at all, and lack supervision, protection or guidance, which makes them vulnerable to a wide range of health and psychological hazards. Indeed, the meaning of the term "street children" is widely debated. But at the center of each definition are children who are "out of place." If they are sleeping on the streets, they have lost or left their families and homes. If they spend their days working on the streets they have abandoned, or been abandoned by, the system of education. If they are playing in the streets, this is most likely because they lack other options. (Chan, 2004).

When we refer to street children we mean children who spend all the day on street. Some of them remain there at night; some have homes, others drift in and out of the houses of families, relatives, employees, and friends. Tom et al (1993).

Children of the street are those who live and sleep on the street ,who have very little, if any, contact with their family, contrary to the popular belief that the majority are orphaned or abandoned (Rizzini 1994).

Street living children: are children who cut ties with their families and live alone on streets. Chan, (2004)

Street working children: Spend all their time or most of their time working on streets to provide income for the families or for themselves. These children have a home to return and do not usually sleeps on streets.

Children of street living families: children who live with their families on the street (Phyllis 2006) Street children are either full time or part time. Full time street children live, sleep, eat, and work on streets without adult care. While part time street children spend a part of each day on streets, begging, playing or working and then return home at night .Any children who live in poverty or are victims of family breakdown are at risk of coming to live on street on full or part time (Mkombozi annual report 2003).

3.2.2 Why work with street children?

Children represent hope and the future in every society. Yet, in many parts of the world, children and their futures are at risk.

In the Asia children less than 14 years old make up 30% of the population. Without proper protection this vulnerable group can suffer undernourishment, poor health, and intellectual underdevelopment, which can have lasting impacts on young peoples' ability to participate fully in their communities and the broader economy. Investing in

their protection has profound implications for the development of the world. Children can end up on the street for a wide range of reasons, from the necessity to help feed their families to the need to escape a hostile home life. Whatever propels them onto the street, their presence is a stark, worrying sign of deeper social problems.

3.2.3 Statistics:

There can be no certainty as to the exact number of children living in the streets of the world today. Estimates range from several million to over one hundred million (Lugalla and Kibassa 2003: 15). They are about one hundred million street children throughout the world among whom at least forty million are in Latin America. (Hannah 2003). It is estimated that they are about 75,000 street children nation wide in Indonesia, out of which 90 % are boys. They are reportedly over 60,000 street children in Nairobi as well as other major towns in Kenya. In the Asia children less than 14 years old make up 30% of the population (Jimmy 2005). Since early 1990's Tanzania has witnessed a visible increase in the number of children living and working on streets as a consequence of poverty acting on the family and the HIV/Aids pandemic. It was estimated in 1996; that children constituted more than 46% of the population of Tanzania and that 26% of the population was living in urban centers: It is expected that these figures will grow significantly over the coming five year (Kate 2000). What is accepted, however, and of increasing concern, is that the phenomenon of children living, working and surviving on the streets is a global problem, affecting developed and developing countries alike, although the magnitude of the problem varies with less developed countries facing more acute problems. (Kilbride et al 2000, Lugalla & Kibasa 2003). A census conducted by Mkombozi in 2003 identified 259 full time and 520 part time street children in

Moshi and Arusha town. (Mkombozi annual report 2003) .In Mwanza there are about 400 children in the streets 75% stay at kuleana street children centre.(Kuleana annual report, 2000) Out of 1876 registered children in the CWIN programme in Kathmandu Nepal only 56 (4%) were girls. Several social values and traditions such as discriminatory and sheltered upbringing for the girls, restriction of freedom, confinement, early marriage, women trafficking, sexual abuse etc. are the reasons there are so many fewer girls on the streets of Kathmandu as compared to boys. Studies in Kenya found that only one third of Nairobi's estimated 10,000 street children were female (Ayiemba 2002 : 71). When they are forced or choose to leave home; many initially become domestic servants and so are consequently less visible than boys who are often seen begging (Ruvero 2003). Later as they grow up and become more independent, they join the entertainment industry as barmaids, hotel attendants, and prostitutes (Lugalla and Mbwambo 1999), but still tend to be hidden from public view. Working street children in LDCs range in age, although children as young as four can be found begging or selling on street corners or buses', however the average age the street children is ten to sixteen years. A significant percentage of working street children are boys, many of them employed as street hawkers and peddlers. A Latin-American study found girls working both on and off the streets as vendors, maids, waitresses, dishwashers, and prostitutes. Other girls were involved in begging, stealing, scavenging in dumps, singing on street corners, carrying bags or luggage, or accepting other kinds of manual labor.

Most girls work part-time but continue to return home. Street girls are clearly subject to greater risk of sexual exploitation than boys, but they are also more susceptible to economic exploitation because of their gender. In a number of Latin-American countries, the lives of

street girls and other working girls are characterized by early sexual initiation and abuse; exposure to STDs, including AIDS; and unwanted pregnancies. It is not easy to find a significant number of girls in streets, as they take little time in streets before becoming prostitutes, placing them at even higher risk of acquiring STD

3.2.4 The root causes that drive children to streets:

The immediate reason why a child leaves home to go and work or live on the streets could be a sudden drop in family income, loss of support from an adult family member due to illness, death or abandonment or an episode of domestic violence. (ILO report 2002). Children end up on the street for countless reasons, including parental landlessness, domestic violence, rural urban migration, family homelessness, unemployment, natural disasters, civil unrest, and family disintegration- which is increasingly the result of parental illness or death from HIV/AIDS. In the varied and rapidly changing context, the root causes range from the misery and social exclusion of extreme poverty, to the consumer desires and substance abuse that cause relatively wealthy children to run away from home in newly industrializing countries. (H. Beazley, 2003). A child's departure from home is seldom sudden. In Tanzania, Mkombozi's research has identified that the immediate causation of street children is conflict. Conflict is a factor within the home environment that frequently pushes children to run away and conflict is endemic to life on the streets. In Tanzania's case, the structural causes of child migration to the streets include, a rapid population increase, an unresponsive employment market; an under resourced educational system, increased pressures on peasants; and increasingly uneconomic small holdings in rural sector, weak economic climate, limited

employment opportunities, consequently, many believe that a better life is easily available in urban areas and flock to town. (Hannah Johnson et al 2005). The reasons why children end up on the street vary, but a few causes seems to be predominant; physical and sexual violence at home, hunger often caused by poverty and unequal distribution, being orphaned or abandoned, increasingly as a result of AIDS, problems with care givers, corporal punishments in schools, and expulsion of pregnant school girls (Kuleana. 1996). Most of the street children come from the poor farmers or agriculture workers. The rest of the children's parents are involved in several low-income jobs such as construction labor, driving, small business, and carpets and tailoring. Only a very few children belong to the middle class families. Regarding parental condition, most children have both or single parents. Some have step parents while a number of them are orphans. (Kuleana 1996).

3.2.5 The effects of street children phenomenon:

- Social problems on children who grow under such conditions. Street children live under squalid conditions and others lack parental care, affection, education and opportunities for healthy growth and development (Auret, 1995). In Zimbabwe there is growing disquiet over the number of children working and living on the streets. The moral values and behavior are seen as different from that of other children who are not street children. These children have been portrayed, especially as thieves or criminal (Muchini 1994). However as the Muchini(1994) study suggests, the work some children do for example loading and unloading trucks and buses, exerts a great deal of demand on their meager calorific value reserves. This together with excessive alcoholic use and poor nutrition may weaken their nutrition resistance to diseases.

- Other types of work done by street children is guarding of cars, sell goods on the streets (vendors), cleaning of cars earning more than minimum wage and are seen to be a risky for HIV -Infection, (Dube 1997) found out that both street girls and boy gave risky sexual activities that make them vulnerable to HIV infection. Street children in Kenya face innumerable hardships and danger in their daily lives living outside the protection of responsible adults street children are easy and silent targets for abuse by police and society at large. They are subject to frequent arrest simply because they are homeless. Life on the street involves many aspects both good and bad. Trying to get food is a major issue for street children. A lot of their time is spent on finding ways to get food. Finding a safe place to spend the night is also very important. In the night street children are regularly harassed, beaten and sexually abused by older street children are regularly harassed, beaten and sexually abused by older street youth or adults. Street children live in very unhealthy surroundings Education is hardly available, they have to work to survive, people see them as dirty thieves that the city need to get rid of. Life on street children is in sharp contrast to Tanzania legislature, the UN convention on rights of child. (Kuleana 1996).

3.2.6 Interventions for street children:

The child arriving in street runs away from a situation of poverty and seeks an alternative. When his rights to education to health and to leisure, if three fundamental rights are really respected he has no pretext to go to the street (Simon 2006)

There are a number of organizations that work with street children providing them with food, clothing, shelter, education health care, love protection and basic rights.

(Ruvero and Bourdillon 2003) argue that if intervention is to be carried out, it has to cover all areas simultaneously through an emphasis on the following four baselines or levels of intervention: Structural-based intervention, Community-based intervention, Center-based intervention, Street-based intervention. At the structural functional levels, there are various intervention options and projects that can be carried out through targeting the following areas

Child rights Divorce should not be allowed except when making sure that one or both parents and institutional care would protect children. Severe penalties should be reconsidered for parents who abuse or exploit their children. Community – based intervention, the project should aim at strengthening families at risk and reducing vulnerability among street children. This may be accomplished by integrating this approach with other existing projects.

A center-based approach is needed to develop the capacity-building of NGOs that provide residential care for children, and aim through its center-based activities to deal with the problem of street children. Support to this approach can be carried out through the following: Supporting the activities of NGOs that provide residential care to street children, especially children in need of full residence. Street based intervention is highly recommended for all NGOs working with street children to fill the gap between center-based activities and the real situation and immediate needs of street children. The activity can be very helpful in reaching out to street children in remote areas, and could be a main tool for effective intervention and rapid assessment. The following program/activities are suggested: Producing a Street Education Manual that suits local culture and could act as a main tool for training NGOs, and training of other NGOs interested in dealing with street children on methods of street intervention and provision of rapid assessment. The Manual could be

designed to target special issues of intervention such as substance abuse, health, community mobilization, carrying out training programs to service providers on methods of street education legal support should be given to street educators when working on the street-level.

Strategic Planning Process

The strategic plan is the road map continuous improvement within the organization so it can advance its mission meeting the future challenges. It guides the business and improvement efforts. The strategic plan is an entire system geared toward continuously detecting changes in the outside world, deciding how to deal with them, and translating these needed changes into programs that produce desired results Mintzberg,(1966)

3.2.7 Steps in Developing Strategic Plans

Strategic planning is an essential first step in the development of a result –based accountability system, is defined as the process of addressing the following questions; where are we? What do we have to work with? Where do we want to be? How do we get there? Although this process appears systematic and rational, it is often iterative and evolves substantially over time. Further, it is subject to political pressure and will be modified accordingly. Some strategic planning efforts may not include all the steps described. The elements and process described in the next section should be modified depending on context. William (1997) the first step in the strategic planning process is to address the questions “Where are we? And “What do we have to work with?” Where do we want to be? How do we get there? Although this process appears systematic and rational, it is often iterative and evolves substantially over time. Further, it is subject to political pressure and will be modified accordingly. Some strategic planning efforts may not include all the steps described. The

elements and process described in the next section should be modified depending on context. William (1997) the first step in the strategic planning process is to address the questions “Where are we? And “What do we have to work with? “ Examination of recent history and changing contexts (both internal and external) of the state, organization, program, or sub-program allows participants to assess current positions. Answering the question of what we have to work with involves consideration of strengths and weaknesses and determination of how to capitalize on strengths. The next step in the process is answering “where do we want to be?” as the articulated vision stems from the values of those involved in the process, it is essential that this step involve all of those who will have a stake in the achieving the vision. For agencies and programs, the vision is then translated into a mission statement: a broad, comprehensive statement of the purpose of the agency or program. States and communities may not have mission statements, as they may have multiple purposes. If unable to design mission statements that can encompass multiple divergent goals, planners should articulate several separate missions’ statements reflecting different goals; planners should articulate several separate mission statements reflecting different goals.

The next step in the planning process is the articulation of goals; this is a desired range condition of well-being for the state, agency, or program. An example of a state goal is that all children and families are healthy by the year 2010. After articulating the vision and determining goals, planners must address means of reaching their goals. This step involves articulating strategies for achieving results. Strategies should reflect the strengths and weakness of the entity engaged in the planning. For example, a very small office should recognize that its size could be both a weakness and strength. The size would limit it to

strategies that do not require large human resource commitments, but would allow it to use strategies requiring rapid dissemination of information throughout the organization. Recognition of relative strengths and weaknesses is helpful in identifying promising strategies. Addressing goal measurement involves articulation of objectives, indicators and benchmarks. Objectives are the short-term conditions needed to achieve desired conditions of well-being for children, families, or communities in the long term. Indicators are quantifiable measures of progress; they provide numeric assessment of the desired conditions of well-being. Benchmarks are target levels of performance expressed in measurable terms and specified time frames, against which actual achievement is measured. Porter (1980)

3.2.8 NGOs Strategic Planning: Many NGOs have developed strategic plans to guide results-based accountability systems. Examination of numerous planning processes yielded the following lessons: Successful efforts involve stakeholders and gain their support. Strategic plan should reflect views expressed by all those involved in the process. NGOs that have successfully designed and adopted plans included all those interested in the strategic planning process. For example, processes have been developed to involve program managers, providers, legislators, and the public in the articulation of visions. Some states have held public meetings; others have coupled meetings of policymakers with public opinion polls asking about the core values of citizens. Inclusion of key stakeholders can take many months and requires that resources be devoted to the activity. However, it is essential to the success and sustainability of the effort. Prioritizing goals is an essential step in developing a strategic plan. Strategic plans are not merely laundry lists of goals, but rather reflect the priorities of

those participating in the planning process. The most useful plans are succinct and easily translated into useful measures. Inclusion of too many goals causes NGOs overwhelmed with the details of data collection and reporting. Friedman (1996) recommends choosing a limited number of broad goals that reflect multiple objectives.

Successful public strategic planning processes address conflicting mandates and goals. While developing strategic plans, organizations should recognize that programs may have conflicting mandates and be explicit about what the organization can and cannot do in light of the mandates. Stenzel (1997)

3.3 Empirical Literature:

This sector covers a review of similar projects dealing with similar project in Tanzania and other projects outside Tanzania.

3.3.1 Local experience;

3.3.2 Children for future (CCF) programmes and approaches:

A child for future (CCF) is an NGO working with street children in Arusha. According to CCF, the main reasons that children migrate to streets are poverty, divorce and HIV/AIDS. CCF underwent the first strategy planning in order to determine its position in wider environment. This enabled them to come up with a clear plan for four years 2004-2007. Their main activities are Reunification of children with their families. They work to build trust with children and tell them about their Drop in centre and Residential centre. Reunification is only done if the family is capable of caring for and supporting the child. CCF provides counseling, education and vocational training to children on streets in Arusha, such that the children can generate income and finances. Small grants are also given to older children to participate fully

in their own income generation schemes and micro enterprises, which they can manage and run themselves.

3.3.3 Kuleana centre for children's rights: Kuleana operates one of the largest street children programs in Mwanza. The program assist children and family to gain skills and support they need to reintegrate the child successfully in the community.

Kuleana believes the reasons why children end up on street are physical and sexual violence at home, hunger often caused by poverty and unequal distribution, being orphaned or abandoned increasingly as result of AIDS and problems with care givers. Upon entering Kuleana's street children centre the children sign a social contract. They receive food, health care, clothing and shelter in exchange for participation in Kuleana educational programmes (formal and non formal education, work training).

The street children centre also raises awareness about children's well being.

The program is not an orphanage but a temporary bridge between the street children and the community. Until December 1996 over 2000 children have been reintegrated successfully by Kuleana.

3.3.4 Kwetu Counseling:

Kwetu counseling is a project that works specifically with street girls in Mbagala Dar es salaam. The organization believes there are many girls on the streets living in difficult situation. Whereas boys survive street life by committing petty crimes girls turn to prostitution. They claim that girls are on streets primary because:-

- The girl mother is a prostitute and the child must spend time on the street while her mother invites "Customer home"

- The girl escaping a rural environment, and view the city as an opportunity for survival and livelihood. The organization works in streets to meet these girls and refer them to an outreach centre where they are given up drugs, begging and prostitution. Girls are invited to "Kwetu" Shelter-a home where trained staff lives with the children in a safe, settle environment for a longer-term care. The girls are encouraged to return to school to undertake vocational training, and to develop dreams and aspirations for their future.

3.3.5 Mkombozi Centre for street children (Moshi):

On the basis of research and experience, Mkombozi knows that children migrate to the streets because they become "vulnerable" Mkombozi considers children to be vulnerable:

- When they live in poverty
- When they are abused or neglected
- When they are abused within the home and or their mothers are victims of domestic violence
- Where conflicts and fighting are more common than love and care
- When the adults who are supposed to care for them misuse the family money
- Where the children do not get the opportunity to go to school. Where

home is worse for the child than life on the streets.

Mkombozi centre for children which is basically operational in Arusha and Moshi provides a safe space with food and medical care, emotional support, education, recreation and youth employment for street children.

Mkombozi advocates for children to be priorities by families it focuses on conflict

mediation in families, communities and with street children. Empower communities, families and children to identify and support children at risk, strengthens other civil society organization in Tanzania by sharing their practices,

3.4 Worldwide experience

Street Youth Radio Program – Mozambique Community Media for Development and GOAL Mozambique works with a group of street youth to develop radio programs to address issues of HIV/AIDS, women's rights, children's rights, and other issues affecting youth. Songs, skits, and messages were written, recorded and produced into a series of audio programmes in Portuguese and Shangani. These are distributed to community radio stations for broadcast, and also used to interact with youth groups.

3.4.1 Children at Risk from HIV/AIDS – Ethiopia Working in three areas of Addis Ababa with approximately 5000 street children at risk, the project aims to reduce the rate of HIV/AIDS infection amongst Ethiopian street children and the community through education about safe sex. Peer educators are trained to share their knowledge with others in organized support groups and with their friends on the streets. Project organizers say some children have also developed the necessary skills to train other boys and girls to become peer educators.

3.4.2. Shangilia Mtoto wa Afrika (Rejoice Child of Africa) – Kenya This Christian program focuses attention on Kenyan street children through theatre. The project uses drama, acrobatics, singing, dance, and martial arts demonstrations to help raise money for a street children's home as well as to raise awareness of their situation. The theatre production also aims to help the children realize their potential and increase self-esteem.

3.4.3. Promote Peace & Reconciliation – sierra Leone Aims to promote national reconciliation in post – conflict Sierra Leone by improving the rights of girl-mothers, street boys likely to have been child soldiers, children displaced during the civil war and girls used as sex slaves by the rebels. The project promotes the reintegration of girl mothers and street children into society, and, where possible, reunification with their families. It seeks to increase understanding and change attitudes by working with the families and communities of the young people. Media campaigns are incorporated into the project, raising awareness and encouraging discussion via local radio broadcasts, leaflets, billboards and articles in newspapers and on the Internet.

3.4.4. Beautiful Gate – South Africa Based in Cape Town, street outreach, residential and community outreach programmes aim to build community awareness about the street child issue, build networks between organizations in order to facilitate street work and engage with children living on the street. Children are given a home environment that offers physical, emotional and spiritual care, as well as educational assistance, sport and recreational activities.

3.4.5 Working with Street Children: Win's Experiences in Nepal Established in 1987, CWIN, as an advocate organization on the right of the child, has continuously working for the rights, welfare and dignity of street children was established in 1989 following CWIN's field visits and studies which revealed the tragic problems of street children. The opening of CWIN Common room for the support and socialization centre for street children was CWIN's first step in the relief, welfare and support action on children at risk. Since then,

CWIN has expanded its socialization, welfare and rehabilitation programmes for street children.

CWIN recognized the Child as an inherent component of society deserving the best that it has to offer. CWIN believes that every child has an inherent right to justice, peace and freedom, and deserves access to all fundamental human rights including education, health care, love, respect, security and protection. Development for children is not merely a technical matter: it should be a basis for national development. Therefore, all action concerning the child should take into account his or her best interest.

While not denying the necessity of part-time work for children under given socio economic conditions, in general, CWIN recognizes child labour as a form of socio economic exploitation of children covering the denial of basic education, long working hours, under or no payment, forced labour, and health hazardous working conditions. In the Nepali reality, the exploitation of children exists mostly in the form of child labour, trafficking of children, child marriage, street children, and bonded child labour. The abolition of such child servitude is the ultimate goal of CWIN; thus, CWIN believes in action through advocacy. The CWIN approaches for Intervention are field Experiences, Socialization Process, Education and Training for Capacity Building, Participation in Action, Advocacy in Action, Co-operatives in Action, Family Re-unionization and Community Linkage, Networking and Alliance.

3.4.6 Brasilia, Brazil. The National Movement for Street Boys and Girls (Movimento Nacional de Meninas de Rua MNMMR) in Brasilia, was created to detect, document and denounce Widespread and often fatal violence committed against street children.

This project also provides street educators with professional training in child psychology and family counselling. The program emphasizes the importance of youth involvement in decision making. Sessions are designed to promote networking and the exchange of ideas between street educators and others who work with street children. To encourage strong local support, their outreach work is implemented through small local committees which hold weekly meetings for groups discussion, problem solving and other activities. Through dissemination of materials, public awareness campaigns, and monitoring legislation, MNMMR is able to monitor and educate people on public policy affecting street children.

3.5 POLICY REVIEW:

3.5.1 UN Convention on rights of the child

In order to handle the escalating problem of rights of children, in November 1989 after ten years of negotiations the General Assembly of the United Nations unanimously adopted the convention on the rights of the child. The convention came into force on September 2, 1990.

- The convention makes clear that children shall no longer be seen as objects of actions on their behalf, but should be entitled to a voice in decisions affecting their well being.
- The conventions do not only give rights to children, but also contains responsibilities and duties for parent and governments as well as children themselves. Countries that parties to the convention are obliged to report regularly to the committee on the rights of the child. The report needs to explain progress on the implementation on their country.

3.5.2 The African Charter on rights and welfare of a child

In July 1990, the 26th ordinary session of the Assembly of Heads of state of the organization of Africa Unity (OAU) adopted the African Charter on rights and welfare of the child it has 48 articles and is the first regional child rights treaty. The charter contains the rights of all persons less than 18 years of age and notes with concern the critical situation of most African children.

3.5.3 Child Development Policy of Tanzania :

Tanzania ratified the UN convention on the rights of child on May 26, 1991. By ratifying the convention the government committed itself to review all laws and policies, which are harmful to children. In 1996 October the government produced its first child Development Policy. The policy stipulates very clearly on the rights of the child. It gives measures to promote the rights of the child by ensuring child's survival from the time of pregnancy to reaching adulthood. To make both parents responsible for caring children outside marriage among other rights. In chapter five the policy states that children need protection in order for them to grow well physically. The development of child is related to his/her physical, intellectual, moral and spiritual growth. In order for a child to grow well he/she needs to be cared for, given guidance, and brought up in accordance with norms on the community.

3.5.4 National strategy for growth and reduction of poverty (NGSRP) 2005-2010:

This was recently established as Tanzania's national strategy to promote economic growth and reduce poverty. The focus of NSGRP is to address the "Multidimensional nature of poverty" In goal number 4 the strategy advocates on "Adequate social protection and rights of vulnerable and needy group with basic needs and services"

For the first time the groups such as street children are identified and needing special attention

CHAPTER FOUR

PROJECT IMPLEMENTATION

4.0 INTRODUCTION

In order to improve the Osotwa service delivery capacity to the street children at Ngaramtoni it was realized in the CNA that Osotwa CBO had to prepare a strategic plan for the intervention of street children problem.

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. This Strategic plan is fundamentally about setting the underpinning aims of the organization choosing the most appropriate goal towards those aims and fulfilling both overtime. It is one of the requirements of Organizations, Government and Donors Agencies to monitor and evaluate all the activities performed by the CBO.

4.1 PRODUCT AND OUTPUTS.

The **main product** is the strategic plan which provides the framework under which the Organization's development and fulfillment of its mission will be implemented. The Goals, objectives and activities provide the basis under the performance of the Organization will be judged. They represent the core areas which an institution strives to achieve and therefore the justification for existence at least for the plan period. All the sources and costs of money for each activity have been identified in table 10 and table 11. Detailed plan which show the goals, objectives, and activities have been shown in the table 9. In the plan indicators defines what is to be monitored or evaluated to give achievement of objectives. This strategic plan was carried in a participatory workshop Situation. The participants include members of Board

of directors, Osotwa staff, Development partners, village leaders, religious leaders, street children and institutions working with vulnerable children. The process enabled the organization to critically examine the internal functioning and context to which it operates. Other components of the process are visioning process, mission review, revisiting goals, setting objectives, formulating activities, planning of organization structure, budgeting, setting time schedules, resource mapping, monitoring and evaluation which enabled the organization to come up with a clear strategic plan for the next 3 years 2007 to 2009. Table 7 and Figure 1 shows the strategic plan process.

The frame work is comprised of 9 stages.

- Stakeholders Analysis
- SWOT analysis
- Revisit Vision and mission statements
- Revisit 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.

4.2 Origin and mandate if the OSOTWA CBO.

The mandate and Scope of OSOTWA'S work can be grouped under two main categories, which include what the organization MUST do and what it MAY do. The first category comprises things that the Organization is obligated to do; these are priority areas. The second

category comprises things that may be done if resources allows. After critical analysis of the constitution, it was agreed that what must be done by the organization includes all the goals which have been stipulated in this Strategic plan:

- 1 Enhancing the institutional capacity building within OSOTWA CBO for effective achievement of the mission.
- 2 Providing formal, informal education, environmental and vocational training to street children.
- 3 Provide social environment to street children and enabling them to be responsible people.
- 4 Promoting community awareness on matters related to street children
- 5 provision of basic need to street children
- 6 Networking with other organizations.

What may be done includes:

- 1 Providing formal informal education also environmental and vocational training to all vulnerable children.
- 2 Provide social environment to vulnerable children and enabling them to be responsible people.
- 3 Promoting community awareness on matters related to vulnerable children.
- 4 Provision of basic need to vulnerable children.
- 5 Providing technical and consulting support and consulting services to grassroots NGO dealing with street children.

4.3 Project Implementation

Table 7: Project implementation

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					
VISIONING PROCESS	Project Coordinator and CED Student					
Revisit mission statements	CED Student					
Revisit 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					

OSOTWA Survey 2006

The Strategic plan will implement short term and long term interventions for Ngaramtoni street children. These interventions include Provision of basic needs in form of clothing, shelter, medical services, and accommodation to street children, Provision of informal and formal education as well as vocational training to street children, Promoting community

awareness and carrying out advocacy on matters related to street children, Networking with other organizations and institutions for sharing information experience as well as interventions that are geared to improved performance, Enhancing institutional capacity of OSOTWA for efficient achievement of its mission. The following tables and figures will be given:

- a) In summary the Products and Output are shown in table 9.
- b) Project planning is shown in appendix 1- 4.
- c) Implementation plan is shown in Appendix 5.
- d) Staffing is shown in appendix 8.
- e) Budget is shown in appendix 6, table 10, table 11 & 12.

FIGURE 1: THE STRATEGIC PLANNING PROCESS

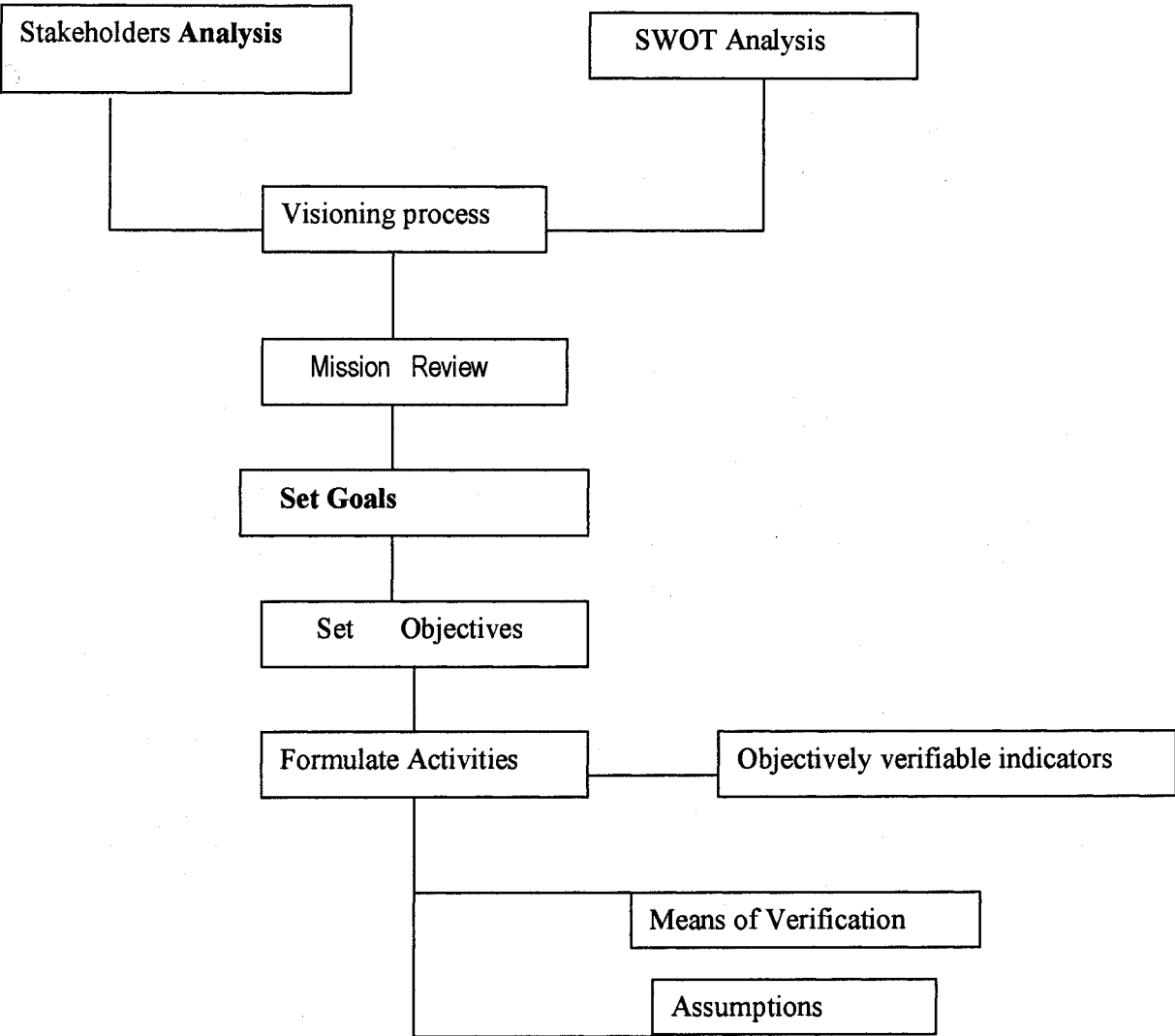


TABLE 8: STAKEHOLDERS ANALYSIS

Stakeholder		Business/Activities	Stakeholders Expectation from OSOTWA	Stakeholders Contribution	Nature of Relationship
1.	Children		<ul style="list-style-type: none"> • Love and trust • Safe refuge • High quality services 	<ul style="list-style-type: none"> • Time • Cooperation • Ideas and opinions • Participation. 	<ul style="list-style-type: none"> • Relatively good and in some cases depends on the child in question
2.	Donors	<ul style="list-style-type: none"> • Funding and technical assistance 	<ul style="list-style-type: none"> • Result based operations • Professionalism • Accurate reports • Monitored implementation 	<ul style="list-style-type: none"> • Technical inputs • Money • Support with external evaluation • Profile raising • Publicity 	Good
3.	Media	Dissemination of information	Cooperation Information	Publicity and awareness on Osotwa concerns	Good but not used to the optimum by Osotwa
4.	Social welfare department	<ul style="list-style-type: none"> • Technical advice • Networking with NGOs 	<ul style="list-style-type: none"> • Quality services with children and families. • Adherence to government laws and policies. • Upholding the international conventions on the rights of a child. 	<ul style="list-style-type: none"> • Time • Advice • Cooperation • Expertise 	Dormant
5.	Osotwa members	<ul style="list-style-type: none"> • Amend the constitution. • Elected Board of Directors. • Make strategic decisions 	<ul style="list-style-type: none"> • Transparency • Accountability • Professionalism • Results • Good management and governance. • Sustainable organization 	<ul style="list-style-type: none"> • Commitment • Annual subscriptions • Make top-level decisions. 	<ul style="list-style-type: none"> • Generally Good
6.	Osotwa staff	<ul style="list-style-type: none"> • Implement Osotwa policies and activities. 	<ul style="list-style-type: none"> • Staff capacity building • Staff development strategy • Staff supervision and appraisal. • Supporting working environment 	<ul style="list-style-type: none"> • Skills • Knowledge • Time • Resources • Love and care 	<ul style="list-style-type: none"> • Good.

7..	Board of Directors.	<ul style="list-style-type: none"> • Making policies and decisions of Osotwa. • Holding management accountable 	<ul style="list-style-type: none"> • Transparency • Accountability • Results • Professionalism • Good management • Sustainable organization 	<ul style="list-style-type: none"> • Commitment • Regular visit to the centres • Support management • Technical support • Time 	<ul style="list-style-type: none"> • Dormant.
8.	Organizations /institutions dealing with children	<ul style="list-style-type: none"> • Promotion of children's rights 	<ul style="list-style-type: none"> • Cooperation • Good communication • Information 	<ul style="list-style-type: none"> • Sharing of information and experience 	Good but not used to the optimum by Osotwa
9.	Parents	<ul style="list-style-type: none"> • Regular visits to children. 	<ul style="list-style-type: none"> • Advice • Quality services to children • Financial support • Conflict mediation 	<ul style="list-style-type: none"> • Providing information about children • Acting on Osotwa interventions 	<ul style="list-style-type: none"> • Relatively good.
10	Ministry of Justice	<ul style="list-style-type: none"> • Law reform/review • Enactment of laws • Legal opinion and assistance • Promotion of access to justice 	<ul style="list-style-type: none"> • Annual returns from Osotwa in form of minutes of the AGM. • Information on changes that take place in the organization including amendments on the constitution. 	<ul style="list-style-type: none"> • Advice on the status of the organization's legality. • Ratification of constitutional amendments. 	<ul style="list-style-type: none"> • Weak and dormant
11	Ministry of Home Affairs	<ul style="list-style-type: none"> • Enforcement of law and order 	<ul style="list-style-type: none"> • Adherence to laws of the country. • Information on status of law and order 	<ul style="list-style-type: none"> • Ensuring that there is law and order – security of people and their property. 	<ul style="list-style-type: none"> • Rather weak
12	Arumeru District	<ul style="list-style-type: none"> • Formulating plans for the district. • Formulating by-laws and supervising their implementation 	<ul style="list-style-type: none"> • Adherence to the by-laws and regulations of the council. • Information on the activities of Osotwa 	<ul style="list-style-type: none"> • Recognition of Osotwa • Enact by-laws reflecting the rights of children. 	<ul style="list-style-type: none"> • Rather weak and undefined.
13	Religious organizations	<ul style="list-style-type: none"> • Provision of spiritual and religious services 	<ul style="list-style-type: none"> • Open up the organization for spiritual services. 	<ul style="list-style-type: none"> • Commitment to the provision of spiritual services to children. 	<ul style="list-style-type: none"> • Good

14	Volunteers	<ul style="list-style-type: none"> • Provision of skills in the implementation of activities 	<ul style="list-style-type: none"> • Work placement • Qualified personnel to work with. • Emotional support 	<ul style="list-style-type: none"> • Time • Knowledge and skills • Exposure to ideas • Money 	<ul style="list-style-type: none"> • Good
15	Education department in Arusha and Arumeru	<ul style="list-style-type: none"> • Provide education service to pupils. 	<ul style="list-style-type: none"> • Information with regard to children's needs for education. • Abiding by educational policies. 	<ul style="list-style-type: none"> • Vacancies in schools. • MEMKWA tuition. 	<ul style="list-style-type: none"> • Good especially with the district education officer for Arumeru.

4.4 SITUATION ANALYSIS

This section presents an analysis of both internal and external environment which Osotwa CBO is operating the outcome of the assessment culminates into identifying issues below. See appendix 1.

4.4.1 The External Environment.

4.4.1.1 The State of Poverty

Since in mid 1970's, the price of cash crops such as coffee, tea among others fell significant while interest rates and oil prices rose. As a result, developing countries lost large portion of their GNP and where paying considerably more to service the loans: There is a notable increase in poverty in Tanzania in 1999 Tanzania spent 33% of its budget to service loans, 4 % on education and 3% on health (Wodsta 2003). There is notable increase in poverty among women due to poor technology in agricultural production, lack of markets, additional work needs to be done at grassroots level to help women who are the main custodian in African culture. In Arusha region 31% of population live below poverty line with food taking up an average share of 69% in household budget. Since late 1990s the effects of free market trade in coffee has had significant ill effects on the economy of the region resulting in poverty, with children bearing the major burden. Inevitably children, youths and adults hold an expectation of better life in urban areas that acts as a catalyst for much child and youth migration to the towns.(Mkombozi 2003).

4.4.1.2. Patriarchy system in Maasai culture and Waarusha where a social system is such that men are dominant. Men have power ownership and control over the family wealth such as livestock and land other while women are powerless and have no or fewer ownership, violence against women is very common at all levels of society. Women are also subjected to verbal abuse by being insulted harassed and treated with contempt. Women are often regarded as second class citizens whose purpose is to serve and obey men.

Violence against women has existed and has caused a lot of family problems which result to the production of street children.

4.4.1.3. HIV/AIDS.

HIV/AIDS is one of the leading problems in Tanzania and is a threat to the development of the country it has negative economic impacts. In that the disease erodes the productive section of the workforce. It also contributes to large number of AIDS orphans, street children and children living with HIV/AIDS. Additionally, negative traditional and cultural practices such as widow inheritance, polygamy, stigma attached to those living with HIV/AIDS have accelerated the rate of vulnerable children.

4.4.1.4. Lack of access to sectoral and cross-cutting policies.

There are various sectoral and cross-cutting policies in Tanzania that provide a basis for children rights and advocacy, although various policies aimed at children rights have been formulated in Tanzania, lack of advocacy, facilitation, institutional rivalry and non-coordination at central level are drawbacks to their implementation.

4.4.1.5. Under the primary Education development Plan (PEDP) the Tanzanian government focus is on school enrolment, mere expansion of schooling facilities and getting children enrolled is not likely to get the poor out of poverty trap. Inadequate infrastructure and inability of parents to buy text books, uniforms and other necessary commodities to their children produces many dropouts and their subsequent migration to the streets.

4.4.1.6. Familial conflict and breakdowns has direct link with children dropping out school and then later leaving home for the streets.

4.4.2 Internal Environment

4.4.2.1 Historical background.

The Osotwa CBO was initiated in 2001 inspired by the government efforts towards achievement of the goal of meeting the protection and survival rights of socially excluded children.

4.4.2.2. Potential for Networking & coalition.

Osotwa CBO is a non governmental organization emerging from the local people around Mt. Meru. However there are a lot of unexplored opportunities that would enable the organization to grow further and expand.

4.4.2.3. Potential for partnership

Apart from networking with NGOs like Mondo Challenge, Oikos Tanzania, the organization has been opening windows for partnership with TANAPA, Meru forest plantation, Forest training Institute, and jointly maps out plans on how to implement community development work.

4.4.2.4. Regional and local Government Relations.

The organization has widened its identity through building a good cooperation with regional and local government. The government authorities at Arumeru district are aware of the organization and its purpose. At ward level where the program operates the village leaders are well informed.

4.4.2.5. Community stakeholders' collaboration.

Osotwa CBO is currently running its activities in Arumeru District within Arusha and Manyara regions. The key stakeholders of Osotwa include members, Local government, supportive agencies and other NGOs. The organization has established relationship with community leaders in villages. This kind of relationship with community encourages Osotwa CBO to be a driving force to reach many villages in community issues.

4.5 Strengths, Weaknesses opportunities and Threats (SWOT)

4.5.1 SWOT: This section presents an analysis of both internal and external environment within and outside Osotwa CBO. An analysis of the strengths, Weaknesses, Opportunities, and Threats OSOTWA CBO was made as part of the strategic plan. The strengths weaknesses Opportunities and Threats are highlighted below:

4.5.2 STRENGTH

- Osotwa CBCO has very clear vision and mission developed in a participatory manner.
 - Local community and Osotwa CBO Member of staff understand their objective and hence becomes a good entry point.
 - Financial system has been put in place and auditing is done annually.
 - Vulnerable children and community at large are developing positive attitude towards the organization
- It is a registered organization and hence legally recognized in Tanzania
 - It has well committed members who understands
 - The current management comprise committed staff
 - There is a team spirit among member of management

- Financial policies are in place, there are financial reports and audited account
- People are developing positive attitude towards the organization
- The participation of children in the affairs of the organization is increasing
- The organization has some property including land, computer, furniture and equipment.
- The organization is carrying out cultural tourism as an income generating activity

4.5.3 WEAKNESSES

However it was also noted that the main weakness of Osotwa CBO are

Little time was spent on preparation and reflection before starting the CBO. Osotwa CBO rushed into projects without having good plans. There are problems with logistics like money personnel and other resources.. The CBO has not developed the skills of project design and management, which require learning and practice. The CBO is inconsistent in the methods used for interventions. Unsteady and sporadic funds for supporting different local designed programmes, lack of capacity to employ more staff, lack of capacity to in project writing, management and evaluation. The staff is not confident enough to challenge the existing problem. The decision making process is not streamlined neither is it documented

- The Board of Directors are too busy to attend meetings as required
- Board members are not gender balanced only one member is a woman.
- There is no proper plan to utilize effectively the human resource that is available
- Conflict of roles among staff as roles definition is yet to be properly done

- The staff is not confident enough to challenge the existing assumption.
- Delivery service is not adequately supervised and monitored
- There is no mechanism to measure the extent of achievements

4.5.4 OPPORTUNITIES

- High demand of Osotwa services to the community
- there are a good number of institutions which deal with vulnerable children of which Osotwa can easily outsource
- The availability of policies dealing with children
 - Stable political environment
 - Government laws and policies address issues related to street children and Youths.
 - Policy and practice of free education and MEMKWA
 - Institutional set up is in place
 - Economic and fiscal policies provide exemptions for NGOs.
 - Donor community have interest in supporting street children
 - Organization has some property including land for expansion at Kimnyaki ward.
 - The organization is carrying out cultural tourism program for income generation
 - People are developing positive attitude towards work
 - Financial policies are in place
 - There are financial reports, quarterly progress reports and audited accounts for the organization
 - Society ready to give information about street children
 - Availability of different technologies mobile phone, computer etc.

- Willingness/ readiness of regional and international organizational to share information on rights of children.

4.5.5 THREATS

- Abruptly changes of donor's direction meeting their committed promises. This can limit some of the activities, being implemented as planned.
- Boldness of Masai in protecting some unacceptable cultures.
 - Shift in political orientation
 - Change of government leading to changes in priorities and concerns.
 - Inflation, devaluation and high bank charges
 - Poor economic status of families
 - Donor conditionality
 - Unpredictable donor policies and priorities
 - Lack of family planning and early marriage
 - Poverty, alcoholism and HIV/AIDS
 - Moral degradation

4.6 Vision, Mission and Guiding Principles

Guiding principles and values.

The OSOTWA will be guided by the following principles and Values.

Accountability: Accepting responsibility for decisions and actions and being prepared to explain them upon request.

Transparency and openness: Being explicit regarding the reasons behind actions and decisions.

Efficiency, Equity, and Flexibility: Management of the OSOTWA's resources in a manner that balances efficiency and fairness, and capitalizes on unforeseen opportunities to advance the work of the organization.

Partnership: Seeking out and developing partnership with organizations whose objectives are similar to those of the OSOTWA, in an effort to assure maximum impact to the street children projects.

Commitment and volunteer spirit among members: Acting in a manner which assures maximum cooperation and commitment in response to street children issues. .

Osotwa values the strength and dignity of children, Equal opportunities for all children, love and trust, Passion and commitment.

OSOTWA, VISION, MISION, AND GOALS

Vision

Osotwa CBCO is envision a society in which children youth and families live in sustained, Supportive communities which reinforce the integrity and unity family.

Mission Statement

Osotwa Mission is committed to create total health living environments vulnerable children, youth and families, and the quality of life which empower their ability to thrive and demonstrate responsibility.

Goals

1. Enhancing the institution capacity building in Osotwa CBCO for effective achievement of the mission
2. Providing formal and informal education and vocational training to the street children.
3. Promoting community awareness and carrying out lobbying and advocacy on matters related to street children and orphans.
4. Provision of basic needs in form of food, clothes and medication.
5. Networking with other organizations.

Table 9: OSOTWA Goals, Objectives and activities 2007-2009

Mission: Osotwa mission is committed to create total health living environments for vulnerable children, youth and families and the quality of life which empower their ability to thrive and demonstrate responsibility				
GOAL	Objectives/Activities	Indicators	Means of Verification	Assumption
Goal 1 1.Enhancing the institution capacity building in Osotwa CBCO for effective achievement of the mission	Objective 1 5 project and management staff trained to perform duties effectively and efficiently by December 2007 1.1 ACTIVITIES 1. 1.1 To conduct training on project write up project management and evaluation 1.2 To conduct training on leadership skills and responsibilities of the board. 1.3 To conduct training on fund raising and financial management 1.4 To conduct	Increased professionalism effectiveness and achievement of results 5 Project and management staff trained Increased professionalism of staff on children issues	Trainers report, participants evaluations progress ,monitoring reports examination results Examination records reports Training reports monitoring reports Ledger report Pay roll report	The OSOTWA members, board of directors and the management will cooperate There is space to allow trained staff to utilize knowledge and skills gained through training.

<p><u>Goal 2.0</u> Providing formal and informal education and vocational training to the street children</p>	<p>training on child rights and counseling</p> <p>OBJECTIVE 1.2 2 Staff trained in handling children by December 2007.</p> <p>ACTIVITIES 1.2 1.2.1 To offer training on adolescent development, cognitive theory, conflict mediation, substance abuse, first aid, communication & listening skills.</p> <p><u>OBJECTIVE 2.1</u> 30 street children provided with primary education (environmental conservation emphasized by December 2008</p> <p><u>2.0 ACTIVITIES</u></p>	<p>2 teachers and 2 supportive staff recruited.</p> <p>Availability of instructions materials and furniture.</p> <p>Standard seven graduating primary education and vocational training.</p> <p>30 street children a day are feed medicated and</p>	<p>Training reports monitoring reports Examination records.</p> <p>Monitoring reports Children centre attendance report. Spot checks on menu kitchen.</p>	<ul style="list-style-type: none"> • Street children in need and appreciate residential services • Children need safe place in preparation for entering more structured interventions <p>There is a</p>
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	<p>2.1 To gather and accommodate 30 vulnerable children</p> <p>2.2 To recruit 2 teachers and 2 supportive staff</p> <p>2.3 To procure the instructional material and furniture</p> <p>2.4 To implement the training of youth for both primary school and non formal education</p>	sheltered		<p>space to allow trained staff to utilize knowledge and skills gained through training, staffs have interest to acquire children skills</p>
<p><u>Goal 3</u></p> <p>Promoting community awareness and carrying out lobbying and advocacy s on matters related to street children and orphans</p>	<p><u>Objective 3.1</u></p> <p>6000 posters and calendars on plight of street children produced and distributed in Ngaramtoni and Kimnyaki Ward.</p> <p><u>ACTIVITIES</u></p> <p>3.1.1 To consult artist and graphic</p>	<p>Posters distributed and read by the intended audience.</p> <p>Reduced number of children and youths at the centre</p> <p>Children committed to</p>	<p>6000 posters and calendars</p> <p>Family survey report.</p> <p>Family visits reports.</p>	<p>Children need the services provided by the centre.</p>

<p>Goal 5 Networking with other organization</p>	<p>make follow up on progress.</p> <p><u>OBJECTIVE 4</u> Food medical services and shelter provided to 30 street youth by December 2007</p> <p><u>ACTIVITIES</u> 4.1 To recruit 1 cook 4.2 To provide food and Medication 4.3 To provide accommodations to 30 street youths</p> <p><u>OBJECTIVE 5</u> Effective operational links with like minded organization and institution established by December 2010</p> <p><u>ACTIVITY 5</u></p>	<p>Improved quality of work due to networking Advantages of cooperating with other organization visible</p>	<p>reports on networking</p>	<p>Children need the services provided by the drop centre.</p> <p>Other organizations see the relevance/ importance of working with OSOTWA</p>
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	5.1 To develop networking strategy and act on it			
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4.7 OSOTWA Organization Structure and Governance

4.7.1 OSOTWA is structured in the following system;-

- General Assembly
- Board of Directors
- Chairman
- Management Team
- Project/Office Staff.

The project and office staff's responsibilities are described in their job descriptions, contracts, and Osotwa personnel policy.

4.7.2 General Assembly

- The purpose of the General assembly is to be an advisory board for helping Osotwa to achieve its mission.
- The General assembly is the highest organ of Osotwa.
- The members of the General assembly are those members who support the work of Osotwa and who have made a financial contribution to Osotwa in accordance with its membership policy. The membership is reviewed each year at its Annual General Meeting (AGM) and those who have not paid for more than three months are dismissed from their membership.

- The Members holds AGM every year in January. The members may hold an extraordinary meeting if two-thirds of its members request one.
- The responsibilities of the General assembly are: approving appointments to the Board of Directors, approving the constitution and membership policies, reviewing the achievements of the previous year, contributing to the design of the plan for the next year.

4.7.3 BOARD OF DIRECTORS (BOD)

1. The BOD's purpose is to provide organizational leadership.
2. The BOD is answerable to the AGM and supervises the Chairman.
3. The BOD term is one year but members may be re-elected for up to three years.
4. The BOD members are nominated by the management team of the organization and then approved by the Members at its AGM.
5. The BOD will have five members.
6. The responsibilities of the BOD are: making decisions about the organization that are not part of the daily running of Osotwa, approving organizational policies, structure, programmes, and plan of action or strategic plan, and budget, organizing the Annual General Meetings of the members, fundraising, with the help of the management, overseeing the affairs of Osotwa between members meetings, proposing all membership policies, including determining and adjusting the membership subscription as necessary, for approval by the members, approving financial transactions above five million shillings, Auditing, monitoring and evaluating the organization.

4.7.4 The Chairman

1. The purpose of the Chairman is to be the leader of the organizations daily activities.
2. The Chairman is answerable to the BOD and is the head of the Management team.
3. The Chairman is hired on an open contract by the BOD and may be employed as long as the BOD is satisfied with his or her work.
4. The responsibilities of the Chairman are: implementing the policies of the organization, representing Osotwa when signing agreements on behalf of Osotwa, hiring and dismissing the heads of departments and projects, approving all financial disbursements, ensuring financial transparency of the organization, coordinating the running of day-to-day activities, promoting Osotwa and ensuring good relations with the community and government, reporting quarterly on all activities to the BOD.

4.7.5 MANAGEMENT TEAM

1. The purpose of the Management Team is to implement Osotwa's daily activities.
2. The Management Team is answerable to the Chairman, and supervises the departments and projects of the organization.
3. The Chairman hires the Management Team members depending on their experience and qualifications in accordance with Osotwa's personnel policy.
4. The members of the Management Team are the Director and heads of the departments such as Project coordinators, Finance and Administration.

5. The responsibilities of the Management Team are: implementing daily activities, supporting the staff of the department and managing the departmental resources, assisting the Chairman in making managerial decisions, reporting weekly to the Chairman about the ongoing activities of the projects in the department.

6. The meetings of the Management Team should be at least weekly.

4.8. Financial implications of the Strategic Plan

The total estimated cost of implementing the three-year Strategic Plan is 161, 700,000.Tshs.

Table 10: The costs for each year for the five goals:

Goal	2007	2008	2009	Total
1	5000	0	0	5000
2.	6200	6200	6000	18400
3	0	4000	3000	7000
4	15330	15330	16210	46870
5	0	250	250	500
Total	26530	25780	25460	77770

The Table below shows the activities to be undertaken under each cost centre, the costs are to be met by OSOTWA and Partners.

Table 11: The proposed expenditure:

No.	Expenditure (000)	Year 2007 (000)	Year 2008 (000)	Year 2009 (000)	Total (000) Tshs
a.	Capital expenditure	2000	2000	2000	6000
b.	Administrative Support	12000	14000	16000	42000
c.	Technical Support/volunteers	12000	12000	12000	36000
d.	Programme Costs	26530	25780	25460	77770
	Total	52530	53780	55460	161700

It should be noted that the budget for the year 2007 and 2008 were approved by Board of Directors in November 2006 in Ngaramtoni, Arusha during the 4th Directors meeting. The approved budget for the two years was Tshs. 52,530,000 and Tshs.53, 780,000 respectively. The three-year financial plan has reprioritized the activities and classified them under the Goals in line with Strategic Plan. The additional costs in the three years of the financial plan are a result expected grant from TANAPA and Fibre board 2000 ltd. The funding was not included in the Programme costs as it had not been pledged by these donors at the time.

4.9 CAPITAL EXPENDITURE

The provision for capital expenditure costs for initiating the buying of the OSOTWA Headquarters, and replacement of two old computer equipments.

Administrative Support: Administrative support costs comprise administrative salaries and office and office running costs

Technical Support: This consist of programme salaries and allowances for a volunteer.

Programme Costs: These comprise direct programme costs which are currently mostly funded by partners. A large portion of the expenditure will be spent directly to support street children and capacity building of critical skills in the CBO.

Funding: It is expected that the plan will be financed by OSOTWA through cultural tourism programme and collaborating partners as shown below:

Table 12: The revenue estimates

Source	2007	%	2008	%	2009	%
OSOTWA	15,759	30	16134	30	16338	30
Partners	36771	70	37646	70	38822	70
Total	52530	100	53780	100	55460	100

Donors contributions comprise 70% of assessed current year contributions and 30% of contributions are received from members contribution and cultural tourism programme.

The assumptions made in preparing the Financial Plan are as follows:

1. All active Donors of the OSOTWA will honour their obligation timely.
2. Partnership with existing partners will continue and could be strengthened.
3. Existing networks, resource persons and focal point persons indicated will continue to be used to facilitate the programme activities.
4. Technical assistance will be sourced to help implement the activities.

4.10 Strategic Partnerships

As noted above, the challenges that face the OSOTWA are immense, it is therefore important to form strategic partnerships and alliances with international and regional organizations include Mondo challenge, Istituto Oikos, Mkombozi, CCF (Children for children's future), Meru Forest Plantation, Tanzania national parks and Fibre board 2000 ltd .Each of these organizations has its unique strengths and comparative advantages and it is vital therefore to ensure that Osotwa share their experiences and where possible pool their resources and expertise to achieve greater impact. Osotwa will strengthen its collaboration with partner organizations to ensure complementary of programmes.

4.11 Programme Monitoring and Evaluation

Project Monitoring and Evaluation are essential to insure the continuing effectiveness of the work of any organization. The following procedure will be used by OSOTWA in order to assess programme relevance and vitality, And to make adjustment as necessary to insure continuing impact.

4.11.1 Timing: A review of OSOTWA programmes will be carried out annually in March each years The review will be structured such that a thorough review can accomplished in no than one day per programme.

4.11.2 Participant to the review exercise: Participant may include:

- Representatives of the Board of Directors.
- Representatively of Executive committee.
- OSOTWA project coordinator.
- Representatives of cooperating Partners

4.11.3 Contents of the review:

- Review of program objective, activities, indicators.
- Assessment of Progress against Indicators
- Considerations of any special or mitigating circumstances.

4.11.4 Key question and considerations:

- Is there reason to change the objectives or indicator?
- Should any be dropped or should any new ones be added?
- Are the activities still appropriate?
- Have any been completed should any be rolled forward should any be dropped any added?
- Based on the review of the progress against indicator is there reason to think there are too many activities planned?

- If so priorities activities and consider discontinuing low priority activities. What changes if any should be made to indicators for activities being carried forward?
- What are the appropriate indicators for new activities?
- Is there any other advice that the review committee would give to the programme staff?

4.12 PROGRESS REVIEW AND UPDATING OF THE STRATEGIC PLAN

If the strategic plan is to have continuing relevance to the organization it must be Reviewed regularly and revised as necessary to address the changing circumstances of the organization whose activities it is intended to guide. The procedures outlined below are intended to full that faction.

4.12.1 Timing: Annually in march of each year, and following the program review.

(While separate from the programme review, information from the programme Review will feed into the review of the strategic plan)

4.12.2 Content of the review

- Mandate
- Vision
- Mission
- Philosophy
- Guiding Principal
- Goals
- Objectives
- Activities.
- Report from the programme coordinator details the manner in which the activities have been carried out in the program over the past year and highlighting both success and lack of success.

4.12.3 Key questions and considerations: For Vision, mission, philosophy, guiding principles in sequence:

- Is the statement as written still appropriate? Will it still enable OSOTWA to accomplishment its mandate, achieve its vision?
- Is there any thing to be added?
- Is anything to be deleted?
- Is there anything to be reworded?

Goals and objective note that they are framed for the life of the strategic plan.

- Are they still the right objective.
- Has change in circumstance such as funding, occurred that would suggest change in objective?

Based on program presentation and preceding discussion about the goals and objectives

- Is there anything to suggest that an activity to be dropped?
- Is there anything missing – an activity that should be added?
- Is there cause to consider prioritizing the strategies and
- Eliminating the lower priority activities or reducing the extent of program emphasis of that activity?

4.12.4 For the programmes

- Are they still the right programmer for attainment of the Strategic objective?
- Are there potential new be carried out affectively given sufficiently resource or should they be priority and should consideration be given to discontinuing the lower priority programmer.

Wrap up The last activity in the strategic plan review should be the decision taken (recommendation for change)as well as their anticipated impact and to ask the following questions.

- Does the sum of the parts add up to the whole?
- Is there anything else that should be attended to?
- Can all be carried out affectively with exiting resource or should they be priorities with consideration given to.

CHAPTER FIVE

PROJECT MONITORING, EVALUATION AND SUSTAINABILITY

5.0 INTRODUCTION.

Project Monitoring and Evaluation are essential to ensure the continuing effectiveness of the work of any organization. Monitoring of the project was carried throughout the project implementation. The project had one specific objective; "By the end of December 2006 a strategic plan for OSOTWA CBO working with Ngaramtoni street children is prepared and operational." The logical framework which shows Goal, Purpose, Objective, set of activities to be implemented and implementation plan were used in this project in tracking and assessing the implementation. The activities that need to be monitored and evaluated are summarized in respective project areas in Table 13 and 14 below.

5.1. MONITORING: Monitoring is collecting simple and relevant information to keep people informed about what is happening in the program. In this study monitoring was done to assess whether the project activities were conducted as planned.

5.1.1. Research Methodology:

Participatory monitoring of the project was done by the project staff the author and VSA volunteer. This is the systematic recording and periodic analysis of information that were chosen and recorded by the monitoring steering committee. The main issue was to determine whether activities are progressing as planned. The key questions of 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. The methodology used in the study was that of direct observation of reports, and focused group discussion for review of the progress. All these tools were used in a process of monitoring the project. The information gathered was used to improve the implementation of the project. Focus group discussion was conducted the monitoring steering committee using a set of questions or checklist. Observation was used for the purpose of getting direct information that could not be expressed verbally or in writing. Reports were also

used to know if the project on the right track or not. In order to ensure smooth monitoring of the project the following **indicators** were used to monitor this project; number of activities realized, time scheme, reports and quality of service. The interest of the management and the steering committee was to know if the project purpose and results were being achieved.

5.1.2. Justification on the Methodology and Tools:

The project outcome was expected to be verified by the presence of stakeholders report, SWOT analysis report, Vision, Mission, goals, objectives, and activities which observation and Steering committee group discussion became relevant as it enabled the researcher and other monitors to see ,observe and discuss what is going on in order to produce a Strategic plan.

5.1.3. Monitoring Results

Monitoring results are indicated in table 14; the results summary shows that all the activities in the preparation of the Strategic plan were completed in time. Resources for the facilitation were available and there were no barriers in the implementation as shown in table 14.

TABLE 13: LOGICAL FRAMEWORK

Narrative summary	Verifiable indicators	Means of verification	Assumption
Goal: Ngaramtoni meets the protection and survival right of socially excluded street children through Osotwas CBO interventions	Increased professionalism to Osotwa CBO working with street children.	<ul style="list-style-type: none"> • Work plan report • Strategic plan document. 	<ul style="list-style-type: none"> • Government policies towards children remain favorable
Objective By the end of December 2006 a strategic plan for	<ul style="list-style-type: none"> • Strategic plan responding to street 	<ul style="list-style-type: none"> • Strategic plan document • Annual report 	<ul style="list-style-type: none"> • The members of Osotwa and

<p>Osotwa CBO working with Ngaramtoni street children is prepared and operational</p> <p>ACTIVITIES</p> <p>1. Conduct stakeholders analysis</p> <p>2. Conduct SWOT analysis</p> <p>3. Facilitate Vision review</p> <p>4. Set Goals</p> <p>5. Formulate activities</p>	<p>children developed</p> <p>Results and recommendation of Stakeholders Analysis Conducted.</p> <p>Results and recommendation of SWOT analysis Result and recommendation of Visioning review process.</p> <p>Results and recommendation of goal setting.</p> <p>Activities Formulation report.</p>	<p>Stakeholders Analysis report</p> <p>SWOT analysis report</p> <p>Vision Statement</p> <p>Goals statements</p> <p>List of activities.</p>	<p>other stakeholder will cooperate</p> <ul style="list-style-type: none"> Government policies towards children remain favorable <p>stakeholders Will participate in the process</p> <p>Stakeholders Will participate in the process</p> <p>Stakeholders Will participate in the process</p> <p>Stakeholders Will participate in the process</p>
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Table 14: Project Monitoring Method

	Activity	Deadline	Monitoring method	Progress	Barriers	Solutions
1.	Stakeholders analysis	July – September 2006	Observation, Group discussion, Participatory monitoring.	All stakeholders participated in stakeholders analysis as planned	No barriers	None
2.	The SWOT Analysis	July – September 2006	Observation, Group discussion, Participatory monitoring.	SWOT Analysis was timely conducted	No barriers	None
3.	Visioning process	July- September 2006	Observation, Group discussion, Participatory monitoring.	Visioning process was timely conducted	No barriers	None
4.	Formulation of Mission statement	July – September 2006	Observation, Group discussion, Participatory monitoring.	Mission statement was timely formulated.		None
5.	Setting of goals, objectives and activities.	October – December 2006	Observation, Group discussion, Participatory monitoring	Goals , objectives and activities set as planned	No barrier	None

5.2 EVALUATION

Evaluation is designed to assess the impact and accomplishment of the project. If the strategic plan is to have continuing relevance to the organization it must be evaluated regularly and revised as necessary to address the changing of the organization.

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.

5.2.1 TYPES OF EVALUATION CONDUCTED.

In this study evaluation was conducted 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 was done at the end of September 2006 and the last evaluation at the end of the project. **Formative and summative evaluations** were conducted, formative evaluation was used to know the status of the project, in order to strengthen or improve the project being evaluated by examining the delivery of the program or, the quality of its implementation (Table 15).

Summative evaluations: Summative evaluations, in contrast, examined the effects or outcomes of some object -- they summarized by describing what happened to the delivery of the program objective; assessing whether the project can be said to have caused the outcome the focus is on the outcome. (Table 16 and 17).

5.2.2: Research Methodology:

The research question for evaluation was to know if there is progress towards target; do targets need to be revised? Were there challenges that have affected a project? At the end of the project, what was investigated was 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 and objective achieved at what percentage?

Direct observation was used as one of the tools to collect the needed information. The evaluators had time to see themselves the work that have been done. Un-structured interview for Key informative people was done as part of the process. Focused group discussion was carried out to know the changes that the project could have contributed. Reports review was carried out to know if the project goal and objective were achieved and at what percentage?

The first step in the evaluation was to identify indicators of success in order to develop a strategic plan for OSOTWA (CBO by December 2006. The planning process involved review stakeholders' analysis process, SWOT analysis, OSOTWA's visioning process, mission statement formulation, setting of goals, objectives and activities. The evaluation was both summative and formative. Indicators which determine the success of the project were all evaluated see table 16. The project was to be considered successful if it could produce the strategic plan which will address the problem of different groups of children and OSOTWA as an institution. In order to measure the performance and the impact of the project three log frames were established based on evaluation questions. See table 15,16 & 17.

5.2.3. Justification on Methodology and Tools

The methodology and tools used in the evaluation was relevant to the project. The issue of cost was considered again and opted for less costly tools. Observation, interviews, group discussion, reports review were vital for the project of this nature.

5.2.4. Evaluation Report

The evaluation results are indicated in table 16 &17. In addition to that, here is the detailed report: The project objective have been achieved at 100 percentages as the strategic plan has been prepared and is now operational. The capacity of Osotwa staff in strategic plan preparation & reviewing has increased by 80%.

The document is not yet circulated it is not easy to evaluate both positive and negative effects happened in the community as a result of the project.

Table 15: Evaluation log frame on the progress of the Project.

Evaluation Questions	Activity	Deadline	Evaluation method	Progress	Barriers	Solutions
1. Is there progress towards the target? 2. Were there challenges that affected the project?	Stakeholders analysis	July – September 2006	Observation, Group discussion, Unstructured interview Reports review.	All stakeholders participated in stakeholders analysis as planned	No barriers	None
	The SWOT Analysis	July – September 2006	Observation, Group discussion, Unstructured interview Reports review.	SWOT Analysis was timely conducted	No barriers	None
	Visioning process	July-September 2006	Observation, Group discussion, Unstructured interview Reports review.	Visioning process was timely conducted	No barriers	None
	Formulation of Mission statement	July – September 2006	Observation, Group discussion,	Mission statement was timely formulated.		None

			Unstructured interview Reports review.			
	Setting of goals, objectives and activities.	October – December 2006	Observation, Group discussion, Unstructured interview Reports review.	Goals , objectives and activities set as planned	No barrier	None

Table 16: Evaluation log frame to know if the project objective have been achieved

Evaluation questions	Objective	Activity	Direct Indicators	Indirect Indicators	Data collection tools	Evaluator
1. Was the project goal and objective achieved? 2. What other things both positive and negative happened in the community	By the end of December 2006 a strategic plan Osotwa working with Ngaramtoni street children is prepared and	1. SWOT Analysis 2. Visioning Process 3. Mission Review Process 4. Goal Setting process 5. Objectives Setting Process 6. Activities	1. SWOT Analysis report 2. Vision statement 3. Mission statement. 4. Goals Statement 5. Objectives Statement 6. Activities	1. Increased professionalism Project effectiveness & achievement of results. 2. Increased professionalism of staff on children	1. SWOT Analysis report. 2. Visioning in process report 3. Mission statement report. 4. Goals Statement reports 5. Objectives Statement	Steering Committee

	operational	Formulation on Process		issues and strategic planning	reports 6. Activities reports	
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Table 17: Evaluation Summary Table

Project goal	Project objective	Expected outcome	Actual outcome
Raising the standard of living, protecting and ensuring survival rights of socially excluded street children of Ngaramtoni	By the end of December 2006 a strategic plan Osotwa working with Ngaramtoni street children is prepared and operational	<ul style="list-style-type: none"> • A strategic plan for Osotwa CBCO • Increased capacity within the CBO • A strategic plan which will address the problem of different groups of children and Osotwa as an institution. • Networks on regional, national & international will get a copy of strategic plan that can be replicated elsewhere. 	<ul style="list-style-type: none"> • The strategic plan has been prepared and is now operational • The capacity of Osotwa staff in strategic plan preparation & reviewing has increased by 80% • A strategic plan has addressed 75% of the problems • The document is not yet circulated

		<ul style="list-style-type: none"> • Create awareness on child issues to mass media, Donors and Community 	
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5.3 SUSTAINABILITY:

5.3.1 Introduction:

This relates on how the project ensures the capacity to function regardless of changes in external funding.

Regardless of change in external funding sources the project have to be sustainable.

5.3.2 Sustainability Elements

The financial political and social circumstances that may affect the host community and reliability of the project are as follows;

Abrupt changes of donor's direction meeting their committed promises; this can limit some of the activities to be implemented. Also less government investment in social services can affect the sustainability of the project.

If the government policies towards children are not implemented, shift in political orientation, change of government leading to changes in priorities and concerns can affect the sustainability of the project.

Social circumstances like lack of communal interaction with children at risk, lack of cooperation between members of community, stakeholders and OSOTWA members can also affect the sustainability of the project.

5.3.3 Sustainability Plan and Institutional Plan

After developing the strategic plan the Osotwa CBO is having a very clear vision and mission developed in a participatory manner. The Community participation of the local community is high and people are developing positive attitude towards the organization. The financial system is in place and auditing is done annually. The commitment of the management and its members is very high. Above all there is a team spirit among members of the management. The contribution of Osotwa to the project is about 30% which are collected from the members' fees and Cultural tourism project.

Osotwa contributed their personnel, resources in terms of space, facilitations, expertise, & Leadership in developing this project. So they know exactly what is supposed to be done and how to monitor and review the project.

The end of the project will not affect the CBO as they are equipped with all possible interventions and knowledge as the process used to implement the project was participatory. Osotwa CBO has recently received funding from Mondo challenge and Istituto Oikos for institutional strengthening project, this will start February 2007. As part of the project Osotwa Board of Directors and the whole management will strengthen their capacity to facilitate community based structures and support sustainable initiatives for children through additional training on:

- Fund raising
- Project proposal writing

- The project cycle
- Setting up monitoring and Evaluation system
- Administration and Management.

After completion of this course the CBO expects to enhance the capacity in fundraising, findings from the Survey shows that the local people are willing to help Street children both materially and by giving advice.

Currently OSOTWA is contributing 30% to the total expenditure of the budget, in collaboration with Tanzania Tourist Board is doing a lot of promotion on cultural tourism and this will help OSOTWA to get more tourists and raise the income of the CBO.

Kimnyaki village have given 2 acres to the CBO this land will be developed to support sustainable initiatives for children.

CHAPTER SIX

6.0 CONCLUSIONS & RECOMMENDATIONS

6.1 Conclusions

The main objective of this project was to prepare a strategic plan for the intervention of street children problem at Ngaramtoni. The goals and objectives did not change over the life of the project. All the tasks which were initiated were fully achieved. The strategic plan which incorporates all necessary activities, implementation plan, monitoring and Evaluation plan and the Budget has been prepared.

Concerning street children specifically, I feel that there are many questions and issues which this project did not adequately explore for instance why 10 -14 years of age children are the majority in Ngaramtoni than other age classes. Unlike other **surveys** Ngaramtoni has more full time street children than part time street children this needs more research. It would be very useful to interview the parents of the street children to compare the kid's perspectives on why they left home. Also for the children who are moving from one center to another, it was very important to get information from the children center they stayed. This could provide answers to what should be done to solve the problem.

This exercise was the first time Osotwa CBO has done. Although the findings have verified our objectives, it was a challenge activity where we faced logistical arrangements sometimes the interviewers had to go without lunch. The Significance of this will be used as a framework under which the fulfillment of the organization mission will be implementation

6.2 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 Ngaramtoni.

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. They will 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

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