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I, Alawy B. Hamad declare that this project paper is my own original work and that it

has not been submitted for the similar degree in any other University.

.....MKassim.....

Signature of Project Supervisor

Dedication

To my lovely wife! You are always so thoughtful and kind in every thing you do.

Acknowledgement

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Chapter 1

<u>The Organization</u>

1.1 Mission

Ole constituent lies in the North Region of Pemba in the Wete District. The constituent has five local governments (Shehias) i.e. Ole, Mjini Ole, Kiuyu, Mjini Kiuyu and Kangagani. There are three (3) primary schools, two (2) secondary schools to form four and three (3) health clinics. According to the Tanzania Population Census, the constituent has population of 18061 with 8743 male and 9318 female

Ole Development Organization (ODO) is a Community Based Organization which was formed in 1996 and officially registered under the 1995 Society Act no. 6 in 1997. It has membership of eighty-two (82) people, thirty are women and fifty-two are men.

The importance of a clear picture to guide organizational change needs no overemphasis. Without that single, clear picture, it would be impossible for the organization to be altered productively. Mission is a road map, which includes all that is needed to guide the company to its Vision. According to Christopher (1994), a good organizational mission will include these fundamentals:

i. Vision: The realistic, credible, attractive future for the organization.

ii. Goals: The major goals to be reached in the key performance areas or success factors that will determine company success.

iii. Measures: Performances measures chart progress toward the goals, and provide feedback to help those doing the work achieve the goals.

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iv. Values: How the organization lives and acts in all that it does.

A mission, in this sense, is a statement of the business that one or an organization is in. According to Asher (1996), the purpose of developing a mission statement at the start of an improvement process is to advertise that the intention to change is there. Mission is a powerful motivational tool for an organization that is inspired to make changes. Viewed in the way a mission statement has several key uses:

i.   It is a reason for changing, for being different;

ii. It is a reason for keeping going when the going gets tough;

iii. It is an ever present standard against which to judge action;

iv. It can be used to set priorities for improvement;

v.   It can be used by successive levels of managers to discuss roles and responsibilities; and

vi. It makes change more likely by highlighting the gap between the present and the future desired state.

If a mission statement is worth having, it is worth using to drive the improvement process and to demonstrate that the whole executive team is committed to it. A mission can be used to identify an important route, identify top executives with the change process and cement the team together (Asher, 1991; Hardaker and Ward, 1987). Realizing the importance of mission in bringing about a successful change process, ODO formulates and embarks on a corporate philosophy condensed in her mission statement - *To improve sustainable livelihoods through better education, health, income and food security.*

1.2 Objectives

According to the constitution, ODO has the following list of objectives:

i) Sensitize and convince people on the opportunities for organizing to fight poverty in their community.

ii) Promote and advocate for the necessary positive measures, self-help initiatives confidence, patience, commitment and honesty, which are necessary factors for rapid progress and development.

iii) Establish smaller group of people at ward, village and other grassroots levels throughout the constituency where people can meet to network, plan, discuss and exchange views on development issues.

iv) Provide and promote training and management skills necessary for implementing poverty alleviation policies and program.

v) Mobilize resources, establish and promote various income generating projects and programs in collaboration with government, Private sector, Donor organization and other CBO's.

vi) Organize meetings, workshops, tours exhibition, cultural showers exchange visits and fund raising activities.

vii) Pay special attention to programs in favor of special groups including Youth, Women, Children, Widows, Orphans, Old people, People with disabilities and smallholder farmers.

viii) Promote development activities, which protect the environment.

ix) Encourage the promotion of peace, security, understanding and unity which are essential for successful implementation of poverty mutual understanding,

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unity and stability, which are essential, factors for successful implementation

of poverty alleviation policies and programs.

x)   Develop and build/Maintain Schools, health clinics, day care centers,

recreation facilities, public toilets and others of such nature.

1.3 Activities

The organization has been previously involved in the promotion of education,

health and food security. The organization and communities has adopted several ad

hoc strategies to promote education including construction of classes, giving

incentives to teachers for extra tuition.

ODO is also involved in community training on improvement of soil fertility,

important pests, plant diseases, useful insects and the appropriate time for taking

action. Far more, ODO is also propagating agro forestry land use practices and a

forestation.

ODO is continuous developing fora around social networks to engage in

dialogue with the community aiming to combat poverty, traditions that harm girl and

women, harmful healthy behavior, HIV/AIDS and problems on youth sexuality,.

Within community fora, people are exposed to new ideas and involved in problem

solving.

1.4 Assignment

Assess the strength of ODO, identify the weakness and provide an independent

assessment of organizational capacity and strategies. The assessment is both

evaluative and forward-looking. On forward looking a medium tern plan (3 years) for ODO is to be developed.

1.4.1 Specific objectives

i. Review ODO's current strategic plan and assess its compliance with the constitution and the organizational activities.

ii. Assess the effectiveness of the activities that ODO is undertaken.

iii. Develop recommendations with regard to efficiency of current and future ODO interventions.

1.4.2 Methodology

i. Review of background documentation including objectives, goals, aims, and activities of ODO in general.

ii. Review sectoral policy of the government on areas which ODO works.

iii. Conduct interviews at a variety of levels, including project staff and ODO members, community members, other NGOs working in the project area, and government officials.

iv. Work with selected ODO staff on the development of an organizational strategy.

1.4.3 Outputs

i. Organizational assessment report to be written in English covering the mentioned purpose and shall include the summary of findings with recommendations.

ii. Organizational 3-year's strategic plan to be written in English, covering the above mentioned purpose and objectives and covering all partners and locations included in the assignment.

Chapter 2

Literature Review

2.1 Overview and Organization of the Chapter

The purpose of this chapter is to present a review of the literature related to the current research project. In order to provide background information and establish the basis for setting the framework for the research, the chapter will provide both theoretical, empirical and policy views on the subject matter.

2.2 Theoretical review

2.2.1   Organization and the organizing:

There exists a wealth of material and research in areas such as sociological and systems approaches to organizing and organizations, organization theory, and organizational behavior. It is the intention of the researcher to provide a sufficient and necessary level of background information about organizations and organizational theory, and to focus the literature review on those constructs applicable to the current research project.

From the beginning of human existence on the planet, through the formation of families, tribes, and clans, to early settlements and the beginning of towns and cities, humans have worked together not only to meet the basic needs of survival, but also to satisfy the need for companionship and socialization. Basically, people are social animals, who like to interact and be with others in situations where they not only feel they belong, but also feel accepted (Hersey & Blanchard, 1982). Hersey

and Blanchard argue that although this is a common need, it tends to be stronger for some people than for others and stronger in certain situations (p. 33).

The concept of organizing originates from the fact that the individual alone is unable to fulfill all of his or her needs and wishes (Schein, 1980, p. 12). Particularly with the demand of modern society, individuals do not have the ability, strength, time, or endurance to satisfy even their basic needs for food, clothing, shelter, and safety. As several people coordinate their efforts, however, they find that together they can do more than any of them could have singly (p. 12). Smither (1994) argues that the desire for organization seems to be a genetic predisposition, because like all primates, humans not only are born into, but also spend their entire lives in groups. Bolman and Deal (1997) take that argument one step further, adding the perspective of collective human activity:

The proliferation of complex organizations has made almost every human activity a collective one. Bolman and Deal (1997) identify a number of activities that rely on the fact that humans build organizations because of what they can do to support their activities such as being born, raised, educated; working; relying on the production and delivery of goods and services; learning in schools and universities; and playing sports in teams. Although formal organizations [created deliberately for the achievement of specific objectives] have existed for thousands of years, dating back to ancient Mesopotamia, Egypt, and China, only in recent times has their scope become so pronounced (Vander Zanden, 1988, p. 120)

The literature provides a number of definitions of an organization, as well as the qualities and properties of an organization. From a fundamental perspective, the common elements among the definitions are that an organization (a) is a group of

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people, such as a social group, coalition, or interest group, functioning or working

together (b) to achieve a mission, goals, objectives, or purpose. Table 1 below

provides a sample of definitions.

Source	Definition
Argyris (1969)	A group people, divided up into parts, that engages in achieving objectives, maintaining the internal systems, and adapting to the external environment
Ford, Armandi, and Heaton (1988)	A group of people who join together to work toward achievement of a specific purpose or goal.
Katz and Kahn (1983)	A social device for efficiently accomplishing through group means some stated purpose
Miles (1980)	A coalition of interest groups, sharing a common resource, paying homage to a common mission, and depending upon a larger context for its legitimacy and development
Robbins (1996)	A coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals
Schein (1980)	The planned coordination of the activities of a number of people for the achievement of some common, explicit purpose or goals, through division of labor and function, and through a hierarchy of authority and responsibility

Table 1: Sample Definitions of Organization

Vander Zanden (1988) identifies three types of formal organizations of which people might be a part: voluntary organizations; coercive organizations; and utilitarian organizations. A voluntary organization is an association that members may enter and leave freely. People join such organizations to fill their leisure time, enjoy the company of like-minded people, perform some social service, or advance some cause. A coercive organization is an association someone joins against their will. In such organizations for example, prison or the armed forces each member's behavior is tightly regimented, and their existing identity is replaced with a new one. A utilitarian organization is entered for practical reasons to accomplish the tasks of everyday life, and becoming a member of a utilitarian organization is neither entirely voluntary nor compulsory.

As stated previously, organizations are formed to provide individuals with those things they cannot provide for themselves. In addition to that purpose for existence, Smither (1994) and Bolman and Deal (1997) argue that organizations have certain qualities or properties that define them further. First, organizations have a principle around which they are organized. In organizational terms, such a purpose is a mission "statement"- a statement of why the organization is in existence. Second, an organization has outputs in the way of goods or services that are provided to outside consumers, customers, or stakeholders. Finally, organizations have an emphasis on survival. Organizations and their members attempt to manipulate their internal and external environments to maximize their chances of continuing to exist. Organizations, like organisms in nature, depend for survival on their ability to acquire an adequate supply of the resources necessary to sustain existence. In this

effort, they have to face competition from other organizations, and since there is usually a resource scarcity, only the fittest survive (Morgan, 1997, p. 61).

2.2.1 Conceptualizing capacity and capacity assessment

Development practitioners are giving increasing attention to the issue of sustainability in development. Central to this concept is the issue of development of sustainable capacities. The United Nations Development Program (UNDP, 1994) defines capacity as the ability of individuals and organizations or organizational units to perform functions effectively, efficiently and sustainably. Loubser (1993: 23) compiled a list of the elements of capacity:

- Specified objectives, including vision, values, policies, strategies and interests;

- Efforts, including will (motivation, drive) energy, concentration, work ethic and efficiency;

- Capabilities, including intelligence, skills, knowledge and mental sets;

- Resources, including human (for collective participants), natural, technological (infrastructure), cultural and financial; and

- Work organization, including planning, designing, sequencing and mobilizing.

To be effective, voluntary organization must support capacity building, which strengthens the ability of organizations and individuals within the community to take a lead in, and sustain, the development of their community. Empowering activity are those that strengthens the ability of voluntary, community and faith organizations to build their structures, systems, people and skills so that they are better able to define and achieve their objectives, engage in consultation and planning, manage projects,

take part in partnerships, social enterprise and service delivery (Hulme and Edwards, 1997b). Capacity assessment is a structured and analytical process whereby the various dimensions of capacity are assessed within the broader systems context, as well as evaluated for specific entities and individuals within the system (Cohen 1993). Development of capacity assessment initiatives requires a comprehensive understanding of capacity in a system context at various levels: the individual level, the level of the organization or entity, and the level of the broader system or enabling environment within which entities and individuals function.

2.2.3 Action research

Reference made from Redding & Catalanello (1994) indicates that gone are the days when only cognitive learning, undertaken in formal educational and training settings will suffice as a foundation upon which to design and implement programs for strengthening policy and strategy, or crafting the basis for sustainable organizational improvement. The uncertainties and complexities of the world around us today demands a capacity by both individuals and organizations, to engage in multiple forms of learning, across diverse contexts and settings and, interacting with equally diverse people and interests. Underlying this diversity and multiplicity of learning modes, moreover, is a growing desire and pressure that learning not be inert, but is tied to building the capacity to act for improvement. The challenge of designing learning for capacity building is to provide reflective bridges to action. Hence the term action learning or action research is derived.

The intellectual and spiritual origins of action-research can be traced to Kurt Lewin, a social psychologist of German origin who coined the term *action-research* in 1944. The thrust of Lewin's work is centered on the need to bridge the gap

between science and the realm of practical affairs. Science, he said, should be used to inform and educate social practice, and subsequent action would then inform science: "We should consider action, research, and training as a triangle that should be kept together" (Lewin, 1948, p.211). The twofold promise of an action science, according to Lewin, was to simultaneously contribute to the development of scientific knowledge (propositions of an if/then variety) and use such knowledge for bettering the human condition.

French and Bell (1978) define it, "Action-research is both an approach to problem solving-a model or paradigm, and a problem-solving process-a series of activities and events" or in terms of the Bradford, Gibb, and Benne (1964) definition, "It is an application of scientific methodology in the clarification and solution of practical problems" (p.33). Similarly, Frohman, Sashkin, and Kavanaugh (1976) state: "Action research describes a particular process model whereby behavioral science knowledge is applied to help a client (usually a group or social system) solve real problems and not incidentally learn the process involved in problem solving" (p.203).

Cooperrider (1990) presented his "heliotropic hypothesis" which is that social systems evolve toward the most positive images they hold of themselves. These images are not necessarily conscious in that they may not be discussible by the members of that social system, but nevertheless he argues that such images exist and the more they "affirm" the group the more firmly they hold the group to a pattern of being prescribed by the theory/idea/image the group has of itself at its very best. When these images are out of step with the requirements the social system faces the group will experience itself as dysfunctional and rational attempts to fix itself will

not work until the underlying "affirmative image" of the group is changed (Watzlawick, 1974).

Just as scientific management provided the philosophical and methodological legitimacy required to support the bureaucratic organizational form (Clegg & Dunkerly, 1980; Braverman, 1974), action-research may yet provide the intellectual rationale and reflexive methodology required to support the emergence of a more egalitarian "post bureaucratic" form of organization. Action research is based on theories of change which emerges from the change process itself Friedlander (1984)

Unlike scientific management however, which provided the means for a techno rational science of administration, action-research holds unique and essential promise in the socio rational realm of human affairs. It has the potential to become the paradigmatic basis of a truly significant-a humanly significant-generative science of administration. Indeed, prominent researchers in the field have publicly given up the logical positivist idea of "certainty through science" and are now embarking on approaches to research that grant preeminence to the historically situated and ever-changing "interpretive schemes" used by members of a given group to give life and meaning to their actions and decisions (Bartunek, 1984).

According to Beyer and Trice (1982), the "affective bonding" that takes place during the research largely determines the attractiveness of its results and generates commitment to utilize their implications. For example, Henshel (1975) suggests that research containing predictions of an appealing future will be utilized and preferred over research that points to a negative or repelling future: "People will work for predicted states they approve of and against those they detest" (p.103). Similarly, Weiss and Bucavalas (1980) report that results, which challenge the status quo, are

most attractive to high-level executives be-cause they are the persons expected to make new things happen, at least on the level of policy.

The Action Learning has major implications for the way in which we undertake development cooperation. It involves a complete role change: from experts to facilitators, from advising on issues to facilitating reflective processes, from consulting to valuing local actors and local knowledge. In short, it is a transformation from an expert culture to a learning culture. The implications for the practice of consultation have been clearly explained by Edgar H. Schein (1999), which he calls process consultation. He defined essential element in process consultation as relationship building

2.2.4 Strategic Planning

The global competitive environment today is no less than complex, interconnected, and unpredictable (Picken & Dess, 1997). Pressures to change come from (1) the external world of business; (2) the increase in international competition; and (3) the nature of the workforce itself (Marsick, 1988). The world is changing quickly; therefore, in order to grow and survive, organizations must learn to adapt faster, or they will be become an afterthought in the economic evolutionary process (Schein, 1993). The threat to survival has convinced organizations that the old ways of running the business just are not working; major change is demanded (Redding & Catalanello, 1994). Long-term survival and growth are the ultimate criteria of performance for an organization (Fiol & Lyles, 1985). To achieve such survival and growth, organizations must align with their environment, remain competitive and innovative, and survive over the long run. Strategic planning is essential for strategic

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changes and organizations must develop goals, plans, and direction for the future (Redding & Catalanello, 1994).

Strategy has its origins in the Greek military language of war, strategos, and literally translated means to plan the destruction of one's enemies through the effective use of resources (Bracker 1980. According to Webster's *New World Dictionary*, strategy is "the science of planning and directing large-scale military operations, of maneuvering forces into the most advantageous position prior to actual engagement with the enemy" (Guralnic, 1986). Strategic planning is a disciplined, creative process for determining how to take your organization from where it is today to where you wish it to be in the future. Marsick (1988) describes strategic planning as fundamentally a decision making process, based on asking simple (but deep) questions, analyzing the range of answers, and choosing among them: What do we do? Where are we going? Where are we now? How will we get there? How did we get here? When will we get there? Why are we in business? What will it cost?

Quinn (1980), a major influence on the strategy literature, talks of a strategic plan that integrates an organization's major goals, policies and action sequences into a cohesive whole. Maire and Moore (1993) also emphasise the importance of planning in the process of managing strategically. Sallenave (1991) states that "Strategic Planning is the process by which managers order their objectives and their actions in time. It is not a domain of top management, but a communication and decision making process in which all the strategic levels of the company take part". The aim of strategic planning is to produce deep changes in the organization and in its internal culture.

To correctly define Strategic Planning, it is necessary to consider four conceptual and operative definitions (Redding & Catalanello, 1994), each of which are necessary for its understanding:

i. The Future Of Current Decisions: First, planning deals with the future of current decisions. This means that Strategic Planning observes the chain of consequences of causes and effects for some time, related with a real or intended decision that the Management will make. Strategic Planning also observes possible alternatives of future courses of action, and by choosing the alternatives; they turn into the base for making current decisions. The essence of Strategic Planning is the systematic identification of the opportunities and threats that will arise in the future, which, combined with other important data, supply the base for a company to make better decisions in the present to exploit opportunities and avoid dangers.

ii. Process: Second, Strategic Planning is a process that starts with setting organizational goals, it defines strategies and policies to achieve those goals, and it develops detailed plans to ensure the implantation of the strategies, thus reaching the desired aims. It is also a process to decide beforehand what kind of planning efforts shall be made, when, and how they shall be done, who will do them, and what will be done with the results. Strategic Planning is systematic in the sense that it is organised and conducted based on understood reality.

iii. Philosophy: Third, Strategic Planning is an attitude, a way of life; it requires dedication to act based on the observation of the future, and a determination to plan constantly and systematically as an integral part of Management.

Besides, it represents a mental process, an intellectual exercise, more than a series of prescribed processes, procedures, structures, or techniques.

iv. Structure: Fourth, a formal Strategic Planning system joins four types of fundamental plans, which are: strategic plans, medium term programs, short term budgets, and operative plans. In a company with decentralised divisions there can be this kind of combination between each division plan, and a different combination between strategic plans made in general offices, and division plans. The concept of a plan structure is also stated in the following definition: "Strategic Planning is the systematic and more or less formal effort of a company to establish its basic purposes, objectives, policies and strategies to develop detailed plans to put into action its policies and strategies and thus achieving basic company objectives and purposes".

There are a variety of perspectives, models and approaches used in strategic planning. The way that a strategic plan is developed depends on the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization, expertise of planners, etc. For example, there are a variety of strategic planning models, including goals-based, issues-based, organic, scenario (some would assert that scenario planning is more a technique than model), etc. Goals-based planning is probably the most common and starts with focus on the organization's mission (and vision and/or values), goals to work toward the mission, strategies to achieve the goals, and action planning (who will do what and by when). Issues-based strategic planning often starts by examining issues facing the organization, strategies to address those issues, and action plans. Organic strategic planning might start by articulating the organization's vision and

values and then action plans to achieve the vision while adhering to those values. Some planners prefer a particular approach to planning, e.g., appreciative inquiry. Some plans are scoped to one year, many to three years, and some to five to ten years into the future. Some plans include only top-level information and no action plans. Some plans are five to eight pages long, while others can be considerably longer.

Choo (1992) argues that there is no single, agreed way to carry out these aims, but identifies five common and fundamental tasks, as shown below.

i. Environmental analysis, a task of monitoring the external and internal organisations environment to identify both present and future strengths, weaknesses, threats and opportunities.

ii. Developing a corporate vision i.e. infusing the organisation with a sense of purpose, providing long-term direction, and establishing a mission and objectives.

iii. Strategy formulation, a task of crafting a strategy that leads to the attainment of organisational goals.

iv. Strategy implementation, a task of executing the chosen strategy efficiently and effectively.

v. Strategic control, a task of evaluating performance, reviewing the situation and initiating creative action.

2.3 Empirical review

Talking of Tanzania experience (TANGO, 2004) explains that NGOs are formed from the entrepreneurship skills of an individual (s). There is no school, college or

university that one attends to establish NGO. Thus the founder members have limited knowledge and skills in establishing, running an sustaining an NGO.

A capacity assessment of Tanzania civil society organizations (CSOs) in organizational competencies and areas of core strategic interventions revealed among others that most have limited technical capacities in developing health interventions due to low educational level and experience among majority of the CSOs. The assessment further revealed that most CBOs had limited knowledge in strategic core areas of intervention and approaches (VSHP, 2003). The study vindicated that comparative advantage of NGOs include relevant experiences in implementing the proposed interventions, organizational infrastructure, staffing and coverage at district level. It was also noted in the assessment that community based organizations are most appropriate agents to catalyze HIV/AIDS

A study made by FAO, 2003 in India on decentralization program launched in as a means for empowerment of rural people, noted a need for a comprehensive village planning which takes into account the needs of the entire community. The study stresses that *"Indeed, rural progress depends entirely on the existence of an active organization in the village which can bring all the people including the weaker sections into common programs to be carried out with the assistance of the administration.* The document emphasized the need for an agency in the village which represents the community as a whole and can assume responsibility and initiative for developing the resources of the village and providing the necessary leadership".

The Balwantrai Mehta Study Team, appointed in January 1957 to assess the community development programs, observed that community development can be

real only when the community understands its problems; realizes its responsibilities and exercises the necessary powers through its chosen representatives (GOI, 1957)

2.4 Policy review

For perfect planning to be achieved, (Gun, 1978, p. 171) suggested that the policy for implementation be based upon a valid theory of cause and effect. The conditions necessary for perfect implementation cannot be expected as a whole to be fulfilled in the real world. Sabatier and Mazmanian, 1979 have analyzed the circumstances, which must apply and have nominated the first condition as the planning not based on unambiguous policy directives. The policy objectives must be precise in regard to the relevant statute and the overall program of implementing agencies. Therefore in preparation of the strategic planning for ODO, a reference was made from the Tanzania Community Development Policy, Rural Development Policy, Rural Development Strategy and Zanzibar Poverty Reduction Plan

In the empirical review a case study of India was cited. According to FAO, 2003 the weaknesses in rural development policies and programs in India were

i.   Lack of involvement of rural poor in development, resulting in marginalizing of non-agricultural workers and landless laborers in economic development.

ii.   Disregard of local resources, knowledge, skills and collective wisdom.

iii. A 'superior' attitude in government machinery at various levels and a 'passive' and 'servile' attitude among the rural poor.

iv.   Imposition of development programs without understanding local conditions; technology disseminators not tuned to local socio-economic and cultural realities.

In recent years, the policy environment in Tanzania has become highly supportive of civil society participation in the expansion and improvement of social services for community development (VSHP, 2003). Community Development is a concept that is often invoked but difficult to define. This is because it is a compound of two concepts that is community and development. Sautoy (1962) defined community development as an organized effort of people to improve the conditions of the community life and the capacity of the people for participation, self-direction, and integrated effort in community affaires. This process has a number of characteristics which (Dunham, 1970: 172) include the following:

i. Community development is concerned with the total community life and the total needs of the community instead of any one specialized aspect, such as agriculture, business, health or education Community development is always concerned with bringing about social change in the community

ii. Community development is concerned with problem solving

The Tanzania Community Development Policy (URT, 1996) conceptualize community development as those measures which enable people to recognize their own ability to identify their own problems and use the available resources to earn and increase their income and build a better life for themselves.

The policy provides indicators that can generally be used to show the levels of development and welfare in communities as:

i. An increase in social services such as god housing, health, education, clean environment, sufficient clean and safe water etc.

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ii. An increase in income that enables families in a community to meet their needs and set aside savings.

iii. Decrease in infant and maternal mortality

The Tanzania Rural Development Strategy (URT, 2001) is based on three assumptions one being that communities shall be willing partners and where necessary, assisted to develop the capacity to take an active role in provision and maintenance of services. The strategy specifies the role of civil society as follows:

i. Supplying local knowledge experience and voicing the concerns of marginalized people.

ii. Advancing rural people on common interests through various types of voluntary cooperatives and associations.

iii. Influencing some government decisions affecting the life of rural people.

The Zanzibar Poverty Reduction Plan regards NGOs, CBOs as important stakeholders and implementing partner (GOZ, 2001)

Chapter 3

Research methodology

3.1 Research design

The research methodology takes its starting point in an in-depth theory study of organizational capacities. Parallel with the theory study, a cross sectional study of ODO is carried out, using the resource-based perspective (Wernerfelt, 1984) and the systems approach (Arbnor and Bjerke, 1997) as the main theory bases. Moreover, action research (Greenwood and Levin, 1998) plays a cardinal role in the empirical analysis.

A research method is a systematic and orderly approach taken towards the collection of data. In contrast, research techniques are set-by-step procedures in data collection. There are four basic methods in research: case study, historical review, experiment, and survey (Jankowicz, 1991). There is no definite rule for one to follow in selecting one method over another. The choice varies according to the nature and any other constraints affecting the collection of data.

Organization Capacity Assessment tool adopted from UNDP was used to assess and get a general feeling of the Organization. The main reasons for using UNDP tools are:

i. It provides realistic "baseline" data of what is the current state of affairs. Traditionally, the current condition of an institution/organization was assumed, or was determined through a quick "walking tour" with officials. Serious analysis was missing from this approach (UNDP, 1994)

ii. It is straightforward and generic in nature and therefore may be easily

adapted by practitioners to carry out capacity assessment in a wide variety of

applications at the micro-level: e.g. a community, non-governmental

organization, an academic or training institution, a government ministry or

agency, a parastatal entity, etc (UNDP, 1994)

For specifically evaluating ODO's work throughout the constituent and

planning with ODO members, a method of Appreciative Inquiry was utilized. Tools

were therefore developed to question various stakeholders involved in different

capacities with ODO and its activities. As cited in the literature review, appreciative

apprehension and critical comprehension are thus fundamentally different processes

of knowing. While the UNDP approach ask what is not working, appreciative inquiry

shifts the lens and/or frame of reference that is used to define what is happening. In

this way it was possible to create change by paying attention to what organization

wants rather than paying attention to problems. (Bushe, 2000, p 99)

The seven (7) major areas for organization development (governance,

management practices, human resources, financial resources, service delivery,

external relations, and culture/structure and competencies as cited by Loubser (1993)

in the literature review were used. In the same review Cohen (1993) described the

similar dimensions of capacity assessment.

The method of collecting information were combination of the following

techniques including direct observation, questionnaires, consultation with persons in

key positions, focus group discussion and review of relevant literature.

3.2 Research approach and Strategy

Two questionnaires were administered to assess the internal organization of the CBO being studied. This assessment form has scale given beside each statement so that respondents may independently mark the level they feel they fall in .The first questionnaire given to ODO (Appendix 3) consisted of five modules focusing on governance, management practices, human resources, financial resources and service delivery. The first module focused on board, vision/mission/goal, constituency, leadership and legal status as sub key areas for assessment. The second module focused on management practices and the sub key areas were organizational structure, information system, administrative procedures, personnel, planning and program reporting. The third module focused on financial management and the sub key areas considered were accounting, budgeting, financial/inventory controls and financial reporting. Similar procedures were used to assess service delivery, external relations and sustainability.

The above mentioned assessment activity was carried out on the Executive Committee members only and it portrayed a clear picture of how the leadership view their organization capacity as regards to the areas above. A reason for using the rating method is that it is easy to fill the constructs that the interviewee uses as a basis for getting quick image of the organization (Easterby-Smith, Thorpe and Lowe, 1991). Upon the submission of the worked out forms, a larger group comprising some CBO members as well as Chairpersons, Secretary and Board Members was formed for discussion. Denscombe (1998) indicate that group discussion develop ideas and speak more widely on the issues raised by the researcher.

I and other external facilitator were used to guide the discussion and probe further when ever more information was required. The results of the worked out forms were used as a basis for the discussion that generated a more qualitative data, which will be very useful in the planning stage that will follow this exercise. The group also went through a SWOT analysis so that they not only become conversant with the strengths and weaknesses of their organization, but also be aware of the opportunities offered and the threats posed by the environment they work in. The visits and individual interviews were also extended to the executives of the organization. The more people involved, the more complex strategy formulation becomes as Fayerweather (1982) said " consulting non-executive directors is more effective than employing consultancy firms"

As explained in the introduction of this work, the ideology followed is 'Action Research', based on change. According to Easterby-Smith, Thorpe and Lowe (1991), action research starts from the view that research should lead to change, and therefore that change should be incorporated in the research project itself. To further obtain the impressions of the organization's operations with suggestions for change and a summary of the process in building ODO's organizational plan with the strategic planning team, four stakeholder meetings were held from Sept. 21-25 to determine ODO's successes, factors contributing to the success and future areas of ODO's involvement in meeting priorities.

It was therefore imperative for the team to be clear and understand current projects, practices and ways of working before being able to explore alternatives for more effective and efficient operations. From 4th to 8th Oct, 04, the eighteen (18) ODO members (executive, board and regular), known as the strategic planning team,

worked together to enlighten members on current operations, to explore options for streamlining and to agree on a plan for ODO's future. The output from this meeting is to be circulated and discussed among other board, executive and regular members, partners, stakeholders, government officials and donors for comments and feedback. A follow-up meeting from November 6-10 incorporated input into the final report and plans.

3.3 Sampling Techniques

Sampling is the process of selecting a number of units for a study in such a way that the units represent the larger group from which they were selected. The purpose of sampling is to gain information about a population. The individuals who are selected comprise a sample; the larger group is referred to as a population. Rarely is a study conducted that includes the total population of interest as subjects. If a sample is well selected, research results based on the same sample will be generalizable to the population. The degree to which the sample represents the population is the degree to which results for one are applicable to the other.

Dixon, Bouma, and Atkinson (1987) suggested the following rule of thumb that the minimum sample size is 30%. This is to ensure that there is sufficient sample for analysis. As far as this study is concerned, the above criteria have been complied with.

Scoping is an important aspect in the design of this study. Determining the scope is important because common agreement and understanding is needed on what and who should be included and excluded in the study. In this context, scoping refers especially to the geographical, temporal, and respondent scopes. In deciding who

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should be interviewed, it was decided that this includes executive committees members, board members and a sample of members, project beneficiaries, local leaders and some officials in the district. This ensured a fairly representative picture of the total population of the samples, which are relevant to this study only. Because of the non-response, the sample design included a "larger than need" sample size to allow for 33% non-response.

3.4 Data collection

Whether working from a rigorously deduced theory or from a set of tentative suspicions or curiosities, the researcher at some points is faced with a set of unspecified, abstract concepts that he believes will assist his understanding of the world around him. In survey research, these concepts must be converted into questions in a questionnaire so as to facilitate the collection of empirical data relevant to analysis (Babbie, 1973).

3.4.1 Primary Data collection

As cited from Loubser, 1993 in the literature review, the area assessed are governance, management practices, human resources, financial resources, service delivery, external relations and sustainability. Cohen, 1993 described the similar dimensions of capacity assessment.

The seven (7) major areas for organization development were used in various settings to collect the relevant information vital to the understanding the organization. During the first organizational assessment using UNDP approach the primary data were collected using mainly questionnaires and consultation with persons in key positions.

To further obtaining the impressions of the organization's operations with suggestions for change and a summary of the process in building ODO's organizational there was four stakeholder meetings from Sept. 21-25 to determine ODO's successes, factors contributing to the success and future areas of ODO's involvement in meeting priorities. Participants included beneficiaries (peer educators, school committees, and teachers), board and executive committee members, partners (Ministry, District, CBO officials) and ODO members. Altogether 58 people were consulted of them 18 were female. The method used for getting information was unstructured and semi- structured interviewing, brain storming and group discussion using appreciative inquiry. The form for appreciative inquiry process is attached as appendix 4. Input from each meeting was compiled, categorized and analyzed in order to use within the planning process.

3.4.2 Secondary Data collection

In order to further evaluate and plan for the organization in the designated time period, usual and unusual methods and approaches were employed.

In the course of this project an offsite assessment was also done by reviewing literatures, various reports and documents available within the organization including constitutions, strategic and work plans, progress report, observing financial and management systems and procedures, financial reports and statements, registration certificates, organization structures review of national and donor policies

3.5 Data Analysis

The purpose of data analysis is to provide the information from data bases that are often extremely large and complex. Data analysis can be used to locate

problem areas, measure change over time, assess the effectiveness of programs and increase the overall understanding of complex phenomena. The information obtained from such analysis can have a significant effect on policy making and assessment.

Data obtained from all set of activities needs to be translated to summarized and interpreted to information. The type of analysis consists of primary and secondary analysis as explained hereby below.

3.5.1 Analysis of Primary Data

In the capacity assessment form (appendix 3) ODO executives responded by putting own assessment with regard to how they view their organization. The information obtained through capacity assessment was fully analyzed with ODO executives, members and stakeholders. The data are separately analyzed on respective elements on governance, management practices, human resources, financial resources, service delivery, external relations, and sustainability. The results of the worked out forms were used as a basis for the discussion that generated a more qualitative data, which was very useful for the later planning stage. The capacity assessment was in this way used to determining of gaps between "what is" and "what should be" in terms of the capacity of the organization (Kaufman, 1982).

The first module on focused on board, vision/mission/goal, constituency, leadership and legal status as sub key areas for assessment. The ranking for sub key areas were added and divided by five to get an average ranking. The second module focused on management practices and the sub key areas were organizational structure, information system, administrative procedures, personnel, planning and program reporting. The third module focused on financial management and the sub key areas considered were accounting, budgeting, financial/inventory controls and

financial reporting. The ranking for sub key areas were added and divided by four to get an average ranking. Similar procedures were used to assess service delivery, external relations and sustainability. Altogether the 35 sub key capacity indicators were assessed. This procedure allows to getting quick overall performance of ODO in each module as well getting the total own ranking of the organization marked out of thirty five.

The appreciative inquiry process used during the meetings (appendix 4) asked people to:

i.   Relate the ways ODO works

ii.   Determine successes in ODO's work

iii.   Distinguish factors or reasons that contribute to these successful projects or activities

iv.   Envision a future

v.   Steps or areas ODO should be involved with in the future that contributes to achieving priorities, and

vi.   Determine the steps forward in achieving revealed priorities and wishes

At each meeting, similar responses were grouped together and common themes or assets were identified. Data from the 4 meetings were translated, compiled and ranked in the analysis of ODO stakeholders meetings (Appendix 5). The summary table of the common themes and assets for each of the above areas that follows shall be used for strategic planning purposes.

3.5.2 Analysis of Secondary Data

Secondary analysis is used to describe various analytical practices that use pre-existing data either to investigate new research questions or to re-examine primary study questions for purposes of corroboration. While the secondary analysis of statistical data is an established and well-documented methodology, the re-use of qualitative data remains under-developed.

The method of secondary analysis involved all qualitative information obtained through focus group discussion, observation of files, constitution, and analysis of management practices.

A literature review basing on organizational development was conducted to describe, appraise and recommends the reform in which the organization needs to make.

Chapter 4

Findings and Conclusion

4.1 Findings

The findings for this project are of three types:

i.   Capacity assessment results using UNDP approach

ii.   Stakeholder meetings and input using Appreciative Inquiry

iii.   A summary of the process in building ODO's organizational plan.

4.1.1 Capacity assessment results using UNDP approach

Assessments are particularly important for identifying and getting some measure of the magnitude of the capacity gaps. The gaps, usually expressed as a weakness, may apply to one or more dimensions. Capacities need to be assessed from two perspectives: some preliminary estimate of required future capacities across each dimension; and an assessment of the existing capacities in each of these dimensions. A capacity gap may be described simply in terms of a potential weakness in the systems dimension of capacity dealing with accountability; an area which would need to be strengthened. These could then be translated into preliminary alternative strategies for strengthening these capacities.

The assessment done has revealed the capacity image of ODO as follows:-

4.1.1.1 Governance

i.   The Board

There is a Board of Trustees but the number of its members is not clearly understood by CBO members. The number of board members given varies from different sources. While the constitution give the number as five, other leaders give the number as seven (5 male and 2 female), and some members even reduced it to four. In tracing the source of the confusion, it was noted that according to the constitution there is a mixed role between the trustees and the executives.

Systems are also not well developed to make all board members participate fully in the organ whose role includes that of policy formulation and giving guidelines to develop the organization. In fact, it was reported that one board member has never received any invitation to attend the board meetings.

The multiple roles of some of the leaders and the mixing up of members of the two separate organs, each with a different role, may lead to: -

i)   Lack of involvement of members in making decisions on matters concerning their organization.

ii)   Role conflict among those in leadership position

ii.   Vision

The founder members of the organization envision *Ole with out Poverty* but there is no place where the vision has been written down. Apart from the few executives, this vision is not shared and understood by most members.

iii.   Mission

The aim of the organization is stated in the constitution.

iv. Objectives

The objectives as stated in the constitution are too broad long-term goals, which necessarily need to be broken further into *smart* objectives. ODO has also too much ambitious objectives to be accomplished in one period.

v. Planning

ODO does not have a strategic nor does it have an operation plan. This makes it difficult to measure the success of the organization, as there are no indicators to base on. Lack of proper planning makes it difficult for the members of the organization to work as a team and this promotes individualism, which should not be entertained in the CBOs. The projects carried out are done on ad hock basis depending on interests and abilities of individuals.

vi. Constituency

Ole Development Organization as the name indicates is mandated to work in the whole constituency to bring about the desired development. Although it is the members of the organization that assist the communities to plan and implement programs, ODO as an organization is not well known by the people even in the areas they serve. The constraining factor that prevents ODO from being known by the people in the constituencies they serve is the ways they make follow up of their programs. Very few members are involved in the program from the time it starts to the end. People in the constituency usually connect the efforts of individual ODO members instead of the supporting organization.

4.1.1.2 Management Practices

i.   Organization Structure

As there is no drawn organ gram, which is visible to all, members including some of those in the executive committee do not know the lines of authority. Members interviewed agreed that this is a disturbing issue that can easily cause role conflict and needs to be resolved immediately.

ii.   Personnel

ODO does not have full time staff and all the office bearers are working on part time basis. As all the executives are full time employees in the Government sector, the CBO work is done voluntarily after office hours, during weekends and on public holidays. The importance of having a full time staff is fully understood by the members of the organization, but due to lack of funds the organization has not been able to recruit any body.

iii. Administrative Procedures

The organization does not have any administrative procedures, which could guide the executives to perform their duties in an organized way. Although the organization has been carrying out big projects, administrative procedures such as those guiding personnel and recruitment has not been written.

iv.   Information system

In most cases, data is collected when the organization wants to develop proposals for special projects. Program's information to other members is not fully disseminated during and after the completion. Most of the members are not well informed on what is happening in their organization. To them it is the duty of the management team to do whatever needs to be done. Information sharing is low. In

this way ODO does not fully utilize its internal resources in the form of its members who are capable of playing important roles if involved.

v. Program Development and Reporting

ODO has a very strong team of members who are fairly knowledgeable in the areas of program development. Most of its members are in junior management positions in the areas that they are working. Because of the little knowledge they have in the management, the organization to date has neither strategic nor operational plans. Its programs are undertaken on ad-hoc basis. ODO has undertaken big programs including that of extension of school buildings, construction of wells as well as provision of equipment and materials to dispensaries. All this has been done on ad-hoc basis, mostly through proposal sent to various donors.

Follow-up is done during the implementation of programs that are funded by donors only where reports are prepared to inform donors on the progress. The process of monitoring and evaluation of the CBO's overall activities is not usually done and so, there are no written evaluation reports showing the progress made although a lot has been done on the ground by the organization. This is in fact a constraint towards the development of ODO.

4.1.1.3 Human Resources

i. Human Resources Development

It was reported that due to financial constraints, ODO like most Zanzibar CBOs does not have full time staff. Similarly because of the same fact, the organization does not see the importance of planning to develop their members if they cannot afford to do so. The organization therefore does not have written plans on how to develop their staff in the management as well as other CBO skills.

ii.   Staff roles

The organization's constitution has defined roles for each of the staff although it seems the executives do not follow what has been written. Mixing up roles by assigning multiple roles to some members, lack of team spirit among the members, as well as lack of clear lines of authority has lead to some staff members carrying out other peoples duties and leaving theirs aside un accomplished.

iii.   Organizational meetings

ODO's constitution has clearly indicated as to when each of the organization organs will meet. The constitution states that the executive committee shall meet once in a month to decide on matters relating to the operation of the organization but no provision of timing for board meeting has been mentioned in the constitution. Lastly, it states that the General Assembly shall meet once a year to consider the organization work plan, review the activities of the organization and when necessary conduct election.

Information sharing seems to be a big problem among the organization and this is a result of not having regular meeting as stipulated in the constitution. The existing rift that now exists between the management and other members could not have been there if the scheduled meetings were conducted.

There are no working procedures in place. Members did not see the reason for developing procedures including those of recruitment and salary procedures or even those basing on conflict resolution as they did not have and are not sure as to when their organization will have full time staff.

4.1.1.4 Financial Resources

i.   Budgeting

As there are neither long nor short-term plans developed, there are no yearly budgets either. Budgeting is done only when proposals for certain projects are developed.

ii.   Financial reporting and Accounting

ODO for quite a long time does not have an accountant and the Chairperson of the organization looks after books of accounts. Although the organization does not have properly documented financial systems, they follow some accounting system by keeping accounting books such as ledgers. Expenditure receipts are also kept although it was not checked as to how far do those receipts tally with the actual expenditure done.

The Executives do not have a system of reporting to the members on the financial status of their organization. Financial reports are prepared only when donor fund is involved. Some members pointed out that even the reports sent to donors are sometimes not properly done and this causes misunderstanding among them.

4.1.1.5 Service Delivery

i.   Sector expertise

Ole Development Organization has experts in various fields including those of management, extension services, health, accounting, planning and administration. The organization has skilled members in the areas of program development and has been very successful in developing proposals which have brought to the CBO a lot of funds to carry out the designed programs.

ODO lacks skills in team leadership and this has lead to the individual ownership on the programs they carry out in different villages. People in the constituency they serve single out individuals in ODO as implementers and not the organization those individuals represent.

Thus, the biggest challenge, which the organization is facing at the moment, is how to link the expertise they have with the necessary skills needed to manage and run their organization efficiently in a participatory way. It has been difficult to transfer skills learnt in the management of departments and sections in the public sector to fit in the requirements of the CBO sector.

ii. Constituency ownership

Programs are developed with some participation of the community members. In most cases the executives conduct needs assessment of a certain area even if with little participation of the people before they develop proposals. Members of the community feel some responsibly in the programs undertaken, but they do not claim ownership of them.

4.1.1.6 External Relation / Networking

i. Public / Constituency relationship

The capacity to create and strengthen good relationship with other actors is there but it has not been fully utilized. In general, people are aware of the existence of the organization although they do not understand fully its purpose. In the areas they serve, there is strong relationship between individual members of the organization and the community. ODO has not been successful in promoting its image as a team.

ii. Inter CBO collaboration

The organization has good relations with other CBOs including Zanzibar Association of non-governmental Organization (ANGOZA), an umbrella organization of which ODO is a member.

iii. Government collaboration

ODO has very good relationship with the Government, where from time to time it had consultations with those in charge of the promotion of Civil Societies Organization. Due to the nature of most programs undertaken by ODO, the organization works very closely with Regional and District Officers as well as leaders in local governments in the areas they operate.

iv. Donor collaboration

So far, the organization has been very lucky in securing fund from native people of Pemba living in Europe, America and Middle East. Inadequate reporting system, including that of financial accounting has to some extent affected their relationship with some of these local funders who had previously supported them.

v. The media

The organization has not effectively used the existing public media and local theatres to create awareness and in the advocacy of the programs they develop and carry out.

4.1.1.7 Sustainability

i. Although there is no developed plan on sustainability of the organization, the wealth of brain that is found in the ODO team in it self is a step towards creating a sustainable organization. The need to tap the expertise from the experienced people in the group is there. The need to bring ownership to every individual and creation of strong team spirit is equally important. Once ODO

organizes it self and utilize the human resource they have by addressing the

weaknesses highlighted, ODO has a very good chance of being sustained. So,

what is needed is an immediate restructuring.

4.1.2 Stakeholder meetings and input using Appreciative Inquiry

The appreciative inquiry process used during the meetings asked people to

relate the ways ODO works, determine successes in ODO's work, distinguish

factors or reasons that contribute to these successful projects or activities, envision

a future and determine the steps forward in achieving revealed priorities and

finally determine which steps or areas should be involved with in the future that

contributes to achieving priorities (Appendix 4)

At each meeting, similar responses were grouped together and common

themes or assets were identified. Data from the 4 meetings was translated,

compiled and ranked in the Analysis of PIRO Stakeholders Meetings (Appendix

5). The summary table of the common themes and assets for each of the above

areas that follows can be used for further planning purposes within ODO.

i. The way ODO works

The respondent mainly knows ODOs work (Table 2) in supporting community

education. They also expressed the close working relationships with communities,

other NGOs and officials. Using participatory methods and involvement with all

groups and levels is another quality

Rank	Common Theme	N=
1	Support community education	23
2	Cooperates, collaborates and works with communities	19
3	Uses participatory approaches	15
4	Collaborates, networks, partnerships with others on all levels	10

Table 2: The Way ODO Works

ii. ODO's success

ODO's greatest success (Table 3) is the way it works and benefits communities (15) and building up a CBO is an achievement. Also building community capacity in solving own problems is equal achievement (12). Building capacity of youth in solving problems regarding to sexuality and decision-making is valued (10)

Rank	Common Theme	N=
1	Uses approaches that have benefited the community	15
2	Developed and manages a good CBO	12
3	Builds community's capacity to deal with development matters, issues	12
4	Builds youth capacity in solving own problems regarding to sexuality and decision making	10
5	Mobilizes resources	7

Table 3: ODO's Success

iii. Factors or Reasons Contributing to Successful Projects or Activities

According to the groups' responses, the main factor/reason contributing to a program's success (Table 4) depends on the strength of an organization to implement and manage its work. An organization needs to be strong, competent, accountable, transparent, motivating and team building, both within and outside the organization (#1, #3). Effective approaches are critical to the success. Other important factors mentioned, include a) assessing and researching situations, b) responding to real concerns, needs and priorities, c) strengthening existing structures or institutions and d) integrating activities with accepted religious, cultural institutions or practices.

Rank	Common Theme	N =
1	Strong organization capacity to implement and manage work	41
2	Use of educational approaches that are effective and lead to changes in behavior	21
3	Cooperation, network and partnership building on all levels	15
4	Create opportunities for people's involvement and participation	9
5	Resources available to meet needs	5
6	-Those working with community have special qualities and abilities -Environment and surroundings are positive	4 4

Table 4: Factors or Reasons Contributing to Successful Projects or Activities

iv.   Priorities for the Community

Participants were asked to envision the how the community would like to be

(Table 5). The top three priority areas for the Community are to have

a) A well-educated community

b) A community free from HIV/AIDS and other diseases

c) A community enjoying full food security and

Rank	Common Theme	N=
1	A well-educated community	20
2	A community free from HIV/AIDS and other diseases	19
3	To manage issues on development matters effectively	17
4	Enjoying food security	16
5	Harmonious community which rights of individuals are recognized	13

Table 5: Priorities for the Community

v.   ODO's Future Involvement with the Community

From these forward steps, participants commented on which areas

ODO should be involved in its future programs (Table 6).   Educating

community in different issues (sexual and reproductive health, general

health issues, food production and nutrition, youth rights, gender issues,

etc.) is the main area, second only to building communities' abilities to

manage their own matters and issues.   They also feel ODO should

collaborate with partners and stake holders as well to establish itself as a

strong organization

Rank	Common Theme	N =
1	Increase community capacity to manage development matters/issues	25
2	Build community capacity to awareness, participation, monitoring & services for youth	14
3	Collaborate, cooperate with partners or stakeholders	14
4	Create employment opportunities	12
5	Provide proper management of ODO projects/activities	7

Table 6: ODO's Future Involvement with the Community

vi. Steps Forward to Achieve Community Priorities and Future ODO involvement

From the data from stakeholders, ODO should concentrate on ensuring participation

and promoting management capacity to deal with development issues (27). ODO

can achieve these things if the organization is well informed, competent, resourceful,

responsible and responsive to the changing issues and environment affecting their

work (Table 7)

Rank	Common Theme	N =
1	Ensure community participation in issues concerning them	27
2	Increase community management capacity to deal with development issues	20
3	Mobilize resources and support	19
4	Ensure organization is capable of managing projects/activities	15
5	Strengthen co-operation, collaboration and networking on all levels	12

Table 7: Steps Forward to Achieve Community Priorities and Future ODO

Involvement

4.1.3 A Summary of the Process in Building ODO's Organizational Plan.

The input gained from these meetings can be used by ODO members as a resource and reminder of best practices and interventions that can achieve good results and also have longer-lasting effects by prioritizing and targeting key areas of work and ways of approaching the work (strategies).

A team of 18 ODO members (board, executive and regular members), known as the strategic planning team, met from Oct. 4-8 to review current ODO programs, its organization and structure in order to develop common views and directions for unifying and streamlining ODO's operations into a 3-year plan. This report contains a summary of the process in building ODO's organizational plan with the strategic planning team. The ODO reform plan 2005 – 2007 with the 2005 plan is a separate document that incorporates the decisions, reforms and changes reached through the various consultative processes. Information obtained from the organizational assessment contributed greatly in the strategic planning team meeting. It was

imperative for the team to be clear and understand current projects, practices and ways of working before being able to explore alternatives for more effective and efficient operations.

From October 4-8, 18 ODO members (executive, board and regular), known as the strategic planning team, worked together to enlighten members of ODO's current operations, to explore options for streamlining and to agree on a plan for ODO's future. The output from this meeting is to be circulated and discussed among other board, executive and regular members, partners, stakeholders, government officials and donors for comments and feedback. A follow-up meeting from November 6-10 incorporated input into the final report and plans.

4.2 Recommendations

4.2 .1 Capacity development

From the capacity assessment and analysis of both primary and secondary data, the following reforms are recommended for ODO

4.2.1.1. Governance

Recommendations:

i. Reform ODO's organogram to move away from a project-oriented, vertical structure with project implementers going directly to target groups to a lateral structure with teams qualified in core services (education, health, relief, food) who work with designated communities or districts to coordinate activities, resources and technical support with relevant existing committees.

ii. Develop job descriptions for board members, executive members, paid staff, program and project officers and ODO members that include job summary,

lines of responsibility, duties or tasks to perform, qualifications and/or experience required and incentive scheme.

iii. Conduct meetings with board, executives and members to get input and feedback on proposing new constitutional and organizational reforms, and then legalize the final document.

iv. Recruit short-term technical assistance or fellow to set-up management systems and finalize constitutional changes to ensure reforms are implemented while momentum is high.

4.2.1.2. Management Practices

Recommendations:

i. Develop an organizational management plan for establishing systems, procedures, office space and personnel positions that meet ODO's organizational requirements for reforms.

ii. Revise job descriptions for executive members and project officers to reflect their new responsibilities according to the proposed management plan.

iii. Recruit short-term technical assistance or fellow to plan and set-up management systems (information, filing, inventory, finances, reporting) and implement organizational management plan.

iv. Recruit full-time staff according to management plan requirements.

4.2.1.3. Human Resources

Recommendations:

i. In the organizational management plan, devote an entire section to human resource development that will address plans to: a) use members to full capacity in ODO's projects, b) appoint a human resource manager to coordinate

and organize work and in-service activities with project officers, c) stipulate benefits and incentives for salaried and voluntary personnel and d) develop job descriptions for new positions created.

ii. Recruit and select new members with qualifications to fill gaps in service delivery or management needs.

iii. Recruit short-term technical assistance to set-up management and human resource systems.

4.2.1.4. Financial Resources

Recommendations:

i. In the organizational management plan, devote an entire section to financial management that will address plans to: a) develop coding system for all ODO's projects to follow, b) establish monthly reporting system and procedures for reconciliation, c) establish procedures for cash advances/retirements, monthly and quarterly project budget requests and d) designating financial team who is authorized to handle and report on use of funds for ODO.

ii. Produce monthly financial statement of all ODO's expenditures and distribute to all decision-makers and post in office for all members to view.

iii. Conduct regular in-service to familiarize all members in handling and managing finances and following procedures.

iv. Look for a consortium of funders who will support ODO's reform plan rather than write separate proposals for specific project activities.

v. Recruit short-term technical assistance or fellow to set-up coding system, cashbooks, budgeting system and financial procedures manual.

4.2.1.5. Service Delivery

Recommendations:

i. Involve all members in delivering services and becoming 'expert' in all fields ODO is working. In this way, they will be equipped to work with communities in delivering core services in participation, management, health, education, relief support and agriculture.

ii. Continue to work with building the capacity of existing community committees for greater impact and increasing sustainability of the work. Even greater impact can be achieved by strengthening the shehia development committees' capacity to address priority needs since all the technical people in the community serve on this committee (health, school, social worker, extension worker, etc.)

4.2.1.6. Networking/External Relations

Recommendations:

i. Continue building networks and cooperating with community structures, government officials, CBOs and donors to avoid duplication of efforts and resources, and build on what has already been achieved.

ii. Produce, document and circulate materials ODO has developed (curriculum, surveys, IEC materials, radio or TV programs, etc.) to other organizations for revision and/or adaptation in order to establish standards or guidelines of information.

iii. Produce and circulate an annual activity and financial report to members, stakeholders, donors and media (also government registration ministry) to keep people informed of ODO's work. This could be presented at an annual stake

holder's meeting or press conference on the anniversary of ODO's registration or posted from a mailing list.

iv. Recruit short-term technical assistance or fellow to produce media materials about ODO and/or IEC materials for specific project activities.

4.2.1.7. Sustainability

The word "sustain" has several meanings. In the case of an organization, it refers to an organization's ability to sustain, or continue, prolong and enhance its work among the people they're working with once the project has ended. It also refers to how an organization can continue operations and services with adequate personnel and material resources. Little evidence exists of plans or steps towards exiting from the current projects ODO is engaged in or in securing support the organization. Small grants and proposals of 1-2 years duration for specific projects appear to be the focus of executive and development officers. The information below is for ODO to consider incorporating into the reform process in order to sustain impact and operations.

i. Of the work currently being done: Building the capacity of a group of people whose responsibility it is to provide that service will have a greater effect than if ODO provides the service directly. Giving aid, loans, equipment, supplies directly to people is not as effective as if community committees give them out. Assisting committees in developing their own plans, gaining access to and managing resources themselves will provide skills adaptable to many situations. By strengthening these skills and abilities (to plan, carry out and monitor activities/functions), committees will be more effective, have

greater success in the work they do and build relationships within and outside communities.

ii. Of the organization: With the expertise existing in ODO, qualified personnel are not an issue. However, keeping those members involved and attracting others requires benefits, incentives and rewards. This doesn't have to be just money; other schemes should be explored and included in the organizational management plan (recognition, improved status, personal growth, responsibility, etc.).

Along with sustaining competent personnel, material resources also have to be maintained. Income strategies might include the usual suspects (multi- and bi-lateral donors, international CBOs), but ODO should consider more creative fund-raising initiatives (marketing products from IGA, soliciting businessmen, special campaigns) to ensure "free-money" for emergencies and organizational development.

iii. Of the key issues ODO is working towards: Participation, gender equity, children, youth and women's rights, relief for most vulnerable children and groups, HIV/AIDS are key issues ODO aims to address in each community they work in and are part of the "core services". ODO needs to consider how they will carry these issues forward to the levels where decisions, plans, policies and laws are made and resources are allocated.

iv. Exit strategies: From the day ODO enters into a community, it should be planning towards the day when they leave and what they will have achieved with which groups. ODO has not considered what happens after a project ends as demonstrated by the women's group they were working with in Wete

but now have no resources to continue. If communities become dependent on ODO to function and perform activities, sustainability is not possible.

4.2.2 Expanding ODO's internal operations

The strategic team's decision was to involve more ODO members; build their capacity to work in specific roles and be responsible for specific tasks. The new/proposed organogram shows current and future positions planned to be in operation by the end of 2007. Also, the horizontal placement of posts (instead of the usual vertical positioning) shows a change of attitude; from authoritarian, 'top-down' management style to a more open, participatory-style management. The new organogram and description of position tasks are proposed below for the Board and Executive Committee to consider for implementation and adaptation into pending constitutional changes.

From the four weeks working with ODO and its strategic planning team, we were able to review, assess, identify, develop, revise and propose changes, approaches and plans for ODO's future. The plans are ambitious, especially considering the present staffing levels and actual number of people actively involved in implementing activities, but they can be achieved within the next 3-4 years if concerted efforts are made in 2005.

The focus for 2005 should be on expanding ODO's internal operations while continuing existing projects. This can be done by implementing the recommendations for organizational reforms. Priorities for action to consider next year are:

i. Technical assistance: In order to put management systems in place, long-and short-term technical assistance is needed to jump-start the process. Also, a consultant to set-up financial procedures, coding and reporting systems for the organization and each project is needed in the first year. Short-term, intermittent assistance for human resource planning/training and information/reporting/planning systems is also a priority, not to mention technical assistance for specific project topics or activities.

ii. Members' participation: For any CBO that recruits, utilizes and requires dues from its members, something needs to be offered in return for their time and money. Explore different options for providing members rewards, incentives and/or benefits of being ODO members. The human resource planning exercise will look at members abilities and interests and try to match them with gaps in ODO's project or administrative structure as well as determine training needs and incentive schemes (not always monetary). The more members involved with specific duties or positions can increase awareness, ownership, respect and pride in their contributions.

iii. Human Resource Plan: A consultant for developing the human resource plan (information system, training needs and plan, personnel benefits scheme) can be used, but one ODO member should work with the consultant as the human resource (HR) officer, then oversee member/personnel issues (hiring, firing, appraisals, placement, training, scheduling, compliance, incentives). The HR officer could also recruit new ODO members to fill gaps in project or management areas.

iv. Community Committees: Review with all project officers which committees are presently involved in which activities in each community. Develop future plans that focus on increasing village committee's skills and capacity in implementing core activities in communities. Direct implementation of activities by ODO members should be minimal. Support local committees to successfully identify, plan, train, implement, follow-up local issues with

v. Maximum impact and sustainability: For maxim impact and sustainability, working with the community development or technical committee (designated in local government reform) and strengthening their abilities in planning and managing in core areas would be optimum. Where ODO is presently working with village school, health, HIV/AIDS, women's, water committees or groups, efforts should be made to incorporate the project within the overall coordinating committee as soon as possible.

vi. Core Services and Teams: In each community that ODO enters, a core package of services to assist community committees to deal with priority issues in the areas of education, health, HIV/AIDS, water, food and nutrition, networking, environment, relief for MVG, participation and IGA. As ODO enters a community in one of these areas, opportunities broadening the scope of work of the committees should be sought, especially in the case of emergencies and relief. ODO members assigned to a community or core area would work with community committees to gain necessary skills for continuing activities successfully.

vii. Core Service Areas: The proposed technical committee would be the 'experts' in the core service areas of participation, gender, HIV/AIDS, networking, environment, material support, education, health and most vulnerable groups. They would ensure core issues are included in project plans and activities, provide training and updates to project officers and members, be a resource to communities, other NGOs, etc. In time, they might develop a core technical team who specialize in each of these areas.

- Constitutional changes. Making constitutional changes to reflect ODO's work and organizational structure needs to be formalized, legalized and registered.

- Office facilities. Additional office space with practical office facilities (water and toilet, computers, internet, furniture) are needed to conduct educational activities, hold formal and informal meetings, house more staff and officers, and managing information and organizational systems. Plans should be drawn up of the organization's needs for space (ie: toilet, kitchen, financial area, executive office, reception, education room/library, project officers' room, store, etc.) in order to find a suitable structure.

viii. Funding: Once 2005 funds are secured, develop and submit proposals (2006-08) for the entire organization instead of individual core areas. This proposal should be submitted by mid-2005 to existing donors, then other foundations (Ford, Gatsby, Aga Khan), multilaterals (UNICEF, UNDP), bilaterals (DANIDA, SIDA, USAID), international NGOs (Save the Children, PACT, AfriCare) and Zanzibar AIDS Commission.

The next year will be a time of transition and challenge as ODO begins implementing its organizational reforms. But many its members now share a common vision, mission and plan of ODO's future and are committed to its implementation.

The current organizational structure was discussed with observations about the centralized, vertical nature and lack of collaboration. Options for lateralization (instead of top-down organogram) were briefly discussed. Changes that involve more members in implementation promote exchange of information and require better coordination between projects, staff and officers will be pursued. As quoted in the literature from Phillips and Appiah-Adu (1998), the essence of strategic planning is to determine the mission, major objectives, strategies, and policies that govern the acquisition and allocation of resources to attain organizational goals. In conformity the team reviewed the organization's past and present aims. Vision, mission, goals, objectives from ODO's constitution (1996) reviewed, compared and discussed.

The strategic planning team was able to propose the changes in the organization and roles of its members to ensure implementation of the plan would occur. Also from this document, the 2005 plans was developed (included in the mid-term plan document). Since there were no major changes in the mid-term plan, it was determined that the- present organizational structure and personnel could not cope with the scope of activities planned within the next 3 years. ODO either has to a) decrease its activities or b) increase the number of personnel/members able to carry out the proposed work.
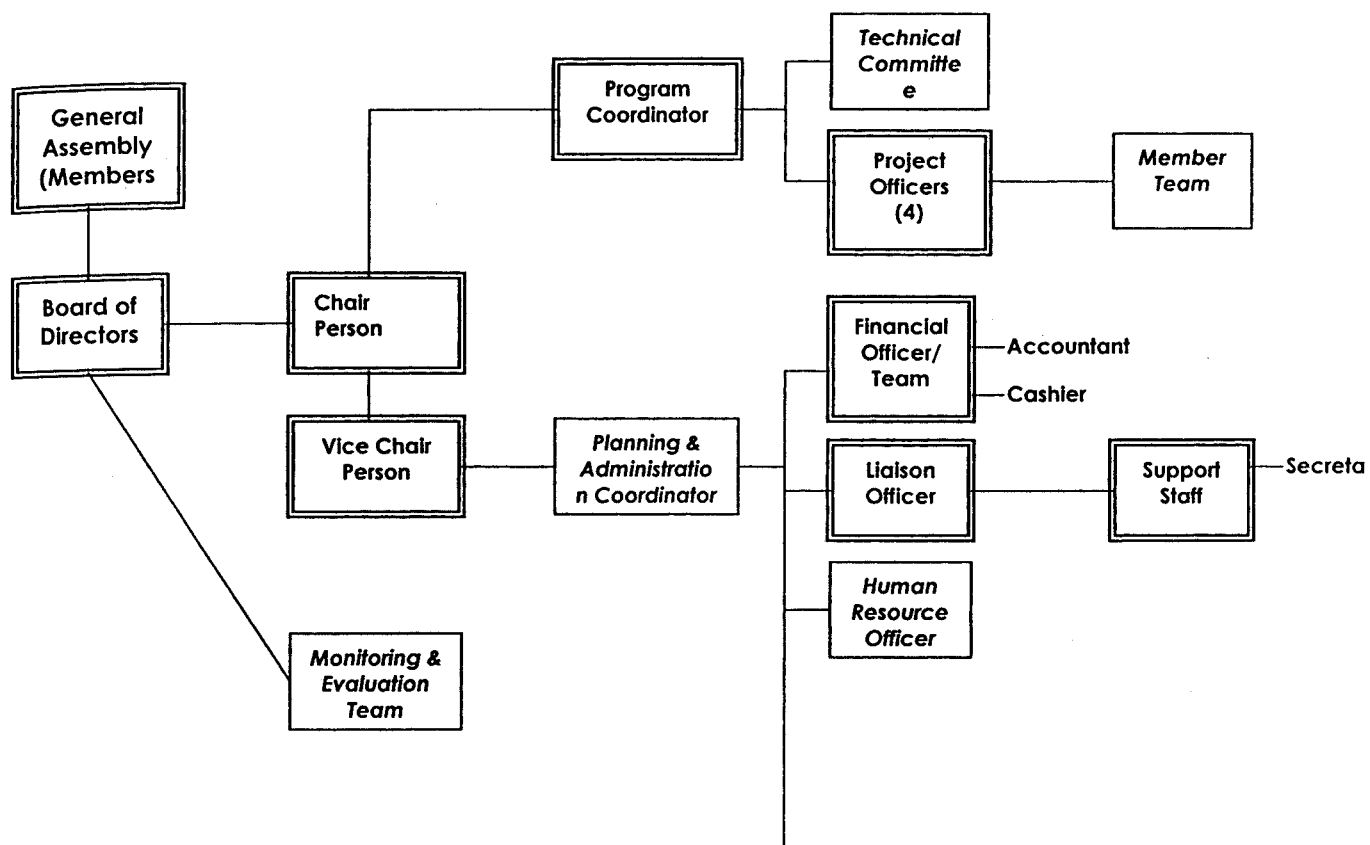
Figure 1: Proposed Organogram of ODO

Chapter 5

Implementation of Recommendations

5.1 Current Programs of ODO

Ole Development Organization was registered in 1996 under the Zanzibar Societies Act #6, 1995 with the intention of improving the lives and welfare of the people of ole constituency by joining with and complementing government efforts towards development in education, health and food security.

To date, ODO's projects are in all six Shehias in the constituent and are serving over 13 communities. The works that has been done and is being done in these communities include:

i. Education – capacity building of school committees, improving existing facilities, constructing facilities, providing books and materials, supporting enrolment for disadvantaged girls and working with teachers for better learning approaches.

ii. Health – supporting community based health initiatives through capacity building of village health committees, mobilizing and distributing medical supplies and equipment to communities and providing health awareness education through peer educators and local committees on youth sexual & reproductive health, HIV/AIDS and other priority health problems in communities.

iii. Food security and income-generating activities – mobilizing and distributing food supplies to vulnerable children and families for

short-term relief, providing loans and/or tools for small-scale producers and capacity building of local farmers by providing agricultural extension services.

5.2   Guiding Principles

ODO's expertise and commitment are focused on supporting communities to be able to develop, plan, implement and monitor (manage) projects that will lead to healthy, well-informed, self-sufficient and responsible citizens. Therefore, ODO's focus of work will aim to provide support that builds the capacity of communities to be able to:

i.   Improve its formal education sector in quality and access for all children and youth.

ii.   Promote health and healthy behaviors.

iii. Provide extension services and support that promote food security.

iv.   Mobilize short-term and emergency relief for vulnerable groups.

In any project ODO is involved with, a package of core approaches and services will be employed. These core services and crosscutting issues include:

i.   Specifically in the areas of prevention, counseling and care Educational approaches that lead to behavior change, including IEC materials

ii.   Material support (i.e. tools, implements, supplies, grants, loans) for people to implement project activities

iii.   HIV/AIDS awareness, and support

iv.   Common health issues, specifically sexual reproductive health, malaria, safe water and proper waste disposal (human and material)

v.   Cooperation and networks with stakeholders, partners, public & private sectors, traditional, religious, etc.

vi.   Approaches that involve and enable people's participation

vii.   Gender and related issues

viii.   Environmental protection and conservation issues

ix.   Well-being of those most vulnerable (children, youth, women, disabled, elderly, etc.)

By working in these key areas and providing core services to each community it works with, ODO continues to cooperate with and supplement Zanzibar's National Development Plans in multiple sectors. ODO's plans and activities support many areas in the Zanzibar Poverty Reduction Strategy (2002) as shown in appendix 7

As ODO members, we:

- Believe in democratic processes

- Respect each other

- Are truthful, honest, open, sincere, accountable, transparent

- Work as a team

- Possess the volunteer spirit

- Believe in solidarity, unity of purpose

- Advocate for equity; equal rights

- Strive for capacity building that empowers people to become independent and confident

- Are a learning organization – we learning from our and others' experiences to find the 'best practices' in implementing activities successfully.

5.3 Vision and mission of the organization

Identification of the organization's vision and mission is the first step of any strategic planning process. The Organization's vision sets out the reasons for organization's existence and the "ideal" state that the organization aims to achieve; the mission identifies major goals and performance objectives. Nanus (1992, pp. 28 - 29) wrote that the right vision for the organization has the following characteristics:

" Fits the organization and the times

" Sets a standard of excellence

" Clarifies direction and purpose

" Inspires enthusiasm and commitment

" Is clear and easy to understand

" Evokes the unique competence of the organization to create competitive advantage

" Is ambitious.

Quigley (1993) says that the corporate vision is the most fundamental statement of a corporation's values, aspirations, and goals. It is an appeal to its employees' hearts and minds. It must indicate a clear understanding of where the corporation is today and offer a road map for the future. Thus, vision becomes a living force only when people truly believe they can shape their

future. The vision of *ODO is: All people in the constituent having adequate income to enjoy better living standards by being well educated, healthy and having proper/sufficient food, and living in an environment of full democracy, harmony and equality.* It is imperative that the visions of the service organization be inconformity with the current development sectoral policies. The following is a snap shot on education, health and food security

Education is a basic human right for all. The Government of Zanzibar recognizing its obligation to provide this basic human right to its citizens has for many years made concerted efforts towards achieving this goal. This significant growth is a result of liberalization of education and participation of communities in the construction of government day secondary schools in their localities.

The priorities for the Zanzibar Development Vision 2020 are: Expansion of access at all levels; improving the quality of education and Improving and expanding the financing base. In order to achieve these priorities the government has initiated a sector-wide approach to education development by designing an Education Sector Development Program [ESDP] with participatory involvement of stakeholders and potential donors to education. The program concerns the pooling together of human, financial and materials resources by involving all key stakeholders in education planning, financing, implementation, monitoring and evaluation. The objectives of ESDP include: to improve the quality of education; to increase and improve access and equity, to decentralize education management and to broaden the financial base.

Community Based Health Care (CBHC) was declared in Alma Ata (former USSR) on a meeting convened by UNICEF and WHO. The conference was made on the concern that the existing health systems in developing countries are a western model which does not work well especially in the rural communities. Alma Ata declaration was to make healthy services near the reach of all by 2000. Zanzibar has adopted this declaration by introducing village health committees. Similarly to food security, the Zanzibar policy includes developing local capacity to monitor and respond to food insecurity. Areas that ODO supports in the Zanzibar Poverty Reduction Plan (2002) are attached as appendix 6.

According to Asher (1996), the purpose of developing a mission statement at the start of an improvement process is to advertise that the intention to change is there. Organizations that use the mission to make the change happens recognize that is a powerful motivational tool. Realizing the importance of mission in bringing about a successful change process, ODO formulates and embarks on a corporate philosophy condensed in her mission statement . The mission of ODO is: To form a strong organization that mobilizes internal and external resources for empowering the constituents in Ole to manage their own development program through capacity building communities activities in the area of:

- Education
- Health
- Food sufficiency and nutrition
- Relief support for vulnerable groups

- Creating income-generating activities by coordinating and networking with development partners on community, district and national levels.

5.4   Objective of ODO

To address strategic issues and develop deliberate strategies for achieving their mission, strategic goals and action plans were developed. The final agreed overall objectives of ODO are:

i.   Enable communities to manage development programs through capacity-building activities that promote behavior changes and skills in the areas of education, health, food-sufficiency, income-generating activities, relief support, equality and democracy.

ii.   Promote greater participation and cooperation among development partners and beneficiaries at community, shehia, district and national levels.

iii.   Establish and maintain an organization with effective programs and management systems whose services are provided by competent, qualified, capable and committed members united in their mission.

As referenced in the literature from Choo (1992) amd Quinn (1980), it was then to develop immediate objectives of the organisation. Going through the process we were able to develop immediate objectives as shown below.

i.   Built communities' (committee, technical officers) capacity to utilize participatory approaches in identifying, planning and

working together in meeting their educational, health, food sufficiency and/or relief needs.

ii.   Supported community partners in developing and managing effective projects and programs in the areas of health, education, food security and/or relief.

iii.   Built the capacity of ODO members to manage and provide quality services in its community programs or projects.

iv.   Set-up and sustained efficient organizational and management systems for maximum program/project effectiveness.

5.5   ODO 2005-7 Work Plan

Using appreciative enquiries and other social learning techniques it was possible to further develop a work plan of ODO as shown on the next pages.

Ole Development Organisation (ODO)
Medium-term Work Plan   2005 - 2007

Intermediate Objectives	Activities	Sub-Activities	Expected Output	Input Required	2005				2006				2007			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. To build communities' capacity (committees, technical officers) to utilize participatory approaches in identifying, planning and working together in meeting their educational, health, food sufficiency and/or relief needs.	1.1 enhance participatory and facilitation techniques among members of existing community structures (committees, officers, leaders, etc.)	1.1.1 conduct training on participatory survey techniques	* Participatory tools * Skilled personnel * Community survey results, plans, progress reports * Visit plans and reports	Day allowances Transport Supplies	x	x				x	x					
		1.1.2 utilize RRA/PRA/PPP, AI approaches to identify, plan, monitor & evaluate projects (see 2.1)			x	x	x	x	x	x	x	x	x	x	x	x
		1.1.3 support exchange visits to other communities involved in similar activities								x				x		
	1.2 facilitate village committees in developing and implementing quarterly action plans (see 2.2)	1.2.1 build capacity of village committees on project formulation, implementation and reporting skills	* Skilled village personnel * Community plans & reports	Day allowances Transport Supplies						x	x		x	x	x	x
	1.3 initiate and support initiatives planned with communities, partners, officials on a regular basis (see also 3.1, 3.3)	1.3.1 support the development of youth-focused activities	* Monthly activity reports & plans * Forum minutes * Better communications * Informed youth & community * Successful community projects	Construction materials Manager and staff Supplies Equipment Initiative funds	x	x	x	x	x	x	x	x				
		1.3.2 initiate forum where youth, community leaders, parents & professionals can regularly exchange information and ideas			x	x	x	x	x	x	x	x	x	x	x	x
		1.3.3 establish community self-help initiatives fund								x	x	x	x	x	x	x
2. To develop and manage effective education, health, food and relief projects with community partners.	2.1 determine community needs in education, health, food sufficiency, particularly for most vulnerable groups, through participatory assessments	2.1.1 develop & conduct comprehensive PRA/RRA where ODO works annually	* Survey results & priorities by each community * Plans for addressing priorities	Day allowances Transport Supplies Reference materials	x	x				x	x			x	x	
		2.1.2 develop & implement monitoring plans to determine if needs are being met								x					x	
	2.2 facilitate village committees and local officials in developing and implementing quarterly action plans according to their responsibilities	2.2.1 educate school, health or shehia development committee members (extension, health, social workers, etc.) in planning, management, operations	* Community visit report * Quarterly committee progress reports & action plans * Vulnerable groups & children identified & assisted * Resources obtained,	Day allowances Transport Supplies Equipment References IEC materials Communications Local initiative	x	x	x	x	x	x	x	x	x	x	x	x
		2.2.2 mobilize, obtain & distribute resources according to school, health, IGA, relief or development plans			x	x	x	x	x	x	x	x	x	x	x	x

		2.2.3 assist most vulnerable groups in obtaining short-term support (health, education, food) and in the planning for meeting their long-term needs	distributed & utilized appropriately * Skilled community managers * Monthly committee progress & financial reports	funds Technical assistance	x	x	x	x	x	x	x	x	x	x	x	x
		2.2.4 follow-up planned activities with committee quarterly			x	x	x	x	x	x	x	x	x	x	x	x
2.3 monitor and provide regular progress reports towards meeting proposed plans	2.3.1 submit monthly progress & financial report of activities conducted within communities				x	x	x	x	x	x	x	x	x	x	x	x

Ole Development Organisation (ODO)
Medium-term Work Plan   2005 - 2007

Intermediate Objectives	Activities	Sub-Activities	Expected Output	Input Required	2005				2006				2007			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3. To initiate and utilize various fora on all levels (community, shehia, district, regional, national) to exchange views, share information and coordinate resources.	3.1 conduct regular stakeholders meetings annually in current working areas (53)	3.1.1 conduct sector-related meetings in districts and/or regions twice a year	* District sector guidelines, support, cooperation	Day allowances Transport Supplies		x		x		x		x		x		x
		3.1.2 conduct district ODO project meetings twice a year with community partners	* Network of district ODO communities * Minutes of meetings	District initiative funds	x		x		x		x		x		x	
	3.2 distribute information on ODO's work and issues through various media	3.2.1 conduct interviews or programmes for radio and TV	* Library of TV, radio programmes	Allowances	x	x	x	x	x	x	x	x	x	x	x	x
		3.2.2 write and submit articles to newspapers quarterly (4)	* Archive of printed materials	Transport Technical assistance	x	x	x	x	x	x	x	x	x	x	x	x
		3.2.3 produce and distribute leaflets and posters about ODO and its issues	* ODO materials widely circulated & utilized	Supplies Printing/production Distribution			x				x				x	
	3.3 initiate and conduct ODO partners meeting to include regional, district administration, NGOs, ministry officials annually		* Zonal coordination & cooperation * Minutes of meetings	Allowances Transport Supplies Printing				x				x				x
4. To build the capacity of ODO members to manage and provide quality services in all its work.	4.1 provide basic and advanced training on participatory approaches to ODO members	4.1.1 conduct initial RPA/PRA/AI/PPP, monitoring & evaluation training for 60 members	* Members capable of imparting participatory skills to others * Supervisor reports	Allowances & Venue Transport Supplies Reference materials	x	x			x							
		4.1.2 conduct advanced participatory training for 30 members									x	x		x		
	4.2 provide training in basic management principles	4.2.1 conduct on-the-job and in-service trainings	* Members capable of managing community projects * Supervisor reports	Allowances & Venue	x	x	x	x	x	x	x	x	x	x	x	x
		4.2.2 sponsor formal courses for 3 members		Technical assistance Transport			x				x				x	
		4.2.3 obtain short-term technical assistance in identified areas		Supplies & references	x	x	x	x	x	x	x	x	x	x	x	x

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4.3 provide training in core services (health, ASRH, HIV/AIDS, STDs, food & agriculture, gender, participation)	4.3.1 develop guidelines and plan for training members in core services	* Core service guide * In-service training plan * Training reports * Supervisor reports	Allowances & Venue Technical assistance Transport Supplies & references	x	x										
	4.3.2 conduct in-service and on-the-job training for members according to plans						x	x	x	x	x	x	x	x	x

Ole Development Organisation (ODO)
Medium-term Work Plan 2005 - 2007

Intermediate Objectives	Activities	Sub-Activities	Expected Output	Input Required	2005 Q1	Q2	Q3	Q4	2006 Q1	Q2	Q3	Q4	2007 Q1	Q2	Q3	Q4
5. To set-up and sustain efficient organizational and management systems for maximum effectiveness and impact in its work.	5.1 ensure administrative systems, facilities and operations support organizational and project aims	5.1.1 acquire adequate working space & facilities to conduct organizational & project functions efficiently.	* Procedure manual followed	Technical assistance	x	x										
		5.1.2 improve information, office and financial systems	* Financial regulations implemented	Rent & insurance Communications Equipment	x	x	x	x								
		5.1.3 develop and implement human resources plan with member data base and skills match, incentive schemes	* Current information systems * Efficient office * Active, informed members	Supplies & references Printing Allowances Transport	x	x										
		5.1.4 obtain short-term technical assistance in identified areas			x	x	x	x								
	5.2 ensure regular opportu ties for members to input ODO work and management	5.2.1 conduct ODO general assembly meeting once a year to review progress and approve next year's plans	* Active, informed members * Effective, active board & executive * Coordinated, collaborative planning & management *Minutes of meetings	Allowances Transport Supplies	x				x				x			
		5.2.2 conduct ODO board members meeting quarterly to review progress and approve next quarter's plan			x	x	x	x	x	x	x	x	x	x	x	x
		5.2.3 conduct executive committee meetings monthly to review progress & expenditures and coordinate up-coming plans & budget			x	x	x	x	x	x	x	x	x	x	x	x
	5.3 implement and monitor activities according to approved plans and budget	5.3.1 develop and implement approved organization action plan every quarter	* Quality services given * Quarterly ODO plans * Monthly project plans * Monitoring & eval guidelines * Monthly project & coordinator reports	Allowances Transport Supplies	x	x	x	x	x	x	x	x	x	x	x	x
		5.3.2 develop and implement monthly project action plans from quarterly plan			x	x	x	x	x	x	x	x	x	x	x	x
		5.3.3 plan and implement monitoring and evaluation mechanisms			x	x	x	x	x	x	x	x	x	x	x	x
	5.4 ensure adequate resour es (human and material) for implementing organization al plans (see also 5.1.3)	5.4.1 develop and submit proposals to potential donors	* Funds & resources sufficient for operations * Proposals supported * Fund-raising reports	Allowances Transport Supplies Communications	x	x			x				x			
		5.4.2 establish and implement fund-raising plans for communities and the organization				x				x				x		

5.5 provide information and documents about ODO, its work and relevant issues regularly within and outside the organization	5.5.1 submit monthly financial & projects progress reports to executive committee	* Monthly project progress & financial reports * Qrtly ODO progress & financial reports * Annual ODO report * Materials produced & distributed	Allowances Transport Supplies Communications	x	x	x	x	x	x	x	x	x	x	x	x
	5.5.2 compile & distribute qrt. progress/financial organization & project reports for board, donors		Technical assistance Printing/production Distribution	x	x	x	x	x	x	x	x	x	x	x	x
	5.5.3 produce & distribute ODO's annual report (projects, finances, plans) among members, partners			x				x				x			
	5.5.4 produce special reports or IEC materials on 'best practices', advocacy issues or findings from surveys/activities			x				x				x			

Intermediate Objectives	Activities	Sub-Activities	2005				Expected Output
			Q 1	Q 2	Q 3	Q 4	
1. To build communities' (committees, technical officers) capacity to utilize participatory approaches in identifying, planning and working together in meeting their educational, health, food sufficiency and/or relief needs.	1.1 enhance participatory and facilitation techniques among members of existing community structures (committees, officers, leaders, etc.)	1.1.1 conduct training on participatory survey techniques	x	x			* Participatory tools * Skilled personnel * Community survey results, plans, progress reports * Visit plans and reports
		1.1.2 utilize RRA/PRA/PPP, AI approaches to identify, plan, monitor & evaluate projects	x	x	x	x	
		1.1.3 support exchange visits to other communities involved in similar activities			x		
	1.2 facilitate village committees in developing and implementing quarterly action plans (see 2.2)	1.2.1 build capacity of village committees on project formulation, implementation and reporting skills			x	x	* Skilled village personnel * Community plans and reports
	1.3 initiate and support initiatives planned with communities, partners, officials on a regular basis (see also 3.1, 3.3)	1.3.1 support the development of youth-focused activities	x	x	x	x	* Monthly activity reports & plans * Forum minutes * Better communications * Informed youth & community * Successful community projects
		1.3.2 initiate forum where youth, community leaders, parents & professionals can regularly exchange information and ideas	x	x	x	x	
		1.3.3 establish community self-help initiatives fund					
2. To develop and	2.1 determine community	2.1.1 develop & conduct	x	x			* Survey results & priorities by each

manage effective education, health, food and relief projects with community partners.	needs in education, health, food sufficiency, particularly for most vulnerable groups, through participatory assessments	2.1.2 develop & implement monitoring plans to determine if needs are being met			x		community *Plans for addressing priorities
	2.2 facilitate village committees and local officials in developing and implementing quarterly action plans according to their responsibilities	2.2.1 educate school, health or shehia development committee members (extension, health, social workers, etc.) in planning, management, operations	x	x	x	x	* Community visit report * Quarterly committee progress reports & action plans * Vulnerable groups & children identified & assisted * Resources obtained, distributed & utilized appropriately * Skilled community managers * Monthly committee progress & financial reports
		2.2.2 mobilize, obtain & distribute resources according to school, health, IGA, relief or development plans	x	x	x	x	
		2.2.3 assist most vulnerable groups in obtaining short-term support (health, education, food) and in the planning for meeting their long-term needs	x	x	x	x	
		2.2.4 follow-up planned activities with committee quarterly	x	x	x	x	
	2.3 monitor and provide regular progress reports towards meeting proposed	2.3.1 submit monthly progress & financial report of activities conducted within communities	x	x	x	x	* Community progress & financial reports *Monitoring/supervision reports

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Ole Development Organization (ODO)
2005 Plan and Budget

Intermediate Objectives	Activities	Sub-Activities	2005				Expected Output
			Q 1	Q 2	Q 3	Q 4	
3. To initiate and utilize various fora on all levels (community, district, regional, national) to exchange views, share information and coordinate resources.	3.1 conduct regular stakeholders meetings annually in current working areas	3.1.1 conduct sector-related meetings in districts and/or regions twice a year		x		x	* District sector guidelines, support, cooperation * Network of district ODO communities * Minutes of meetings
		3.1.2 conduct district ODO project meetings twice a year with community partners	x		x		
	3.2 distribute information on ODO's work and issues through various media	3.2.1 conduct interviews or programmes for radio and TV	x	x	x	x	* Library of TV, radio programmes * Archive of printed materials * ODO materials widely circulated & utilized
		3.2.2 write and submit articles to newspapers quarterly (4)	x	x	x	x	
		3.2.3 produce and distribute leaflets and posters about ODO and its issues		x			
	3.3 initiate and conduct ODO partners meeting to include regional, district administration, NGOs, ministry officials annually					x	* Zonal coordination & cooperation * Minutes of meetings

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Intermediate Objectives	Activities	Sub-Activities	2005				Expected Output
4. To build the capacity of ODO members to manage and provide quality services in all its work.	4.1 provide basic and advanced training on participatory approaches to ODO members	4.1.1 conduct initial RPA/PRA/AI/PPP, monitoring & evaluation training for 30 members	x	x			* Members capable of imparting participatory skills to others * Supervisor reports
		4.1.2 conduct advanced participatory training for 30 members					
	4.2 provide training in basic management principles	4.2.1 conduct on-the-job and in-service trainings	x	x	x	x	* Members capable of managing community projects * Supervisor reports
		4.2.2 sponsor formal courses for 3 members			x		
		4.2.3 obtain short-term technical assistance in identified areas	x	x	x	x	
	4.3 provide training in core services (health, ASRH, HIV/AIDS, STDs, food & agriculture, gender, participation)	4.3.1 develop guidelines and plan for training members in core services	x	x			* Core service guide * In-service training plan * Training reports * Supervisor reports
		4.3.2 conduct in-service and on-the-job training for members according to plans			x	x	

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Intermediate Objectives	Activities	Sub-Activities	2005				Expected Output
			Q 1	Q 2	Q 3	Q 4	
5. To set-up and sustain efficient organizational and management systems for maximum effectiveness and impact in its work.	5.1 ensure administrative systems, facilities and operations support organizational and project aims	5.1.1 acquire adequate working space, facilities to conduct organizational & project functions efficiently.	x	x			* Procedure manual followed * Financial regulations implemented * Current information systems * Efficient office * Active, informed members
		5.1.2 improve information, office & financial systems	x	x	x	x	
		5.1.3 develop & implement human resources plan with member database & skills match, incentive schemes	x	x			
		5.1.4 obtain short-term technical assistance in identified areas	x	x	x	x	
	5.2 ensure regular opportunities for members to input ODO's work and management	5.2.1 conduct ODO general assembly meeting once a year to review progress and approve next year's plans	x				
		5.2.2 conduct ODO board members meeting quarterly to review progress and approve next quarter's plan	x	x	x	x	* Active, informed members * Effective, active board & executive * Coordinated, collaborative planning & management *Minutes of meetings
		5.2.3 conduct executive committee meetings monthly to review progress & expenditures and coordinate up-coming plans & budget	x	x	x	x	

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5.3 implement and monitor activities according to approved plans and budget	5.3.1 develop and implement approved organization action plan every quarter	x	x	x	x	* Quality services given * Quarterly ODO plans * Monthly project plans * Monitoring & eval guidelines * Monthly project & coordinator reports
	5.3.2 develop and implement monthly project action plans from quarterly plan	x	x	x	x	
	5.3.3 plan and implement monitoring and evaluation mechanisms	x	x	x	x	
5.4 ensure adequate resources (human and material) for implementing organizational plans (see also 5.1.3)	5.4.1 develop and submit proposals to potential donors	x	x			* Funds & resources sufficient for operations * Proposals supported * Fund-raising reports
	5.4.2 establish and implement fund-raising plans for communities and the organization		x			
5.5 provide information and documents about ODO, its work and relevant issues regularly within and outside the organization	5.5.1 submit monthly financial & projects progress reports to executive committee	x	x	x	x	* Monthly project progress & financial reports * Qrtly ODO progress & financial reports * Annual ODO report * Materials produced & distributed
	5.5.2 compile & distribute quarterly progress & financial organization and project reports for board, donors	x	x	x	x	

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		5.5.3 produce & distribute ODO's annual report on its projects, finances & proposed plans among members & partners			x
		5.5.4 produce special reports or IEC materials on 'best practices', advocacy issues or findings from surveys/activities			x

5.1 Roles and task

Basing on the new organogram and agreed organizational directions, the new roles and task were defined as follows

Title/Post	Description of Tasks
Board	• Receives and approves quarterly organizational plans • Employs staff for the organization • Networks between local and foreign organizations • Formulates policy for the organization • Mobilizes resources • Resolves conflicts; takes disciplinary action • Advocates for ODO and its core issues to higher levels (government, political, embassies, etc.) • Organizes and supervises the Monitoring & Evaluation Team
Members	• Make organizational decisions during annual general assembly meeting • Participates in organization elections • Contributes monthly fees • Performs tasks within the organization
Chair Person	• Conduct ODO partners review meeting annually • Acquire adequate working space & facilities • Improve information, office and financial systems

	- Obtain short-term administrative technical assistance as needed
	- Conduct Board meetings quarterly
	- Conduct Executive Committee meetings monthly
	- Develop and submit proposals to donors
	- Compile & distribute progress/financial organization & project reports
	- Produce special reports or IEC materials on 'best practices', advocacy issues or findings from surveys/activities
Vice Chair Person	- Conducts ODO general membership meeting to review progress and approve plans
	- Produce and distribute ODO's annual report among members, partners
	- Carry out director functions when not present
Planning & Administration Officer	- Conduct sector related meetings in district/region biannually
	- Develop human resource plan with member database, skills match and incentive scheme
	- Develop guidelines for and conduct in-service trainings for ODO members/staff on basic and advance participatory methods, basic management skills and core ODO services)

	• Sponsor formal courses for ODO members • Obtain short-term technical assistance for courses or on-the-job training
Financial officer/team (accountant & cashier)	• Ensure funds are spent according to budget and budget lines • Controls all payments • Performs monthly cash/bank reconciliation of all accounts and submits financial statement/report • Carries out yearly account close-out and report for each donor • Keeps asset inventory and depreciation information • Maintains cashbooks, vouchers, receipts • Develops and follows financial procedure manual • Prepares separate donor accounts and reports • Assists during audits • Procure and purchase supplies and equipment
Liaison officer (Previously admin. Officer)	• Fundraising plans and implementation for organization and communities • Networks with organizations • Responds to correspondence • Writes & submits articles • Produces and distributes leaflets, IEC materials

	Manages e-mail, internet and web communications
Human resource officer	- Take over the human resource planning and implementation activities for ODO members - Managing staff and personnel issues - Incentive schemes
Program coordinator	- Build capacity of community committees on participatory survey techniques, project formulation, implementation and reporting skills - Develop & utilize participatory appraisal methods to identify, plan, monitor, evaluate projects - Implement monitoring plans and conduct annual participatory appraisal in communities where ODO works to determine if needs are being met - Mobilize, obtain & distribute resources according to development plans - Conduct ODO project meetings with community partners biannually - Develop and implement approved organization action plan every quarter - Develop and implement monthly project action plans from quarterly plan

Project officers	• Educate development committee members in planning, management operations • Assists MVG in obtaining short-term support and in the planning for meeting their long-term needs • Support development of youth-focused activities • Initiate community forum for youth, community leaders, parents & professionals • Follow-up planned activities with committee quarterly • Submit monthly progress & financial report of activities within communities and of project • Support exchange visits to other communities involved in similar activities • Work with ODO member teams to build their capacity to carry out tasks
Technical committee	• Conducts monthly meeting with project officers, program coordinator to review progress and coordinate up-coming plans to include core issues. • Expert ODO member in each of the core service areas (participation, health, education, gender, most vulnerable groups, HIV/AIDS, environment, food security) are responsible to Program coordinator

ODO member teams	• Designated members to work with specific project officers in specific communities. There they learn the community structures and can look for other opportunities for ODO to assist the community in other core service areas. They could be the continuous link with ODO regardless of the technical or project officer, who may be conducting specific activities.

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