

8.0 APPENDICES

Appendix 1: Request for Internship

Audax S.M. Rwechungura,
P.O. Box 4614,
Dar es Salaam.

November 23rd, 2005

Chairman
Rubya Association (RUA)
Dar es Salaam.

CC. CED Attn. Mr. Felician Mutasa / Michel A. cedooutsnhu@yahoo.com

Re: RUA Strategic Planning Process: Request for Acceptance of Internship

I am requesting for acceptance of Internship. I am a MSc. CED student with the Southern New Hampshire University & Open University of Tanzania - the Community Economic Development programme.

One of the MSc. CED requirements is to carry out a professional CED project in lieu of a thesis. This requires selecting a community organization, identifying a researchable issue of interest to the organization and working on it. Based on my past contacts I have identified RUA to be the community organization I would like to work with. The issue I have identified, which I want to carry out and if you agree with me is the RUA Strategic Plan for 2007 - 2010.

Once my request is accepted I will provide a tentative programme and modus operandi of the work to follow, what will be required of me and RUA.

Thanking you in advance for favourably considering my request.

Yours truly,

(signed)
Audax S.M. Rwechungura
MSc. CED 2005 /2007 -ID No. 617113

Appendix 2: Research Questionnaire (In Kiswahili):

DODOSO YA KUJENGA MPANGO MKAKATI WA RUBYA ASSOCIATION (RUA), 2007-2010.

Utangulizi

RUBYA ASSOCIATION (RUA) ni asasi isiyo ya kiserikali iliyosajiliwa mwaka 1994 chini ya Sheria ya Societies Ordinance ya mwaka 1954. Kama ilivyoainishwa katika Katiba ya RUA madhumuni yake KIKATIBA ni pamoja na : Kuwawezesha wana RUA kufahamiana wao wenyewe na familia zao na kuwa na mshikamano. Kubuni mbinu mbalimbali za kuleta maendeleo yao wenyewe pamoja na yale ya wananchi waishio katika vijiji vya Tarafa ya Nshamba katika Wilaya ya Muleba.

Tangu RUA ianzishwe pamekuwepo changamoto nyingi. Nazo ni pamoja na mabadiliko ya sera, uchumi na hali ya maisha, umasikini kuongezeka kwa wanachama na sehemu ya Rubya Muleba. Pia kumekuwepo na ongezeko la wanachama hadi kufikia familia 67. Hii ikiwa na maana ya matukio mengi ya furaha na huzuni ya kuchangia. Pia siku za karibuni RUA imepata maombi kadhaa ya kuombwa kuchangia maendeleo ya hali na mali ya wanachama kwa miradi ya shule za msingi, sekondari na ‘Nursing’ kutoka Tarafa ya Nshamba katika Wilaya ya Muleba. Katika kutafuta ufumbuzi RUA mwaka 2004 iliunda Mfuko wa Maendeleo na kuamua kila familia kuchangia Tsh. 70,000/= ifikapo Agosti 2005. Aidha, RUA iliamua kununua vipande 28,500 kwa gharama ya Tsh. 1,995,000 katika mfuko wa “Unit Trust”.

Kadri siku zinavyopita RUA kama chama au mwana-RUA tumejikuta na changamoto ya kuamua mipango sahihi ya utekelezaji madhumuni ya RUA.

Kwa changamoto zilizopo na za mbeleni RUA haiwezi kuendelea kuongozwa tu na katiba katika kutekeleza madhumuni na mipango yake ya maendeleo na kuchagua vipaumbele vya maendeleo. Kama ilivyoainishwa wakati wa wakati wa kuteua Kamati ya Mipango na Maendeleo - ikiongozwa na Bw. Peter Rwelamira RUBYA ASSOCIATION inahitaji MPANGO MKAKATI (STRATEGIC PLAN) katika kupanga na kutekeleza mipango ya miaka kama mitano ijayo.

Carter McNamara aliwahi kusema “Kwa maneno rahisi, kuweka mpango mkakati ni kuchagua wapi unataka asasi yako ilenge na ifike kwa muda wa miaka 3/5 ijayo, mkakati au mbinu za kufikia lengo hilo and kuweka vipimo vya kujua jinsi itakavyojua kama asasi imefika huko au la. mpango mkakati huangalia asasi kwa ujumla wake na si sehemu ya asasi”

Hili DODOSO NI kwa minajili ya kutayarisha MPANGO MKAKATI (STRATEGIC PLAN) wa kuazia 2007 hadi 2010. UNAOOMBWA KUYAJIBU MASWALI HAYA KWA UFAHAMU WAKO KAMA MWANA-RUA NA UFAHAMU BINAFSI ILI RUA IWEZE KUPATA MPANGO MKAKATI (STRATEGIC PLAN).

Mchango wako ni muhimu katika kujenga RUA yenye muono wa maendeleo.

Natanguliza shukrani kwa ushirikiano wako.

Audax Rwechungura

Mtafiti

Ndugu Mwana- RUA

1. Madhumuni ya Wanachama

1.1 Je ulijiunga na Rubya Association mwaka gani.....

1.2 Ulikuwa na malengo au madhumuni gani ulipojiunga na Rubya Association? / When you joined RUA what were your objectives? (chagua kati ya NDIYO au HAPANA)

Kufahamiana na wana-RUA na familia zao NDIYO / HAPANA

Kutafuta nguvu ya kusaidiana taabu & raha NDIYO / HAPANA

Kujiletea maendeleo binafsi NDIYO / HAPANA

Kushirikiana kuleta maendeleo ya wananchi waishio katika vijiji vya Tarafa ya Nshamba, Wilaya ya Muleba. NDIYO / HAPANA

1.3 Je madhumuni yako bado ni yale yale? NDIYO / HAPANA

2. MADHUMUNI YA RUA

2.1 Je, kwa ujumla, malengo ya RUA unadhani bado yanakidhi haja NDIYO / HAPANA

Kama malengo ya RUA bado hayakidhi haja sasa RUA iwe na madhumuni gani 3 RUA ungependekeza RUA ijihusishe nayo: i).....ii).....iii)

2.3 HUDUMA kwa mwanachama wa Dar (weka alama (?) kwa iliyo sahihi sana

2.3.1 Unaonaje huduma za RUA ya kutoa msaada wa kifedha kwa mwanachama wake? Nzuri.....Mbaya Ziboreshwe.....Zifutwe.....

2.3.2 Unaonaje huduma za RUA wakati wa mwanachama Kufiwa na Kufariki Nzuri.....Mbaya Ziboreshwe.....Zifutwe.....

2.3.3 Unaonaje Viwango vitolewavyo sasa wakati wa Misiba

Nzuri..... Mbaya Ziboreshwe

Zifutwe.....

2.3.4 Unaonaje huduma za RUA wakati wa UGONJWA?

Nzuri..... Mbaya..... Ziboreshwe.....

Zifutwe.....

2.3.5 Unaonaje Misaad ya Maendeleo ya wanajumuia wa Rubya, Muleba

Nzuri..... Mbaya Ziboreshwe.....

Zifutwe.....

3.0 USAJILI WA RUA**3.1 Kama RUA ingejisajili upya ungependekeza ijisajili kama nani**

(weka ?)

i) NGO..... ii) Ushirika iii) Klabu iv) SACCOS.....

v) Kampuni.....

4.0 UANDAAJI WA MPANGO MKAKATI**4.1 Je unafahamu maana ya MPANGO MKAKATI NDIYO / HAPANA****4.2 Je unadhani ni wakati muafaka kuandaa mpango mkakati wa RUA sasa?**

Do you consider it opportune to carry out Strategic planning now? (put / weka alama (?))

Yes / Ndiyo.....NO /Hapana.....Do not Know/ Sijui.....

Kwa nini ni kwa sasa ni wakati muafaka kuandaa MPANGO MKAKATI

.....

5.0 DIRA na DHAMIRA (VISION & Mission) RUA was founded in 1994. What future purpose (VISION & Mission) and Values do you want RUA to be? Or what organization should we strive to build in the next 5 years up to 2010?

RUA ilianzishwa mwaka 1994 na sasa ni 2006. Kwa mtazamo wako, JE
RUA ijayo (2007 - 2010) iwe na

DIRA gani?.....

DHAMIRA

gani.....

Maadili, mwonekano upi (VALUES)?

a) b)..... c)..... d).....

Walengwa mahsusi wa RUA (Target community) ni nani?

a) wana-RUA ,,,,,,,, b) wanajumuia wa Nshamba
/community.....c).Others.....

Je (wadau wakuu / Stakeholders) wa RUA ni nani? Ni watu au
asasi/shirika gani unaona zina umuhimu sana kwa RUA? (put / weka
alama (?))

i).....

ii)

iii)

5.4 RUA ORGANIZATIONAL (SWOT) ANALYSIS / TATHMINI YA RUA

Taja NGUVU au \uwezo Strengths) ilizionazo RUA katika kutimiza
malengo yake i).....ii).....iii).....

Taja MAPUNGFU (WEAKNESSES) iliyonayo RUA katika kutimiza malengo
yake? i) ii) iii)

Taja FURSA (opportunities) tatu zilizopo na kileta matumaini ya RUA au
kutimiza malengo yake. i) ii)iii)

5.4.4 Taja vitisho / changamoto (threats / challenges) za RUA.

i) ii) iii)

6.0 MAKUU MATATU / Three CRITICAL ISSUES

Kwa kuzingatia tahthmini ya RUA taja mambo makuu matatu (3) amabyo unaona RUA inapaswa kuyapa kipaumbele mwaka 2007 hadi 2010?

i) ii) iii)

Appendix 3: Categories of Answers to the Questionnaire.

CATEGORIES of ANSWERS to the Questionnaire

Gender of respondent

- 1) Male
- 2) Female

Marital status

- 1) Single
- 2) Married
- 3) Widow
- 4) Divorced

Main occupation

- 1) Govt /Public employment
- 2) Entrepreneur
- 3) Housewife
- 4) Others

When one joined RUA

- 1) Founder member, 1994
- 2) Phase One leadership 1994 - 2001
- 3) Phase Two leadership, 2001 - 2004
- 4) Phase Three Leadership, 2004 -2007

Why did you join RUA

- a) Social networking with Rubya members & families

- b) Search for social support in good & bad times
- c) In search of support for own development
- d) To bring development for communities in Nshamba Division Muleba District

Are your objectives for joining RUA still same? YES/ /NO

Are RUA objectives still satisfactory? YES/ /NO

Preferred RUA legal / Registration Status

- a) NGO..... b) Cooperative c) SACCOS d) Club ... e) Company

RUA's general services

- a) Good b) To be omitted c) To be omitted d) To be omitted

RUA's during death of member / relative

- a) Good b) To be omitted c) To be omitted d) To be omitted

RUA's during illness of member / relative

- a) Good b) To be omitted c) To be omitted d) To be omitted

RUA's during death of member / relative

- a) Good b) To be omitted c) To be omitted d) To be omitted

RUA's during other services during death of member / relative (Okushura)

- a) Good b) To be omitted c) To be omitted d) To be omitted

Rank RUA's Development Contributions

- a) Good b) To be omitted c) To be omitted d) To be omitted

Rank RUA's Development Contributions to Nshamba communities

a) Good b) To be omitted c) To be omitted d) To be omitted

Is it opportune time for RUA to undergo a strategic planning process?

YES

- a) RUA needs to focus its operations
- b) RUA has to prioritize resources and activities
- c) Managing RUA can no longer depend on Constitution
- d) Others

NO

- a) Members are not aware on the strategic plan
- b) The Constitution and Regulations are enough
- c) Strategic planning is for commercial organisations
- d) RUA objectives and implementation do not require a Strategic Plan but consensus

Why is it or not opportune for RUA's S/planning process?

RUA VALUES

- Mutual respect & understanding & dependable
- Sharing common goal
- Transparent
- Committed& Participating
- Active participation in meetings & RUA activities

RUA key stakeholders/.... target group

- 1) RUA members
- 2) Nshamba Division communities
- 3) Other organisations

4) others

- Donors
- Washauri
- RUA patrons

What should be the RUA VISION (2007 -2010)

Appendix 4: Job Description for CED Consultancy.

CED consultancy will be responsibility to implement the followings;

- 1) To identify the organization
- 2) Facilitate the Need assessment
- 3) Facilitate Strategic Planning Process
- 4) Develop Guidelines to Ensure Successful Planning and Implementation
- 5) Facilitate meetings, which will be held and 6) Backstop and supervise the planned activities

Appendix 5: Qualities of the Facilitator

- * The facilitator shall not be the leader or the boss of your organization, but s/he should be a good listener, positive (brings out the best in others), curious about people, neutral and unbiased and flexible.
- * The facilitator will not be an authority, but will be one who can create an environment in which others feel comfortable and confident about sharing their views and contributing fully to the process.
 - not of a high degree of structure or formality
 - one with enthusiasm about leading an inquiry into your organization.

Appendix 6: RUA SWOT Analysis Results (SPSS Output)

Strengths

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The big number & diversity of members	11	50.0	50.0	50.0
	Rubya - common origin & inter-bondages	8	36.4	36.4	86.4
	Members' socio-econ capacity & status	3	13.6	13.6	100.0
	Total	22	100.0	100.0	

Weakness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lack of org development plans,	9	40.9	40.9	40.9
	Members in different org with other aims	5	22.7	22.7	63.6
	Weak financial base indiv & RU overdepend on contributions	8	36.4	36.4	100.0
	Total	22	100.0	100.0	

Opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Favaourable national and international policies	4	18.2	18.2	18.2
	Increasing support for poverty reduction of communities	6	27.3	27.3	45.5
	kagera & Nshamba communities receptive to devt initiatives	10	45.5	45.5	90.9
	Available funds /donors for community initiatives	2	9.1	9.1	100.0
	Total	22	100.0	100.0	

Threats

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Having no focus & adherence to our goals	9	40.9	40.9	40.9
	Members other organisation	5	22.7	22.7	63.6
	Increasing level of poverty, illiteracy & HIV/AIDS	6	27.3	27.3	90.9
	Poor leadership at all vels: corruption, politicking	2	9.1	9.1	100.0
	Total	22	100.0	100.0	

vision

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong social organisation	7	31.8	31.8	31.8
	Strong economic organisation with devt focus of members	5	22.7	22.7	54.5
	Strong socio-economic org for members & Nshamba communities	10	45.5	45.5	100.0
	Total	22	100.0	100.0	

mission

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facilitate networking of members from Nshamba	7	31.8	31.8	31.8
	Promoting economic development of members & Nshamba	15	68.2	68.2	100.0
	Total	22	100.0	100.0	

Source: SPSS Output

Appendix 7: Draft Vision, Mission and Core Values of RUA.

Name:	Rubya Association (RUA)
Legal status:	Registered local NGO under the Societies Ordinance, 1954 and NGO Act, 2002.
Type of NGO:	Membership based; and not for profit
Physical address:	Plot 2222/129, Nkrumah Street, P.O. Box 6709, Tel: 2133578/2112156. DAR ES SALAAM.
Purpose:	RUA's core business is to facilitate socio-economic development of its members living and working in Dar es Salaam and the communities residing in Nshamba Division of Muleba District, Kagera Region, Tanzania

The socially and economically strong and reliable organization capable to support the socio-economic development of RUA members and Tanzania communities.

Draft MISSION STATEMENT

To promote and support and facilitate the socio-economic development of RUA members of Dar es Salaam city and the communities in 'Rubya area' increase their social wellbeing, networks and income by enabling them access resources.

2.5: The core values of Rubya Association (RUA)

Value	How it is lived
Volunteerism	There is high volunteerism spirit among members of Rubya Association (RUA), so much so that they work overtime without demanding for extra payment.
Commitment	Each Rubya Association (RU) member is committed and responsible and aim to have RUA succeed. They meet monthly, going around to each and every member's residence for periodic meetings. They assist each other in times of happiness and difficulties and outputs thereof at departmental level.
Trust	There is trust among Rubya Association (RUA) members and therefore constructive criticism prevails.
Transparency	Good relationship between the Rubya Association (RUA) and its members. Members of the two organs love and respect each other but are not afraid to point out the real issues.
Respect	Good relationship between Rubya Association (RUA) and communities in Rubya area. Rubya Association (RUA) members are of different ages, socio-economic status but all collaborate together as equal members and respect each other. The indigenous knowledge, networks of members is shared for the benefit of RUA.

3.0: Environmental scan of Rubya Association (RUA)

The analysis of the internal environment of Rubya Association (RUA) emerged with the following strengths and weaknesses.

<p>Strengths</p> <ul style="list-style-type: none"> • The organization is registered, Well known and credible organization • RUA has strong leadership, and democratic working system. • Have many, reliable, informed, committed, knowledgeable and skilled members, • Members are self-disciplined with good relationship among members • Members are eager to attain sustainable development <p>Members are of diverse socio-economic status and capacities (education, financial and networks and relationship).</p>	<p>Weaknesses</p> <ul style="list-style-type: none"> • RUA lack office, office facilities • Weak financial capacity with main source of RUA income limited to members' contributions. • Lacks fundraising strategies • Poor planning -lack strategic and operational plans • Members divided over the future Vision, mission • Majority of members committed to social objectives only • Paying lip service to development objectives
<p>Opportunities</p> <ul style="list-style-type: none"> ○ National, donor policies and frameworks favorable to CSOs ○ Unity and focus of stakeholders to poverty reduction of communities ○ Kagera and Nshamba communities receptive to development strategies ○ Availability of funds / donors for community development projects 	<p>Threats</p> <ul style="list-style-type: none"> ○ Lack of Organizational Focus & Goals ○ Members with dual memberships in other organizations ○ Increasing Poverty, Illiteracy and HIV/Aids in Kagera & TZ ○ Corruption & Politicking common

4.0: Strategic Directions of Rubya Association (RUA)

4.1: Operational area

RUA operated carried out its main activities in Dar es Salaam. However its constituent members lived in Nshamba Division, Muleba District, Kagera.

Appendix 8: Muleba District: Population, Household size by Ward

		Population (Number)			Household	
	Ward	Male	Female	Total	Number	Average Size
	District Total	192,252	194,076	386,328	79,107	4.9
1	Muhutwe	4,182	4,436	8,618	1,843	4.7
2	Muyondwe	2,777	2,944	5,721	1,186	4.8
3	Goziba	3,291	1,475	4,766	479	9.9
4	Bumbile	6,780	3,648	10,428	1,278	8.2
5	Izigo	8,541	8,866	17,407	3,582	4.9
6	Kagoma	6,048	6,496	12,544	2,700	4.6
7	Bureza	2,586	2,795	5,381	1,113	4.8
8	Muleba	5,340	5,392	10,732	2,302	4.7
9	Ikondo	4,822	5,233	10,055	2,115	4.8
10	Mazinga	10,171	5,580	15,751	2,629	6.0
11	Magata Karutanga	7,553	8,302	15,855	3,419	4.6
12	Kibanga	3,544	4,096	7,640	1,784	4.3
13	Kasharunga	9,875	10,469	20,344	4,503	4.5
14	Kimwani	10,679	9,452	20,131	3,440	5.9
15	Kyebitembe	7,337	7,778	15,115	3,250	4.7
16	Karambi	5,906	5,861	11,767	2,322	5.1
17	Mubunda	10,966	12,026	22,992	5,024	4.6
18	Burungura	5,042	4,952	9,994	2,069	4.8
19	Biirabo	6,529	7,347	13,876	3,066	4.5
20	Rushwa	5,829	6,447	12,276	2,821	4.4
21	Ngege	10,177	10,388	20,565	4,540	4.5
22	Kabirizi	4,403	4,803	9,206	2,094	4.4
23	Nshamba	8,643	9,761	18,404	3,745	4.9
24	Kashasha	4,213	4,852	9,065	1,786	5.1
25	Ijumbi	4,964	5,482	10,446	2,080	5.0
26	Kishanda	6,833	7,581	14,414	2,859	5.0
27	Buganguzi	4,199	4,841	9,040	1,876	4.8
28	Ibuga	5,198	5,578	10,776	2,237	4.8
29	Bulyakashaju	3,878	4,023	7,901	1,768	4.5
30	Kamachumu	6,801	7,782	14,583	2,896	5.0
31	Ruhanga	5,145	5,390	10,535	2,301	4.6

Source: Population and Housing Census, Report, 2002.

Appendix 9: Draft Strategic Planning Workshop Programme

Time	Activity	Methodology	Responsible
Day 1:			
Early morning	Introduction / Opening remarks	Plenary	Chairman of RUA
	Climate setting Expectations, Purpose and objectives & Programme	Plenary	Facilitator
	Overview of the workshop	Plenary	Facilitator
Mid-morning	Draft report on vision, mission and values of RUA presented.	Groups	All
L U N C H			
Afternoon	-Draft SWOT analysis of RUA and make improvements in the context of RUA core business	Groups	All
Evening	Presentation Group output presentation and discussion	Plenary	Facilitator
Day 2:			
Early morning	Recap of day one	Plenary	All
	Programme areas, goal and objectives	Groups	All
Mid-morning	Group discussion	Plenary	Facilitator
L U N C H			
Afternoon	Programme implementation strategies and resourcing	Groups	All
Evening	Programme implementation. strategies and resourcing continued	Groups	All
Day 3:			
Early morning	Recap of day one	Plenary	All
	Group output presentation and discussion	Plenary	Facilitator
Mid-morning	Expected results, monitoring and evaluation	Groups	All
L U N C H			
Afternoon	Group output presentation and discussion	Plenary	Facilitator
Evening	Way forward	Plenary	ED A2N Tanzania
	Closing	Plenary	Chairperson

Appendix 10: RUA Needs Assessment Report, presented to RUA Management & RUA Members¹

Ripoti hii kuhusu maendeleo kuhusu utayarishaji wa Mpango Mkakati (Strategic Plan) wa RUA inatolewa baada ya kupitiwa na kukubaliwa na Kamati ya Utendaji ya RUA. Rubya Association (RUA) iliundwa na kusajiliwa mwaka 1994. Makao Makuu ya Umoja yapo kiwanja namba 2222/129 mtaa wa Nkrumah, Sanduku la Posta 6709 Dar es Salaam.

MADHUMUNI YA RUA(revised) ni pamoja na

- kuunda fursa ya kukutana
- Kuwawezesha wana RUA kufahamiana wao wenyewe na familia zao na kuwa na mshikamano
- Kuwawezesha wana RUA kushirikiana na kusaaidiana kwa hali na mali ili kuleta maendeleo au kutatua matatizo yao kulingana na malengo waliyojiwekea
- Kubuni mbinu mbalimbali za kuleta maendeleo yao wenyewe pamoja na yale ya wananchi waishio katika vijiji vya Tarafa ya Nshamba katika Wilaya ya Muleba.
- Kuunda na kuendesha shughuli za burudani ili kuwaburudisha wana RUA.

RUA imesajiliwa kama NGO ya kitaifa. Lakini eneo lake la kazi limekuwa ni mikoa ya Dar es Salaam na Kagera, wilaya ya Muleba na hasa tarafa ya Nshamba. Uanachama wa RUA ni wazi kwa mkazi wa Dar es Salaam mwenye nasaba au makao Tarafa ya Nshamba. Kwa sasa RUA ina wanachama 112. Kati ya Tarafa ya Nshamba RUA ina wanachama kutoka wadi za BIIRABO, NSHAMBWA, KASHASHA, na IJUMBI.

WAKAZI WA TARAFI YA NSHAMBA

WARD	TYPE	MALE	FEMALE	TOTAL	HOUSEHOLD
BIIRABO	Rural	6,529	7,347	13,876	3,066
RUSHWA	Rural	5,829	6,447	12,276	2,821
NGENGE	Rural	10,177	10,388	20,565	4,540
KABILIZI	Rural	4,403	4,803	9,206	2,094
NSHAMBA	Mixed	8,643	9,761	18,404	3,745
KASHASHA	Rural	4,213	4,852	9,065	1,786
IJUMBI	Rural	4,964	5,482	10,446	2,080
KISHANDA	Rural	6,833	7,581	14,414	2,859
BUGANGUZI	Rural	4,199	4,841	9,040	1,876
	TOTAL	55,790	61,502	117,292	24,867

Source: Muleba District Council, 2005

MPANGO MKAKATI WA RUA

Hatua za Mpango Mkakati wa RUA

- Kupeana habari kuhusu Mpango Mkakati
- Tathmini ya Mahitaji ya RUA
- Kutengeza Mpango Mkakati wa RUA

Yanayojitokeza katika ripoti ni kuwa:

3 Rubya Association (RUA) SWOT Analysis

Tathmini ya Mahitaji ya RUA inaonyesha mambo / issues mengi yanayoikabili RUA (Ripoti ndefu imeambatanishwa). Makubwa kati ya hayo ni kama yanavyoonyeshwa kwenye tathmini ya RUA inayoonyesha Nguvu, Udhaifu, Fursa na Changamoto zifuatazo:

MAFANIKIO

- 1) RUA imejijenga, chama kilichoandikishwa kisheria na hufanya vikao

vyake na kuendesha chaguzi zake kufuatana na Katiba ya RUA (1994, 2001, 2003).

- 2) RUA hadi sasa ina miaka 13 (2007 - 1994) na ina wanachama 112 (2007).

UDHAIFU

- Ukosefu wa Ofisi na vitendea kazi
- Kutokuwa na fedha za kutosha malengo ya RUA.
- Kutokuwa na mikakati na mipango ya maendeleo
- Kutokuwa na dira na mwelekeo wa maendeleo
- Kuwa kwenye vyama na asasi mbali mbali
- Kuongezaka kwa ugumu wa maisha / umaskini. Ukimwi na kukosa ufahamu

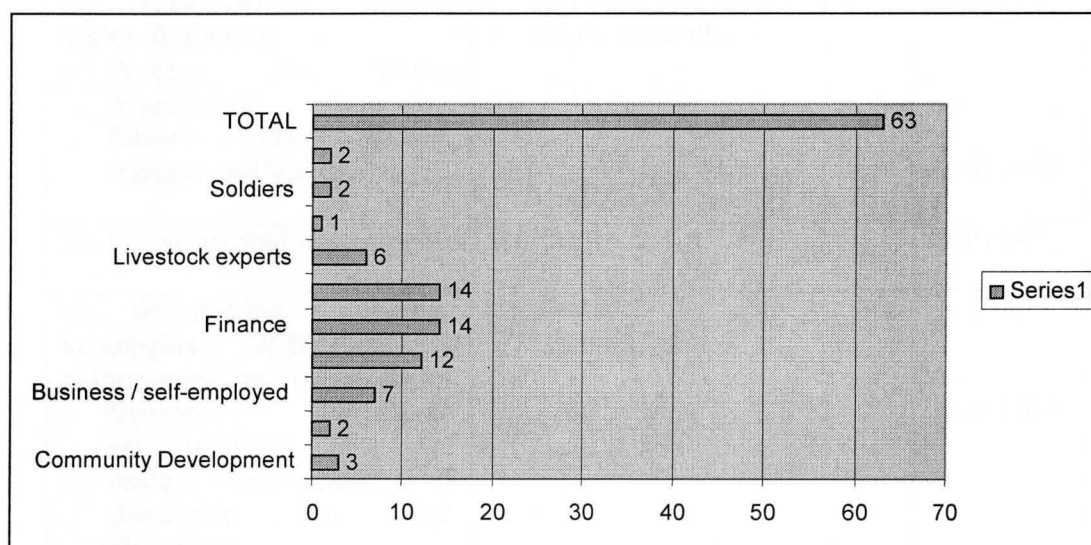
CHANGAMOTO ZA RUA

- 1) kushindwa kusaidia maendeleo ya wana-tarafa ya Nshamba japokuwa hilo ni moja ya malengo yake. RUA has increasingly found it difficult to provide financial and other forms of support and in timely manner to its constituent communities as and when requested. . With this RUA has failed to fulfill one of its main objectives for its existence. Lack of sufficient funds to support the socio-economic development activities of its members and the constituent communities in Rubya and Nshamba Division has frustrated RUA management and members as well. RUA requires sustainable sources of income and needs to articulate an agenda of critical issues to be pursued
- 2) Kuongezeka kwa michango
- 3) RUA imekuwa haina fedha za kutosha. Matokeo ya changamoto hizo na

nyinginezo (angalia chini) kumeleta majadiliano ya muda mrefu juu ya nini la kufanya. Na hapa mawazo ya wanachama yamekuwa yakitofautiana hata kugusa misingi ya Katiba ya RUA.

MIKAKATI YA KUONDOA KERO ZA RUA

- i) Kuunda mfuko wa Maendeleo
- ii) Kununua hisa katika Umoja Fund
- iii) Kuunda Kanda na Kamati za Mipango, Kurekebisha Katiba, Uwekezaji
- iv) Kukubaliana kutengeneza Mpango Mkakati wa RUA



Limited knowledge on the preferred legal status: RUA was registered as the NGO under the Societies Ordinance in 1994 and was now requesting for certificate of Compliance under the new NGO Act, 2002. This has had its implication, including revising membership and RUA objectives in order to broaden its objectives to outward looking objectives rather inward looking objectives. During the review discussions it was pointed out that RUA members were still unclear on the Societies Ordinance, NGO Act, 2002 and other acts under which CSOs could register.

4.0: Strategic issues

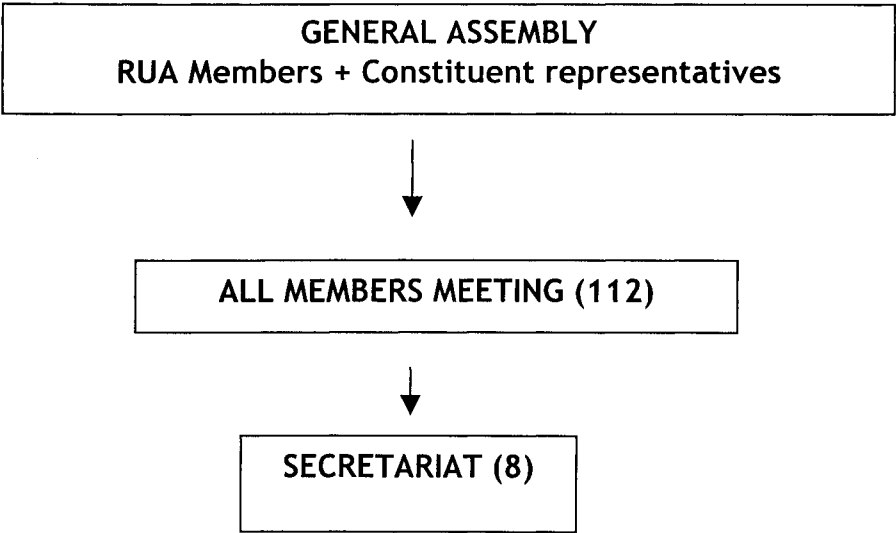
Maswala muhimu zaidi ya kushughulikiwa ili kutimiza malengo ya RUA, ni pamoja na kuwa na

- DIRA moja,
- Ofisi yenye vitendea kazi; wa /mtendaji,
- Walengwa na mipango inayofahamika.

Development of Rubya Strategic Plan, 2007 -2010: Work plan

OBJECTIVES / ACTIVITIES	RESPONSIBLE	TIME
2) Articulating Mission, Vision & Values <ul style="list-style-type: none"> o Present the Needs Assessment o Review RUA Vision, Mission and Values 	<ul style="list-style-type: none"> o Strategic Planning Team o All RUA members 	March 07 April 2007
3) Organizational Assessment	Facilitator. S/Planning Team	May 2007
4) Developing Goals, Strategies, Objectives in response to the critical issues <ul style="list-style-type: none"> - Develop Resource requirements - Assign responsibility & deadlines for each objective o Develop Monitoring & Evaluation Framework 	Facilitator. S/Planning Team	June 2007
5) Write and Communicate a Plan Document <ul style="list-style-type: none"> o Compile, organize draft report - Present Draft Report to management for appraisal / approval / adoption. - Launch Strategic Plan 	Plan writer Board Stakeholders	June - August 2007

Appendix 11: RUBYA ASSOCIATION Organization Structure



Appendix 12: The Development of Rubya Association (RUA) Strategic Plan

By: RWECHUNGURA, Audax S.
MSc CED Student, January 2007

Final Presentation By Audax
Rwechungura, MSc-CED Student

Background

- Rubya Association (RUA) was registered in 1994 as local NGO under the Societies Ordinance
- It was a membership based and not for profit organization with main objective:
 - To provide forum for members to meet, network & socialise
 - to support development initiatives of its members and those of its Rubya constituent members
- RUA Hq is located on Plot 2222/129, Nkrumah Street, P.O. Box 6709, Tel: 2133578/2112156. DAR

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Community Needs Assessment

- RUA had grown into a respectable NGO with 122 members (minutes 2003), meeting regularly and conducting election of leaders as per constitution
- But RUA challenge was that it was not able "to support the development of its members and that of its place of origin – the justification of RUA existence

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CNS (contd.)

A number of strategies were tried to address the challenge but performance of RUA had not improved.

- The no. of contributions per member were increasing with increase in members
- The financial capacity to address development was declining, and
- main source of RUA's income remained members contributions
- Furthermore there was no defined framework & criteria for making decisions and priorities

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Project Objective

- The Project General objective was to improve the performance of Rubya Association
- Specific objectives
- Determine whether RUA was ready for Strategic planning process
- Carry out the Strategic Planning process.

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Literature Review

Theoretical, Empirical and Policy was
supportive of strategic planning

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Literature Review

- Many non-profit also do strategic planning(CEDPA, 1994) for various reasons, including a) to clearly define the purpose and focus of the organization,solve major problems (Bryson, & Alston, 1995) and as tool for fund raising. (CEDPA, 1999)..

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Lit. review (contd.)

- Each organisation has its own way, steps to develop strategic plan depending on the nature of the organization, its size and expertise of planners (CEDPA 1994)
- S/planning should be carried out when the organization is ready and not in crisis. But each organisation must decide for itself when time is right for a strategic and what steps to follow (Lyddon, 1999)
- There is much on the **outcome** of the strategic planning process but very little information on the **process**.

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Methodology

- The descriptive survey was carried using **Questionnaires, Personal interviews** and group / meetings discussions
- A sample of 35 respondents was selected from 122 RUA members - based on gender, year when one joined RUA, occupation

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Research Questions

- Was RUA ready and was it opportune for carrying out the S/planning process?
- What was the situational analysis (SWOT/C analysis)
- What kind and type, and image and focus was RUA expected to be in the next 4/5 years?

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Hypotheses

- RUA members and other stakeholders considered it was OPPORTUNE for undertake the strategic planning process in order to improve RUA's performance.
- The RUA Strategic Plan was the appropriate framework for making decisions and priorities.

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Data Analysis & Presentation

Methods: Data storage and Data processing

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Data analysis / Results

- The questionnaires were coded, grouped and analysed using SPSS software (ver 10).
- Interpreted Outcome was discussed with the planning team (i.e. the RUA Executive Committee (8) members) for consensus on key issues
- Only 22 questionnaires were returned/accepted, answers coded and analysed using SPSS software

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Results

- RUA performance was rated good (63.6%), needs improvement (36.4).
- The majority (81.8%) agreed that
 - 1) it was opportune to do strategic planning in order to guide priority making of resources.
 - 2) Consensus was reached on Vision, Mission & values and SWOC analysis

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Conclusion

S/planning was

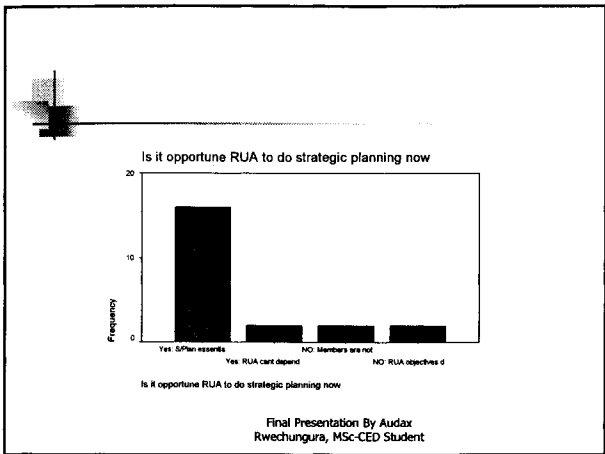
- 1) Alternative solution to improve decision and priority making for RUA
- 2) the appropriate framework for making decisions and priorities.
- 3) RUA's to
 - 1) target members in the nest 4/5 years
 - 2) to invest in capital markets and securities as development venture.

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Rank RUA General Services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Good	14	63.6	63.6	63.6
To be improve	8	36.4	36.4	100.0
Total	22	100.0	100.0	

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Is it opportune for RUA S/Plan?

marital status * Are RUA Obj still satisfactory * Is it opportune RUA to do strategic planning now Crosstabulation

Count

Is it opportune RUA to do strategic planning now			Are RUA Obj still satisfactory		Total
			YES	NO	
Yes: S/Plan essential to guide priority makingofresources	marital status	Married	9	6	15
		Widow	1	1	2
Total			10	7	17
Yes: RUA cant depend on Constitution to govern	marital status	Married	1	1	2
		Widow	1	1	2
Total			2	2	4
NO: Members are not in agreement	marital status	Married	1	1	2
		Widow	1	1	2
Total			2	2	4
NO: RUA objectives d not need S/Plan	marital status	Married	1	1	2
		Widow	1	1	2
Total			2	2	4

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- ## Recommendations
- Present draft Vision, Mission Values and SWOT/C analysis to members for comments / approval.
 - Finalise the Strategic Planning Process by developing i) objectives ii) Action Plan & iii) Monitoring & Evaluation Plan
 - Present draft report to management Promote strategic planning in not for profit organisations
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- ## Implementation: Products & Outputs
- a) Draft Strategic Plan containing draft Vision, Mission, Values & SWOT/C analysis (attached)
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Implementation:

Project Planning: Finalise the Strategic Planning Process

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OBJECTIVE: Finalise the Rubya Strategic Plan process & document

Activities	Jan-Mar 07	Apr-Jun 07	Jul-Sept 07	Oct-Dec 07	Resources Needed	Person Responsible
Present draft visioning	—					Consultant / RUA management
Complete strategic objectives		—				Consultant
Action Plan & Monitoring Plan developed		—				Consultant
Complete final draft s/Plan & present for approval			—			
Launching RUA Strategic Plan						

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Monitoring, Evaluation & Sustainability

- Monitoring:
 - Process monitoring to be carried out according to plan and set indicators
- Evaluation
 - RUA members to be trained on key issues especially on implementation of Strategic plan.

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End of Presentation

Thank You for Your Attention!

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