

**THE OPEN UNIVERSITY OF TANZANIA  
&  
SOUTHERN NEW HAMPSHIRE UNIVERSITY**

MASTER OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT  
(2005)


**STRATEGIC PLANNING  
2005 – 2007**

**AANGESERIAN PEACE VILLAGE**

**Laicer Zainab**

### **SUPERVISOR CERTIFICATION**

The undersigned certifies that he has read and hereby recommends this report titled Aange Serian Peace Village: Capacity Building for Organised Youths for acceptance by southern New Hampshire University and Open University of Tanzania in partial fulfillment of the requirements for the degree of Masters of Science in Community Economic Development.

Supervisor: .....  .....

Date: ..... 8<sup>th</sup> September 2005 .....

## **COPYRIGHT**

All rights reserved. No part of this project may be reproduced, copied or stored in any retrieval system or transmitted in any form by any means electronically, recording or otherwise without prior permission of the Community Economic Development Programme (CED) of the Southern New Hampshire University and the open University of Tanzania.

## DECLARATION

I Zainab Laicer declare that this project is for the purpose of partial fulfillment of the requirement of Masters of Science in Community Economic Development, is the result of my own work and has not been presented in any other University or any other institution of higher learning for a similar purpose.

Name: ..... *Zainab* .....

Date: ..... *7<sup>th</sup> SEPTEMBER 2005* .....

## **DEDICATION**

I dedicate this project report to Aange Serian Peace Village Members

## **ACKNOWLEDGEMENT**

I would like to give a word of thanks to those people who made this project and C.E.D. program possible. First and foremost to my husband, Sam, who has supported me financially and accorded me unlimited patience while undergoing the C.E.D. program, seconded by my children Ravi, Saitoti, Cleopatra, Castro and Nailejilej for their encouragement, insight and understanding throughout the entire process. Also my sincere appreciation should be extended to my facilitator Michel Adjibodou for his guidance; my supervisor Hamidu Shungu for supervision and patience, CED participants for being with me whenever I needed their assistance. I must acknowledge special thanks to Aloyce Dinho for scores of hours of assistance and guidance. Finally I would like to extend my thanks to Aange Serian members for the co-operation and participation and to all my friends and relatives for encouragement and moral support.

## **ABSTRACT**

Aange serian Peace Village (ASPC) is a non-profit Cultural Otganization based in Arusha Town. The CBO was established in 1999, it was officially registered with the National Arts Council of Tanzania as a Youth Culture Group to promote indigenous culture their bold vision of the ASPV is to:-

- Promote friendship and understanding between people of different backgrounds and cultures.
- Adopt and adapt indigenous knowledge and traditional skills to tackle problems of poverty, unemployment, inadequate or inappropriate education, homelessness, and ill health.

The purpose of this report is to provide an overview of the CBO two years strategic plan. This plan was conducted in a participatory manner including both interviews, questionnaires and observation methods. The sample size of the research included 60 youth participants. The findings of the research are analysed and presented in qualitative and quantitative data presentation.

SWOT analysis indicates there are a number of strengths, weaknesses, opportunities and threats in the environment under which the CBO operates. This research findings are:-

- Capacity building
- CBO empowerment
- Organizational sustainability

After analysis and findings it is recommended participation of members in decision making and deciding on priority issues. Members should be trained on Basic Business Management Skills. The CBO should have a fund raising strategy for CBO to be sustainable. Establish rules and proceedings, seek Government/Stake-Holders support and check on gender imbalance. The plan has to be reviewed after every year.

## **ABBREVIATIONS**

AGM	-	Annual General Meeting
ASPV	-	Aange Serian Peace Village
BOT	-	Board of Trustees
CBO	-	Community Economic Organizations
CED	-	Community Economic Development
NGO	-	Non Governmental Organization



## TABLE OF CONTENTS

	PAGE NO.
Supervisors Certification	i
Copyright	ii
Declaration	iii
Dedication	iv
Acknowledgement	v
Abstract	vi
Abbreviations	vii
Table of Contents	viii
<b>CHAPTER I</b>	
<b>1.0. AANGE SERIAN PEACE VILLAGE BACKGROUND</b>	
1.1 Mission	1
1.2 Objectives	1
1.3 Membership	2
1.4 Programme/Activities	3
1.5 Organizational Structure	4
1.6 Assignment	5
<b>CHAPTER 2</b>	6
<b>2.0 LITERATURE REVIEW</b>	6
2.1 Theoretical Review	6
2.2 Empirical Review	15
2.3 Policy Review	18

<b>CHAPTER III</b>	<b>21</b>
<b>3.0. RESEARCH METHODOLOGY</b>	<b>21</b>
3.1. Research Design	21
3.2. Sampling Techniques	22
3.3. Data Collection Methods	22
• Primary	
• Secondary	
<b>CHAPTER IV</b>	<b>27</b>
<b>4.0. FINDINGS AND RECOMMENDATIONS</b>	<b>27</b>
4.1. SWOT Analysis	29
4.2. Historical Analysis	30
<b>CHAPTER V</b>	<b>42</b>
<b>5.0. IMPLEMENTATION OF RECOMMENDATIONS</b>	
<b>REFERENCES</b>	<b>46</b>
<b>APPENDICES</b>	
I. Program for the Implementation of the project	
II. SWOT Analysis workshop plan	
III. Letter of Introduction	
IV. Questionnaire form	
V. Aange Serian Brochure	
VI. Aange Serian Meetings Minutes	
VII. Charts, graphs and photograph of Aange Serian	

**APPENDICIES:**

1. Program for Implementation of the Project
2. SWOT Analysis Workshop Plan
3. Letter of Introduction
4. Questionnaire Form
5. Aange Serian Brochure
6. Aange Serian Meetings Minutes
7. Charts, Graphs and Photograph of Aange Serian
8. Minutes of CBO's Meeting held on 12<sup>th</sup> May 2004

## **CHAPTER I**

### **1.0 AANGE SERIAN PEACE VILLAGE BACKGROUND:**

AANGE SERIAN PEACE VILLAGE is a non-profit cultural organizational based in Arusha town. The offices are situated in Arusha town Municipality near the town bus stand at Mollel Maasai Building. The CBO was founded in March, 1999 by a committee of young people to promote indigenous culture, give local artists and musicians a chance to show their skills,. The CBO is officially registered with the National Arts Council of Tanzania. There are in a process of amending their constitution.

### **1.1 Mission:**

Aange Serian Mission is to preserve and promote indigenous culture for the benefits of the society and future generation. Their values are preservation and respecting Tanzanian environment.

### **1.2 Objectives:**

- To share African culture particularly Tanzanian culture, with local and international visitors by promoting local music, performing arts, literature, visual arts, handicrafts and other related activities, later on this knowledge to create jobs for themselves.
- Host public festivals of music, arts and handicrafts

- Host residential courses by local people.
- Encourage research and collect literature, academic writings, published and unpublished concerning culture issues.
- Document record and publicize traditional songs and stories pertaining to traditional medicine and healing.
- Cultivate a garden containing specimens of medicinal herbs and other local important plants for further knowledge.
- Promote dialogues pertaining to peace and cross-cultural understanding.
- Trade in local literature-audio-visual material and handicrafts.
- Purchase, acquire land and properties so as to carry out the organizations' activities.

### **1.3 Membership.**

The CBO was launched in 1999 with about 600 members. Now they are only 60 members. Youth being a dynamic group tend to move on whenever they do not see any prospects; they are prompted by certain expectation which later on find that those expectations are non-existent.

Members are mostly students, employed and unemployed youths, girls and boys aged around 18 up to 35 from a variety of ethnic tribes of Tanzania mostly residing in Arusha Region.

#### **1.4 PROGRAM AND ACTIVITIES.**

Aange Serian's major activities are training each other on various Tanzanian culture, such as music, art, handcrafts of different ethnic tribes in Tanzania. They believe as globalization creeps into the daily lives of Tanzania villagers, customs are forgotten, traditional herbal medicines are left behind and history found in oral tradition is lost, thus it is vital to learn from elders and have good relationship between them in order to learn about traditional medicines, drumming folklore and learn methods of living that have sustained people for hundred of years without mechanization. Their cultural activities have attracted the University of East London, UK; who have provisionally approved their certificates and showed interest to assist students who excel well.

Summer school/excursions of three to seven days for foreign students mainly from the USA and Europe, who normally get information through Aange Serian Website (copy enclosed). Foreigners or tourist students are charged Sterling Pounds 40 to 195 from three to seven days tour.

They are normally given a tour of Kilimanjaro Mountain in Moshi whereby they tour historical caves and churches, vanishing Wachagga crafts, songs of Wachagga lifestyle, flora and fauna of Mount Kilimanjaro's foot hills.

Conducting tours of Maasai land, tourist students learn about Maasai culture and traditional ceremonies.

Student tourists visit Warangi tribe in Central Tanzania, they are good in bird trapping, dancing and drums.

The Aange Serian have a Music Recording Studio, where young artists use this facility to record their work at affordable fees.

The CBO has a small shop in Arusha Municipality; members make beads decorations, belts, which are sold to tourists and local community.

In September 2002, the group started a school in Eluwai in Monduli District. This was facilitated by donors. The objectives being to teach English, Swahili and indigenous knowledge. The majority were adults who wanted to improve their reading ability and learn to speak English. Currently they have children taking Pre-form One programme of English, basic Mathematics and Agriculture and hopefully a Secondary School will be started soon.

The school structure consists of rectangular brick classroom and two small timber frame classrooms. The school has not been registered because it does not have the required specifications as per Ministry of Education and Culture Policy.

## **1.5 ORGANIZATIONAL STRUCTURE.**

The CBO has three Directors. Lesikar Ole Ngila, Gemma Enole Ngila and Yunus Rafiki. They are the founders of the CBO. Efforts are underway to

advise them to have one Director for control and reduction of conflicts. Under the directors, they have Committees for Education, Music, Trade Fair or Shop, Culture, Drama, Discipline, Finance and Newsletter and Publicity.

Four members volunteer to run day to day office business, one employed Secretary performs Secretarial cum Receptionist duties.

## **1.6 ASSIGNMENT**

### **1.6.1 Initial Contact.**

In December 2003, I met Aange Serian CBO officials in order to introduce myself and orient them on SNHU/OUT program. After several visits I was able to understand the CBO. On 1<sup>st</sup> May, we had a meeting with all members, (minutes attached) this gave me a chance to understand and know their priorities. I was able to conduct a pretest questionnaire and conduct a needs assessment. After several meetings we settled on **strategic planning**. Why strategic planning? Aange Serian CBO has so many activities/programs but are not planned, time and effort invested is wasted. The CBO has no coordinated development and long range plan, as a result every time they have members meeting they end up with conflicts because the organization structure is not defined, tasks are not clear, there is no control of finance, they even did not have a bank account. A strategy plan will maintain loyalty and commitment, with clear responsibilities and defined tasks.



## CHAPTER TWO

### 2.0 LITERATURE REVIEW

#### 2.1 Theoretical Review.

##### 2.1.1 A Strategic Plan:

Strategic Plan is a management activity, which begins by defining the aims and objectives of the organization. The prime focus of strategy is effectiveness in the long term, which means making the best choices of the future. *(G.A. Cole, 2004)*

Much has been written about strategic planning, strategic management and strategic choice in non-profit organizations. If development is to be sustainable, managers must give added prominence to strategy. This requires a change of focus away from individual projects towards an external boundary management that includes influencing the national and international policies of donors and governments. Key steps in strategies, identification of weaknesses; assessments of threats and opportunities, determination of stake-holder's expectations, identification of key strategic issues, design and selection of options, implementation and monitoring.

The word '**Strategic**' is Greek – Stratos. Meaning 'army'. It was a word used by military officers in mid-18<sup>th</sup> Century to make distinction between tactics (the conduct of battle) and all the preparations that took place before it. Review and adjustments *(Ian Smille and Hailey)*.

Strategic Planning came into NGOs in the late 1980 because donor agencies wanted guarantees to benefit from what they have learned themselves from private sectors. The key element in NGOs is the **opportunity**. There should be energetic and purposeful leadership, dedicated staff to recognize and take advantage and turn the opportunities into action that is consistent with the aims and objectives of the organization.

A Strategic Planning can be described as developing a vision for the future for the organization. Clear mission and direction will guide your choices about which opportunities to pursue and which to avoid. It is a tool for taking control of an organization, to stay sharp and focused, solve major organizational problems, survive, build team work and expertise. It takes you from outside of day to day activities of your organization or project, It provides you with the big picture of what you are doing and where you are going. It enable you to answer the following questions:-

- Who are you?
- What capacity do we have/what can we do?
- What problems are we addressing?
- What differences we want to make?
- Which critical issues must we respond to?
- Where should we allocate our resources/what should our priorities be?

(Howard Thomas 1998) In this research he concludes that there is little doubt whether the strategic management field will continue to grow and develop. The reason is increase corporate awareness of a messy, politicized environment and in which government and global competition are increasing important forces. Strategy's fare is complex, ill structured problems. A top manager needs first to build his strategic agenda through careful inquiry and examination of his problems in terms of alternatives. He should examine the degree to which his strategy choice would be consistent with the pressures of the external environment, the corporation's goals and resources, the risk-taking.

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 organisation's leadership, culture of the organization, expertise of planners, etc. There are a variety of strategic planning models such as goals-based, issues-based, organic scenario etc.

Goals-based planning is probably the most common and starts with focus on the Organization's mission, vision and values, goals to work toward the mission, strategies to achieve the goals and action planning, (this gives clear activities of who will do what and when).

Issues-based strategic planning often starts by examining issues facing the organizations, strategies to address those issues, and action plans.

Organic-based strategies might start by articulating the organization's vision and values and then action plans to achieve the vision while adhering to those values.

Scenario approach is developing several alternative pictures of what the organization might look like in the future, then pick the best scenario and refine it.

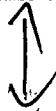
Some plans are scooped to one year, three years, and some to five years.

According to Carter McNamara, development of the strategic plan greatly helps to clarify the organization's plans and ensure that key leaders are all "on the same script". For more important than the plan document, is the strategic planning process itself.

Major differences in how organizations carry out the various steps and associated activities in the strategic planning process are more a matter of the size of the organization. Small non-profits and small for-profit tend to conduct somewhat similar planning activities. On the other hand, large non-profits and large for-profits tend to conduct somewhat similar planning activities.

The focus of the planning activities is often different between for-profits and non-profits. Non-profits tend to focus more on matters of board development,

Why this  
space



fund raising and volunteer management . For-profits tend to focus more on activities to maximize profit.

### **When should Strategic Planning be done?**

Strategic planning process depends on the nature and needs of the organization and its immediate external environment. Example: planning should be carried out frequently in an organization whose products and services are in an industry that is changing rapidly, in this situation planning may be carried out often, such as twice a year or once a year, focusing and with attention to mission, vision, values, environment, issues, goals, strategies, objectives, responsibilities, time lives and budgets. If an organization has been around for many years and if fairly stable the planning is done after one, two or five years.

Strategic planning should be done in preparation for a new major venture, for example: developing a new department, division, major new products or new products. Each year action plans should be updated. During implementation of the plan, the progress of the implementation should be reviewed, the frequency of review depends on the extent of the rate of change in and around the organization.

Strategic planning serves a variety of purposes in organizations such as:

- Clearly define the purpose of the organization and establishes realistic goals and objectives consistent with the mission in a defined time frame with the organization's capacity for complementation.
- Communicate goals and objectives.
- Ensure the most effective use of the organization's resources by focusing the resources on the key priorities.
- Provides a base from which progress can be measured and establish a mechanism for informed change when needed.
- Bring together of everyone's best and most reasoned efforts have important value in building a consensus about where an organization is going.

2.2 Theoretically the concept youth has to be defined as part of life that succeeds childhood, that is the period of existence preceding maturity or age; the whole early part from childhood; or sometimes from infancy, to manhood.

Niall O' Higgins (1997) defined youth by focusing on the age groups, conforming with the standard UN definition which identify youth as the age group between fifteen and twenty four inclusive (World youth report 2003). However, Higgins went further to confirm the differences in the concept of youth that there are varying definition even in many industrialized developed countries whereby the lower age limit usually corresponds to the statutory minimum school-leaving age whilst the upper limit tends to vary more widely. The child

and the youth Advocate (2004) puts forward a more complicated definition of youth as they define a youth as a person who is 16 years of age, but less than 19 years of age, quite different from the United Nations of 15 – 24.

The fact that there are so diverse definitions of the concept youth shows that there is no single internationally agreed definition, for the concept. In practice, each country or institutions defines youth according to its various political, cultural, institutional and economic factors and interests.

On the other hand culture is referred to as the system of shared beliefs, values, customs, behaviours and artifacts that the members of society use to cope with their world and with one another and that are transmitted from generation to generation through learning. According to Mathew Arnold 1969 Culture is described the love of perfection, it is a study of perfection.

### **A Baseline definition of Culture.**

According to Clifford Geertz 1973. Many qualities of human life are transmitted genetically – an infant's desire for food, for example, is triggered by physiological characteristics determined within the human genetic code. An adult's specific desire for milk and cereal in the morning, on the other hand, cannot be explained genetically; rather, it is a learned (cultural) response to morning hunger. Culture, as a body of learned behaviours common to a given human society, acts rather like a template (i.e. it has predictable form and

content), shaping behaviour and consciousness within a human society from generation to generation. So culture resides in all learned behaviour and in some shaping template or consciousness prior to behaviour as well (that is, a “cultural template” can be in place prior to the birth of an individual person).

Primary concept of a shaping and body of learned behaviours might be further broken down into the following categories, each of which is an important element of cultural systems:

- **Systems of meaning**, of which language is primary
- Ways of organizing society, from kinship groups to states and multi-national corporations.
- The distinctive techniques of a group and their characteristic products.

Several important principles follow from this definition of culture:

- If the process of learning is an essential characteristic of culture, then teaching also is a crucial characteristic. The way culture is taught and reproduced is itself an important component of culture.
- Because the relationship between what is taught and what is learned is not absolute (some of what is taught is lost, while new discoveries are constantly being made), culture exists in a constant state of change.
- Meaning systems consist of negotiated agreements – members of a human society must agree to relationships between a word, behaviour, or other



**symbol** and its corresponding significance or meaning. To the extent that culture consists of systems of meaning, it also consists of negotiated agreements and process of negotiation.

Because meaning systems involve relationships which are not essential and universal (the word “door” has no essential connection to the physical object – we simply agree that it shall have that meaning when we speak or write in English), different human societies will inevitably agree upon different relationships and meanings; this a **relativistic** way of describing culture.

Major component of a society’s culture consists of the systems of values and beliefs which are characteristic of that society. These systems overlap significantly with the other components of culture.

**Beliefs systems** involve stories, or myths, whose interpretation can give people insight into how they should feel, think, and/or behave. The elaborate polytheistic mythologies of the ancient Greek and Roman civilizations are a good example of how belief systems can affect the daily life of a society’s members and the role they can play in giving significance to people’s actions. The most prominent systems of beliefs tend to be those associated with formal religions; however, any system of belief in which the interpretation of stories affects people’s behaviour a system of superstitions, for example can be a living, contributing component of a given society’s culture.

A **value system** differentiates right feelings, thoughts and behaviour from wrong feelings, thoughts and behaviour. Value systems can and very often do grow out of belief systems. For example, one could argue that the value system behind Good Samaritan Law (a law which protects off-duty medical personnel from being sued for malpractice when they assist someone in an emergency) is a direct descendant of the Christian belief system – a belief system whose story of the good Samaritan gives the law its name. However, other value systems – those governing incest, for example – appear to exist independently of formal belief systems.

### 2.3 Empirical Review

Michel de la Durantaye on his research in Quebec in Canada he defined cultural planning as a strategic and integrated planning, implicating cultural resources (human resources as well as cultural facilities and various cultural leisure activities) in order to achieve Urban and community development, cultural planning is larger than working out a cultural policy. It is a strategic planning process that starting at the grassroots. (*Michel de la Drantaye* 2002) concluded That planning concept is a comprehensive notion. It includes cultural policy and plan. Systematic approach to cultural development in cities is necessary to best understand configurations of complex variables and processes with a lot of players and stake-holders.

(Kevin V. Mulcahy Brown, 1977), in their research concluded that the cultural sector is increasingly counseled to put more emphasis on the management and marketing aspects of their operations such as fund-raising, corporate sponsorship, expanded gift shops and restaurant operations. The market-based approach to financing the arts is strengthened as municipalities shift from the traditional practice of deficit subsidization to giving public cultural organizations fixed budgets on which to operate with the shortfall to be realized through their own efforts. Cultural institutions everywhere are increasingly market-driven to supplement funds, they are actively seeking alternative revenue streams.

A similar organization in South Africa is called Ubuntu Movement for cultural cooperation and development. It is a movement for promoting culture, aims to affirm and enrich the cultural identities of all African people, promote networking and cultural exchanges within Africa. The movement strategies are taking culture into account in development planning and management. Put emphasis to policy makers, management and professionals. Some government have made attempts to address related to cultural development. This has been hampered by lack of sound policies and adequate resources.

The United Nations world decade for Cultural Development (1988 – 1997) reassessed their experiences in the promotion of cultural initiatives, attitudes and their methods or intervention.

The empirical findings of Strategic Marketing planning and Positioning in Voluntary Non-profit Organizations by Celine Chew (Celine Chew, May 2005) reveals that charitable organizations undertake strategic marketing planning and positioning activities extensively in the organizations. The choice of the charity's positioning strategy is influenced by a combination of external environmental factors, increasing competition, the charity mission, availability of organization resources, and needs of key stakeholders, in particular dominant funders. Whilst charities need to give more attention to their strategic positioning activities, the findings suggest major challenges for charity leaders or managers in developing their organizations' positioning and to ensure that this is communicated consistently to stakeholders overtime.

### **2.3.1 Youth Profile in Tanzania.**

When we define youth in Tanzania, we have to look into many factors, such as culture, beliefs, customs, religion and geographical location. The paper will define youth as defined by United Nations: That youth is of age 15 to 24. It is believed that at this stage he/she is being expected to be self-reliant, make major decisions on his/her life.

Statistics shows that in 1995 total population in Tanzania was 34,837,000. Youth population of ages 15 to 24 was 5,617,100 (20.6% male youth were 2,770,600 (49.3%) and female youth were 2,846,500 (50.7%).

On education, in 1995 total illiterate youths was 25%; 16.1 being male and 33.5% female. This indicates the female group is traditionally marginalized as far as education is concerned. The male group is given priority to attend formal education.

In the year 2000 statistics shows male youth economic activities at ages 15 to 19 was 68% while female was 75% at ages 20 to 24, male was 85% and female 80%.

## **2.4 POLICY REVIEW**

- 2.4.1 Tanzania Cultural Policy:** It states that Artists should be encouraged to form associations for the purpose of promoting and safe-guarding their interests. Institutions responsible for the marketing of Tanzania products should be encouraged to recognize and advertise Tanzanian artistic and music products. Private and public organizations should be sensitized to cultural heritage. Traditional knowledge, skills and technology which are environmentally friendly should be encouraged. Research on traditions and customs which are supportive should also be encouraged. All cultural institutions should conduct their affairs in a democratic, transparent and in a wider community participation. Cultural groups, clubs and councils are encouraged to become self financing and self-reliant.

- 2.4.2 **The National Youth and Development Policy** with the coordination of Ministry of Labour, Youth Development, Land Health, Education, Agriculture and Livestock, Trade and Industries, Tourism and Natural Resources, NGOs Communities/ families/ households should plan, budget and incorporate all citizens aged 18
- 2.4.3 to 24 in areas of Youth Development putting special emphasis on giving good education, health services, good family guidance and sustainable livelihood and employment.
- 2.4.4 **Tanzania Rural Development Policy** – realizes that youths in the age groups of 15 and 35 years form the bulk of energetic workforce in the rural areas. But their contribution to development has not been adequately realized. Employment opportunities are also limited due to poor technology lack of credits, poor economic infrastructure, inefficient marketing facilities and inadequate supply of inputs. Rural Development policy defines youth roles as forming dynamic and productive groups and associations taking over from old guards skills techniques and expertise through learning and doing.
- 2.4.5 **Agriculture Sector Development 2001 – Poverty Reduction Strategy Paper 2000** both supports and have strategies for developing mechanism to reduce youth migration to urban by developing good infrastructure to the rural and

improving social services. The policy supports the private sector for alternative employment of the youth group.

- 2.4.6 Youth Development Challenges – The Tanzania Youth Development Policy (1996) reveals that the challenges facing youth in Tanzania include few employment opportunities whereby only 3.4% are employed in the civil service, parastatal organizations and in the private sector. The policy points out that among the whole population of unemployed people in Tanzania 60 percent are youths. The Tanzania Agriculture Sector Development Strategy 2001 confirms this problem by highlighting that lack of rural employment is the major cause of the growing problem of rural urban migration by youth. This has resulted into being categorized as one of the most vulnerable groups in Tanzania.

### **CHAPTER THREE**

#### **3.0. RESEARCH METHODOLOGY:**

**3.1. Research Design:** In order to collect information, planning and get started I had to conduct needs assessment, plan on questionnaires, combine interviews and observations and participation methods.

Needs assessment provides o opportunity to consult a variety of people in the CBO. Data collected clarified issues and provide a focus on performance. Pre-testing research was used; it shows how much time it will take to complete the survey, helps to improve the response rate as it can also eliminate several potential sources of difficulty such poorly worded questions (questionnaire attached).

Organise workshops for members of the CBO the objective is to couch them through thinking process, then deciding who should participate.

Find appropriate location for workshop. Decide on timings and proper days.

- Prepare the workshops.
- Running the sessions, tools, style, rhythm and the aspect to cover.
- Follow-up; making sure action gets taken so that benefits lasts.
- Working on a budget for the search.



### **3.2. SAMPLING TECHNIQUES:**

Sampling depends on what type of survey you are doing, resources and need for credibility. The main objective is to get enough people whose views count. There are two basic methods of sampling. The Probability and Non-Probability. In probability everyone has an equal chance of being chosen. The Non-probability a special group is chosen by setting up specific criteria for inclusion in the sample. Probability method was used. There are different methods of probability sampling such as: Simple random sampling, stratified random, and simple cluster sampling. ASPV members are scattered all over Arusha Municipality, Monduli, and Arumeru District.

It is cheaper to send questionnaires by post and collecting responses from their offices in Arusha town. Simple Random was preferred because the ASPV has 60 members; this method gave each person an equal chance of being selected for participation in a survey. Another advantage is the easiest and simplest method to conduct.

### **3.3. DATA COLLECTION METHODS:**

#### **PRIMARY SOURCE:**

Both Document Reviews, Questionnaires, discussions, interviews, observations, brainstorming and information conversations was used.

### **3.3.1. PARTICIPATION METHOD:**

Community participation is empowering the community members to be critical partners in utilising their development potential. In participative method change is usually easier to achieve when those affected by change are involved. Participation of people provides an effective way of mobilizing local resources, organise and tap the energies, wisdom and creativity of people for development activities. Participation provides legitimacy and commitment to the project which will assure sustainability.

Empowerment of community through participation implies enabling people to understand the reality of their environment, liberates them from mental and physical dependence. Have ability to stand independently, think, plan and implement changes systematically which makes the community to accept the outcome rationally.

### **3.3.2. OBSERVATION:**

This is a method used to collect data, it captures none verbal behaviour and physical conditions also explores interacting. It is flexible and collects unusual data; it is holistic but it has its limit such as it cannot detect what people are thinking.

**3.3.3. QUESTIONNAIRES:**

Questionnaires can reach many respondents in short time and inexpensive to produce. Data produced can be easily summarized. It has its limits too, such as respondents may not take the questionnaire seriously also most people feel scared or not secure to answer some questions. In our country most of our people are illiterate to understand the questions asked.

**3.3.4. BRAINSTORMING:**

Enables respondents to speak their minds freely and provides immediate feedback. It covers a large group in a short time, provides opportunity to hear other views. It also has its limits such as shy members who do not contribute; presented ideas are not being fully developed because of spontaneity.

**3.3.5. INTERVIEWS:**

It can be applied to both literates and illiterates. It is flexible and can be adjusted to individual differences also provides opportunity to clarify misunderstanding; it has its limits such as time and money; covers only few respondents. The interviewer may decide to give answers the interviewer wants.

**3.3.6. ASPV MEETINGS:**

First meeting with ASPV was on 1<sup>st</sup> May, 2004. It was an opportunity to introduce myself and explain the technical services that I will be able to offer. I

was able to distribute pre-test questionnaires. It helped me produce a survey form and gave me a chance to know about the CBO members, gave me an idea if there was space for recording responses and how much time will take to complete the survey. (Pre-test questionnaires attached).

**Secondary Source:**

In Secondary data it is data collected by others to be “re-used” by the researcher. There is qualitative source and quantitative source.

**Official Letters:**

I was able to through various official letters which gave me an opportunity to understand various interactions and contacts.

**Newspapers:**

This source of information is useful because it shows public interest and opinions.

**Reports and Official Documents:**

In reports information such as policies, plans and budgets is revealed which is a vital source for the planning in any organization.

**Published Statistics:**

This is normally obtained from government sources such as government surveys, local government sources, international sources such as World Bank, IMF publications.

**Electronic Sources:**

I was able to search ASPV website which gave me a broad picture of the C.B.O (see attached downloaded document).

## **CHAPTER FOUR**

### **4.0. FINDINGS AND RECOMMENDATIONS**

#### **4.1. SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS):**

According to (Johnson et al 1989, Bartol et al 1991) SWOT analysis can be simply understood as the examination of an organization's internal strength and weakness, and its environments, opportunities, and threats. It's general tool is designed to be used in the preliminary stages of decision-making and as a precursor to strategic planning in various kinds of application.

The first step in a SWOT analysis is to make a worksheet by drawing a cross creating four sections, one for strength, weakness, opportunities, and threats.

SWOT can be performed by the individual administration or in groups. Group techniques are particularly effective in providing structure, objectivity, clarity and focus to discussions about strategy which might otherwise tend to wander or else be strongly influenced by politics and personalities (Glass, 1991).

The assessment of strength and weakness are also facilitated through surveys, focus groups, interviews and other knowledgeable sources.

A SWOT analysis can be an excellent fast tool for exploring the possibilities for initiating new programs. It can also be used for decision making within departments and committees or even by individuals. A SWOT analysis looks at future possibilities for the institution through systematic approach of introspection into both positive and negative concerns. It is a simple way of communicating ideas, policies, and concerns to others. It helps administrators to quickly expand their vision. The strongest message from a SWOT analysis is whatever course of action is decided, decision-making should contain each of the following elements: building on strength, minimizing weaknesses, seizing opportunities and counteracting threats.

In order to be effective a SWOT analysis needs to be flexible. Situations change with passage of time and on updated analysis should be made frequently. SWOT is neither cumbersome nor time-consuming, it is also simple. Used creatively, SWOT can form a foundation upon which to construct numerous strategic plans.

During SWOT analysis brainstorming is used especially on historical analysis, external opportunities and obstacles to be faced. Most part of the SWOT workshop group discussions was used at self administered interview questionnaires were used. Everyone participated and everything was put in record. Participants were encouraged to suggest ideas even if the idea seemed ambitious or impractical.

**SWOT ANALYSIS:**

<b>STRENGTHS (what is working well)</b>	<b>WEAKNESS (what is not working well)</b>
<ul style="list-style-type: none"> <li>• Diversity of the group/skills &amp; education</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient funds</li> </ul>
<ul style="list-style-type: none"> <li>• Morale is high</li> </ul>	<ul style="list-style-type: none"> <li>• Group discipline/punctuality</li> </ul>
<ul style="list-style-type: none"> <li>• English and Swahili language</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of fundraising strategy</li> </ul>
<ul style="list-style-type: none"> <li>• International links</li> </ul>	<ul style="list-style-type: none"> <li>• Limited Human Resources (Staffing)</li> </ul>
<ul style="list-style-type: none"> <li>• Motivation and spirit to volunteer</li> </ul>	<ul style="list-style-type: none"> <li>• Members dropout</li> </ul>
<ul style="list-style-type: none"> <li>• Active Age</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient accommodation</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of commitment</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of communication with Government</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Adequate Skills</li> <li>• Tourism – use cultural knowledge to capture the market</li> <li>• Construct own office premises</li> <li>• Documentary Films</li> </ul>	<ul style="list-style-type: none"> <li>• Globalization/Technology imports</li> <li>• Costs and pricing</li> <li>• Wars/conflicts</li> <li>• Natural Disasters/weather</li> </ul>
<ul style="list-style-type: none"> <li>• Expand the shop</li> <li>• Mining</li> <li>• Herbal medicines</li> </ul>	<ul style="list-style-type: none"> <li>• Politics</li> <li>• Policies</li> <li>• HIV/AIDS/Malaria</li> </ul>



## 4.2. HISTORICAL ANALYSIS:

### **Organizational Structure:**

ASPV has no defined structure. The CBO is being headed by three Directors, who have no defined responsibilities and defined tasks. In other words, it is referred as simple structure (basically no structure) (*G.A. Cole 2004*). The prime coordination mechanism is direct supervision. The key part of organization is strategic apex, main design parameters are centralization and organic. The contingency factors are young or youth, the technology is simple and the environment is simple and dynamic.

## 5.0. ANALYSIS OF FINDINGS

Out of 60 youth interviewed 49 responded to questionnaires. 2 were female and 47 were male (see attached tables Appendix V).

On occupation there is a wide diversity of skills such as artists being the biggest number, there are 15 artists followed by students of various schools and colleges (see attached table of occupation Appendix III)

On education level, I found majority group are O-Level (80%) educated, followed by Tertiary level and very low number were illiterate (see attached table).

**5.1. Participation/Communication:**

The CBO hardly has meetings, or even if they meet they do not have records of past meetings. All important decisions made are not followed up. Members are demotivated because they had high expectations of the CBO, through communication. They could have shared facts about financial position, policies etc.

**5.2. Leadership Style:**

The CBO had a domineering style of leadership. A small group of people dominated the CBO. This resulted in delays of implementing projects and decision making, the style of leadership demotivated members of ASPV.

**5.3. Control:**

The CBO does not have accounting control or any accounting books. They did not have a bank account or any auditing system. There are no budgets; there are no expenditure, analysis, profit forecasts, cash flow statements and other relevant control information.

**5.4. Strength:**

The CBO have a diversity of skills and education; most of its members can speak English and Swahili properly. From the table they have 4 Primary Education

members, 13 members have 'O' Level Education, 5 have 'A' Level, 5 Tertiary Education (attached education level table and occupation table).

Few remaining members have morale and are still motivated. It is a good strength to be exploited ASPV CBO has a good international link, they normally get volunteers from abroad (USA, UK, Israel, Sweden etc.) as mentioned earlier the University of East London has shown interest to help the CBO.

#### **5.5. Opportunities:**

Youth are in high demand of the ASPV services; they can use this opportunity to attract more youth to join/offer their services by organizing seminars, open a youth club and meet for sports and other social activities.

Arusha town is a tourist town surrounded by Kilimanjaro Mountain, Ngorongoro Crater, Serengeti and Arusha National park. The CBO can use this opportunity using the culture they learn to attract tourists, plan a good tourism team, advertise through their website, and brochures about their tourism programs.

The existing shop should be expanded to attract more customers. A big board should be kept outside the shop and advertise through their website.

Herbal medicines should be introduced in the shop, CDs and Visual cassettes from the music studio can be sold in the shop. Encourage members to bring artefacts from their ethnic regions/tribes.

Another source of getting income to sustain the CBO is documentary films they could use their culture activities and film ngomas, tribal songs and drama and send documentary films abroad to universities and other cultural related NGOs.

#### **5.6. Weaknesses:**

The SWOT analysis indicates that there is a problem of communication. There are hardly any meetings of ASPV leaders or CBO member's meeting. This develops lack of commitment and members drop out.

The CBO lacks fund raising strategy because their activities were not well planned, there are many opportunities but they have insufficient resources to manage the CBO's projects or start new projects.

There is no liaison with other youth groups in Tanzania nor with government/regional offices. The group depends on international links.

Gender issues has not been addressed. Girls are not fully involved; maybe they are busy doing other female roles at home or are too shy to join the group (see attached table on gender).

#### **5.7. Threats/Risks:**

##### **Political Interventions/Interference:**

With multi parties in Tanzania it is expected leaders should have a vision to the future. The government should have requisite capacities and the ruling party to chart out programmes geared to achieving the eradication of poverty and generation of employment opportunities for youth. The government and political leaders should give NGOs more room to operate without interference.

#### **5.8. Price Control/Cost & Pricing:**

It is when the government influences the price, it can change the equilibrium price by altering the product's demand on supply; it can enact legislation that regulates the price. Price ceiling with or without rationing is likely to give a black market. This also brings instability in the country's economy and hence it is also a major concern to the youth development.

#### **5.9. Wars/Conflicts:**

Current wars and conflicts – Rwanda, Congo, Burundi and Uganda they spill across the borders that affects the neighbouring scarce resources and destroys

development. Foreign investors lose confidence and donors are reluctant to help. In Tanzania, political competition e.g. TLP, CUF, CCM.

In January 2001 brought clashes between CUF and CCM which resulted in violence and death of 30 to 40 people. This brings a big impact on youth development because it creates a gap of poor community with no employment, poor infrastructure, and poor social services.

#### **5.10. Globalization:**

The World has become smaller. Globalization is a threat because it brings about supply of imported labour, skills, adequate transportation and communication. The youth group is threatened by sudden changes because of the low level of education thus they are denied employment. In Tanzania during economic reforms foreign investors were preferred. This brought tension among local businessmen and private informal sectors. They feel deprived of their supposed rights.

#### **6.11. HIV/AIDS/MALARIA:**

HIV/AIDS and Malaria are number one killer diseases in Tanzania. Since Aange Serian Group is mostly youth, its crucial activity is to train and inform Arusha youth on the seriousness of the disease and how to combat it. They should

volunteer to teach school children, street children on how to protect themselves from contracting AIDS and MALARIA.

## **6.0. RECOMMENDATIONS:**

Several recommendations are made for the CBO:

- Restructure their organization structure
- Allow participation of members
- Introducing fund raising activities
- Establish rules, regulations, procedures
- Seek Government and Stakeholders support
- Encourage girls to join the ASPV.

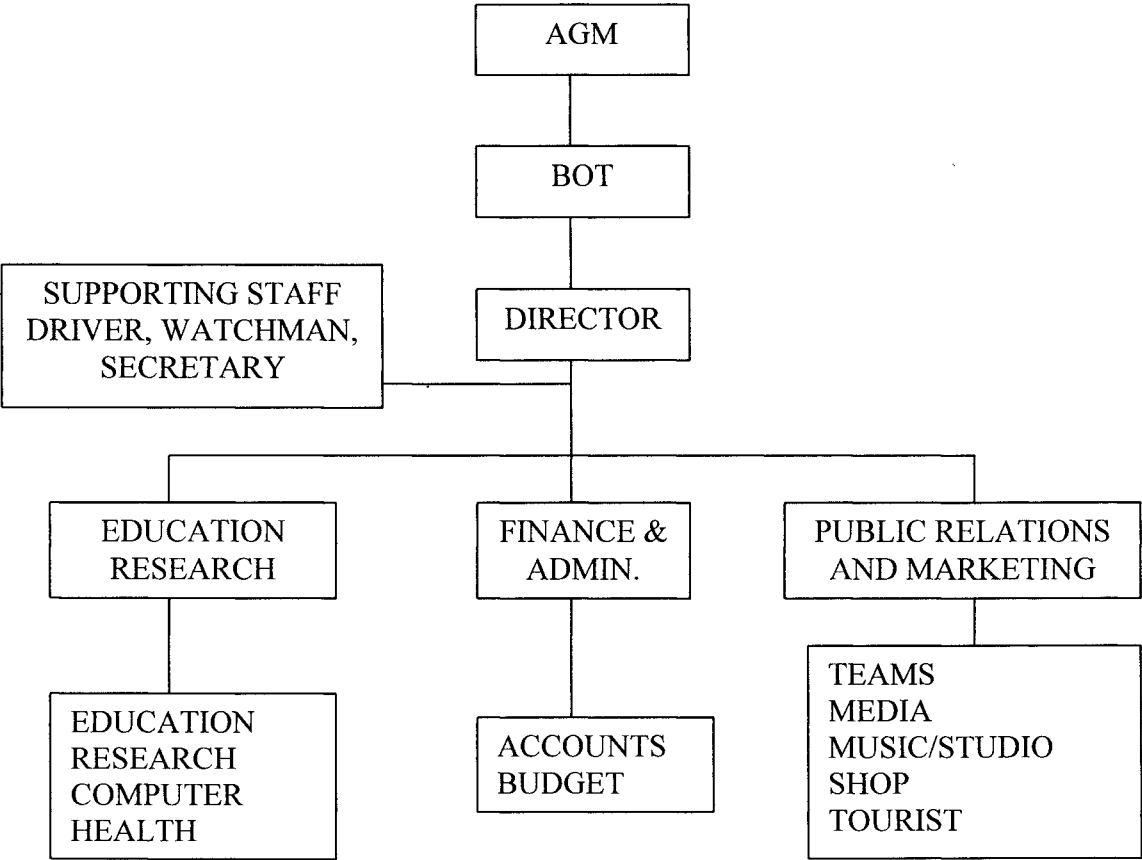
## **6.1. Organization Structure:**

The recommended organizational structure should be headed by:

- The Annual General Meeting
- Followed by the Board of Trustees
- Subordinated by the Director
- Sections of Education & Research under this section will have teams of education, research, computers, and health.
- Section of Finance and Administration will have accounts and budgeting.
- Section of Public Relations and Marketing shall have teams of Media, Music, Studio, Shops and Tourism.

- Supporting staff will be comprised of a Driver, Secretary and a Watchman.

**RECOMMENDED ORGANIZATION STRUCTURE**



There are a number of alternatives of deploying the intangible webs of relationships that make up an organizational structure (G.A. Cole, 2004).



- Functional organization based on groups e.g. for ASPV, Media, Music, Research, Studio and Tourism.
- Product based
- Geographical based – centred around appropriate geographical features, e.g. regions, nations, sub-continents.
- Divisionalised structure – usually based on products or geographical
- Matrix structures – based on a combination of functional organization and project based structure.

By grouping ASPV members on the basis of their skills the organization can facilitate both utilization of their resources, coordination thus providing better opportunities for careers development. The need to have proper organization structure is all about power and authority, any organization of any size has to consider how much authority to delegate from centre or the top. The ASPV is recommended to have a flat organization structure on the other hand it will solve the problem of communication, coordination and will motivate ASPV members to be committed and take greater responsibility for their output.

## **6.2. Members Participation:**

ASPV should have meetings for all its members once a month or after two months but section heads should meet once every week. Each team should meet once after every two weeks. There should be a system of reports from each

section and teams; weekly/monthly/quarterly/annually. By participation, members will be empowered which permits team members to exercise greater decision making on day to day matters.

### **6.3. Training on Basic Business Management Skills:**

Members should be trained on basic business management skills in order to carry out their proposal projects effectively and efficiently, will improve the existing skills; there will be greater commitment of staff (i.e. increased motivation). An institution or consultant should be identified who can conduct the training at an affordable cost.

### **6.4. Establishment of Organizational Policies:**

Organizational policies are affected by the attitudes of the society in which it operates. National laws and local customs play a part in determining an organization's policy by establishing policies; ASPV will have a guidance on how to manage their human resources, financial matters, (as noted earlier there is no accounts procedures/books). Should work with a consultant when establishing their policies.

### **6.5. Seek government & Stakeholders Support:**

ASPV should have good relationship with stakeholders and government officials. This will help them to get guidance or legal matters pertaining youth, culture and

government policies. Government/Stakeholders will help to identify donors for financial support.

**6.6. Encouragement of Girls to Join ASPV:**

The attitudes towards the role of women of the main contributors for the ASPV, CBO not having a good number of girls involved in the CBO. Education is another factor holding back most of our Tanzania girls to join the CBO; are shy to venture into a man's world. Members should motivate their sisters and friends to join by educating them on the activities and programs of the CBO. The CBO should have amore female friendly atmosphere (attached bar chart).

**6.7. Fundraising Strategies:**

Projects identified need money to operate them. ASPV financial position is critical. Grants can be sought from the country the NGO operates or a third party funding organization.

## **STRATEGY FOR RUND RAISING**

### **THE REALITY**

### **STRATEGY**

It is easier to get money for one event than for a sustained long term program.

Develop a comprehensive long-term program break into smaller chunk bits to seek funding for each part.

CBOs/NGOs normally seek money from traditional funding source.

Develop a more diversified range of donors who can provide different points of projects, both local/overseas businessmen of companies willing to help e.g. CRDB, AKIBA, BANKS, SIDO.

Conditions imposed on funds that may restrict its use.

Understand the need for the conditions, communicate needs, and negotiate with donors.

Technical knowledge for proposal writing/ fund raising techniques

Seek in kind contributions from experts through inform on advice.

Fraud/misdeeds of funds donated

Get out of charity angle. Provide information of the NGO's goals & objectives as well as projects. Good relationship with media.

It takes time/effort and money to find and secure funds

All project team members should spend part of their time in fund raising e.g. writing proposals, negotiating, writing reports.

**CHAPTER FIVE**

**7.0. IMPLEMENTATION OF RECOMMENDATIONS:**

There are two important tasks that need to be done before a Strategic Planning Process:

- Review of the organization’s work
- Review of organization’s functioning

**Strategic Planning Phase:**

Steps		Who should be involved
1.	Planning process	The Management Team of Project
2.	Understanding the context	Management
3.	Situational Analysis: <ul style="list-style-type: none"><li>• History</li><li>• Present</li><li>• Mission</li><li>• Opportunities</li><li>• Threats</li><li>• Strength</li><li>• Weaknesses</li><li>• Critical issues for future</li></ul>	All Members of ASPV
4.	Form Team to Plan	ASPV Management and members
5.	Summarized Situation	ASPV/OUT/SDHU participants
6.	Develop Scenarios for the future	Planning Team & OUT/SNHU Participants
7.	Evaluate scenarios if fit with mission needs, financial feasibility.	Planning Team & OUT/SNHU Participants

Three workshops have been conducted:

- (i) Understanding the context
- (ii) SWOT analysis/historical analysis
- (iii) Vision and mission exercise

#### **7.1. STRATEGIC PLANNING WORKSHOPS (SWOT ANALYSIS):**

There are several common areas that NGOs review in taking stock of their past, present and possibly future situation. The workshop was conducted to assess the opportunities, threats, strengths and weaknesses of the ASPV. All members were invited.

The history analysis was done by brief discussion. Members formed groups discussion of 5 to 6 people for 20 minutes in order everybody participated. Each group gave brief review of the organization's history of successes and failures, management styles, motivation, control, staffing, structure, morale, culture and values.

#### **7.2. Formation of Work Teams:**

Since the ASPV members were not involved to form existing work teams it was decided to form new work teams by involving members themselves deciding which team they want to join. Eight activities were identified according to priority.

- Music
- Tourism
- Education/Research
- Media
- Shop
- Computer
- Accounts Committee

Each team was given a task of writing its objectives and writing a project proposal. So far none of the teams have submitted its project proposal yet.

### **7.3. Relationship with the Government:**

As soon as the group's new constitution is ready they will contact the Regional/District Officials dealing with Youth & Culture.

### **7.4. Opening of Bank Account:**

On 13<sup>th</sup> August a meeting was held for all members, the main agenda was to elect three members to be temporary signatories for their bank account.

On 27<sup>th</sup> August, ASPV was able to open their bank account. The three signatories are required to take care of the Accounts System until then when their new Constitution is officially approved.

**7.5. Training on Basic Management Skills:**

FAIDA, BDS will conduct the training. Strategy for the training expenses will have to be worked out as soon as possible. (Proposed training programme attached).

**7.6. Member's Participation:**

The CBO has already started holding weekly meetings for Committee Leaders, and every leader writes reports of their activities. Efforts should be emphasized on arranging meetings for members so as to brief them of the developments and get reports of financial position of their organization. Transparency is vital so as to win confidence of members who are not satisfied with financial handling and book-keeping of the organization.



## References:

*Bartol, K.M. & Martin, DC. (1991)*

Management. New York. McGraw Hill Inc.

*Clifford Geertz, The interpretation of Cultures 1973*

Cultural Policy, Ministry of Education & Culture, September 1991

*Carter McNamara, Strategic Planning (in Non Profit or for Profit Organizations*

[http://www.mapnp.org/library/plan\\_dec/str\\_plan\\_.html](http://www.mapnp.org/library/plan_dec/str_plan_.html)

*G.A Cole, Management Theory and Practice. 6<sup>th</sup> ed, 2004*

*Glass, N.M. (1991) Pro-active Management.*

How to improve Management Performance

East Brunswick, NJ: Nichols Publishing.

*Hari Srinivas, NGO CAFÉ*

<http://www.gdrc.org/funding/fundraising/html>

*Ian Snillie and John Hailey, Management for Change*

Leadership Strategy and management in Asian NGO's

Earthscan Publications Ltd., London and Sterling, VA

*Johnson, G., Scholes, V., & Sexty, R.W. 1989*

Exploring Strategic Management. Scarborough, Ontario:

Prentice Hall

*Kevin V. Mulcahy, 3<sup>rd</sup> International Conference on Cultural*

Policy Research 1977

[www.hec.ca.icc/pc/edf-Texts/mulcahy-kevin.pdf](http://www.hec.ca.icc/pc/edf-Texts/mulcahy-kevin.pdf)

*Kurt Hishler* – Tanzania in Transition – Violent conflicts as a result of Political and Economic Reform.

*Lipsey and Chrystal*, Economics, 10<sup>th</sup> ed. Oxford University Press, 2004

*Michel de la Durantaye*, Municipal Cultural Systems in Canada and Quebec, Systemic Modeling and Cultural

Planning. 2002

*Methew Arnold*, Culture and Anarchy 1969

<http://www.wsu.edu:8001/vcwsu/commons/topics/culture/culture.Index.html>

*Robert Chambers*, Poverty and Livelihoods, Whose Pity Counts.

Measuring Program Outcomes 1996 – United Way of America.

*Rural Development Policy*, President's Office, December 2003

Stan Burley, Understanding Poverty

*Stanley Gajanayake, Jaya Gajanayake* Community

Empowerment, A Participatory Training Manual on Community Project Development.

*Thomas Barton et el* Out People, Our Resources.

*Thomas Bateman, Scott A. Snell*, Management, Building

Competitive, Advantage 4<sup>th</sup> ed, 1999 Irwin/McGraw Hill

*Tanzania Youth Development Policy* – Ministry of Labour and Your Development 1996

*Ubuntu Movement*: Pan African for Cultural Cooperation and Development

<http://www.culturelink.org/review/25/cc/25res.html>

*Youth Profile*, United Republic of Tanzania,

<http://esa.un.o/socder/unyin/countrya.asp?>