

SOUTHERN NEW HAMPSHIRE UNIVERSITY

AND

THE OPEN UNIVERSITY OF TANZANIA

MASTER OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT

(2007)

STRATEGIC PLANNING FOR TANZANIA VOLUNTEER SERVICE

MOVEMENT (TVSM)

BY

JUMA H.KONGOI

AUGUST 2007

SOUTHERN NEW HAMPSHIRE UNIVERSITY

AND

THE OPEN UNIVERSITY OF TANZANIA

STRATEGIC PLANNING FOR TANZANIA VOLUNTEER SERVICE

MOVEMENT (TVSM)

A PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF

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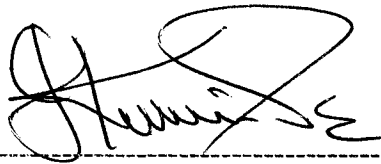
BY

JUMA H.KONGOI

AUGUST 2007

SUPERVISOR'S CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by Southern New Hampshire University and the Open University of Tanzania a project entitled; Strategic planning, the case with Tanzania Volunteer Service Movement (TVSM) in partial fulfillment of the requirements for the degree of Masters of Science in Community Development

**JOSEPH KIANGI MWERINDE****(SUPERVISOR)**

Date: 04/09/07

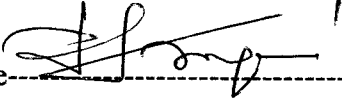
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DECLARATION

I, Juma Hassan Kongoi, declare that this project is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature -----

Date 29 - 08 - 2007

ABSTRACT

Tanzania Volunteer Service Movement (TVSM) is a volunteer Community Based Organization (CBO) **Trust** is a registered Non- Governmental Organization (NGO) under the trustees incorporating ordinance cap 375 of the law of the United Republic of Tanzania.

TVSM was established in July, 1999 dealing with case management services for person with HIV/AIDS, Orphanage, Governance, Voter education, Home Based Nursing Program (HBNSP) Journalism studies and Youth on a voluntary approach

The project aimed at preparing and completing TVSM Strategic Plan .Methods used to collect primary data were; brainstorming, focus group, interviews, and self administered questionnaires. Secondary data was obtained from CBO reports, brochures and other relevant literatures.

The project findings were analyzed by using Statistical Package for Social Science (SPSS) which revealed lack of clear articulated plan for the TVSM future. Hence a seven session basic training was carried out to empower CBO members with skill, knowledge and ability (SKA) in accomplishing the SP by outlining its five years (2008-2012) strategic direction through setting goals and priorities.

EXECUTIVE SUMMARY

This project report was about facilitating the preparation of Tanzania Volunteer Service Movement (TVSM) five year plan 2008-2012 Strategic Plan (SP). In accomplishing this work a sequence of activities had to be undertaken such as search for and secure a community based organization (CBO), conduct community needs assessment (CNA), conduct survey for the purpose of collecting data and present findings to both CBO management and community economic development (CED) faculty.

The procedure followed in accomplishing this report is fundamental i.e. used logical framework approach (LFA) by meeting and deducing a community problem and coming to the focal problem, provided an inbuilt mechanism of an authentic participation than instrumental.

Authentic problem solving implies that the CBO was fully engaged from the beginning in identifying its own problems which required solving through a project. The result of the project was to be considered more realistic (authentic) than other way round (instrumental).

In facilitating the plan it was imperative that the researcher had to use a participatory approach to assess the community, agree needs from community point of view, and finally identify the problem and develop a problem statement to be tackled through project approach with community involvement. So in real sense the CED student had to work with a community based organization as away of learning through experience of a project from the beginning to the end for eighteen months.

The situation faced by TVSM provided that work or programs were carried on short term planning which positions the CBO at risk and state of uncertainty on the future aspiration. This approach poses difficult to ascertain where the organization wants to be. This scenario was considered to be the gap between the “current” and “the desired future situation” which necessitated TVSM to make a quick “turn around” hence considered a long term planning of five year (2008-2012) as being central to all other activities for its current and future operations was inevitable.

So far the following have been already done, coaching and facilitation through capacity building on accomplishing the strategic plan, the remaining task is adoption of the plan by the TVSM BoT .

The developed Strategic Plan if put in good use; will enhance the focus of the TVSM inline with its core objectives of volunteerism. Also will help the BoT, Executive Committee and staff of TVSM to focus on the right priorities, and improves the process of people working together as they pursue these priorities.

The project explicitly recommends and concludes that if the plan is put into good use will help TVSM to:-

- Create a forum for immediate understanding as to why it exists.
- Position itself to the public and to potential development partners.
- Monitor its achievements and assess results overtime.

ACKNOWLEDGEMENT

First and foremost would like to be grateful to the Almighty God for enabling and giving me good health during the whole period of my study. Second, my wife Fatima and my children Sabrina and Mohamed for their support and encouragement shown in the cause of my study. Third is TVSM management for their willingness and acceptance to work with them the cooperation shown without which this project could not be a success.

Also I register my acknowledgement to CED faculty members for their tireless effort which resulted into processing and completion of this report. It is not easy to list them all but few deserve mention like Mr. Felician Mutasa and Michel Adjibodou

Word of thanks should also go to Mr. Joseph K. Mwerinde the supervisor whose ideas, comments and criticisms made this final report to be in an acceptable standard for presentation.

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LIST OF ABBREVIATIONS

ASDS:	AGRICULTURE SECTOR DEVELOPMENT STRATEGY
BoT:	BOARD of TRUST
CBO:	COMMUNITY BASED ORGANIZATION (TVSM)
CED:	COMMUNITY ECONOMIC DEVELOPMENT
CNA:	COMMUNITY NEED ASSESSMENT
CONGOMA:	COUNCIL FOR NON GOVERNMENTAL ORGANIZATION FOR MALAWI
CRSP:	CIVIL SERVICE REFORM PROGRAM
DADP:	DISTRICT AGRICULTURAL DEVELOPMENT PLANS
EEMO:	ELEMENTS OF EFFECTIVE MANAGED ORGANIZATION
FSC:	FOUNDATION OF CIVIL SOCIETY
GMDG:	GLOBAL MILLENIUM DEVELOPMENT GOAL
HIV /AIDS:	HUMAN IMMUNO VIRUS-ACQUIRED IMMUNO DEFICIENCY SYNDROME
HBNSP:	HOMEBASED NURSING PROGRAM
ICT:	INFORMATION COMMUNICATION TECHNOLOGY
LFA:	LOGICAL FRAMEWORK APPROACH
M&E:	MONITORING AND EVALUATION
MTP:	MEDIUM TERM PLAN
NACTE:	NATIONAL COUNCIL FOR TECHNICAL EDUCATION
NPES:	NATIONAL POVERTY ERADICATION STRATEGY

NSGRP:	NATIONAL STRATEGY FOR GROWTH AND REDUCTION OF POVERTY
PRS :	POVERTY REDUCTION STRATEGY
RCJ :	ROYAL COLLEGE OF JOURNALISM
RFE :	RAPID FUND ENVELOP
PEST:	POLITICAL, ECONOMICAL, SOCIAL AND TECHNOLOGY
SKA:	SKILL, KNOWLEDGE AND ABILITY
SM :	STRATEGIC MANAGEMNT
S-M-A-R-T:	SPECIFIC, MEASURABLE, ACCURACY, RELEVANT AND TIMEBOUND
SP:	STRATEGIC PLAN
SPSS:	STATISTICAL PACKAGE FOR SOCAL SCIENCE
SWAP:	SECTOR WIDE APPROACH
SWOT/C:	STRENGHT, WEAKNESS OPPORTUNITY THREAT CHALLENGE
TANGO:	TANZANIA NON GOVERNTAL ORGANIZATION
TASDS:	TANZANIA AGRICULTURAL SECTOR DEVELOPMENT STRATEGY
TVSM (T):	TANZANIA VOLUNTEER SERVICE MOVEMENT TRUST
TZ:	TANZANIA
UNESCO:	UNITED NATIONS EDUCATION SCIENTIFIC AND CULTURAL ORGANIZATION

USAID: UNITED STATES AGENCY FOR INTERNATIONAL
DEVELOPMENT

VANGO: VANUATU ASSOCIATION OF NGOs

WODSTA: WOMEN DEVELOPMENT FOR SCIENCE AND
TECHNOLOGY

YMCA: YOUNG MEN CHRISTIAN ASSOCIATION

CHAPTER I

COMMUNITY NEED ASSESSMET

The Community Need Assessment was the first stage in identifying the need of any given community. The project was undertaken jointly with TVSM which deals with providing volunteer services in Kinondoni district.

The choice of this community was due to the fact that it was located near to my residence and also due to the fact they had a similar concept with what I had, that is to process for a strategic plan .With this meeting of the mind it was then possible to commence the project.

1.1 Community profile

According to the (USAID report of 2002) the population of Kinondoni district was approximately 1,4 million with an income averaging to 100 USD per annum. The survey conducted in three wards in the same district revealed that, 63% of the population is unemployed, of which 5.8 % are graduates with diploma and degrees and 30% are illiterate.

The Community social structures in Kinondoni district included elders, youths, school, and college leavers, unemployed, retired officers from government and parastatal organization and housewives. The goal of the project was to develop a strategic plan for the CBO which could indirectly benefit the population community

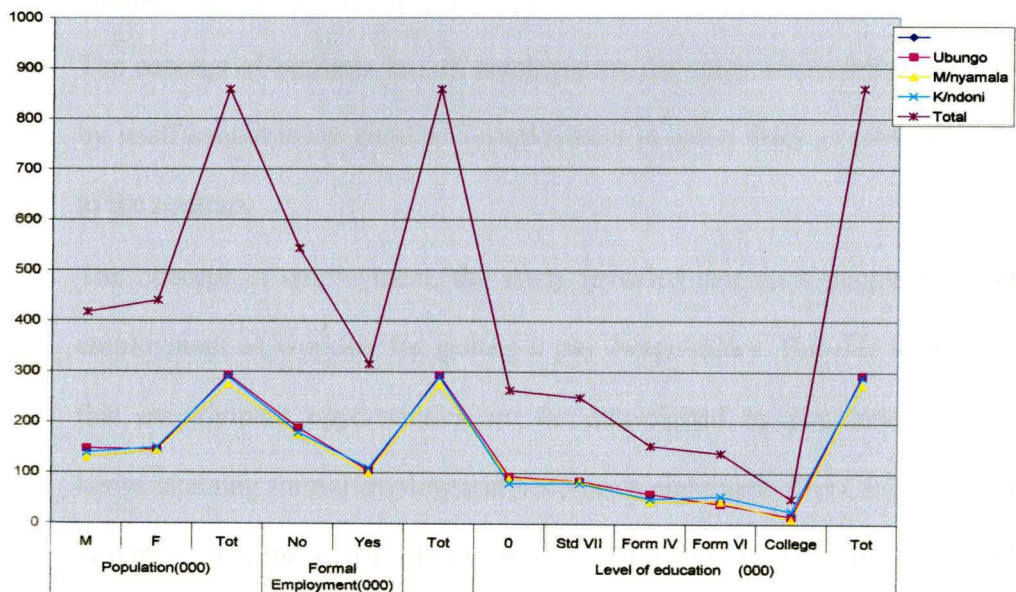
in Kinondoni district reduce the level of unemployment and extreme poverty as per table below

Table 1: Community Profile in Kinondoni District

Ward	Population(000)			Formal Employment(000)			Level of education (000)					
	M	F	Tot	No	Yes	Tot	0	Std VII	Form IV	Form VI	College	Tot
Ubungo	148	146	294	189	105	294	94	85	60	40	15	294
M/nyamala	130	145	275	175	100	275	90	85	45	45	10	275
K/ndoni	140	150	290	180	110	290	80	80	50	55	25	290
Total	418	441	859	544	315	859	264	250	155	140	50	859

Source. URT Census Report 2002

Fig 1: Pattern of Employment, Population and level of Education in selected wards in Kinondoni District



Source: URT Census Report 2002

1.2 Community Needs Assessment

According to the founder member of the TVSM Mr. Chami who is the Executive chairman of TVSM was an occupational counselor who was engaged in a study on labor imbalance in Tanzania. The study was undertaken in line with the Civil Service Reform Program (CSRP) which was sponsored by the World Bank in 1994.

During his field work in 1995 and after, a number of issues related to work re-deployment were discovered and led to the conception of the idea of forming a local volunteer service organization that had to address the situation of re-deployment.

Factors of labor imbalance were attributed to the following reasons

- Lack of career information, majority of Tanzania both in urban and rural were missing information of employment availability hence rural urban movement was inevitable
- The concept of business as self employment, the study showed that business by itself cannot make good self employment to every body as most consider to the contrary
- The concept of employment, the study revealed that most people consider employment as working for getting a pay /wage/salary. But due to the fact that employment opportunities are far outweighed by population growth hence attaining formal employment becomes a nightmare. The CBO conducts volunteer programs and placements to employers as a starting point as volunteer and finally becomes fully engaged as revealed in the table below:-

Table 2: Volunteer placement program

Year	Category	Ward			Total	Employeed: Yes?No
		Ubungo	M/nyamala	K/nondoni		
2000	P/ School /teachers	5	8	30	43	Yes,K/nondoniMunicipal
	Auxiliary nurse	6	8	9	23	Yes,K/nondoniMunicipal
	Journalist	12	7	9	28	Yes,K/nondoniMunicipal
	Radio announcers	6	7	3	16	Yes,K/nondoniMunicipal
	lawyers	6	4	2	12	Yes,K/nondoniMunicipal
	TOTAL	35	34	53	122	
2001	P/ School /teachers	5	9	32	46	Yes,K/nondoniMunicipal
	Auxiliary nurse	8	10	10	28	Yes,K/nondoniMunicipal
	Journalist	13	7	9	29	Yes,K/nondoniMunicipal
	Radio announcers	7	7	6	20	Yes,K/nondoniMunicipal
	lawyers	8	4	2	14	Yes,K/nondoniMunicipal
	TOTAL	41	37	59	137	
2002	P/ School /teachers	8	10	45	63	Yes,K/nondoniMunicipal
	Auxiliary nurse	9	10	11	30	Yes,K/nondoniMunicipal
	Journalist	15	9	10	34	Yes,K/nondoniMunicipal
	Radio announcers	9	8	4	21	Yes,K/nondoniMunicipal
	lawyers	9	5	2	16	Yes,K/nondoniMunicipal
	TOTAL	50	42	72	164	

Source: TVSM SP project survey 2006

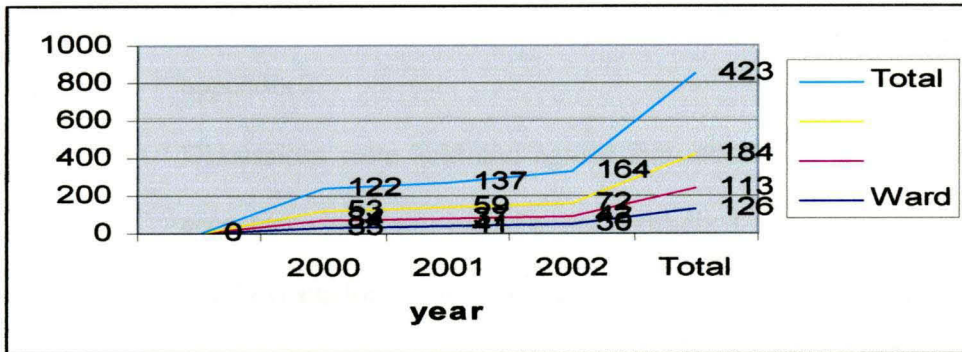
The trend of volunteer placements is seen as demand driven from many occupation bases as indicated in the table below:-

Table 3: Volunteer placement trend 2000-2002

Year	Ward			Total
	Ubungo	M/nyamala	K/nondoni	
2000	35	34	53	122
2001	41	37	59	137
2002	50	42	72	164
Total	126	113	184	423

Source: TVSM SP project survey 2006

Fig: 2: Volunteer placement trend



Source. TVSM SP project survey 2006

From the analysis above it shows that the demand for volunteering service is keeping on the increase as shown in table 3 and fig 2 above. The current conditions indicate the CBO is undertaking its activities without proper planning its multiple program goals that demand rigorous planning to maintaining efficiency and effectiveness. As though this is the core function of the CBO but of recent has expanded in other programs to include in HIV/AIDS, Orphanage, Governance, Voter education, Home Based Nursing Program (HBNSP) Journalism studies and Youth programs. In managing all these programs TVSM will require a focused future in terms of defining or redefining its goals, mission and visions

1.3 Research Methodology used in CNA

Basing on the Project Life cycle and the logical frame work approach (LFA), the following methodologies took place;

1.3.1 First approach

At the initial stage the following activities were accomplished

- The CBO had to be identified, approached, and self introduction with a letter of introduction had to be written, submitted and received as per appendix 2
- Discussions were held and agreed that attachment was possible- and acceptance letter was issued as per appendix 3
- Brief orientation to the CBO staff by Executive Chairman and a briefing of what TVSM was and its current activities and finally was handled to program coordinator whom was my point of contact person.

1.3.2 Focus group

In harnessing data during CNA the researcher had to make a plan, where five CBO members were selected as focused group which comprised of Executive Chairman, Program coordinator, Accountant, Principal of Royal College of journalism(a department within TVSM) a Mbande orphanage centre manager. Different methods and tools in undertaking this qualitative research were deployed as follows;

1.3.3 Interview

This method was preferred because it enabled researcher to probe questions of complex in nature i.e. structured and unstructured in a face-to -face, clarification were sought instantly. Specifically the method has a least cost to administer because the question was asked and response recorded in a separate sheet of paper on the spot. Interview was held using the following leading questions which were augmented by unstructured ones such as:-

- “What was the problem/s faced TVSM that could be tackled through working together as a project?”
- “Where was the problem most conspicuous?”
- “Who were the most affected by the problem?”
- “What if the problem would have been left unsolved?”
- “Where did TVSM thought was doing well”
- “Where TVSM thought was not OK”

Discussion was held with the focus group and the aforementioned questions paved way forward. Through brain storming with the five member group, the answers to the previous asked question were listed as follows

- the problem/s faced by TVSM were many i.e. lack of budget, training program, unclear program goals, no employee guidelines, lack of open employee performance appraisal, job description and poor remuneration.
- the problem area which was most affected was the area of planning of TVSM activities
- the most affected were the TVSM staff and community members who owe service from the CBO because of crippled problem emanating from poor planning of goal and activities.
- if the listed problem would have been left unsolved, the CBO would have lost direction subsequently collapse
- the area where TVSM thought was doing well in terms of revenue generation was through its Royal College of Journalism which charges fees for its programs in certificate and diploma students
- the area where TVSM was not quite OK was weak financial base

1.3.4 Observation

The choice of this method was imperative in order to source out various documents through documentary review. The method enabled the researcher to be involved as participant and observer through readings and came across various literatures which provided room for the researcher deep understanding of the CBO more detail.

One good advantage of this method is that it was possible to visualize and access the documents on the spot; hence in supportive with the saying that goes “seeing believes”

Documents accessed were registration license, organization structure, constitution and leaflets. Details of the study of documents findings are analyzed in table below:-

Table 4: TVSM CNA

Information Required	Source information of	Means/Tools gathering data of	Outcome
CBO/TVSM profile	TVSM Executive chairman	Observation and reading	TVSM profile, background, developed
Registration license	TVSM Executive Chairman	Observation and reading	Registered under cap 375 of the law of theURT
Organization Structure	TVSM Executive Chairman	Observation and reading and interview	Devised chain of command
TVSM objectives	TVSM constitution	Accessing to Constitution	Outlined Objectives
TVSM Budget	Program coordinator	Observation , reading and interview	Proposed budget
Statistical and census data	Program coordinator	Reading and observing published report	Discovered demography and community population in Kinondoni area

Source: TVSM SP Project survey 2006

Further analysis is presented below in narrative form as per table 4 above

○ **TVSM Profile and Project Location :**

Name of organization: Tanzania Volunteer Service Movements (TVSM)

Contact address: P.O. Box 15132 Dar-Es-Salaam Tel: 0755233304/
07544366393

Project physical location; Kinondoni District, Ubungo area

Organization and management: the organ gram is of five level structure see appendix 1

○ **TVSM Background**

TVSM a registered Non- Governmental Organization (NGO), non-partisan, and a non profit organization was founded in July, 1999 under the trustees incorporating ordinance cap 375 of the law of the United Republic of Tanzania.

Since its inception 1999 TVSM started by offering volunteering service to primary school teachers. In subsequent years the organization has expanded its programs to include case management services for person with HIV/AIDS, Orphanage, and Governance, Voter education, Home Based Nursing Program (HBNSP) Journalism studies and Youth

Since then, TVSM has become known as a reliable community agency which serves men and women regardless of race, religion and tribe. It serves majority of low and medium in come. TVSM does a limited amount of advocacy and public education, supported by a local foundation namely Tanzania Foundation of Civil Society

○ **TVSM Objective**

- (i) To reach the growing number of the Dar Es-Salaam community faced with both income and non income poverty through volunteerism which is in alignment with meeting the Millennium Development Goal by 2015 and Tanzania Vision for eradicating poverty by year 2025.
- (ii) To provide humanitarian services to the vulnerable in various sectors of the economy in Dar Es-Salaam where assistance is needed in order to boost the social and economic well being of the society of a particular community
- (iii) To create and /or develop sustainable employment opportunities both in the rural and urban areas, especially for the underprivileged societies. This will engage the unemployed; as a result contribute in reducing unemployment of youth. Also try to curb the underprivileged to the privileged area migrations. TVSM vision is in line with the Global Millennium Development Goal (GMDG) of eradication of poverty by year 2015.
- (iv) Providing information to volunteers as to the availability of employment opportunities in rural and urban centers for both self and waged employment
- (v) Encouraging and assisting the talented individuals in developing their full potential into earning avenue

- (vi) Contributing to the reduction of child labor through providing alternative adult labor force to fill the vacuum left by child labor so that to ensure sustainability of employment.

(vii) TVSM Vision

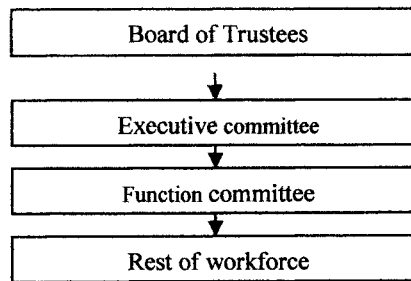
TVSM vision is to be exemplary volunteer organization in a wake of reducing income and non income poverty in line with the Millennium Development Goal (MDGs) 2015 and Tanzania Vision 2025

(viii) TVSM Mission

TVSM, as a registered Non- Governmental Organization (NGO), non-partisan, and a non profit organization is an equal opportunity CBO operating to its highest ideal in openness and transparency in offering volunteer programs *in* policy and advocacy in discipline such as HIV/AIDS, Orphanage, Governance, Voter education, Home Based Nursing Program (HBNSP), Journalism studies, Youth programs work and placement disregarding of ethnicity in race, religion, tribe or age and gender.

The organization structure of the CBO is organized in away that power flows from top to bottom as depicted in the figure below.

Fig 3: TVSM Chain of command



Source: TVSM SP Project survey 2006

1.3.5 Situation analysis

Through deployment of focus group of five members, using the team approach through brain storming, TVSM situation was analyzed for the purpose of explicating (coming up with) the strengths and opportunities, weaknesses and threats/challenges (SWOT/C) of the organization in relation to its external opportunities and threats.

The Strengths and Weaknesses, corresponding to the TVSM internal environment and these are the “force field” showing “how strong or weak” the organization is, while Opportunities and Challenges correspond to the external environment and show “how secure or insecure” the organization is to its competitors. The SWOT/C analysis is presented below as identified by the participants in the brainstorming session.

Strength of TVSM

- Effective deployment of primary school teachers volunteers placed in various schools have been offered permanent employment in the Kinondoni Municipality
- Receiving positive feedback from the community in relation to service offered
- Dedicated member of staff

- Supporting executive committee under the excellent leadership of the executive chairman
- non-partisanship

Weakness of TVSM

- Weak financial management
- Lag behind of, or having a documented long term planning
- Low pay and incentives for staff retention
- Lack spacious office environment for stretching its activities
- No enough fund to carry its programs
- Few qualified staff
- No specific budget for the programs
- Non existence of measuring effectiveness and efficiency among staff

Opportunity of TVSM

- Ever growing good relation with government.
- Ever-increasing number of school and college leavers provide a good market for Volunteering and expansion of TVSM activities
- Possibility of introducing other programs is always available as per establishment conditions of TVSM
- Stable and conducive URT political climate

Challenges (Threats) of TVSM

- Other competitors may damage TVSM credibility because of inconsistency in service delivery.
- Funding organization attaching stringent condition on use of fund.

- Over depending to funding organization is unreliable, aid giver can seize and can affect TVSM programs.
- Limited initiatives to facilitate effective collaboration of its members

1.3.6 Questionnaires

In carrying CNA it was seen important element to use questionnaires which enabled individuals to view cutting across the CBO. The choice of the tool was of importance because it provided anonymity, privacy and covered the whole TVSM staff members of 24.

Above all this method provided an ample evidence that respondents responded by answering structured questions which were self administered in assessing the needs in a documented manner compared to other preceding tools

1.3.7 Specific Measurable Objective

Using a participatory approach, surveying the CBO using this method was done in a team approach, the idea was to get enough information to support other gained information during interviews, observation and documentary reviews

The Measurable objective included; selecting research and data analysis team, design of the questionnaire, testing the questionnaire, re-casting the questionnaire, dispatching questionnaire, collecting the questionnaire, analyzing and presentation of the survey findings.

In addition some monitoring indicators were set as per table below

Table 5 TVSM Survey Measurable objectives

Activity	Objective	Indicator	Milestone	Responsible
Selecting Research team	To be able to select a team to participate in surveying the organization	5Team members selected	24 /4/2006	Program coordinator, Accountant and two Instructors
Design of the questionnaire	To be able to structure questions to be given to respondents	24 Questionnaires designed	22/5/2006,	CED student
Testing the questionnaire	To ensure that 5 questionnaire were test content, consistency, construction was agreed	5 questionnaires were pilot tested	25/4/2006	Selected group of 5 TVSM staff
Revisiting the questionnaire	To ensure remarks were incorporated in respect of content, consistency, construction	5 questionnaires re-revisited	26/4/2006	Selected group of 5 TVSM staff
Dispatching questionnaire	To ensure that 24 questionnaires reach the respondent as scheduled	24 questionnaires dispatched	28/4/2006	Program coordinator
Collecting completed questionnaire.	To ensure 24 that dispatched questionnaires are collected back for analysis	22 questionnaires returned	22/6/2006	Program coordinator
Conducted data analysis	To ensure that 24completed by respondents are analyzed	22 questionnaires analyzed	276/2006	CED student and CBO program coordinator
presentation of the survey findings	To ensure that findings are presented to CED faculty and CBO	Presentation held to CBO and CED	CBO on 15/7/2006 CED faculty 10/8/2006	CED student

Source: TVSM SP project survey 2006

1.4 Key questions that structured the survey design

The survey aimed at validating Elements of Effectively Managed Organization (EEMO) at TVSM, a total of nine leading questions were probed, these posed as hypothesis upon which the statement of the problem was derived.

Hypothesis that was tested: "TVSM is a non governmental organization founded in 1999 is in difficult moment managing its day to day affairs due to lack of planning. Strategic plan was seen a savior to most of the TVSM efficiency and effective management of resources to accomplish its mission and vision". In order to authenticate the above myth following EEMO which was carefully selected and tested through structured closed questionnaires:-

- (i) **Mission-** is there any clear and agreed upon organization's purpose?
- (ii) **Structure** – is there a well defined organization structure ensuring delegation and accomplishment of tasks?
- (iii) **People-** are there sufficient and appropriate staff; do staff and board feel valued?
- (iv) **Systems** -is there any realistic short and long term fund development program? Does TVSM appropriate use of technology and management information system? Does TVSM accurate and timely flashing its financial reports ... " result and quality-is evaluation done to assess client's need?, are quality programs offered to

support TVSM mission? ;

(v) **Leadership**-is the TVSM organization management a model for effective leadership? Is the TVSM environment providing ways and means of staff feel supportive? Is leadership a shared function among staff?

(vi) **Relationship**-any sign where people can voice matters of concern to management? Is there any effective problem solving meeting and creativity is rewarded, any effective formal and informal communication? People are committed to work teams?

(vii) **Results and Quality**- Does TVSM has feed-back loop to assess clients' satisfactions and needs?

(viii) **Information communication Technology ((ICT)** - Is there any effective use of appropriate technology, computers, and other management information system?

(ix) **Planning** -is there any work plan short or long? Say a three to five year strategic plan is in place, the plan is reviewed regularly to reflect environmental trend, current and future client needs and TVSM capacity to meet these needs

The following was the typical format of question rapport in closed-ended questionnaire in the form of rating scales which required respondents to insert a tick

(√) in a corresponding box ranged from as illustrated below:-

- (1) Strongly agree ☐ (2) Agree ☐ (3) Strongly disagree ☐
 (4) Disagree ☐ (5) Don't know ☐

1.5 Validity of the survey

The project considered in advance both internal and external validity for the successful completion of the survey and managed all pitfalls that could have negated the results.

1.5.1 Internal validity

In ensuring internal consistence the survey had pre-activities plan as documented by following indicators:-

- Survey team comprised of five members who participated in the survey

as illustrated in table 5 was selected
- Instruction and guide on how to fill the questionnaire outlined as revealed in Appendix no 4
- Pilot tested the questionnaire
- Questionnaires designed in simple language in English and translated Swahili version
- Transmittal letter to the CBO attention to program coordinator

highlighting, objective of the survey was communicated
- Questionnaires were re-casted to adjust the surrounding circumstances

as observed by the survey team in order to determine its content, construction and prediction.

1.5.2 External Validity

The project used specific results of already conducted project of similar nature the results were generalized to portray this project result .The literature review on the SP, the empirical literature and policy review were used to determine validity.

1.6 Sampling Survey

The survey covered the target population of 24 respondents representing the entire TVSM staff

1.6.1 Sampling Methods

The project deployed a non probability sampling; due to the small size of the population understudy the survey included all 24 staff of TVSM which represents 100%

1.6.2 Response rate

Response rate was 22 respondents who returned the questionnaires representing 91.6% which was favorable.

1.7 Data analysis

Data collected from primary source using closed end self-administered questionnaire from 22 respondents with fifteen questions and six attributes including age, date of first appoint, gender, length of service , education and employment were edited.

The methods that was used was again participatory, returned questionnaires were checked, recorded, coded and analyzed using statistical package for social science(SPSS) computer program. Each questionnaire was coded against the set of fifteen attributes out of 22 respondents.

The statistical package enabled explaining descriptive statistics as frequencies, mean, mode, median, standard deviation and percentages were used to analyze the effect both positive and negative.

The SPSS is a useful tool which gave description of tallies, such as frequency, percentage, valid percentage, and cumulative percentage against the scale of 1-5 (strongly agree to do not know) , compared the set of group data such the number of respondents indicated by letter N, the questions that were attended to against and its frequency

Beside the statistical data, qualitative data was collected for the purpose of determining impact of something else other than the counter factual to make a casual inference as advocated by Mohr (1995).This was done by using interview and observation

In interpreting the Data analysis outcome, it followed that the questions were

reframed without losing its meaning and were displayed in tabular form and histograms and were interpreted to bring about the correlation of the focus problem that was identified earlier in CNA and subsequent problem that was identified.

Data analysis then became ground of the project findings and discussions that follows.

1.8 Major findings and discussions

The survey selected key areas which were posed as research questions are discussed below:-

1.8.1 Existence of an articulated Mission statement

Table 6: Analysis of existence of a mission statement

Scale (1-5)	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	4	18.2	18.2	18.2
Agree	10	45.5	45.5	63.7
Strongly disagree	1	4.5	4.5	68.2
Don't know	7	31.8	31.8	100.0
Total	22	100.0	100.0	

Source: TVSM SP project survey 2006

The analysis shows that out of 22 respondents who returned their questionnaires agreed that TVSM has a statement of purpose representing the validity of 45%. Though the number of respondents who agreed was on the higher side, when you look in terms of %age validity it is obvious that CBO score is below 50% justifies the need of a SP.

1.8.2 Existence of a plan, a three to five year strategic plan was in place, the plan was reviewed regularly to reflect environment trend, current and future clients' needs and TVSM capacity to meet these needs

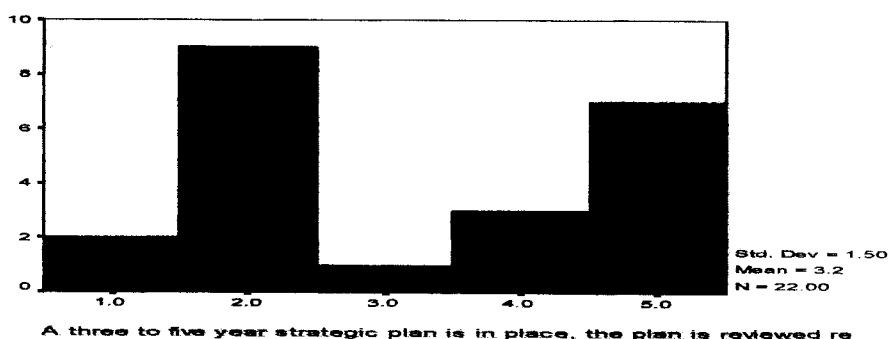
Table7: Analysis of the respondents view on existence of a plan at TVSM

Scale (1-5)	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	2	9.1	9.1	9.1
Agree	9	40.9	40.9	50.0
Strongly disagree	1	4.5	4.5	54.5
Disagree	3	13.6	13.6	68.2
Don't know	7	31.8	31.8	100.0
Total	22	100	100	

Source: TVSM SP project survey 2006

The analysis showed that out of 22 respondents 9 respondents agreed that the 3-5 year plan is in place representing 40.9 %, however the standard deviation of 1.5 deviating from the mean of 3.2 indicated that the likelihood of the existence of a three to five year strategic plan was marginal, hence the % age validity of 40.9. which is below 50% and 3.2 mean score in the scale 1-5 reads "strongly disagree"

Fig 4 Mean score on whether TVSM has any plan or not



Source: TVSM SP project survey 2006

1.8.3 On the overall, is TVSM doing well to achieve its purpose?

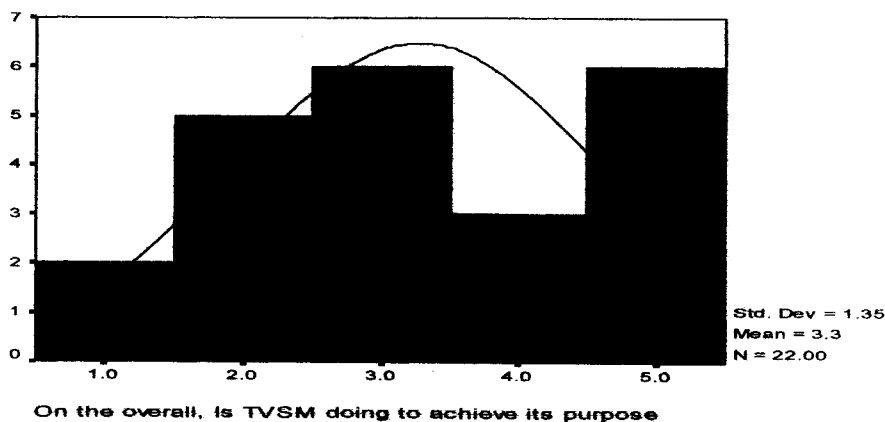
Table 8: Analysis of respondents view on overall performance TVSM

Scale (1-5)	Frequency	Percent	Valid percent	Cumulative percent
Excellent	2	9.1	9.1	9.1
Very good	5	22.7	22.7	31.8
Good	6	27.7	27.3	59.1
Fair	3	13.6	13.6	72.7
Poor	6	27.3	27.3	100.0
Total	22	100	100	

Source: TVSM SP project survey 2006

Analysis on the overall perception shows that 6 respondents indicated that TVSM was doing good to achieve its purpose and another 6 indicate poor representing 27.3% each as depicted from table 8 above. Despite the fact that the respondents indicated a favorable response of TVSM achieving its purpose was negated by the fact that the response on whether TVSM was having a plan was strongly disagreed by respondents by scoring a mean of 3.3 which in scale of 1-5 is “strongly disagree”

Fig 5: Mean score on the overall purpose of TVSM



Source: TVSM SP project survey 2006

1.8.4 Conclusion and Recommendation

From above findings it was invariably agreed that a project be jointly done to alleviate the problem of TVSM lack of plan for its good future. One strategy which was recommended was for the researcher to facilitate the process of accomplishing the 5 (five) year Strategic Plan (2008-2012). On the basis of this understanding then an implementation plan had to be drawn and accepted by the CBO.

CHAPTER II

PROBLEM IDENTIFICATION

The outcome of CNA provided a paradigm shift from three situations faced by TVSM “the was” (past) the “as is” (now or current) and “the should be” (aspiration for the future).

SWOC analysis conducted in CNA revealed elements that were not done in the right perspective or there were non existence such as weak financial management, lack of explicit budget guideline for the programs it conducts, non existence of measuring effectiveness and efficiency among the staff, lack of elaborate programs goals and plan

All plans that existed were of very short and uncoordinated manner which was a potential risk for the future of TVSM. Bearing this in mind TVSM made a “quick turn around” and opted to a long term plan for its activities.

2.1 Problem statement

Throughout its existence TVSM lacked an elaborative plan to execute its activities. The nature of the problem was idealized by the initiator of the program (volunteerism) in 1994.

The initiator who was the founder member of the CBO Mr. Chami is the Executive chairman of TVSM he was trained as an occupational counselor under the Civil Service Reform Program (CSRP) which was sponsored by the World Bank in 1994.

During his field work in 1995 and after, a number of issues related to work re-deployment were discovered and led to the conception of the idea of forming a local volunteer service organization that had to address the situation.

TVSM has been faced with a problem of efficient running of its activities and lacked of clear and defined goal, mission and vision to manage community growing demand of humanitarian need in offering volunteer program in HIV/AIDS, Orphanage, Governance, Voter education, Home Based Nursing Program (HBNSP) Journalism studies and Youth programs and placement programs.

The major set back at TVSM was lack of short and long term plan which was futuristic. The major cause of the problem was a tradition belief that planning alone does not produce results, it is was a means, not an end by itself. It is from this myth that plans have to be implemented to produce positive result.

Well developed plans increases chance of day to day activities in TVSM which would lead to desired results. Elaborative Plans with defined goals and objectives helps in organizational survival.

2.2 Target community

The project output (SP) was geared to serve TVSM staff and Board of Trustees as well as its stakeholders who will benefit from service offered. Participation was high for the project planning team which comprised of the program coordinator, executive chairman and heads of department of TVSM who pose as the project owners.

2.2.1 Resource and Stakeholder Analysis

2.2.1.1 Resources

TVSM has a diversified resource base including people who work to deliver the TVSM goal and objectives, people engaged have variety of skills including accounting, planning, teaching, secretarial, legal and social . Most of these resources are engaged as volunteers from colleges, school leavers and institution of higher learning. Other human capacity that TVSM could tap its potentials includes retired members of the community who offers service on voluntary basis.

Another resource base is the financial resources, these are of variety background sources, and the resources are used to finance its day to day operations such as paying of wages and allowances to staff employed, paying utilities and rental for the offices it occupies.

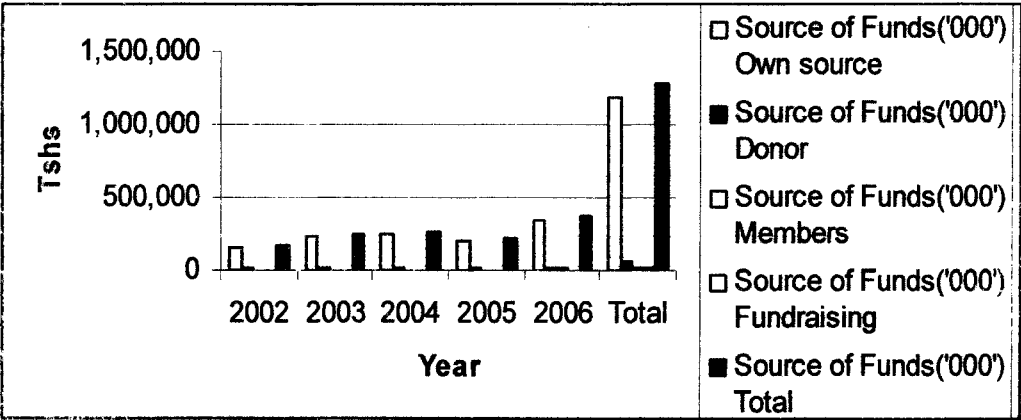
TVSM Financial sources are grouped into four, one is those from own contribution which are received as fees from its college of journalism, second, is fees obtained from annual subscriptions, third, is money obtained from fundraising and donor community, a total of TShs **1,279,300** million was realized over five years as analyzed in table below:-

Table 9: Analysis of Sources of Fund

Source of Funds('000')					
Year	Own source	Donor	Members	Fundraising	Total
2002	153,000	10,000	1,200	1,500	165,700
2003	234,000	15,000	2,500	1,200	252,700
2004	250,000	12,000	4,000	3,000	269,000
2005	198,000	12,000	6,000	1,200	217,200
2006	350,000	15,000	8000	1700	374,700
Total	1,185,000	64,000	21,700	8,600	1,279,300

Source: TVSM SP project survey 2006

Fig 6: Trend of TVSM Source of Funds



Source: TVSM SP project survey 2006

Other resource are physical resources includes ten acres of land at Tuwangoma, 4 pieces of rented office buildings and 2 (two) grounded cars. Institution capacity included one library.

2.2.1.2 Stakeholder analysis.

Major stakeholders include:

- Development partners such as Tanzania Foundation of Civil Society (FCS),
- Rapid Fund Envelop (RFE)
- TVSM staff,
- TVSM Board of trustees,
- Multi-disciplinary volunteers
- Permanent and Volunteers TVSM Staff,
- Kinondoni Municipality,
- Regional Press Club,
- Tanzania Non Government Organization(TANGO)

2.3 Project goal(s) in CED term

The goal of the project was to share experience by transforming theoretical framework gained in class into real practice in undertaking community related project.

In fulfilling the project goal in CED terms the goal was defined in terms of project life circle and Logical Framework Approach (LFA) which included CNA, project planning, project design, conducting survey, data collection and analysis, implementing and evaluation.

Evaluation of the projects feasibility of achieving its goal was ascertained due to its S-M-A-R-T objectives, sizeable target group and conducive external factors like supporting CBO Management. The goal is defined in the table below:

Table 10: Project goal(s) definition

Goal	Objective
Facilitation of TVSM SP2008-2012	Met CBO
	Introduction held with Chairman
	Agreement on the theme
	Select project team of five member
	Plan to plan
	Brainstorm on the problem faced TVSM
	Agreement on the problem and formulation of the problem statement

Source: TVSM SP project survey 2006

2.4 Specific Project Objectives

Specific project objective which posed as the project's major activity profile are outlined below:-

- Identify and meet CBO

The initial stage was to search and identify a CBO where the project could be undertaken, this was tedious exercise after visit two CBOs it was not possible to secure placement but finally TVSM agreed to undertake a joint project on February 2006

- Introduction with CBO Chairman

An introduction was done by the chairman to the rest of TVSM staff.

- Select project team of five members

For easy facilitation of the project, a team of five people was selected to spear head the project in undertaking CNA. Brainstorming was one of the approaches used to develop and grasp ideas from the members in considering the problem that faced TVSM at the moment of the study

- Plan to plan

The team jointly agreed the plan of action to be followed in completing the project and roles were defined of each team member

- Conduct situation analysis

Re-examination of the CBO back to future was done to determine its SWOC/T

- Problem identification and problem statement formulated

Finally the problem that faces the CBO was identified through logical framework approach. More detail of the project activity profile including the indicators is charted out in the table below:-

Table 11 : Project Activity profile

Objective	Indicator	Milestone
Identify and meet CBO	CBO identified	September 05-Jan 06
Introduction with CBO Chairman	Letter of placement obtained	2-4 February 2006
Brainstorm on the problem faced TVSM	Focal problem identified -lack of TVSM long term plan.	12/2/2006
Select project team of five members	5 CBO members (Executive Chairman Program coordinator Mbande orphanage centre manager Principal Royal College and Accountant were selected	20 /2/2006
Plan to plan	Activity project plan February 2006-Jan 2007 was in place	23/2/2006
Conduct situation analysis	TVSM SWOT analysis conducted	27/2/2006
5 CBO staff members participated in carrying Need Assessment	5 CBO members participated in brainstorming (Executive Chairman Program coordinator Mbande orphanage centre manager Principal royal College and Accountant)	6-7/3/2006
Problem identification and problem statement formulated	problem identified and problem statement	8-9/3/2006
To design research and proposal	Research design and proposal designed and survey Conduct ed	17/4-29/4,19/6-01/28/7/2006
Analyze data	Data Analyzed and presented to both CED faculty and TVSM	14/8-26/2006
To ensure that project was Implemented	Project Implementation carried out	18/9-31/10/2006
To ensure that the project was Monitored and evaluated	Project Monitored and Evaluated	February 2006-January 2007
To ensure that project report was completed	Project report completed	December 2006 May 2007

Source: TVSM SP project Survey 2006

2.5 Host organization

The project was hosted by CBO going by the name of TVSM dealing with the humanitarian need in offering volunteer programs in HIV/AIDS, Orphanage, Governance, Voter education, Home Based Nursing Program (HBNSP) Journalism studies and Youth programs and placement programs.

Participation in the project was done through a common meeting involving the Program coordinator whose experience in planning had a significance on the generation of ideas in canvassing the problem faced the CBO, Executive chairman played a pivotal role in providing the “back to future” analysis of the CBO by highlighting “past” “current” and “future” aspiration.

The gap provided a snapshot of problem identification; Principal of Royal College of Journalism spearheaded the role of the meeting as discussion leader by guiding other members in put and summarizing key points. In identifying the real need faced by the CBO, an Accountant was useful in providing past sources and uses of funds to indicate whether or not the management of the fund was as required, the gap called for the systematic installation of good financial management practices

My role in the project was a facilitator in providing input required to arrest the situation faced the CBO by deducing the many problems encountered in the meeting and shaping them into one coherent problem focus that is “CBO lack of elaborate plan to man its activities in along term direction”.

My concern then was the dreaming of the planning process in achieving and delivering of a draft of a five year (2008-2012) TVSM strategic plan.

CHAPTER 11I

LITERATURE REVIEW

In order to undertake this project efficiently and effectively it was imperative to exhaust the literature that is available to cover this project sufficiently, hence a theoretical, empirical and policy review was carried out in order to sharpen information gained in CNA and survey findings.

3.1 THEORETICAL LITERATURE

3.1.1 Overview

Strategic planning (SP) is used for one purpose only “to help an organization do a better job by aligning and resources configuration for realizing its goals and to assess and adjust the organization's direction in response to a changing environment”

Bryson, (1995)

3.1.2 Definition and meaning of SP

SP is a document used by an organization to align its organization and budget structure with organizational priorities, missions, and objectives Bryson, (1995).

Allison and Kaye (1997) assets that SP is a “management tool to help an organization to focus on vision and priorities....” SP is a systematic process through which an organization agrees on and builds commitment among the key stakeholders to priorities responding to the operating environment

3.1.3 Key concepts and definitions in strategic planning

3.1.3.1 Strategic

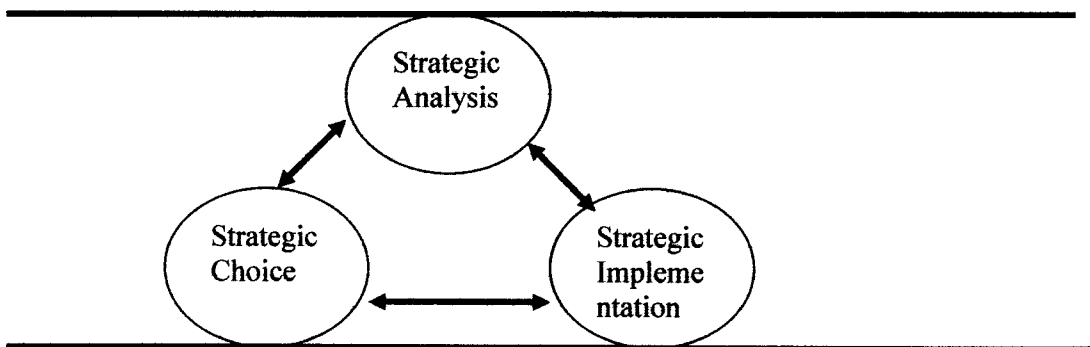
In the Oxford English dictionary, the word strategy has to do with war and deception of an enemy.

In non-profit management, strategy has to do with responding to a dynamic and often hostile environment in pursuit of a public service mission to fulfill its stake holder's expectation.

As for Strategic Management (SM) Johnson and Scholes (1999) define (SM) to include strategic analysis, in which the strategist seeks to understand the strategic position of the organization, strategic choice, which is to do with the formulation of possible courses of action, their evaluation and the choice between them, and strategy implementation which is concerned with both planning how the choice of the strategy can be put into effect and managing the changes required.

According to Gerry and Scholes SM adopts a model on how to deal with SP.

Fig 7 A basic model of strategic management process



Source: Johnson and Scholes(1999)

3.1.3.2 Planning

Strategic planning is planning because it involves intentionally setting goals (choosing a desired future) and developing an approach to achieving those goals Johnson and Scholes (1999)

3.1.3.3 Fundamental

Because it is impossible to do everything, SP underlines the usefulness of “prioritizing decisions and actions”. The most important decisions have to do with what an organization “is and why it exists”; the most important actions have to do with what it does. On the other hand, strategic thinking is deciding on and carrying out the fundamental or most important actions.

3.1.3.4 Discipline

Discipline highlights the relationship between the different steps in strategic planning.

3.1.3.5 Purpose, Mission, and Vision

(i) Purpose

Purpose is the end result of a goal which an organization is seeking to accomplish. It tries to answer the question "Why does the organization exist?" The answer is to achieve the purpose.

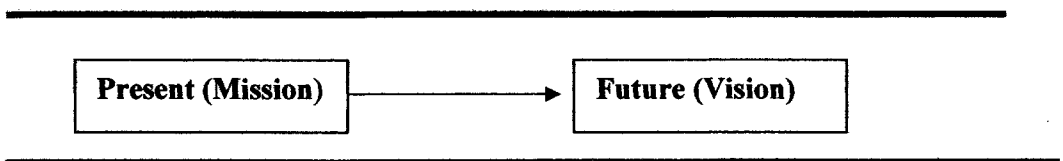
(ii) Mission

Mission is a broader concept. It is synonymous with mission statement and includes two major concepts:

- the purpose (as above),
- The "business" on which an organization engages in to achieve this purpose, and a statement of values guiding the accomplishment of the mission.

A vision is a paradigm shift from "where we are" to "desired future direction" and answer the question "where we want to go" as depicted below focusing the future.

Fig 8: Strategic thinking is futuristic



Source: Johnson and Scholes (1999)

Strategic thinking means asking, "Are we doing the right thing?" It requires three things:

- Purpose or end. A strategic thinker is trying to do something
- Understanding the environment, particularly of the opponent, or opposing forces, affecting and/or blocking achievement of these ends
- Creativity in developing effective responses to the opponent or opposing forces.

3.1.3.6 Strategy

A strategy is the avenue of organization goal accomplishment, strategy answer to the question, "How?"

"Strategies are simply a set of actions that enable an organization to achieve results." – (Bryson, 1995)

"Strategy is a way of comparing organization's strengths with the changing environment in order to get an idea of how best to complete or serve client needs." - Fisk & Barron (1999), the Official MBA Handbook 1996

3.1.3.7 Stakeholders

Individual or groups who depend on the organization to fulfill their own goals and on whom, in turn the organization depends; employees, board members, government and general public.....”

3.1.3.8 Objective

Mary and Robinson (1999) , Objective are goals and used interchangeably, it is “ a desired outcome for individual, groups, or entire organization” all organizations have a single objective-to make profit or to efficiently provide service.

3.1.4 Conducting SWOT analysis

Since no organization operates in a vacuum, situation assessment is a pre-requisite in SP (Anstoft 1968)

The SWOT technique, a simple and effective vehicle for collecting this information, helps focus the process by breaking it down into four broad categories:

- S ———> What are the organization's internal Strengths?
- W ———> What are the organization's internal Weaknesses?
- O ———> What external Opportunities might move the organization forward?
- T ———> What external Threats might hold the organization back?

Evaluating an organization's general strengths and weaknesses, includes assessments of:

- o staff and board capabilities
- o quality of programs
- o reputation of both the organization and individual programs
- o management information and financial systems
- o office facilities and equipment, etc.

3.1.5 Mission statement content and context

Mission statement needs to communicate the essence of an organization to its stakeholders and to the public (Campbell 1993).

For example:

At the Developmental Studies Center we develop, Evaluate, and disseminate programs that foster children's ethical, social, and intellectual development. While nurturing children's capacity to think skillfully and critically, we also strive to deepen children's commitment to pro-social values such as kindness, helpfulness, personal responsibility, and respect for others - qualities we believe are essential to leading humane and productive lives in a democratic society.

3.1.6 Underscoring the Need for a Mission Statement

In Profiles of Excellence, the Independent Sector lists a clear, agreed upon mission statement first among the four primary characteristics of successful nonprofit organizations. Specifically, the four primary characteristics include:

- a clear, agreed-upon mission statement
- a strong, competent executive director
- a dynamic board of directors
- An organization-wide commitment to fundraising.

The primary importance of the mission statement means that failure to clearly state and communicate organization's mission can have harmful consequences, including:

- organization members can waste time "barking up the wrong tree"
- the organization may not think broadly enough about different possibilities if its mission statement is unclear or overly narrow
- the organization may not realize when it is time to go out of business

In defining purpose, it is essential to focus on outcomes and results rather than methods

Questions to consider:

- How is the world going to be different?

- What is going to change? Thus, the purpose of a mental health counseling agency would never be simply "to provide counseling services," for that is describing a method rather than a result. Rather, the purpose might be "to improve the mental health of a person"

3.1.7 Values

Values are beliefs which the organization's members hold in common and endeavor to put into practice.

Guiding question is, "What are the basic beliefs that we share as an organization?"

Examples of values include:

- A commitment to excellent services, innovation, diversity, creativity, honesty, integrity, and so on.
- Beliefs such as: "Eating vegetables is more economically efficient and ecologically responsible than eating beef." (Vegetarian Association)

Marvin Weisberg: mission statement

At the Developmental Studies Center we develop, evaluate, and disseminate programs [business] that foster children's ethical, social, and intellectual development [purpose]. While nurturing children's capacity to think skillfully and critically, we also strive to deepen children's commitment to pro-social values such as kindness, helpfulness, personal responsibility, and respect for others - qualities we

believe are essential to leading humane and productive lives in a democratic society [values]. (Bryson, 1995)

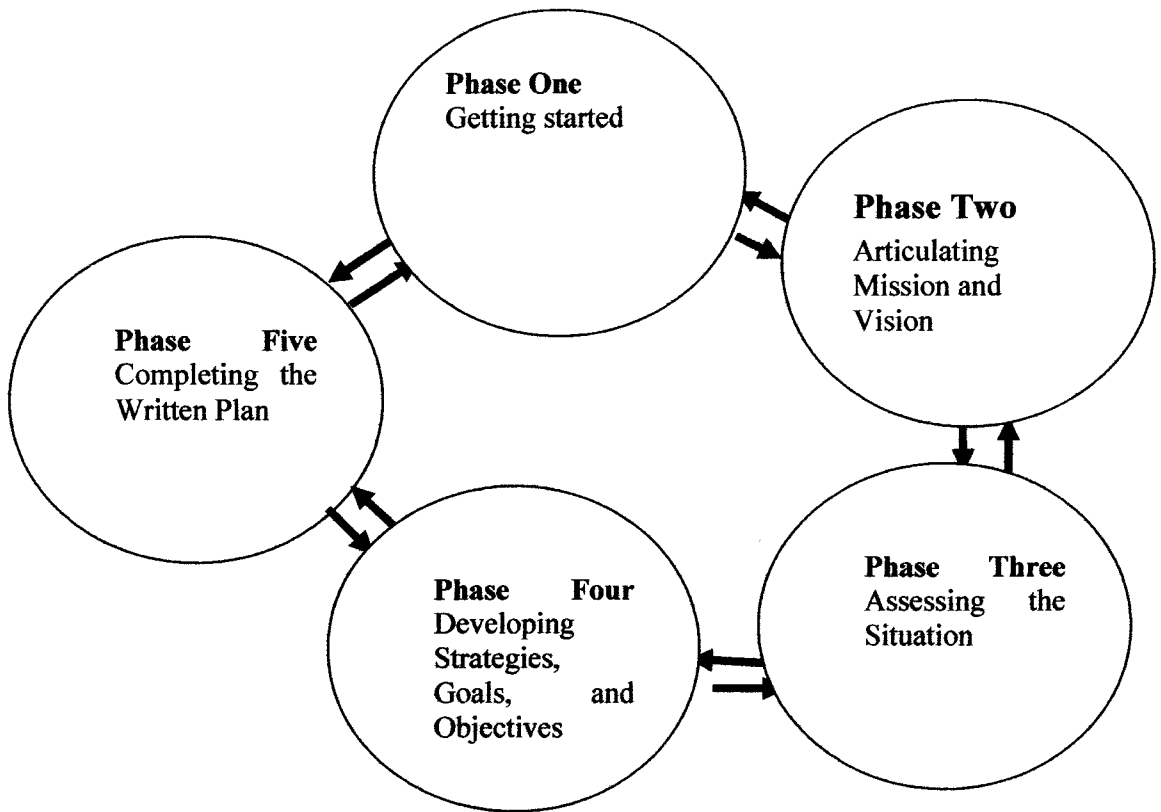
Below is another example of a mission statement which includes all three elements:

The YMCA of San Francisco, based in Judeo-Christian heritage [values], seeks to enhance the lives of all people [purpose] through programs designed to develop spirit, mind and body [business]. (Bryson, 1995)

In addition to the three elements discussed above, the following questions are useful in developing organization's mission statement:

- What is the problem or need the organization is trying to address?
- What makes the organization unique?
- Who are the beneficiaries?

Fig 9: Strategic Planning Process Model



Source: Johnson and Scholes(1999)

3.1.8 Strategic Planning Process Model

SP many differ from one organization to the other according to (Allison and Kaye (1997) the model provides five phases

Phase One - Getting started

An organization must first assess if it is ready to undertake SP. An organization that determines it is indeed ready to begin strategic planning must perform five tasks to pave the way for an organized process:

- identify specific issues or choices that the planning process should address
- clarify roles (who does what in the process)
- create a Planning Committee
- develop an organizational profile
- Identify the information that must be collected to help make sound decisions.

The product developed at the end of the Step One is a Work plan.

Phase Two - Articulating Mission and Vision

An organization's ability to articulate its mission indicates its focus and purposefulness. A mission statement typically describes an organization in terms of it's:

Purpose - why the organization exists, and what it seeks to accomplish

Business - the main method or activity through which the organization fulfill this purpose

Values - the principles or beliefs that guide an organization's members as they pursue the organization's purpose

Whereas the mission statement summarizes the what, how, and why of an organization's work, a vision statement presents an image of what success will look

like. For example, the mission statement of the Support Centers of America is as follows:

The mission of the Support Centers of America is to increase the effectiveness of the nonprofit sector by providing management consulting, training and research. Our guiding principles are: promote client independence, expand cultural proficiency, collaborate with others, ensure our own competence, and act as one organization. We envision an ever increasing global movement to restore and revitalize the quality of life in local communities. The Support Centers of America will be a recognized contributor and leader in that movement. (Allison and Kaye (1997)

At the terminal session of phase two of Step Two, a draft mission statement and a draft vision statement is developed.

Phase Three - Assessing the Situation

Situation assessment, therefore, means assessing the “as is” against the “should be” situation the gap pause as critical issues to be dealt

Phase Four - Developing Strategies, Goals, and Objectives

Strategies, goals, and objectives may come from individual inspiration, group discussion, formal decision-making techniques, and so on - but the bottom line is that, in the end, the leadership agrees on how to address the critical issues. The product of Phase Four is an outline of the organization's strategic directions - the general strategies, long-range goals, and specific objectives of its response to critical issues.

Phase Five - Completing the Written Plan

This Phase essentially involves putting all that down on paper. Usually one member of the Planning Committee, the executive director, or even a planning consultant will draft a final planning document and submit it for review to all key decision makers (usually the board and senior staff). The product of **Phase Five** is a strategic plan!

3.1.9 Standard Format for a Strategic Plan

A strategic plan is simply a document that summarizes in about ten pages of written text, *why an organization exists, what it is trying to accomplish, and how it will go about doing so*. Its "audience" is internal and external stakeholders. Below is an example of a common format for strategic plans,

TABLE OF CONTENTS

The final document should include a table of contents. These are the sections commonly included in a strategic plan:

I. Introduction by the Chairperson of the Board

A cover letter from the chairperson to the organization's board of directors introducing the plan to its readers.

II. Executive Summary

In one to two pages, this section should summarize the strategic plan: it should reference the mission and vision; highlight the long-range goals (what the organization is seeking to accomplish

III. Mission and Vision Statements

These statements can stand alone without any introductory text, because essentially they introduce and define themselves.

IV. Organization Profile and History

In one or two pages, the reader should learn the story of the organization (key events, triumphs, and changes over time) so that he or she can understand its historical context (just as the planning committee needed to at the beginning of the planning process).

VI. Goals and Objectives and Strategies

Goals and objectives are the heart of the strategic plan. Mission and vision answer the questions, “why the organization exists”, goals and objectives are the plan of action

VIII. Appendices

Appendices are to provide needed documentation for interested readers. Perhaps no appendices are truly necessary (many organizations opt for brevity). They should be useful for enhancing readers' understanding of the plan, not just burden them with more data or complicating factors.

3.1.10 How do we ensure the Plan Has Impact

During the strategic planning process, it is important to establish the “DO”s and “Don’ts

The DOs include process, content, and usage elements to ensure the usefulness of the strategic plan to the organization.

(i) Process Elements

Leadership

Active involvement of organizational leaders communicates a message of organizational importance and priority.

Common understanding

Training on the process by establishing a list of expectations and results ensures that everyone is working towards the common goal.

Include individuals who will implement plan

Encourage all levels of staff to contribute to the process. Involving these individuals will ensure that the plan is realistic and help motivate staff to implement the plan.

(ii) Content Elements

Address critical issues for the organization

Failure or unwillingness to put these critical issues on the table for discussion and resolution might lead staff to implicitly or explicitly challenge the credibility of the plan, its priorities, and/or its leadership.

Agree on how the plan will be operational

Specify who will implement which parts of the plan, scheduling routine evaluation meetings to review progress.

Incorporate sections of the plan in everyday management

Formalize the usage of the plan into the day-to-day activities of the organization. For example, one organization reads the mission statement at the opening of every business meeting to remind the membership of the organization's focus and purpose.

Organize the work of the organization in the context of the plan

Establish operational goals and activities within the context of the strategic plan (e.g., include goals and objectives in individual and program evaluations or have program directors refer to the plan to provide guidance in decision making).

Design a system for controlling the process

Ensure that there are mechanisms (e.g., evaluation meetings, monthly reports against plan) to inform management on progress.

The “Don’ts”

Detail very much the SP articulate the broad framework, direction and, priorities of the organization and its programs. Extremely specific plans become quickly outdated and end up on the shelf.

Create a balance between the dream and reality

Ensure that the plan is grounded in the reality of what can and cannot be accomplished.

Use complicated language, concepts and format

Keeping simple language and format for easy to understand and user friendly.

(iii) Usage Elements

Use the plan other than its intent.

Actively using the plan as a management tool for short-term guidance and decision making will establish a model for use.

3.2 EMPIRICAL LITERATURE

Most of the literature has been obtained through the Internet and Library archive. On the following studies:-

3.2.1 Council for Non-governmental Organizations (CONGOMA) is a Malawi designated coordinating body for all non-governmental organizations in Malawi. It is a membership organization with the goal of ensuring effective coordination and collaboration of all the NGOs and other development partners including government of Malawi. CONGOMA had a 5 (five) year Strategic Plan (SP) 2003-2008. The project of completing the SP followed a participatory method and process, area of difficult was on how to agree the strategies, mission and vision drafting. (: <http://www.congoma.org/strategic-plan.htm>)

3.2.2 Women Development for Science and Technology (WODSTA) which is a registered NGO based in Arusha was started in 1990 dedicating itself on enhancing the development of marginalized women through their effective participation in the development process (Zabdiel Robinson Kimambo 2003). The study was conducted by a CED student and highlighted key objectives, goals and strategies upon which WODSTA aspire to become a women empowerment model by providing strategic direction ranging for 3 (three) years 2003-2006. The study was conducted in a participatory approach by carrying needs assessment which revealed a need for having a choice of a long term direction necessitating a Strategic Plan.

3.2.3 Vanuatu Association of NGOs (VANGO). Since its establishment in 1992, VANGO has been supporting over 55 Non Governmental Organizations (NGO) members and over 200 Community based organizations (CBOs) working in Kiribati, Tuvalu & Vanuatu through several projects and activities, though not having a strategic plan that charts its clear direction. The new strategic plan has been developed in a participatory approach with a consensus from all the members, after a wide consultation with its stakeholders (<http://www.vso.org.uk/psl/news.htm>)

3.2.4 Gender Equality and equity

A summary review of UNESCO's accomplishments since the Fourth World Conference on Women (Beijing 1995) came up with elements for a new medium-term strategy (2001-2006) for the promotion of the Status of Women and Gender Equality.

The Beijing forum called for wide range of stakeholders, plans, objectives, and goal were developed in the meeting and strategies were laid in seeking leverage on female –male dominance against women emancipation against male patriarchy. Major difficult surface on agreement on the goal for some, to some of stakeholders which is common feature in getting consensus about plans in integrated gender mainstreaming.

3.2.5 TASDS - an abridged and updated version of Tanzania's Agricultural Sector Development Strategy (October 2001) belong to Ministry of Agriculture and Food Security, Ministry of Cooperatives and Marketing, Ministry of Water and Livestock Development, President's Office Regional Administration & Local Government TASDS was published in October 2001 aiming at to improve the

profitability of agriculture for both subsistence and commercial farmers. Among other things this will increase farm incomes and reduce rural poverty.

The main strategy is to move to a more market based production system where the private and public sectors work in partnership. There are three new approaches in the TASDS, which support this strategy:

- (i) Focus on agricultural productivity and profitability by creating a favorable environment for investment
- (ii) Promotion of partnerships between the public and private sector and also between processors and producers
- (iii) Implementation of the ASDS through District Agricultural Development Plans (DADPs)

The TASDS is a result of wide ranging consultation. It was designed using a Sector Wide Approach (SWAP) to develop a five year programmed of activities which harmonizes with this plain language “Shorter ASDS” has been produced so that more people can know about, and comment on the strategy. This increased the level of meaningful consultation and participation in its ongoing development. This in turn builds ownership and commitment among the many stakeholders in the process

3.3 NATIONAL POLICY FRAMEWORK Citation on policies relevant to the project included incorporated the United Nations (UN) Global Millennium Development Goal (GMGD) visions 2025 Tanzania (TZ) developed a number of strategies and policy initiative to guide the development agenda of poverty reduction efforts. TZ articulated the broad policy and strategy documents such as TZ development visions 2025 and came up with chain of policies such as National

Poverty Eradication Strategy (NPES), Tanzania Assistance Strategy (TAS) and Poverty Reduction Strategy (PRS).

The PRS was prepared and implemented over the period 2000/1-2002/03. In order to attain the optimal impact on growth and poverty reduction, a five year national framework, the National Strategy for Growth and Reduction of Poverty (NSGRP) focusing on poverty reduction TZ single poverty reduction as a priority being on the top agenda in social economic development. The NSGR posed as a vehicle in operationalization of aspiration of TZ development vision 2025 mainstreaming with the Medium Term Plan (MTP).

In the MTP objectives and NSGRP focus on implementing socio economic development initiatives compatible with the Development Vision 2025. The overriding objectives of MTP and budget framework is to incorporate and support NSGRP cluster intervention for bringing significant impact on poverty reduction. The plan and budget frame for 2005/06-2007/08 aimed at achieving the following policy objectives.

1. Consolidate Macro economic stability by pursuing and sustaining pro growth strategies yield sustainable and broad based economic growth to fight poverty
2. Create conducive environment for private sector by improve policies and regulation, encouraging financial institution to increase lending to productive sectors and strengthen socio-economic infrastructure and service delivery
3. Improve and sustain quality of life and social well being by paying more attention on quantity and quality issue in delivery of social services.

4. Foster and sustain quality good governance and accountability through combating corruption, insecurity and integrating future needs of peace enforcing organs into planning and budgeting process.

In implementing, monitoring and evaluating NSGRP based around eight key principles among which sustainable human development is of paramount importance.

The strategy identifies three major clusters of poverty reduction outcome

(i) Growth and Reduction of Income Poverty.

The cluster focused on pursuing and sustaining pro-growth intervention with emphasis in increasing the income of house hold that will facilitate their access to education, health, nutrition and shelter

(ii) Improvement of quality of life and social well being

The cluster focus on the intervention of providing social service in order to improve and sustain quality of life and social well being by paying more attention on equity and quality of delivery of social service (education, shelter health nutrition, water and sanitation) as well as addressing the vulnerable group.

(iii) Governance and accountability

Governance address human rights functions and fair justice and anti corruption system and seeks for effective public administration that is managed openly and in the interest of people they serve. Public access to information on policies, law and public finance is a human right agenda, a means to facilitate effective policy implementation and accountability. Approaches used in design these policies were of participatory which involved its stake holder like the NPES, TAS, PRS ., GMGD and Tanzania Visions 2025 had helped to shape and beef this project

and Tanzania Visions 2025 had helped to shape and beef this project accomplishment with the limitation of financial constraint the external stake holder forum /meeting could not be carried out save for the internal –the TVSM staff.

CHAPTER IV

RESEARCH METHODOLOGY

Research methodology used in the project highlight in three major areas including the methodology used to collect data in **CNA**, **Monitoring** indicators that have been set aside to track the project and project **Evaluation** in formative(on going) and summative which was used to assessing the impact at the terminal of the project.

4.1 CNA

In carrying needs assessment various methods were used to collect data, however much more detail has already been provided in chapter I, below is a brief outline of the research methods that have been used:-

4.1.1 Focus group

Through meeting and brainstorming, in this method data was collected through a meeting. A combination of structured and unstructured questions were probed with story telling in testing the group understanding and articulating on the problem statement.

A five member team was selected and discussion were held, each team member had a role to play, the chairmen had to make an introduction, called the meeting to order, and keep order of the meeting, the plan writer who was the secretary had to record important issues that had been raised in the meeting, other members had to contribute views, the researcher had a facilitation role.

Initially the researcher had developed a question log which was tabled to the meeting probing on the CBO as to what problem they were facing that required an attention to be solved through joint project.

Situation analysis was carried out and a SWOT/C was developed after listing the strength, weakness, these being the internal factors of the CBO while threat and opportunities posed as the external factors that affect the CBO survival.

Output from SWOT/C were used to develop a list of problems which the CBO was considering worth tackling such as inadequate funding, lack of long term plan, inadequate classrooms etc.

Problems were listed and arranged according to the hierarchy and “Lack of Long term Plan” seemed to be what is holding TVSM back.

It was from this understanding that a problem statement was developed and adopted to be TVSM 5 year SP (2008-2012). So in addressing the problem the meeting resolved that the researcher had to empower the CBO in drafting building up a SP by facilitating a seven session as outline in appendix 6.

Data obtained in the brainstorming session were analyzed in tabular and descriptive format and were presented to the CBO and CED class using power point format as a feed forward.

4.1.2 Observation

Observation method was chosen to review and consult some literature, census report. Findings were analyzed into tabular and descriptive form such as CBO objectives, profile, missions and vision. In brief all necessary document regarding the organization was not left unturned; constitution, registration license, NGO Act, publication etc. Information obtained was discussed, re-casted and presented to the CBO and in a CED class in power point format and stored in hard copy.

4.1.3 Questionnaire

A set of 15 closed - ended questions were designed as hypothesis or research question and a research system approach had to be actualized in a sequence of the following items; survey designed- internal and external validity of the survey ascertained, survey sampling, data analysis methods determined.

Data collected from primary source were edited, coded and analyzed using statistical package for social science (SPSS) computer program. The statistical package enabled explaining descriptive statistics as frequencies and percentages were used to analyze the effects both positive and negative

Major findings and discussions were presented in tabular, descriptive and power point formats and discussed by CBO and in a CED class session. Data collected was analysed through a participatory approach involving the CBO group members (five) who were earmarked as team members. In other words the CBO was involved from the right start of project design up to pilot testing the questions, recasting and

dispatching and collecting the questionnaires to data analysis and discussion and presentation of survey the findings.

4.2 Monitoring

In the first place the method called for appropriate use of a Participatory Monitoring and Evaluation (PAME) approach was used

4.2.1 Use of PAME

Through monitoring and evaluation (M&E) the team was briefed on the role to be played in M&E as to “who will do what and when M&E will take place” through the use of group meeting as a tool of gathering information which was sequential planned in a number of steps as highlighted below :-

- discussed and agreed the reason for monitoring
- objectives and activities were reviewed
- monitoring question were developed
- direct and indirect indicators were established and agreed
- decision on which information gathering tool were made –group meeting(M&E team)
- decision as to who did monitoring was reached
- how result was analyzed and presented was again agreed

4.2.2 Source of data

The type of data that has been used to monitor this project based on the objectives that have been set before commencing the project as highlighted in the table below

Table 12: Monitoring indicators and data

Objective	Indicator	Data source	Time frame
Search for CBO	CBO identified and placement letter received	CBO management and CED student	February 2006
CNA	CNA conducted Survey conducted Problem identified	CBO and CED student	March-Sept 2006
Facilitation of the TVSM SP	5 CBO members coached and empowered on SP processing	CED student, program coordinator, Mbande Orphanage Center Manager, Principal Royal college, Executive Chairman and Accountant	March-Sept 2006
Implementation of the project	TVSM direction 2008-2012 including goal, strategies strategic imperatives outline, SWOT analysis, roles and mandate in drafted and in place	CBO constitution, NGO Act, CED student and CBO published reports and other literatures	Oct 06-March 07
Project report finalization	Report completed and presented in class	CED student and CED faculty members	January 2007
Monitoring	All objectives met except re-treat and all stakeholders meeting	objective from beginning to end of project	On going

Source: TVSM SP Project survey 2006

4.3 Evaluation:

In the outset the M&E team was made to understand the rationale for carrying an evaluation, in this it was an opportunity for the CBO to reflect what has already been done in the past by the project on the basis of shaping the future.

The project benefited by unveiling some of the objectives that were non achievable as reflected in the plan like conducting a retreat, instead the CBO suggested a spaced session covering many weeks instead of two days

4.3.1 Data collections and evaluation methods

Methods of data collection were divide into two categories, there are those which called for formative, these were similar to those carried while doing monitoring i.e. tracking project progresses ongoing, while summative geared on tracking the project overtime i.e. seeing the project whether was achieving its objectives and activities or deviating from the main course.

Like Monitoring, in evaluating this project data was collected by using group meeting tool because it was advantageous to discuss them and have immediate feedback through reporting all redundant activities were dropped such as carrying a retreat, an all stake holder meeting were dropped due to financial doldrums that faced the CBO hence could not be implemented these two objectives.

CHAPTER V

IMPLEMENTATION

In implementing this project, the researcher had to observe three phases; one was drawing the plan, second was implementation of the plan and finally evaluation of the plan. Implementation was monitored regularly (summative) by revisiting objective while evaluation was done at the end so as to determine its impact (formative).

5.1 Products and Output

The project has accomplished the following activities which was regarded as the project products and output; undertook CNA, surveyed the CBO, carried capacity building through facilitation on SP processing and conducted monitoring and evaluation, project report writing and presentation to CBO and CED faculty.

5.2 Project Implementation plan

Project Implementation at this stage was the actual carrying of the project after CNA, Problem identification, conducting survey and literature review. The plan which was set for the project implementation outlines four major processes embedded in seven phases that was followed through the seven session capacity building as follows:

Process no 1: In this process there was one phase.

Phase 1 Getting ready or plan to plan and activities involved were

- Formation of the planning team;

The team was created around five people, the Executive Chairman who was the discussion leader and head of CBO, TVSM program coordinator who possesses

planning background was a secretary, an accountant who possesses finance skills, principal of Royal College of Journalism is a long time teacher and one instructor who is a lawyer were members of the team. Selection criteria based on the level of knowledge and authority in the TVSM echelon for example the executive chairman nodding on the project go ahead indicated a readiness for the project start. Others were academic qualification and the relevance of what the team members were pursuing at the moment in TVSM and adequacy of skill needed for a Strategic planning.

- Identified reasons for planning

The reason was agreed to be that plan was useful for setting milestone for implementation activities including role assignments in the planning process.

- Identified pertinent information needed for strategic planning and

Agreement was reached to focus on program goals, priorities and objectives and financial projections

- Summarized TVSM profile.

CBO pen profile was highlighted and articulated

- Write a plan for planning which charted out the proceeding of other three processes that follow

The outcome of phase I signaled agreement on TVSM readiness to plan and prepared a strategic plan work plan. Outcome of phase one provided a spring board for other phases

Process no 2: Defined TVSM Challenges which was characterized by 3 (three) phases

Phase 2: Articulated and revisited TVSM vision and mission and the outcome was the new vision and mission draft by pinpointing

- Purpose; why TVSM exist and seeks to accomplish.
- Business; the main method or activity through which the TVSM work to fulfill its purpose
- Values; the principle or beliefs which guide TVSM staff members as they pursue to achieve TVSM's purpose.

Phase 3: Assessed the internal and external environment and update information that was required for planning a critical examination on the “back to future” situations of TVSM was ascertained through information gathered internally by use of survey tools such as questionnaires, interviews, and observation and focus group meetings. Additional strategic/imperative issues were identified to enable planning of the SP. The outcome of this planning phase was the exhaust list of critical issues that required TVSM attention was produced.

Phase 4: Agreed on the TVSM Priorities, activities that were completed were; analyzed the interplay of SWOT, by using question log , it was possible to establish what are the TVSM internal Strengths, and Weaknesses that makes it a competitive advantage compared to its external Opportunities that might move TVSM forward against its external Threats that might hold the organization back.

Evaluating TVSM strengths and weaknesses, included assessments of:

- staff and board capabilities

- quality of programs
- reputation of both the organization and individual programs
- management information and financial systems
- office facilities and equipment, etc

Writing of Goals, objectives and its indicators and develop long term financial projections. The outcome of this phase was the agreement on core priorities long range goals specific objective in response to the critical /strategic imperatives.

Process no 3: Setting the Course of Action had one phase to accomplish

Phase 5: The activity involved in this phase was writing the strategic plan; at this phase it was sufficient to say that the TVSM profile and mandate was developed, agreement in mission was reached, critical issues, goals and strategies agreed upon. The outcome of this phase was the draft of one coherent document called TVSM 5year (2008-2012) Strategic Plan. The draft was presented to TVSM management to adopted later to their BoT

Process no 4: Keeping the Plan Relevant in keeping the SP relevant it was agreed that once the plan will be adopted by BoT it should be implemented and Evaluated overtime which comprised two phases

Phase 6: Implementing the Strategic plan and documenting an annual operating plan, in this phase the annual operating plan and budget were developed as away of dispensing the Strategic plan thus the outcome of this phase was the operating plan and budget

Phase7: Monitoring and Evaluation, the activities involved were to monitor the strategic planning processing the course of implementation and update the

strategic plan to accommodate change and do away with obsolete goals. The outcome here was an evaluation of the strategic planning process and on going assessment of the strategic and operational plans. More detail of the processes are indicated in appendix 6 which were conducted in seven sessions

5.3 Project Budget:

The total budget for the project figured out to be Tshs.800,000 as indicated in the Appendix 5. These were the total cost incurred by researcher to undertake the project

5.4 Actual Project Implementation Report:

The actual implementation of project was as follows

5.4.1 Search for CBO by visiting TVSM and carry out CNA

5.4.2 Worked out a research design and proposal and present it to CED faculty and then, CBO which detailed how the research was conducted, including research/survey instruments such as closed ended questionnaires focus group observation, interview etc. Detail on how the project was to be evaluated and monitored were also outlined and presented to CED faculty.

5.4.3 Conducted survey by collecting, analyzing and data presentation.

5.4.4 Presented Survey findings to CED and CBO; activities included deployment of SPSS software in which case the research problem were validated and demonstrated through tables and graphs.

5.4.5 Carrying out capacity building in facilitating process of completing the SP as outline in Appendix 6

5.4.6 Project Implementation Gantt chart.

These project implementation activities are elaborated in a Gantt chart in the Appendix No.7 which outlines the whole sequence of the project activities from CBO identification to presenting this report which is explicit part of the whole project.

5.5 TVSM STRATEGIC DIRECTION 2008-2012

Implementation of this project led to the deliverance of the TVSM Strategic direction for the period 2008-2012. The outcome of the seven weeks session provide a picturesque of the TVSM strategic plan proposal /draft presented in the following outline

5.5.1 CBO profile:

Tanzania Volunteer Services Movement (TVSM) Trust is a registered Non-Governmental Organization (NGO), under the trustees incorporating ordinance cap 375 of the law of the United Republic of Tanzania, was founded in July, 1999 to meet the growing number of the Tanzania community faced with both income and non income poverty through volunteering. Since its inception 1999 TVSM started by volunteering service for primary school teachers. In the subsequent years the organization had expanded its programs to include case management services for person with AIDS, Orphanage, Governance, Voter education and Journalism studies. Also TVSM does a limited amount of advocacy and public education, supported by a local foundation namely Tanzania Civil society.

The organization budget figure in 2006 stood at Tshs **374,700** million with ten full and part- time staff and fourteen volunteers. TShs 350 million was from own sources, 15million from donor community, 8 million from members and 1,7million from fundraising

5.5.2 TVSM revised Vision

For the plan period 2008-2012 TVSM will be inspired by a vision of:

- Sustained strong and vibrant community based organization (CBO)
- Working in conducive and collaborative environment.
- Maintaining a culture of accountability and good governance.
- Valuing respected and promote the rights of every citizen to reduce poverty

and enhance sustainable socio – economic development in Dar as Salaam region in general and Kinondoni district in particular.

5.5.3 TVSM Mission (revised)

TVSM exist to motivate, enhance and maximize the potential and actual impact of its community members in articulating and implant sustainable social economic development to reduce both income and non income poverty.

5.5.4 TVSM Role And Mandate

With reference to NGO law and TVSM Constitution. Any future strategy will be built on the understanding of the organization's mandate. The official mandate of TVSM according to NGO law outlines the following objectives:

- To promote community awareness in HIV and AIDS
- To promote community awareness in reducing income and non income poverty by conducting workshop and seminars.
- To promote community awareness in good governance and the rule of law through seminars and workshops.
- To carry out advocacy on democratic rights or voter education.

- To carry out any other relevant activity in accordance to NGO Act 2004

5.5.5 TVSM Core Values and Principles

As a CBO TVSM will be guided by the following values and principles

- (1) People centered development in which gender, equality and equity, peace, love justice and sustainable use of resources are the basis of socio-economic development
- (2) Political non partisanship and respect for the rule of law.
- (3) Legitimacy in society on the basis of member of the community basing on NGO Act
- (4) Working together as a team.
- (5) Integrity and being professional in everything it does to community members through democratic transparency and accountability
- (6) Willingness to change
- (7) Caring for the community
- (8) Expecting TVSM staff to behave with honesty and integrity

To achieve the above vision and mission, TVSM shall play a leading role in creating partnership and network collaborations, building on its positioning as preferred CBO, in Kinondoni district, its interventions will be guided by Facilitation and Advocacy roles.

5.5.6 GOALS AND STRATEGIES

The following goals were also identified and agreed and or re-formulated in the cause of seven week session which posed as the body of the five year SP (2008-2012) once completed as enumerated below:-

GOAL 1: IMPROVED ORGANIZATIONAL MANAGEMENT

TVSM staff came out with candid recommendations concerning its programs and management. The intended changes aimed at improving its efficiency and effectiveness.

Objective Ensure an effective and efficient reporting relationship

Strategies:

- Ensure that all staff and management responsible receive training in Management
- Remain an autonomous independent agency of the government.
- Publish an annual work program together with a review of achievements and progress made during the previous year.
- Introduce a system of performance management and open appraisal where all department and sections operate according to annual work plans in the secretariat.
- Delegate more management responsibilities at departmental level with program managers delegating more responsibilities to their staff.

Indicator A holistic organization structure depicting delegation and accountability in place by middle of 2008.

GOAL 2: AN ENHANCED QUALITY SERVICE TO COMMUNITY MEMBER

TVSM exists to provide support services to community members. It is imperative that TVSM understand needs of members in order to provide the best service and the most relevant support and information.

Objective: To be able to provide the Just-In-Time quality service to community members and public at large.

Strategies:

- Raise awareness of TVSM products and services by continuing to give priority to paper-based publications, as well as exploiting opportunities such as the media, internet, and networking with other CBO and development partner structure
- Include TVSM mission statement in all its publications.
- Formally assess the needs of our members for services and support users in Kinondoni district.
- Produce and maintain a directory of members
- Develop methods for electronic dissemination, including the Internet, CD-ROM, and other methods.
- Be proactive in marketing the services and products and image of TVSM
- Ensure TVSM staff members are equipped to produce quality services through specialized training.
- Establish Service Centre with such facilities as telephones, computer, Internet, photocopying and library and stationery shop.

GOAL 3: REALIZE COMPETENT AND ABLE HUMAN RESOURCE POTENTIAL

Human resources are the lifeblood for any organization and for TVSM to meet its aspirations it is crucial that staff members are trained to their full potential. Currently the number of professionally trained staff is relatively small compared to the tasks that the office has to perform, and it is necessary to develop the skills of all staff at all levels.

Objective: To ensure that TVSM have the right people for the right job and at the right time

Strategy: High priority will be given to training, and to developing staff with flexible and transferable skills.

Recruitment

All new staff will be recruited following a transparent system of advertising, interviews and selection guided by the principle of “equal opportunity” employer. Staffing levels will be rationalized in line with departmental work plans.

Indicator: At least every program should utilize 2% of the budget for training per annum.

GOAL 4: IMPROVE FINANCIAL PLANNING AND CONTROL.

Financial resources are a constraint in TVSM for coordinating its activities Therefore TVSM will carefully prioritize, manage and utilize its available resources. Where

budgeted funds are only allocated for specific programs/activities, additional effort and care will be applied to observe budget ceilings.

Objective: Enhance financial systems and accountability within TVSM

Strategies: In the year under view TVSM will pursue the following strategies to improve its financial planning and control:

- Allocate and monitor funds through an internal Expenditure Executive Management Committee that shall meet every month.
- Implement a system of quarterly work plan and financial planning for all the departments/programs.
- Whenever possible, decentralize financial management by allocating funds to departments to carry out agreed priority activities in their work plans.
- Improve accounting procedures including the computerization of accounts.
- Improve the transparency and involvement of department staff in the budgeting process
- Develop a n appropriation budget for the 5 year projections

Indicator: User-friendly financial management and accountability systems developed and being used.

GOAL 5: NETWORKING AND PROGRAM-COORDINATION

Objective: Ensure an effective and efficient networking among CBO

Government, development partners and NGO umbrella organization reporting relationship

Strategies:

- Improved information flow from other CBOs
- TVSM will foster the working together with other CBOs and CSOs
- Improve information flow between member CBOs and CSOs other forms as newsletter
- Publicize its annual reports, brochures, kits and on the website
- Facilitate staff exchange programs among other CBOs

Indicator: Availability of literature and information of TVSM profile and one stop centre is in place and being used by mid 2009

GOAL 6: LOBBYING AND ADVOCACY

Objective: To create an enabling environment for TVSM among its stake holders, government and development partners.

Strategies:

- Facilitate the creation of an enabling environment for TVSM work in Kinondoni district
- Facilitate a study on other CBO of similar activities and their contributions in community development aimed at creating a proper TVSM profile

Indicator: Mechanism of information sharing such as news bulletin, magazine, fliers introduced by mid 2008

GOAL 7: IMPROVE INFORMATION COMMUNICATION TECHNOLOGY (ICT)

Objective: To be able to network the program activities through LAN

Strategies: TVSM need to;

- Purchase computers
- Train all TVSM staff with ICT
- Link all computer with TVSM server

Indicator: The ratio of man to computer enhanced by 1:3 out of 24 employees by mid 2008

GOAL 8: TRANSPARENCY AND ACCOUNTABILITY

Objective: To be able to operate in a transparency and accountability in all areas of operations including budgeting, recruitment and staff development and resource allocation provide the Just- In-Time quality service

Strategy:

TVSM will implement the following strategies:

- Strengthen transparency and accountability in all its endeavors with respect to budgeting, recruitment, staff development and allocation of resources.
- Strengthen Internal Procurement and Expenditure Monitoring Systems.

- Strengthen its communication and information sharing with all our members and stakeholders.

Indicators:

- All TVSM staff stay informed and understand TVSM budget expenditure and budget manual of operation is in place
- Procurement procedure streamlined and monitoring indicators set by 1st quarter of 2008.

5.5.7 STRATEGIC IMPERATIVES

TVSM shall consider the following issues as bringing an impetus for the coming five years of operation which stands as TVSM key priorities or critical issues.

5.5.7.1 Permanent Premises for its fixed abode

In the period under review TVSM will put effort to find its own premises. To achieve this a action plan is in place to acquire ten acre of land at Tuwangoma , arrangement are underway to acquire a title deed

5.5.7.2 Remuneration and other benefit package

Competitive performance based remuneration package will be designed in order to maintain a highly motivated staff working to their full potential. TVSM will adopt an open performance appraisal system in which will be rewarded through either promotion or bonuses. A vital tool in appraising staff will be annual individual work plans generated from departments and sectional work plans.

5.5.7.3 Self reliant in financial sustainability and do away with donor dependence syndrome (source of funds)

TMSV will undertake own fundraising efforts for ensuring the viability and sustainability of Financial Resources, in preparing budgets and costing will ensure:-

- that the full organizational and administrative costs are recognized and included and adequate resources obtained to meet them
- that adequate and appropriate procedures for financial review and monitoring
- that funds provided are always used for their intended purpose

5.5.7.4 Management Performance

Rewards will be met based on performance hence staff appraisal system will be adopted in an open and transparency manner.

Every staff member will have immediate feedback as regard to individual and group performance. Failures and success will be treated as “Learning organization”.

This means all work and processes at TVSM will be charted out with agreed objectives and goals set in advance for every one to achieve.

5.5.7.5 Class room

TVSM is aspiring to develop a certificate, diploma and degree courses in journalism in the next five years, the constraint is the number of classrooms to

accommodate the growing demand of enrolment in its Royal College of Tanzania (RCT) by year 2010.

5.5.7.6 Accreditation to National Council for Technical Education (NACTE)

For quality program and recognition TVSM will be working out to seek registration and regularization for accreditation of its curriculum in certificate, diploma and degree courses in Journalism to NACTE by mid 2008.

5.5.8 Financial implication and budget

In order to implement the TVSM 5 year Strategic plan (2008-2012 it was agreed that the past five year Budget be taken to project the forthcoming 5 year plan by 12.5 % of the total budget of the past five years i.e. from TShs **1,279,300** to TShs **1,439,213 million** averaging to Tshs **239,868**, million per annum. analysis of budget extrapolation is given below.

Table 13: TVSM Budget forecast

Annual Budget previous year (Base year)	Total (000)	Forecast 12..5 % increase	Annual Budget projection year	Total(000)
2002	165,700	20712.5	2008	186,413
2003	252,700	31587.5	2009	284,288
2004	269,00	33625	2010	302,625
2005	217,200	27150	2011	244,350
2006	374,700	46837.5	2012	421,538
Total	1,279,300	159913	Total	1,439,213

Source: TVSM SP Project survey 2006

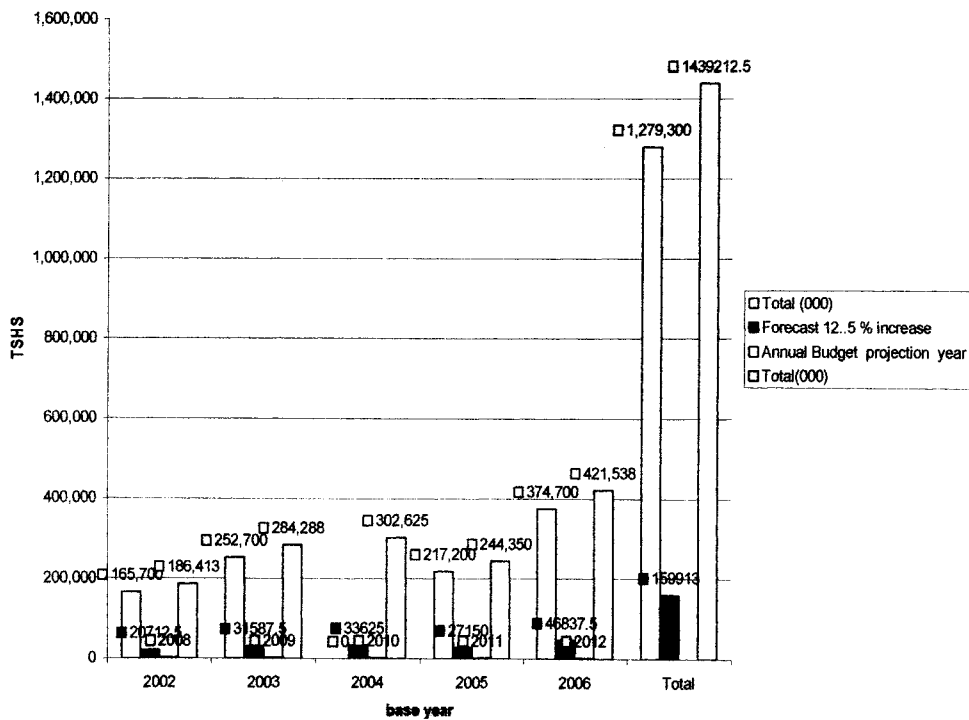
Further analysis was agreed as the source of fund from which indicated as those from own sources, donor community, community members and fundraising as provide in the table below;

Table 14: TVSM Budget Forecast by Source of Funds

% Contribution Source of Funds ('000')					
Year	Own source 65%	Donor 15%	Member 15%	Fundrai sing 5%	Total 100%
2008	121,168.45	27,962.00	27961.95	9320.65	186,413
2009	184,787	42,643.20	42643.2	14214.4	284,288
2010	196,706	45393.75	45393.75	15131.25	302,625
2011	158,828	36652.5	36652.5	12217.5	244,350
2012	274,000	63230.7	63230.7	21076.9	421,538
Total	935489	215882.15	215882.15	71960	1,439,213

Source: TVSM SP Project survey 2006

Fig 10: TVSM SP (2008-2012) Budget trend



Source: TVSM SP Project survey 2006

Implementation of the TVSM Plan for the period 2008 – 2012 requires undertaking the program goals in short (activities tenable from the present to 24 months) medium (18 months to 42 months) and Long term (36 – 60 months).

	2008	2009	2010	2011	2012
Short Term					
Medium Term					
Long Term					

The Annual Plans and Budgets for each year shall be drawn from the Strategic Plan. The sequencing of planned goal will be addressed immediately after the SP has been adopted.

Detailed of the sample of Action plan was agreed upon in the following sequence showing type of goal ,responsibility and time when the goal will be undertaken as elaborated in the table below;

Table 15: Analysis of TVSM SP Implementation Plan (2008-2012)

GOAL/Activity	RESPONSIBILITY	TIME FRAME											
		2008										2011	2012
Adoption by BoT	Executive Chairman	■											
Goal 1: Improved organizational Management	Program coordinator	■	■	■	■	■			■	■	■	■	■
Goal 2 : Enhanced quality service to community member	Principal RCJ	■	■	■	■	■	■	■	■	■	■	■	■
Goal 3:Realize Human resource potential	Executive chairmen	■	■		■	■	■		■	■	■	■	■
Goal 4: Improve financial planning and controls	Accountant	■	■		■	■				■	■	■	■
Goal 5: Networking and program coordination	Program coordinator	■	■	■	■	■	■	■	■	■	■	■	■
Goal 7:Improve Information technology	System administrator	■	■	■	■	■		■	■	■	■	■	■

Source: TVSM SP Project survey 2006

5.5.10 MONITORING, EVALUATION AND REVIEW OF THE PLAN

Monitoring of the TVSM performance according to the plan shall be done continuously throughout the Plan period. Annual reviews shall be conducted at the end of every year prior to developing Plans and Budgets for the next year.

A midterm Strategic Plan Review shall be carried out after two and a half years during 2006. At this point, the entire Plan shall be reviewed and assessed for adequacy, validity and currency in line of the changes in the environment. The requisite changes shall be done and the plan shall be rolled- over for another five years.

CHAPTER VI

MONITORING, EVALUATION AND SUSTAINABILITY

In carrying out this project monitoring was crucial. It was done routinely in a process of gathering information for the project. There was clear need for monitoring, or determining “early warning” system for detecting trends, events and ideas that led to a change in this project undertaking

6.1 Objective of Monitoring and Evaluation

The objective of monitoring was geared to as:-

- Analyzing the project current situation in order to shape the future
- Identifying problem and solutions
- Keeping the project on schedule
- Measuring, tracking, and report on progress towards goals and objectives and formulate /re-formulate future goal and objectives as they became obsolete and redundant.
- Identify what data to gather, when, who gathered the data, and its significance

While evaluation was designed with the following objectives:

- assess the impact and accomplishment of the processes of mapping and developing TVSM SP
- assessed the gap in measurable CED outcomes as a process objectives and bridged it through conducting a seven session (i.e., basic training in the process of preparing a TVSM SP)

6.1.1 Research Methodology used on Monitoring

In monitoring the project a number of methods were used in order to monitor the project effectively as outlined below:

(i) Focus group

The project observed a participatory monitoring approach.

Initially, a team of three people, composed of the program coordinator, the accountant and the principle of RCJ were selected as person to spearhead in monitoring.

The team was briefed on the objective of monitoring and evaluation. The method used was to fast tracking project progress by pinpointing success and failures as the project was being implemented. Also the team was briefed on what to monitor and evaluate which again comprised of at least five issues that guided the M&E as relevance, impact, sustainability of actions, efficiency and effectiveness.

The team had to undergo step by step in monitoring. One was to discuss and agree reasons for monitoring, second reviewed the project objectives and activities, third develop monitoring questions such as “why monitoring was conducted, what to monitor, when, who will monitor and how”, fourth establish direct and indirect indicators, fifth decision on who will do the monitoring, whose details were discussed by the CBO and presented to CED faculty, see appendix 8.

Again, the method was preferred because it facilitated an immediate feedback in questions and answer session and issues which required urgent attention were dealt with instantly.

Obsolete or redundant objectives were reviewed and a decision to omit were explained and agreed course of action was jointly taken

(ii) Observation

This method was used to see whether parties to the project team were keeping to their terms of reference and were a breast with the project assignment as each had a task to complete.

(iii) Monitoring work plan

The project team had to agree a plan of action to guide the M&E exercise as Charted out in the table attached at appendix 8.

6.1.2 Monitoring Management Information System

The project developed information for monitoring the program operation which included; work plan activities, cost and expenditure, goal and objective, and results, details of the information were analyzed and agreed as provided in the table below.

Table 16: Information for monitoring project operations

Category of information	What was monitored	What records were kept	Who collected data	Who used the information	How the information was used	What decision were made
Work plan activities	Compliance of activities with milestones and availability of M&E team	Monthly project progress	Program coordinator, principal RCJ and accountant	Researcher	To ensure that resource to the project were available	Revisit ,re-cast reschedule objective and resource redeployment when possible
Cost and expenditure	Project budget as provided in appendix 5	Project expenditure	Researcher	Researcher	Ensuring availability of fund	Make revision on expenditure
Results	Project activities completed in time	Completed/un completed activities	Researcher	M&E team	Project Self appraisal	Adjust/reduce speed of accomplishing project

Source; TVSM SP project survey 2006

6.2 Evaluation

Evaluation was an imperative for the project because it enabled the project set a process of gathering and analyzing information to determine two things. One to measure the project objective in the current activities (formative) whether or not was achieving results. Second to determine whether the project was achieving its stated objectives through the planned activities (summative) which was in the far-fetched?

6.2.1 Objectives of evaluation

The project had to undertake evaluation which focused the following objectives that is to:

- Find out how effective the project was
- Determine whether all objectives have been met
- Learn how well things are being done while the project is on

- Learn from experience in order to shape the future activities as a continuous improvement.

6.2.2 Research methodology

In evaluating this project, a number of methods were deployed for evaluation purposes such as:

(i) Focus group

The same group composition in the monitoring team was co-opted in the process of evaluating this project. This method was preferred choice because it facilitated an immediate feedback in questions and answer session and issues which required urgent attention were dealt with instantly.

Obsolete or redundant objectives were reviewed and a decision to omit then was explained and agreed. Course of action was jointly taken; evaluation team was composed of an accountant, program coordinator and principal of RCJ. The team was briefed on the objective of evaluation as fast tracking project progress by pinpointing success and failures as the project was being implemented. Also the team was briefed on what to evaluate.

Key Evaluation questions were developed such as “why evaluation was conducted, what was supposed to be evaluated, when evaluation was relevant, who will evaluate and how.” The detailed M&E plan was developed tabled and discussed to the CBO and presented to CED faculty, see appendix 8

(ii) Observation:

Again this method was used to audit parties to the project to see if they were keeping to their terms of reference, in so doing each had a task to complete the project assignment.

Formative Evaluation

The formative evaluation was a crucial component which provided guidance and was designed to strengthen, improve, and make the project more sustainable and enhance performance of CBO members to complete the SP basing on the following factors;-

- A plan was developed and activities were chatted out with the milestone set in advance, the team then evaluated the status at a later date to determine success or failures and the gap was remedied.
- Information management: all useful information was collected and fitted in the project such as resources and time, work plan, objectives, activities, anticipated delay was ascertained and adjustment was made accordingly.
- Utilized and gathered information in order to improve actions which were then used to improve the activities of the project.

- Disseminated information through communication and reporting the results; any deviation or delay was communicated by way of information sharing in the team.

Summative evaluation

The project used the summative evaluation which drew concrete, measurable CED outcomes as process objectives such as; a capacity building conducted to empower CBO members in building own SP which was considered as indirect benefits.

Through summative evaluation was possible to establish performance indicators both qualitative and quantitative, criteria for success that enabled to measure or assess the achievement of the project objectives mainly the input and output indicators which were objectively verifiable as provided in the table below:

Table 17: Evaluation indicators

Goal	Objective	Indicator	Status
1. To transform theoretical CED knowledge gained in class into the practice	To be able to identify at least one CBO by first semester 2005	One CBO identified and letter of acceptance offered	TVSM offered letter of placement Feb5. 2006
2. Conduct CNA	To carry out community need assessment by first semester in year 2005	CNA undertaken	Participatory CAN done and problem identified
3. To enhance knowledge in project management to CBO members	To provide facilitation to at least 10 CBO members on SP preparation by Mid 2006	Number of CBO members trained	Members trained in June-Sept 2006
4. Survey the CBO for data collection	Plan to plan the survey and present to CBO and CED class beginning of 2 nd semester	Plan survey design, search methodology, survey team in place	5 members CBO M&E team elected

5.Data analysis and presentation	To be able to collect pertinent data for the project by end of 2 nd semester	Data collected analyzed ,presented to CBO and CED class in 3 rd semester	Data analyzed and resented
6.Project Monitoring and evaluation	1.To be able to plan for M&E by end of 3 rd semester 2.To be able to track project progress and present report	1.M&E team selected 2.M&E plan in place 3.Progress written report by CED student	3 members team identified
7.write project report	To be able to report the project progress by end of 3 rd semester to CBO and CED faculty	Final project Report in place	Report ready by January 2007

Source; TVSM SP project survey 2006

Impliedly, it shows that the project progressed well despite minor set back arising from time management and convenience of the CBO members (team). To some extent the researcher had to revise some of the activities once suggested or agreed and take new course. Flexibility featured as a crucial ingredient in undertaking this project through time adjustment and objective reviews which became as “a learning organization” in project implementation.

Impact assessment will be carried out annually. Impact assessment will help TVSM assess whether it is realizing its mission and vision as affected by political, economical, social and technological changes (PEST) or not

Each year a detailed work plan and budget will be produced. After each quarter, a financial report will be produced and submitted to the Executive Committee for their consideration. As stated in the implementation modalities, bi-annual report

highlighting progress towards achievement of the set targets for the major activities will be produced. These reports will be submitted to the BoT, members and donors.

The Executive Committee will also prepare an annual report on its own activities including a financial report.

6.3 Project Sustainability

Project once established must be kept sustainable for enforceable future. Baring this fact in mind an M&E team was convened to brainstorm list of inputs and meaning of sustainability. The team agreed to underscore the meaning of sustainability as “the capacity of a project to continue functioning, supported by its own resources (human resources, material and financial resources) even if external sources of funding have ended”.

Another aspect that was agreed in the seminar for the project sustainability, that the project should be attached to a custodian who will be the “project owner” within TVSM mandate.

6.3.1 Objective of sustainability

In a focus group (M&E team) it was felt and agreed that the project sustainability was the corner stone for the project to be standalone and be maintained for the long future after its donors or supporters have left.

6.3.2 Methodology and strategies in financial, political and social

Information on project sustainability was derived through focus group meeting (M&E).

Specifically the team brainstormed and listed many elements that were such as authentic participations opposed to instrument participation in the project planning process, political feasible, revolving fund, budget ceiling etc.

Finally the team agreed on into categorizing the elements into three as “programmatic/ Institutional/social, financial and political” and came up with strategies as analyzed below in table below:-

Table 18: Strategies for Project Sustainability

Sustainability element	
1.Political	Strategies
	✓ Gain government support for the project and the CBO
	✓ Community support and participation for the project
	✓ Lobbying and advocacy
	✓ Complement with long-term policies
	✓ Adherence to NGO Act 2004
	✓ Project to keep abreast with changing environment
	TVSM Program goal focus: Goal 5: Lobbying and advocacy
	Responsible: Executive chairman
	Mile stone: End of yr2008 ,On going, As when is basis, Year 2008-2012
2.Financial	Strategies
	✓ Set up system for fees collection
	✓ Initiation of extra income generating projects
	✓ Create creative collaboration with other organization
	✓ Stronger departments to subsidize weaker one in monetary basis
	✓ Initiate fundraising
	TVSM Program goal focus: Goal 4: Improve financial control and plan
	Responsible : Program coordinator ,Accountant/Treasurer
	Mile stone: Early2008,Mid year 2008-end 2009

3.Social	Strategies
	✓ Adopt flexibility to changing internal and external circumstances
	✓ Institutionalize vision ,mission and value
	✓ Develop open staff and CBO evaluation performance system
	TVSM Program goal focus:
	Goal 1;Improve organization management
	Goal 3:Realize able staff potential TVSMSP(2008-2012)
	Responsible Program coordinator
	Mile stone: Year 2008-2012 and On- going

Source; TVSM SP project survey 2006

CHAPTER VII

RECOMMENDATIONS AND CONCLUSION

This project was intended to facilitate in building up a five year SP for TVSM for a period of 2008-2012.

In accomplishing this task the project observed a participatory approach from CNA, problem identification, surveying the organization, analysis of findings, presentation of findings and monitoring and evaluation and project Implementation.

7.1 Conclusion

In brief the project observed the following steps to arrive at its objective:-

- Documentary review on the CBO existing records and documents such as Constitution, NGO Act 2004.
- SWOT analysis was carried out to determine TVSM internal and external forces; by brainstorming it was possible to pinpoint TVSM Strength, Weakness, Opportunities and Threats.
- A consultative appraisal exercise of all program units which form the TVSM departments
- Articulating and drafting vision and mission statement.
- Redefining goals, objectives, strategies and performance indicators to be achieved over the period under review

The project registered 90% (ninety per cent) success which indicates that in this almost all Objectives have been met.

The only work left is for the CBO to table the SP before the BoT for adoption

Two objectives were obliged to change in order to suit the convenience of the TVSM management, one was conducting the planned re-treat for two days and agreed in the original plan, it was then invariably re-arranged for seven sessions of different training days.

The reason attributed to this was that in normal working days it was not possible to have full two days spent for training; hence it was conducted during Saturdays. Parallel to this, was the financial constraints which faced the CBO, Second was the “all stakeholder consultative meeting,” which was not held, again the reason given was lack of financial resources.

Ideally if the “all stake holders meeting” was held it would have helped collection of views and with this fact the TVSM SP could bear a true representation including the external stakeholders contrary to what has resulted by using the internal stakeholders alone, this is considered as a major set back.

It is anticipated that the CBO will be able to table the SP to the BoT for adoption

Reports, evaluation and review documents would highlight achievements against indicators (input, output, outcomes and impact) using certain assumptions.

The level of emphasis would depend on the type of objectives and activities implemented.

If nothing at all would have not been done to address the problem of initiating a strategic direction then TVSM would not be in a position to;

- Create a forum for immediately understanding why it exists.
- Market itself to the public and to its potential development partners.
- Monitor its achievements and assess results
- Lay groundwork for carrying meaningful change by stimulating strategic thinking and focusing on what really important to the TVSM long term success.

7.2 Recommendations

The project has the following recommendations:

7.2.1 Reference point

Once the plan is completed and approved by Board of Trustees TVSM should use it as reference point and guide its program goals undertaking and future aspiration.

7.2.2 Operational plan.

In order for the developed plan to achieve efficiency and effectiveness TVSM should prepare an operation plan , annually, semi annually or biannually reflecting immediate, medium, and long term implementation. The operating plan will track performance of a strategic plan whereby effectiveness of strategies and action will be assessed and obsolete goal and objectives will be easy to modify. It is encouraging to note that the review of the plan is to be done quarterly as a feed forward plan to the sitting of the BoT meeting. Mid term reviews can as well be done during the annual budget preparation

7.2.3 Plan review

TVSM SP (2008-2012) should not be static, once adopted it should be capable of constant review to part away with obsolete goals, objectives and activities .

7.2.4 Flexibility

In order for the plan to operate smoothly it is argued that amount of flexibility should be exercised by TVSM management as an important ingredient to managing and accommodating change and never be enslaved with the plan.

7.2.5 Owner

In order to ensure accountability it is prudent that the plan once adopted TVSM must appoint a owner who will keep an eye to the plan operations and guideline otherwise it will come as a non- starter, and for that matter the program coordinator of TVSM is the ideal person for the job.

7.2. 6 Other researchers/CED practitioners

For those who aspire to undertake similar project it is urged that the procedure followed in accomplishing this report be fundamental i.e. using LFA by meeting and deducing a community problem and come up with a focal problem which provides an inbuilt mechanism of an authentic participation than mere instrumental.

Authentic problem solving implies that CBO is fully engaged right from the beginning in identifying CBO own problems which requires to be solved through a project hence the results of the project is more realistic (authentic) than the contrary.

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