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STRATEGIC PLAN, 2007 - 2010 FOR RUBYA ASSOCIATION

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SOUTHERN NEW HAMPSHIRE UNIVERSITY AT THE OPEN UNIVERSITY TANZANIA

STRATEGIC PLAN, 2007 -2010 FOR RUBYA ASSOCIATION

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By Rwechungura, Audax Sylvester

May 2007

Supervisor' s Certification

I, **Joseph Kiangi Mwerinde**, certify that I have thoroughly read this project report and found it to be in a form acceptable for review.

Signature..

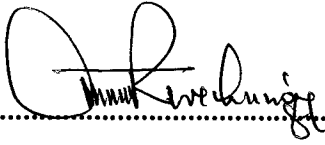Date...........3rd Sept. 2007.....................

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Declaration by the Candidate

I, **Rwechungura, Audax Sylvester**, do hereby declare to the Senate of the Southern New Hampshire University at The Open University Tanzania, that this field / project report is my own original work and declare that it had not been submitted for a similar degree award at any other University.

Signature..

Date..

Dedication

This piece of work is dedicated to my family and the Rubya community.

Abstract

Since Rubya Association (RUA) was registered as an NGO in 1994 it had not been able to provide funds to its constituent communities and its members despite this being RUA's Constitutional objective. On the other hand the RUA financial capacity remained weak and dependent on members' subscriptions and contributions. The collected amount was not enough to provide support to the social and economic development activities of its members and constituent communities in Rubya area in Nshamba Division. RUA had initiated strategies to improve its financial capacity and general performance. RUA started the development fund and procured the 'Unit' shares from the Unit Trust. But RUA had realized that it also lacked the framework of making decisions. The RUA Community Needs Assessment (CNA) was carried out using the mix of techniques. One of the CNA technique employed was the survey using questionnaires. The responses from the survey were synthesized and analyzed using the SPSS software (Version 10). The findings of the Needs Assessment indicated that the performance of RUA was faced with general and specific issues. But the stakeholders agreed that the critical issues were to review the purpose and strategic direction of the organization as well as improve RUA's financial capacity. Following this, the RUA strategic planning process was initiated with first carrying out the organization assessment, and developing the RUA vision, Mission and values. The strategic planning process continues.

Acknowledgement

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List of Abbreviations

BOQ	-	Bills of Quantities
CNA	-	Community Needs Assessment
CBO	-	Community Based Organization
CED	-	Community Economic Development
CSO	-	Civil Service Organization
DWE	-	District Water Engineer
ERP	-	Economic Recovery Programme
GDP	-	Gross Domestic Product
Katiba ya RUA	-	Rubya Association Constitution
LGA	-	Local Government Authority
LGRP	-	Local Government Reform Programme
Matooke	-	Green cooking bananas, staple food of the Wahaya
NGO	-	Non Governmental Organization
OUT	-	The Open University of Tanzania
RUA	-	Rubya Association
SPSS	-	Statistical Package for the Social Sciences
SNHU	-	Southern New Hampshire University
TOR	-	Terms of Reference

Executive Summary

Rubya Association (RUA) is an NGO which was registered in 1994 with the overall objective being to promote social and economic development of its RUA members living in Dar es Salaam and that of RUA constituent communities in Muleba District, Kagera region. RUA office is located on Plot 2222/129, along Nkrumah Street, in Ilala District, in Dar es Salaam and its focal operating areas are in Dar es Salaam Region and in Nshamba Division in Muleba District, Kagera Region. Since its formulation Rubya Association (RUA) had managed to conduct its business and record some achievements. RUA used its Constitution to manage the Association and all had been going on well. But the social, political and legal context RUA was operating in had changed and was different from that of 1994. RUA found itself unable to provide funds to its constituent members in Kagera and its members in Dar es Salaam. This was RUA's failure to address its constitutional objectives. Other challenges included declining RUA financial capacity and increase of RUA members up to 134 members. At same time the income poverty of constituency members and their capacity to contribute to secondary school construction and other development activities was declining. The Community Needs Assessment pointed out to that the critical issues that affected RUA and had to be addressed. They were the lack of funds and financial capacity and lack of strategic direction. The development of the Rubya Association was considered the priority and strategic solution to RUA's challenges. The objective of RUA Strategic Planning process was to review RUA's purpose of existence and define strategic direction, strategies and activities to for RUA to focus in the short, medium and long-term perspectives. Through strategic planning workshops, RUA planning team and members articulated the RUA vision, mission and values, assessed the

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potential and challenges of RUA and pointed out the critical issues. The strategic planning process was still on-going and would at the end lead to development of programme key result areas, strategies and implementation and /or action plans. The final output expected will be the RUA Strategic Plan document for the 2007 to 2010 period.

The findings indicate that RUA, through the project united stakeholders to address the common issue. Priorities were defined. However it was also realized that capacity of most members with regard to policy, legal and strategic planning issues was limited and had to be improved if implementation of resultant Strategic Plan was to be successful. The implementation of the RUA Strategic Plan will benefit RUA and the constituent communities by addressing the critical issues facing RUA and by focusing the scarce resources to the priority action of the members and stakeholders. It is recommended that strategic planning and strategic planning capacity be promoted in government, private and civil society organizations. This will empower the target groups and assist in poverty reduction.

CHAPTER I

COMMUNITY NEEDS ASSESSMENT

The Rubya Association (RUA) Needs Assessment was carried out in participatory manner and by use of mix of community needs assessment techniques. The aim was to identify the needs, inherent socio-economic factors and resources that set the stage of the RUA strategic planning process. The outcome of the assessment was discussed with RUA.

1.1 Organization Profile

Rubya Association (RUA) is a local membership-based Non-Governmental organization (NGO) founded and registered in 1994 under the Societies Ordinance. In 2007 RUA applied for the 'Certificate of Compliance' under the new NGO Act of 2002. The goal of Rubya Association was to improve the socio-economic status of its members and its constituent communities. Specific objectives of RUA were:-

1) To promote social networking of its members and their families.

2) To encourage, advocate and promote socio-economic development of its (RUA) members and the community residing in Nshamba division, Muleba District through promotion and support of self help initiatives among the society, provision of financial and material support to the development projects and identification and networking RUA members and communities to potential donors.

3) To promote active participation of its members and the target community in making decisions on issues that affect their well-being.

4) To create awareness and develop capacity of its members and the public on citizenry, civic rights, policies and laws and development issues.

1.1.1 Membership

The Rubya Association is an organization with its membership open to any Tanzania adult living and/or earning a living in Dare es Salaam region and having either birth, marital or domicile origin in Nshamba Division of Muleba District, Kagera region. Earlier RUA membership was based on family membership but in September 2006, the General Assembly approved individual members. Three categories of members are ordinary, associate and honorary membership categories. By December 2006 RUA had registered a total of 112 members. (RUA Annual AGM report, 2005). RUA membership was lost through failure to pay RUA dues or attend meetings without substantial reasons, failure to comply with the Constitution, resignation or death of the member.

1.1.2 Location of Rubya Association

The headquarters of the Rubya Association were located on Plot number 2222/129 of Nkrumah Street, in the Ilala Municipal, in Dar es Salaam region. Apart from Dar es Salaam Rubya Association, was registered as the national NGO with the mandate to operate in the whole of Tanzania Mainland. However, due to capacity consideration RUA had, by 2006 limited its operations limited to the Dar es Salaam and Kagera regions only. RUA planned to expand its thematic and geographical coverage depending on the availability of resources.

Dar es Salaam

Dar es Salaam Region is located between 6°48' South, 39°17'. Dar is the most populous city with 35.0 million people (Census, 2002), and has almost all government ministries and departments and employment and commercial and educational opportunities. Administratively, Dar es Salaam is divided into Ilala, Kinondoni and Temeke Municipal Councils. RUA members' residences which serve as venues for RUA's monthly and other meetings are located in these municipalities.

RUA Meeting rotates among members, the strategy which has facilitated the networking of RUA members and their respective families, as well as promotes self socio-economic development of members.

Muleba District and Nshamba Division

The communities targeted by RUA lived in Nshamba Division of Muleba District. Muleba is one of the six districts of Kagera region. Kagera region is located in the north western part of Tanzania, west of Lake Victoria. Kagera region was estimated to have the population of 2,033,888 and 394,128 households. The household size was having an average of 5.2 people per household. (Table 1). Muleba District population was 2002, 386,328 persons with the average of 4.9 persons per household. As indicated on the map of Kagera below (www.kagera.org), Muleba District is bordered by Mwanza region in the Lake Victoria, Biharamulo in the south, and Bukoba Rural, Karagwe, and Ngara in the west.

Figure 1: Map of Kagera Region
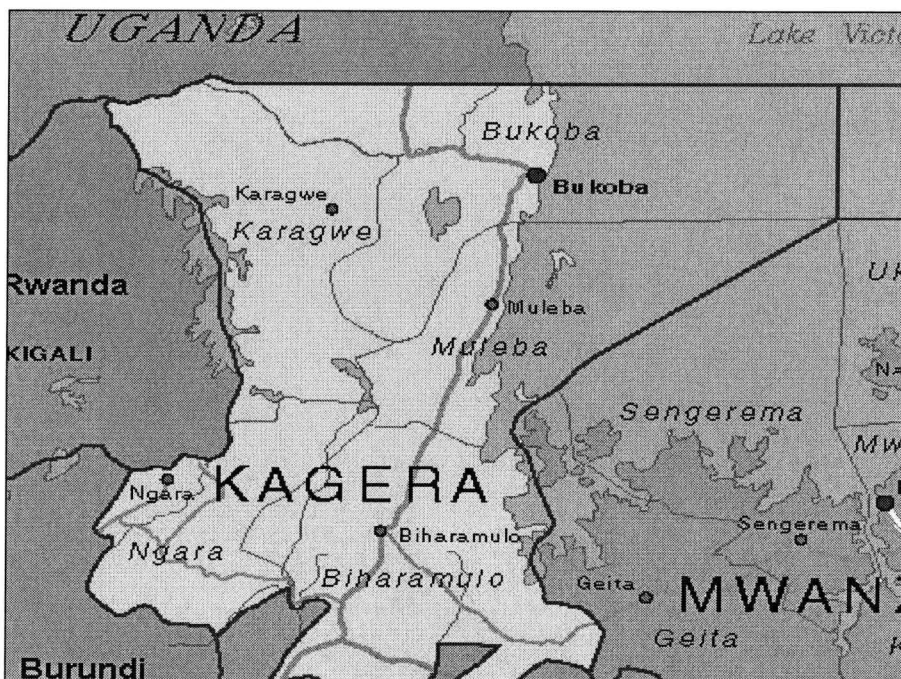
Source: www.kagera.org

Muleba District was formed in 1975 but started its operations in 1984. It covers 3,444 km² of land and 7,925 km² of water – mainly Lake Victoria with more than 20 islands in the Lake Victoria.

Table 1:   Kagera Region: Population, and Size of Households

Name of District / Council	Population	No. Household	Average size Household
Bukoba Urban	81,221	19,259	4.2
Bukoba Rural	395,130	90,502	4.4
Karagwe	425,476	89,047	4.8
Muleba	386,328	79,107	4.9
Biharamulo	410,794	67,131	6.1
Ngara	334,939	49,082	6.8
Total	2,033,888	394,128	5.2

Source: National Census Statistical Book – 2003

Figure 2: Kagera Region Population Distribution

	Bukoba Urban	Bukoba Rural	Karagwe	Muleba	Biharamulo	Ngara
Population	81,221	395,130	425,476	386,328	410,794	334,939
No. Household	19,259	90,502	89,047	79,107	67,131	49,082
Av.size Household	4.2	4.4	4.8	4.9	6.1	6.8
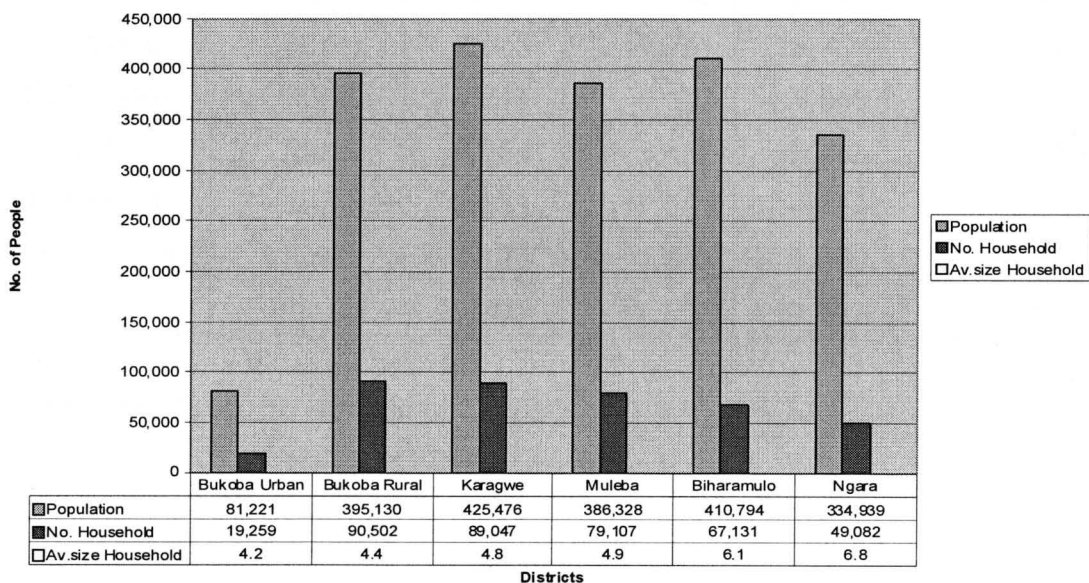
Districts

Nshamba Division

Nshamba division was the home of RUA members and the constituent communities. Nshamba division is one of five divisions in Muleba district; other divisions being Muleba, Kimwani, Izigo, Kamachumu. (See Appendix 6). Nshamba Division has nine (9) wards (Table 2). The population of Nshamba division was 117,292 inhabitants. Majority of inhabitants practiced subsistence agriculture. Ngenge ward is the most populous ward in Nshamba Division with a population of 20,565 persons and 4,540 households. The least populated wards in Nshamba Division were the Buganguzi, Kabilizi and Kashasha, which each had the population of less than 10,000 persons per ward.

Table no. 2: Total Population in Nshamba Division

WARD	TYPE	MALE	FEMALE	TOTAL	HOUSEHOLD
BIIRABO	Rural	6,529	7,347	13,876	3,066
RUSHWA	Rural	5,829	6447	12,276	2,821
NGENGE	Rural	10,177	10,388	20,565	4,540
KABILIZI	Rural	4,403	4,803	9,206	2,094
NSHAMBA	Mixed	8,643	9,761	18,404	3,745
KASHASHA	Rural	4,213	4,852	9,065	1,786
IJUMBI	Rural	4,964	5,482	10,446	2,080
KISHANDA	Rural	6,833	7,581	14,414	2,859
BUGANGUZI	Rural	4,199	4,841	9,040	1,876
	TOTAL	55,790	61,502	117,292	24,867

Source: Muleba District Council, 2005

Figure 3: The RUA Focal Wards in Nshamba Division
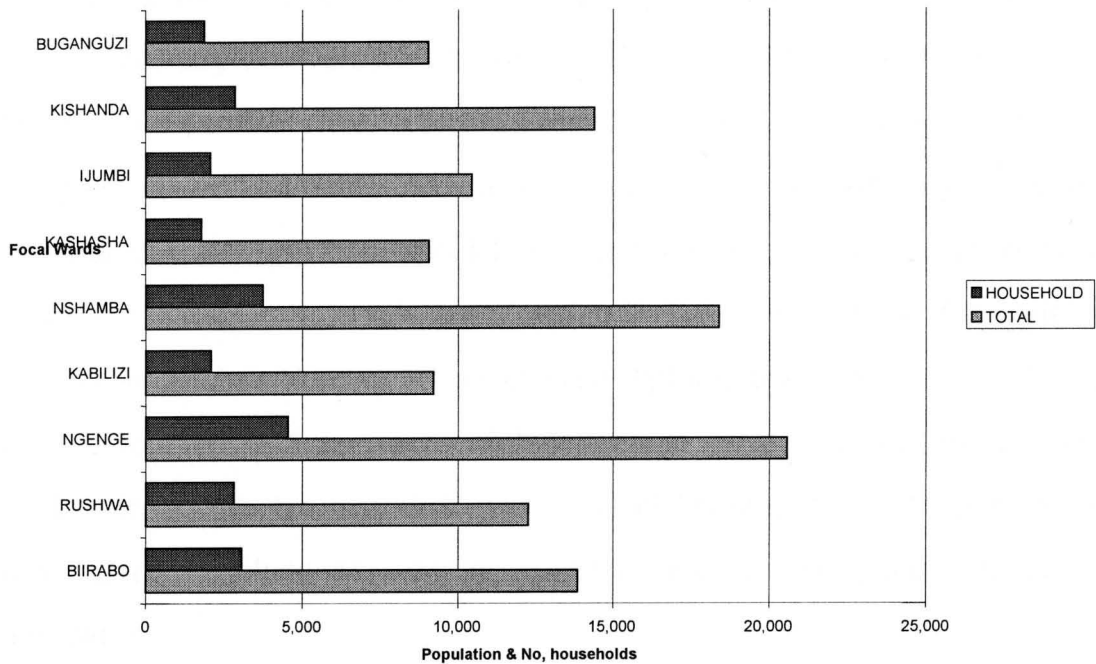
Rubya Area

Rubya is 20 km from Muleba district town and about 80 km from Bukoba town. It is located at an altitude of about 1500 meters above sea level, on the plateau well paced on scenic view overlooking the beautiful views of the Ngono valley and the Lake Victoria to the east. Rubya Association had derived its name from Rubya. Rubya specifically denoted the village /area located in Kashasha ward of Nshamba Division. Rubya dates back to over 100 years when White Fathers' priests founded the Rubya Roman Catholic Parish, the seminary and current Rubya Hospital. By then Rubya Parish area covered the current Nshamba and part of Muleba Divisions.

Rubya was and remained a famous centre for worship, business, educational and health objectives. Rubya centre housed Rubya Roman Catholic Parish, Catholic Rubya Seminary (Form I – VI), other Christian churches and a

mosque at Kashasha. Rubya Seminary, Rubya Parish and Rubya Hospital were established by the missionaries a century ago and had together celebrated their centenary anniversaries in 2004, 2005 and 2006 respectively. Apart from Rubya Seminary and Humura Secondary school, Rubya area housed a number of educational institutions including three primary schools, vocational training school specializing in carpentry, masonry and vehicle mechanics. Rubya Hospital, the District Designated Hospital for Muleba District and Rubya Nursing School offered Diploma level course since 2005. All are located in Rubya area. Rubya area is served by the Nyakalembe centre or *Sophia* town – as it was once nicknamed for its merchandise ranging from cooking oil, washing soap to cement, corrugated iron sheets and beers.

The Muleba District Economy

The economy of Muleba District is mainly agricultural based. Agriculture provides food, income and employment. Farmers practice mixed cultivation, growing bananas, coffee, maize and beans on the small same plots around their homes. Coffee was the main cash and banana the staple food crop. But since 1970 the production and marketing of coffee had declined to lowest levels than ever experienced before. The reasons for poor performance of coffee were both international and locally based. Internationally the coffee prices had fallen. Nationally coffee was constrained by both production and marketing challenges. Locally the coffee marketing was faced with problems of transportation, processing and marketing of coffee through the Bukoba Cooperative Union and respective cooperative societies - the sole buyer of Bukoba farmers' coffee. The poor performance of coffee industry paralyzed the Kagera region economy and made worse the poverty level of inhabitants.

The soils of Muleba District and specifically Nshamba Division are reasonably fertile soil but overtime its fertility was declining as a result of poor land husbandry and heavy rainfall which leached the soils. Heavy rains also damage to the muddy roads making them impassable at times thus cutting farmers off from markets and supplies.

Other factors which affected Kagera economy and increased the area's poverty were banana weevil, nematodes, the 1978 -1979 Kagera war between Uganda and Tanzania, and human diseases including HIV/AIDS epidemic as well as malaria. HIV/ AIDS in particular affected the economy, family life by causing loss of active labour force and increased orphanage and dependency ratio – all contributing highly to the increase of poverty and declining socio-economic standards in Kagera especially in Nshamba division.

There were few residents of Nshamba Division employed by the Muleba District. Most of the employees were primary and secondary schools teachers, health staff in the district. Health, education, communication and other social economic services found in Muleba District together and Nshamba Division were inadequate. Muleba District had three hospitals of Kagondo, Ndolage and Rubya hospital which were comparatively well equipped. This was in addition of government health centres in the district. But the health centres were understaffed and poorly equipped, leaving the health burden to the hospitals of Kagondo, Ndolage and Rubya. The hospital services were good but their capacities were over-stretched due to the area and population to be served. Water availability was inadequate despite availability of many rivers. People depended on natural rivers which unfortunately were drying up. There was electricity supplied from Jinja in Uganda though not many people's homes were connected. Mobile telephone

services had lately improved. Communication by road, steamer and air was inadequate and at best a nightmare to the Kagera residents. One traveling to Muleba by road required to travel through Kenya and Uganda and thus required to have a passport. The journey from Dar es Salaam to Muleba by public bus would take two days (thirty hours) non-stop. The Rubya Association living in Dar had watched all these catastrophes happen and morally felt responsible and wanted to act. Since 1994 when RUA was formed the situation was not improving and RUA's capacity was not improving either. Something had to be done.

1.2 Community Needs Assessment

1.2.1 The Research Methodology and tools used in CNA

The Rubya Association Community Needs Assessment (CNA) was descriptive. The CNA was carried out using a mixture of community needs assessment techniques, namely review of documents, observations, focused group discussions, personal interviews and survey using the self-administered questionnaires.

The purpose of Community Needs Assessment was to collect views and opinions from stakeholders on key issues that affected the performance of RUA readiness, appropriateness of strategic planning process as alternative solution to improve RUA's performance.

1.2.1.1 Research Questions

i)   Is it opportune for RUA to develop a Strategic Plan as an alternative approach to addressing current challenges faced by the Association?

ii) What purpose, type and image of an organization would RUA stakeholders strive to build in the next 4/5 years up to 2010?

iii) Based on the current situation (SWOT), what were the key and critical issues for RUA to focus on?

iv) What should be RUA's strategic choices and Plan of Action in order to accomplish RUA's mission and objectives in the period 2007 – 2010.

1.2.1.2 Characteristic of the Survey: Type of Survey Instruments

Data was collected using combination of several techniques, namely review of RUA documents, (meetings minutes and organizational progress reports), group meetings/discussions and personal interviews and surveys. Combination of several techniques was considered essential and useful in order to provide reasonable picture as different techniques appropriate to different needs.

1.2.2 Community Needs Assessment Techniques

The Community Needs Assessment techniques used a combination of different techniques utilized. The types of techniques and reasons for their use are described here below.

1.2.2.1 Review of documents

The documents reviewed included the RUA Constitution, minutes of the Executive Committee, all Members and General Assembly meetings. Also reports of the RUA sub-committees reports and selected NGOs documents were reviewed. The reviews provided information on the different organizations encountered and addressed similar issues. The review also showed how organizations, especially the non-profit organizations applied strategic planning as the alternative approach to improve performance of their organizations.

1.2.2.2 Group meetings and discussions

The RUA Executive Committee, All members' and the General Assembly meetings were conducted once each month. The researcher attended these meetings. During these meetings issues concerning the development of RUA and other issues were discussed. The General Assembly meeting was the highest policy approval body s. The aim of attending the meetings was, first to introduce the topic, and second to gather information on current and future performance.

1.2.2.3 Observations and interviews

The observations and interviews were used to attract personal views, clarify and validate the information obtained as well develop confidence with stakeholders. Individuals were selected based on their expertise, roles and responsibilities in RUA and the public at large. The researcher interviewed at least one in the founder members group, the retired officer, and the old and young RUA members. Also interviewed were two members each from Kashasha and Ijumbi ward secondary schools which had received financial support from RUA.

1.2.2.4 The Questionnaire Survey

The survey was carried out using drop-off and pick-up self-administered questionnaires. The survey purpose was to collect views and opinions of RUA stakeholders on key issues related to RUA's performance and readiness to carry out strategic planning. Each questionnaire contained closed 22 questions which were pre-tested before they were distributed to 35 RUA members. The questionnaire technique was useful in eliciting attitudes of a broad range of RUA individuals and provided room for individuality in

responding on issues without fear. This was considered essential in cross-checking data and information earlier collected by other needs assessment techniques. Thus the questionnaire technique provided valid and reliable data and was an excellent technique to use in conjunction with other systematic needs assessment techniques. Sampling technique applied captured different levels of RUA stakeholders and provided opportunity for many persons to feel involved in decision-making process. Furthermore, information provided could be processed and analyzed and information records remained and could be used as future records.

1.2.2.4.1 Content of the Survey Instruments.

The information derived from the questionnaire was categorized and coded for analysis. Main categories are as indicated in Table 3 and Appendix 3.

Table 3: Categories of Answers to the Questionnaire

1. Gender of respondent	7. Preferred RUA legal / Registration Status
2. Marital status	8. RUA's general and specific services to members and Nshamba Division community
3. Main occupation	9. Appropriateness of RUA carrying out the strategic planning process?
4. When and why did one joined RUA	10. Who are RUA target group and key stakeholders
5. Are your objectives for joining RUA still same?	11. What should be the RUA VISION, MISSION, Values and key result areas and Plan of Action for the 2007 -2010 period
6. Are RUA objectives still satisfactory?	

Source: Researcher

1.3.3 Sampling

1.3.3.1 Sampling method

Stratified sampling or purposive sampling was used to select 35 respondents from the RUA members. Sample was randomly selected but stratified on gender, marital status and the leadership period when the member joined RUA. The method involved selecting representative number from the strata /groups with specific similar characteristics.

1.3.3.2 The Sample Size

The total of 35 respondents were selected and availed with questionnaires during the RUA meeting. Each selected member was required to answer the 22 questions and return the questionnaire within given period. Out of 35 only 22 questionnaires were returned, categorized, coded and accepted for analysis using the Statistical Package for Social Studies (SPSS).

1.3.3.3 The Sample characteristics

The 22 respondents were made up of male (63.6 %) and female (36.4 %) of which 21 respondents were married and one was widow. Almost half (40.9%) of respondents were employed by the Government.

1.3.3.4 Psychometrics Characteristics

The questions were mainly closed, yes/no and open ended. Questions were divided into specific sections to guide the respondent and coding for the analysis. Respondents were given room to give independent opinion / views on a particular issue.

1.3.3.4.1 Validity

Data validity refers to the appropriateness, meaningfulness and usefulness of data collected. Information validity was improved by first, having a mix of instruments and by having a strategic planning team to validate the

stakeholders' information. The team was randomly selected to include representative of different age-groups, gender and youth. Views and opinions were validated against members' backgrounds and this increased the quality of answers. For the team the following has been considered, first the optimal number of 9 -12 is recommended by most literatures.

1.3.3.4.2 Reliability

Reliability, i.e. the consistency of answers was obtained from administration of different instruments applied and respondents answered the same questions. The frequency and/or inclination of similar responses to same question indicated the reliability. The answers were discussed and a consensus reached.

1.3.4 Administration of Questionnaires

The questions were introduced by a one-page paragraph which described the context and more-or-less the justification of the questionnaire. The questionnaires were distributed to the sample of 35 individual RUA members selected randomly but stratified on the basis of gender, marital status and on the period when the member joined RUA. The filled questionnaires were collected mainly during monthly RUA meetings. Only 22 questionnaires were returned and adopted as the sample size for the analysis.

Table 4: Rubya Association Needs Assessment- Issues

Information Required	Source of Information	Means of Gathering Information
• Legal status • Objectives of RUA	RUA Constitution and policy documents	Visits & discussions with RUA leaders & members
Operational areas / activities	Reports	Visit, Discussion
Performance of RUA: Achievements of objectives	Minutes of meetings, Periodic reports	Discussions with RUA leaders & members
Legal frameworks	Internet, Library / documents	Review of documents
RUA Capacity - human, financial, physical Information, Networks	• RUA members profile • Interviews • Report – physical & financial	• Interviews • Review of Reports
Financial performance Sources of income /(Budget, stability) / No. of financial outlays made and Ability to address objectives	• Financial reports, statements, • Audit reports • Annual reports	• Review of Reports • Discussions
Organization • Structure, roles and mandates • Leaders	Constitution. Organization Chart Reports	Analysis of Reports Discussions
Organization capacity • Technical, Managerial, administrative etc)	Implementation reports CVs of leaders	Analysis of Reports Discussions with Stakeholders
Stakeholder	Reports, Discussions	Stakeholders Analysis Discussions

Source: Researcher

1.4 Data Analysis and Findings

1.4.1 Analysis of Primary and Secondary Data.

Information from review of documents, discussions, observations and meetings was summarized and interpreted. The issues arising out of the Needs Assessment and the SWOT analysis were interpreted and validated by discussing the summarized views, opinions and issues with the RUA management and members.

1.4.2 The SWOT/C Analysis of Rubya Association

The organization assessment of RUA was made using the SWOT/C analysis. The SWOT/C Analysis of Rubya Association indicated a number of opportunities but also, challenges faced by RUA. (Appendix 8) mentioned the big number and diversity of members and having Rubya as a common origin as RUA's main strengths. Interestingly the members' socio-economic capacity and status was lowly rated (13.6%) as strength. Respondents mentioned lack of organizations development programmes (40.9%), weak financial base (36.4%) and members being in different organizations (22.7%) as big internal weaknesses of RUA.

1.4.3.Analysis of the Questionnaires

The information arising from the questionnaires was categorized, coded and analyzed by using the Statistical Package for Social Studies (SPSS) ver 10. Out of 35 questionnaires only 22 questionnaires were returned and/or found to be complete and acceptable for analysis. Of the 22 respondents 14 were male (63.6 %) and 8 were female (36.4%).

When did RUA members join RUA

Four phases were identified. One is for founder members in 1994, the second is during the 1994 -2001 leadership period, the third is the 2001 to 2003 and the current fourth phase was between 2003 to 2007. Most members joined in 2001 -2003 period (40.9%) and the 1994 -2001 period (36.1%). No member had joined in the last period (2003 -2007) because the temporary membership ceiling of 70 had been reached.

Why did members join RUA?

Over three quarters of the respondents (77.3%) said their earlier objectives of joining RUA were still the same (Table 5) and they had joined RUA in order 'to socialize and network with Rubya Association members and their families'. Only a few respondents said they had joined RUA in search of 'group strength and multiplication of the capacity' or to provide socio-economic development support to Nshamba community.

Table 5: Why individuals joined RUA

what objectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Socialising and networking with Rubya members	17	77.3	77.3	77.3
	Socio-economic devt for members in Dar	1	4.5	4.5	81.8
	Socio-economic devt for Dar & Nshamba communities	4	18.2	18.2	100.0
	Total	22	100.0	100.0	

Source: SPSS software output

RUA General and specific Performance.

Respondents were divided with regard to RUA's performance. Half of the respondents (59.1%) said that RUA objectives were still satisfactory yet almost another 40.9% were of the opinion that the objectives of RUA were no longer satisfactory and valid had to be improved. Specifically services to be improved were financial and material support given to members / families during illness. RUA was advised to review its rates to commensurate with changing cost of living. Further analysis showed that the majority of respondents (81.2 %) said RUA monetary contributions to Nshamba communities' projects development projects was low and was to be improved. (Tables 6, 7, & 8).

Table 6: RUA's Contributions to General and specific Performance

Rank RUA General Services

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

Source: SPSS output

Table 7: RUA's Development Contributions to Nshamba communities.

Rank RUA devt contribution to Nshamba communities projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	1	4.5	4.5	4.5
	Poor	9	40.9	40.9	45.5
	To be improved	11	50.0	50.0	95.5
	To be stopped / omitted	1	4.5	4.5	100.0
	Total	22	100.0	100.0	

Source: SPSS output

Table 8: RUA's Contributions to Development Fund

Rank RUA monetary contributions for development fund

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	4	18.2	18.2	18.2
	To be improved	18	81.8	81.8	100.0
	Total	22	100.0	100.0	

Source: SPSS output

Target Group and Key stakeholders

The majority of respondents (72.7%) preferred the target group to be RUA members and the majority (45.5%) mentioned the organizations promoting similar objectives to be the main RUA key stakeholders (Table 10).

Table 9: Who are RUA Key Stakeholders?

RUA key stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Political, Government leaders esp. in Muleba	4	18.2	18.2	18.2
	Organisations promoting similar objectives	10	45.5	45.5	63.6
	Religious, influential people originating /intersted in kage	3	13.6	13.6	77.3
	Donors & Private - in and outside	5	22.7	22.7	100.0
	Total	22	100.0	100.0	

Source: SPSS output

Is it opportune for RUA to do the strategic plan?

The majority of (81.8%) RUA members who responded to the questionnaire positively acknowledged that it was opportune time for RUA to carry out the

strategic planning. Most respondents (72.7%) were of the view that the strategic plan to be developed would be the essential tool to guide priority for resource mobilization and allocation. However some (18.2 %) said that they did not agree that it was opportune time for RUA to carry out the strategic planning. The reasons advanced by these few important RUA members were that not all RUA members were in agreement with strategic planning and/or because RUA objectives did not require a strategic plan. But on the overall the consensus of the members was for the strategic plan. The results indicated the resistance to planning and strategic planning due to professional or experience background. It also indicated the newness of strategic planning in mainly Non-Governmental organizations.

Table 10: The Readiness of RUA to Carry out Strategic Planning

Is it opportune RUA to do strategic planning now

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes: S/Plan essential to guide priority makingofresources	16	72.7	72.7	72.7
	Yes: RUA cant depend on Constitution to govern	2	9.1	9.1	81.8
	NO: Members are not in agreement	2	9.1	9.1	90.9
	NO: RUA objectives d not need S/Plan	2	9.1	9.1	100.0
	Total	22	100.0	100.0	

Source: SPSS output

Analysis for cross-linkage for 'when' and 'why one joined RUA', and 'whether it was opportune for RUA to do the strategic plan' showed that irrespective of the reasons for joining RUA, most members (81%) were positive to RUA carrying out the strategic planning process.

Table 11: Link between strategic planning and when/ why one joined RUA

When one joined RUA * why did you join RUA * Is it opportune RUA to do strategic planning now

Is it opportune RUA to do strategic planning now?			why did you join RUA				
			Socialising with members & families	Group strength: multiply capacity	To support devt of Nshamba communities devt	11	Total
Yes: S/Plan essential to guide priority Making of resources	when one joined RUA	Founder member, 1994	2	1	1	1	5
		Phase one, 1994 - 2001	4	1			5
		Phase two, 2001 -2003	4	2			6
	Total		10	4	1	1	16
Yes: RUA cant depend on Constitution to govern	when one joined RUA	Phase one, 1994 - 2001	1				1
		Phase two, 2001 -2003	1				1
	Total		2				2
NO: Members are not in agreement	when one joined RUA	Phase two, 2001 -2003	1	1			2
	Total		1	1			2
NO: RUA objectives d not need S/Plan	when one joined RUA	Phase one, 1994 - 2001	2				2
	Total		2				2

Source: SPSS software output

1.5 Conclusions from Community Needs Assessment

The Needs Assessment identified the following issues:

a) The primary objective of most members joining RUA was to satisfy own needs and on second level to provide support to constituent communities.

b) RUA had made basic – first generation achievements including formation, registration, creation of forum for networking, holding meetings and elections and increase in membership. But increase in membership had increased the amounts and frequencies of members' contributions.

c) RUA was now challenged with developmental yet constitutional objectives, namely provision of financial support to its members and communities. RUA was finding it difficult to address this constitutional objective mainly due to lack of sustainable income source, lack of development and operational funds and weak financial capacity. The

main source of RUA income was from members' contributions which were not enough and sustainable.

d)   Increase of amount and frequencies of members' contributions.

e)   Limited resources (human, financial, physical Information, Networks) and strategic planning capacity

f)   Diversity of RUA members in terms of capacity, resources and but which have not been utilized to RUA's advantage.

Figure 4:   Selected Professions of RUA Members
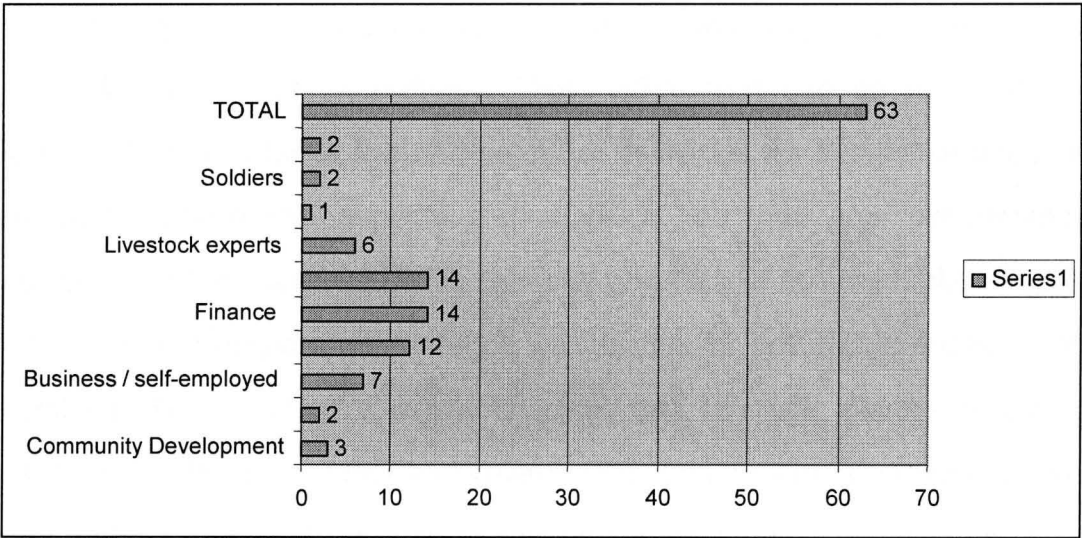
g)   RUA members had limited knowledge on the preferred legal status. During review discussions it had been indicated that RUA members were still unclear on the Societies Ordinance, NGO Act, 2002 and other acts, development policies and strategies under which CSOs operated.

1.5.1 Comparison of the findings with other surveys.

The above findings are in agreement with other surveys. Most surveys indicated that NGOs in Tanzania were of different classification and capacity

First the NGOs and were formed for different reasons and members had own reasons for joining these organizations. The objectives of formation range from social, to economic and other reasons. Other NGOs are formed by members themselves while some are not. One thing which has been found to be common with most local Tanzanian NGOs is that most have organizational and financial capacity problems among the many problems of NGOs in Tanzania. (Ingelstam, 2007). The active and financially capable NGOs in Tanzania were found to depend on mainly donor or government-donor funding for their survival. As Janet, R.(2002) wrote 'these NGOs seem to be towing the lines of donor agencies so that whenever such lines change they also follow suit accordingly. Those NGOs that had no such funding depended on own funds and had no major activities for the community. On the other hand most – especially small NGOs had their poor performance related to lack of administrative capacity and lack of strategic planning. In such NGOs the purpose of existence was unclear or not apprehended by all members. The situation is slowly changing and strategic plan is becoming one of the criteria for donor and government funding and as an organization fund mobilization tool but also to remain respectable. It is based on these reasons that surveys indicate that most small and big NGOs had prepared and/or were struggling to prepare strategic plans. The impact of these strategic plans is yet to be evaluated.

CHAPTER II

PROBLEM IDENTIFICATION

2.0   Introduction

Since Rubya Association started to function in 1994 to date, it had been operating guided only by its Constitution as the main reference policy document.   But with time it was increasing becoming clear that RUA performance deteriorating and the causes of underperformance were unclear.

2.1 Problem Statement

Rubya Association had to develop the Strategic Plan in improve its organizational and financial performance. The development of RUA Strategic Plan would involve review RUA vision and strategic direction and realistic goals and objectives for the next 4 - 5 years.

2.2 What is the situation and what needs to be changed?

The present and desired situations and what was required to be done in order to bridge the gap are discussed hereunder (Table 12). Rubya Association current situation is that RUA has poor human, physical resources. The RUA financial capacity is weak with the main source of its (RUA) income being dependent wholly on members' contributions. The desired situation is to have improved capacity of RUA in terms of resources (human, financial, physical Information, networks &relationships and financial capacity. On the other hand, RUA decision making process is dependent on the RUA Constitution and with time and increase of new members and changing socio-economic environment in which RUA operates RUA members lack common vision on the organization they want to build which framework. The improvement of capacity is the priority of RUA.

2.2.1 Improve Organization Capacity

Apart from the weak financial capacity Rubya Association also has no executive officer but volunteers, and has no office and basic equipment and other resources to facilitate the management of the organization. RUA will have to acquire office, equipment and other necessary resources (human, financial, information etc). Apart from providing office accommodation to staff and documents of the organization, the office and resources will improve efficiency, effectiveness and promotion of the organization. Furthermore this will also be in line with the registration and NGO Act, 2002 legal requirement.

2.2.2 Improve RUA Financial capacity

Rubya Association had weak, inadequate, unsustainable financial capacity. It was heavily dependent on the members' contributions as the only source of income for both operational and development activities. Each family (and by then not each individual) contributed only Tsh. 7,000/= per month amounting to only Tsh. 392,000/= per month for all members. (Table 14). The income collected thus was less than the RUA normal monthly bills on meetings, secretarial charges, and occasionally for financial support to members during death, illness and/or development project in Nshamba Division.

Table 12: Needs Identification Worksheet

Present Situation	Desired Situation	What To Do To Bridge the Gap
Poor human, physical and other resources	Improved capacity of RUA in terms of resources (human, financial, physical Information, networks &relationships)	Acquire office, resources (human, financial, physical Information, networks &relationships
poor financial capacity	Improved financial capacity	Improve / manage (Sources of income; Budget, stability; expenditures
Main source of RUA income limited to members' contributions.	RUA with diversified & sustainable income source	- Diversify source of funding other the current members' contributions & UNIT shares
lack of the decision making framework	Having decision making framework and criteria	Develop Strategic Plan and Implementation Plan
RUA members lack common vision on the organization they want to build	RUA having common Vision	Present RUA Needs Assessment report - Articulate new Vision
Unclear on the preferred legal status	Register RUA under supportive legal framework	Capacity building of RUA on legal frameworks before making choice of appropriate framework
Lack of the functional office with policies, systems& office facilities	Functional and equip office	Acquire functional and equip office
Poor planning -lack strategic and operational plans	RUA with clear purpose and acceptable to all	Develop Strategic and Implementation / Annual Plans
No fundraising strategies	Clear fund raising strategies	Develop Fund mobilization Strategy
RUA contributions to Nshamba Division were ranked poor	RUA contributions to be improved	Increase contributions and /or link Nshamba with donors

Source: Researcher

Table 13: Income and Expenditure sources

Items	Per individual	No. of members	Total
Monthly dues	3,500.00	112	392,000
Illness contribution	3,500.00	112	392,000
Contribution on death of member	8,928.57	112	1,000,000
Contribution on death of relative	6,696.43	112	750,000

Source: Researcher

Positively the increase in number of RUA members contributed to the growth of Rubya Association in size. But negatively the growth increased the amounts and frequencies of contributions the members made due to increase of the probability of member and/or relative falling sick or dying. At the same time funds advanced to members was not being refunded in time to RUA account thus weakening RUA's financial status. Worse still, when RUA members were expelled mainly due to non-repayment, the Association lost money and increased its liability. There was no mechanism to recover bad debts or loans. For example by August 2006, RUA members owed the Association a total of Tsh. 2,099,850.00 (Table 15). It was the result of not having enough money in the account that, in 2005/5, RUA approved only Tsh. 400,000/= and Tsh. 450,000/= for schools desks and roofing of Kashasha and Ijumbi wards secondary schools respectively.

2.2.3 Improve the weak framework to make decisions

The period taken to arrive at a decision of operational and development nature was based on only the Constitution. This led to lengthy and

protracted discussions during members' monthly and other meetings. Other than lack of enough funds, the situation was caused by lack of criteria and framework to make decisions.

2.2.3.1 RUA Development Initiatives

RUA had formed a Development Fund in 2004 starting with the initial capital of Tsh. 4,060,000.00. The aim of the fund was to create a fund for supporting development initiatives mainly for communities. The initial capital was contributed by fifty eight (58) out of 70 families by September 2006. The fund has been performing well by purchasing 28, 5000 UNITS at the cost of Tsh. 1,995,000.00 from the fund. The fund had by September 2006 risen to Tsh. 3,200,000.00. Unfortunately there was no firm framework and strategies to make decisions and priorities of the projects types and the amounts for support. In order to propose sustainable strategies RUA in July 2005, RUA established a Planning and Development sub-committee. The sub-committee had cooperated with the author and among others, recommended the following:-

2.2.3.1.1

To invest in the capital markets and securities as the alternative investment for the organization.

2.2.3.1.2

To appraise other potential RUA income sources such as: Fund raising events; starting savings and credit services (SACCOS) and fund raising from potential donors through development of project proposal.

2.2.3.1.3

To develop the Strategic Plan for RUA so as to guide decision making as well as development initiatives.

2.3 Poverty

According to the human poverty index (HPI) in Tanzania (Figure 3), the regions with low HPI were Tanga HPI value 40.7), Shinyanga, Pwani, Lindi and Kagera (HPI value 50.9). The Human Development Reports website summarizes this as "A composite index measuring deprivations in the three basic dimensions captured in the human development index – a long and healthy life, knowledge and a decent standard of living." Though Dar es Salaam was among the high HPI regions in Tanzania with HPI value of 21.4 as compared with Kagera (HPI value 50.9). the poverty level in un-surveyed and sub-urban areas of Dar es Salaam was also considerably high. The low HPI value or high poverty in Muleba District and in Nshamba and unsurveyed areas of Dar es Salaam affected both the RUA members and their constituent members directly or indirectly. The reasons for theis situation of poverty in the mentioned areas in particular Muleba District and in Nshamba were due to the following reasons:

a) Increasing income and food poverty. This was attributed to declining income from coffee and poor banana (matooke) production due to policy, production and marketing challenges.

b) Human diseases, mainly malaria, HIV/Aids pandemic and other diseases had increased the morbidity and mortality of members and the communities leading to loss of labour, other resources and increase dependency ratio and poverty.

c) Lack of physical and social infrastructure

d) Declining income opportunities for RUA members and the constituent communities and rise of cost of living while income was declining. Globalization had come with loss of jobs due to retrenchments, privatization of organizations and retirement.

e) The above challenges notwithstanding, the communities in Nshamba were required to share costs and contribute to the development issues. This had exerted heavy financial liability to the already poor community.

Table 14: RUA Income and Expenditure Report, Sept. 2004 to Sept. 2006

INCOME		TSHS
Members contribution		9,628,000.00
Bank Interest		140,406.97
		9,768,406.97
EXPENDITURE		
All Members Meeting		2,880,000.00
Executive Committee meeting		586,700.00
Secretarial services		642,132.50
Condolence costs		463,600.00
Stationeries		115,000.00
Constitutional Review sub-committee		310,000.00
Bank costs		24,260.00
Miscellaneous charges		123,500.00
		5,145,192.50
Surplus		4,623,214.00
Members DEBTS to RUA by 31-08-2006		-2,099,850.00
		2,523,364.00
Bank Balance as at 01-09-2004		3,720,033.00
Bank balance as at 02-09-2006 for normal operation costs		6,243,397.00
DEVELOPMENT FUND		
Bal as at 01-09-2004	77,500.00	
Additions from 01-09-2004 to 31-08-2006	3,982,500.00	
Purchase of UNIT shares	-1,995,000.00	
Balances at 02-09-2006	2,065,000.00	2,065,000.00
Bank bal. as at 02-09-2006		8,308,397.00
ANALYSIS BANK BALANCE FUNDS AS AT 02-09-2006		
Available for normal operation costs		6,243,397.00
Available for development Fund		2,065,000.00
		8,308,397.00

Source: RUA Report to Annual General Assembly, 17 Sept 2006

Figure 5: General Findings: Human Poverty Index in Tanzania

General Findings

Human Poverty Index
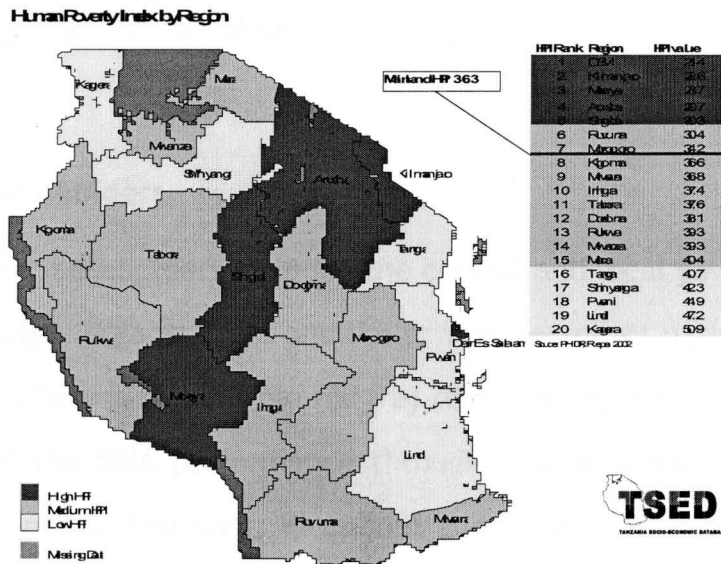
2.4 Who or what is affected?

The mentioned problems affected Rubya Association as an organization but also the members and the RUA stakeholders as well. While the organization and members failed to meet their objectives, the communities' projects were stalled for lack of (enough) funds. On the hand the RUA members who had failed to provide the agreed upon contributions risked their membership being terminated.

2.4.1 The Target Community

The targeted communities were first, the 112 RUA members who lived in Dar es Salaam and secondly, the communities of Biirabo, Ijumbi, Kashasha and Nshamba wards in Nshamba division. (Muleba District Council, 2005). The

criteria of the potential member of RUA were that the individual living in Dar had birth, marriage, and/or domicile origin of Nshamba Division in Muleba District, Kagera region. Family membership was accepted until Sept., 17, 2006 when the RUA General Assembly approved only ordinary, associate or honorary individual membership.

2.4.2 The stakeholders

The RUA major stakeholders included the central and local government, the other civil society organizations and the private sector. At national level the Director of NGOs was responsible for (re) registration, policy appraisal and monitoring of the RUA performance through annual reports, payment of annual subscription. The Ilala, Kinondoni and Temeke municipalities were homes of RUA members and venues of RUA meetings held on monthly basis. The head office was located in Ilala Municipal. Implicitly RUA was affected by the Ilala, Kinondoni and Temeke municipalities legal and policy frameworks. On the other hand RUA had Muleba District as its stakeholder. RUA had communities of Nshamba Division as its main constituency, its identity and reason for existence. Also other RUA stakeholders were the CSOs other institutions operating in Dar es Salaam and Muleba District. The Stakeholder Impact Analysis (Table 6) indicated the stakeholders had different opinions and views on the strategy to improve the RUA performance.

2.5 What will happen if nothing is done?

Currently Rubya Association had created a stable organization and forum for its members and their families to meet and socially network, hold meetings

and elections democratically. However without improvement in its financial capacity and strategic planning, RUA will not be able to achieve most of its secondary objectives, mainly to promote and/or support social-economic development initiatives of its (RUA) members and the communities in Nshamba Division, Muleba District. If the objectives, contributions and source of funding are not reviewed and agreed upon by both the old and new RUA members RUA organizational and financial performance will continue to deteriorate and finally the organization will find it difficult to manage and develop with the likelihood to collapse.

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Table 15: Stakeholder Impact Analysis

Stakeholder	Describe participation	Evaluation	Impact of Participation	Way Forward
RUA Members	Medium	- Most members positive on assessment. - Knowledge on planning & laws limited	Individual and group dynamics affected the participation.	Involve members – capacity building on planning and laws required - promote high participation in discussion - Discuss general issues
RUA Management: Executive Committee members	High	This committee is the think-tank of RUA charged with managing RUA, adhering to its Constitution and objectives	- Active participation - Well organized and committed. - they push for having Strategic Plan and Sustainable Development Plan	- Involve committee as Planning Team
Residents of Nshamba Division	Low	Isolated demands for support	- Passive - Few Leader keep RUA on alert to support constituency obligation	- Open up office or network with NGO on ground - Fund / promote community projects in the area - RUA management to develop active communication with its constituency - Promote development plans in Nshamba Division - leaders to support of development plan
Central Government - Registrar of NGOs	High	Responsible for issuing Certificate of Compliance & monitoring performance of RUA through annual reports		-

Source: Researcher

2.6 Project Goals in CED Terms

Community Economic Development (CED) was defined as action taken locally by a community to provide economic opportunities and improve social conditions in a sustainable way. In line with the CED initiatives, Rubya Association aimed to improve the socio-economic condition of the members and communities in Nshamba Division through involvement of stakeholders in deciding issues which concerned the communities and empowering the communities. Through a well wrought strategic plan, Rubya Association will to improve RUA's performance by setting priorities and strategies required to acquire and allocate the resources to priority projects. Furthermore the strategic plan will provide a framework for analyzing, making strategic decisions and quickly adapting to future challenges.

2.6.1 Project Goals, Objectives

Project main goal: Improvement of RUA performance through the development of the RUA Strategic Plan, 2027 to 2010.

Specific objectives

1) Assess RUA's readiness to carry out a Strategic Planning process.
2) Plan the Strategic Planning Process
3) Carry out Strategic Plan Workshops, in order to:
   a) Articulate the Mission, Vision & Values
   b) Carry out organizational Assessment
   c) Develop Goals, Strategies, Objectives and Programmes;
   d) Developing the Monitoring and Evaluation Plan.
   e) Write and Communicate the Plan Document
4) Approve & Launch the RUA Strategic Plan

2.7 The Host organization

Rubya Association was the host organization of the project to develop the "Strategic Plan 2007 -2010 for Rubya Association". Rubya Association is a not for profit members NGO. Selection of Rubya Association as the hodt organization was based on several factors. Firstly, RUA was in need of improving its organizational and financial capacity. In order to do that RUA had decided to establish a clear, coherent and realistic view of what the organization wants to achieve and a 3 – 5 year overview of how it will set about achieving its objectives. The RUA's need for the carrying out review of its performance to improve its performance coincided with the author's need and interest to select a community-based organization in line with his concentration. The author's research area was strategic planning.

The author approached the RUA management, introduced his to provide technical assistance to Rubya Association free of charge. The proposal was discussed by RUA management and approval to carry out the organization assessment and later the strategic panning process was given.

CHAPTER III

LITERATURE REVIEW

Experience showed that increasingly, funding organizations and even individual donors want to see evidence that their gifts will be put to good use. One piece of evidence they often demand is a strategic plan. This was one of the reasons why the organizations especially, non-profit organization such as RUA also do strategic planning (CEDPA, 1994). There is however other various reasons why the organizations undergo strategic planning process and develop documents. Apart from resource mobilization, reasons range from defining clearly the purpose and focus of the organization to solving major problems (Bryson, & Alston, 1995). Each organization has its own way, steps to develop strategic plan depending on the nature of the organization, its size and expertise of planners (CEDPA 1994). For Tanzanian NGOs, strategic planning was relatively new and capacity had to be built on planning and implementation. Unfortunately the strategic planning information was little or inaccessible easily.

3.1 Theoretical Literature Review

The term, Non-Governmental Organization (NGO) can be used to denote a variety of ways all over the world depending on the context in which it is used. In its broadest sense, a non-governmental organization is one that is not directly part of the structure government. Tanzania defined the NGO as the "voluntary grouping of individuals or organization which is autonomous, non-partisan, non-profit making which is organized locally at the grassroots, national or international levels for the purpose of enhancing or promoting

economic, environmental, social or cultural development or protecting environment, lobbying or advocating on issues of public interest of a group of individuals or organization." The Tanzanian definition excludes the trade, union, a social club or a sports club, a political party, a religious Organization and the community based organization from the NGO definition. (NGO Act, 2002). Depending on focus or objectives, Korten 1990 noted three stages of NGO evolution. The first generation focuses on the relief and welfare, the second generation is oriented towards small-scale, self-reliant local development and the third generation NGOs focus on 'sustainable systems development'. Generally, NGOs, which are private, have a community or environmental focus. They address varieties of issues such as religion, emergency aid, and humanitarian affairs. They mobilize public support and voluntary contributions for aid; they often have strong links with community groups in developing countries and they often work in areas where government-to-government aid is not possible. NGO's are accepted as a part of the international relations landscape, and while they influence national and multilateral policy-making, they are, increasingly, more directly involved in local action. In Tanzania there are multiplicity of NGOs' legal framework and multiplicity of institutional frameworks (Mogella 1999). The legal frameworks under which the NGO can be registered are the Societies Ordinance, Cap 337 of 1954; the Companies Ordinance, Cap 212 of 1932; the Trustees' Incorporation Ordinance, Cap 375 of 1956; or the National Sports Council of Tanzania Act of 1967; and for Zanzibar and Pemba Islands, the Societies Act of 1995. As for institutional frameworks virtually every central ministry is responsible for one type of NGO or the other. This multiple legal and institutional frameworks has, by and large, made it difficult to classify and categorize; coordinate, monitor and evaluate over 2000 NGOs operations and activities in Tanzania.

3.1.1 The Role of NGOs

The NGOs all over the world and in Tanzania have been recognized as a special sector with an important role to play in the development of the country's economy. Also NGOs are important in providing social services and strengthening civil society through informing and educating the public on their legal rights, democratic and human rights and other various issues. NGOs have been, and are, operating at the interface between government and its institutions on the one hand, and civil society more broadly on the other. Their strength lies in their organizational structure, the extent to which their objectives are fulfilled, their networking capacity and resource mobilization. Further, this strength is determined by their location, proximity to other well established organizations and structures of government, and financial and other links with international NGOs and organizations. Major sources of NGO funding include membership dues, the sale of goods and services, but mainly from grants donations from international institutions or national governments, and private donations (Mogella 1999). In order to be strong and be able to play their roles the NGOs should be strong and well organized and shun the donor-dependency syndrome.

3.1.2 Objectives and steps in strategic planning process

Both large and small for-profit and nonprofit organizations carry out the strategic planning process but may differ in the objectives, steps and associated activities carried out for different reasons (CEDPA, 1994). The differences are more a matter of the size of the organization, than its for-profit/nonprofit status. Organizations carry out strategic planning in order to be strong and well organized as well as to "determine where an

organization is going over the next year or more, how it's going to get there and how it'll know if it got there or not (McNamara 1999). Bryson, 1995 defined strategic planning as a 'disciplined effort to produce decisions and actions that guide and shape what the organization is, what it does, and why it does it'. The central purpose of strategic planning process is to assure that the course and direction is well thought out, sound and appropriate and to assure that the limited resources of the enterprise (time and capital) are sharply focused in support of that course and direction. But also strategic planning has other benefits, including to clearly define the purpose of the organization and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organization's capacity for implementation. Further Strategic planning process will help bring together of staff and thus develop teamwork (CEDPA, 1994).

CEDPA, 1994 identified the following strategic planning steps: Getting Ready; Articulating Mission and Vision; Assessing the Situation (using SWOT analysis) and developing the identified CRITICAL ISSUES as the fourth stage. The fifth step is completing the Written Plan. The last phase includes writing the plan and finally getting finished.

3.1.3 Benefits of Strategic Planning

The strategic planning process encompasses both strategy formulation and implementation, focuses on the entire organization - ideally involving the owners, the management, and the workers or staff and all members. Furthermore, Jan W. Lyddon, 1999 asserts that Strategic planning allows examination of the environment the organization is working in and decides on the crucial issues and challenges to focus organization's attention on. As the result, the strategic planning process assists to clearly define the

purpose of the organization and to establish realistic goals and objectives consistent with the organization's mission and capacity for implementation in a defined time frame. The other benefits of strategic planning is that it will help communicate the goals and objectives to the organization's constituents, develop a sense of ownership of the plan and solve major problems and together help build the consensus about issue of the organization (Allison, M., and Kaye, J., 2005). Strategic planning will help bring together the board and staff members and all are involved and thus build commitment and promoting cooperation and innovation. And if there are immediate or future changes and challenges strategic planning will assist make members be receptive (Allison et al. 1996). In the present times of scarce resources and rapidly changing donor (funding) priorities in the NGO sector, strategic planning is increasingly becoming an essential tool for visioning and programming but more for fund raising. (CEDPA, 1999; W. Lyddon, 1999; CEDPA, 1994). Strategic planning may also help to solve major problems (Bryson, & Alston, 1995).

The way that a strategic plan is developed differs with organizations goal, culture of the organization, expertise of planners (CEDPA 1994). The not-for-profits tend to focus more on matters of board development, fundraising and volunteer management while the private profit-focused organizations tend to focus more on activities to maximize profit. (Support Center of San Francisco (1994). However experience indicates that effective strategic planning requires a balance of technical skills, high degree of flexibility to adapt to changing circumstances and a genuine enthusiasm for bringing out the best in people (CEDPA, 1999).

3.1.4 When should strategic planning be done?

Many non-profit organizations do not do strategic planning - at least not on paper. Their hands are full with day-to-day activities and may seem not to have time for planning, For these the recommendations is that the process of deciding to start a non-profit organization includes many considerations including to create a formal plan. Moving those thoughts from your head to paper is essential. The guidelines for when should strategic planning be done and what steps to follow are not there. It is advised that each organization must decide for itself when the time is right and also the steps to follow for a strategic planning. However organizations should not do strategic planning when not ready or when the organization is in a crisis (Lyddon, 1999). Ideally strategic planning should be done when an organization is just getting started, is in the preparation of a new major venture or change in the organization's product or service, or when the external environment e.g. policy, economic framework has changed much or when the organization has or is forecasting loss of funding source, or opportunity for new source of fund and clients. (Alison & Kaye, 2005).

3.1.5 Who should be Involved?

Ideally strategic planning process should involve or get inputs from the whole organization - all who would be responsible to approve and / or implement part or whole of the strategic plan, and those groups who will be affected by the plan. However, consideration should be made for number and size of the organization, costs, efficiency and other practical conditions including location, availability of time, funds and other factors. Other key people to be involved in the strategic planning process include the planning

process champion, plan writer, the (external) facilitator, planning team and members such as the Board of Director who will responsible for authorization (Lyddon, 1999). Rakel, 2000, recommended involving people with authority, people with resources, people that are impacted and people we want to influence. For the not-for profit organization, the constituency, which includes the targeted communities, members of the annual general meeting or General Assembly, the Board and executives should be involved.

3.1.6 Strategic Planning Models

There are a variety of perspectives, models and approaches, steps and time frames suggested by different authorities (CEDPA, 1999; Libby 2005; Lyddon, 1999). McNamara, 1997 is of the view that there is no one perfect strategic planning model for each organization. Each organization ends up developing its own nature and model of strategic planning, often by selecting a model and modifying it as they go along in developing their own planning process. The models include: "basic" strategic planning, issue-based (or goal-based), alignment, scenario, and organic planning (McNamara, 1997). The goals-based planning approach starts with focus on the organization's mission (and vision and values), goals towards the mission, strategies to achieve the goals, and action planning i.e. who will do what and by when. The issues-based strategic planning often starts by examining issues facing the organization, strategies to address those issues, and action plans. Organic strategic planning might start by articulating the organization's vision and values and then action plans to achieve the vision while adhering to those values. Some planners prefer a particular approach to planning, e.g., Appreciative Inquiry (A.I) or a problem solving approaches (CEDPA, 1999). The Strategic Plan format and contents, as well as the strategic planning

duration and period of the Strategic Plan may differ from one organization to another. However the presentation of the contents of the strategic plan should contain the following elements, namely 1) The Vision Statement, Mission Statement and values of organization; 2) The Situation Analysis (SWOC/T, Environmental Scan etc.); 3) Action Plan; 4) Goals/main objectives ((programme areas); 5) Strategies; 6) Programmes; and 7) The Monitoring and Evaluation Plan.

3.1.7 Guidelines for Successful Planning and Implementation

Too often the plan is never implemented or the Strategic Plan fails to bring about the expected benefits and the plan sits in the office collecting dust on a shelf. In general, strategic plans can fail for two types of reasons: inappropriate strategy and poor implementation. Too often all the focus and objective is on writing a strategic plan document but too often. Therefore, one must ensure that the planning process is carried out completely and is implemented completely and deviations from the intended plan are recognized and managed accordingly.

3.2 Empirical Literature Review

3.2.1 The sources about similar projects in Tanzania and elsewhere

Reports from respective Government ministries, private business and non-government organization indicate that strategic planning in Tanzania is increasingly becoming a norm and a requirement in public and slowly in non-profit organizations. Strategic plans being are becoming necessary as requirements by donors and government (Vision 2025, the NGO Act, 2002; & MKUKUTA 2005). Government organizations such as the ministries and executive agencies are required to have organizational profiles and strategic

plans (PRSP, 2002). Sector strategic plans have been prepared under guidance and instruction of the government to implement the Vision 2025 and the public and local government reforms. Most of these reports are available in hard copies in respective offices and rarely electronic form (ESRF, 2003).

3.2.2 How others have approached similar projects

Approach to strategic planning has differed in reason for developing the strategic plan, the methodologies, processes and outputs. For ministries, Local Government Authorities (LGAs) and other government organizations strategic planning has been centrally initiated managed and controlled through use of guidelines and directives on how, what and when to carry out strategic planning provided to the ministries by central government. For central and local government, strategic planning was part of the government reform process. During the year 2003/04, it was reported that regional socio-economic and investment profiles, and strategic had been prepared. It was reported in the 2003/04 period that thirty eight (38) out of forty-four (144) LGAs had finalized the restructuring process and had their strategic plans already prepared. The remaining LGAs were to finalize the plans in the financial year 2005/06 (NSGRP, 2005).

In 1999 the Dar es Salaam City set out to develop a Strategic Urban Development Plan (SUDP) for Dar es Salaam city as a tool for guiding urban growth and development - through addressing the environmental issues. Instead of the strategic plan though, the Dar es Salaam City developed Environment Management Plan (EPM). However, the EPM process provided a practical opportunity to stakeholders in the public, private and community

sectors to work together, exchange strategic information for city planning and management (Nkya, 1999). The problem of not producing a (SUDP) Strategic Plan was by design by the promoter of Dar es Salaam Strategic Plan and did not aim at the Strategic Plan we know of but an environmental plan. This showed the need of a clear planning of the process and having at the outset a clear output expected out of the strategic planning process.

Strategic planning for the University of Dar es Salaam (UDSM) was different but also stimulated by the reforms which were originally conceived to run for 15 years, from 1993 to 2008. The UDSM adopted the concept of a five-year strategic plan. In July 1996 UDSM issued a companion document to the strategic plan called University-Level Five-Year Rolling Strategic Plan which was intended to guide faculties, institutes and departments in preparing their own five-year rolling strategic and operational plans. (www.foundation-partnership.org). The processes used included gathering data on the university in order to give the community a broad awareness of its strengths and weaknesses and drafting a corporate strategic plan to guide the reform process. After intensive debates, discussions and consultations, the University Council approved the Corporate Strategic Plan in August 1994 which had five sub-themes.

CARITAS Kigoma (CK) developed the Strategic Plan as the strategy to find alternative funding and activities after UNHCR as a donor stopped financing. During the workshop Caritas Kigoma stakeholders mentioned the major challenges to be lack of fundraising mechanisms, lack of a strategic document to sell to donors and how to make transition from relief to development. (CARITAS Kigoma draft Strategic Plan, 2005).

The Lawyers' Environmental Action Team (LEAT) was stimulated to develop its Strategic Plan out of its discontentment "with the successes achieved and the prominence gained because of its exemplary work" www.leat.or.tz/. LEAT needed "the clear vision, mission, strategic objectives coupled with high standards of achievement, accountability, and monitoring and evaluation mechanisms in order to serve the public better and become a sustainable organization".

The Pan African 2000 Network and its member the African 2000 Network – Tanzania prepared their strategic plans among others, to improve their visibility, improve decision making, allocation of resources and attract funding.

The available data show there is documentation on organizational strategic plans outcome. But there are only few documents on the strategic planning processes that the organization went through, the lessons learnt and what made the specific strategic plan appear the way it appears. The Pan African 2000 Network and the African 2000 Network – Tanzania had their processes documented. The involvement of stakeholders in appraising each stage in the development of strategic plan was stressed. The secretariat developed base documents and circulated them to all stakeholders for information and comments. (www.panafrica2000network.org).

The SUDP strategic planning process by the Dar es Salaam City helped to bring in a marked shift from the perspective and bureaucratic master planning tradition to more participatory and collaborative ways of working among stakeholders in an urban setting. ESRF, Plan Tanzania, Action-Aid, SNV, Concern, Caritas Kigoma have also developed strategic plans for a number of reasons (ESRF 2003, Caritas Kigoma 2005).

3.2.3 Lessons learnt and experiences from other sources and projects

Assessment indicated that NGOs developed strategic plans as fund mobilization tools or to satisfy the donors' demands or parent organizations, attract funding, projects and other resources and may be to remain respectable. Few had developed strategic plans with the aim to improve own organization's competitiveness. Also the ownership of these strategic plans by the NGOs and organizations is debatable and researchable. It thus no wonder that most strategic plan documents with Local Government Authorities (LGA) and other CBOs are not implemented or are not put to use as intended to improve the delivery of organizations. Discussion LGAs with strategic plans share the same concerns. LGAs and CSOs attributed the failure to implement the plans to lack of planning capacities and the staff and lack of ownership of the planning process, in most cases the staff and management undertake the strategic planning process as an end in itself and facilitated by hired consultants. It is for these and other reasons why the Local Government Authorities, Civil Society Organizations (CSOs) always re-do the strategic planning process year in year out. (Msimbano, 2003, personal communication). Notwithstanding the above comments the need and importance of having the Strategic Plans still stands.

3.2.4 How will the knowledge be incorporated in my project

The essential guidelines for successful planning and implementation of the plan will be adhered to.

3.3 Literature Review: Policy Review

Strategic planning in Tanzania can be traced back to the 1980s when Tanzania through the Economic Recovery Programs (ERPs) adopted the market economy and the inherent market planning system. Tanzania stresses the need for organizations to develop strategic plans. In 2002 Tanzania developed the Tanzania Development Vision 2025 as the long-term strategic planning vision. The Vision 2025 indicates Tanzania's economic and social development objectives to be attained by 2025. The long term strategic planning vision gives the framework into which the medium and short term planning frameworks aim and have to fit.

The Civil Service Reform Programme (CSRP) aimed to re-define the role of the state in Tanzania and right size the Government (Teskey, G. & Hooper, R. (1999). The Public Sector Reform Program (PSRP) Medium Term Strategic Plan, 2000 – 2005 directed public organizations to develop strategic plans. Similarly the Local Government Reform Programme (LGRP) which is intended to make local authorities more accountable for resource management and service delivery in their respective areas of jurisdiction also promotes strategic planning of LGAs and all stakeholders. (Ngware, 2005).

The Local Government Reform Programme (LGRP) which promotes decentralization by devolution. LGRP envisions change management and mindset change and the way Government conducts its business across the board. One of the recommended strategies to address the above roles is to develop organization profiles and strategic plans for MDAs and local government councils (LGAs) – including the district, ward, and village levels. Other stakeholders at local level, including NGOs are also recommended to develop profiles and strategic plans. The LGRP's reform has definite steps to

be followed in developing the district strategic plan (LGRP Restructuring Manual).

Tanzania has also a number of guidelines and frameworks to promote the strategic planning process in public and not-for profit organization. Annually the ministry responsible for planning issues the guidelines for the preparation of Medium Term Plan and Budget Framework (MTEF guidelines 2005). The Planning cycle starts in July of each year, when the Minister responsible for Local Government issues guidelines to councils with advice and information on how to prepare the plans and budgets (MTEF guidelines 2005). Preparation of the Budget Guidelines is guided by the Vision 2025, MTP and NSGRP and inputs from PER process. The Plan and Budget involves a number of stages. These stages are first, the macroeconomic and sectoral performance reviews; secondly, the determination of a pool of resources (both external and internal inflows) expected to be available in the upcoming budget year and the other two following outer years; and thirdly the identification and linking of MDA's, Region's and Local Government Authorities strategic/medium Plans with overall Medium Term Plan objectives, NSGRP interventions, and Government policy commitments to ensure their consistency.

The Government of Tanzania adopted Opportunities and Obstacles in Development (O&OD) as the practical and replicable planning methodology. The aim of O&OD include to:

- Inform development planners of alternatives rather than to prescribe specific participatory approaches in development planning in the Tanzanian Context.

- Harmonize the different participatory methods being used by different development supporters at mainly district levels (O & OD, 2005)

Tanzania has multiple legal frameworks and multiple institutional frameworks under which CSOs register and operate. The organization could register either under the Societies Ordinance, Cap 337 of 1954; the Companies Ordinance, Cap 212 of 1932; the Trustees' Incorporation Ordinance, Cap 375 of 1956; the National Sports Council of Tanzania Act of 1967 or the NGO Act, 2002. All these legal frameworks are housed under different institutions. Analysis showed that such origin-based organizations were more inward looking social groups than the NGOs the NGO Act, 2002 describe and promote.

CHAPTER IV

IMPLEMENTATION

RUA agreed to develop the RUA Strategic Plan as the critical step to improve Rubya Association organizational and financial performance. The strategic planning process was participatory, with the RUA Executive Committee as the planning team to discuss and come up with the strategic direction of the organization and planning for the future. The draft vision, mission, values were submitted to RUA members for discussion and approval.

4.1 Products and Outputs
By the end of CED project period, the project had accomplished the following products and outputs:
  a) Assessment of RUA's readiness to developing Strategic Plan
  b) The Rubya Association Needs Assessment report
  c) Developed RUA organization Profile / SWOT Analysis
  d) The Draft Strategic Planning Workshop Programme, (Appendix 9)
  e) The Implementation Plan

4.2 Project Implementation Plan
The original Plan had the following steps /activities as indicated in Table 16 below. Implementation plan was revised and adopted Participatory Monitoring & Evaluation Plan (Table 17) to monitor progress of implementation and evaluation of the strategic planning process.

Table 16: Original Implementation Plan

ACTIVITIES / Steps	INDICATORS	RESPONSIBLE	TIME
Introduction to of CED Student and research topic to RUA	Introduction & Acceptance letters	CED Student RUA Mgt	Nov/Dec 2005
1) Community Needs Assessment (CNA)	-#Needs Assessment Report - Issues identifies - RUA Profile	CED Student	Once Jan. 2006
◆ Planning the S/Planning & Assessing RUA's need & readiness for S/Planning	Planning Team Issues Action Plan	CED Student RUA mgt & members	
2) Training / Capacity Building	- Training Plan - # Workshops - # Participants	• RUA V/Chairman • CED Student	During Training
3) Contracting Facilitator	- ToRs of facilitator - Agreement	RUA Executive Committee	Once
4) Planning Workshop	W/shop programme - Participants - Resources (Staff, Budget, Eqpt., etc)	• S/Planning Team	TWICE at start and end of process
5) Strategic Planning W/shop	- No. of workshops - Vision Mission Statement, Values etc - SWOT - Strategic areas - Plan of Acton	Executive Committee	Monthly for 4 months
6) Compile draft report -- Presentation of draft report	Draft document	CED Student - S/P Team - Facilitator	
8) Adopting the Plan - Present final draft to Executive Committee and General Assembly	Strategic Plan	RUA Facilitator RUA Management	

Source: Researcher

Table 17: Participatory Monitoring & Evaluation Plan

OBJECTIVES / ACTIVITIES	INDICATORS	MONITORING QUESTIONS	TOOLS USED	RESPONSIBLE	TIME
RUA Needs Assessment development	Needs Assessment Report Organization Profile Critical issues	What are the issues: historical, current and future	Review of documents - Interview - Discussion - Meeting - Survey Question naires	Consultant	June - August 2006
1) Assess readiness of having Strategic Plan	- training w/shops report - list of w/shop participants - response rate - Schedule / Work plan - Roles defined - ToR & agreement of Facilitator	- Is RUA ready for S/Planning? - Is it opportune for RUA to undergo a strategic planning process? -What are the issues and key issues affecting RUA - Are roles clearly defined/ acceptable?	◆ Review of documents ◆ Discussion / meetings ◆ Observations ◆	Executive Committee members Trainers / CED Student	Mar 06
2) Articulating Mission, Vision & Values	o Draft Vision Statement & Values o Mission statement & o Values	o What kind of organization do you want to become in five years? Why does RUA exist? Who do RUA serve?); What services does RUA provide? How does RUA go about providing services?)	a flipchart, chalkboard, or newsprint to record	o Strategic Planning Team o All RUA members	Mar 07
3) Organizational Assessment / SWOT	- draft SWOT/C analysis report - List of stakeholders and partners - Current Financial Picture; - Strategies to Secure Resources - List of critical	o What works in our organization? " o Explore those moments when RUA was at its best o What does RUA do well, or its best practices o What are key issues?	- Stationery - laptop & LCD (if possible for power point presentation - Facilitator	Facilitator. S/Planning Team	April 07

4) Developing Goals, Strategies, Objectives in response to the critical issues	The Goals, Strategies & Objectives Monitoring & Evaluation Plan	o "which goals; o which strategies for RUA to reach its goals depending on affordability, practicality and efficiency o Who will do what, when and with what resources? o How to find resources (time, money, expertise)? o How will progress be monitored How will result be measured?	- Review of W/shop reports - Review of Monitoring & Evaluation Plan		Jun 07
5) **Write and Communicate a Plan Document** -	- Draft Strategic Plan Document ; Financial plan	Is all w/shop information compiled in the report? Are key decisions of S/Planning Team incorporated? - Is the format of S/Plan acceptable	- Review of W/shop reports - Observation - Discussion - W/shop / Launching funds	- S/P Team - Facilitator General Assembly Chairman S/Planning Team	Jun - Aug 2007 Sept / Dec 2007

Source: Researcher

4.2.1 Implementation Objectives & Activities

The project activities were as indicated (Table 12). By April 2007 the project had managed to complete the following objectives:

Objective 1: Assess RUA's readiness to developing Strategic Plan.

Activities were:

- To plan strategic planning workshops plus determining logistics (number of meetings, frequency and dates, venue(s) & budget

- To select and define roles of facilitator, strategic planning team and other stakeholders.

- To develop RUA Organization profile

- To develop the resource plan

- Build capacity of Strategic RUA members on various issues, namely to raise awareness of RUA members and management on development policies, strategies and related issues and initiatives.

Objective 2: Articulate the Mission, Vision and Values,

- Present the Needs Assessment

- Review RUA Vision , Mission and Values

Objective 3: Carry out the SWOT Analysis / Organizational Assessment

- Review RUA's history, present and future issues

- Appraise RUA's capacity (SWOT Analysis)

- Carry out the Analysis of Stakeholders & partners

- Scrutinize current and future financial situation and

- Agree on Critical Issues

The following objectives were not completed due to time limit on the part of the CED Researcher and will be facilitated by the RUA facilitator to completion. They include:

1) Developing RUA Goals, Strategies, Objectives in response to the identified critical issues. And

2) Writing and communicating the Strategic Plan Document could not be finalized. This will involve to: i) Compile, organize draft report; ii) Present Draft Report to management for appraisal, approval and adoption; and iii) to Launch Strategic Plan

However the framework for completion of the assignment has been put in place. This included the Strategic Planning team and appointment of one member of the Executive Committee to facilitate.

4.2.2 Inputs

Major inputs for the project were the labour / facilitator, workshop materials (flipcharts, marker pens, Manila paper, chalkboard, or newsprint to record, computer laptop & LCD (if possible for power point presentation) and costs for the strategic plan launching. The details on the workshop costs are given (Table 19).

4.2.2.1 Budget

Table 19: RUA Strategic Planning Workshops Budget

Cost Item	Days	Person /Unit	Rate	Total
Secretarial services	1	1	440, 000	440,000
Fees facilitator	7	25,000	1	175,000
Meeting costs during preparations	5	5,000	10	250,000
LAUNCHING COSTS				
Conference room	2	1	60,000	120,000
Accommodation	1	10	25,000	250,000
Food				
Lunch	4	10	5,000	200,000
Tea /Coffee at break	6	10	1,500	90,000
Diner	1	3	5,000	15,000
Incidentals	1	1	1,000	1,000
LUNCHEON Buffet during Launching of Strategic Plan				
Invited Guests	4	14	5,000	280,000
RUA Members	1	112	5,000	560,000
Drinks				118,000
Sub-total				**2,499,000**
Add 10% Contingency				124,950
TOTAL				**2,623,950**

Source: Researcher

4.2.2.1 Staffing Pattern

The project was carried out in a participatory manner involving all members and part of the stakeholders of RUA organization. The different personnel included the RUA Chairman, Executive Committee, RUA members and communities and the facilitator / CED researcher. The different persons and /or categories of personnel had different roles assigned to them as shown in the staffing pattern (Table 18).

The RUA Chairman had the overall responsibility of coordination and supervision of the development of the strategic plan for Rubya Association. He had the duty to keep the strategic planning on course during the planning process. The Chair will also sign the strategic plan at the end to indicate he agrees with and supports the strategic plan contents.

The Planning Team was composed of the RUA Executive Committee. The planning team was responsible with actual development of the Strategic Plan. The planning was facilitated by the facilitator. Apart from facilitation of the Strategic Planning Process, the CED researcher was responsible with the selection of successor facilitator of the process. The appointed facilitator took over from where the CED researcher left and facilitate the process to the conclusion. At different stages the draft strategic plan including the draft vision, mission, values and other stages were presented to the members and General Assembly for appraisal and approval of the final Strategic Plan document.

Table 18:   RUA staffing pattern

Description of personnel	Key roles	Skills/Training required.
RUA Chairman	o Overall coordination and supervision of the project o keep the strategic planning on course o Sign the plan to indicate he agrees with and support its contents.	-Training on project management. -Literacy on planning, organization development and management of meetings
Planning Team/ Executive Committee	o Ovesee and monitor implementation o Participate in the development of draft Strategic Plan o regularly review status of the planning Process and the Plan	- Planning skill
General Assembly / Members & Stakeholders	Approve the final document Launch the document Celebrate Success	General management + financial management - Policy development
Selected / trained facilitator	Main responsibility is to plan each meeting's agenda and to ensure the group stays on track. Community mobilization and facilitation formation of the group. -Preparation of training material. -Preparing progress report - Training and monitoring of Planning Team. - Backstop and supervise the planned activities	-Community participatory Strategic Planning -Facilitation skills. -Report writing skills.
CED student	o Facilitate Strategic Planning Process o Identifying and backstop the facilitator from RUA members. o Develop Guidelines to Ensure Successful Planning and Implementation o Identifying development partner who can fund the workshops	-Knowledge of strategic planning. Community organization management - Analytical tools. -facilitation skills. -community mobilization skills.
Nshamba Communities & other stakeholders	They stand to benefit from the organization's services They were remotely involved in the planning process through the representatives who were interviewed.	

Source: Researcher

4.2.3 Project Implementation

4.2.3.1 Project Implementation Report

The project objective was to develop the Strategic Plan as the best alternative to improve the performance of Rubya Association. The project started by planning the strategic planning process and assessing the need for Strategic planning. The CED researcher facilitated the planning process starting with the selection of the strategic planning team from the RUA members and carrying out capacity building of the team. RUA appointed the RUA Executive Committee to be the planning team. The team was responsible with the whole planning process and updating the RUA members for appraisal and approval and linking the members to the planning process. The facilitator introduced the strategic planning theory and practice, the challenges that RUA faced and Participants' expectations. Participants were asked to share their expectations by responding to the following question: What questions on strategic planning do you have and you expect them to be answered in these workshops.

4.2.3.2 Workshop Objectives

The workshop objectives were among others to generate, collect and analyze data on the current and future status of RUA, identify the gap and assess the strategic options and develop a strategic plan document specifying the Vision, Mission and Values; Goals, Purpose and specific Objectives and Strategies and 3) Programmes (including Implementation Plan)

4.2.3.3. Achievements

By the end of the CED facilitation period I April 2007, the Rubya Association

had adopted the organizational assessment carried out during the Needs Assessment. Based on the assessment RUA's readiness to developing Strategic Plan was confirmed and the strategic planning workshops programme, logistics (number of meetings, frequency and dates, venue(s) & budget and roles were agreed upon. At the outset it was found necessary first to build the capacity of the strategic planning team and other stakeholders on planning, organization development, policy and legal issues.

Four workshops were planned to be held monthly during the normal RUA meetings. By April 2007 two workshops were held, the first workshop being on articulating the vision, mission and values. The outcome of the Needs Assessment and draft vision, mission and values were presented as basis for coming up with new ones. At first, participation from members was lukewarm but improved with old members questioning why a new strategic direction was necessary while, to them, the old vision and mission were there though not in writing. The argument for maintaining the status quo had decelerated the pace and heated up the workshop. But on a positive note this showed that most planning team members were being concerned with RUA strategic direction. Later the majority agreed on the new vision, mission. The organizational analysis was carried out by reviewing RUA's strengths and opportunities and challenges and those of its stakeholders and partners agreed upon. The draft SWOT was adopted with minor changes.

Another achievement was the handing over the facilitation role from the CED researcher to RUA planning team member. The new facilitator will facilitate the development of Goals, Strategies, Objectives, compile and communicate the document to the RUA members / General Assembly before

the RUA Strategic Plan Document is launched by December 2007 as planned.

4.2.3.4 Project Action Plan

The project implementation plan is as indicated below (Table 20).

Table 20:   Project Implementation Plan

Objective / Activity	Apr-Jun 06	Jun-Sept 06	Oct - Dec 06	Jan-Mar 07	Apr - Jun 07	Jul - Sept 07	Oct - Dec 07
1. Ascertain readiness of RUA for Strategic Planning	▓						
2. Carry out RUA Needs Assessment		▓					
3. Plan the Strategic Planning Process			▓				
4.1 Review Mission, Vision & Values				▓			
4.2 Organizational Assessment / SWOT				▓			
4.3 Developing Goals, Strategies, Objectives					▓		
4.4 Write and Communicate a Plan Document							
Compile, organize draft report and approve						▓	
Launch Strategic Plan							▓
Monitor and Review the Implementation of S/Plan	▓	▓	▓	▓	▓	▓	▓

Source: Researcher

CHAPTER V

MONITORING, EVALUATION AND SUSTAINABILITY

Monitoring and evaluating the planning activities and status of implementation of the plan was for is for the RUA project as important as identifying strategic issues and goals. One advantage of monitoring and evaluation is to ensure that the strategic planning project is following the direction established during planning. Monitoring was carried routinely by gathering information and appraising the progress of the development of RUA Strategic Plan project.

5.1 Monitoring

The aim of monitoring was to measure whether the planned workshops remained on schedule, progressed and achieved the intended objectives or not. Also monitoring focuses on whether the planed resources were available and used as planned. Later the monitoring should be able to bring to light what lessons could be learned from the process in order to improve future planning activities and also to improve future monitoring and evaluation efforts? The final document should include the Implementation Plan for the RUA Strategic Plan which will be basis for checking the progress on accomplishing the Strategic Plan's goals and objectives. Such checkpoints should occur at regular board meetings, perhaps every three months.

5.1.1 Monitoring Plan

The process was guided by the Participatory Monitoring and Evaluation

(PAME) (Table 17). The PAME defined what to monitor when, monitoring questions, indicators and the responsible. Table 18 specified key roles of personnel. Strategic Plan has key steps or stages already agreed upon in the development cycle. What the project monitored was how and whether the objectives and activities were carried out or not as planned and what resources were used.

5.1.2 Monitoring of the project activities

Project monitoring was based on the original implementation plan and the Participatory Monitoring & Evaluation (PAME) Plan (Table 16 & 18). Monitoring was mainly on three issues – progress, resources and results:

i)   The progress of the Strategic Planning process.

Issues were a) Planning and implementation of workshops; b) whether goals and objectives were being achieved or not? Were the goals and objectives still realistic?; c) Timeliness: Should the deadlines for completion be changed and why? and d) Priorities: Should priorities be changed to put more focus on achieving the goals?

Generally the process and activities remained on course. However more time than planned was spent than originally planned. Reasons were that more time was required for the planning team and later the members to come to consensus on the new vision and mission. And this was due to differences in strategic planning capacity and perceptions. A time lag was needed for individual processes to take place. But also the delay was due to nature of RUA which has volunteer leaders and members meeting on monthly basis. Strategic planning sessions had to align with this system.

ii) Resources and other inputs required per defined time.

The resources in terms of a) Staff (Facilitator, Planning Team) and b) Money, equipment, facilities, training, etc. c) information on strategic planning..

CED staff facilitated the project for a period but not to completion. Monitoring will usually took place during the strategic planning workshops and during presentation of draft results for appraisal and /or approval. The facilitator and RUA chairman remained responsible for overall monitoring.

The planned funds for the workshops did not come as planned and RUA utilized own funds to run the workshops needed for the project. RUA may continue to rely on own funds or volunteering.

iii) Results / Outcome

This included the Work Plan, SWOT Analysis, and Stakeholder Analysis.

5.1.2.1 Type of information to be collected during monitoring

Table 21 indicated the Information for Monitoring Programme Implementation which included namely what to monitor, who to collect the information and what records to keep among others. The specific type of data to be monitored were on the progress towards objectives and activities, namely on

i) who will be involved in the planning and what roles

ii) What level of progress monitoring would be required for this planning activity?

iii) How would feedback be incorporated into the process,

iv) Who would be the person / team responsible for overseeing the status review process and the frequency of status review meetings

v) Who will be involved in the planning and at what roles and level of progress monitoring required for this planning activity.

- Who and How many people attended the strategic planning workshops?

- How was their participation? Are all group members participating actively or it is only the management staff?

- What issues were brought out in the group and plenary meetings?

- Are the monthly meetings monitoring addressing the issue of strategic planning? Are matters arising from meetings and reports being followed up?

5.1.2.2 Personnel Involved in the Monitoring

Monitoring development was of interest for all members. The roles in monitoring were as indicated in the staff pattern (Table 18). The Deputy Chairman of RUA was given the responsibility of overall coordination, monitoring and maintaining the quality of the process, availing the inputs and logistics. The Planning Team was responsible for developing the strategic plan on behalf of RUA stakeholders. The facilitator (CED researcher and later the appointed RUA staff) was to monitor project implementation on day to day basis.

5.1.3 Data Collection Tools used in monitoring of RUA Strategic Plan

The capacity of the members and Executive Committee was enhanced with the training on strategic planning, development policies and strategies. More capacity building was envisaged. This was found necessary in order to improve the capacity of members and committees to monitor and assess progress implementation project management level.

5.1.4 Research Methods used in Monitoring

Methods used to monitor the development of the RUA Strategic Plan involved:

i) Review of reports and documents: The Planning Team presented reports at specific steps during the planning to review progress, product and came to consensus. The Action Plan, Workshop schedule and Participatory Monitoring & Evaluation Framework.

ii) Discussions at various RUA and other meetings.

iii) Observations and Interviews.

5.1.4.1   Monitoring indicators

The Monitoring indicators were as indicated in the Participatory Monitoring & Evaluation Framework and included documents e.g. reports and minutes, work plan schedule and Job descriptions of all involved in development of the Strategic Plan e.g. Facilitator, Planning Team. The final and main indicator would be the Strategic Plan document which would have the detailed Organization Profile, the Needs Assessment, Vision and Mission Statements and SWOT and Stakeholders analyses.

5.14.2 Monitoring Results

The progress towards objectives and activities indicated that the executive committee and members were involved. There were clear roles defined. The clear roles were as shown in table 18: RUA Staffing Pattern. The members were kept informed on the progress of development of the Strategic plan through monthly meetings. During meetings the planning team presented the report to the All Members meeting on the suggestion and progress made. Members agreed to have a workshop per each objective equal to the minimum of four workshop Planning Team meetings. Apart from reports of the Planning Team the members were provided with the monthly reports on implementation monthly.

Table 21: Information for Monitoring Programme Implementation

Info. Categories	What to Monitor	What Records To Keep	Who collects Data	Who uses Data	How to Use Information	What Decisions can be Made
Work Plan Activities	- Timing of activities - Resources used - Activities achieved - Approval of Vision SWOT, Goals. Strategies, - Implementation Plan - S/Plan Document	- Workshop programme - Participatory Monitoring & Evaluation framework	o Planning Team o RUA Chairman/ Secretary o appointed/selected facilitator	o Planning Team / o Executive Committee o RUA members and stakeholders	For completion of Strategic Planning process.	Reschedule activities; reallocation resources / Analyze current situation & keep plan on course o Find solutions to problems
Costs & Expenditures	☐ Planned Budget for the process vs. actual use ☐ Differences between actual and budgeted	o Workshop costs o financial documents, o Fees and allowances paid,	RUA Treasurer	RUA Chairman, Treasurer, members, Auditor, Registrar	ensure fund available to execute process to complete process	Make budget and activity revision. Make a fit between future program plans and available resources; develop strategy outlining how to secure funding

Source: Researcher

The capacity of RUA Executive Committee has been strengthened, specifically with regard to strategic planning.

On average attendance of the strategic planning workshops by the planning team was >80%. The attendance of meetings where the outcomes of the strategic planning were presented to all members was around 62% of all members.

The participation of members at the start was limited to the few planning team members and was at most passive. But participation improved and became lively especially during the presentation of the draft Vision and on who was the target of RUA.

The planning has been on schedule, though more time was required to create the planning capacity of the planning team.

There was no funding yet for the implementation of the project. RUA continued to support the planning workshops using its own funds. Members also volunteered to provide their resources (time, transport costs, knowledge) for free and their contribution to RUA.

5.2 EVALUATION

Both formative and summative were planned and partly implemented. The goal of evaluation was to provide opportunities for reflection and learning to RUA stakeholders on the progress of the strategic planning process vis-à-vis set objectives. Also the evaluation was aimed to share lessons learnt for future planning. The strategic planning process was divided into specific steps / stages, and at every step, evaluation was made through the General Assembly meetings where the draft issues / steps were presented for appraisal and approval. Once the members approved one stage the planning committee moved to the next step. Key Questions to Be Addressed by the Evaluation are presented below (Table 22).

5.2.1 Objectives of the Evaluation:

To measure the progress towards achieving each of the intervention goals as outlined in the project design document.

To find out whether resources (human/materials) were used efficiently and effectively.

To enable RUA members and stakeholders to analyze their situation, abilities and skills, and understand which socio-economic variables influence RUA progress as to take further action to improve them.

To analyze lessons learnt and to incorporate them into future planning.

5.2.2 Evaluation Methods

The Participatory Monitoring and Evaluation Framework (PAME) framework (Table 17) was used for evaluation. Meetings /workshops and review of reports and frameworks were main evaluation methods used to evaluate the on-going planning process mainly during the formative evaluation.

5.2.2.1 Evaluation Stages

Formative and summative evaluations were planned. Formative was carried out at specific stages e.g. Preparation for Planning, Information Gathering And Organization Assessment, Identification of Critical Strategic Issues, articulation of Vision, Mission and values dduring strategic planning process. Final evaluation will be carried at the end and immediately after the strategic plan document has been finalized and approved. During the workshop stakeholders will assess the strategic plan document: Is all workshop information compiled in the report? Are key decisions of Strategic Planning Team incorporated? - Is the format of Strategic Plan acceptable to all?

5.2.3 Evaluation Process/Methods:

Evaluation methods used to collect, and analyze data for the formative and summative evaluation. The range of evaluation methods employed included, documentary analysis, observations, surveys and focus discussion, regular meeting and annual general meeting with RUA members, the community in Nshamba Division and other stakeholders. When the process started, many RUA members had not taken an active role. But as the Community Needs Assessment and SWOT analysis were presented, many members became active and asked for more information on Strategic Planning and legal frameworks.

During planning process, the facilitator and Planning Team regularly collected feedback from participants on key questions:

- Do they agree with the planning process? If not, what don't they like and how could it be done better? During regular reviews of implementation of the plan, the assessment of goals was made, are they being achieved or not. If not, were goals realistic?

- Do RUA members and other responsible parties have the resources necessary to achieve the goals and objectives? Should goals be changed? Should more priority be placed on achieving the goals? What needs to be done?

- Do responsible parties have the resources necessary to achieve the goals and objectives? Should goals be changed? Should more priority be placed on achieving the goal?

Table 22: Key Questions to Be Addressed By the Evaluation

Category	Questions to be answered
Objective Achievements	What are the objectives? Have the objectives changed during the implementation of each intervention? - Are these objectives consistent with perceived needs of RUA members and stakeholders and do they fit in their expectations regarding the project? - To what extent have the project objectives been achieved?
Design and Implementation Progress:	- Who and what were level of participation in design and/or implementation of project activities? - To what extent is there RUA members & community ownership, participation and control of project activities? - What measure was taken to ensure all categories of members were involved in both design and implementation of s/planning activities? - What structures & procedures have been put in place / changed over time? - What monitoring and evaluation systems have been established to promote accountability and learning for RUA members, Nshamba communities and other stakeholders?
Program Impact:	- What benefits and impact were expected from the interventions at this stage of the project? - In what ways have the community been affected positively and negatively during and since implementation of the project activities? - What are most important factors contributing to the project impact or lack of impact? - What factors have been due to impact of the project and/or due to influence of other non-project factors?
Cost effectiveness:	- What have the inputs (labour, time and money) been? - Has the project been efficient i.e. used least cost resources necessary to achieve its objectives? - Has the scale of benefits been consistent with the costs?
Lessons Learned/Recommendations	- What have been identified as major problems and difficulties faced so far by the project and which are the possible solutions? - Is the project implementation in the right direction? On the roles of members, stakeholders?

Source: Researcher

5.3 Sustainability (Social / Institutional/Programmatic, Financial, and Political Sustainability)

Project sustainability means maintaining the outcomes, goals and products and institutionalizing the process. Developing the strategic plan itself is an institutional/programmatic sustainability strategy. However the sustainability of the development of RUA Strategic Plan will depend on the question: 'To what degree do RUA members and other stakeholders accept the Strategic plan, its Vision, programmes and Action Plan?"

In order to make the project sustainable the following steps were undertaken. First the RUA management, members and other stakeholders, who would be responsible to implement and approve and review parts of the plan and/or who will be affected by the plan have been actively involved in the strategic planning process. Second, accountability has been built in the planning process by regularly reviewing plans and specifying roles. The final Strategic Plan document will be "signed off" by the Chairman, the Executive Committee members and key members to indicate that they agree with and support its contents. Also the implementation of the Strategic Plan will be built into periodic reviews. Furthermore it is planned to launch the Strategic Plan at the ceremony to be officiated by someone with political /government authority once finalized. And the planning information of the Strategic Plan was wrote down and communicated widely.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

Through carrying out the RUA Strategic Plan development project it has been confirmed that strategic planning in NGOs such as Rubya Association as the means to find solution to organization issues and improving the performance of the NGO is possible and desirable. But the organization must have certain competence and capacities in order for strategic planning to be done properly and deliver the intended results. On the other hand there are still open areas for research in strategic planning in CSOs.

6.1.1 Results

Through the strategic planning process RUA members though they had joined RUA at different periods and had different views and opinions on what the future focus of the organization should be were able to review and come to a consensus on the common vision, mission and strategic direction - the potential basis for improving the performance of the NGO. Here the importance of having the participatory Community Needs Assessment and was underscored.

The RUA management and members were convinced that they needed to improve the RUA performance and the Strategic Plan as the best option and alternative solution for RUA's strategic problems. But it was found out that the management, members and stakeholders lacked the relevant strategic planning competence. It was found necessary to provide capacity building in the strategic planning before and along the strategic planning process. This required time and elongated the strategic planning process.

Review of literature and project implementation indicated that strategic planning was gaining popularity in government and civil society organizations though for different reasons - including finding a new direction and improving the organizational and financial capacities. The need for the strategic planning in RUA was precipitated out of the RUA's internal requirement and less from the external requirement as is the case with many organizations. It is out of that inherent force that Rubya Association adopted the issues-based strategic planning approach which started by examining issues facing the organization, strategies to address those issues, and action plans. However each organization will need to decide what model, approach and steps that work and what do not.

6.2 Recommendations

From the project findings and discussion above it is recommended that Strategic planning is promoted in all organizations in Tanzania. The review of why the organization exists and what strategic direction they will have to take in the medium and long term will lead to strong and focused organizations.

There is need to study why the government, private organizations and NGOs which have developed strategic plans are applying them and/or why such organizations are not improving their performances.

It is recommended to review the existing institutions and legal frameworks so as to provide the sustainable environment for growth and development of CSOs. Currently there are currently multiple institutions and multiple legal frameworks for the CSOs. It is unclear how the frameworks and CSOs are coordinated and how these frameworks support the performance of CSOs. Strategic plan development is a process which has its perquisites. During the

project implementation it was realized that strategic planning requires among others, strategic planning competence, flexibility of time and ownership of the process by the organization. In how

Finally, there is need to study on what is, should be or not the actual role and relationship of civil society in Tanzania in relation to development. Is civil society something that is needed and given its actual position in Tanzania?

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