

Alawy Bakar Hamad,  
P.O.Box 173  
Chake – Chake  
Pemba  
3<sup>rd</sup> April, 2004

The Secretary,  
Ole – Development Organization (ODO)  
P.O.Box 280  
Chake –Pemba

**Re: Field Research & Project Activities with Ole – Development Organization**

Please refer to my letter dated 20<sup>th</sup> March 2004 concerning the same.

As I earlier said to you, this program is tied up with the academic schedule and is therefore time bound.

I am therefore asking you to come up and start working together. This is certainly a mutual opportunity to both your organization and me.

Looking forward for your earliest response.

Best regards



**Alawy Bakar Hamad**  
MSc Student  
Community Economic Development

## APPENDIX 1: INTRODUCTORY LETTERS

Alawy Bakar Hamad,  
P.O.Box 173  
Chake – Chake  
Pemba  
20<sup>th</sup> March, 2004

**The Secretary,  
Ole – Development Organization (ODO)  
P.O.Box 280  
Chake –Pemba**

Re: Field Research & Project Activities with Ole – Development Organization (ODO)  
Please refer to the captioned subject.

I am a Student enrolled with MSc program in Community Economic Development (CED) of the Southern New Hampshire University (SNHU) and Open University of Tanzania (OUT). The CED is eighteen (18) months program of which this intake has started in Sept 2003 ending to March 2005.

Through the partnership of the Tanzania and U. S based Universities, the program has a summary of the following four mission which are accomplished by providing technical assistance to Community Based Organization (CBOs). The missions of CED program are:

- To bring economic vitality back into communities.
- To generate knowledge and information that will permit local leaders to make informed decisions.
- To encourage a high degree of local participation in making well informed economic choices.
- To assist in building sustainable institutions that will assure equitable sharing of the benefits of those choices.

Amongst ways which CED provides technical assistance to CBO's is by supporting the MSc Students to perform Field Research and Project with a CBO in Tanzania as a part of study with closest supervision of SNHU and OUT.

In this regard, I am proposing to work with your organization. In the process we shall be able to identify together the area in your project activities or in your organization, which needs urgent intervention.

I am looking forward to your earliest reply and able to work together the soonest.

Best regards



**Alawy Bakar Hamad  
MSc Student  
Community Economic Development**

Attachment:

- A leaflet with summarized information about the Community Economic Development (CED) program of The Southern New Hampshire University and Open University of Tanzania.



OLE DEVELOPMENT ORGANISATION

P.O.BOX 280

PEMBA

Date: 3rd April 04  
Our ref:.....

Dear Mr Alawy Bakar  
P.O.Box 173  
Chake - Pemba

Re: Field Research & Project Work with Ole - Development Organization (ODO)

Please refer to your letter dated 20<sup>th</sup> March, 04 and 3<sup>rd</sup> April, 04 concerning *Field Research & Project Work* with our organization.

Our organisation has no objection to work with you. To however not bring you to disappointment, we would like to advise you that since our registration on 1996 we have not been able to initiate big projects with external support. Much of our supports have been from private persons and nit from big organisations and embassies. .

So there could be neither a thing worthy for research nor project work at the level of higher degree. If you think we still can fit to your educational program we welcome you so much..

We thank you so much for kind consideration to ODO.

Yours sincerely,

Ali Massoud Hamad  
Secretary

**OLE DEVELOPMENT ORGANIZATION  
(ODO)**

**THE CONSTITUTION**

**DECEMBER, 1995**

# OLE DEVELOPMENT ORGANIZATION THE CONSTITUTION

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# **OLE DEVELOPMENT ORGANIZATION (ODO)**

## **THE CONSTITUTION:**

### **ARTICLE 1. NAME AND MOTTO OF THE ORGANIZATION.**

- 1.1 The name of the Organization shall be:-  
Ole Development Organization.  
Acronym: ODO
- 1.2 Its motto shall be:-  
*Vita dhidi ya ufukara* - Joint efforts towards poverty alleviation in the constituency in support of policies and programmes pursued by the Zanzibar Government.

### **ARTICLE 2. REGISTRATION OF THE ORGANIZATION:**

The Organization shall be registered under the SOCIETIES ACT No. 6 OF 1995.

### **ARTICLE 3. HEAD OFFICE AND CONDUCT OF BUSINESS**

- 3.1 The Head office of the organization shall be situated at Pemba Island and its Postal Address shall be:-  
  
P.O.Box 92  
WETE - PEMBA  
TANZANIA
- 3.2 The Organization shall conduct its business throughout the OLE constituency although it may be organized and have its place of business outside the constituency i.e in other parts of Tanzania and outside Tanzania.

### **ARTICLE 4. OBJECTIVE OF THE ORGANIZATION:**

As a Non-Governmental, Non-political, Non-Religious and Non-profit making organization ODO shall:

- 4.1 Sensitize and convince people on the fact that POVERTY is enemy number one facing them and that such a FOE should be fought at all costs.
- 4.2 Promote and advocate for the necessary positive measures, self-help initiatives, enthusiasm, confidence, discipline, patience, commitment, realism, culture, honesty and loyalty necessary for rapid progress and development.

- 4.3 Establish smaller groups of people at ward, village and other grassroots levels throughout the constituency where people can meet to network, plan, discuss and exchange views on development issues.
- 4.4 Provide and promote training and management skills necessary for implementing poverty alleviation policies and programmes.
- 4.5 Mobilise resources, establish and promote various income generating projects and programmes in collaboration with government, Private sector, Donor organisation and other NGO's.
- 4.6 Organize meetings, seminars, workshops, tours, exhibitions, cultural shows, exchange visits and fund raising activities.
- 4.7 Pay special attention on programmes infavour of special groups including Youth, Women, Children, Widows, Orphans, Old people, people with disabilities and small holder farmers.
- 4.8 Promote development activities which protect the environment.
- 4.9 Encourage the promotion of place, security, understanding and unity which are essential for successful implementation of poverty alleviation policies and programmes.
- 4.10 Develope and build/Maintain Schools, health clinics, day-care centres, recreation facilities, public toilets, markets and others of such nature.

## **ARTICLE 5. MEMBERSHIP IN THE ORGANIZATION:**

- 5.1 Any person with good behaviour and service minded desirous of becoming a member of ODO shall submit a formal application to the Organization secretary, who shall submit the same application to the Executive Board for approval. Such applicant shall be a member if accepted by not less than two-thirds (2/3) of the Board members.
  - 5.1.1 Membership to ODO is open on demand to any individual or group of people which subscribes to the rules, regulations and objectives of ODO irrespective of race, colour, creed, or sex.
  - 5.1.2 Any person desirous of becoming a member shall submit a formal application to the organisation secretary, who shall submit the same application to the Executive Board for approval, such applicant shall be a member if accepted by not less than two - thirds (2/3) of the Board members.

5.2 Membership in the Organization is classified into:

- Active member:
- Honourary member:
- Life members:

5.2.1 Active member is a registered member who will be acting in conformity with plans, duties and responsibilities set out by the Organization.

An active member shall be entitled to all rights and privileges such as voting, regular attendance to the meetings according to the constitution, participate in the activities of the organization, etc. according to this constitution.

5.2.2 Honourary member - An individual who shall make an outstanding contribution to the ODO shall be honoured "Honourary Member". This member shall pay fees but shall have no obligations to attend meetings or participate in the activities of the Organization.

An Honourary member has no right to elect or to be elected to any designated office, as well as to exercise any powers or dictating terms.

5.2.3 Life member:

- A founder member of the Organization shall be a life member and shall fulfil all the obligations of the Organization and will enjoy all the rights.
- Any member of the ODO who will loyally serve the Organization for more than 5 years shall be automatically a life member.

5.3 The membership shall cease if a member:-

- a) Failed to attend three consecutive meetings unless the reasons of his/her absence are accepted by the Board. (This shall not apply to Honourary Member):
- b) Failed to pay annual fees within three months from the due and payable date:
- c) Is convicted of any illegal transaction of undermining the ODO activities or has been found guilty of a serious violation or has been classified to be below the acceptable standard as a member in light of his/her performance assessment set out by the Organization.
- d) Has resigned.



## **ARTICLE 6. THE STRUCTURE OF THE ORGANIZATION.**

6.1 The structural Organization of ODO shall consist of the following:-

- a) The General Assembly:
- b) The Executive Board:
- c) Trustees:

6.1.1 The General Assembly of the Organization.

The General Assembly of the Organization is made up of all the members of the Organization. Its functions shall include:

- 1) to review all related matters of interest to the organization at the annual meetings:
- 2) to convene in meetings and discussion order that elections are held when properly scheduled;
- 3) to consider the workplan prepared by the Executive Board of the Organization:
- 4) to approve the budget including the annual assessment and any extra-ordinary expenditures of the Organization, and
- 5) to act in any other manner considered appropriate in light of smooth running of the Organization.

6.1.2 The Organization Executive Board.

The Organization shall be managed and administered by an Executive Board composed of:

- Chairperson:
- Vice chairperson:
- Secretary:
- Treasurer
- Eleven (11) elected members.

6.1.3 The Organization officer will be:

- Chairperson
- Vice Chairperson
- Secretarry
- Trreasurer

**The Functions of the Organization Executive Board shall include:-**

1. to see that this constitution is followed with respect to the rules and regulations of the Organization:
2. to oversee the general day to day functioning of the Organization with respect to all matters of administration, finance, and policy:
3. to supervise all recurrent and extra-ordinary expenditure by the Organization and review the accounts kept by the Treasurer:
4. to draw the Organization workplan and to facilitate the presentation of the plan to the General assembly of the Organization.
5. to meet on a monthly basis (once a month) to review the activities of the Organization.
6. to ensure that the aims and objectives of the Organization are implemented on the proper assigned areas:
7. (if called upon) to arbitrate any conflicts that arise between Organization members, or any other person, who are in one way or the other attached to the Organization.
8. to provide for the general membership of the Organization reports on all activities undertaken by the board, including reports, whenever appropriate, at least once a year;
9. to maintain responsibility for all aspect of the relationship with employees of this Organization: and
10. to carry out any other duties necessary for the proper functioning of the organization.

**\* The functions of the Chairperson of the Organization.**

**The functions of the chairperson of the Organization shall include:**

1. - to assume role of leader for all administrative, financial and policy matters:
2. - to act as the Chairperson and to convene meeting of the Executive Board.
3. - to convene annual meetings of the General Assembly and on extraordinary meetings, if majority of the member of the executive Board feels necessary.
4. - to ensure that all business of the Organization is carried out as directed by the Executive Board and the General Assembly.
5. - to have the authority to bind the Organization in matters requiring legal status:
6. - to serve as a member of the Executive Board: and
7. - to act in any other manner in the best interested of the Organization.

**\* The function of the Secretary of the Organization.**

**The function of the Secretary of the Organization shall include:**

1. to notify the members of the Executive Board and general assembly of meetings:
2. to keep minutes of all meetings in an organized and orderly fashion which shall be available to any member of the Organization.
3. to maintain an up date list of the members of the Organization as well as a list for each activity of the Organization conducted in respect to the drawn.  
Workplan:
4. to keep an inventory of all equipment, spare part and all other movable and immovable items considered the property of the Organization.
5. to perform any other act for the Organization which is consistent with the role of secretary.

**\* The functions of the Treasurer of the Organization.**

**The functions of the Treasurer of the Organization in shall include:**

1. to maintain the account books of the Organization in an organized and orderly fashion:
2. to maintain the bank account of the Organization as a joint account requiring two signatories:
3. to pay all relevant salaries and expenses of the Organization:
4. to prepare a summary of the Organization's financial activities once a year at the end of financial year or at a time to be set by the Organization.
5. to participate as an active member of the Executive Board of the Organization: and
6. to perform any other act for the Organization with is consistent with the role of a Treasurer.

**ARTICLE 7. ORGANIZATION MEETINGS.**

**7.1 Meetings of the Executive Board.**

The Excutive Board shall meet in ordinary session once in a month to decide on matters relating to the operation of the Organization, and in extraordinary session when convened by the trustee (s) of the Organization. Fifty percent (50%) or more of the members of the Organization may also in writing request an extraordinary session of the Executive Board at any time.

**.2 Meetings of the General assembly.**

The General assembly of the Organization shall meet in ordinary session once a year to consider the Organization workplan, review the activities of the Organization, and when necessary to conduct an election.

**7.3 Validity of the Organization Meetings.**

In order for the deliberations of any Organization meetings to be considered valid, notice, transmitted in the generally accepted way at least one week in advance should ordinary be given to convene such a meeting. In order to have meetings, a quorum consisting of two thirds of the eligible members must be present. If a quorum is not present notice shall be given that the meeting will be convened one week thereafter, this process will continue until the meeting takes place.

Unless otherwise decided by the Executive Board, all decisions at all Organization meetings of the ODO shall be by a show of hand.

**7.4 Extra-ordinary Meetings of the General Assembly.**

Extra-ordinary meetings of the General Assembly can be called:-

1. By the Organization Trustee (s):
2. By a majority of the members of the Executive Board of the Organization.
3. By written request of at least fifty percent (50%) of the members of the General Assembly.

**7.5 Extra-ordinary Meeting of the General Assembly to Consider dismissal of an elected official:**

In order to prevent misuse of the authority, the Organization members are given the power to recommend that an individual or committee as a whole should be dismissed. This process is considered as an extra-ordinary one and can not be invoked simply because of personal dislike. In order to commence the process a petition should be instituted, backed by at least fifty percent of the members of the General assembly. The petition should be presented to the Executive Board which will discuss the issues with the officials concerned. If the members are not satisfied that appropriate measures/changes have taken place, after discussions with the Executive board (anyone who is being considered for dismissal would naturally not be part of these discussions), a formal petition for dismissal can be presented. A two thirds vote of no confidence would be required to dismiss the person.

**7.6 In case of death, resignation, expulsion or suspension of any of the organization officer, the Executive Board may nominate other officers amongst the organization members to fill the left post until the posts are filled in accordance with this constitution.**

## **ARTICLE 8. ELECTION:**

### **8.1.1 Elections:**

Elections:

Elections shall take place for all organization officers every three years. if possible, the time for elections shall be staggered. Election can also be conducted at other times to fill the vacant posts.

**8.1.2** There shall be no restriction on the number of terms an individual will serve.

**8.1.3** The following office posts shall be filled through election to form the Executive Board of the organization.

- i. A Chairperson:
- ii. A vice Chairperson:
- iii. A Secretary:
- iv. A Treasurer:
- v. Eleven (11) elected members

### **8.2 Voting**

All members in good standing shall have one vote which must be exercised in person at a specially convened General Assembly. No proxies shall be allowed.

### **8.3 Eligibility to Votes and to be elected.**

In order to vote or to be elected to any position the person must be included in the master list kept by the Secretary, and has fully met all obligations to the Organization.

### **8.4 Quorums.**

In order to have an election, a quorum consisting of not less than fifty percent of members eligible to vote must be present. If a quorum is not present, notice shall be given that a general Assembly will be convened one week thereafter. This process will continue until the election takes place.

### **8.5 Procedure for Elections:**

The following procedures shall be followed for the election of persons to each of the positions:

1. Open nominations shall be held for each position: at least two persons shall contest, if possible:
2. The successful candidate must receive a majority of the votes from those eligible voters: and
3. Voting can be by secret ballot.

**8.6 Benefits of Holding Office.**

Holding an elected office shall not carry with it any advantage with respect to any matter concerning the Organization. If an elected official is found to have used his position to unethically enhance his own position or to have committed an offense that is classified as “serious” by the act, it can lead to mandatory resignation and shall be subjected to severe panalties. The Organization should not be used for personal gain.

**8.7 Nominations**

The General Assembly will nominate the Organization Trustees amonth the members of the Organization.

**ARTICLE 9 RESOURCES**

**9.1 ODO income shall derive from:**

- i. Self - help based activities
- ii. Donations
- iii. Programme contributions
- iv. Loans and grants
- v. Investments
- vi. Fund raising activities
- vii. Other contributions
- viii. Membership fees

- 9.2** Following a written agreement, individuals, groups, or institutions which raise funds on behalf of ODO shall retain from ten to twenty (10% - 20%) percent of the proceeds as an incentive.

**10. ACCOUNTS AND AUDIT**

The organization’s Executive Board shall ensure that proper and accourate up-to-date books of accounts are kept, audited and circulated annually to relevant members..

## APPENDIX 3: CAPACITY ASSESSMENT USING THE UNDP APPROACH

### A: GOVERNANCE

Rating Scale – please circle the appropriate number.

- |   |
|---|
| 1. Needs urgent attention and improvement                           |
| 2. Needs attention  |
| 3. Needs improvement on fairly wide scale, but not major or urgent. |
| 4. Needs improvement in limited aspects, but not major or urgent.   |
| 5. Room for some improvement.                                       |
| 6. No need for immediate improvement.                               |

<b>1. Board.</b>						
a. The board provides overall policy direction and oversight.	1	2	3	4	5	6
b. The board provides accountability and credibility.	1	2	3	4	5	6
c. The board is composed of committed members who represent the varied interested of the constituents.	1	2	3	4	5	6
d. The board is capable of carrying out key roles such as policy formulation fund raising public relations and lobbying.	1	2	3	4	5	6
e. Board respect by - laws concerning fixed terms of office and a quorum.	1	2	3	4	5	6
f. Board members work in voluntary and unpaid capacity.	1	2	3	4	5	6
<b>2. Vision /Mission/Goal</b>						
a) The CBO has clearly articulated vision / Mission/Goal	1	2	3	4	5	6
b) Staff constituency and the public understand the mission.	1	2	3	4	5	6
c) Strategies are aligned with mission realistic and take the form of clear objective statements as to how they can be achieved.	1	2	3	4	5	6
d) Senior management, staff and constituency jointly conduct operational planning.	1	2	3	4	5	6
h) Organizational policy and commitments to gender equality	1	2	3	4	5	6
i) Gender equality goals and mainstreaming strategy	1	2	3	4	5	6
<b>3. Constituency</b>						
a. There is a well-defined constituency base.	1	2	3	4	5	6
b. There is recognition of the constituency as partners.	1	2	3	4	5	6
c. There are regular surveys of constituency needs and finding are integrated into the planning process.	1	2	3	4	5	6
d. The constituency is regularly involved in the review of the CBO s mission and strategies.	1	2	3	4	5	6
e. The board executes its role advocate for constituency.	1	2	3	4	5	6
<b>4. Leadership</b>						
a. Board and senior management have a clear understanding of their roles and responsibility as providers of overall direction.	1	2	3	4	5	6
b. Senior management relationship to staff is participatory. transparent and management decisions are delegated.	1	2	3	4	5	6

c. Leadership is accessible and fosters participation of constituents.	1	2	3	4	5	6
d. Division of power and responsibilities between men and women	1	2	3	4	5	6
<b>5. Legal Status</b>						
a. CBO is properly registered according to local regulations.	1	2	3	4	5	6
b. CBO benefits from the financial and legal status allowable under local law.	1	2	3	4	5	6
c. Integration of gender issues in the rules, laws, norms which govern the organization, within which the capacity initiative is to function	1	2	3	4	5	6



## B: MANAGEMENT PRACTICES.

Rating Scale – please circle the appropriate number.

1. Needs urgent attention and improvement
2. Needs attention
3. Needs improvement on fairly wide scale, but not major or urgent.
4. Needs improvement in limited aspects, but not major or urgent.
5. Room for some improvement.
6. No need for immediate improvement.

<b>1: Organizational structural</b>						
a. CBO has an organizational structure with clearly defined lines of authority and responsibilities.	1	2	3	4	5	6
b. Division of labor and responsibilities between men and women	1	2	3	4	5	6
<b>2. Information system</b>						
a. System exists to collect analysis and disseminate data information.	1	2	3	4	5	6
b. Gender segregated data are the ones which are routinely collected, analyzed and disseminated						
<b>3. Administrative procedures.</b>						
a. Administrative procedures and operating manuals exists and are followed.	1	2	3	4	5	6
b. Procedures and operating manual are update regularly.	1	2	3	4	5	6
<b>4. Personnel.</b>						
a. Recruitment employment and personnel practices are clearly defined and followed.	1	2	3	4	5	6
<b>5. Planning</b>						
a. Operating plans are developed; review updated and reflects a strategic plan.	1	2	3	4	5	6
b. Resource are planned for and allocated properly.	1	2	3	4	5	6
c. In put from constituents included in planning	1	2	3	4	5	6
d. Both men and women are equally consulted on the problem analysis and project formulation						
<b>6. Program Development</b>						
a. Constituents and staff are involved in program design, implementation and evaluation.	1	2	3	4	5	6
b. M&E system exists incorporating identification of indicators and progresses for program modification.	1	2	3	4	5	6
<b>7. Program Reporting.</b>						
a. CBO regularly reports on activities and result of evaluations.	1	2	3	4	5	6
b. CBO publishes and disseminates repots on lessons learned.	1	2	3	4	5	6

## C: HUMAN RESOURCES

1. Needs urgent attention and improvement
2. Needs attention
3. Needs improvement on fairly wide scale, but not major or urgent.
4. Needs improvement in limited aspects, but not major or urgent.
5. Room for some improvement.
6. No need for immediate improvement.

<b>1. Human Resources Development.</b>						
a. Human resources development planning takes places.	1	2	3	4	5	6
b. Staff training plan is based on the CBO s capacity needs and strategic objectives.	1	2	3	4	5	6
c. Opportunities exist to integrate skills acquired in training into the work environment.	1	2	3	4	5	6
<b>2. Staff Roles</b>						
a. Jobs Descriptions are based on performance and are equitable.	1	2	3	4	5	6
b. Clearly established link exist between staff capacity and CBO mission.	1	2	3	4	5	6
c. Job descriptions are applied and used to measure staff performance.	1	2	3	4	5	6
<b>3. Work Organization</b>						
a. Staff meetings are regularly scheduled.	1	2	3	4	5	6
b. Staff participates in management decision.	1	2	3	4	5	6
c. Team work is encouraged.	1	2	3	4	5	6
d. Information is shared freely among all staff members	1	2	3	4	5	6
e. Staff Encouraged to take initiative and to be self -motivated.	1	2	3	4	5	6
<b>4. Diversity Issues</b>						
a. Diversity of Constituents is reflected in the composition of the board and staff	1	2	3	4	5	6
b. Gender relations and interactions amongst the entities are smoothly rimmed within the overall system	1	2	3	4	5	6
<b>5. Supervisory Practices</b>						
a. Supervision occurs on regular basis.	1	2	3	4	5	6
b. Grievances and conflict resolution procedures are in place and practiced	1	2	3	4	5	6
<b>6. Salary and Benefits</b>						
a. Salaries are clearly structured and competitive	1	2	3	4	5	6
b. Benefits policy is written and is practiced	1	2	3	4	5	6
c. A CBO confirms to standard tax and labor regulations and requirements	1	2	3	4	5	6

## D: FINANCIAL RESOURCES

1. Needs urgent attention and improvement
2. Needs attention
3. Needs improvement on fairly wide scale, but not major or urgent.
4. Needs improvement in limited aspects, but not major or urgent.
5. Room for some improvement.
6. No need for immediate improvement.

<b>1. Accounting.</b>						
a. Appropriate and adequate financial procedures and reporting systems are in place	1	2	3	4	5	6
b. Accounting categories exist for separating project funds.	1	2	3	4	5	6
<b>2. Budgeting</b>						
a. Regular budgeting process is developed and integrated manual operating plans	1	2	3	4	5	6
b. Staff is responsible for preparation of management and implementation of project budget	1	2	3	4	5	6
<b>3. Financial/Inventory Controls.</b>						
a. Adequate financial and inventory control exist and are implemented.	1	2	3	4	5	6
b. Internal and external financial reviews are performed with regular and appropriate frequency to assure transparency.	1	2	3	4	5	6
c. Adequate procurement procedures are in place.	1	2	3	4	5	6
<b>4. Financial Reporting</b>						
a. Financial reporting is accurate and timely.	1	2	3	4	5	6
b. Reports are used for planning.	1	2	3	4	5	6
c. The organization has a system for reporting the financial status	1	2	3	4	5	6

## E: SERVICE DELIVERY

1. Needs urgent attention and improvement
2. Needs attention
3. Needs improvement on fairly wide scale, but not major or urgent.
4. Needs improvement in limited aspects, but not major or urgent.
5. Room for some improvement.
6. No need for immediate improvement.

1. Sector Expertise						
a. Relevant sectoral expertise exists within organization	1	2	3	4	5	6
b. Expertise is credible and recognised by the development community	1	2	3	4	5	6
c. The organization is capable of adapting program and service delivery to the changing needs of constituency	1	2	3	4	5	6
2. Constituency/Ownership						
a. Program priorities and service are defined in collaboration with constituency and are based on need	1	2	3	4	5	6
b. constituency perceives service delivery is adequate and cost effective	1	2	3	4	5	6
c. Appropriate structures exist to reach grassroots	1	2	3	4	5	6
3. Impact Assessment						
a. Indicators of success and impact have been jointly identified and established for each objective.	1	2	3	4	5	6
b. Baseline data measurements are monitored and regularly analysed	1	2	3	4	5	6
c. Impact assessments are used to adjust programs as required	1	2	3	4	5	6

**F: EXTERNAL RELATIONS**

1. Needs urgent attention and improvement
2. Needs attention
3. Needs improvement on fairly wide scale, but not major or urgent.
4. Needs improvement in limited aspects, but not major or urgent.
5. Room for some improvement.
6. No need for immediate improvement.

<b>1. Constituency</b>						
a. A CBO is seen as credible and valuable resource to constituency	1	2	3	4	5	6
b. A CBO is able to attract volunteer support.	1	2	3	4	5	6
c. The CBO – constituency relationship is one of full partners serving a common purpose	1	2	3	4	5	6
<b>2. Inter – CBOs/NGOs collaboration</b>						
a. A CBO networks and shares resources with national and international NGOs	1	2	3	4	5	6

**APPENDIX 4: QUESTIONNAIRE SIMULATED FOR ACTION RESEARCH  
USING APPRECIATIVE INQUIRY**

**OLE DEVELOPMENT ORGANIZATION**

Assessment On Approach To Work

Date : .....

Upimaji Wa Utendaji Kwenye Jumua

Tarehe : .....

To get started, I'd like to learn about your beginnings with working with your organization and with the community.

Ningependa kujifunza kutoka kwako chanzo cha kufanya kazi na jumua na chanzo cha kufanya kazi na jamii.

What drew you to this work?

Nini kilikuvuta kufanya kazi hii?

What experience(s) have you had with Ole Development Organization (ODO)?  
Uzoefu gani umepata kushirikiana ODO?

Describe a time when you or your group received/observed/participated in an outstanding activity or service from ODO.

Elezea wakati ulipopata au ulijisikia kikundi chako kilijali na kilitoa na kilifanya huduma nzuri sana kwa ODO.

What made this experience so successful or outstanding?

Nini kimefanya uzoefu huo kuwa wa mafanikio hayo makubwa?

What were the factors or circumstances that contributed to its success?  
Ni mazingira gani yaliyochangia kuleta mafanikio?

Were there others involved? If so, explain...  
Je, walikuwepo wengine walioshirikiana nanyi hata kuleta mafanikio hayo?  
Kama ndiyo eleza ni kwa namna gani.....

In spite of the many challenges we encounter in empowering communities, there have been some amazing stories of success. The success may have been the result of an especially effective program intervention, community effort or an inspired leader. What inspiring stories come to mind?

Licha ya matatizo mengi tunayokumbana nayo katika kuwezesha jamii, yamekuwepo mafanikio mengi ya kujivunia. Mafanikio haya yaweza kuwa ni kutokana na mipango madhubuti, juhudi toka kwa wanajamii au ubunifu wa viongozi. Ni mifano gani ya mafanikio inayokujia akilini?

What conditions or reasons might have contributed to these successes?  
Mazingira gani yamechangia kuleta mafanikio hayo?

In your experience living in Pemba, what types of approaches have been most sought after and effective in helping the community support and services they need?

Kutokana na uzoefu wako kuishi Pemba, ni njia zipi zimetumika na kuonekana ni madhubuti zaidi kwa kuwezesha na kutoa huduma kwa jamii?

What are the key reasons or factors why these approaches have been successful?  
Nini kilichochangia njia hizi kuleta mafanikio?

Let's imagine that tonight, after this meeting, you go into a great sleep and when you awaken, it is 10 years into the future—the year is 2014. And while you were asleep, a miracle occurred – Development issues for your community ..... for yourself, your children and grandchildren. So now you awaken and you go out into the world.... What inspiring stories come to mind? What do you see happening that is new, different or better?

Tuchukulie leo usiku baada ya mkutano huu umeingia kwenye usingizi mzito na umeamka na ni miaka 10 imepita—na ni mwaka 2014. Na ulipokuwa usingizini muujiza umetokea - Suala la maendeleo ya jamii yenu ..... kwa ajili yako, watoto wako na wajukuu. Halafu unaamka usingizini na kuingia duniani.... Ni nini unaona kinatendeka sasa ambacho ni kipya, tofauti na bora zaidi?

If you could develop or transform the type of and way services are provided within your community, what 3 wishes would you make to increase the likelihood of success in support and services in the future?

Kama ungeweza kubuni mkakati mpya au kubadili namna hudumazinavyotolewa kwa jamii yenu, ni matamania gani matatu (3) ungekuwa nayo ili kuongeza ufanisi katika kuhakikisha kuwa jamii inapata huduma na misaada wanayohitaji?

1.

2.

3.



What is the most important first step we can take as a community to achieve these 3 wishes?

Kama jamii ni hatua gani muhimu ya awali tunatakiwa kuchukua ili kuhakikisha tunafikia matamano yetu?

From all of the ideas suggested in this questionnaire of helping your community, which one(s) do you see ODO being most involved?

Kwa mawazo yako ni maswala gani yahyozunguzwa katika dodoso hii yanayolenga kusaidia jamii, ni mambo gani unahisi ODO inashiriki zaidi?

## APPENDIX 5: STAKEHOLDER MEETINGS SUMMARY

<b>1. Ways ODO works</b>		
<i>Common Themes/Assets</i>	<i>N =</i>	<i>Responses (number)</i>
1. Support community education and health initiatives	23	Provides education through seminars, group work & meetings (5)
		Mobilize free tuition for students (1)
		Teach youth, giving lessons by seminars (3)
		Educate school committees (4)
		Unite, bring people together; youth groups, women, etc (4)
		Convene seminars with village health committees (2)
		Train communities concerning public health (3)
		Assist communities to plan and implement community based health care (1)
2. Cooperates, collaborates and works with communities	19	Coordinate with development committees (8)
		Cooperate, communicate with communities (6)
		Educate communities concerning different matters by seminar or meetings with organizations (5)
3. Uses participatory approaches	15	With participatory and problem-solving approaches (9)
		Cooperation, participation (6) - youth, community, committees & institutions
4. Collaborates, networks, partnerships with others on all levels	10	Building, cooperating and networking with other organizations (CBOs, school committees, local government, etc.) (6)
		Networking with other institutions and members (3)
		Advocacy (1)
5. ODO team with many qualities	7	As a team; good internal relationships (5)
		Different personnel with different knowledge & experiences (2)
6. Mobilizes resources	3	Cooperate with youth in getting better methods of education (2)
		Mobilize resources for construction of class rooms (1)
7. Motivates others	3	To motivate others (3)
<b>Ways ODO Members work</b>		
1. Give input to ODO's development	4	Participate in different meetings, sessions, seminar (3)
		They give ideas in the organization's development (1)

2. Implement ODO's plans	4	Give time to participate in implementing plans; providing services or programs (4)
3. To learn	3	To receive education and training (3)
2. ODO's successes		
1. Uses approaches that have benefited the community	15	The organization benefits the community, public (2)
		Met with school committees and village health committee (2)
		Committed to people's participation (2)
		Their approach concerning health education for communities is better (1)
		The way to work in/with communities (2)
		Achieves good objectives of serving community by support, help (3)
		Works with existing community infrastructures (3)
2. Developed & manages a good CBO	12	Good experience to work with ODO because they work efficiently (1)
		Good experience working with ODO (2)
		Good management of ODO plans (1)
		Building a good CBO (3)
		To build the CBO of ODO (2)
		Improves members skills in different work (2)
		Team-working and cooperation within ODO (1)
3. Builds community's capacity to deal with development matters, issues	12	Builds people's capacity (7)- school committees; ODO staff, members, partners, peers
		Taught communities in facts/real conditions (2)
		Raises community & small group awareness about development (3)
4. Builds youth capacity in solving own problems regarding to sexuality and decision making	10	Works with youth, and not for them, in trying to solve their problems (4)
		Youth have been empowered in area of ASRH (6)
5. Mobilizes resources	7	Providing basic materials for most vulnerable children (2)
		Construction of school building (5)
6. built good external relationships on different levels	4	Networks and collaborates with other organizations (3)
		Willingness of donors, community, etc. to work with ODO (1)
3. Reasons/Factors contributing to success		
1. Strong organizational capacity to manage work	41	Participation/collaboration/cooperation between ODO, communities, government, stakeholders, donors (10)
		Volunteerism; participation among ODO members

		<p>Confident to work with any group/organization</p> <p>High level of knowledge and understanding within organization</p> <p>Cooperation between ODO members</p> <p>Organization is known by others; well known (7)</p> <p>It offers incentives, benefits</p> <p>High morale and commitment to achieve (3)</p> <p>Teamwork; good relationships in the organization; unity (8)</p> <p>Openness; frankness; transparency (7)</p> <p>Responsibility &amp; accountability of all members (2)</p> <p>Good planning</p> <p>Follow-up/monitors projects implemented (1)</p> <p>ODO's determination/will for community development for people</p> <p>Information relaying system</p> <p>Gain experience from other areas and organizations (3)</p>
2. Use effective educational approaches that are put into practice	21	<p>Activities that inspire youth to change their attitudes and behaviour (7)</p> <p>Deal with each sex at different times</p> <p>Sharing ideas and values with youth</p> <p>Seminars, workshops concerning different problems are presented and films are shown and dramas.</p> <p>Giving education to increase understanding (8) - ie: life skills; community</p> <p>Youth's living conditions/skills become better</p> <p>Care in type of training offered and do follow-up</p> <p>Gives lessons, education-AIDS, youth pregnancy, drug abuse (6)</p> <p>To learn precautions, prevention and to know their problems</p>
3. Build networks, partnerships on all levels	15	<p>Build partnerships; cooperation; collaboration; unity - communities &amp; youth (6)</p> <p>Cooperation, working with communities (8)</p> <p>Training is provided to different organizations (1)</p>
4. Create participatory opportunities	9	<p>Involvement &amp; acceptance of family and community members (1)</p> <p>Using participatory approaches in ODO activities (1)</p> <p>Involve community in youth SRH matters (2)</p> <p>Participatory strategies (3)</p> <p>Youth participation, cooperation (2)</p>

5. Mobilize resources to meet needs	5	Availability of resources (financial & human) (2)
		Contributions from the Zanzibar government (1)
		Gives tools/means of support/help (1)
		Financial support from donors (1)
6. Workers with special qualities, abilities	4	Be close to youth (1)
		Uses language youth can understand (1)
		Provides time to change ideas & to understand well ways of counseling & community health (1)
		Willingness to work hard and sacrifice (1)
7. Positive environment, surroundings	4	Peace & harmony in the country (1)
		Community interest (1)
		Communities understand sufficiently to be concerned, involved (1)
		Community leaders are involved in politics (1)
8. Assess, research situations	2	Surveys conducted to know needed services; services offered when facts given/known (2)
9. Responds to real concerns, needs & priorities	2	Care/attention to the environment of target group
		reaches out to those in need or targeted
10. Strengthens existing structures or institutions	2	Work with existing CBOs and CBOs
		participation of religious and political leaders
11. Integrates with accepted religious, cultural institutions or practices	1	Teaching parents in youth care within religious and cultural beliefs

#### 4. Priorities for community

1. Well-educated community	30	Better education of youth (10)
		To be able to continue higher education (9)
		Implement all the things taught
		Youth learn good habits and be in the front line in educating the community
		Educated youth; give education & develop youth (3)
		Youth receive adequate education (3) - in all aspects: concerning their health; life studies
		Education not only in towns but in rural areas, too
		Provide good teaching, education to youth (2)
		Provide correct education and health information (3)
2. Healthy youth with healthy behaviors	25	Youth are healthy - physically, mentally, spiritually; and are able to get SRH services
		Learn to become a 'caring youth'; religious & cultural heritage to take a lead in shaping our youngsters

		To increase number of youth avoiding drug use
		To support young girls to delay pregnancy until ready
		Help youth get the right knowledge of HIV/AIDS
		Live and do activities acceptable to the community
		Give education on life skills and healthy living (2)
		The health of youth
		Build health of youth - education, services
3. Communities enabled to manage issues effectively	22	Women and young girls protected and/or free from abuse (physical, sexual, mental) (4)
		Communities free from all violence (5)
		Communities free from threat of HIV/AIDS (7)
		involve community in solving problems (6)
4. Employment/ income opportunities and food security	21	Offer support, assistance, grants to progress (5)
		Youth get support for obtaining proper tools for work (7)
		Resources are given for them to get involved in developing work (2)
		Credit or loans to youth to develop themselves and become independent (4)
		Developing enough employment/income-generating activities (3)
5. Ensure healthy future and living in health	18	Better health for youth, communities (2)
		To see young girls not having babies (1)
		Develop customs, beliefs that promote clean, healthy living (3)
		Prevent youth against the spread of STDs (2)
		Youth develop healthy attitudes and habits (1)
		Youth use precautions to avoid HIV/AIDS; practice responsible sex (3)
		Good health education (1)
		Better health for youth; they build healthy lives (2)
		Where communities eat and live well (2)
		Youth free from vulnerable circumstances (1)
6. Participation and empowerment of community members including youth and girls	12	More confidence and involvement in decisions effecting them
		Involve youth in managing their own problems (planning, monitoring, evaluating) (2)
		Advocacy network for youth rights
		Participate in community development (2)
		Young people know their rights (2)

		Opportunities for youth to participate in planning, implementing and evaluating (3)
		Youth to educate in communities
7. Gender equity in all areas & levels	3	Equal chance and opportunities for girls and boys (3)
5. ODO's future involvement		
1. Increase community capacity to manage development matters/issues	25	Community development; help communities to maintain in every way (4)
		To build abilities of acknowledged institutions (2)
		Educate communities in important matters (5)
		Provide community aid/resources and services (3)
		Mobilize communities in solving their health issues (4) - understanding SRH, HIV
		Keep on educating all school and development committees with CBOs (3)
		Empower communities - resource mobilization, gender equity, increase girls' education, promoting girl's decision-making (4)
2. Build community capacity to awareness, participation, monitoring & services for youth	14	Increase community management capacity (6)
		Improve inclusion of all (poorest, women, children, girl children, people with disability, youth, old people) (5)
		Increase organizational capacity to popular participation (3)
3. Collaborate, cooperate with partners or stakeholders	14	Partnership with responsibility/accountability (5)
		support networking (financial, technical, advocacy) (4)
		Work with other civil society organizations (3)
		Share organization's tools & resources with others (2)
4. Create employment opportunities	12	Help youth to start different jobs in communities (7)
		Help in giving tools to have jobs; promotion of vegetable gardening (5)
5. Provide proper management of ODO projects/activities	3	Be a committed organization (and its members) (1)
		Provide responsible implementation/work (1)
		Follow-up with activities and give technical assistance (consultancy) (1)
How ODO's members to be involved		
1. Mobile resources	2	Apply and obtain grants to help other development in education, health and agriculture (1)

		Finding resources (1)
2. Input ODO organization & management	4	Attend, participate & help in regular meetings (2)
		Cooperate completely with management in making decisions (1)
		Participate entirely to plan, implement & evaluate (1)
3. To learn	3	Attend & participate in different workshops (3)
4. Conduct research, surveys	1	Conduct community surveys
<b>6. Steps forward to achieve community priorities and future ODO involvement</b>		
1. Ensure community participation in issues concerning them	27	To build the capacity of community to participate (8)
		Create all encompassing scenarios (10)
		Work with youth in making situations better (5)
2. Increase community management capacity to deal with development issues	20	Measures to bring development and education (12)
		Good community collaboration with their own aims (4)
		Build better administration and communities through democratic consensus/agreement (2)
		Share experience within and learn from others (2)
3. Mobilize resources and support	19	Community/govt. support for development (3)
		Mapping and use the existing resources (7)
		Ask for different grants, support, assistance (6)
		Have resources or donor support (3)
4. Ensure organization is capable of managing projects/activities	15	CBOs have good management - planning, implementation, monitoring & evaluating activities (6)
		Ensure technical person gets cooperation in a society (4)
		Be a strong, accountable CBO able to build collaboration with all stakeholders (5)
5. Strengthen cooperation, collaboration & networking	12	Plan properly with others to promote community health and education (6)
		Different institutions involved with community development/sectoral development (6)
6. Create employment opportunities	7	Give or advise people the means/resources for income (4)
		Promote and sustain food security (3)



## APPENDIX 6: AREAS ODO SUPPORTS IN THE ZPRP 2002

### Zanzibar Poverty Reduction Plan (January 2002)

#### Five Top Priority Areas:

1. **Community-based projects** which empower people and meet the priorities which have been set by the community themselves.
2. **Better health services** for the poor (services & drugs).
3. **Better education** facilities for all (improved teaching skills; more skill development programs).
4. Improved **agricultural productivity** and **better use of natural resources** (better extension services, planting materials, credit schemes. Involve farmers & fishermen. Promote micro- and small enterprise development schemes.

#### Action Areas:

<b>Wealth Creation</b>	<b>Agriculture &amp; Natural Resources</b> <ul style="list-style-type: none"> <li>• Strengthening agricultural services &amp; tools to the poor</li> <li>• Promote natural resource (water, ocean, forest, soil) conservation and protection in communities</li> <li>• Support loans for IGAs</li> <li>• Provide relief food supplies for MVG in emergencies</li> </ul>
<b>Essential Services</b>	<b>Education &amp; Skills Development</b> <ul style="list-style-type: none"> <li>• Support school committees in improving teaching &amp; learning environment (supplies, building, equipment)</li> <li>• Obtain support to enroll orphans in school</li> </ul> <b>Health and Social Welfare</b> <ul style="list-style-type: none"> <li>• Provides relief drugs and other supplies in emergencies</li> <li>• Promotes HIV/AIDS awareness in communities</li> <li>• Educates community &amp; youth on ARSH issues (early pregnancy, STDs, HIV/AIDS, sexual abuse)</li> </ul>

	<b>Water and Sanitation</b> <ul style="list-style-type: none"> <li>• Educates community on importance of clean, safe water &amp; using latrines</li> </ul>
<b>Good Governance</b>	<b>Community Involvement &amp; Participation</b> <ul style="list-style-type: none"> <li>• Educating school committees, community leaders capacity to manage some areas of work</li> <li>• Assisting community leaders, IGAs, school committees in developing plans &amp; implementing activities</li> </ul> <b>Democratic Governance</b> <ul style="list-style-type: none"> <li>• Works with Shehia development committee, extension workers, other existing structures in its activities</li> <li>• Networks with government, NGOs, CBOs to coordinate activities &amp; resources</li> </ul>
<b>Cross-cutting Issues</b>	<b>Gender</b> <ul style="list-style-type: none"> <li>• Enrolls girl children orphans in school</li> <li>• IGA loans for women groups</li> <li>• Cross-cutting issue in ODO's projects, especially SRH &amp; HIV/AIDS</li> </ul> <b>Environment</b> <ul style="list-style-type: none"> <li>• Cross-cutting issue in ODO's projects, especially IGA &amp; extension services</li> </ul> <b>HIV/AIDS</b> <ul style="list-style-type: none"> <li>• Conducts programs for youth, leaders, other NGOs, teachers, extension workers in communities</li> </ul> <b>Vulnerability</b> <ul style="list-style-type: none"> <li>• Identified MVC communities to provide education &amp; food support</li> <li>• Provides drugs, supplies to communities in emergency situations</li> </ul>

## Zanzibar National HIV/AIDS Strategic Plan – 2003-07

### Action Areas:

#### **Prevention of HIV/AIDS transmission in the general population and among vulnerable groups.**

- Conducts ToT programs for teachers, extension workers
- Conducts peer education programs
- Initiates income-generation schemes to increase women's socioeconomic status
- Distributes IEC materials
- Provides life skills training for youth along with decision-making skills
- Educates community and parents on:
  - Youth sexual & reproductive health issues & need for services
  - Importance of HIV/AIDS education to community & youth
  - School attendance of children & youth
  - Nature of HIV/AIDS, ways it's spread & behaviors that limit its spread
  - Works with religious, traditional, community leaders in advocating for the promotion of safe sexual practices

#### **Care and Support**

- Promotes tolerance and acceptance of PLHAs through community awareness
- Develops community-based recording system for orphans and other MVC

Supports orphans to gain education (school fees, uniforms, etc.)

#### **Other Government Ministry Policies ODO Supports Includes:**

- Ministry of Employment, Youth, Children and Women policy (draft – 2004) in the areas of girls education, relief food supplies, income-generation projects and advocating child rights
- Ministry of Education, Culture and Sports by improving educational facilities, increasing access and enrolment, supporting school committees
- Ministry of Health and Social Welfare by working with village health committees, providing emergency drugs and supplies, and increasing awareness of HIV/AIDS & adolescent reproductive health issues

## APPENDIX 7 : TIME LINE & CHARTS

### Official Contact With ODO

Start: 3/5/04 ID: 1  
Finish: 4/3/04 Dur: 22 days  
Res: Alawy

### Design of Capcity Assessment

Start: 5/1/04 ID: 2  
Finish: 5/6/04 Dur: 5 days  
Res: Alawy

### Testing of Questionnaires

Start: 5/7/04 ID: 3  
Finish: 5/11/04 Dur: 3 days  
Res: ODO Secretary

### Capacity Assessment of ODC

Start: 5/28/04 ID: 4  
Finish: 6/4/04 Dur: 6 days  
Res: Alawy/ODO Secretary

### Appreciative Inquiry with ODO

Start: 9/21/04 ID: 5  
Finish: 9/27/04 Dur: 5 days  
Res: Alawy/ODO Secretary

### Strategic Team Meeting

Start: 10/4/04 ID: 6  
Finish: 10/8/04 Dur: 5 days  
Res: Alawy/ODO Secretary

### Strategic Team Meeting

Start: 11/8/04 ID: 7  
Finish: 11/10/04 Dur: 3 days  
Res: Alawy/ODO Secretary



## APPENDIX 8: SNAPS TAKEN DURING THE PROCESS





