

BUSINESS AND ENTREPRENEURSHIP SUPPORT TANZANIA

[BEST]

BEST STRATEGIC PLAN

2008 – 2012

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Abbreviations

CEO	Chief Executive Officer
GDP	Gross Domestic Product
NGOs	Non-Governmental Organizations
OD	Organization Development
SACCOS	Savings and Credit Cooperative Societies
SWOT	Strengths, Weaknesses, Opportunities and Threats

I. INTRODUCTION

1. Background Information

Business Entrepreneurship Support Tanzania (BEST) was formerly registered as a Limited Company by Guarantee in July 2001 with the aim of promoting and supporting small scale entrepreneurs in Arusha and Arumeru districts through the provision of quality client-centred financial and non-financial business development services. The specific objectives of BEST include:

- Provision of financial and non-financial business development services in form of business loans and training/advice on business management skills with the aim of reducing poverty among small-scale entrepreneurs.
- To stimulate and support small-scale enterprises in Arusha and Arumeru districts.
- To provide training for business entrepreneurs.
- To create gender sensitivity within the population of Arusha and Arumeru.

BEST is governed by the board of directors comprising 7 members and the management run by the employed staff lead by the manager. Other staff include trainers, office secretary/cashier and office messenger/guard.

BEST is funded by one donor TRIAS a Belgian NGO. However, BEST can access funds from other donors both local and international.

2. The purpose of strategic planning

BEST is a young organization that is struggling to create its own identity as it was created by the donor and has therefore been haunted by its shadow. As a limited company by guarantee, BEST has tended to have predominant features of a typical company with minimal influence of the membership. Ironically the current 7 founder members that constitute the board of the organization are in principle members of the Annual General Meeting. This brings in complications when the issues of effective accountability come to the fore. The organization is also faced with a choice to make whether to continue offering a wide range of services in a wider geographical area, or reduce the scope of its services in a limited area to become more focused and effective! There are also questions around the target group as well as making choices with regard to strategic alliances.

BEST decided to embark on a strategic planning process in order to effectively address most if not all of the issues mentioned above. In broad terms the organization would undergo a strategic thinking process that would indicate how it is positioned in its environment to take advantage accruing to it for improved performance. Internally the process aimed at reviewing the vision, mission, and goals, as well as critically examining the issues of constituency, target group, membership, functions and structure as well as organizational sustainability.

3. Methodology

This strategic planning process has been in essence linked to a broader framework of Organization Development. The organization has been engaged in a strategic thinking process that has in the first place translated into what came to be termed as a strategic planning process including a visit to MVIWAMO a membership organization, holding a stakeholders meeting and a week long strategic planning involving members of the board and staff. The two events were facilitated by a consultant and in both occasions invaluable information was collected on the current situation of BEST on the basis of which visioning was done and strategies crafted for a couple of years to come.

Participative methods pre-dominated in both the stakeholders meeting and strategic planning. Participants worked in groups on tasks painstakingly developed by the facilitator. Group presentations were done in plenary where more discussions ensued guided by the facilitator to ensure that they are focused. Attempts were made to ensure that the participants owned both the content and process of strategic planning. There was adequate reflection during the planning process in order to capture important lessons.

4. Organization of the plan/report

The stakeholders' analysis forms the second section of the report, the third part is on the SWOT analysis, and the fourth part is on the vision, mission and goals. The objective of BEST for 2008-2012 forms the fifth section of this report. The sixth section is on the goals, objectives, and activities summarized in a logical framework format indicating objectively verifiable indicators, means of verification and assumptions. The strategic planning process model, critical issues, the outcome of the visioning on the organization and community, evaluation and the way forward form the list of appendices.

II. BEST STAKEHOLDERS ANALYSIS

	Name	Business	Expectations of BEST	Stakeholders' contribution	Nature of relationship	Suggestions for improvement.
1.	Board of Directors	<ul style="list-style-type: none"> ◆ Make policies and ensure implementation. ◆ Appoint committees of the organization. ◆ Approves plans and budgets. ◆ Recruit senior staff. 	<ul style="list-style-type: none"> ◆ Effectiveness, transparency and accountability of management. ◆ Sustainability of BEST. ◆ Delivery of expected services. 	<ul style="list-style-type: none"> ◆ Commitment. ◆ Time. ◆ Views, experiences, skills and opinions. 	<ul style="list-style-type: none"> ◆ Good relations with other stakeholders. 	<ul style="list-style-type: none"> ◆ Create awareness of BEST activities. ◆ Find ways and means of building and maintaining relations with other stakeholders. ◆ Seek for more capacities to deliver a wide range of activities and in a wider area of operation.
2.	Beneficiaries	<ul style="list-style-type: none"> ◆ Farming, small scale businesses, raising livestock. 	<ul style="list-style-type: none"> ◆ Training on effective farming techniques. ◆ Farm inputs. ◆ Improvement on small-scale businesses. 	<ul style="list-style-type: none"> ◆ Raising consciousness of women groups to join BEST. ◆ Ensure timely re-payment of loans. ◆ To contribute (money) towards seminars and pay membership contributions. 	<ul style="list-style-type: none"> ◆ Good. ◆ Involved by BEST in various learning processes. 	<ul style="list-style-type: none"> ◆ Increase the loans to meet current needs. ◆ <i>(What are the current rates and what does the policy say on loans?)</i>

3	Staff	<ul style="list-style-type: none"> ◆ Implementation of policies, programmes/activities of BEST. 	<ul style="list-style-type: none"> ◆ Staff capacity building. ◆ Conducive working environment (job security, clear policies, fringe benefits etc.) ◆ Expansion of organization and sustainability 	<ul style="list-style-type: none"> ◆ Skills. ◆ Knowledge ◆ Care of organization's property. ◆ Satisfaction of beneficiary needs. ◆ Collaborating and networking with other organizations. 	<ul style="list-style-type: none"> ◆ Good, participatory among staff and with other stakeholders. ◆ Supportive relations. 	<ul style="list-style-type: none"> ◆ Each stakeholder to play his/her respective role.
4.	TRIAS & TRIAS partners	<ul style="list-style-type: none"> ◆ Training. ◆ Credit provision. ◆ Networking with other organizations. ◆ Providing funds and technical services. 	<ul style="list-style-type: none"> ◆ Transparency and accountability of funds. ◆ Commitment. ◆ Good relations and cooperation. ◆ Relevant feedback/progress reports. ◆ Quality services/real impact on target group. ◆ To grow as an organization (sustainability). 	<ul style="list-style-type: none"> ◆ Sharing of ideas. ◆ EC partners complementing activities. ◆ Sharing available resources. ◆ Providing OD (TRIAS) ◆ Funds. 	<ul style="list-style-type: none"> ◆ Fair, generally good. ◆ Dependent from the side of TRIAS. 	<ul style="list-style-type: none"> ◆ Growth towards sustainability. ◆ Come up with a clear identity in strategic planning. ◆ Stay willing to grow with others.

III. BEST SWOT ANALYSIS

A. Internal Analysis

	Element	Strengths	Weaknesses
1.	Vision, Mission and Goals	<ul style="list-style-type: none"> • Best has written vision, mission and goals. • Vision, mission and goals are included in a number of BEST's documents. 	<ul style="list-style-type: none"> • The vision and mission are too wordy and repetitive. • There does not seem to be any difference between the vision and mission, the two seem to be one and same. • The vision is in ward looking.
2.	Constituency and beneficiaries	<ul style="list-style-type: none"> • Constituency as defined in the constitution gives room for expansion. 	<ul style="list-style-type: none"> • The target group is not well defined. • The constituency of BEST is rather confusing.
3.	Governance	<ul style="list-style-type: none"> • BEST is registered under the laws of the country. • A strong and committed board governs BEST. • To some extent the Board is clear about its roles and responsibilities. 	<ul style="list-style-type: none"> • The board wields too much authority with regard to financial matters of the organization. • The status of registration does not necessitate the primacy of the members in running the affairs of the organization.
4.	Management	<ul style="list-style-type: none"> • BEST has a well functioning structure. • The organization has committed staff. • Human resource and financial procedures are in place. 	<ul style="list-style-type: none"> • Demarcation of roles between governance and management is clearly stipulated but not adhered to. • No adequate qualified personnel e.g. accountant.
5.	Financial Management	<ul style="list-style-type: none"> • BEST has reliable sources of funds. • The accounts of the organization are audited annually. 	<ul style="list-style-type: none"> • The board micro manages in matters related to finance. • The organization is 100% donor dependent.

6.	Human Resource Management	<ul style="list-style-type: none"> • Staff regulations are in place. • There are clear job descriptions. • There is competent staff to fulfill the mission of the organization. • There is reasonable supervision practice. 	<ul style="list-style-type: none"> • Staff remuneration does not meet the expectations of the employees. • Some of the components in the regulations are not put into practice. • Job descriptions are not used as a management tool and staff appraisal is not carried out. • Training needs assessment is not carried out as basis for determining the capacity needs of the organization.
7.	Physical Resources	<ul style="list-style-type: none"> • BEST owns the office building. • The organization has two vehicles. • Adequate office equipment in terms of computers, photocopier and other machines. • Means of communications are installed and functional. 	<ul style="list-style-type: none"> • The organization does not have reliable income for repairing and maintaining physical resources.
8.	Service Delivery	<ul style="list-style-type: none"> • The services that are delivered address the needs of the target groups. • There is an increase in the demand for services provided by BEST. • The services are of good quality. • Impact assessment is conducted to some extent. 	<ul style="list-style-type: none"> • Inadequate project-specific skills. • Impact assessment is not effectively carried out/no effective monitoring and evaluation systems that is formalized and effectively used. • The organization does not have adequate resources to meet increasing demand for services.
9.	External Relations	<ul style="list-style-type: none"> • There are good relations with government institutions, donor and other Civil Society Organizations. • BEST works consciously on its public relations 	<ul style="list-style-type: none"> • No contacts with new possible donors and partners. • Other NGOs tend to be in competition with BEST.
10.	Sustainability	<ul style="list-style-type: none"> • There are endeavours to put BEST's institutional framework in place. • The organization is aware of its limitations as regard movement towards sustainability. 	<ul style="list-style-type: none"> • The organization depends on one donor TRIAS in financing all programme activities.

B. BEST Environmental Analysis

	Factors and Actors	Opportunities	Threats
1.	Government laws and policies	<ul style="list-style-type: none"> • Supportive to existence and operations of NGOs • People and their property protected thanks to existence and enforcement of laws in the country. 	<ul style="list-style-type: none"> • Lack of proper control over registration of NGOs leading to abuse of right provided by laws and policies. • Some laws and policies that are not favourable to the development of NGOs.
2.	NGOs and institutions	<ul style="list-style-type: none"> • NGOs and other organizations that offer complementary services and ready to cooperate/collaborate. • Availability of NGO networks and alliances. 	<ul style="list-style-type: none"> • Commercial banks that offer similar services under more favourable conditions. • Competition for funds and areas of operation.
3.	Economy	<ul style="list-style-type: none"> • Economic status of people in the target area calls for the services offered by BEST. • Economic and fiscal policies guiding financial institutions especially credit institutions not in favour of grass root communities. 	<ul style="list-style-type: none"> • Deteriorating economy in the country leading to loss of clients due to lack of business development services.
4.	Donors	<ul style="list-style-type: none"> • Existence of donor organizations that embrace global strategies for fighting poverty in developing countries. • Existence of donors providing funds and technical support. 	<ul style="list-style-type: none"> • Unfavourable donor conditions that are tied to support. • Tendency to over depend on donor support.
5.	Politics	<ul style="list-style-type: none"> • Political stability favourable for the growth of NGOs and other actors in development. • Politicians urged to use NGOs agenda in search of political support in their constituencies. 	<ul style="list-style-type: none"> • Possibility of political upheavals. • Possibility of the politicians hijacking the agenda of NGOs. • NGOs to be perceived to be part of partisan politics.

6.	Media	<ul style="list-style-type: none"> • Use of media for promotion and advertising the activities of the organization as well as networking with various stakeholders. 	<ul style="list-style-type: none"> • Misrepresentation of NGO's work and what it stands for in society.
7.	Physical environment	<ul style="list-style-type: none"> • High soil fertility and weather that is conducive to agricultural production. • Topography conducive to building infrastructure. 	<ul style="list-style-type: none"> • Natural hazards such as drought, floods and their outcomes e.g. epidemics, hunger and what have you.
8.	Society and culture	<ul style="list-style-type: none"> • Limiting norms and traditions that are changing positively (e.g. restricting women rights). • Activities performed by BEST and other NGOs accepted and valued by the community. 	<ul style="list-style-type: none"> • There are still traditions that do not allow women to possess assets, and others. • Practice of borrowing still alien and considered dangerous by many people in society.
9.	Infrastructure	<ul style="list-style-type: none"> • Improved infrastructure. Better and reliable telephone services and electricity especially in urban areas. 	<ul style="list-style-type: none"> • Some places in the target area are not easily accessed due to poor infrastructure. • Infrastructure as relates to water and electricity not well developed in rural settings.
10.	Technological developments	<ul style="list-style-type: none"> • Technological developments e.g. mobile phones and internet has brought about efficiency in information sharing/exchange. • Information management enhanced by use of computers especially in urban areas. 	<ul style="list-style-type: none"> • Technological advances are too fast and hence difficult for organizations in the developing world to catch up especially due to the costs involved.

IV. BEST VISION, MISION, AND GOALS

BEST VISION

A community of equal opportunities empowered to manage economic and social development activities sustainably.

BEST MISSION STATEMENT

BEST is committed to socio-economic empowerment of small-scale entrepreneurs through business management training and consultancy, gender awareness raising and provision of credit.

GOALS

- 1. Increasing the income of small scale entrepreneurs by providing business development services so as to improve their living standards**
- 2. Promoting networking with other development actors for sharing experiences and securing support.**
- 3. Promoting gender awareness for increased participation of women and other marginalized groups in business entrepreneurial development**
- 4. Improving the institutional capacity of BEST for effective and efficient delivery of services**

VALUES

- ◆ Punctuality
- ◆ Honesty
- ◆ Team spirit
- ◆ Accountability
- ◆ Commitment
- ◆ Respect
- ◆ Confidentiality
- ◆ Harmony
- ◆ Transparency
- ◆ Efficiency

V. THE OBJECTIVES OF BEST 2008-2012

- i. 1000 clients from 6 divisions of Arusha and Arumeru Districts provided with credit by December 2012.**
- ii. 1200 clients within the area of operation provided with basic business management training by December 2012.**
- iii. 10 specialized seminars in poultry keeping, food preservation, dairy farming, bee keeping and HIV/AIDS offered to 1000 clients by December 2012.**
- iv. 30 consultancy services provided to clients in the six divisions of Arumeru and Arusha districts by December 2012.**
- v. Networking guidelines for BEST developed by December 2008.**
- vi. Strategic relations with 10 organizations/institutions/networks established and functional by December 2010.**
- vii. 10 networking meetings/workshops with other development actors organized for the purposes of learning, joint lobbying and advocating by December 2012.**
- viii. 2500 Small-scale entrepreneurs trained via seminars on gender sensitization related to business activities in the 6 divisions in Arusha and Arumeru districts by December 2012.**
- ix. 1500 women trained on group formation and maintenance by 2012.**
- x. One accountant, one credit officer and two trainers employed by December 2009.**
- xi. All BEST staff trained in respective areas of profession by December 2012.**
- xii. Performance appraisal, management information, monitoring and evaluation systems developed and operational by June 2010.**
- xiii. 43 members of BEST recruited and participating fully in the affairs of BEST by December 2012.**
- xiv. One multi purpose hall built at BEST premises by December 2012.**
- xv. Management of credit fund transferred to BEST by June 2012.**
- xvi. Locally generated income by BEST increased to 5% by December 2012.**
- xvi. At least two additional donors secured by December 2012.**

VI. GOALS, OBJECTIVES, AND ACTIVITIES

	Goal	Objectives and Activities	Objectively verifiable indicators	Means of verification	Assumptions
1	Increasing the income of small scale entrepreneurs by providing business development services so as to improve their living standards	<p>Objective 1.1 1000 clients from 6 divisions of Arusha and Arumeru districts provided with credit by December 2012</p> <p>Activities</p> <p>1.1.1 To receive and process loan applications</p> <p>1.1.2 To disburse loans to successful applicants</p> <p>1.1.3 To follow-up performance and loan repayments</p>	<ul style="list-style-type: none"> ◆ Improvement in the business status of clients. ◆ Increase in the loan portfolio with clients. ◆ Capacity of clients to repay loans. ◆ Ability of clients to meet their basic needs 	<ul style="list-style-type: none"> ○ Monitoring reports ○ Financial reports ○ Visitations 	Community will view credit facility as part of business.

		<p>Objective 1.2 1200 Clients within the area of operation provided with basic business management training by December 2012.</p> <p>Activities 1.2.1 To conduct sensitization meetings. 1.2.2 To conduct clients needs assessments and develop training programme. 1.2.3 To conduct training and follow-up as well as evaluation.</p>	<ul style="list-style-type: none"> ◆ Improvement in the clients' business status. 	<ul style="list-style-type: none"> ○ Reports on training. ○ Interviews with clients 	<p>The community realizes the importance of business development training.</p>
		<p>Objective 1.3 10 specialized seminars in poultry keeping, food preservation, dairy farming, bee keeping and HIV/AIDS offered to 1000 clients by December 2012.</p> <p>Activities 1.3.1 To solicit for funds. 1.3.2 To engage facilitators. 1.3.3 To conduct training and make follow up visits.</p>	<ul style="list-style-type: none"> ◆ Diversification of business activities within the target group. ◆ Increase in awareness on matters related to HIV/AIDS 	<ul style="list-style-type: none"> ○ Facilitators' reports. ○ Interviews with clients. ○ Focus group discussions/reports 	<p>Community will cooperate.</p>

		<p>Objective 1.4 30 consultancy services provided to clients in the six divisions of Arumeru and Arusha districts by December 2012.</p> <p>Activities 1.4.1 To market the consultancies. 1.4.2 To carry out demand driven consultancies and evaluate the outcome.</p>	<p>◆ Improvement in the quality of client's business management.</p>	<ul style="list-style-type: none"> ○ Consultancy contracts. ○ Consultancy reports ○ Interviews with clients ○ Progress reports 	<p>The community especially small-scale entrepreneurs will realize the importance of consultancy services in their businesses.</p>
2.	<p>Promoting networking with other development actors for sharing experience and securing</p>	<p>Objective 2.1 Networking guidelines for BEST developed by December 2008</p> <p>Activities 2.1.1 To draft networking guidelines and present them to the board for approval. 2.1.2 To put the guidelines into operation.</p>	<p>◆ Networking activities at BEST well guided and effectively carried out.</p>	<ul style="list-style-type: none"> ○ Networking manual 	<p>-</p>

support.	<p>Objective 2.2 Strategic relations with 10 organizations/institutions/networks established and functional by December 2010.</p> <p>Activities 2.2.1 To identify organizations with potential for strategic relations with BEST. 2.2.2 To establish and maintain relations through visits, correspondence, invitations to workshops and seminars, sharing unclassified information, among others</p>	<ul style="list-style-type: none"> ◆ On-going collaborations between BEST and the organizations. ◆ Sharing of information lessons learned and experiences. 	<ul style="list-style-type: none"> ○ Correspondences, shared reports. ○ Progress reports. 	Organizations see added values in establishing relations.
	<p>Objective 2.3 10 Networking meetings/workshops with other development actors organized for the purposes of learning, joint lobbying and advocating by December 2012.</p> <p>Activities 2.3.1 To solicit for funds 2.3.2 To identify content for workshops and meetings with potential collaborators for joint learning/reflection and action. 2.3.3 To prepare and conduct workshops/meetings and distribute feedback through reports.</p>	<ul style="list-style-type: none"> ◆ Organized networking activities and events between BEST and other organizations. ◆ Activities for joint cooperation and support/implementation between BEST and other organizations 	<ul style="list-style-type: none"> ○ Minutes of meetings. ○ Reports of meetings ○ Partnership agreements 	Organizations interested in establishing strategic relations with other development actors.

3.	Promoting gender awareness for increased participation of women and other marginalized groups in business entrepreneurial development.	<p>Objective 3.1 2500 Small- scale entrepreneurs provided trained via seminars on gender sensitization related to business activities in the 6 divisions in Arusha municipality and Arumeru district by December 2012.</p> <p>Activities 3.1.1 To inform community leaders on the objectives of the training. 3.1.2 To conduct mobilization meetings in selected villages. 3.1.3 To prepare training materials and conduct training seminars. 3.1.4 To monitor and evaluate the training.</p>	<ul style="list-style-type: none"> ◆ Increase in the number of women participating in family business and other economic activities. ◆ Increase in family income ◆ Improvement in standard of living. 	<ul style="list-style-type: none"> ○ Interviews with small-scale entrepreneurs. ○ Site visits ○ Progress reports 	Government policies will remain favourable.
		<p>Objective 3.2 1500 women trained on group formation and maintenance by 2012.</p> <p>Activities 3.2.1 To identify women groups to be trained in group formation and maintenance. 3.2.2 To prepare training materials and conduct training. 3.2.3 To monitor the implementation of training and evaluate the outcome.</p>	<ul style="list-style-type: none"> ◆ Increase in the number of economic groups formed and managed by women. ◆ Strengthened women economic groups. 	<ul style="list-style-type: none"> ○ Interviews with women/reports. ○ Site visits. ○ Progress reports 	Government policies remain favourable.

4.	Improving the institutional capacity of BEST for effective and efficient delivery of services.	<p>Objective 4.1 One accountant, one credit officer and two trainers employed by December 2009.</p> <p>Activities 4.1.1 To recruit and select candidates with appropriate qualifications and experience. 4.1.2 To place selected staff in appropriate positions and orient them accordingly.</p>	<p>◆ Increase in effectiveness and efficiency in performing the functions of the organization.</p>	<p>○ Financial reports. ○ Progress reports ○ Evaluation/assessment reports.</p>	<p>Selected staff ready to accept working conditions at BEST.</p>
		<p>Objective 4.2 All BEST staff trained in respective areas of profession by December 2012.</p> <p>Activities 4.2.1 To conduct the training needs assessment of all staff. 4.2.2 To develop a training programme and conduct training. 4.2.3 To evaluate the training programme.</p>	<p>◆ Improvement in staff performance across the organization.</p>	<p>○ Programme progress reports. ○ Organizational assessment/evaluation reports.</p>	<p>Knowledge and skills acquired effectively taken advantage of.</p>

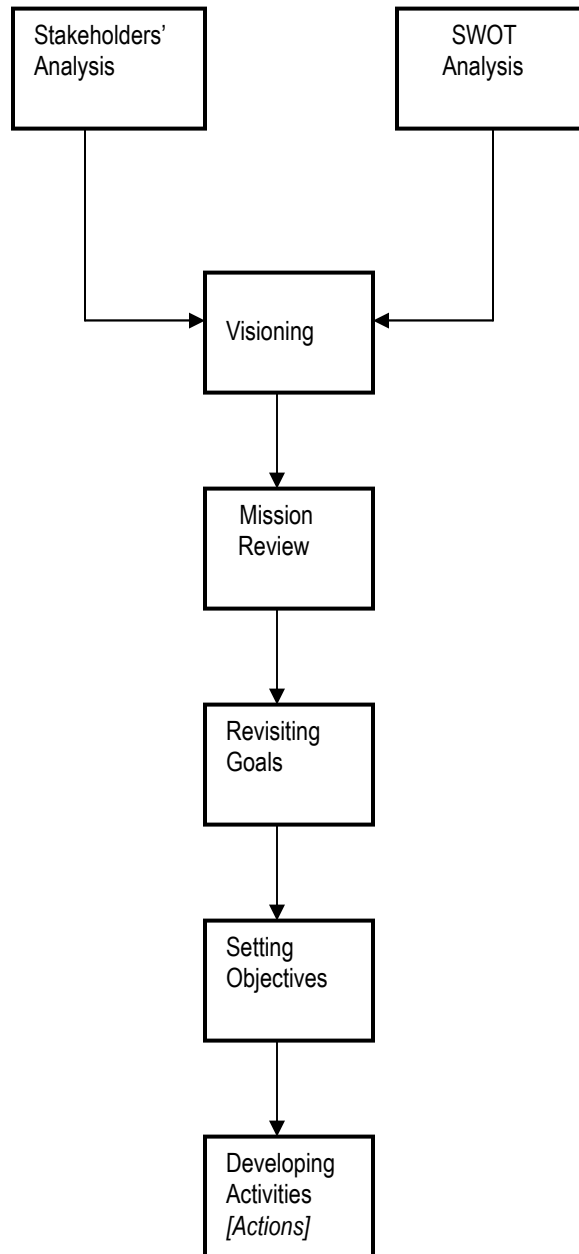
		<p>Objective 4.3 Performance appraisal, management information, monitoring and evaluation systems developed and operational by June 2010.</p> <p>Activities</p> <p>4.3.1 To contract a consultant to develop the systems.</p> <p>4.3.2 To develop systems in a participatory manner test them and operationalize them.</p>	<ul style="list-style-type: none"> ◆ Systematic performance appraisal, improved information management and quality of decisions and streamlined monitoring and evaluation of activities. 	<ul style="list-style-type: none"> ○ Staff performance appraisal reports. ○ Progress reports. ○ Monitoring and evaluation reports. 	<p>Experts are willing to work within BEST-budgeted fees.</p>
		<p>Objective 4.4 43 members of BEST recruited and participating fully in the affairs of BEST by December 2012.</p> <p>Activities</p> <p>4.4.1 To put in place a mechanism for identifying and selecting members.</p> <p>4.4.2 To give membership to those meeting the criteria as indicated in the mechanism mentioned in 4.4.1 above.</p> <p>4.4.3 To orient members.</p>	<ul style="list-style-type: none"> ◆ The membership of BEST raised to 50 and the demarcation between the AGM and Board of Directors is clear. 	<ul style="list-style-type: none"> ○ Membership list of BEST 	<p>Potential members will accept the membership conditions including obligations.</p>

		<p>Objective 4.5 One multi purpose hall build at BEST premises by December 2012</p> <p>Activities 4.5.1 To secure funds for putting up a hall. 4.5.2 To prepare the designs and select a contractor. 4.5.3 To build and furnish the hall.</p>	<ul style="list-style-type: none"> ◆ Seminars and workshops conducted in a more conducive environment. ◆ Use of the hall for BEST activities that are currently held out and hence making a saving on the resources 	<ul style="list-style-type: none"> ○ Progress reports ○ Interviews with seminar and workshop participants. ○ Financial reports. 	<p>Adequate funds to put up the building.</p>
		<p>Objective 4.6 Management of credit fund transferred to BEST by June 2012.</p> <p>Activities 4.6.1 To prepare a loan/credit management programme. 4.6.2 To conduct staff training on loan/credit management programme. 4.6.3 To manage the credit fund.</p>	<ul style="list-style-type: none"> ◆ Creditors identify themselves more with BEST. ◆ Reduction in the time spent in loan processing. 	<ul style="list-style-type: none"> ○ Financial reports. ○ Interviews/reports with clients. ○ Progress reports. 	<p>Government policies on micro-finance institutions remain favourable.</p>

	<p>Objective 4.7 Locally generated income by BEST increased to 5% by December 2012.</p> <p>Activities 4.7.1 To identify sources of income and put in place systems for realizing them. 4.7.2 To collect the income and use it in programmes.</p>	<p>◆ Increase in income from membership fees, annual subscription, consultancies and renting a multi purpose hall.</p>	<p>○ Financial reports. ○ Progress reports.</p>	<p>The economic situation of the community in the target area does not deteriorate.</p>
	<p>Objective 4.8 At least two additional donors secured by December 2012.</p> <p>Activities 4.8.1 To search for information on potential donors for BEST. 4.8.2 To write project/programme proposals to donors. 4.8.3 To enter into relations with donors ready to provide funds and other forms of support to BEST</p>	<p>◆ Diversified sources of funds and technical support for BEST</p>	<p>○ Progress reports. ○ Financial reports ○ Agreements</p>	<p>Political environment remain stable. Donor conditions remain favourable.</p>

Appendix 1 Strategic Planning process

STRATEGIC PLANNING PROCESS



Appendix 2 Critical Issues emerging from the stakeholders and SWOT Analysis

1. Gender biases in the provision of services (men are discriminated against).
2. Reviewing the mission of BEST in order to align it with developments in and outside the organization.
3. Re-definition/identification of BEST target groups/beneficiaries.
4. Over dependency on one donor for financial and technical support.
5. Increasing the membership of the organization and making BEST a *defacto* membership organization.
6. Increasing outreach for service delivery as opposed to the stance of remaining small “for more pronounced impact.”
7. Gaps in the constitution with regard to membership, beneficiaries and constituency.
8. Organizational sustainability.
9. Ineffective management Information as well as monitoring and evaluation systems.
10. Enhancement of internal capacities in terms of human resource, infrastructure and programmes.
11. Re-examination of services offered by BEST.

Appendix 3 Visioning on BEST

	Element	BEST in 2005	BEST in 2020
1.	Legal status	Registered as Limited Company by Guarantee.	Registered as an Association
2.	Functions of BEST	Provision of business management training. Provision of credit through Mount Meru SACCOS. Identification of income generation activities.	Provision of business management training. Provision of credit managed by BEST. Offering business consultancy. Provision of service grants. Building organizational institutional capacity. Building awareness among poorest sections of the community.
3.	Structure of BEST	Board of Director – supreme body, manager in charge of the secretariat with technical and support staff totaling to 6.	The Annual General meeting at the apex of the organization, under which is the Board of Directors. Down the line the CEO of the organization overseeing the technical staff including accountant, trainers and credit officer. The support staff includes secretary, drivers, and security guards.
4.	Constituency	Arumeru District and Arusha municipality.	Four divisions in Arumeru District and two divisions in Arusha municipality.
5.	Beneficiaries	Women – small scale entrepreneurs	Small scale entrepreneurs both men and women.
6.	Membership and roles	Founder members who are at the same time board members (7)	The number of members increased beyond 7. Members of the Annual General Meeting to form the supreme organ of the organization. To elect the Board of Directors and amend the constitution, among other roles.
7.	Service delivery	Business development training, credit and income generation activities identification. Business training is general not focused to the nature of business. Demand for service is higher compared to the capacity to meet it.	Business development training, business consultancy, Income generation activities identification, credit and service grant.
8.	Human resource	Inadequate human resource viewed	Adequate human resource.

		in light of activities/functions to be carried out by BEST. Reward system not as competitive as it should be.	Increased salaries and other financial emoluments.
9.	Sustainability	Organizational, programme and financial sustainability is still far fetched.	Improvement in organizational, programme and financial sustainability.

Appendix 4 Visioning on community served by BEST 2005 – 2020

	Factors	Community served by BEST 2005	Community served by BEST 20020
	Economic status	<ul style="list-style-type: none"> • Characterized by small-scale farming, small scale businesses, small scale livestock keepers, and hence low productivity, low quality and quality. • High poverty prevalence, low income below US\$ 2 per day, low GDP and low return on investment. 	<ul style="list-style-type: none"> • Medium and large scale farming with effective farming techniques. Improved use of farm inputs. Medium and large scale businesses and hence increased income, about US\$ 10 per day. Adequate earnings from investments and improved savings.
2.	Norm and traditions	<ul style="list-style-type: none"> • In most cases men own property. • Women are voiceless in front of men/powerless. • Wrong allocation of resources, more expenditure on social activities rather than valuable investments. 	<ul style="list-style-type: none"> • Family property is jointly owned. • Women are empowered and hence have voice in society. • Resources are directed towards long-term investments related to development.
3.	Systems of values, beliefs and attitudes	<ul style="list-style-type: none"> • Men are superior and women inferior. • Men are all knowing and hence powerful. • Men are better in doing things including business. 	<ul style="list-style-type: none"> • Men and women have equal opportunities. • Both women and men are capable of doing things including business. • Women are appropriately empowered.
4.	Gender	<ul style="list-style-type: none"> • Men are given more chances of controlling family business. • In most areas men are more educated than women. • Opportunities in society are mainly go to men. • In society/family decisions are mainly made by men. • Discrimination in the ownership of family property. 	<ul style="list-style-type: none"> • Control and supervision of business done by both men and women. • Good education for both sexes. • Increased participation of women in decision-making at society and family levels. • Equal opportunities for both men and women/boys and girls.

Appendix 5 Workshop evaluation

Participants inserted x in a space that best expressed their level of satisfaction with regard to the workshop on strategic planning. Individual impressions as presented in the evaluations sheets are consolidated in one sheet as shown below.

	Factor	Weak	Satisfactory	Good	Very Good
1.	Pre-workshop preparations		2	8	1
2.	Workshop administration		1	9	1
3.	Workshop content and process			6	5
4.	Extent to which course objectives have been achieved			5	6
5.	Level of facilitation			1	10
6.	Facilitator – participants' relationship			2	9
7	Relationship among participants		1	7	3
8.	Level of participation and involvement		2	7	2
9.	Extent of participants sharing knowledge and experience among themselves	1	3	3	4
10.	New learnings and discoveries			5	6
11.	Time management		3	6	2
12.	Boarding			4	7
13.	Workshop venue		7	3	1

Additional remarks

- "Time was rather short, we had to rush through some of the processes."
- "The workshop was conducted well. At least we see a bright future of BEST."
- "I wish the implementation of the plan was to begin next year 2006."
- "If workshops are conducted during the hot seasons a place with air conditions should be looked for."
- "Maintain continuity by contracting the same facilitator on assignments that are in one way or the other a follow-up to the strategic planning process."

Appendix 6 The way forward

1. Drawing up a budget for the strategic plan (2008-2012).
2. Putting in place a mini-action plan to deal with issues related to BEST's identity and implement the plan to be completed by the end of 2007
 - Developing a clear definition of BEST's constituency and target group.
 - Defining the membership of BEST and making it a *de facto* membership organization.
 - Streamlining the functions and structure of BEST.
 - Reviewing the constitution of BEST and re-registering the organization.
3. Developing the first annual action plan for BEST 2008 (to be extrapolated from the strategic plan).