

2011

# INSTITUTIONAL LEADERSHIP AND MANAGEMENT TRAINING MANUAL



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SOFRECO



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## **Introduction**

The Agency for the Development of Women And Children (ADWAC) was set up in September 1996 by Gambians following the closure of Save the Children –USA, an international organization that operated in the NBR for 14 years. The closure of SCF would have left a gap in the NBD where it was the major organisation carrying out long-term development activities. It was against this backdrop that the national staff, which constituted 98 % of SCF’s workers, decided to establish ADWAC to continue where SCF left off. The Agency is a registered, non-profit, non-sectarian development organization that pursues a programme of integrated rural development to bring about sustainable improvement in rural living conditions, with particular emphasis being placed upon the well being of women and children

Being conscious that it cannot work alone, it has identified some Community Based Organizations that will initiate, supervise and take leading roles in the development of their own communities. This we envisage as an agency is a strong tool to give the communities a high sense of ownership for the sustainability of the projects in grass root level.

This training manual is for institutional capacity building that ADWAC envisages serving the benefit of the local institutions and partners that it works with.

This is as a result of the demand from the Agency as a guiding tool to have a systematic way of training for all institutions that we are dealing with.

The Village Development Committees (VDCs) otherwise the Village Based Organizations (CBOs) have very pivotal roles and responsibilities in the development of community projects and programs at the village level.

Amongst their roles and functions includes the following:

- Being the entry point and basis of all development activities in the village
- Act as the sustainable ground of the interventions at community level
- Mobilize local resources (Human and physical) as meaningful contributions which amplifies community participation
- The managers, coordinators and the interface between the VDC and the external interaction.

Therefore building their capacity will go a long way in strengthening their institutional output and recognition in the drive to sustainable development of the communities they represent. This manual intends to achieve these basic requirements.

The manual will guide the field extortionists to facilitate the required institutional capacity building for VDC/CBOs to ensure vital and mature institutional footing for community development.

## MODULE ONE (1) GOVERNANCE AND STRUCTURES OF CBO'S

**OBJECTIVES:** by the end of the sessions participants will understand the governance structures and their functions.

### TOPICS.

What is an organizational structure?

Group/ Institutional leadership;

Group Meetings.






## WHAT IS AN ORGANIZATIONAL STRUCTURE

### WHAT IS AN ORGANIZATIONAL STRUCTURE?

Organizational structure divides roles and responsibilities between the various office holders and make sure there are people responsible to look after important functions of the organization. These include general assembly, the executive committee, management committee or sub-committees and individual office holders within each of the committees.

### WHY DO CBO'S NEED AN ORGANIZATIONAL STRUCTURE?

#### *Reasons include;*

-  Enables the various bodies and individuals to be accountable.
-  Prevents confusion on who should do what and when.
-  Make operation of the group transparent.
-  Make sure someone is responsible for important activities of the group;
-  Ensures orderly management of group affairs;

## GROUP REGISTRATION PROCEDURES

The registration of Village Development Committees (VDCs)/ (CBOs) are very important to facilitate the process of law abiding and legal recognition of village institutions. The field coordinator being the interface should be able to comprehend the process and procedures in guiding communities in fulfilling this legal requirement. However, most of the VDCs we work in partnership are not legally registered as a result of their ignorance to the procedures of registration and the numerous advantages of obtaining a legal status. Below outlines the guidelines for this requirement and the content of a model group constitution.

- Conduct a general meeting to discuss the relevance and need for obtaining a legal status.

- Group to mobilise funds for the logistics of the registration process.
- Write a letter of interest and submit to the nearest regional office of the Department of Community Development (DCD) endorsement and recommendation.
- Obtain a TIN certificate and number from any Gambia Revenue Authority (GRA), regional office for the registration of companies act.
- Submit all documents at Anthony general chambers office at the ministry of Justice in Banjul for registration and certification as a registered institution.

## **A MODEL VILLAGE DEVELOPMENT COMMITTEE CONSTITUTION**

A constitution describes the structure or fundamental principles governing a country, or an organisation. Such a document tries to state in precise terms the rules or laws within which the general membership or the executive body will act or conduct itself. Constitution outlines or defines the parameters within which the Village Development Committee will operate.

The need for a constitution and adoption should be thoroughly discussed by all members of the VDC and the following relevant points should be highlighted;

- To help legalize their operations and possibly, conform to the laws of the government.
- To enable members monitor the activities of the executive body since it will define their areas of operation.
- To protect members of the executive committee and technical committee since it will enable them to act within the law.
- To protect the membership from being abused by some authoritarian members of the executive or other powerful sub committees in the VDC.
- To help in accountability i.e who is accountable to whom to ensure effective and efficient resource management and utilisation.

### **Part 1:**

## **VDC MODEL CONSTITUTION**

a). The Village Development Committee (VDC) is called the..... It can be referred to as The.....VDC.

b). The.....VDC, conscious of the need for community solidarity to contribute to national development, appreciating the need to contribute both individually and collectively to improving the quality of life, and being aware of the need to establish a viable community institutional structure to promote greater participation and involvement of the whole community in the development process, do conceptualise, formulate and adopt this constitution.

This constitution will be known as the:

“Constitution of the..... VDC

**Part 2:**

The VDC is non political and includes people from a variety of social background.

**Organisation:**

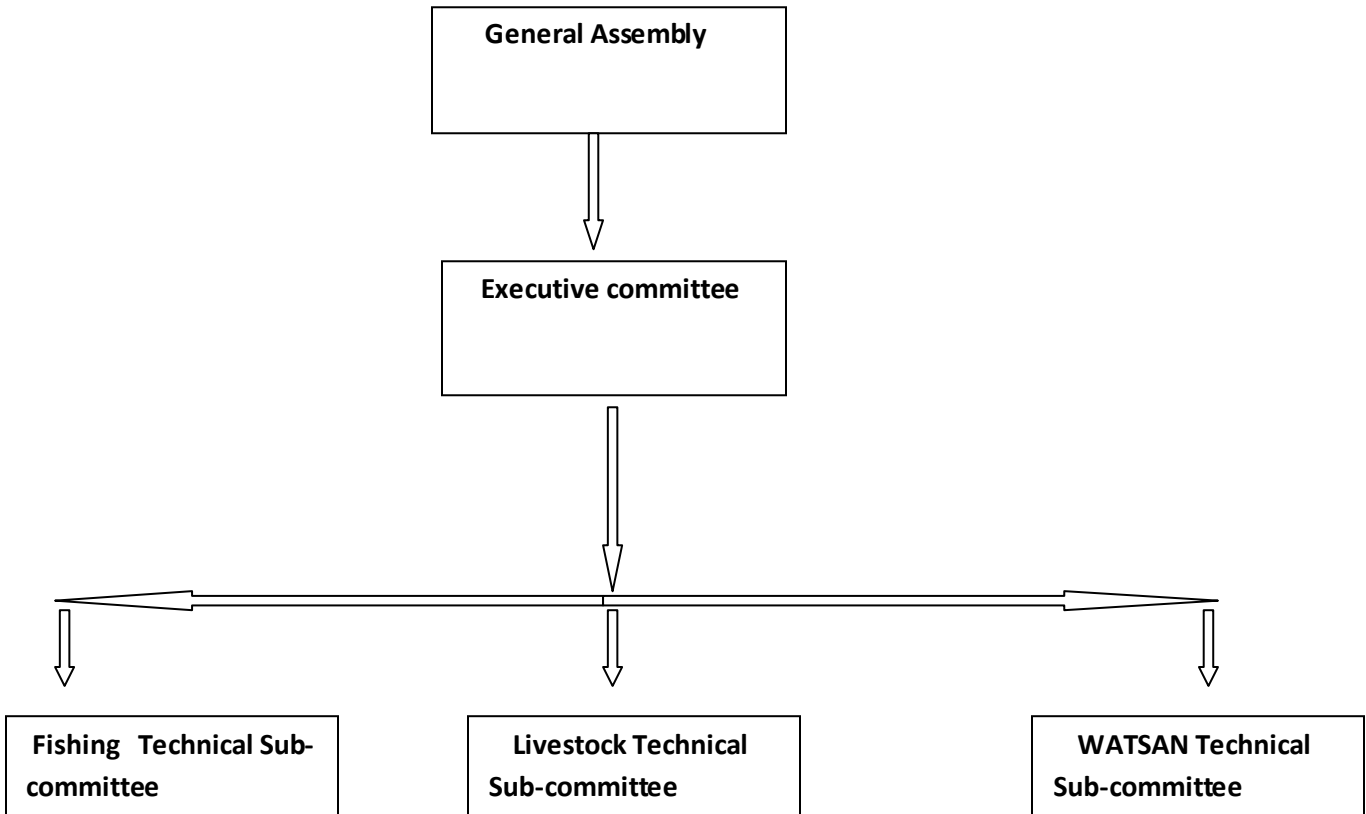
The aims and objectives of the VDC are to be outlined:

- a). Identify, plan and manage community based development projects and programs aimed at promoting the quality of life and the socio-economic welfare of the community in a lawful manner.
- b). To strive to serve as the entry point for all external development interventions in the community and coordinate internally initiated development activities.
- c). Mobilise internal and external resources (HPF) for community development.
- d). Assess, plan, implement, monitor, coordinate and evaluate and ensure a sound management of all development projects and programs in the community.
- e). Provide for members any benefits as the general meeting of the..... VDC may determine.

**Membership:**

Who should be a member of a VDC?

**CBO MANAGEMENT STRUCTURE:**



The decision making bodies are those mandated by the members; called the general assembly, to act on its behalf. Every CBO should have a decision making body, that are chosen by the general membership and representing their will, reporting and answerable to the general assembly. Responsible for the day-to-day management of the group

***Facilitator’s know; Use the lead questions to evoke discussion on the various themes, facilitate the discussion, summarise the discussion and add on the missing key points. Remember to evaluate the session.***

## GROUP/INSTITUTIONAL LEADERSHIP

**WHAT IS A LEADER?** Is the head of the group; a person who has the ability to guide and lead the group. (**Trusted, reliable, respected in the community, willing to serve, willing to listen and make decisions based on what members say**).

**TYPES OF LEADERS:** Authoritarian, Democratic and Laissez-Faire.

**Authoritarian:** dominates and makes all decision, allows little group initiative, performs all responsibilities or orders others around, makes and enforces rules, demands respect from members, evaluates group activities alone and controls group resources alone.

**Democratic leader:** offers choice situations, encourages group initiative and decision, delegate responsibility but also leads, encourages group to formulate guides for conduct. Encourages mutual respect for each other, encourage others and seek their participation in evaluation.

**Laissez-Faire leader.** Avoids reaching formal decision, allow for complete freedom, does not attempt to control, does not make or enforce rules and hopes problems will get solved by themselves, does not care about mutual respect and is not concern about evaluation and does not care about the affairs of the group's assets and properties.

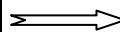
**Facilitators tip; ask the participants the type of leaders they know. Which one of the leaders they have in their group.**

### LEADERSHIP QUALITIES:

*A good leader should understand:*



- Problems,
- ✓ How to identify solution and lead the group to solve them,
  - ✓ The importance of democratic decision making,
  - ✓ The importance of everyone participating in the group activities;
  - ✓ Represent the group's interest to outsider bodies'.
  - ✓



*A good leader should be:-*



- ✓ Capable of leading the problem solving process,
- ✓ Provide guidance for group activities.
- ✓ Offer ideas and opinions.
- ✓ Encourage others to offer ideas and opinions.
- ✓ Flexible/humble
- ✓ Trust worthy and honest,
- ✓ Innovative
- ✓ Supportive
- ✓ Skilful

## FUNCTIONS OF A LEADER:

*Leadership functions include:-*



## CONFLICT RESOLUTION PROCESS: BEFORE ANY COMMENT OR DECISION;

- Meet privately with each individual or party involved.
- Establish problems and courses, who is involved and to what degree.
- Invite the concern parties /individuals
- Secure their agreement to solve the problem.
- Summarise the problem as you have heard it from both parties.
- Identify barriers to resolution
- Brainstorm alternative solutions
- Help parties to choose a solution or solutions that are mutually satisfactory to all.
- Make sure the solution is specific, balance and agreed to by all.
- Plan for a follow-up by agreeing on a time when you can meet to assess.

***Facilitators Tip; ask the leaders what functions do they perform in their group. Confirm with the group members.***



## CBO MEETINGS:

### TYPES OF CBO MEETINGS:

*CBO's in general hold three types of meetings:*

- ✚ General Meetings: - Here all the members of the group attend and may speak. At these meetings the committee reports on the group's activities. Decisions are taken on general group policy. Also at agreed intervals, elections are held to select executive and committee members for a new tenure.



- ✚ Committee Meetings (specialised committee e.g. Water management and sanitation committees, produce marketing sub-committee etc).

Here only the members of the committee that is meeting can attend and speak. At these meetings, decisions are taken on the action to achieve the group's objective.

- ✚ Executive Meetings: - These meeting are for only the executive members. The executive members can attend and speak during the conduct of the meeting. These meetings are normally held more often than the other two types of meeting. Decisions are taken on the day-to-day operations of the group.

In addition to these meetings, the group could decide to hold other types of meeting; i.e. Emergency General Meetings can be called when the committee or a group of members considered that all the members require urgent consideration of the subject in hand.

***Facilitator tip; ask what types of meetings the group use to hold. Who attend to them?***

### CONDUCTING A SUCCESS MEETING:

A good deal can be achieved or a lot of time can be wasted at meetings, depending upon how well they are run. All meetings require a quorum (minimum number of people to be present before a meeting can be held and decisions taken that are binding for all the members). The general assembly usually establishes a quorum as its laws; sometimes  $\frac{1}{2}$  or  $\frac{3}{4}$

of the total membership. All the members have the responsibility to make sure that meetings are successful.

- ✓ A meeting can be successfully conducted by;
- ✓ There is a chairperson who follows the agenda.
- ✓ People turn up on time (when people don't turn up on time they waste other people's time).
- ✓ Everyone has the opportunity to speak or say something.
- ✓ The atmosphere is open and respectful to all.
- ✓ The chairperson is neutral and invites everyone to participate.
- ✓ The chairperson maintains a good order during the meeting.
- ✓ Members listen to each other's views and opinions.

Decisions are taken based on a fair judgement and not on malicious or favouritism.

The Chairperson has the added responsibility for managing the meeting, by ensuring that;

All those who wish to speak are given the opportunity to do so.

The members concentrates on the subject under consideration, and the discussion does not wonder off into irrelevant areas.

If a vote is required, this should be made democratically.

After a decision is been take all members should understand the result. If required, those responsible for undertaking the actions are identified.

All decisions taken are documented.

Every one leaves with a sense of achievement.

**AN UNSUCCESSFUL MEETING IS WHERE:-**

- A few people dominate discussion.
- Decisions are not made and agenda items are carried on from one meeting to the other.
- There is conflict, confusion, anger and fight. Few people understand the procedures.
- The chairperson races through decisions and push their own ideas.
- The agenda is ignored.

<i>Facilitator's tip; what makes a group meeting successful and unsuccessful.</i>
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## MODULE TWO: (2) PLANNING:

**OBJECTIVES:** At the end of the session participants will be able to define planning and know the key steps in planning.

**TOPICS:**

Definition of planning;

The three basic steps in planning

### DEFINITION OF PLANNING

**PLANNING:** - This is the process of establishing objectives and determining how best to achieve them. Planning is the bases of other management functions; therefore it is the primary management function.

### THE THREE BASIC STEPS IN PLANNING

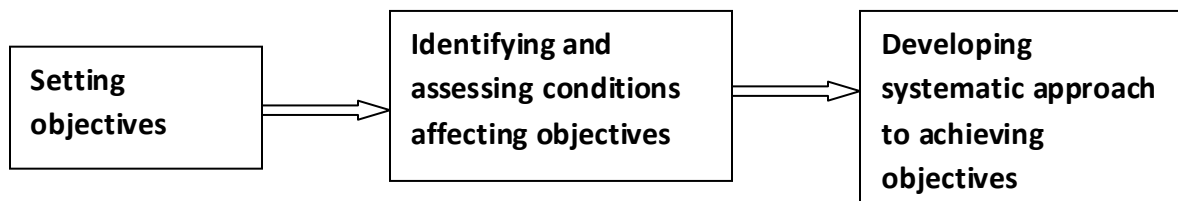
**THE THREE BASIC STEPS IN PLANNING;** Setting objectives, identifying and assessing conditions affecting objectives and developing systematic approach.

**Setting objectives:** - this is the first step in planning and it addresses the issue of what the group hopes to achieve. Objectives can be set in performance areas such as, how much to produce and sell during a production season.

**Identifying and assessing conditions affecting objectives:** - is the second stage where mostly assesses present and future conditions affecting the objective. Here you recognize the important variables or conditions that may influence objectives such as the group member’s ability to contribute financially and in kind towards the realisation of the objective.

**Developing systematic approach to achieving objectives:** - This is the third and final stage of planning and it involves addressing such issues as responsibilities for achievement and includes answers to questions such as, who will do what, how, on what schedule and with what result. Basically this step involves developing strategies (i.e. how to move from **A** to **B**).

**The three steps of planning;**



*Facilitators tip; ask what they understand by planning and if they have ever been involved in any planning process, group or individual,*

## **MODULE THREE: (3) FINANCIAL MANAGEMENT AND RESOURCE MOBILIZATION**

**Objective(s):** at the end of the session, participants will be able to;

State the elements of planning and budgeting.

Plan and organize their activities.

**Topics:**

Elements of planning and budgeting

Assessment of resources requirements

Financial control

Funding sources

### **ELEMENTS OF PLANNING AND BUDGETING (CHECKLIST)**

#### **WHAT IS A FINANCIAL PLAN?**

Is a prediction of how money is to be acquired and spent within a period of time?

Cash flow projection within the CBO.

#### **PLANNING AND BUDGETING (CHECKLIST)**

- ✓ Identify the activity to be undertaken
- ✓ Determine the time frame (how long it will take).
- ✓ What resources are required and how much of them.
- ✓ Where is the resource to come from (source)?
- ✓ Who will do what activity to enable the activity to happen (Responsibilities).
- ✓ What is the cost of each item required (costing)
- ✓ What is the total cost?

#### **WHY CBO'S NEED TO PLAN**

***CBO's need to plan because planning;***

Give direction towards achieving certain objective
Ensure that resources are wisely utilised
Shows when, how and by whom the activities will be carried out
Enhances the co-ordination of activities
Strengthen the group
Fosters unity among members
Reduces allegation and suspicious among members

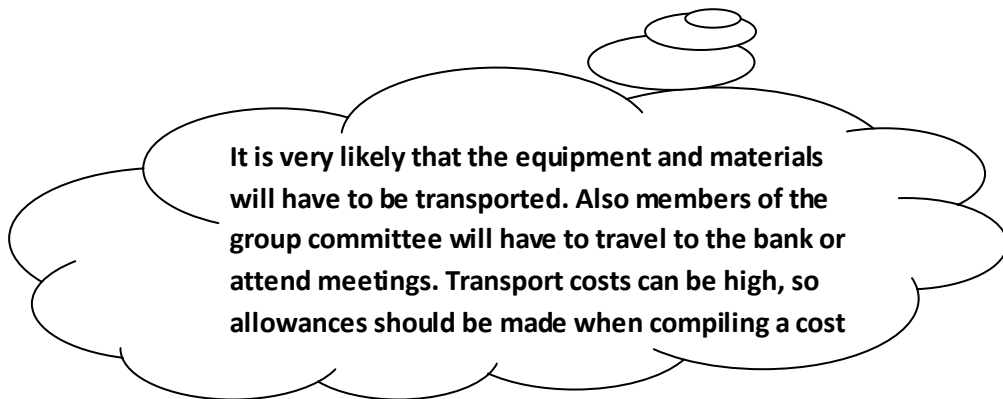
**ASSESSMENT OF RESOURCES REQUIRED FOR PROJECT IMPLEMENTATION.**

To do what needs to be done; human, material and financial resources will be required to accomplish the task. To determine this information can be obtained from the project implementation plan to assist in the preparing the list of resources required.

**KEY STEPS IN ASSESING FINANCIAL RESOURCE REQUIREMENT**

- Identify all the project activities and list them.
- Examine each of the activities one after the other and imagine how that activity will be performed.
- Further ask the following question; who is going to perform the activity? Will they require special skill or knowledge?
- Make the list of number and skill of all the human resources required.
- For each activity, decide if equipments will be required. Determine if the equipment required might be bought, rented or borrowed. To do this all the project activities should be examined and all the equipment required identified.
- Examine the activities and decide what materials will be required

**Remember;**



When preparing a project cost estimate, consideration should be given to weather the following transportation cost will be occurred;

Delivering equipment and material;

Journey by group members to attend meeting, visit the bank, making purchases etc;

Visit by non-group members to perform tasks on behalf of the group.

**PROJECT /ACTIVITY FUNDING:**

Most projects will require some financial expenditure. A decision will have to be made on how to finance a project. There are many sources of funding; however for CBO there are three that are essential.

1. Self help (member’s contribution, membership fees, production levy etc)
2. Loans;
3. Grants and donations;

**MODULE 4 FINANCIAL CONTROL AND FINANCIAL RECORDS:**

**OBJECTIVE(S):** At the end of the session, participants will be able to;

Explain the importance of financial control.

List the types of financial records to be kept.

Keep accurate financial records.

**TOPICS:**

Importance of financial control

Types of financial records

Financial procedures

**IMPORTANCE OF FINANCIAL CONTROL AND RECORDS:**

**WHAT IS FINANCIAL CONTROL?**

- Keeping records of financial transactions.
- Monitoring income and expenditure
- Auditing

**IMPORTANCE OF FINANCIAL CONTROL:**

It facilitates planning and budgeting.

It ensures accountability and transparency.

It gives an overall picture of the financial position of the group.

Strengthen the association /group.

Fosters unity among group members

Reduces allegation and suspicion among members

**TYPES OF FINANCIAL RECORDS:**

1. Cash book. (income and expenditure)
2. Receipts and invoices
3. Loan registers
4. Asset inventory.

**FINANCIAL PROCEDURES**

Remember that finance is one of the very important aspects of a CBO. The group may be required to apply for funds, receive member’s savings, member’s contributions, carry out fundraising activities, appraise and approve loans for members and so on. In order to ensure accountability, the group will need to keep records of all financial transactions.

Facilitators tips:

*Participants should understand why a sound and effective accounting system is not only desirable, but essential.*

**WHY THE NEED FOR AN ACCOUNTING SYSTEM:**

The need for an accounting system for a CBO includes;

- a) Enable the CBO to have an overall picture of their financial position at any point in time.
- b) Enables the goods and monies collected and utilised on behalf of the CBO are properly recorded and accounted for.
- c) It also helps to highlights the general financial activities of the group.
- d) It helps to determine the sauce of profits and losses of the group businesses.
- e) It helps the CBO to be able to prepare its annual balance sheet and income and expenditure statements.
- f) It also helps the CBO to understand that financial accounting is not only a method of control, but a management tool that will help them improve their overall financial activities and improve accountability.
- g) To be able to achieve this, CBO needs to record all the financial transactions. The most important of these is the cash book, which looks like this;

**SAMPLE CASH BOOK**

<b>Date</b>	<b>Details</b>	<b>Ref.</b>	<b>Received D</b>	<b>Paid D</b>	<b>Balance D</b>
<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
	<b>BALANCE</b>				

***How to use a cash book:***

For every transaction the following information is recorded in the cash book;

- Column 1      The date of the transaction.
- Column 2      Full detail of the transaction, i.e. what was purchased or what was undertaken.
- Column 3      the reference number of the bill or receipt or bank cheque.
- Column 4      If money is received, the amount in figures is entered. If money is paid out, a short line is drawn through the column to show that no entry has been made.
- Column 5      If money is paid out, the amount in figures is entered. If money is received, a short line is drawn through the column to show that no entry has been made.
- Column 6      the “Balance” records how much money is left after the transaction.

**BANK ACCOUNTS FOR CBO’S**

***PURPOSE OF A BANK ACCOUNT S FOR FARMER GROUPS:***

To provide security of group money;

To attract interest on capital;

To facilitate access to loans

*Note that there are three types of bank accounts that farmer groups can use:*

1. Current account
2. Savings account
3. Deposits

To open any of these accounts the CBO will have to nominate at least 3 signatories to the account, of which at least two of those must sign for each withdrawal. When opening an account the three needs to be physically present, sign and issue the bank with two passport size photos and the constitution of the farmer group.



## LOANS

### WHAT IS A LOAN?

A loan is money or input that is borrowed from an individual or organization (lender) for an agreed period of time. Usually the lender charges a small amount for the use of the money. This is called an interest charge. At the end of the agreed loan period the original amount (principal) borrowed and the interest charged must be paid back.

Example: if D200.00 is borrowed for an agreed period and interest charged is D10.00 (over a one year period) then the total amount to be paid back will be  $D200.00 + D10.00 = D210.00$

### WHAT IS A LOAN REGISTER?

A loan register is the record of all loans issued to members by the group. It should bear the following information.

- ❖ Date
- ❖ Name of applicant,
- ❖ Type of loan,
- ❖ Amount loaned,
- ❖ Payment made
- ❖ Balance,

### SAMPLE LOAN REGISTER.

DATE	NAME OF MEMBER	TYPE OF LOAN	AMOUNT/ QUANTITY	AMOUNT REPAID	BALANCE	SIGNATURE
20 <sup>TH</sup> - 09- 2011	FATOU MANNEH	ONION SEED	D300.00	D200.00	D100.00	.....
7 <sup>TH</sup> – 10- 2011	DOBALLY DRAMMEH	FERTILIZER	D700.00	D500.00	D200.00	.....

#### ***Why keep a loan register:***

To keep track of;

- People given loans,
- Amounts given,
- Repayment made,
- Balance due to be paid,
- Defaulters and,
- Enhances accountability;

**ASSET INVENTORY FORM:**

NO	DISCRIPTION	QUANTITY	DATE RECEIVED	BY WHOM	SIGNATURE
1	Out-boat Engine	4	23th June 2011	Fansu Ceesay	
2	Dug out canoe	4	1 <sup>st</sup> july 2011	Committee	

**AUDITING:**

All CBO accounts and transactions should be carefully and accurately recorded. This will make it easier for auditors to audit the group's books of accounts. An auditor will check cash in hand, receipts issued and received, against the cash book. This is to ensure that farmer group account have been properly kept, and also ensure accountability.



**Record keeping key to the success of a CBO.**

**MODULE 5: RESOURCE MOBILIZATION**

**OBJECTIVE(S):** At the end of the training session CBO members will; have the relevant skills in identifying and mobilizing resources within their communities and outside.

**TOPIC:**

Resource Identification and mobilization strategies

Human Resource mobilization

Financial resource mobilization

Material/Physical Resource Mobilization

Organizing

**WHAT ARE RESOURCES?**

Resources may mean different thing to different people; in the content of this handout, however is the entire human, financial and material resources required to accomplish a group activity or project.

As an aid in identifying the resources you will need, a project resource form can be drawn up. As example below

**RESOURCE IDENTIFICATION FORM**

ACTIVITIES	RESOURCES					
	QTY	HUMAN	QTY	EQUIPMENT	QTY	MATERIAL
<b>1</b>		<b>2</b>		<b>3</b>		<b>4</b>

**Step 1**

**USING THE PROJECT PLAN TO IDENTIFY ALL THE PROJECT ACTIVITIES, LIST THIS IN COLUMN (1) OF THE PROJECT RESOURCE FORM.**

**Step 2.**

Examine each of the activities in turn and imagine how that activity will be carried out or performed.

**Step 3.**

Ask: who is going to perform the activity?

Will they require special skills?

Make a list, in column (2) of the numbers and skills of all the human resources required.

If a project requires a building activity, it must be decided whether a building contractor or individuals are going to be employed to do the work. If a contractor then this information will be entered in the resource form as below.

**RESOURCE IDENTIFICATION FORM:**

ACTIVITIES	RESOURCES					
	QTY	HUMAN	QTY	EQUIPMENT	QTY	MATERIAL
(1) Construction of a food processing centre	1	(2)contract with a local building contractor		3		4

If, however, it is decided to employ group members to do the work, an estimate must be made of the number and skills required. The information can be entered on the form as below.

**RESOURCE IDENTIFICATION FORM:**

ACTIVITIES	RESOURCES					
	QTY	HUMAN	QTY	EQUIPMENT	QTY	MATERIAL
(1) Construction of a food processing centre	2 2 20	(2) Carpenters Masons labourers		3		4

All project activities should be examined and the resources requirements identified.

**Step 4.**

For each activity, decide if equipments might be bought, rented or borrowed. Enter the information in column (3) of the form.

**Example:**

A farmer group is going to cultivate 4ha of “Nerica” rice. This will require clearing 2 more hectares of forest. The information is entered on the resource form like this;

ACTIVITIES	RESOURCES					
	QTY	HUMAN	QTY	EQUIPMENT	QTY	MATERIAL
(1) Clearing forest for the 4ha farm	1	(2) Power saw operator	1	(3) Rent power saw		4
	15	Helpers	5	Axes		
			5	Cutlasses		
			5	rakes		

All the project activities should be examined and all the equipments required identified.

**Step 5.**

Examine the activities again and decide what materials will be required. Enter the information in column (4) of the form.




Example a CBO want to renovate and redecorate their seed store. One of the activities will be painting of the walls. The materials required are entered on the for as this

ACTIVITIES	RESOURCES					
	QTY	HUMAN	QTY	EQUIPMENT	QTY	MATERIAL
(1) Painting of the seed store	1	(2) Painter man		(3)	3gallons	(4) 20liter under coat paint.
	5	Helpers			5gallons	White glass paint
					5	2 <sup>nd</sup> paint brush.
					5	1 <sup>st</sup> paint brush.

## **HUMAN RESOURCE MOBILIZATION**

### **WHAT IS HUMAN RESOURCE?**

They are the skills that individual members acquire in the group that can facilitate the implementation of a particular task or project of the CBO. These include;

-  Skills available within the CBO,
-  Skills available within the community,
-  Skills available outside the community (expatriate skills).

### **HOW TO DETERMINE HUMAN RESOURCES AVAILABLE IN THE COMMUNITY OR GROUP:**

Organise a meeting with the group or community; identify the skill available in the group or community that can contribute to the successful completion of the project. List all the skills areas available. Prepare an inventory.

### **HOW TO ASSESS HUMAN RESOURCES OUTSIDE THE COMMUNITY**

Contact the nearest extension worker (MDFT members).

Identify the agencies that can provide the skills or the technical assistance necessary e.g. ADWAC, NATC, FSCA etc.

Contact the relevant agencies and professionals of the skill area.

### **HOW TO MOBILIZE HUMAN RESOURCES.**

1. Identify a group need or problem to be addressed. (see column (1)).
2. Match the human resources/skills to the tasks to be accomplished. (see column 2).
3. Develop an activity plan or action plan.
4. Assign the responsibilities to the relevant skill persons in the group or outside. See column (3).

**PRODUCTION PLANS MATRIX FOR DIBBA KUNDA (JAPANTEH SOCIETY) 2011 CROPPING SEASON.**

NO	AIM /OBJECTIVE (1)	ACTIVITIES (2)	BY WHO (3)	WHEN	EXPECTED OUTCOME
1	To cultivate 3ha produce land to produce 6tons of good quality yellow maize	Look for 3ha of productive land	Executive committee members		
2		Conduct clearing	members		
3		Sauce 50kg of good quality maize seed	Executive committee members and FSCA project		
4		Plough 3ha of land	Members		
5		Sawing of field	members		

*(A goat that belongs to every one sleeps outside).*

**FINANCIAL RESOURCE MOBILIZATION**

Financial resource is any thing that is associated with money in order to complete the task or acquire the material, equipment or service.



**FUND RAISING SAURCES:**

The CBO need to look at various ways of raising funds for development activities in the community or for the benefit of its members. CBO should understand that no single agency can provide all that they need; therefore it is desirable to explore all available avenues for funds. Start within the group itself.

Here are some sources of internal fund raising;

1. Membership fees,
2. Membership contribution,
3. Group saving,
4. Proceeds from group farm,
5. Cultural and social events
6. Hired labour and facilities on payment basis,
7. Remittance from outside agencies,
8. Grants,/ loans,
9. Donations,
10. Interest (from loans and saving accounts),
11. Fines and penalties
12. Income generations activities (monies from group business activities).

### **SOURCES OF FINANCIAL RESOURCES**

- Interest earned on investments
- Livestock, poultry production/ rearing.
- Farm produce,
- Micro-enterprise,
- Loans and grants
- Hire labour and material.

### **HOW TO MOBILIZE FINANCIAL RESOURCES:**

Determine the sources of financial services (VISACA, GAWFA, SDF, RURAL FINANCE PROJECT ETC). Acquire loans and grants,

Develop funding proposal and sell to potential sponsors.

Write request/applications to philanthropies and organizations for donations.

### **MATERIAL /PHYSICAL RESOURCE MOBILIZATION:**

#### **WHAT ARE MATERIAL/PHYSICAL RESOURCES?**

Material or physical assets that are available or are required to accomplish the groups intended activity or project, such as; land, spades, axes, power tillers, tractors, ox carts, seed stores, communal lands and community forest.

#### **TO DETERMINE THE MATERIAL RESOURCES AVAILABLE IN THE COMMUNITY**

Organise a meeting with the group members,

Make an inventory of the available material resources that are available within the group and outside that can be borrowed or rented. (Tractors, millet threshers etc)



### HOW TO ACCESS THE MATERIAL RESOURCES NEEDED FROM OUTSIDE

- Determine the source of the required materials,
- Contact the relevant extension services/agencies.
- Borrow/hire the material need.

### HOW TO MOBILIZE MATERIAL RESOURCES:

- ✚ Identify a group need/problem.
- ✚ Match the material resources to the need/problem identified.
- ✚ Develop an action plan and assign responsibilities.

### ORGANIZING:

This involves establishing relationships between the activities to be performed, personnel to perform them and physical factors that are required in performing them.

***Basically Organising involves the following:-***

- Establishing roles, responsibilities, and structures for the organization's tasks,
- Identifying the activities to be carried out to achieve the aims,
- Grouping tasks and assigning them to individuals.
- Establishing lines and systems of line of authority and responsibility,
- Delegating authority.
- Providing for co-ordination of activities.

***Facilitator's know; introduce the idea of organising and guide the discussion on their experiences***

## MODULE FIVE (5) MONITORING AND EVALUATION:

**Objective:** to enable CBO members to know the importance and practise it in their group activities.

**TOPIC:**

What is monitoring?

What is evaluation?

**WHAT IS MONITORING?**

Monitoring :-is the follow up or surveillance of the implementation of an activity to ensure that inputs, work schedule, targets and outputs and other required actions are proceedings according to plans or, simply it is the routine exercise of making sure project activities are on track,

Facilitators tips, ask participants who should monitor project activities. It helps to address errors and rectify them on time.

**WHAT IS EVALUATION?**

**Evaluation:** - is the process for determining at a certain point in time and objectively, the efficiency, relevance, effectiveness and impact of activities in the light of the objectives.

Evaluation is done purposely to measure achievement of objectives (strengths and weaknesses or failures against set targets.

***Facilitators know; introduce the concept of M&E and discuss. Emphasise the importance of M&E for group activities and project. Give examples.***

**NOTE: RECAP AT THE END OF EVERY DAY’S SESSION AND THE BEGINNING OF EACH DAY.**

