

DEVELOPMENT WORKSHOP
STRATEGIC PLANNING PROCESS

Luanda

April - June 1994

Preliminary Planning Notes:

Guelph, Canada - April 1994

by

Maribel Gonzales & Waddah Hamdi

1 INTRODUCTION: LEVELLING OFF OF EXPECTATIONS

(This section explains the strategic planning process, what you hope to achieve, and how the process you will go through)

1.1 Getting a sense from participants of what their understanding is of strategic planning

1.2 What is strategic planning? (Waddah to define, level off expectations based on responses given in 1.1)

A typical definition of strategic planning:

Strategic planning is the process of determining what an organization intends to be in the future and how it will get there. Such planning involves fundamental choices about: the mission or goals you will pursue, the programs you will offer, and how you will attract and utilize the needed resources. It is finding the best fit between three sets of forces: the organization's mission, opportunities and threats the organization faces, and the strengths and weaknesses of the organization.

I suggest that it may be useful, too to distinguish it from other forms of planning - e.g. annual operational plan and just to highlight how the two link.

1.3 Why are we doing it? Starting with the participant's perceptions of the rationale why DW Angola is doing this exercise.

Typical reasons advanced for strategic planning are

1.3.1 To develop a shared vision

1.3.2 To clarify future direction

- 1.3.3 To improve performance
- 1.3.4 To solve major organizational problems
- 1.3.5 To build teamwork etc...

1.4 What do we hope to accomplish? What are the expected outputs?

(We never really discussed the detailed objectives for the exercise while you were here. This is a suggested listing which you folks will have to modify. I culled this from the objectives implied when I talked with Waddah plus some additions of what I thought ought to be the objectives for DW Angola, but really it is for you and the staff to decide)

- 1.4.1 To define the a mission statement for DW Angola

- 1.4.2 To take analyse DW Angola's institutional environment (internal and external) specifically focussing on critical factors that affect the attainment of its mission

- 1.4.3 To develop strategies to achieve mission

- 1.4.4 To identify resources required and how these will be utilized

- 1.4.5 To specify how success will be measured and to identify the monitoring mechanisms

Outputs: strategic plan document team building

1.5 What will the planning process involve? brief explanation of what will be done in the course of the next 2 days, clarification of role of the facilitator, of participants).

2 DEFINING DW ANGOLA'S MISSION

My suggestion is to first start with a bit of history before tryingto define the mission statement especially since this is actuallythe first attempt at drawing up a statement for DW Angola and thatthere is little guidance from DW as a whole since we also have notreally made explicit our mission statement).

2.1 Review of the organization's history and present

situation. Suggestions for dealing with this:

2.1.1 History of DW overall: FA give a 5-10 minute overview of how DW started how it grew, underlying philosophies, values. For guidance please note that our incorporation documents state the objectives as: "to contribute to the capacity of the community to provide for the basic needs of the majority, specifically the context of human settlements: housing, building, planning and related fields, with particular emphasis on Third World countries; and to engage in research, education, design, planning, development, project implementation and other activities.

2.1.2 History of DW in Angola: AC to give how DW came to be in Angola. The original mission when it started, major changes, successes and failures (other team members can add to this account).

2.1.3 DW Angola's present status: AC to start off with contributions from different team members perhaps by programme area. Possible programme area divisions: Water and sanitation, primary health care, Community development, Institutional Development, Settlement, Small enterprise. In addition should also include Administration (general DW Angola admin, including finance)

Focus in discussion of the above will be on WHAT we are doing? WHO are we helping? WHERE? WHY? HOW (including values that underpin our work)?

Depending on numbers of participants an exercise can be done where group is broken up and people responsible for the different programmes identify what their programme is now doing based on above guidelines and then group comes together in plenary and tries to combine the different outputs and looking at areas of agreement and disagreement. This becomes the first rough cut for developing the mission statement.

2.2 Define/review mission

Mission is a statement of the basic purpose or reason for its existence. It is difficult to come up with a final mission statement in so short a period. It is more practicable to consider the output in this session as a first rough cut, which the group can come back to later on. What is important is that the basic elements are defined, if there are points of disagreement that cannot easily be resolved these can be noted and returned to later. Important to check whether the mission is clear? Should this

change in the coming years? Clarity about the basic mission is critical ineffective strategic planning.

2.2.1 Some suggested guide questions:

- What are the problems in Angolan society that DW Angola would like to address?
- What can be done? (long-term perspective)
- What alternative vision [of Angolan society, of these problems] does DW Angola have?

Guide questions responses combined with output in 2.1.3 can help frame a mission statement (vision or statement of purpose) which typically has the following elements:

2.2.2 Elements of a Mission Statement

- WHO are we working with?
- WHERE do we work? (urban, rural, low-income communities?)
 - WHY are we doing this work i.e. what are we trying to achieve in the long-run?
- HOW do we propose to do this? (general statement on working methods and underlying values. e.g. use of indigenous resources, participatory approaches)

In arriving at the mission statement, it is also important to take time to comment on the process of working together: how are people feeling? are they happy with the statement? does each person feel they had the chance to make the contribution they wanted to make?

3 ANALYSING SWOT (STRENGTHS, WEAKNESSES, THREATS AND OPPORTUNITIES)

This is essentially looking at the internal and external forces that can impact on the success of DW Angola in carrying out its mission. Waddah raised the question of whether this analysis should be done by programme as well. My feeling is that since this all new it is perhaps better to start with doing it for DWA as a whole.

Method: The group can probably be broken into pairs or trios and asked to do their SWOT analysis. Then reconvene to put things together. Instead of giving each group a flip chart what I suggested to Waddah was to give each group sets of the coloured paper with instructions of one colour each assigned to S-W-O-T. Participants write out each SWOT in a piece of paper (PRINT large

enough to be seen when taped to a board). At plenary, there will be a big board or even just a wall with a big cross (4 quadrants, one each for SWOT) where the coloured slips will be stuck using masking tape. The advantage of the pieces of paper (as opposed to lists on flip charts) is that they can be moved around easily around the quadrant. Similar items identified by several participants can be put together (easier to spot the commonalities).

Waddah was thinking of doing this at two levels: one for the entire organization and one for each programme. Given time constraints my suspicion is you should probably aim for an organization wide analysis first the by programme/sector SWOT can be done during the second phase (2nd weekend). One can start with the opportunities and threats and then proceed to the strengths and weaknesses.

3.1 Opportunities and Threats (external)

The group will be looking at the MAJOR outside forces (present and future) to the organization that will make a difference in whether DW Angola succeeds. Work should focus on the most CRITICAL of these forces as no doubt there will be many. In looking at opportunities, the group will look at such things as: social, political, economic and technological forces, clients or stakeholder (funders, community groups) needs, competitors (other NGOs) and allies.

3.2 Strengths and Weaknesses (internal to the organization)

The group will list the major strengths and weaknesses of the organization as it faces the future. Here the group will be looking at such things as staffing, funding, equipment and other resources and how they are utilized. Again the need is to focus on the strengths and weakness that will be most CRITICAL to DW Angola's success.

3.3 Critical Issues

Looking at the SWOT analysis, at plenary, the group can summarize the most critical issues facing DW Angola concerning its future (perhaps no more than 10). How do we balance the strengths and opportunities with the weaknesses and threats? The group may find it more helpful to state the critical issues in the form of a question, for example, how can we deal with the uncertainty in

availability of local counterpart funding? or how can we sustain the enthusiasm and motivation of volunteer community development workers?

4 DEVELOPING STRATEGIES

At this stage, the task is to sort through the critical issues identified, identify and evaluate alternative futures for DW Angola and formulate a realistic strategy for the future. This can be done at two levels: for the organization as a whole then by programme or sector. Suggest start with the organization as a whole. By sector/ programme work to be done in Phase 2 of session.

4.1 Approaches

I realized afterwards that Waddah and I did not go into detail on the methodology for this. There are 3 basic approaches for strategy setting the choice is really up to the facilitator what he is comfortable using and as well something that the participants can relate to. I will describe them briefly below, waddah may have something else in mind. The approaches may be used individually or in combination. One way is to use the goal approach to set overall direction and emphasis, the different programs or sectors then incorporate these goals into their strategic plans by developing specific objectives and work plans outlining how these goals would be met. This works well if the organization is pretty clear about its goals. If not, my suggestion is to start with the critical issues approach and then formulate goals later when the strategy for the future becomes clearer.

4.1.1 Scenario approach;

group identifies major scenarios for the future, evaluate scenarios, select preferred scenario, test and refine. This approach is especially useful in thinking about major shifts in direction and emphasis, focusses on the "big picture."

4.1.2 Critical issues:

sequence or categorize issues identified in some logical fashion, resolve each issue (possible solutions are listed and best option is selected). After resolving major issues, group reviews the overall strategy to make sure that it is sound.

4.1.3 Goal approach:

set several goals or target for the organization for the next several years, determine best strategy for each goal. Detailed plans of work are developed for accomplishing each strategy.

4.2 Formulating strategies

The group should refer back to the SWOT analysis. Looking at combinations of the S-W-O-T can help the group formulate strategy that is linked to the previous analysis.

4.2.1 Responsive strategies: those that utilize opportunities to address organizational weaknesses

4.2.2 Growth strategies: those that use organizational strengths to address threats

4.2.3 Turnaround strategies: those that address weaknesses and threats. AT THIS POINT PHASE ONE ENDS. Please note that Waddah and I had less of a discussion of the process from this point onwards for lack of time.

5 MANAGEMENT BY OBJECTIVES

Waddah call this MBO. My understanding is that it is at this point that the different programme areas or sectors take the overall strategies and goals and develop specific objectives and workplans to attain the goals. Once objectives are set, the timeframe, who is responsible and the support needed are identified.

6 MONITORING AND ASSESSMENT

Group needs to identify mechanisms for monitoring and assessment of the strategic plan.

To identify timeframe , responsibilities and support needed to implement the strategic plan.

7 THE PLANNING DOCUMENT

Again we did not have the time to discuss this in detail. The important thing is group agrees on a format before anyone attempts to prepare the first draft. I think I have some sample outlines of strategic planning documents. Will try to send them. In any case since Waddah has gone through several exercises of this with CPAR he could suggest a format and the group can just make its modifications.

WORKSHOP NOTES

Cacuaco
14-15 May 1994

STRATEGIC PLANNING WORKSHOP

DEVELOPMENT WORKSHOP ANGOLA (DWA)

INTRODUCTION

This workshop was initiated at the request of Allan Cain, Development Workshop, Angola in order to produce a DW-Angola (DWA) strategic planning document. The process involved an initial interview with Mr Waddah Hamdy in Luanda, followed by a detailed discussion of the workshop itself with Maribel Gonzales and Farokh Ashfar in Guelph in April 1994. It was agreed that the workshop should take place in Luanda to cover the development of a DWA mission statement, as well as objectives / activities lists. It was also agreed that the S.W.O.T. technique should be used as the principle analytical tool.

A letter of agreement was submitted detailing the tasks to be performed in addition to an outline of the workshop itself. (See attached).

The following records the workshop sessions and their content.

SATURDAY MAY 14th

Attending: Farokh Ashfar (FA)
 Allan Cain (AC)
 Mary Daly (MD)
 Waddah Hamdy (WH)
 Marion Birch (MB)
 Henda de Andrade (HA)
 Dan Mitchell (DM)
 Romero de Almeida (R)
 Charles Rubayiza (C)
 Vernancio Sobrinho (V)
 Lando Nkanu (L)
 Mubungo _____ (M)

AC opened the workshop by explaining the reasons why DWA felt it necessary at this time of change to review its strategy for future development in Angola. WH explained that the objective of the workshop was to arrive at future directions for DWA. To help this process FA gave an outline of the historical background of DW International (DWI). As a first step participants were asked to give keywords/phrases relating to DWA's work:

- not for profit
- helping vulnerable groups
- habitat - main sector
- area of work - periurban
- collaborating with local government

- advocacy
- innovation
- training and institutional development.

WH said that a mission statement should reflect the identity of the organization as well as what it hoped to achieve in the foreseeable future. All participants were asked to write their own mission statement for DWA which they afterwards read. To produce a final statement FA, DM and L produced a collective version as follows:

- DWA is a non-profit organization working to improve the living conditions of / for the poor in the periurban areas. It does this in partnership with local people and organizations (community and government), to identify needs and conditions and develop local capacities (abilities). DWA's expertise includes community development (social and economic), basic services (health, water and sanitation) and training and education. Appropriateness, effectiveness, sustainability and innovation are key concerns.

WH proposed a separation of DWA functions into two main categories: programming and administrative. The participants contributed the following:

Country Director
Programming

Projects	Administration
Health	Finance
Water	Personnel
Sanitation	Logistics
Community Development	Transport
Women	Local procurement and storage
Institutional strengthening	Public relations
Training	Information
Physical infrastructure	
Microenterprise development	
International procurement	

A brief explanation of the project cycle was given by WH.

AC requested a definition of administration and its role in supporting the programme implementation. The following was agreed:

- administration is a structure or system which supports the implementation of an organizations programmes; the main feature of a successful and effective administration is the ability to recognise and solve problems creatively and independently.

With everyone present the participants listed what they considered should be the main components of each administrative function.

Finance (main contributors C & O)

- monitoring
- recording, reporting, informing
(payroll, petty cash, accounts payable/receivable)
- planning, budgeting
- analysis, costing
- banking, public relations
- depreciation, devaluation
- leases and contracts
- assets

Human Resources (main contributor R)

- planning (job descriptions)
- hiring, recruitment
- performance, supervision, monitoring
- evaluation
- discipline and sanctions
- training and orientation
- promotion
- contracting
- support of personnel, legal and otherwise

Transport (main contributors WH & AC)

- communication
- coordination with projects: logistics, procurement
- planning
- fleet management (maintenance, scheduling, stocking spare parts, running costs, repairs, control, training and insurance) - regular evaluation

Procurement, storage and logistics

- local purchases of equipment, materials and services
- price evaluation
- entering of stock
- delivering
- keeping inventories
- quality control
- annual and quarterly reporting
- contracting transport and labour
- insurance claims
- supervision of guards

WH introduced the S.W.O.T. technique to the group. Two groups were formed to apply the S.W.O.T. analysis to the administrative and programming divisions. WH lead the administrative group (CR, V, R, L) with the following results:

FINANCE

(C aided by the group)

Strengths

- monitoring of project funds is a simple procedure that can be done by anyone with basic account skills
- the payroll system is well established and is handled efficiently by national staff - O
- project coordinators handle separate petty cash well

Weaknesses

- there is no established financial planning procedure
- budgeting is carried out by programme staff without involving finance staff
- no financial analysis has been done so far
- the same applies to costing
- the weakness of the national banking system slows down the disbursement of funds
- there are no formal contracts or leases and the finance department is not involved in the agreements
- the issue of depreciation has not yet been addressed
- the management of assets has not been addressed.

Opportunities

- delegation of more responsibility to national staff
- revision of job descriptions in order to reorganize financial tasks e.g. banking and petty cash
- involve the finance department in setting up and monitoring project budgets
- enforce regular finance committee meetings
- develop financial statements for DWA (income and balance sheets).
- training seminar in financial management for everyone in DWA.

Threats

- national banking system
- staff turnover
- lack of time to organize
- projects overlap
- exchange rates / inflation.

LOGISTICS & STORAGE (main contributor V)

Strengths

- effective local purchasing
- immediate processing of stocks received
- inventories up to date
- good quality control
- up to date reporting
- immediate processing of insurance claims (not collecting).

Weaknesses

- inadequate transportation
- poor follow up of claims which are not collected.

Opportunities

- increase the variety of food materials
- improve working conditions for the stores staff and the guards
- computer training and computerization.

Threats

- social and living conditions of guards
- theft is always a possibility due to the above
- rapid inflation.

ADMINISTRATION (main contributor R)

Strengths

- excellent supervisory skills
- good administration control functions
- good support to project staff
- good relationship with project, finance and management staff
- good understanding of the organization.

Weaknesses

- inadequate office space
- lack of computer and language training
- inadequate communication with the management.
- need to review job description (handles finance)
- need for a more defined organizational structure.

Opportunities

- more office space
- training in administration (workshops, seminars)
- job benefits (pension plans, health insurance etc).

Threats

- no job security (general to NGOs)
- donor cutbacks.

PROGRAMMING

This group was led by FA and included AC, MD, H, MB, M, DM.

The programming group felt that they had to break down the programming functions before they could apply the S.W.O.T. technique.

Programming fell into three parts:

- overall country programming
- sectoral programming
- projects

Overall country programming was felt to be closely linked to the mission statement. Projects grouped themselves into sectors according to the area of work they covered. There was some discussion as to whether the project cycle applied equally to the sector programmes. It was decided that an essential first step was to list the programming functions and the roles and responsibilities that fell within each as occurred at present.

The following was the result.

Programme planning

- reactive or proactive response to an identified need, as covered by the mission statement
- assessing DWA's internal capacity (potential and existing) to meet the need
- assessing external resources and potential funders
- identifying implementing partners
- project proposal development including budget
- fundraising
- developing an implementation plan
- assembling resources (human physical and material)
- implementation / execution
- monitoring, supervision, reporting and assessment
- evaluation.

Roles and responsibilities (main players)

- needs assessment and appropriateness to DWA: TT (ongoing programme)
- assessing internal capacity: TT
- assessing external resources up to and including fundraising: PC w/ AC &/or MD
- implementation plan: PC
- assembling of resources: PC w/ ADMIN
- implementation: PC w/ RESOURCES & ADMIN
- ongoing supervision, monitoring and reporting: PC w/ AC &/or MD
- assessment: PC, TT, PROJECT PARTNERS
- evaluation: TT, EXTERNAL

There was not time to cover information management and overall coordination.

SUNDAY MAY 15th, 1994

Participants: AC, MD, DM, M, WH, MB, H, FA.

It was decided to review the work of the administrative and programming groups, including applying S.W.O.T. to the identified programming functions as listed above. This would be followed by an environmental analysis. Key concerns and issues would then be listed and objective and activity lists for DWA, programming and administration drawn up. The relationship between DWA and DWI was also an issue to be considered.

WH briefed the second day's group on the results of the previous days work within the administrative group.

The S.W.O.T. analysis was applied to the programming functions as follows:

Strengths

- programming uses a simple, basic approach/procedure as a result of
- the small scale nature of DWA and
- the involved staff's diverse background and experience
- effectively carried out incountry without the cumbersome input of an overseas programming department
- focussed programming on areas of expertise and experience
- flexibility to respond to felt needs
- sensitivity and openness with regard to expressed needs
- good knowledge of community, socio-economic situation and community group dynamics
- good gender and professional balance at all levels
- good reputation among NGO's, the donor community and in Angola
- good record of accomplishments
- exposure and ability to draw from local and international experiences
- programme rather than donor driven.

Weaknesses

- no pre-set format for a systematic review or evaluation
- informal organizational structure
- inadequate resources to programming
- need to improve administrative support to programmes
- need to standardise the project proposal format
- lack of external programming support.
- overloading of director with programming tasks and other functions.

Opportunities

- develop long term vision on programming
- enhancing / expanding the intermediary role of accessing funds of donors to local government
- serving as consultants to other international organisation: World Bank, other NGOs etc.

- expanding on programming by using available emergency funds presently available in Angola
- building up staff capacity, international and Angolan through training and additional recruitment
- taking up project opportunities as presented by local government e.g. expanding water supply network
- using media and other channels to publicise DWA accomplishments
- use DWI as think tank and back-up: professional, technical, academic, policy and in particular the CIDA research projects
- facilitate and link Canadian and Angolan institutional research needs
- opportunity to develop appropriate models for government consumption given the lack of established government procedures and standards
- local associates opportunity (Canada).

Threats

- lack of core funding
- national security implications
- donor fads
- job insecurity of programme staff
- potential shift of donor priorities for funding from development to emergency, from Africa to Eastern Europe, from social services to productive sectors, from NGOs to business and from long to short term interventions
- shrinking donor funds given economic recession
- competition for resources with other NGOs
- unpredictable policy for NGOs set by Angolan government
- weakness of local partners
- weak national infrastructure, physical political and social and implications for local project implementation.

ENVIRONMENTAL ANALYSIS

DWA:

- DWI
- external associates
- Canadian academic institutions
- global economy
- global networks and teleconferencing
- Angola context, government, non-government, business and churches
- NGOs, World Bank, UN and church organizations
- regional and political context i.e. SADCC
- international donors community.

INTERNAL ENVIRONMENT / ANATOMY

DWA:

- workshop in Cacuaco
- associates
- in-house expertise and experience
- organizational procedures and structure
- internal communications
- projects
- support services: legal, financial, custom clearance, import agent
- documentation centre and library
- human resources
- financial resources
- stocks and inventories
- physical assets: office, equipment, vehicles etc.

DWA KEY ISSUES

AC articulated the following:

1. Organizational structure:
 - information management
 - communication
 - delegation
2. Image
3. Effectiveness / efficiency: optimization of size of professional and support staff in relation to DWA projects
4. Future planning:
 - growth
 - expansion
 - changing needs
5. Funding.

The following activity lists were developed according to the above.

1. ORGANIZATIONAL STRUCTURE

A. Forming a management committee or task force with a defined terms of reference and recorded minutes

B. Drawing an organizational organogram with defined lines of communication and authority

- C. Revision and unrestricted circulation of job descriptions including a statement on the support needed by each staff member
- D. Systemise supervision and accountability structures
- E. Establishing / developing a policy on sanction and rewards
- F. Achieve an agreement on the terms of reference of the management committee
- G. Incorporate the above in an operational manual

2. IMAGE

At present it was felt that the DWA image was open, friendly, non-threatening, straightforward, professional and innovative. It was felt that it had a good record of implemented projects.

To enhance this image it was felt that DWA should participate more in work groups, local promotional activities, publish an annual newsletter, circulate project proposals in Portuguese and hire an image consultant (Henda!).

3. EFFECTIVENESS AND EFFICIENCY

- to keep recording and reporting up to date
- use the tools already existing in DWA to track down project activity expenses
- streamline and link planning, programming and budgeting
- develop costing mechanisms for different activities
- develop a financial working group to handle recording and reporting
- examine the possibility of hiring a financial consultant to evaluate DWA financial systems i.e. effectiveness and costs of activities.

4. FUTURE PLANNING

- maintain the existing organizational size for the next 2 years
(US\$ 1,000,000 per year)
- consolidate and optimise the existing financial and organizational skills
- training and upgrading of the staff's technical skills
- carry out a training needs assessment of all staff and associates
- develop a training resources inventory
- develop training skills of key staff
- increase professional staff on the basis of a more efficient existing technical and administrative support structure.

5. FUNDING

- maintain good relationships with our donor partners
- contemplate solicitive fund raising e.g constituency, churches
- marketing of DW products and increased marketing of consultancy services
- increased coordination with DWI on fund raising
- exploring potential USA donors e.g. Quakers
- considering fundraising activities e.g. T-shirts, water containers
- augment DW trust or capital fund
- take advantage of potential DWA 10% mark up as a donation to be matched by CIDA
- develop the Cacucaco workshop into a self financing enterprise.

PART 3

WORKSHOP NOTES

**Cacuaco
12-13 June 1994**

(Continued) Strategic Planning Notes
Cacuaco, Luanda,
June 12th & 13th, 1994

SUNDAY, JUNE 12TH, 1994

Present: Allan, Mary, Waddah

Agenda:

1. Review the previous planning session held on May 12th
2. agree on the process adopted to develop the strategy
3. agree on the final product of the strategic planning process
4. describe and analyze the existing organizational functions and structure of DW
5. propose and adapt new organizational structure

Proceedings:

The proceedings began with reviewing the minutes of the last session and the planning notes sent from Guelph concerning the preliminary interview held with Maribel, Waddah and Faroukh in Guelph . It was generally agreed that the minutes were an accurate account of the events that took place in Cacuaco on may 12, 13. later Waddah highlighted the main points of the Guelph notes recorded by Maribel who emphasized the need for outlining the terms of reference for the strategic planning process and the use of the swot technique, where s is crossed with w etc.

Waddah introduced a diagram illustrating the process to be followed and where the present exercise fits in the diagram. see attached. mary and allan agreed on adopting the process and on pursuing the remaining steps.

Then Mary suggested that to begin with, a detailed description of what Allan does would be useful in determining the volume of his responsibility and various tasks he performs for DWA:

1. representation and liaison with the national and international support and counterpart organizations and agencies.
2. identification, formulation, planning and evaluation of the various sectoral projects covered under DWA mandate
3. sourcing funds for the proposed projects from the various international donor organizations within Angola and overseas
4. long term planning and budgeting of the mission's finance which include the specific project funds and the overall mission's finance
5. supervision and execution of several financial duties such as overall financial control, approval and

signing of cheques, dispensing of funds, overseas banking arrangements and preparation of financial reports

6. planning and implementation of the mission's international procurement plan which covers locating and pricing of most appropriate project materials, workshop tools and equipment, vehicles and vehicles spare parts and office supplies, furniture and equipment

7. planning and supervision of the human resources functions and the workforce tasks. This includes recruitment, selection, interviewing and orientation of international staff and consultants, writing (reviewing) terms of reference and job descriptions, preparing and finalizing job contracts, negotiating salaries and benefits, job appraisals and promotions and salary upgrading. This in addition to facilitation of interpersonal communication among the staff and chairing their weekly meetings.

8. provision of technical support and advise to the various project functions and implementation stages. This includes the initial design and criteria phase, the ongoing activities and the final evaluation phase.

9. conceptualization and incorporation of new and innovative systems designed to improve the efficiency and effectiveness of the projects technological interventions.

10. management and on going supervision of the mission's assets which include preparation and signing of lease agreements and contracts, disposal and re-investment of generated funds and repair and maintenance arrangements.

11. direct supervision and management of specific projects: the Canada Fund, Strategic Re-construction Materials (SIDA), Sambizanga 207 and the Food for Work.

12. writing and timely submissions of the projects progress reports to the donor and support organizations which include financial and budget control components.

13. corresponding with the mission's counterparts and sister organizations and the international development community, locally and abroad.

14. providing motivation, leadership, managerial and team building directives to senior and mid level staff

15. establishing the link between the organization's strategy, its internal structure and the external environment, national and international

In attempting to draw the existing DWA organizational structure the following functional organogram was drafted by Waddah and Allan, who identified the person responsible of each function.

Country Director

Projects Administration Finance

Health	Personnel	Deposits
Sanitation/ Water	Drivers's Supervision	Withdrawals
WID Canada Fund	Procurement Importation	Payroll Petty Cash
Strategic Stock	Assets Mgt. P. R.	Acct. Payable Book Keeping
Cacuaco	Record Keeping	Reconciliation
	Transport & vehicle maint.	Project Financial Reports
	Storage	Monthly Financial Statements
	Utilities	
	Office Mgt.	

It was apparent that in addition to Allan's overall responsibilities as DWA country director, he personally performs several financial tasks and directly or indirectly supervises all the administrative and support staff. In other words his management span extends beyond the recommended average of two to three staff. This is over and above to his direct involvement in projects and the cross coordination between the projects and administrative and financial departments of the organization.

Consequently it has been decided that:

1. Mary will become an "associate director" with project responsibilities being shared with Allan. A job description and division of responsibilities needs to be developed.
2. A " program manager" position to be created in order to reduce Allan's span of management and free him to do programme development and to pursue additional funding for the organization. Also, in order to produce quality project reports, as sought by Mary. According to Mary the Programme Manager who will report to Allan, will directly supervise the administration staff as follows:

Program Manager

Romero	Venancio	Mario
Personnel	Procurement	Transport
Imports	Storage	Inventory
Asset Mgt.	Inventory	Mech. Repair
Utilities	Service	Supervision
Office Mgt.	Contracts	of Drivers
Info.&Recd. Mgt.		

The finance department, which will be soon solely handled by Lando, will be supervised by Allan until a Programme Manager is in place.

Waddah proposed that the new program manager position can be funded from the vehicle mileage charged to the donors in addition to a share of administrative cost of each project.

Allan suggested as an alternative that the Programme Manager could manage several projects, such as Food for Work and the Canada Fund and salary could be covered by fees against budget lines in these projects. NGO's normally have to operate on such slim administrative overheads, it is recommended that DW finds a way of funding the PM from projects.

3. A management committee to be formed of Allan, Mary, Lando, Romero and the new Programme Manager.

MONDAY, JUNE 13TH, 1994

Attending: Allan , Mary, Waddah, Henda, Marion, Andrew, Mabungo and later, Dan joined the group.

Agenda:

1. Introducing the proposed organizational structure drafted the day before
2. Delineate the mandate and guidelines of the management committee
3. Re-introducing the strategic planning process with an illustrative diagram
4. Explaining the management by objective technique to be adapted by DWA and the administration, finance and project departments
5. Agreeing on an evaluation method and time span for the MBO

Proceedings:

Waddah began with briefing the group on the new organizational structure including Allan's areas of responsibilities, Mary's new job title and the need for creating the programme manager position. The group debated whether the position to be filled internally or through the hiring of an international staff. Because of the report writing responsibilities introduced by Mary, it was generally agreed an international staff with high leadership and administrative skills to be sought.

With the participation of the entire group, the management committee areas of responsibilities were proposed to be:

1. overall policy, planning and decision making
2. to design and introduce management systems
3. identifying and solving operational problems
4. staff performance evaluation
5. staff orientation and discipline
6. drafting job descriptions
7. staff training and development
8. hearings of suggestions and grievances
9. introducing organizational change and reorientation

Waddah introduced the basic components of an MBO system and its weaknesses and strengths.(Waddah to write in details).

Then he began with listing of an MBO list for DWA as dictated by Allan:

1. Job descriptions for the key positions: CD, AD, PM, Admin and finance
2. Develop an MBO list for the admin and finance departments
3. Assisting the development of MBO lists for the other departments and projects
4. Produce an operational manual