

**A REPORT ON FACILITATING ELECTION AND STRENGTHENING
NEWLY ELECTED LEADERS OF OLENGAPA LIVESTOCK
KEEPERS ASSOCIATION (OLKA)**

AT KIBAYA- KITETO ORGANIZED AND SUPPORTED

BY

TANZANIA NATURAL RESOURCE FORUM AND KINNAPA



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1 Introduction

Participatory Rangeland Management (PRM) is a European Union (EU) funded project through International Land Coalition (ILC) in six clusters of rangelands in Tanzania. This is across border four years project in Tanzania and Kenya and will be implemented through a collaboration of partners which include: Tanzania Natural Resource Forum (TNRF), Resource Conflict Institute (RECONCILE), International Livestock Research Institute (ILRI), Veterinaries San Frontiers (VSF), SOS SAHEL and Coalition of European Lobby on Pastoralism in East Africa (CELEP). TNRF is the implementer of the project in Tanzania while RECONCILE pilots the project in Baringo County, Kenya. Both implementing institutions are technically guided by International Livestock Research Institute Research (ILRI). The overall objective is to improve the livelihood and nutrition status of pastoralist communities in East Africa by improving the management of rangelands for optimal utilization

For the case of Tanzania; through Sustainable Rangelands Project (SRMP) and its partners, joint-village land use plan has been carried out in four villages of Ngapapa, Orkitikiti, Enganguangare and Lerug as a way to secure rangelands and contribute to land conflict resolution between them and farmers. The joint grazing area OLENGAPA was then put under the management of the OLENGAPA Livestock Association (OLKA). The association is a legal entity and entitled to discharge its roles under OLKA constitution. The constitution provides for the three-year leadership term (2015-2018) that expired last year and therefore there was need to conduct an election for the new management OLKA. It is against this background that PRM facilitated the elections of new officials then undertake induction trainings to build their capacity in taking central role in PRM implementation.

2 Main Objective

To strengthen the capacity of OLKA new management through a democratic process of election and conducting trainings on their roles and responsibilities in relation to PRM implementation at Kibaya, Kiteto District.

2.1 Specific Objectives

- a) To facilitate mobilization of OLENGAPA Livestock Keepers Association members to participate in elections
- b) To facilitate one election of OLENGAPA Livestock Keepers Association board members and those of different committees
- c) To conduct induction leadership training to 21 new elected Board members of OLENGAPA Livestock Keepers Association

3 Approaches used during mobilization and training

The entire process of election and training facilitation to put OLKA new management on board involved participatory approach where every member was part of the whole process. With the help of PRM project team from TNRF and KINNAPA, District Cooperative officer and Consultant OLKA members were guided in professional manner while allowed to contribute their ideas, suggestions during election.

3.1 Approach in mobilization and election of OLKA members

- a) Campaign meetings
- b) Short Meetings Discussion in each village
- c) Consultation of election supervisors and PRM team
- d) Sharing and reviewing of OLKA constitution
- e) Questions and answers for clarification

3.2 Leadership training approach

- a) Group work
- b) Plenary presentation
- c) Brainstorming

- d) Demonstration
- e) Debriefing
- f) Story telling

4 Strengthen OLENGAPA Livestock Keepers Association (OLKA)

In strengthening the capacity of OLKA, three major activities were done; facilitating mobilization of OLKA members to come and conduct election according to OLKA constitution, election of OLKA leaders and training of the elected board members. According to OLKA constitution, this is the second election since it was formed in 2015.

4.1 Mobilization of OLKA Members

OLKA members were reminded and encourage to participate in an election since it determines future of their association. Together with PRM team the respective village leaders, assisted to arrange and convene meetings a day before the election at the Olkitikiti, Ngapapa, Lerug and Engang'uengare villages to create awareness for members to participate in the meetings.

Members in the meeting were guided and went through OLKA constitution mainly on the part of election to be known to the members; both contestants and non-contestants on their rights, roles, the process and principles of the election. Clarification was made on terms of leadership, how and where the election will be conducted, different ways to conduct election, procedures before election and positions to be filled during election. Gender was among considered factor during mobilization; hence women were encouraged to contest for various positions in OLKA.

4.2 Election of OLKA leaders

The election was conducted in Kiponyi sub village of Olkitikiti village as per their constitution this is their headquarters. OLKA members who are more than 700 people from four villages gathered at Kiponyi sub village for election. District Cooperative officer was among supervisor of the election according to the Government policy

The board members were elected first from elected four members from the villages of Ngapapa, Lerug, Engang'uengare and five members from Olkitikiti which has bigger population hence made total of 17 members. Moreover, village chairpersons from four villages which make OLKA enter the board due to their position. Therefore, the entire board is made up of 21 members, where 17 are elected and 4 village chairpersons enter for their position. From these 17 Board members, OLKA members elected their leaders who were

NAMES OF BOARD MEMBERS OF OLENGAPA- (OLKA) 2019-2021

S/N	FULL NAME	SEX	POSITION	VILLAGE
1	Kileken Noongejek	Male	Chairperson	Ngapapa
2	Sayei Mussa	Male	Deputy Chairperson	Orkitikiti
3	Isaya Saitabau	Male	Secretary	Engang'uengare
4	Oleserian Kiondo	Male	Deputy Secretary	Ngapapa
5	Flora Samwel	Female	Treasurer	Lerug

Moreover, each village elected five people to make four committees which are; (i) Plans, Economy and Finance, (ii) Pastures, Water and Cattle Dip (iii) Protection and Security (iv) Discipline and Ethics as per OLKA constitution. Generally, there were no biasness during election process and every village had a chance and was represented in different positions as shown **below**;

NAMES OF OLENGAPA (OLKA) COMMITEES AND ELECTED MEMBERS 2019-2021

S/N	FULL NAME	SEX	POSITION	VILLAGE
PLANS, ECONOMY AND FINANCE				
1	Daniel Ngodi	Male	Member	Olkititi
2	Shalai Mokoyo	Male	Member	Engang'uengare
3	Nasawa Lendarisha	Female	Member	Engang'uengare
4	Ngidelai Kiroya	Female	Member	Lerug
5	Alakara Moini	Male	Member	Ngapapa
PASTURES, WATER AND CATTLE DIP				
1	Yohana Keton	Male	Member	Olkitikiti
2	Laurent Miria	Male	Member	Olkitikiti
3	Lesenga Olumbwani	Male	Member	Engang'uengare
4	Mataja Ndalo	Male	Member	Lerug
5	Olmuyua Moini	Male	Member	Ngapapa
PROTECTION AND SECURITY				
1	Swaaka Tilian	Male	Member	Engang'uengare

2	Saitu Simanga	Male	Member	Lerug
3	Theresia Olaserian	Female	Member	Ngapapa
4	Noongoben Saimon	Male	Member	Ngapapa
5	Mahumba Alakara	Male	Member	Olkitikiti
DISCIPLINE AND ETHICS				
1	Saitabau Alabara	Male	Member	Engang'uengare
2	Samwel Ole Siyo	Male	Member	Lerug
3	Olotii Moisari	Male	Member	Lerug
4	Lolohoo Noongejek	Male	Member	Ngapapa
5	Mario Ngimama	Male	Member	Olkitikiti

4.3 Training on Leadership to OLKA Board

The training contents covered; Understanding OLKA constitution and association, Leadership in OLKA association, **Group** dynamics and building cohesion among OLK members, Participatory decision making, communication in OLKA, Conflict Management, Developing OLKA action plan and Report writing.

4.3.1 Constitution

The board members were step by step facilitated to go through OLKA constitution to get insights of it and know their roles which will help to reach OLKA goal for the benefit of members. The idea is for board to be able to understand and practice what is inside the constitution and later impart to the entire OLKA members. Few amendments were suggested to be in the constitutions, these include clear mission, vision, core values, of the organization.

The purpose is for members to know OLKA constitution if possible, to review some of the aspects to have a comprehensive constitution.

4.3.2 Leadership

The Board was capacitated to understand what is leadership, different types of leadership, and quality of a good leader, benefit of being in association and roles of leader(s). In discussion participants were able to mention important of them being in association and brainstorm so far



benefit and challenges. Through group work and presentation were able to come with solutions that face then in working together and.

In addition, working with creativity and innovation is an important quality to board members as leaders of the association and discussion on how qualities of leader can be practiced in OLKA were shared. Board also learned two important responsibilities that it is to lead and managing asset and members in the association. Illustration of different types of leaders were also done and participants were able to recognize qualities of a good leader

4.3.3 Group Dynamics and Building Cohesion

Participants were trained on group dynamics and cohesion as important element among OLKA members to make a successful association since what one member does will affect all others negatively or positively. To make the association stronger, the board members learned the element of trust among members especially leaders who should live by example as very important. Harmonization of all members and allowing people to express opinions is vital for a health group

Board members had a chance to know success condition for cohesion in association such as mutual trust, effective and open communication, clear division of roles and responsibilities, transparency in accounts, effective and open communication, present of common interest and goal of the members, capability to negotiate and solve conflict.

4.3.4 Participatory Decision Making

Board was capacitated on the importance of participatory decision making among members in the association which bring trust, collective responsibility and mutual accountability amongst OLKA members, partners and other stakeholders. Efforts to improve relationship among members will help to reach common solution and share responsibility.

It is good in decision making process that people think differently. It is important to understand how others think because it allows the group members to look at issues from different perspectives. The views of different group's members would also enable to think in advance about



the implications and risks involved with the decision, the group can also explore all alternative solutions. Therefore, it is important that everybody in the group participate in the decision-making process.

4.3.5 Communication

Since communication is also important, participants were able to understand what is communication, importance of two-way communication, sources and barriers of communication and how to make communication effective. During training Board members learned that; communication is how someone express what he/she feels, think, need. Moreover, everything a person does is communication, and the way a message is formulated often determines the outcome of communication.

Participant also got to know that in communication, the way message is delivered always affect the way the message is received hence real communication is the message received not the message intended. Also, communication is both verbal and nonverbal and for it to be effective there should be a feedback. It was agreed that once leader fail in communicating a message can result in misunderstandings and conflicts.

4.3.6 Conflict Management

Participants were able to understand and share their experience in sources of conflict, importance of managing conflict, conflict analysis, steps in resolving conflict, destructive and constructive conflict. In addition, participants were capacitated to identify and distinguish between constructive and destructive conflicts.

Through group work, it was noted that conflict occurs between groups or individuals when values, perspectives, interest and options are contradictory and have yet to be aligned or agreed to. As leaders, steps in resolving conflicts should be applied such as; open discussion, list possible solution, options, assess pros and cons of each solution, adopt the most effective collective solution and make follow up after being implemented.

4.3.7 Report writing and Action plan

Facilitation in report writing was also among the area board capacitated on; this entail leaders to be accountable to their members. One way of communicating in association is through information sharing as a means of communication. Depending on the nature of activities, mode of reporting may be chosen after agreed, that is either monthly, quarterly, semi- annual and or annual. However, every activity should be monitored after being implemented, therefore reporting is important in the association

Based on the need, threat and challenges identified by OLKA board on behalf of other members, participants were facilitated to develop action plan which have short, medium and long term. The plan focuses on development of comprehensive interventions to ensure OLKA continue to exist, stand by itself and prosper. Participants were facilitated to develop action plan which will be implemented starting in the year 2019 onward as shown in **Appendix I**.

5 Lesson learned

There is opportunity for OLKA to raise fund from entry and annual fees only from more than 700 members, and invest in sustainable projects initially such as dip tank for treating livestock where they will have a revolving fund through revenue collection.

6 Challenges

- There are some community members in villages made OLKA who qualify to be members, yet are not, this reduces the strength of OLKA through differences in perspective to reach the association goal
- The demarcated grazing land is still encroached by some village members who cultivate crops and or have settlement and live in.
- Currently the association has no office therefore difficult for leaders to meet and run daily operations such conduct short meetings, store documents, and meet with other stakeholders.

7 Conclusion

During the training Board were facilitated to identify anticipated challenges and threats that may hinders or ceases progress of OLKA and put strategies that will help to overcome them. Some of them have been occurred in the previous leadership term and still exist. This is because for over the past three years since OLKA was formed, little progress has been done compare to member's expectations. It is time now for the Board to understand and put strategies which will help the association identify priorities and come up with interventions to implement them. The association should be assisted to implement activities formulated and put into the developed action plan. One of the activities agreed was collection of entry and annual fees from more than 700 OLKA members which will help to raise anticipated fifty-six million Tanzanian shillings. The income can be invested to the identified livestock projects for sustainability of the association

8 Recommendations

- For OLKA to sustain its operations hence grow, members need to be facilitated to initiate projects or activities which will increase income of the association such collection of entry and annual fee from each member. Also encourage every person in the village qualify to join OLKA
- The project should assist OLKA members to supervise, monitor and evaluate their leaders so as to measure performance of the association.
- More capacity building in different sectors in needed to OLKA leaders and members. On the other hand, leaders should ensure members understand clear goal, mission and vision contained in the constitution and grazing land contract.
- The involvement of respected leaders 'laigwanani' is important for implementation of some of the decision made by the association. These leaders may be involved in sending message to members
- OLKA should be assisted and monitored to implement the developed action plan made by Board during training. The action plan encompasses activities which if implemented will lead to positive impact of the association

- In order for OLKA to attain its goal, laws should be formulated, implemented and enforced to align with OLKA constitution and the grazing land contract.

9 Appendix I: OLKA Action Plan



Action Plan
2019-2021.docx