

REPORT ON CAPACITY BUILDING TRAINING ON LEDEARSHIP AND FINANCIAL MANAGEMENT

HELD AT KAROPA OFFICE OTHORO FROM 13TH TO 15TH FEB 2013.

Karopa Intergrated CBO members comprising of female and males were welcomed by the CBO for training on leadership and financial management, this is to ensure that Karopa CBO members get equipped with the knowledge of running a strong institution. The training was organized by Edith of VI-Agroforesty Kisumu in collaboration with James of Karopa CBO and funded by the Friends of Kabondo NGO (FOK) . The training was conducted by Edith and her assistant from Kisumu being the facilitators.

Among the topics discussed were as follows;

The facilitators took the members on the formation and development of the organization; they were taken through the process of identification of the group members, knowing the interest of the group and group dynamics. The members were able to learn the stages of group development ie

- a) Forming – which consists of excitement, members anticipation, anxiety from the members and optimism
- b) Storming – this includes reality of situations in the group, frustrations of members as things might move as per their earlier wish, dissatisfaction of some members and at times there is adjustment of anxiety.
- c) Norming – shared goals emerges in the group and the team builds cohesion among themselves and acceptance of members is realized in the group formed.
- d) Performing – in this stage there is total understanding of membership thus they realize teamwork, cohesion and leadership is at full play and the team realizes greater performance.
- e) Adjourning – this is the last stage in group formation at this stage the group has achieved most of its objectives and what follows is separate anxiety, crisis develops in the grouping and most members get dissatisfied with what is taking place and negativity follows leading to the collapse or adjournment of the group.

These indicators were taught the members so that they may be able to monitor their organization growth and challenges they should expect in the growth of the CBO.

Leadership and responsibility of the different organs in the governance and management structures of the organization is one area that was tackled as well, the participants were taken through members role in the CBO since they are the owners of the organization, they were taught that they have the responsibility to make decision on major issues to be undertaken in the CBO during the annual general meetings and when meetings are called for.

The management committee of the organization is one of the active organ that was well taken care of by the facilitators, they implement and see that all that was passed by the members in their general meeting is taken into considerations during the day to day activities of the management staff. There could be as well an audit and supervisory committee which oversees the internal control of the organization is per the standards of the members' expectation.

Lastly the participants were introduced to the management staff as the last organ of the organization this is the body mandated to carry out the day today activities of the organization, they are employees of the organization and reports to the above named organs.

The members were again taught on the importance of separation of duties and responsibility of the leadership and governance of the organs. The training was lively each participants was requested to quote at least one quality of a good CBO leader and these were the answers, objective and fairness to all, trustworthiness and honesty, visionary and should be knowledgeable. Learners were able to know the indicators of good governance in a CBO namely, full participation of members, transparency, accountability, efficiency and effectiveness, equitable resource allocation, respect for rules, policies and regulations, strategic and visionary leadership among others.

The facilitators pointed out that for an effective leadership and management of a CBO, the organization must develop some tools to aid it in carrying its activities efficiently these include; Vision, Mission, Goals and Objectives, the participants learnt that:

Vision is the ultimate aspiration of the CBO as an institution and its members. It expresses the dream of the CBO as an institution and its members in the very long run.

Mission statement: a business statement that indicates the purpose for which the CBO was formed. It indicates the direction to which the CBO intends to move

Goals: are the medium and long-term aspirations that the CBO wants to achieve based on its mission statements and driven by its vision.

Objectives: are specified quantified targets that the CBO has set to be achieved in short-term/medium term period which will make it in the direction of achieving its goals.

The participants were also taught why it is important that the CBO has business plan, work plan and annual budgets. Lastly the participants were taught on the operating guidelines and procedure manuals. They got to know that these manuals are set out procedures for each major aspect of the CBO operations for excellent leadership and management tools they include, Finance policy manual, Human resource policies, gender HIV/AIDS manual, and performance standard manual.

The management later sat down with the facilitators where we reviewed the Karopa CBO constitution based on the new ideas learnt. The management committee again with the assistance of the facilitators managed to draft at least three policy manuals to help guide the Karopa CBO namely Finance policy manual, Human resource policy manual and Gender and HIV/AIDS manual.

The Karopa CBO Chairman Martin Njoga and the Coordinator James Ojwang takes the opportunity on behalf of the KAROPA CBO to thank the Friends of Kabondo (FoK) for the financial support they granted the Karopa CBO for this capacity building training. We look forward for more corporations with the NGO of Friends of Kabondo (FOK) in future.

James Ojwang

Coordinator Karopa CBO.