

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF SOCIAL SCIENCES AND HUMANITIES
DEPARTMENT OF PEACE AND GOVERNANCE
BACHELOR OF SCIENCE HONOURS IN PEACE AND GOVERNANCE
PG 416: NGO MANAGEMENT
TIME: THREE (3) HOURS

-- JUN 2022

Instructions to Candidates

- i) Answer **Question 1** and any other **two** questions.
- ii) Use relevant examples and or case studies to illustrate your answers.

Question 1

Read the case below and answer the questions that follow.

A Fish-smoking Project

In a fishing community it is primarily men who catch fish and women who do the processing. Women smoke the fish and market it. The women who have long experience of this activity have cultivated **kostamente** relationships with specific fishermen. These relationships are mutually beneficial. The men are assured of regular outlets of their fish, and the women obtain an established supply of fresh fish for their activities. Both women and men invested a great deal of time, energy and resources in establishing and maintaining **kostamente** relationships.

A development agency started a project to enhance the productivity of women's activities, based on a detailed analysis of women's income-earning activities. Under this project, women are encouraged to use chorkor fish smoking ovens, which were capable of using fuel more efficiently, and producing higher quality and quantity of smoked fish each day. The decision to introduce these ovens was taken following a gender analysis that established the division of labour in the community.

Despite the good intention of increasing women's income, the project did not succeed in its objectives. The fishermen, perceiving women to be the beneficiaries of outside funds, raised their prices. This undermined the benefits that women gained from their increased productivity, and tended to push up prices for the community at large. The project assumed that all women would take up the chorkor oven. However, many women continued to use traditional methods, and for them too fish prices rose, or they had to use the lower quality frozen fish rejected by the industrial fishing fleet. As more and more women turned to industrial fishing fleets as a source of supply, men started selling their fish directly to the fish processing plant. (**Source:** United Nations Development Programme [UNDP], 2001:113)

Required:

1. a) What is stakeholder analysis and what lessons about stakeholder analysis in development programming can be drawn from this project? **(25 marks)**
b) What alternative stakeholder analytical approach could have been taken in order to improve the project outcome(s)? **(25 marks)**
2. Debate the importance of the visible and invisible aspects of an organisation's culture. (50)
3. Analyse the applicability of the Results Based Management model in NGO management. (50)
4. Critique the complementary roles of the Theory of Change (ToC) and the Logical Framework Matrix (Log Frame) in NGO management. (50)
5. Assess the adequacy of David Fettermen's empowerment evaluation theory in NGO management.

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