


# Chapter 41

## Civic Engagement and Strategic Leadership for Organizational Development: Community-Based Organizational Development in Tanzania, Africa

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### **ABSTRACT**

*Community-based organizations (CBOs) are non-profit organizations established voluntarily by members in order to deliver specified services effectively. However, CBO development in Tanzania reported performing unsatisfactorily. This chapter highlights causal key problems and controversial and established solutions that can improve CBO development. Among the problems are financial dependency, weak managerial skills, low ICT coverage, gender inequality, poverty, and poor infrastructure. But the controversial issues are ineffective consultation between key actors and gender dominated by males. To achieve CBO development, the chapter notes the use of civic engagement, especially sensitization, awareness creation while strategic leadership focus on voluntary, sacrificial and compromising leaderships. The chapter concludes that CBO development in Tanzania is best to apply components of civic engagement and strategic leadership while the recommendation is to combine and integrate both civic engagement and strategic leadership with their essential sub-components.*

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## **INTRODUCTION**

### **Theory of Civic Engagement on Organization Development**

Participation of organizational members is among the criteria that could stimulate organizational development. As definitely and rationally organizational members would like to see effectiveness of their established organization and therefore participation considered important approach. This is significant as participation of members possess cohesive momentum which help to scan how best the path directing effectiveness and desirable organizational development. Due to that prominence, the theory assumed this occurred even during ancient periods. For that assumption, civic engagement theory is an attitude where an individual or group of citizen in the country intervenes in order to improve existing situation (Chapman University, 2019). Owing to such overview, it is imperative and making sense that the theory on civic engagement gives education to society or group so that they transform a necessary pressure containing fact in order to adopt valuable direction.

Moreover, a question of organizational development (OD) is traditionally well thought out as a realistic issue for members to follow. For that matter, the theory assumes organizational development does not need a force but convincing mode.

Since conventionally a theory of organizational development is attracting issue, then thus why highly encouraged. The civic engagement theory stipulated by various scholars. For instance, Putnam (2000) asserted that civic engagement is in great decline and that this will have grave consequences for the health of democracy. It is further noted that civic engagement correlates highly with democracy.

However, it is possible that organizational development is shanking and instable and likely due to a behaviour feeling that development are either dissatisfying on return from organization or less known. This means effectiveness could be captured through various techniques including engaging democracy. Well, this thinking evidences how civic engagement plays significant role on knowing what members need. That is why several social theorists including Hobbes (1651) and Locke (1690) noted an idea of democracy in the seventeenth century (17<sup>th</sup>). But more established by Rousseau (1762) as he thought democracy builds human freedom and desired development. As he thought it was a key pillar on political issues including development. Such argument suggests how the organizational development correlates with several behavioural remarks like motivation, willingness and freedom. However, democracy is not the sole prerequisite condition influencing members development. Nevertheless, more important is consideration on civic engagement

### **Theory of Strategic Leadership on Organizational Development**

The theory of strategic leadership on organization development focuses on organizational effectiveness, therefore is an important criterion for human advancement. This is so as when organization takes place, the basic issue is how the organization will develop ? For such matter, the theory notes that strategy to develop is a necessary issue. Then the theory indicates that effective force must be applied. For historical record, leaders decide to involve strategic techniques for solving the identified problem. In that case, strategic leadership considered as the best solution. Among the neo-classical theorist who supported strategic leadership is McGregor (1960). From that period, literatures show how strategic leadership applied to organizational development worldwide. On a theoretical and fundamental, organizational development means how effective organization performs a task. However, performed task which causes

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