



**EDUCATION DEVELOPMENT AND FACILITATION
ORGANIZATION
(EDFO)**

STRATEGIC PLAN

2022 – 2026

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Work plan

EXECUTIVE SUMMARY

This is a five-year strategic plan of the Education Development and Facilitation Organization (EDFO) for the period 2022-2026. The document presents a programming and execution framework geared toward making a difference on area of education, health, human rights, environment, agriculture, community economic empowerment as well as citizenship and governance in Tanzania.

EDFO is a non- governmental organization established in 2001 aiming to envisage an ignorance, unemployment and poverty free society by being a leading capacity building provider in the Lake Zone for social and economic innovation. Through its mission of sharing knowledge, enhancing skills, changing attitude and giving information, EDFO contributes significantly to strengthen social accountability and good governance, to develop talented youth and women and to facilitate them in accessing good work opportunities and leading positions.

Since its establishment, EDFO has managed, in collaboration with its partners to undertake projects targeting various beneficiaries in areas of education, business, environment, health and farming God's way. Beneficiaries have been children, youth, women and community at large. The analysis of the current situation has shown that, EDFO has got resources like committed staff, partners (locally/internationally), possession of land as financial resources, internal (staff, board members) and external stakeholders (supporters), competencies like interpersonal skills and ability to go extra miles. Also has got some challenges like heavily depending on donors, competitors and global crisis. EDFO has come up with the strategies of how to capitalize on its strengths and minimize its weaknesses and threats while taking advantage of opportunities available to catapult its progress in the next five years.

To answer the strategic issues and achieving our vision and mission we pursue the following strategic initiatives/goals:

- Goal 1** Organizational Capacity Development and Strengthening
- Goal 2:** Strengthening the Organization to be able to Respond to Emerging and Changing Environment
- Goal 3:** Promoting Environmental Management and Climate Change Adaptation
- Goal 4:** Empowering Women and Youth on Livelihood and Entrepreneurship
- Goal 5:** Promoting Sexual and Reproductive Health Rights
- Goal 6:** Improving Agricultural Development, Nutrition and Food Security
- Goal 7:** Improving Condition of Orphans and Vulnerable Children
- Goal 8:** Promoting Gender Equality Empowerment and Equal Access to Opportunities between Young Males and Females.

Basing on the strategic direction/goals, EDFO will carry on various programs and services to the community.

The financing strategy that EDFO will employ includes: income generating activities (among others, charging fees for the services it offers); contributions from well wishers, donor funding and income from strategic partnership projects.

In order to be more visible, re-launching our organization, have a clear identity in our community and activity sector, EDFO will put more focus on its marketing/promotion strategy, using the different channels available (website, networks, television, radio, newspapers ...) in a more effective and "aggressive" way.

The monitoring and evaluation will be conducted on the organization as well as on the project/program levels. Monitoring reports (finance and activity) will be produced regularly to check the extent of results according to key performance indicators based on the financial part to make the comparison of the planned budget for the quarter with the actual expenditure. Yearly activities and financial reports will be produced as well.

For the partnership projects, an internal monitoring and evaluation plan will be put up for every project. This will be done in spite of having monitoring and evaluation plan from partner organizations.

An organization evaluation will be done every one year to assess whether the organization is having the planned impact. A regular reporting for board, management team, staff, beneficiaries, donors and wider community will also be generated.

EDFO will also have focused institutional strengthening efforts that are aimed at enhancing the programme's operational efficiency. This will ensure effective and efficient delivery of its services through harmonized structures and streamlined management practices. EDFO will strive to diversify its donor base, and put in place a resource mobilization strategy that will see its resource base and financial sustainability enhanced. Through this plan, EDFO intends to work in collaboration with others through partnerships of mutual benefit in realizing shared goals.

The management team led by the Executive Director is charged with the tasks of delivering on the strategic objectives and realize EDFO mission. The board of directors will provide overall organizational oversight and policymaking roles. Nevertheless, organization's achievements are dependent upon the availability of resources, i.e. human, physical and financial. Over the coming five years, EDFO will seek to raise a total of **TZS 3, 218, 475, 600** (*equivalent to USD 1,381,320*).

ACKNOWLEDGEMENT

This Strategic document has been developed by the active participation of EDFO Board of Directors, the management team and staff, community leaders and focal persons from EDFO operation areas and a warm vote of thanks is accorded to all of them for their active participation in the strategic planning process, and spent countless hours to come up with this plan. In this document, we have set ourselves ambitious targets, which I am confident we will achieve them by strong commitment, high belief and through our ongoing teamwork and dedication to duty in the service of disadvantaged communities.

Strategic planning keeps an organization on track over time, and allows the organization to respond to change while remaining faithful to their mission and vision. The process itself may have as much value to the organization as the final plan, since so much can be learned from surveying both the position of the organization and the state of the environment in which the organization operates. For EDFO, this is particularly true.

To all these people and others not mentioned, on behalf of EDFO, I offer my heartfelt gratitude for your commitment, constructive insights that informed the discussions throughout the different stages, and dedication to this process, without which this magnificent plan would not have been possible.

A handwritten signature in blue ink, appearing to read 'Noel Kihoza', with a stylized flourish underneath.

Noel Kihoza
Executive Director

ACRONYMS & ABBREVIATIONS

AIDS:	Acquired immunodeficiency Syndrome
ASRH:	Adolescent Sexual Reproductive Health
CA:	Conservation Agriculture
CBO:	Community Based Organization
CEDAW:	Convention on the Elimination of All Forms of Discrimination
EDFO:	Education Development and Facilitation Organization
CRC:	Convention on the Rights of the Child
E&EL:	Entrepreneurship and Economic Livelihood
EANFS:	Environment, Agriculture, Nutrition Food Security
EHR:	Education Health Rights
FGW:	Farming God's Way
FTE:	Full Time Employee
GBV:	Gender Based Violence
HIV:	Human immunodeficiency Virus
HR:	Human Resources
ICT:	Information Communication Technology
MCAN:	Mwanza Children Action Network
MHM:	Menstrual Hygiene Management
MKUKUTA:	Mkakati wa Kukuza na Kupunguza Umaskini Tanzania
NACONGO:	National Council of Non Governmental Organizations
NGO:	Non-Governmental Organization
PPP:	Public Private Partnership
SDG:	Sustainable Development Goals
SP:	Strategic Planning
SRH:	Sexual and Reproductive Health
SWOT:	Strengths Weaknesses Opportunities Threats
TENMET:	Tanzania Education Network/Mtandao wa Elimu Tanzania
TRA:	Tanzania Revenue Authorities
TV:	Television
UN:	United Nations

1.0 INTRODUCTION

1.1 Organization History

Established in 2001, EDFO was registered as Trustees in (June) 2002 and then in (January) 2013 was re-registered as a company limited by guarantee with no. **97259**. Following some changes regulating non-governmental organizations, then, it was re-registered as a non-governmental organization (NGO) in 2019 with registration No. 00NGO/R/0454.

EDFO is a non-governmental, not-for-profit organization whose main role (among others) is to build the capacity of individuals and organizations. The initiative for its formation was spearheaded by four dedicated people who felt that it was desirable to form a learning collaborative alliance as a strategy to jointly respond effectively to global development challenges especially to marginalized groups/communities in the South. We seek to create a legacy of improved skills and economic opportunities at the individual, community, national, regional and global levels. EDFO is based in Mwanza, Tanzania.

For over twenty years now, EDFO has managed, in collaboration with its partners to undertake projects targeting various beneficiaries in different areas such training on entrepreneurship, research, education (Newspaper in education, School Wash, quality improvement), dare care centre, student recruitment, advisory services to other organizations and individuals, water issues (under social accountability and good governance), health (malaria sensitization, nutrition, maternal & child health) and capacity building.

In the last three years EDFO continued with the interventions in some of the above areas. More specifically implemented projects on human rights, education, economic livelihood (e.g preventing factors that push children and adolescent girls into abusive domestic and exploitative work, empowering adolescents for self employment, parenting skills for project community members, empowering school going children-establishing school clubs, empowering school committee members), health (reproductive health to adolescent/youth, women and men, under 5, awareness on good health practices, ...), nutrition (nutrition for girls, pregnant and breastfeeding women, supplementary food, sanitation and hygiene, early child development,..). Other areas of intervention: life skills, project planning, financial management, good governance for improved/quality services to beneficiaries and advisory services to other organizations and individuals.

Apart from these activities, EDFO also engaged in income generating activities (IGAs) as a means to supplement (inadequate) funding from donors (especially during and after COVID-19 pandemic). EDFO did this by providing capacity building/advisory services to other organizations in the areas of organizational development - organization registration, organizational documents, strategic planning, impact assessment ...

Summary of impact:

- At least 75% of the women (more than 3000) who have attended our training are earning their living through the business they started. Also about 25% of them have been able to employ between 1-4 people in their businesses
- Network members have increased their knowledge in child rights and protection, getting more funds due to increased knowledge in management. Children welfare has been improved due to increased knowledge in designing and managing projects and counseling for children. The network now grown from being a regional to national level.
- Communities of the COWSO Projects have water on daily basis, which relieved them from wastage of time in searching for it

- Children are happy (in more than 50% of the schools of the SWASH Project) due to improved SWASH conditions. The actors at local level are now aware on issues of accountability. Children, teachers, parents and community members are aware of child rights and claim them for their wellbeing.
- Adolescents are socially and economically empowered running their own economic projects as self-employment initiatives.
- Improved knowledge on nutrition has increased health status for children and women/mothers.
- Newspaper in Education: Pupils analytical, writing and questioning and presentation skills increased. They are more confident than before.
- Voter education: More than 62,000 people were free to exercise their rights of voting for the ones they wanted
- Research findings have stimulated debate on if our children are really learning or not. This has grabbed the attention of donors and put a focus on the importance of projects strengthening the quality of education
- Orientation service for students: students got the opportunity to study here and abroad and some of them are now serving as doctors, lecturers and pharmacists
- Community members are aware of their roles in improving the quality of education. They do this by supporting education projects and by holding service providers (teachers, local leaders,...) responsible for their failure to fulfill their responsibilities
- Staffs from various organizations (and individuals) have increased knowledge and skills in what they are doing. They have improved work habits and there is more motivation to work as a team than before.
- Organizations have increased their resources due to improved skills in fundraising/resource mobilization
- More than 10% of EDFO's income comes/is generated from income generating activities (IGAs) which sustains the administrative activities of the organization.

Due to social and economic changes that have happened over this period (like COVID-19,...), it necessitated the change of the organization to be in a better position to serve its beneficiaries more effectively. This change entailed reviewing the whole organization and make changes in some areas such as, objectives, philosophy, programs and services, way of working, its... resulting into coming up with a new strategic plan to accommodate these new changes.

This is a five-year strategic plan (SP) for the Education Development and Facilitation Organization (EDFO) for the period of 2022-2026. This (SP) was developed by the Board members, management and staff. This document serves as a road map for programming and operationalizing activities of the organization over the coming five years. This plan is informed by both international and relevant national/local development policy legal frameworks. Specifically, this strategic plan of EDFO has been formulated by taking into consideration the Sustainable Development Goals (SDGs), Tanzania Development Vision 2025, National Strategy for Growth and Reduction of Poverty (*commonly known as MKUKUTA II*), National Youth Employment Policy, National Community Development Policy, Human Rights instruments (CRC, CEDAW) to mention but a few.

The organization has defined its operating niche (from eight strategic goals) by taking into account definition and analysis of its institutional mandate and scope of its work, analysis of external environment to determine real and felt needs of society; and analysis of internal environment that establishes the capability and areas of organizational growth to effectively accomplish its mission and realize its vision.

The five-year period of this strategic plan will be a time of assessing and deepening EDFO's approaches to its work. Concurrently, EDFO will take more of leadership/facilitation role in working with a broad array of community resources and it will explore actively engaging more stakeholders/partners/volunteers.

This strategic plan is intended to be a management tool for EDFO. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts. It is a record of the strategic planning process and the decision reached by the board members, management and staff. Second, it is a reference guide for further strategic planning.

EDFO will endeavour to successfully implement this strategic plan for more desired results by working in collaboration with stakeholders (community, government, development partners, public and private sectors and the civil society).

1.2 Objectives of the EDFO Strategic Planning

Strategic plan is one of the important and fundamental tools that ensure the continuity of the organization in performing its developmental role; it allows the organization to adapt its role to fit the diverse needs of the target groups. Strategic planning means a systematic process aimed at identifying and addressing specific issues in a participatory manner in order to attain the desired outcomes (*Rick James, 2013: International NGO Training and Research Centre*). It is expected that by having this strategic plan in place can contribute to identifying internal capabilities and what characterizes EDFO in terms of strengths, weaknesses, opportunities and threats (where we are now?), and how to deal with each of them in a way to sustain the expectations of the target groups.

Assist in achieving the desired results sought by EDFO (**where we want to go?**);

Lead to improved quality of decisions taken by EDFO by focusing on vital matters and challenges facing the organizations. It helps decision-makers to determine **how to get there?**

Create EDFO's identity and contribute to its grassroots development.

Helps EDFO to allocate and distribute available resources and identify ways to use them, strategic planning depends on precise considerations of the organisation capabilities and its environment, leading to the adoption of important decisions involving resources management.

Increase the awareness and sensitivity of 'leaders' about winds of changes and the threats and opportunities that surround, it is planning by taking the change into account - changing rather than resolving the current situation.

1.3 Methodology

The EDFO Strategic Plan, 2022 – 2026 which follows is the result of hard work and meetings by the EDFO members generating own inputs without the guidance of the external consultant (executive director served as a consultant due to his experience in strategic planning and was part of the previous one). The process began in January 2022 when the consultation process was made both internally and externally by the Executive Director following the proposed changes. The leadership also used internal meeting as a way of updating members on goals and objectives of the organization and what it intends to accomplish in the next five years. During such meetings, the members of EDFO requested executive director to guide the strategic planning process and involve the members. Executive director presented about the process and the importance of the strategic planning for EDFO operations and future fundraising plans and then moved on with the actual planning and finally coming up with the functional document agreed by all members for execution in the next five years. The process took about two months to complete it.

2.0 ORGANIZATION PROFILE AND PHILOSOPHY

2.1 Assumptions/Beliefs

- We believe Tanzania is a country rich in resources and potential
- We believe that no one is hopeless
- We believe in the equality, unique and innate worth of all individuals
- We believe that development is an innate and natural process
- We believe that people should have the opportunity to learn and change throughout their lives
- We believe that human diversity contributes to a rich and vibrant society
- We believe in the importance of positive and supportive relationship
- We believe in stewardship of resources we have.

2.2 Vision Statement

“We are a leading capacity building provider in the Lake Zone for social and economic innovation”

We envisage an ignorance, unemployment and poverty free society. We see a democratic community in which its members know and exercise their rights without any fears. It is a community free of injustice and corruption where people enjoy their freedom in which they are working towards the development of their community. We see now hopeless children, young men and women putting off their rags and dress in new clothes, well fed, valued and cared for. We see them feel important and able to transform their generation into great future full of hope. We see them unleashing their full potential for the benefits of the community in which they live. They are noble people making great impact; they hold various positions – in public and private sectors, while others are successful entrepreneurs. We see men and women in leading positions that are strong enough to fulfill their responsibilities with integrity and have a great impact in alleviating poverty.

2.3 Mission Statement

“To facilitate community development through sharing knowledge, enhancing skills, changing attitude and giving information we inspire and empower our beneficiaries and clients by providing high quality services through innovative approaches to create innovative solutions and make informed choices to improve their lives”.

We aim to give our contribution to the following social needs (according to the MKUKUTA II strategies):

- Supporting children and youths to develop a habit of reading and learning
- Promoting spirit of daring, to support young men and women to enter and participate in entrepreneurship, explore opportunities and develop their own strategies to maximize the benefits of a globalized economy.
- Improving human resources capacity, in terms of knowledge, skills, competencies, abilities and efficient deployment
- Fostering changes in mind-set toward hard work, patriotism, and self-reliance
- Providing selective and customized investment in human capital to inculcate appropriate skills (production, processing, quality, and marketing) and entrepreneurship, promotion and development of skills for productivity enhancing employment and self-employment especially for youth and women
- Address population dynamics challenges and create human capital out of a learning population

- Promote and enhance right attitude toward hardworking, self-confidence, and self-esteem, creativity, innovation and moral integrity
- Linking individuals, men and women, to productive and decent employment
- Employing Farming God's Way for maximum production in agricultural sector
- Ensuring democratic participation in the monitoring of public resources, rule of law, human rights and in total, a conducive business environment for fostering investments.

2.4 Organization's Objectives

- To strengthen and support delivery of quality education and health services in the community
- To strengthen and support the capacity of families to protect and care for their children through awareness training and resources
- To involve community in the improvement of socio-economic services for their holistic development
- To enable community to identify their felt needs and empower them to address them
- To educate the community on the importance of living the life of love, peace, cooperation, independence and avoiding evils by spreading good news.
- To promote awareness on the area of environmental management and sustainability of natural resources available
- To equip, empower and foster entrepreneurial skills among communities to be able to undertake entrepreneurial ventures for their own development.

2.5 Our Core Values

➤ Stewardship

For this reason our first and most important core value is the principle of biblical stewardship which is: God owns everything and He gives some of it to us to use and manage on His behalf for the benefits of community members whom we serve.

➤ Partnership

All our activities aim to create a win-win situation that seeks mutual benefit. We believe there's plenty for everyone, our solutions are mutually beneficial and satisfying. We are empathic but also confident; we are considerate and sensitive but also brave. We seek creative cooperation. We interact together genuinely, and are open to each other's influence.

➤ Integrity

We are sticking to our true feelings, values, and commitments. We speak and act honestly. The resources at our disposal are not our own. We are open and factual in our dealings with donors, project communities, governments and the public at large. We demand of ourselves high standards of professional competence and financial accountability.

➤ Excellence

We seek to reach beyond effectiveness toward fulfillment, contribution, and greatness.

➤ Respect people

We act in ways that respect dignity, uniqueness, and intrinsic worth of every person. We celebrate the richness of diversity in human personality, culture and contribution. We believe that the mental, emotional, and psychological differences among people are what really drive synergy and innovation.

➤ Proactivity

We believe that life doesn't just "happen." The choices are ours and every situation provides a new choice and it gives us a perfect opportunity to do things differently to produce more positive results. We are responsible for our life and we don't blame genetics, circumstances, conditions, or conditioning for our behavior. We behave anticipatory, change-oriented and self-initiated. We focus our time and energy on things we can control and we make things happen rather than just adjust to a situation or wait for something to happen.

2.6 Mandate Statement

We are an NGO, registered under Non Governmental Organization Act No.24 of 2002

Formal requirements (according to the National Council of NGOs - NACONGO)	
Governance	In carrying out our mission we are guided by our statutes, internal documents and operating standards
	We have a duty to respect the law governing our operations, respect the culture and traditions of the people and the communities in which we operate unless the same are contrary to any written law
	We ensure democratic governance of the organization, hold the governing bodies and employees of the organization responsible and react to their misconduct
Autonomy	We are independent in setting our goals, decisions and activities and refrain from being controlled by political parties, public institutions or companies, resulting in losing our independence, autonomy and ability to act for the public benefit
Accountability	We are not inclined to any political party and we do not seek political power or campaign for any political party
	We are responsible and accountable to the people without compromising core values, visions, missions and objectives
	We honor all lawful written contracts and oral agreements
	We are accountable for our activities and are responsible to the founders, members, stakeholders, supporters, donors and the general public
	Information regarding the mission, membership, activities and funding of our organization are public and understandable, our activities transparent
	We communicate in an open and direct manner with all parties concerned
	We use natural, human and intellectual resources, as well as material and financial assets with sustainability and prudence, considering the needs of both present and future generations
	We do not use or advocate the use of violence to express our opinions, achieve our goals or gain the attention of the public
Financial Transparency and Accountability	We use the funds and the resources efficiently and in accordance with designated purposes
	We use only justified and transparent budgets and avoid duplication in funding
	We disclose a report of our activities and finances at least once a year and make it available to the public, Council, Board and other stakeholders
	We exercise zero tolerance on corruption and other forms of substantial misuse of funds and take effective actions to hold

	persons or institutions responsible accountable
HR Management	We have clear policies to avoid conflict of interest, nepotism favoritism corruption and that ensure an environment where mutual respect and human dignity is fostered, promoted and enforced
	We have clear, well defined, written human resources and administrative policies and procedures that are consistent to the laws of Tanzania are developed and adhered to
Informal requirements	We aim the facilitation of growing awareness and consciousness such that people are able to take control of their own lives and circumstances, and exert responsibility and purpose with respect to their future
	As an empowering and transformative organization we build the power of others rather than our own
	We have confidence and clarity about our essential contribution
	We express and represent a diversity of interests and needs of people. We engage people in the development of civil society through civic education, participatory democracy, advocacy and other forms
	We consistently pursue skilled actions, professionalism and perfection in order to achieve better results in our work
	We demonstrate civic courage in fighting against social injustices
	We are open to new and diversified ideas and opinions, as well as cooperation in achieving common goals
	We prevent from entering in the conflict of interest
	We recognize the diversity of ways of thought, organizations and their goals
	We honor the authorship and ownership of ideas and projects of other organizations
	In order to avoid donor dependency we are seeking to generate income. The income generating activities are in line with our mission and objectives. The profits are not shared among the members or directors of the organization but are ploughed back to the community in many different ways.
	Capacity development programs for HR are fully developed and utilized
	We foster the utilization of local capacity without compromising the quality of services and interventions
	Clear disciplinary and grievance procedures are established
	We promote gender equity in our organization, including equal remuneration for men and women workers for work of equal value and maternity protection
	We promote a safe, healthy, caring, non-discriminatory work environment. No program or service will be denied to any person based on their HIV/AIDS status. No current or prospective staff member will be asked or required to disclose his HIV/AIDS status to any employee, volunteer, director, or other individual involved with EDFO, except as required by law.

3.0 CURRENT SITUATION ANALYSIS

3.1 SWOT ANALYSIS

Strengths	Weakness
<ul style="list-style-type: none"> • Committed staff/volunteers • Good image • Good office location • Education level of staff • Partners (local/international) • Wide presence in the country • Possession of land 	<ul style="list-style-type: none"> • Marketing/Corporate Identity • Heavily depending on donors (>90%) • EDFO's ability to reach out to more beneficiaries and expand its geographical and thematic reach is constrained by resource limitations. • Resource mobilization has been largely carried out by the Executive director; however, efforts are underway to enhance the capacity of key programme staff to undertake resource mobilization, guide by the resource mobilization strategy.
Opportunities	Challenges/Threats
<ul style="list-style-type: none"> • Public-Private-Partnership (PPP 2010) • Demand for services is growing • Learning opportunity • Networking • Technology • Listening leadership • Favorable laws and policies for NGOs • Presence of NACONGO • Readiness of more donors to support 	<ul style="list-style-type: none"> • Staff turnover • Competition • Global crisis (diseases, wars, climate change...) • Legal issues/Corruption • Technology (mindset changing and cost) • Change of mindset within the organization • Economical contingency (inflation) • Change of policy (on side of government)
Strengths: how to preserve	Weakness: how to minimize / overcome
<ul style="list-style-type: none"> • Improve the staff motivation, consider them in term of development and improve the working environment and tools, keep them informed (transparency), involved them in decision making and delegate responsibility. • Be part of networks, be active in different networks and board committees and support other organizations with advisory services. • Maintain the quality of the office and the equipment/build our own office. • Develop the competencies and the skills of the staff for more progress. • Establish and strengthen relationships with our partners (communicate regularly, give feedback, sending reports, be available). • Be committed to continuous learning (formal and informal); remaining a small organization, with a capability of quick reaction to changes, while having a strong network where to get the necessary resources. 	<ul style="list-style-type: none"> • Attend internal course/training about organizational issues to improve knowledge and skills (time, resources and project management). Elaborate proper organizational documents and policies (strategic plan, code of conduct, manuals...). • Put up a proper information management (database for contacts and managing networking, archive system...). • Elaborate a proper budget and financial planning. • Put up a marketing strategy and learn how to use efficiently internet and social networks. • Differentiation of funders (internationally, local, business, private), use different channels to get funds (not only proposal). • Put up a fundraising plan and create income generating activities. • Increase our self-confidence, dare to expose ourselves and pursue a more aggressive marketing.

<ul style="list-style-type: none"> • Make the land profitable, using it for income generating activities. 	
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Opportunities: how to take advantage	Challenges: how to overcome
<ul style="list-style-type: none"> • Read regularly governmental documents (e.g. 5 years economic plan, changes happening – policies,...) to see where the opportunities are. • Keep informed about the projects from big international organizations and about networks/new networks. Make ourselves known. • Experiment new ways of learning (e.g. e-learning). • Exchange (other cultures/people abroad), read (books, documents, newspapers...) and put up a know-how/information management system. • Keep in touch with new organizations (reporting, newsletter...), meet with them and network with other big organizations (go and present ourselves). • Using videoconference (with other organizations/ with people abroad) and web based learning. 	<ul style="list-style-type: none"> • Put up a realistic HR Plan (to assure salary); assuring training/development in order to retain human resources. • Becoming more formal, structured and professional, offer different services for different target and deliver them in new ways. • Develop more specialized skills (e.g. consultancy). • Bureaucracy: Close follow up. • Avoid organizations, which are acting unethical (e.g. those which request 10% of the funding for giving us a project/fund). • Learn how to use efficiently the technology (internal training). • Take time to realize the full change within the organization and support it. • Differentiate our income (different sources, different channels).

3.2 STAKEHOLDERS' ANALYSIS

Public sector	Civil society
<ul style="list-style-type: none"> • Government • Ministers and advisors (executive) • Civil servants and departments • Elected representatives (legislature) • Courts (judiciary) 	<ul style="list-style-type: none"> • National NGOs/International NGOs (as donors, partner, customer)
<ul style="list-style-type: none"> • TRA 	<ul style="list-style-type: none"> • TEN/MENT •
<ul style="list-style-type: none"> • Insurance 	<ul style="list-style-type: none"> • School Committees
<ul style="list-style-type: none"> • Law enforcers/Police 	<ul style="list-style-type: none"> • Communities
<ul style="list-style-type: none"> • Political parties 	<ul style="list-style-type: none"> • Schools and Universities • Social movements and advocacy groups • Women's associations • Children Networks (MCAN, TECDEN,...) •
<ul style="list-style-type: none"> • Local government/councils 	<ul style="list-style-type: none"> • Media
<ul style="list-style-type: none"> • Military 	<ul style="list-style-type: none"> • Trade unions
<ul style="list-style-type: none"> • International bodies (World Bank, UN) 	<ul style="list-style-type: none"> • Churches/religions

Internal Stakeholders
Board
Staff/Management
Development workers/volunteers

Individuals

Private sector

Children	Corporations and business companies (local / foreign)
Youth	Business associations
Women	Professional bodies
Community members	Individual business leader
Teachers	Financial institutions/Banks
Caregivers	
Parents	
Students	

For the past few years of implementation, EDFO partly attributes her success to the continued fruitful, involvement and active participation of all her stakeholders at community level. In addition, EDFO has been in collaboration and cooperation with different organizations locally and internationally. EDFO values other development partners' contributions and this is why EDFO seeks to partner with such organizations in delivering quality work in communities. Further still, EDFO works hand in hand with the local government mainly at the district, ward and grass root levels. During this strategic plan time, EDFO will continue to network with different stakeholders in planning and implementation of her work and these include: the beneficiaries in the community, local government, community structures and networks. In the five years to come, the Stakeholder Analysis will help EDFO to identify and define all the parties who have an interest in EDFO work in a more systematic way.

These above are some of the identified stakeholders which EDFO intends to network and collaborate with.

This stakeholders' analysis helps us to put ourselves at the place of our stakeholders and try to look at EDFO from a different perspective. So we thought about what are the needs of them towards us and through which criteria are they assessing us. Finally, how good or bad would they rate us?

We plan to involve the key stakeholders in presenting them the strategic plan for discussion/review. We expect specially a feedback (during implementation) regarding:

- Community project intervention programs
- Financial plan
- Check their needs and their evaluation of EDFO.

3.3 Risk Assessment/Analysis

As EDFO projects into the next five years of her existence, it is important that she understands her risks so that mitigation measures are planned for. The risk assessment will provide a framework for prioritizing and planning what actions to take should that risk arise. Putting that into consideration, a risk assessment matrix has been analyzed ranking all the identified risks according to severity of consequences and probability of occurrence. This framework has assessed the identified risks taking into account not only the severity (high/medium/low) of the negative eventuality, but also of its probability of its occurrence.

EDFO Risk Analysis Matrix:

Risk	Probably of Occurrence			Magnitude of Impact			Risk Response
	High	Medium	Low	High	Medium	Low	
Political Risks							

Politicizing of EDFO activities by the local leaders		xxx			xxx		EDFO is a non political organization. Hence, she will sensitize all leaders what her mandate is.
Change of political leadership which might not support EDFO work			xxx			xxx	EDFO will strive to work with the new leaders for project continuity
Political instability			xxx		xxx		EDFO will collaborate with other stakeholders/organizations for stability
Economic Risks							
High Inflation rate	xxx			xxx			EDFO will ensure that her budgets put into consideration a high possibility of inflation rates.
High completion of donor funds		xxx				xxx	EDFO will come up with a systematic strategy for fundraising in addition to preparing quality and sellable proposals
Social Risks							
People's negative attitude towards development work			xxx		xxx		EDFO will strengthen her sensitization approaches in order to convince her communities to change people's

							negative attitudes towards development
Environment Risks							
Un predictable change in Climatic conditions		XXX	XXX				EDFO will implement her activities following the National climatic calendar. EDFO will be environment sensitive by implementing environment friendly projects
Organization Risks							
Staff turn over			XXX			XXX	EDFO Board and the management team will put in place motivation strategies staff to stay on job
Sustainability of the organization and its work in community		XXX		XXX			EDFO Board and the management team will come up with other strategies of raising funds both locally and internationally to avoid over depending on donor funds.

3.4 Environment Context

This strategic plan is informed by a scan of the external and internal environment that EDFO has and continues to operate in. This has been done to enable EDFO effectively plan putting into consideration both internal and external factors that might have a positive or a negative influence or impact on her work. Consequently the following factors have been put into consideration while planning for the next five years: -

➤ External Environment

i. Policy and Legal Environment

Currently, at a National level, there has been good-will and consolidated efforts from the government to develop an enabling policy and legal frameworks for operational where peace building and conflict transformation backed up with rule of law and justice has been

emphasized. Given the obtaining policy and legal framework in Tanzania, during the implementation of the strategic plan, EDFO will seek and make use of the opportunities to influence, shape her target groups so as to achieve their rights.

ii. Political Environment

Although the government of Tanzania has worked hard at democratizing and decentralizing her proceedings, the country still has many challenges related to the political environment and these include lack of public accountability, failure of leaders to execute their mandate, politicization of development work in communities, and increased in corruption. Such circumstances have continued to affect the security and livelihoods of target groups. Hence, in these coming years, EDFO will strengthen her cooperation and collaboration with the local government in her operation areas to find solutions to these challenges in order to foster community development more effectively.

iii. Economic Environment

Economic stability is also key to EDFO's successful implementation of activities. However, Tanzania continues to be affected by economic related challenges including high inflation rates, high poverty levels particularly in her operation areas where the poverty levels are alarming. More so, the living condition has also gone up making it very difficult for the poor and vulnerable rural communities to survive – to make their ends meet.

This is attributable to the external factors that have negative impact to Tanzania. For example, the rise of fuel prices has had negative impact to many other products and services offered to people. Wars around the world (like Russia against Ukraine,...). In addition to that, in some areas the climatic conditions have further worsen the rural farmers lives due to the fact that they are now very un predictable and this makes planning a little bit difficult. In the five years to come, EDFO will put into consideration such issues in order to effect her plan more successfully.

iv. Social Environment

In the coming years, EDFO will be sensitive to the community dynamics, the social norms and values in the communities that she intends to work in. EDFO will pay attention to addressing social injustices that are manifested through cultural practices which negatively affect youth, women and children. Such issues include gender based violence, low decision-making and inhibiting cultural practices to enable women effectively participate in community work which geared towards improving their livelihood.

v. Technological Environment

Information communication technology (ICT) is changing the lifestyles of community members (especially youth) in the global economy. ICT had affected the way people live and behave consequently their habits. The increasing use of ICT presents both opportunities and challenges in terms of the social development and inclusion of some community members including youth. As ICT has become a significant factor of development, it has a profound impact on political, economic and social life of community members that EDFO intends to serve in the next five years. EDFO acknowledges the importance of technological factor in its operations. Therefore, EDFO will ensure that in the next five years will employ the use of technology. However, faces major challenges that include introducing new information and communication technologies among community members especially youth to promote social and community development through electronic communication, e-learning, e-commerce, cyber-participation and e-citizenship.

vi. Natural Environment

Increasing the participation of community members in environmental protection depends on opportunities for them to participate in the decision making of government-supported organizations and community based organizations. Attempts should be made to strengthen community members engagement in the protection, prevention and improvement of environment by dissemination environmental information to enhance their involvement and participation in environmental justice and governance.

4.0 STRATEGIC ISSUES AND DIRECTION

4.1 Organizational Strategic Issues

Issue 1: How will the organization be developed and strengthened to successfully implement its activities?

Issue 2: How will the organization be able to respond to emerging and changing environment?

4.2 Programmatic Issues

Issue 3: How will the organization handle the issue of environment and climate change?

Issue 4: How will the organization mainstream the issues of livelihood and entrepreneurship in its community intervention activities?

Issue 5: How will the organization respond to issues of sexual and reproductive health rights in relation to youth/adolescents?

Issue 6: How will the organization deal with agricultural, nutrition and food security issues for the wellbeing of community and nation?

Issue 7: How will the organization handle issues of orphans and vulnerable children (OVC)?

Issue 8: How will the organization handle the issue of gender equality?

5.0 STRATEGIC DIRECTION AND GOALS

5.1 Overview

Based on EDFO's vision, mission, core values, the opportunities, threats in the current environment, and strategic issues raised, the five-year period of this strategic plan will be a time of assessing and deepening EDFO's approaches to its work. The strategic direction and goals included in this plan are EDFO's response to its understanding of what communities' value most about the organization, current opportunities and challenges for offering a high quality system of support in the community for particularly the most vulnerable women, youth and children without forgetting agriculture and environment.

In its quest to support and initiate community development processes, EDFO will work with all stakeholders and other likeminded organizations in finding long-term sustainable solutions to community related problems. In line with EDFO's vision and mission, the strategic plan focuses on the following objectives;

- To build and strengthen EDFO organizational capacity necessary of successful program implementation.
- To contribute to the overall community development through mainstreaming crosscutting issues related to gender, Children, Health, water hygiene and sanitation, economic livelihood/entrepreneurship and environmental issues.

Concurrently, EDFO will take a leadership role in working with a broader array of community members, and it will explore activities that engage more community members. With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, EDFO will pursue the following strategic directions:

EDFO will review and deepen its existing direct support and services over time to ensure that they are working effectively with community members. The model emphasizes community decision-making, participation and integration. EDFO is committed to ensuring that all of its programs are commendable.

EDFO will further assess community needs to identify gaps or opportunities in service delivery. This assessment will serve as the basis for expanding or adding new projects. The emphasis will be put on advancing programs in the Lake Zone but could expand to all regions of Tanzania given a need.

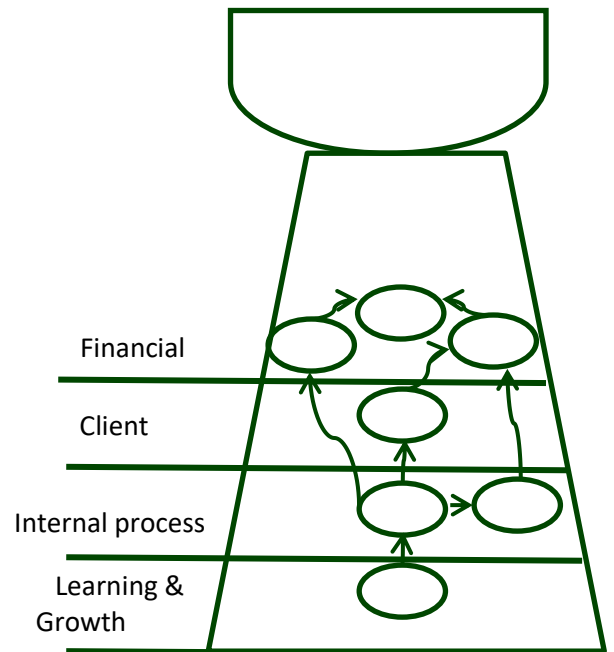
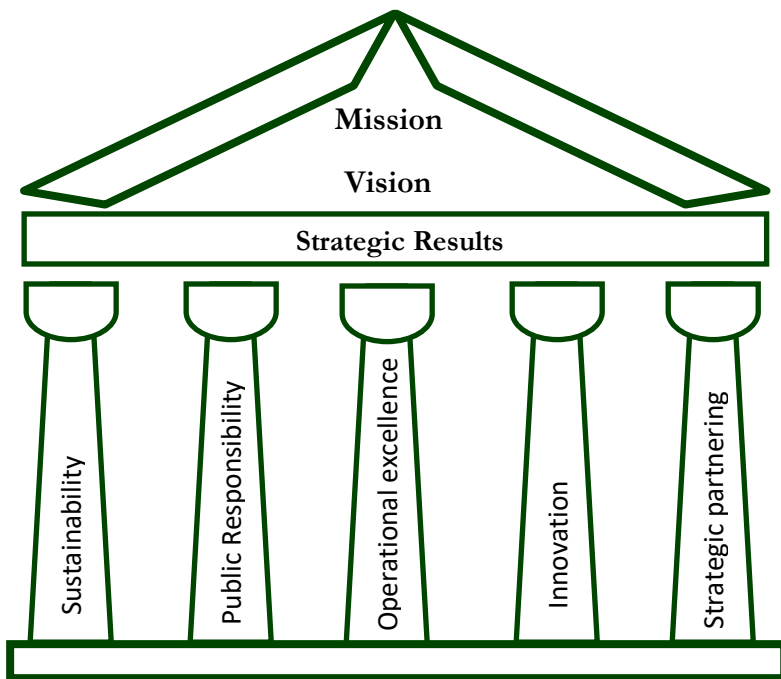
EDFO will take a leadership role in working with a number of stakeholders to identify and meet the needs of community members. The focus will be to ensure project implementation and eliminate duplication.

EDFO will explore the feasibility of expanding the organization’s visibility in the community and making greater use of community structures. The organization will explore developing and supporting beneficiaries and this will be visible in a wide range of community initiatives and creating strong supporters for community participation throughout the broader community.

5.2 Strategic Direction Goals

Goal 1: Organizational Capacity Development and Strengthening

- **Sustainability of the organization:** How can we ensure the organizational survival?
- **Public responsibility:** How can we ensure that the organization addresses important issues, serves as many people as possible, helps people to help themselves, and makes a significant difference in the lives of the people it serves?
- **Operational excellence:** How can we ensure that services are first, effective (produce the desired change in people’s lives) and then, efficient (make best use of resources)?
- **Innovation:** How can we keep the organization flexible and responsive? How can we promote social and economic innovation in our environment?
- **Strategic partnerships:** How can we develop and ensure synergy with our partners?



Perspective / Goals	Measures	Targets	Initiatives
Financial	•	•	•
Client	•	•	•
Internal process	•	•	•
Learning & Growth	•	•	•

- **Financial Perspective:** This perspective answers the question: "to financially sustain our mission, what must we focus on?"
- **Beneficiary Perspective:** It answers the question: "to achieve our vision, how should we appear to our beneficiaries?" The client perspective defines how the organization will differentiate itself from other organizations.
- **Internal Process:** In order to deliver the beneficiary perspective objectives, an organization must develop very effective processes. This component answers the question: "to satisfy our beneficiaries, at which operational processes must we excel?"
- **Learning and Growth:** This perspective defines the core competencies, skills, technologies and organizational culture needed to support an organization's strategy. This perspective answers the question: "how will we sustain our ability to change and improve?" The objectives set here enable an organization to align its human resources and information technology with its strategy.

EDFO will have focused institutional strengthening efforts that are aimed at enhancing the programme's operational efficiency. The objective will be to have improved and efficient operational policy, procedures and management systems by 2025. This will ensure effective and efficient delivery of its services through harmonized structures and streamlined management practices.

EDFO will strive to diversify its donor base, and put in place a resource mobilization strategy that will see its resource base and financial sustainability enhanced. The objective here is that by 2024, EDFO will have increased her resource base 10 times from the current level. Donors that will be

targeted fall into different categories: multilateral, bilateral, UN agencies, philanthropists, embassies, corporate sector, faith based institutions, individuals/friends, community members.

Through this plan, EDFO intends to work in collaboration with others through partnerships of mutual benefit in realizing shared goals.

The key intermediate results under this are:

1. Harmonized structures, policies and systems of the organisation in place
2. A resource mobilization strategy established
3. Increased number of donors contributing to 90% of the annual operational budget.

The key activities that will be carried out in order to achieve these results include the following:

1. Review structures and policies of the organisation
2. Establish and operationalize the organization's performance monitoring system
3. Harmonize the terms and conditions of services for all the programs
4. Develop a resource mobilization strategy
5. Establish a resource mobilization team
6. Develop EDFO branding and publicity strategy
7. Develop and implement a strategic partnership policy.

Goal 2: Strengthening the Organisation to be able to Respond to Emerging and Changing Environment.

EDFO will reposition the programme to be able to respond to the emerging and changing environment. To achieve this, EDFO will develop and transform into a reflective learning and responsive organisation. Internal bi-annual programme learning experiences and best practice forums will be held to facilitate this. Inter-programme learning and best practice forums will also be held involving other areas of operation, and knowledge management within the organization strengthened. EDFO staff will be supported to apply core values as pillars and references to all programs.

The key intermediate results under this are:

1. Bi-annual programme learning experience and best practices forum conducted.
2. Annual inter-program learning, best practices conducted.
3. EDFO staff uphold and integrate the core values of the organisation in all its programmes.

The key activities that will be carried out in order to achieve these results include the following:

- i. Plan and hold periodical reflection and learning forums
- ii. Implement, document (patent) best practices
- iii. Share best practices
- iv. Disseminate best practices and achievements
- v. Train staff in emerging ongoing development practice and skills.
 - Emergency preparedness and response
 - Project cycle development
 - Performance planning and management
 - Writing skills
 - Presentation skills
- vi. Emerging technology and development

- vii. Develop and implement a staff development plan
- viii. Community participation and contributions
- ix. Empowering communities to make informed decisions and choices for their own development.
- x. Commitment to accountability and transparency to the donors, community and other stakeholders. Ensure respect and dignity for all.
- xi. Encourage and promote mutual partnership, networks and alliances (government, local organisations).
- xii. Lobbying and advocacy for vulnerable groups, communities and individuals.
- xiii. Treating the community based institutions as equal partners.

Goal 3: Promoting Environmental Management and Climate Change Adaptation

EDFO recognizes that the effects of climate change will impact negatively on livelihood insecure communities. Steps will therefore be taken to enhance EDFO's capacity to mitigate, (amelioration and protection) emerging global climatic changes within our areas of operation by 2026.

The key intermediate results under this are:

- i. Restoration of degraded environment in areas of operation by 25% (2026)
- ii. Environmental friendly technology promoted in all EDFO programming by 2026.

The key activities that will be carried out in order to achieve these results include the following:

- i. Baseline survey
- ii. Re-afforestation
- iii. Afforestation
- iv. Community capacity building in water resource management and soil conservation.
- v. EDFO staff capacity building on environmental education and management.
- vi. Community capacity building and awareness creation on environmental management.
- vii. Capacity building on modern environmentally friendly technology.
- viii. Promotion of agriculture technologies that are environmentally friendly.
- ix. Development of appropriate technology.

Goal 4: Empowering Women and Youth Livelihood and Entrepreneurship

EDFO will empower women and adolescents/youth with entrepreneurship and livelihood skills, access opportunities. This will ensure women, adolescents and youths acquire knowledge and skills that enable them to plan, start and run their own businesses. EDFO will build capacity of women and youth and enhance ability to become entrepreneurs along with advocating for implementation of policies that promote women and young people's engagement in gainful livelihoods and entrepreneurial activities. Also EDFO will create platforms for knowledge and experience exchange at community, district and national level and beyond with the aim of replication and upscale.

Women's economic empowerment and gender equality are believed to have strong bearings on poverty reduction, growth and human development. Therefore, addressing gender equality and women's economic empowerment issues across sectors is essential to the successful implementation of the value for money agenda. Women access to productive resources also gives women equal opportunity to access and make decision in the management and ownership of resources and opportunities both at household and community level.

The perception challenges that work against women include low self- esteem, low self-confidence, and low respect and social status. This situation is exacerbated by women's inadequate access to

appropriate levels of capital to be invested, income levels and lack of ownership of land, business premises and production equipment; access to food, healthcare, water, sanitation, housing and energy.

EDFO will ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

The key results under this are:

- i. Increased engagement of women and young people in sustainable livelihood projects through the value chain
- ii. Targeted women and young people now running profitable business in selected intervention communities
- iii. Increased participation and inclusion of women and young people in region and national policy implementation, monitoring and review
- iv. Enhanced participation in wider community affairs as a result of their increased confidence and leadership skills gained from EDFO.

The key activities that will be carried out in order to achieve these results include the following:

- i. Identifying and conducting training needs assessment
- ii. Conducting trainings for project beneficiaries
- iii. Establishing ISAL groups in targeted villages/communities
- iv. Engaging business leaders, mentors, community leaders and councilors at key trainings
- v. Establishing market linkages for EDFO youths through establishing market places and linking to buyers
- vi. Preparing and holding livelihoods ward level expos
- vii. Establishing ward based revolving fund targeting youth businesses as one of sources of capital
- viii. Increasing women and youth involvement in key forums
- ix. Build capacity of women as trainers in entrepreneurship, credit management, financial management, marketing and record keeping;
- x. Mobilize resources to provide quality training of women entrepreneurs and enhance the coordination of training
- xi. Develop a framework for partners to provide subsidized BDS services
- xii. Strengthening business mentorship for women and girls.

Goal 5: Promoting Sexual and Reproductive Health Rights

EDFO will equip adolescents and youth with knowledge on SRH, Child marriage and HIV and also improve their access to SRH and HIV services by employing the following strategies:-

- Promoting adolescents and youth access to SRH and HIV/AIDS friendly facilities;
- Providing adequate resources and information on SRH, child marriage and HIV;
- Promoting behavior change and SRH perception of adolescents and youth through adoption of healthy practices
- Engaging communities and households to create a supportive environment for adolescents and youth to practice healthy SRH behavior and end child marriage
- Influencing positive change in communities' beliefs, attitudes and social norms that drive child marriages.
- Empowering girls and boys to be better able to prevent and respond to child marriage
- Empowering girls and young women with adequate information and skills on sexuality, puberty and menstrual hygiene to successfully manage menses in school and at home
- Creating a supportive environment in which menstruation is religiously and socially

accepted

- Improving access to appropriate and safe sanitary products and sanitation facilities.

The key results under this are:

1. Strengthened capacity of girls and young women's knowledge on SRH and demand/uptake of services
2. Increased knowledge on SRH and Rights and comprehensive HIV knowledge
3. Increased number of young people getting tested for HIV and seeking health services
4. Decreased incidences of GBV especially IPV among youth
5. Increased awareness by families, communities and young people of the harmful effects of child marriage
6. Decreased incidences of adolescents and young people getting married under the age of 18
7. Increased knowledge on sexuality, puberty and menstrual health for adolescent girls and young women
8. Increased active male involvement and support on MHM issues
9. Improved demand and use of appropriate and affordable menstrual hygiene management facilities and products by adolescent girls and young women.

The key activities that will be carried out in order to achieve these results include the following:

1. Promoting parent-child communications campaigns in intervention areas (HIV and AIDS, MHM, Child marriages)
2. Selecting and training community cadres in target communities (HIV and AIDS, MHM, Child marriages)
3. Establishing Youth Clubs in intervention areas (HIV and AIDS, MHM, Child marriages)
4. Conducting knowledge awareness raising campaigns/dialogues (HIV and AIDS, MHM, Child marriages)
5. Conducting sensitization workshops on HIV prevention and sexual health
6. Integrating mobile health clinics and community health workers with SRH services at community level
7. Integrating ASRH services by health providers in school SRH corners
8. Coordinating services to GBV survivors
9. Strengthening referral services for GBV survivors
10. Involving men and boys in SRHR, MHM and HIV dialogue
11. Using edutainment (sports, drama, music and dance) to promote MHM.

Goal 6: Improving Agricultural Development, Nutrition and Food Security

EDFO believes in agricultural activities as one of the ways to end poverty especially in rural areas where more than 75% live and depend on agriculture. In light of this, EDFO will promote agriculture as one of its core projects by which many will benefit. In doing this, EDFO will apply Farming God's Way as the best and appropriate way that improves agricultural productivity.

Farming God's Way (FGW) is being widely promoted by churches and faith-based organizations (FBOs) as a development intervention for improving food security, adapting to climate change, and restoring soil productivity for resource-poor farming households in Sub-Saharan Africa. FGW is equated with conservation agriculture (CA) but embeds it in a theocentric (God-centered) belief system that invokes God as the First Farmer who doesn't plough, interprets mulch as God's blanket, and mimics biodiversity and other natural processes attributed to the Garden of Eden.

These biblical metaphors correspond to the three agronomic principles of CA: no tillage, mulching, and crop rotation.

The aim of FGW is to transform the farmer, and why and how they farm. This transformed mindset then facilitates the adoption and spread of FGW which has many benefits such as higher crop yields, more efficient use of inputs, and improved soil health. Socio-economic benefits include cash from sale of surplus production, reduced labour (less manual tillage), and greater household resilience to climate variability, especially drought. FGW is also generally associated with positive environmental outcomes such as soil erosion control, water conservation, and ecological services (soil carbon sequestration).

EDFO will employ the following strategies in achieving this;

- Promotion of this way of farming among communities
- Provision of adequate sensitization and information on FGW
- Promotion of behavior change and perception of community members through adoption of FGW practices
- Influencing positive change in communities' beliefs, attitudes and social norms that accept FGW practice
- Creating a supportive environment in which FGW is socially accepted.

The key results under this are:

1. Behavior change in practicing FGW
2. Enhanced and best agricultural practices
3. Improved and increased crop yields
4. Improved nutrition among children
5. Improved knowledge and skills in FGW
6. Economic improvement of community members.

The key activities that will be carried out in order to achieve these results include the following:

1. Conducting baseline surveys for FGW
2. Preparing training material for FGW
3. Promoting FGW practices in communities
4. Hold sensitization meetings in communities
5. Hold meetings with leaders from village to regional levels
6. Conducting training to community members on FGW practices
7. Conducting monitoring to achieve intended results
8. Conducting evaluation against benchmarks
9. Publicize FGW results for more acceptance among communities
10. Sharing of success stories on FGW.

Goal 7: Improving Condition of Orphans and Vulnerable Children

EDFO is committed to ensuring that the fundamental rights of all children are realized. In Tanzania there are millions of orphans and vulnerable children whose rights have been violated as a result of the combined effects, especially the consequences of the chronic poverty experienced by some households; and the threat of HIV/AIDS. Rights to life, to health and development, to education, to life in a family environment, and to freedom from stigma and discrimination, to name just a few, are quite in line with the Sustainable Development Goals (SDGs). Households and communities face many challenges in providing love, care, support and

protection to our vulnerable children. Poverty affects the majority of households straining their capacity to provide material and emotional support; and HIV/AIDS is further weakening their capacity. EDFO will do this by strengthening the capacity of households and communities to care for orphans and vulnerable children during the period of this strategic plan.

The key results under this are:

1. Children are able to thrive in **safe spaces, safe families** and engage in **safe learning**,
2. Children empowered to know their rights and responsibilities and be given the opportunity to share them with others to promote long-term change as they grow up and become carers.
3. Abuse are prevented and responded to, with children supported so that they recover and are able to become more resilient, which will help them throughout adult life.
4. Adults, including caregivers, teachers and duty bearers, are empowered to respect and advocate for the rights and wellbeing of children and provide them with a safe place to learn and grow.
5. **Organisations** working with children are strengthened and equipped to care and protect children in alignment with international standards.
6. Respective policies and laws are in place to favor children and are enforced accordingly.

The key activities that will be carried out in order to achieve these results include the following:

1. Working with **communities to prevent child abuse, trauma and separation**
2. Building resilience and behaviours that protect children's rights.
3. Raising awareness and improve knowledge of safeguarding, rights and responsibilities and environmental sustainability solutions with children, parents, teachers and the wider community
4. Reinforcing organizational policies and procedures to provide safe, quality services for children, and support children, parents and families wellbeing through mentors and peer support groups.
5. Responding to **children who have suffered abuse, trauma or separation** through crisis response, referral to safe care or safe families, and safe justice for those in contact with the law.
6. Providing ongoing support for recovery through mentors, peer support groups, counseling or emergency medical support.
7. Exploring **4 models of sustainable service provision**
8. Identifying linkages between child abuse cases through to successful prosecution
9. Providing psychosocial and mental health support for children through outdoor education and play.
10. **Identifying and documenting these promising practices** as we discover what works best and we will publish this learning to the wider community, hosting ward, district and regional forums to expand knowledge and understanding of promising practices.

Goal 8: Promote Gender Equality, Empowerment and Equal Access to Opportunities between Youngmales and females.

EDFO will introduce and operationalize a concept of gender transformation to alienate gender inequality norms and practices within homes and the community; also we will ensure that there is balance improvement on access to resources and opportunities among young males and females in the homes and the community. EDFO will do this by recognizing and implementing gender justice principles.

The key results under this are:

1. Enhanced familial and communal structures on gender responsiveness

2. Increased gender equality and participation by young people in target communities
3. All EDFO programming ensuring gender parity in beneficiaries.

The **key activities** that will be carried out in order to achieve these results include the following:

1. Establishing a gender transformative projects and fully functional targeting homes and communities
2. Providing awareness on gender issues among community members
3. Providing specialized training to project staff on issues related to gender
4. Providing training to community leaders on gender issues
5. Gender mainstreaming of all EDFO projects within communities done.

6.0 STAFFING STRATEGY

6.1 Organization's Staff

Our objective is to have a minimum of permanently employees:

Position	FTE 2022	FTE 2023	FTE 2024	FTE 2025	FTE 2026
Executive Director	1	1	1	1	1
Program Coordinator	1	1	1	1	1
Administration (HR)	1	1	1	1	1
Finance Officer	1	1	2	2	3
Project Officer-E&EL	1	1	2	2	2
Project Officer-EANFS	1	1	2	3	3
Project Officer-Health	1	1	2	3	3
Project Officer-EHRs		1	2	2	2
Monitoring and Evaluation Officer	1	1	1	1	1
Cleaning, Security guard	1	2	2	2	2
<i>Development worker/ volunteers</i>	<i>(+10)</i>	<i>(+20)</i>	<i>(+20)</i>	<i>(+20)</i>	<i>(+20)</i>
Total Staff:	8	12	16	17	19

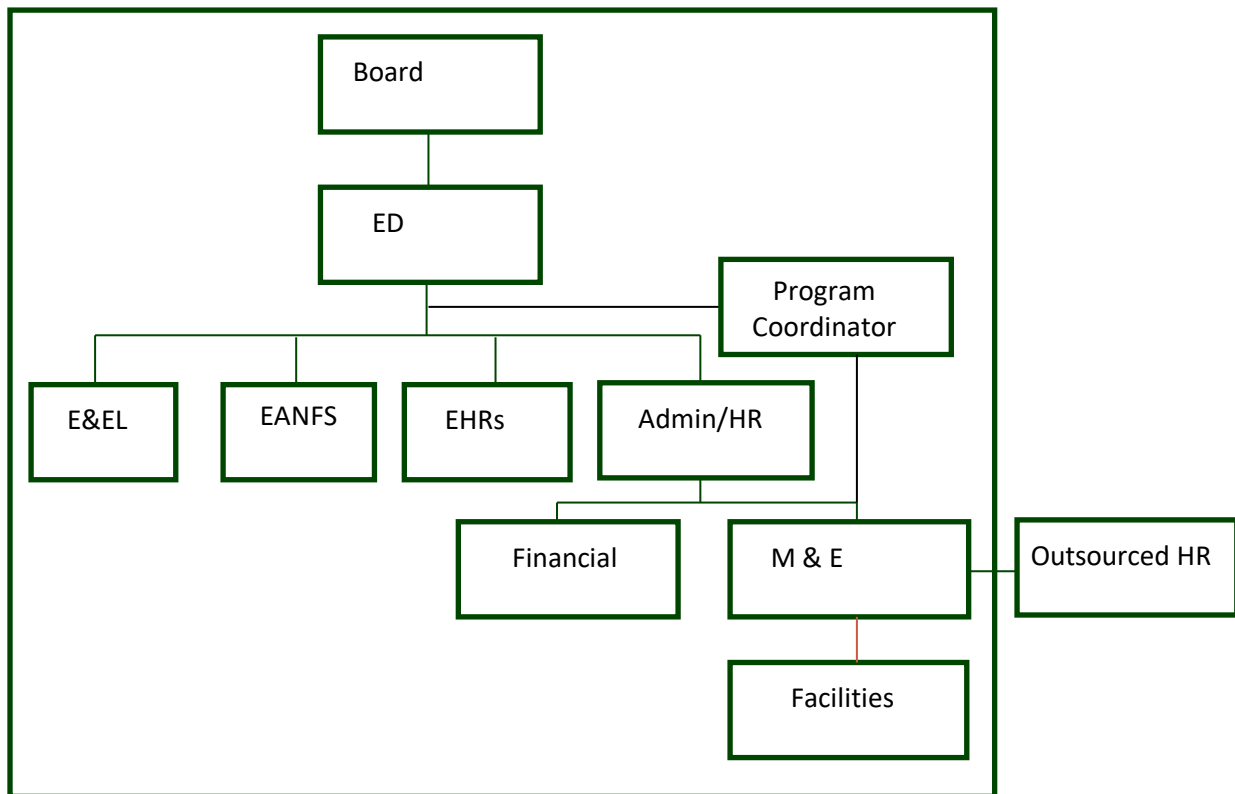
HR – Human Resource

E&EL – Entrepreneurship and Economic Livelihood

EANFS – Environment, Agriculture, Nutrition and Food Security.

For our operations, exchange, exposure and diversity are very important and an added value. Therefore we will work with a selected, outsourced HR Pool of volunteers and professionals (local and from abroad). (*Human Resources procedures and policies are defined in “EDFO HR Manual”*).

6.2 Proposed Organization Structure



7.0 FINANCING STRATEGY AND FINANCIAL PLAN

7.1 Overview

According to our goals, we aim to achieve some independence from any one donor or financing source, in order to be able to survive even if and when any particular donor or group of donors no longer fund it (financial sustainability); to achieve some level of financial autonomy (being able to make our own decisions about how we generate and spend our funds, being able to reject “strings attached” funding because such funding does not fit with our values and being able to make our own decisions about how much to pay our staff).

In order to achieve this goal we aim to:

- have more than one source of income
- have more than one major donor (international as well as local)
- have more than one way of generating income (aligned with our values and vision)
- do strategic, action and financial planning regularly
- have adequate financial systems
- spend the money in a cost efficient and cost effective way.

Actual situation:

- The ratio of international to local donors is too high: we need to lower it (increasing local donors). Local donors shall have a direct stake in supporting our work
- Earned income: at the moment we have few income generating activities. This makes us mostly dependent on donors. We need to earn a reasonable percentage of our income
- Overhead expenses: our overhead expenses are by the time as low as possible
- Money in reserve: we don't have any money in reserve: we need to build up a reserve fund which can earn interest and give us a buffer against financial crises.

- Organizational vision and mission, strategy and action plan: part of this document
- Financial system and financial policy: we have financial system in place as well as financial policy.

7.2 FINANCING STRATEGY

7.2.1 Donor Funding

- Diversification of our donor base (foreign and local)
- Seeking out potential local donors in both the grant-making and corporate sectors
- Using donors for helping us leverage other financial resources by putting us in touch with other donors or by giving us income generating assignments (like training...)
- We have to make sure that there is a high level of agreement in values and agendas between us and our donors
- We do not compromise on our values or vision but we are prepared to discuss strategy options

7.2.2 Earned Income

The bottom line of our organization is not profit but development of people and communities. We are aware that we always have to balance our activities so that the bulk of our work and effort has development outcomes and outputs. We make sure that the kind of income generating activities that we carry on are related to our mission and vision and suits best our current situation, capacity and skills:

- Charging fees for services (consulting, training): we offer those services to individuals, groups, CBOs, NGOs as well as to business sector. This earned income will supplement other funds.
- Sales: products, publications and researches will be sold instead of gave away
- Responsible Tourism and Volunteers: our staffing plan provides that we'll work intensively with volunteers from abroad. Those can be professionals that wish to combine their holiday with volunteering activities (responsible tourism) or students/volunteers that come for a longer period (3-6 months). Those people can be integrated as trainers/testimonials in our work.
- Donations:
 - Appealing to the general public for donations (mailing, web-sites, social networks, newsletter)
 - Organizing special fundraising events.

7.2.3 Income from partnership projects

According to our strategic initiatives we'll seek for with other NGOs by which we will get money. Those projects generally provide in their budget a certain amount (up to 20% of total project costs) for covering administration/organization costs.

7.3 FINANCIAL MONITORING

See details about financial monitoring, control, policies and system in "EDFO Finance Manual"

7.4 PROBABLE / WORKING BUDGET

This budget reflects what we confidently expect to raise or generate:

Strategic Issues/Goals	2022	2023	2024	2025	2026
	USD	USD	USD	USD	USD

A: Programmatic					
Strengthening the organization to be able to respond to emerging and changing environment	3,500	17,400	23,540	25,600	31,200
Promoting Environmental Management and Climate Change Adaptation	3,500	12,100	21,300	25,360	32,100
Empowering Women and Youth Livelihood and Entrepreneurship	3,500	17,300	23,700	31,500	37,250
Promoting Sexual and Reproductive Health Rights	3,500	13,400	18,300	25,560	32,450
Improving Agricultural Development, Nutrition and Food Security	3,500	23,800	42,300	51,700	64,300
Improving Condition of Orphans and Vulnerable Children	3,500	11,120	16,230	22,180	32,200
Promoting Gender Equality Empowerment and Equal Access to Opportunities Between Young males and Females.	3,500	12,740	17,800	22,650	27,850
Sub-Total A:	24,500	107,860	163,170	204,550	257,350
B: Institutional strengthening					
Administrative costs	10,500	22,000	26,000	30,000	34,000
Development of systems and capacities	5,500	15,800	33,200	37,400	41,500
Program support and management	11,000	27,500	34,800	55,500	57,800
Capital expenditure and endowment	7,500	12,750	45,700	52,450	63,000
Sub-Total B:	34,500	78,050	139,700	175,350	196,300
Total Expenditure (A + B):	59,000	185,900	302,870	379,900	453,650

8.0 PROMOTION STRATEGY

According to our SWOT Analysis, our public image is good for those that already know us, and have already worked with us, but they are few. We have to market ourselves in a more “aggressive” way. We need to develop a public profile and promote ourselves to:

- be more visible
- re-launch our organization
- have a clear identity in our community and activity sector

In order to create a positive public image that will support also our financing strategy we need to:

- Develop a “corporate identity” and a relative “style guide” (logo, slogan, language used, formatting...). Use the Corporate Identity coherently in all our documents (brochures, presentations, letter, web sites...). In this way we aim to promote an image of unity and purpose.
- Have a vision and mission which we can “sell” to the various target groups that might support us, and have a clear strategy, one that people can understand, for achieving our vision and mission.
- Know our (potential) supporters and their agenda well. Create a public image that appeals to a

- wide range of agendas.
- Make information about our organization available in easy-to-access formats, including interesting and attractive annual reports, pamphlets, posters, website, through satisfied clients, open days and the media.
 - Use of our websites as:
 - Source of information about our organization and our work.
 - Interactive and networking platform (exchange, requests, presentation...)
 - Downloading of documents (EDFO and useful external resources)
 - Use of social networks for promoting ourselves, making our programs and services known, for exchange and as resource for finding donors, sponsors, business angels, volunteers, partners and HR.
 - Use of media (radio, TV, magazine, newspaper,...), especially related to our programs/projects (publications, presenting successful stories, talk shows,...)
 - Organization of events (e.g.: those related to the FGW, African Child Day, HIV Day, annual celebratory focus day, lunch/dinner, sports/music events ...)
 - Register of EDFO in strategic networks (donors give increasingly money through networks rather than to individual organizations) and in different NGOs data bases.
 - Make sure that all staff members understand how important their role is in winning support for the work of the organization.
 - To elaborate a Communication Plan that focuses on the use of media to promote our organization.

9.0 IMPLEMENTATION PLAN

Steps for implementing the strategic plan:

9.1 Internally:

- Circulating the document as a draft and asking for comment from Board members and staff
- When the document is finalized, developing indicators for measuring progress and achievement from the document
- Developing an action/work plan from the document, detailing the implementation process annually
- Referring back to the document at least quarterly to identify the organization's strengths and weaknesses in terms of implementation
- Using the document as a basic reference point for new staff and Board members as well as for, old staff and Board members who are unclear about what we are trying to achieve and how we are trying to achieve it.

9.2 Externally:

- Making the document easily available to all our stakeholders
- Providing stakeholders with reports on progress towards goals.

10.0 MONITORING, EVALUATION AND REPORTING

“Are we making a difference?”

Through monitoring and evaluation, we:

- Review progress;
- Identify problems in planning and/or implementation;

User-friendly formats for financial reporting will be developed. Accounts shall be recorded in user-friendly and computerized accounting package so as to enable automated reports and quick reference, and limit errors and potential for fraud.

Project staff and program coordinator will prepare annual, semi-annual, quarterly, monthly and weekly plans and report on progress of implementation of the same during weekly, monthly, quarterly meetings and half-yearly meetings . The Management and the Board will organize Annual Retreats to take stock of both institutional and programme performance and chart the way forward. The organization will hire a professional staff that will coordinate and lead a holistic M& E functions and ensure quality assurance.

10.2 ORGANIZATION EVALUATION

- **Every year:** Assess whether the organization is having the planned impact, as a base for a new strategic plan:
- **Impact:** *What has happened (or is likely to happen) as a consequence of the work of the organization?*
Impact concerns whether there has been a change towards the achievement of the overall objective(s)/mission as a consequence of the achievement of the organization's activities/projects goals. Both intended and unintended impacts shall be reviewed.
- Qualitative Analysis (structured interviews and focus group discussions with different stakeholders)
- **Effectiveness:** *To what extent has the organization purpose been achieved, and to what extent is the achievement a result of the activities/projects carried on by the organization?*
Effectiveness describes how well the results achieved have furthered the achievement of the project purpose.
- Qualitative Analysis (structured interviews and focus group discussions with different stakeholders)
- **Efficiency:** *Does the quantity and quality of the results of the organizations activities justify the quantity and quality of the means used for achieving them?*
Efficiency concerns the relation between the results and means i.e. whether the process of transforming the means into results has been cost-effective.
- Efficiency assessment is part of the planning and monitoring process.
- Yearly HR Performance Evaluation (individual objectives and competencies)

10.3 PROJECTS REPORTING (Own and in partnership)

The following outlines the types of reports, officers responsible and schedule for reporting.

	Type of report	Prepared by	For/To
1	Monthly reports	Programme Officer Finance/Admin Officer	Executive Director
2	Quarterly reports against work plan	Programme Officers/ Executive Director	E. Director Board
3	Semi-annual reports	Programme Officers/ Executive Director	E. Director Board
4.	Annual narrative reports	Programme Officers/ Executive Director	E. Director Board/ AGM
5	Annual Accounts (audited)	Finance Officers/ Executive Director	E. Director Board/ AGM

Reporting Format

Stakeholder	Report	Format
Board	Progress reports	Written report
	Evaluation	Written report, with an Executive Summary, and verbal presentation from the evaluation team.
Management Team	Progress reports	Written report, discussed at management team meeting.
	Evaluation	Written report, presented verbally by the evaluation team.
Staff	Progress reports	Written and verbal presentation
	Evaluation	Written report, presented verbally by evaluation team and followed by in-depth discussion of relevant recommendations
Beneficiaries	Evaluation	Verbal presentation, backed up by summarized document.
Donors	Progress reports	Summarized in a written report.
	Evaluation	Full written report with executive summary or a special version, focused on donor concerns and interests.
Wider community	Evaluation	Journal articles, seminars, conferences, websites.