

**ACTIONS FOR DEVELOPMENT PROGRAMMES - MBOZI  
(ADP-MBOZI)**



**STRATEGIC PLAN  
2022-2026**



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## **EXECUTIVE SUMMARY.**

This document is a five years' strategic plan for Actions for Development Programmes Mbozi. That sets out the strategic direction for the organization for the stated years so as to achieve the mission and vision as well as the direction for the future growth and development. The rationale for developing a new strategic plan was due to the fact that the past plan ended in December 2021.

In the process of developing the plan, ADP-Mbozi looked back and assessed its performance (where are we?) and based on the assessment determined new direction (where we want to go?) and finally defined how to get there.

In the course of projects/program implementation based on the need of the community, the organization has been growing and expanding its scope, staff as well as constituency from one division of Mbozi district to five regions of Katavi, Rukwa, Mbeya, Songwe and Njombe.

During the time of implementing the previous strategic plan (2017-2021), the organization witnessed a number of changes and events. These included internal and external leadership, change of heads of departments, project staff, deaths of organization members and staff, review of policies, outbreak of COVID-19 as well as regular change of weather which led to heavy rains that destroyed infrastructures and farm land in some of the areas where the organization is working.

The analysis of external environment and beneficiaries yielded opportunities and challenges that were considered during designing strategies. Internal organization was critically analyzed so as to identify weak points to get rid of and strengths to take on board in the coming phase. ADP Mbozi stakeholders were listed and assessments were done to each for their contribution in enhancing further organization performance. Through this process the critical issues were identified and formed the basis for developing objectives and strategies.

The clustering of the critical issues lead the organization and its stakeholders to determine the strategic focus areas as listed below as:-

- i. Food security in the context of climate change and improved nutrition.
- ii. Entrepreneurship and market development for crop and livestock producers.
- iii. Community Empowerment on HIV/AIDS, children, gender, good governance and environment.
- iv. ADP-Mbozi internal capacity strengthening.

For each focus area the objectives and strategies were developed depending on the needs of the target group and the internal capacity of the organization to implement projects. For each strategy a number of activities were determined and this allowed budget preparation. The implementation of activities will be guided by monitoring and evaluation plan where tools for data collection will be developed based on the information/data needed.

The implementation of the strategic plan is estimated to cost all strategic focus areas is estimated to cost TZS 15,295,651,830. Out of the total budget TZS 764,782,592 is community contribution, TZS 572,391,296 is ADP Mbozi contribution and TZS 14,476,877,872 is contribution from various development partners within and outside the country.



## ACRONYM.

ADP-Mbozi	-	Action for development program-Mbozi
ASDP	-	Agriculture Sector Development Program
AGYW	-	Adolescent girls and young women
BCC	-	Behaviour & communication change
CCW	-	Community case workers
CHBSP	-	Community Health based service provider
CTC	-	Counselling and Testing centre
FBO	-	Farmer Based Organisation
FGO	-	Focus Group Discussion
GBV	-	Gender Based violence
GAP	-	Good agricultural practices
GPHH	-	Good post – harvest handling
HIV/AIDS	-	Human immunodeficiency virus, acquired immunodeficiency syndrome
HH	-	House Holds
HSHP	-	Health sector HIV & AIDS Strategic plan
IEC	-	Information Education Communication
LVs	-	Livelihoods Volunteers
LSP	-	Local Support partners
LULUVG	-	Land-Use, Land-Use Change and Forestry
MVC	-	Most Vulnerable Children
MKUKUTA	-	Mpango wa kupambana na kuzuia umasikini Tanzania
MT	-	Metric Tone
MoU	-	Memorandum of Understanding
NGO	-	Non – Governmental Organization
NFGG	-	National Frame work for good governance
OVC	-	Orphans Vulnerable Children
QDS	-	Quality Declared Seeds
SWOT	-	Strength Weakness, Opportunities Threats
VBAA	-	Village based Agricultural Advisor
VAC	-	Violence Against children
VAWS	-	Violence Against Women and Children

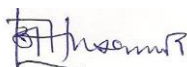


## **PREFACE.**

This strategic plan for the Actions for Development Programmes (ADP Mbozi) is a product of dedication by various individuals within and outside the organisation including the beneficiaries. This has been intentionally done so that in fulfilling the organization's vision and mission in the next five years we remain focused in our intent to contribute to bringing about positive development changes in the members of the target groups and their households which we serve.

This abbreviated version of the strategic plan has been prepared to enable sharing of what we intend to do, among different people/stakeholders with an interest in enabling/facilitating marginalized groups in Tanzania in bringing about their own development. It is my hope that after reading this document you will find room of partnering with us so that together we can contribute to the development of the marginalized groups particularly in the rural areas of Tanzania.

It is my hope that you will enjoy reading through this strategic plan. We do welcome suggestions and ideas from you which can assist in improving the delivery of our service to the communities that we serve.



Lebai T.H. Nsemwa

**CHAIRMAN BOARD OF DIRECTORS, ADP MBOZI**



## **ACKNOWLEDGEMENT.**

The preparation of this plan was finalized in December 2021. The production of this document is a result of the initial hard work of the management team and the entire staff of ADP Mbozi.

I appreciate the good work done by the strategic plan workshop participants who analyzed most of the information and data presented by the management team and finally came up with revised vision, mission and necessary strategies and activities to implement this plan. Moreover I'am much indebted to the workshop facilitator Mr Victor El-Nshau whose tireless efforts and vast experience as a facilitator made it possible for participants to contribute their views freely which in turn enriched the construction of this document. He also contributed positively in reviewing the final document.

This work could not be possible without the inputs made by the members of the board of directors of ADP Mbozi. Apart from their contributions they also approved the final draft of the strategic plan. Specific appreciation to the beneficiaries for their dedication and cooperation without which the strategic plan would be worthless. There are many others who in one way or the other contributed to the production of this document and it is not possible to list all their names here and therefore their contributions are gratefully appreciated.

Lastly but not least may I extend my gratitude to the Board Chairman Mr. Lebai Nsemwa who among other things proof read the final document.



Daria G.Rugumira  
Executive Director  
ADP Mbozi

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## **PART ONE: BACKGROUND.**

### **1. Introduction**

This is a five-years (January 2022 to December 2026) strategic plan document for Actions for Development Programs-Mbozi (ADP-Mbozi). It sets out the strategic direction for the organization for the next five years so as to achieve its mission and vision as well as the direction for the future growth and development.

It is also aimed at rallying technical, material and financial resources for the fulfilment of the organization's mission as stated in the plan. The plan will help the organization to harmonize activities and avoid contradictions and duplication of efforts in the process of working with different stakeholders to fulfill its mandate. It will also galvanize unity and cohesion among the different stakeholders for a concerted approach to sustainable development for the marginalized communities in the area it operates.

In the process of developing the plan, ADP-Mbozi looked back and assessed its performance (where are we?) and based on the assessment determined new direction (where we want to go?) and finally defined how to get there. During the time of implementing the previous strategic plan, the organization witnessed a number of changes and events. These included internal and external leadership, change of heads of departments, project staff, resignation of some senior staff and death of organization members. There were also development and review of different policies, assessment of ADP-Mbozi by USAID and Pact Tanzania, Outbreak of COVID -19 as well as weather changes which led to high rainfall that destroyed infrastructures and farmland in some of the areas where the organization is working.

There was an increase in the number of staff due to the increase in the number of projects as well as scaling up the area of operation to five regions namely Mbeya, Katavi, Rukwa, Songwe and Njombe. Since the organization continues to grow, there is a deliberate need to develop a five-year strategic plan.

#### **1.2: ADP Mbozi Profile.**

ADP-Mbozi Trust Fund was registered as an NGO on 29<sup>th</sup> November 1995 under the Trustees Incorporation Ordinance Cap. 375. Following the changes in the law governing the establishment of Non-Governmental Organizations in Tanzania (section 11(3) of Non-Governmental Act No. 24, of 2002), ADP Mbozi complied with this law on 10<sup>th</sup> October 2005 and was given registration number 1639. One of the important developments as a result of compliance is that the organization can now operate throughout the country. During compliance the organization took that chance to also change its name because it operates wider range of projects other than agriculture production. The new name of the organization (to date) became **Actions for Development Programs (ADP), Mbozi.**



The supreme organ of the organization is the General Meeting currently composed of five founder members and eight ordinary members. The Management and Control of the affairs of ADP Mbozi is entrusted to the Board of Directors which reports to the General Meeting.

The management team of the organization, on the other hand, guides the execution of the day to day implementation of the programmes and organizational processes. The management team is composed of heads of departments. Other key members of staff may be co-opted. The current departments of the organization are: Sustainable Food Security and Nutrition development; Entrepreneurship and Market Development; Community development and Empowerment; Environment and Climate change management and Finance, Administration and Organizational Development. Heads of departments report to the Executive Director who serve as the secretary of the organization's board of Directors.

ADP Mbozi implements programs and activities within the framework of strategic plans which are developed after five years of operation. The last strategic plan ended in December 2021 and it was found necessary to prepare a new strategic plan. (2022-2026)

### **1.3: Implementation of the previous strategic plan (2017 – 2021) Achievements, Challenges and Lessons Learnt**

#### **1.3.1: Sustainable Food security and nutrition development.**

##### **Achievements.**

- Six projects (Food security; Mwanzo bora; Soil health; seed project; Dodoma cement and Horticulture) have been implemented.
- Increment in number of seed producers as well as Production of QDS seeds in the areas.
- Availability of trained community facilitators useful for sustainability.
- Different appropriate agricultural technologies and horticulture have been promoted.
- Increase crop production per household to farmers from 4 bags (2017) to 11 bags (2021).
- The organization managed to implement project that directly addresses issues of nutrition.
- Use of food budget forms helped the households to manage and make proper use of food.

##### **Challenges.**

- Minimal Youth Inclusion in agriculture who are the majority in population for the future of the agriculture.
- Due to limited efforts and resources, nutrition and stunting issues to children still exist
- Dependency of rain fed agriculture in the context of climate change-excessive rains leading to flood. prolonged drought, pests and diseases attack etc.
- Death of small animals particularly chicken.

##### **Lesson Learnt**

- Promotion of food utilization and preservation is very important as it can lead to have balanced diet, reduced stunting and eventually healthy society.

- Engagement of beneficiaries including farmers on the use of digital platform is important due to current situation as it can help to simplify collection of data.
- Collaboration with private sectors and other chain actors has proved to be an effective approach of attaining project objectives.

### ***1.3.2: Entrepreneurship and marketing development.***

#### **Achievements.**

- A total of 10,172.41 Tons of products aggregated and linked to buyers.
- Sum of 16,302 farmers (1,761 females) accessed credit for farming worth USD 915,224.25
- A total of 209 collective marketing groups sold paddy and maize to off takers in Songwe, Rukwa and Katavi regions. Before farmers sold their produce through middlemen.
- Availability of 321 Village Based Agricultural Advisors (VBAA) enabled farmers to easily and timely access agriculture inputs whereby 2,717.37 tons of inputs were collected and sold to farmers in the course of project period.

#### **Challenges.**

- New regulations on group registration affected smooth implementation of the project.
- Inadequate capital to VBAA.
- Failure of farmers to pay input credits discouraged suppliers to supply inputs hence affected the direct engagement with farmers.
- Female engagement still low.

#### **Lesson Learnt.**

- Interference of political leaders on contracts affects farmers' contract realization.

### ***1.3.3: Community Empowerment on children, HIV/AIDS, Gender, good governance.***

#### **Achievements.**

- The organization continued to join hands in contributing to 95% 95% 95% UNAIDS strategy whereby more than 36,926 persons identified, linked and retained to ART services in order to suppress viral load and hence reduce chance of further HIV transmission.
- About 144 women groups empowered to access financial loans from financial institutions including the Government through Community Development Department Women and Youth Fund. The loans helped women to establish and develop income-generating activities through which family's welfare is sustained.
- Child protection has been a part in programming at all levels to ensure that child rights are protected. Currently, 128 cases of child abuse identified, assessed and linked to service providers (Police Women and Children Desks, and Social Welfare Women and Children Desks), included physical, Sexual, emotional, neglect and exploitation. For example, two rape cases in Mbozi District filed, the perpetrators sentenced 30 years in jail.
- Presently, 376 groups with 8,520 (6,646 females equal to 78%) were formed and managed.
- Increased male engagement in care and parenting of children whereby 833 men are involved in supporting mothers in caring for children.





### **Challenges.**

- Some community members still prefer materially support than knowledge support.
- Sensitive cases, such as GBV (rape) has been hard to trace as sometimes the cases involve very close family members and hence the relatives solve the matter/case silently.

### **Lesson Learnt.**

- Community served through different programmes expects hand-out provisions rather than acquisition of skills and knowledge. More education needed to change such mind-set
- GBV and VAC cases still prevail in the community hence more intervention needed.

#### ***1.3.4: ADP-Mbozi internal capacity Strengthening.***

##### **Achievements.**

- Increased funds due to the increase in the number of projects; the organization targeted to solicit TZS 9,370,618,500.00 but managed to receive the total of TZS 11,277,573,793.23
- Improved policies, systems and procedures such as child safeguarding, procurement, code of conduct, risk management and fraud and hence comply with donors' requirements.
- Meetings (Management, Board, Members etc) held timely.
- Maintained good relationship with donors and other partners which resulted in continued good recommendations to work with new partners.
- Increased area of operation from three regions namely Songwe, Mbeya and Njombe to five regions namely Songwe, Mbeya, Njombe, Katavi and Rukwa as well as increased number of staff from 39 to 85 to date.
- Active organization website with success stories and good pictures.
- The organization has managed to increase its assets through purchase of land, obtain title deed as well as purchase one vehicle (Toyota Land Cruiser).

##### **Challenges.**

- Insufficient sources of internal funds which led to decrease of Own Fund.
- Rare funding opportunities particularly for environment and marketing.
- Inadequate funding (institutional budget) for internal capacity of the organization.
- Insufficient funds for the management team to visit all areas for follow-up of projects implementation as well as hold regular meetings with staff.
- Presence of COVID 19 Pandemic slowed down interventions.

#### **1.4: Rationale for developing the strategic plan for year 2022 to 2026**

The strategic plan 2017-2021 ended in December 2021, it is therefore time for the organization to reflect and prepare another five-year strategic plan (2022-2026).



### **1.5: The strategic planning processes.**

The process of preparing this strategic plan was conducted in a participatory way in three phases. The initial phase was carried out in 2020 by the management team to review the implementation of the strategic plan.

The second phase ADP-Mbozi staff were engaged to share their views, opinions and ideas in determining the focus of ADP-Mbozi for the coming period of 2022 to 2026.

The third phase involved stakeholders' workshop which, among other issues, discussed external environment under which the organization operates including the lessons learnt while implementing past strategic plans. The stakeholders' workshop came up with a list of opportunities and threats. Furthermore, they assessed the important stakeholders and how to corporate with them to get optimum results from working with the target communities. The internal context analysis was conducted in this workshop whereby strength and weaknesses of the organization were revealed and target group to work with were identified including their challenges.

The above assessment enabled the workshop participants to review and discuss the structure of the organization and see if it is in line with the current environment. Additionally, the organizations' vision, mission, and strategies were also revised.



## **SECTION TWO: CONTEXT ANALYSIS.**

### **2.0: External context.**

There are a number of important events and trends which are at international, national and local levels in the external environment that affect and influence the organization. They were analyzed in order to determine opportunities to be taken as advantage of the organization's interventions and respond to the challenges strategically.

### **2.1: Political context.**

Tanzania conducted general election in 2020. The ruling party Chama Cha Mapinduzi (CCM) won the presidential seat by 84.40% of the total votes. On 12<sup>th</sup> March 2021, the President of the United Republic of Tanzania honorable John Pombe Joseph Magufuli passed away after a short illness. As a result of the tragedy on the 18<sup>th</sup> March 2021 the vice president Honorable Samia Suluhu Hassan was sworn in as the new president. Honorable Samia Suluhu Hassan is the first lady in Tanzania to assume the post of president of United Republic of Tanzania. Her appointment will facilitate ADP-Mbozi in motivating women participation and gender equality in the targeted community. The presence of political stability enabled ADP-Mbozi manage to implement the 2017-2021 strategic plan smoothly.

### **2.2: Social Economic context.**

#### **2.2.1: Economy.**

Tanzania reached a remarkable milestone toward the objectives set in the country's own Tanzania Development Vision (TDV) 2025, (World Bank Economic Update July 2020) by achieving lower middle-income country status. This achievement is an opportunity for the country to assess the quality of past growth in delivering broad welfare gains and to develop a roadmap to guide its further transition to a successful middle-income economy with a high level of human capital development, high-quality livelihood opportunities and broad gains in living standards as outlined in TDV 2025. ADP-Mbozi will mobilize smallholder farmers to make use of investments to generate income by making sure they produce quality products that meet quality demands.

#### **2.2.2: Agriculture**

According to Ministry of Agriculture 2021/22 budget speech, agriculture has continued to contribute substantially to Tanzania gross domestic product and economic welfare especially by ensuring food security, provision of employment and raw materials for industries. In 2019 the agriculture sector contributed 26.7% of the GDP and in 2020 the sector growth was at 4.9% compared to 4.4% in 2019. Moreover, in 2019 the agriculture sector contributed 58.1% of employment and contributed more than 65% of all raw materials for Tanzania industries.

The 2019/20 National Sample Census of Agriculture results showed that, 7.8 million households (65.3%) were involved in agricultural activities. Out of total agricultural households, 7.7 million are in Tanzania Mainland, and 180,219 are in Zanzibar. About 65% of those households were involved



in crop farming, 33% were involved in both crops and livestock keeping and 2% were involved in livestock keeping only.

On the Seed Use; the Census results revealed that, 13.5 million hectares were grown with various crops, about 76.7% of the area planted used local seeds, 20.8 percent used improved seeds, while 2.5 percent used both improved and local seeds. Results on use of fertilizer showed that, during 2019/20 agricultural year, 2.8 million hectares applied fertilizer. Out of these, 60.7 percent applied organic fertilizers while 39.3 percent applied inorganic fertilizers.

Regarding Agro-processing, the Census results showed that smallholder farmers were able to process their products for the market. Most of households reported to process maize (706,464 households), paddy (193,462 households) and sunflower (113,289 households).

In November 2017 the government of Tanzania finalized the formulation of Agriculture Sector Development Programme II (ASDP II). This is a ten-years programme from 2017/18 to 2027/28 that will be implemented in two (2) phases each divided into five-years implementation period. The First Phase started in 2017/2018 – 2022/2023. The program is therefore a follow up to the ASDP I implemented from 2006/2007 to 2013/2014. ASDP II has been designed based on the lessons learnt during the ASDP I implementation.

The program aims at transforming the agricultural sector (crops, livestock & fisheries) towards higher productivity, commercialization level and smallholder farmer income for improved livelihood, food and nutrition security and contribution to the GDP. ASDP II document is a useful resource to ADP Mbozi for designing its agricultural programme.

### **2.2.3: Livestock Population and fishery**

Census shows that, there were 33.9 million cattle. Of which, Smallholder- farmers owned 33.8 million cattle and large-scale farms owned 143,183 cattle. With these results, Tanzania continues to be the second country in Africa with 33,943,183 cattle, after Ethiopia (60.39 million).

The fisheries sector is among the important economic sub sectors of the economy in Tanzania. The sector provides substantial employment, food security, income, livelihood, foreign earnings and revenue to the country. The export levels indicate high production possibilities in the country. In 2019 the fisheries sector contributed 1.7% to GDP with an annual growth rate of 9.2. In 2020, the industry directly employed about 202,053 and more than 4.5 million people indirectly depends fish processors and traders, fishing vessel, fish mongers. Poor fishing facilities, inadequate relevant technological skills, poor species are the biggest challenges for the aquaculture market. ADP Mbozi will perpetuate the existing opportunities, to ensure targeted beneficiaries utilize it and hence improve their living standards.

### **2.2.4: Nutrition.**

The second National Nutrition Survey conducted in 2018 showed a marked improvement in the prevalence of stunting among children under five years in Tanzania. Between 2014 and 2018, chronic malnutrition, or stunting, was reduced from 34.7% to 31.8%. Despite the progress, it is estimated that more than 2,700,000 children under five years of age were stunted in 2019. The

coverage of vitamin A supplementation and deworming was below 90% in all regions of Tanzania and below 50% in Tanga, Rukwa, Shinyanga, Tabora, Kigoma, Manyara and Katavi.

Survey results showed that it is important to strengthen interventions to improve maternal nutrition and health, beginning with adolescent girls. An important improvement was noticed regarding the proportion of pregnant women taking iron-folic acid supplements which has increased over time from 3.5% in TDHS 2010 to 28.5% in 2018. Also, the prevalence of anaemia among non-pregnant women significantly decreased from 44.8% in 2015-16 to 28.8% in 2018.

Nevertheless, another form of malnutrition, linked to the economic development, is rising in Tanzania. According to the survey results, 31.7% of women aged 15-49 years were found to be overweight and 11.5% were obese.

Because stunting results from environmental, socioeconomic and cultural factors, reduction of stunting requires direct nutrition interventions or integrated and implemented in tandem with nutrition-sensitive interventions. ADP Mbozi will use her expertise and experience to address the issues.

#### ***2.2.5: Water Sanitation and Hygiene (WASH)***

Access to WASH facilities is already a challenge in Tanzania. According to a report from the WHO/UNICEF and Joint Monitoring Programme for Water Supply, Sanitation and Hygiene of 2018/2019, only 47% of Tanzanians have access to basic sanitation and 23.5% have access to basic hygiene facilities (handwashing with soap and water). Investments in school WASH have achieved good results (69% of schools have drinking water and 66% have basic sanitation facilities).

Poor sanitation costs Tanzania about 206 million United States Dollar (USD) annually; this includes the amount lost annually because of premature deaths caused by diarrhea, mostly contributed by poor water, sanitation, and hygiene; money spent each year on health care; productivity losses while sick or accessing health care; and cost of finding a private location to defecate.

#### ***2.2.6: HIV and AIDS.***

Tanzania is currently implementing its fourth Health Sector HIV and AIDS Strategic Plan (HSHSP IV), which runs between 2017 and 2022. The strategy aims to increase access to combination prevention services for the general and key population in order to reduce new HIV infections. The guidelines also commit to implementing comprehensive prevention services for a number of key populations, including adolescent girls and young women, female sex workers, men who have sex with men, people who inject drugs, prisoners and migrant populations.

The Tanzania HIV Impact Survey 2016 - 2017 (THIS) results showed that annual incidence of HIV infection among adults aged 15 years and older is 0.24% overall (0.16% among males and 0.32% among females). This corresponds to approximately 72,000 new infections per year (about 24,000 among males and 48,000 among females).

Prevalence of HIV infection among adults aged 15 years and older in Tanzania was 4.9% (6.3% among females, and 3.4% among males). This corresponds to approximately 1.4 million PLHIV aged 15 years and older in the country.





UNAIDS statistics for Tanzania showed that Gender inequality, HIV-related stigma and the criminalization of certain groups, continue to act as major barriers to HIV prevention in Tanzania.

### **2.2.7: Gender**

The constitution of Tanzania promulgated in 1977, and the amendments that followed, both forbid discriminations based on gender. The country also ratifies key international- and regional human rights documents, including the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and the SADC Protocol on Gender and Development. At the domestic policy level there is the ‘Vision 2025’ that recognizes the importance of gender equality and the empowerment of women, and the National Strategy for Poverty Reduction 1 and 2 – so-called ‘MKUKUTA’ 1 and 2– that highlights gender mainstreaming and describes specific strategies on related education and on Gender-based Violence (GBV). Another commitment of the Government of Tanzania is the support for the wider participation of women in the government decision-making, through the formulation of Women and Gender Development Policy (WGDP) and the re-enforcement of the quota system for female representatives at the national parliamentarians and local councils. Contrary to the government’s commitment to gender equality many articles and clause in Tanzania’s constitution and laws remain inconsistent with the CEDAW, or are discriminatory against women eg. the marriage law of 1971.

In Tanzania about 65 percent of farmers are women and 33 percent of households are headed by women; political processes that promote women’s participation are increasing, for example, 36 percent of the national parliamentarians are women. However, legislative and financial barriers as well as gender norms that impede women’s full participation in economic and social development still remain.

Women account for 70 percent of the food production, but face challenges such as lack of access to credit and skills development, control of productive resources and high rates of domestic violence. The plots of women farmers are on average 40 percent smaller than those of men and have lower yields; women have fewer hours to devote to farming and are less likely to hire labour or invest in high value crops due to limited financial resources. This is an opportunity for ADP Mbozi to use its potential to address gender constraints in its mandate area.

### **2.2.8: Gender Based Violence (GBV)**

In 2018 the Government of Tanzania started to operationalize the National Plan of Action to End Violence against Women and Children (NPA-VAWC 2017/18 –2021/22). With the creation of this single, comprehensive plan, Tanzania has consolidated the prevention of violence agenda into one document that recognizes that violence occurs on a continuum, that violence in childhood has an impact on a person’s health and well-being into adulthood, that violence is cyclical and that addressing violence in childhood will also reduce violence against women, that violence is interpersonal as well as intergenerational and impacts on an individual, family, community health and well-being. The NPA-VAWC envisions a Tanzania where women and children enjoy their right to an environment free from all forms of violence.

The Tanzania third National Multi-Sectoral Strategic Framework for HIV and AIDS (2013/14 – 2017/18) report indicates that; Gender inequality and gender-based violence have been cited in various reports to contribute to HIV infection. Unequal power relations between men and women limits decision making for women and girls in negotiating for safe sex and condom use, and increases the extent of violation of women's and girls' rights. The most common forms of GBV are physical, sexual, psychological and economic, including financial deprivation and exploitation.

Women are disproportionately affected by HIV in Tanzania. In 2018, 880,000 women aged 15 and over were living with HIV, compared to 580,000 adult men. In the same year, more than 36,000 women acquired HIV, compared to around 27,000 men. The 2016 - 2017 Tanzania Impact Survey (THIS) found that women aged 15-39 are more than twice as likely to be living with HIV as their male counterparts. HIV prevalence is highest among women aged 45 - 49, at 12% (compared with 8.4% among men of this age). Gender inequality is widespread among women of all ages in Tanzania. In 2016, around 30% of women aged 15-49 who had ever been married or in a long-term relationship were estimated to have experienced physical or sexual violence from a male intimate partner in the past 12 months. This increases many women's vulnerability to HIV, either directly, through sexual violence, or indirectly, through an inability to negotiate condoms or prevent their partner from having other sexual relationships. In addition; women tend to become infected earlier because they have older partners and get married earlier. This is an opportunity for ADP Mbozi to continue using her experience to address GBV issues in her mandate area.

### **2.2.9: COVID 19**

According to Tanzania in figures 2019 report, the COVID 2019 pandemic started in December 2019 in China and spread to most of the world countries including Tanzania. Tanzania recorded the first incidence of COVID – 19 on 16th March, 2020. By 29th April, 2020 Corona cases reported in the country were 480 while 167 had recovered and death record reached 16. Measures taken worldwide to curb the pandemic included lockdowns, hand washing with soap under running water, wearing masks and social distancing as well as voluntary vaccination.

In Tanzania, the Prime Minister Kassim Majaliwa shut down all primary and secondary schools, colleges and other institutions of higher learning for three months to help curb the spread of the deadly virus. Across the country, meetings and conferences were cancelled. Almost all public building spaces now have sanitizers and buckets of chlorine-treated water for hand washing.

Some of the major effects of outbreak of COVID 19 are illness, deaths and economic downturn. For non-governmental organizations like ADP Mbozi the pandemic has had tremendous effect due to the fact that these organizations rely on foreign funds. The bad effects of the pandemic to northern partners had therefore, direct ill effects on Southern NGOs.

The government prioritized the implementation of a new strategy to contain the COVID-19 pandemic and in July 2021 it started implementing the COVID-19 National Vaccine Deployment Plan. The Vaccine started with special groups although it is encouraging citizens to get vaccinated to protect themselves and reduce the effects of COVID-19. As days goes on, this disease may become endemic hence gives an opportunity for ADP-Mbozi to help communities to deal with it.

### ***2.2.10: Good Governance and Accountability***

The Government of Tanzania has made a commitment, both to its people and to the international community, to improve democratic governance. In 1999, Tanzania set out Vision 2025, which establishes a strategy to transform Tanzania into a low middle-income country. Good governance is an integral component of this. The 1999 National Framework for Good Governance (NFGG) detailed policy components of this strategy.

Decentralization by Devolution (DbyD) became a core strategy for delivery: with the aim of creating bottom-up planning processes and service delivery closer to the service users, district government, ward and village/street councils were given responsibility for shaping development. The Poverty Reduction Strategy (MKUKUTA) I & II and five years' development plans I & II also enshrine the importance of good governance, participation, accountability and the rule of law.

In practice, DbyD has been a partial process. It seems to have resulted in considerable responsibilities being passed to village/street level without the same decentralization of revenue generation or distribution (Anna Mdee and Lisa Thorley; 2016).

The USAID Tanzania - Democracy, Human Rights and Governance report of January, 2021; Even though Tanzania still ranks above neighboring countries in terms of transparency, accountability, and civil rights, rapid democratic declines in recent years pose an ongoing concern. Therefore, improving governance in Tanzania is constrained by an increasingly powerful executive branch, closing civic space, violations of human rights, lack of political competition, a still-emerging civil society, limited government capacity, low public accountability and barriers to accessing information. Women and youth are particularly disadvantaged in these areas.

### ***2.2.11: Environment and Climate change***

According to National Climate Change Statistics Report, 2019 (NCCSR, 2019); Climate change is one of the greatest environmental challenges facing the world. Its impacts are felt in all countries but the impacts are differently distributed amongst regions, generations, and socio-economic classes. The adverse impacts of climate change such as droughts and floods are already evident in almost all sectors of the economy in Tanzania leading to major economic costs, loss of life, properties and other human capital.

Tanzania is one of the largest countries in East Africa and has a rapid population growth rated at 2.7 percent per annum and economic growth of about 7.0 percent per year. Growing population and economy are putting more pressure on natural resources utilization and increasing greenhouse gas (GHG) emissions hence making the country more vulnerable to climate change impacts.

According to the Tanzania National Population Projections of 2018, the population of Tanzania in 2019 is 56 million. This population is expected to increase to 133 million by 2050. About two-thirds of the population lives in rural areas, which largely depend on rain fed agriculture. Population pressure and climate change may negatively impact on production of important food crops including maize, beans, sorghum and rice.

The NCCSR 2019 report indicates that, Tanzania's GHG emissions are primarily from the Land-Use, Land-Use Change and Forestry (LULUCF).

Emissions from the LULUCF sector contributes about two-thirds of overall emission levels in Tanzania. However, the contribution of emissions from the LULUCF sector has been slightly declining over years compared with other sectors notably, the agriculture and energy sectors. Chart 2.3 also indicates that agriculture is the second most dominant contributor of GHGs emissions followed by the waste sector and the Energy sector, with Industrial Processes and Product Use (IPPU) being the least contributors of GHGs.

According to the State of Environment Report of 2019, the agriculture sector in Tanzania is particularly vulnerable to climatic change because it is customarily dependent on rainfall. Since more than 60 percent of Tanzanian population directly rely on agriculture for their livelihoods; thus, 10 percent decrease in rainfall would make most of areas unsuitable for cultivation. Prevalence of crop pest and diseases is also reported to have increased partly due to climate change, posing more challenge to agriculture.

Therefore, ADP Mbozi in its future interventions will continue to address climate change by identifying opportunities for adaptation and mitigation.

### **2.2.12: Technology**

The basic factors that are essential for production are land, human resource, capital and technology. Without advance in technology, it is not possible to attain economic development and therefore poverty reduction. It is mentioned in many literatures that one of the challenges facing development in this country is poor technology. Recently, there has been an increased use of mobile phones even in the rural settings. The government initiative of promoting power tillers intends to shift from hand hoe to relatively improved farm implements technology. The number of local radio stations has more than tripled in less than five years. The use of mobile phones and radio and other means of information dissemination can trigger accessibility to other technologies through promotion. Examples of technologies promoted include improved seeds, and fertilizers. In the areas of education, agriculture and marketing, the use of ICT can play a very crucial role and remarkable changes will be noted in a very short time.

### **2.3: Stakeholders' analysis.**

ADP Mbozi does not work in isolation rather it operates in a complex environment with many forces affecting it. In this way, there may be a number of actors helping or restricting the pace of the organization's interventions in the environment who must be analyzed in order to know and take care of them. Therefore, in analyzing the important stakeholders, consideration is given to what challenge they face, interest to the organization, their potential and linkages as seen in the table 1; -

**Table 1: Stakeholders Summary.**

<b>Name of stakeholder</b>	<b>The problem they face</b>	<b>What they can gain from ADP Mbozi</b>	<b>What they can contribute to ADP Mbozi</b>	<b>What they can lose from ADP Mbozi</b>	<b>Any Conflict? Cooperation? Depending?</b>
-Smallholder farmers	Lack sufficient food;	-Agricultural extension services -Improved production technologies	Time of attending organization interventions Local contribution	- Local knowledge	Dependency attitude
MVC/OVC	- Some family members are malnourished. - Some cannot survive without the help of others. -Inadequate access to health, financial, social services.	livelihood skills Assistance and protection for survival and advisory services	-local contributions. -Time of attending organization interventions	-	Dependency attitude
-Low-income women	-Low income -Inadequate capital base. -little/limited access to markets and market information	-Knowledge and skills in self-independency and empowerment. - Group formation and management skills. -Linkage to appropriate service providers.	-local contributions. -Time of attending organization interventions	-	Dependency attitude
Widows/widow ers, -Youths	- Some cannot survive without the help of others. -Poor sanitation and shelter. Vulnerable to GBV	-Assistance and protection for survival and advisory services -Livelihood skills -Knowledge and skills in self-independency and empowerment.	local knowledge and skills; -local contributions	-local knowledge	Dependency attitude
<b>Field volunteers</b> eg. Peer educators, CF, CCW, LVs, VBAs LSPs etc.)	-Low motivation -Low formal education -Low facilitation skills. - Low confidence.	-Training, look and learn visits -Recognition	-Training to farmer's/target groups -Data collection -Linkage between farmers and field officer	-Time to work in their fields	-Demand for allowance
Influential community ers	- low level of education &	- Development for their people.	- Community mobilization	- Influence to community	



	Inadequate leadership skills		- link between community and projects		
Community leaders and committees.	<ul style="list-style-type: none"> <li>-low level of education &amp; leadership skills.</li> <li>-Inadequate resource mobilization and advocacy skills.</li> <li>-Lack of skills of tracking services.</li> <li>-Inadequate skills in reporting.</li> </ul>	<ul style="list-style-type: none"> <li>-Mobilization skills.</li> <li>-Trainings related to their work.</li> </ul> <p>Development for their people.</p> <ul style="list-style-type: none"> <li>-Exposure to gain and exposure different skill and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>-Community mobilization</li> <li>-Track quality of service provision to the needy.</li> </ul> <p>Data provision</p> <p>Supervision to ensure community/targets are participating in activities.</p>		-Demand for allowance
The Government (particularly central, regional and local)).	<ul style="list-style-type: none"> <li>-Inadequate staff, -</li> <li>Inadequate working facilities &amp; funding.</li> </ul>	<ul style="list-style-type: none"> <li>-Service to community;</li> <li>-Expertise;</li> <li>-Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>-Expertise;</li> <li>-recognition;</li> <li>-Referral</li> <li>- Publicity and setting favorable by-laws.</li> <li>-Connection</li> </ul>	-Expertise	Conventional agriculture vs sustainable agriculture
NGO's	<ul style="list-style-type: none"> <li>- Inadequate staff;</li> <li>- External funding dependence</li> <li>- lack management skills.</li> </ul>	<ul style="list-style-type: none"> <li>- Interested in serving the community;</li> <li>-capacity building and cross learning</li> <li>-Networking</li> </ul>	<ul style="list-style-type: none"> <li>-Expertise</li> <li>-Resource sharing</li> <li>-Coalition forming</li> <li>-Exchange of reports</li> </ul>	<ul style="list-style-type: none"> <li>-Mandate area</li> <li>-Funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Compete for funds and working area</li> <li>-duplication of efforts</li> <li>-differing approaches</li> </ul>
Networks;	<ul style="list-style-type: none"> <li>- Inadequate staff;</li> <li>- External funding dependency.</li> <li>- lack management skills.</li> </ul>	-Join together to have bigger voice	<ul style="list-style-type: none"> <li>-Unity</li> <li>-Expertise</li> <li>-Attract large donors</li> </ul>	-Working at grass root	-Competition
Media; Radio, newspapers, TV stations	<ul style="list-style-type: none"> <li>-Inadequate staff;</li> <li>-Inadequate skills</li> </ul> <p>=Inadequacy of reliable and accurate information.</p>	<ul style="list-style-type: none"> <li>-To inform the public</li> <li>-Obtain reliable information,</li> </ul>	<ul style="list-style-type: none"> <li>-Publicity</li> <li>-Mass education</li> </ul>		
Private sector;	<ul style="list-style-type: none"> <li>- Low capital</li> <li>- Competition</li> </ul>	<ul style="list-style-type: none"> <li>- Profit making</li> <li>- Serving customers</li> </ul>	<ul style="list-style-type: none"> <li>- Link to markets</li> <li>- Loans</li> </ul>		

Research and higher learning institutions	-Inadequate funding -Inadequate staffing. -Inadequate information on challenges of communities at grassroots level.	-Testing new technologies. -Source of information on challenges facing communities at grassroots level.	-New technologies		
Donors;	-Limited funds -Competition	-Serving marginalized groups -Partnership -Recognition	-Funding opportunities -Staff skills development -Organization development	-Recognition -Credibility	

The analysis above will help the organization to determine individuals, organizations and institutions to network and collaborate with in order to improve service delivery and vice versa.

#### 2.4: Internal Assessment of ADP-Mbozi.

The assessment of ADP-Mbozi was done by using SWOT analysis tool as part of strategic reflection process as it shown in Table 2.

**Table 2: Summary of Strengths and Weakness.**

Area	Strengths	Weaknesses
Administration	-Active Board members with sufficient capacity to make decision. -Respect gender representation. -Board members meet frequently according to the plan. -Board members have different expertise -AGM is conducted accordingly.	-Lack of board member with background in Community Development, social welfare Environmental science as well as Safeguarding focal person. -Few opportunities of meetings with staffs.
Management	-Holds management team meetings according to schedule. -Accountable staff. -The management team have different expertise -The management team have capacity to support program and organization operations	Do not have enough techniques on writing competitive and marketable proposals.
Resources (Funds &HR)	-Qualified staff with required disciplines. -Sufficient funds for project implementation. -Different policies including the financial policy and regulations in place. -Good environment that allow staff capacity development.	-Decrease of Own Fund -Insufficient funds for Organization Development -Inadequate techniques on Packaging and marketing of ADP-Mbozi products.
Service provision	-Service provided according to beneficiary needs.	Standards for Services delivery provision by ADP-Mbozi not set.

	-Services provided lead to positive impact in the community.	
Collaboration and networking	-Organization is a member of different networks and forums. -The organization has good relationship with different stakeholders.	-The organization has not used effectively the chances available in the networks for fund raising and expertise sharing. -Inadequate assessment of available opportunities of working with the private sector.
Monitoring & evaluation	-Monitoring and Evaluation plan already prepared. -The organization has Monitoring & Evaluation system and focal person. -Monitoring & Evaluation unit provides a separate report during annual evaluation.	-Inadequate funds for running the M&E unit.
Systems, policies and procedures	-Systems, policies and procedures are available and utilized. -Policies are developed and revised as per needs.	-Some policies are missing such as safeguarding policy and operation manual. -Some policies not yet approved such as M&E manual, Anti-harassment, Anti-discrimination and Risk management
Resource Mobilization and Sustainability	-The organization takes into consideration resource Mobilization activities as it appears in annual work plan. -The organization has resource mobilization committee. -The organization has permanent assets such as land and buildings. -The organization has reasonable facilities and working tools like motor vehicles, motorcycles and furniture. -Use of community Facilitators in service provision who are among the communities for project sustainability. -Presence of organization own fund.	-The organization has no written resource mobilization plan. -Depending on external donors in undertaking -programs and organization Development. Absence of resource mobilization specialists.

## 2.5: External Environment of ADP-Mbozi analysis.

**Table 3: Summary of Opportunities and Threats of ADP-Mbozi**

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>-ADP Mbozi remains relevant and can get resources from development partners.</li> <li>-Enhanced democratization processes in the country.</li> <li>-Enhanced distribution of agricultural inputs.</li> <li>-Promotion of processing of crops (value addition).</li> <li>-Availability of warehouse receipts system</li> <li>-Availability of potential private sector</li> <li>-Untapped irrigation potential in the country (large area that is suitable for irrigated farming).</li> <li>-Untapped potential of promoting aquaculture.</li> <li>-Enhancement of agricultural production techniques.</li> <li>-Promotion of conservation agriculture and agro-forestry techniques.</li> <li>-Promotion nutrition interventions, esp for children.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition for resources with other NGOs.</li> <li>• Political instability resulting from differences in ideology.</li> <li>• Existence of COVID-19.</li> <li>• Corruption could limit the number of beneficiaries.</li> <li>• Distribution of 'fake' agricultural inputs</li> <li>• Agriculture not given the priority it deserves.</li> <li>• Environmental degradation.</li> <li>• Poor infrastructure in the rural areas (e.g., road network)</li> <li>• Unsupportive traditions and culture.</li> <li>• Bad eating habits – concern for traditional food rather than nutrition.</li> <li>• Misuse of the technology by stakeholders</li> <li>Cyber-crime.</li> </ul>

<ul style="list-style-type: none"> <li>-Availability of wide varieties of foodstuffs.</li> <li>-ADP Mbozi has long experience in HIV prevention and impact mitigation.</li> <li>-Possibility of mainstreaming HIV and AIDS in its interventions.</li> <li>-Relevant experience in addressing HIV and AIDS, Gender and GBV.</li> <li>-ADP Mbozi has an opportunity to develop fully fledged projects on climate change.</li> <li>-Increase use of technologies e.g. cell phones, drones, drip irrigation etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited funding opportunities for irrigated agriculture, aquaculture and environment projects.</li> </ul>
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## 2.6: Target Beneficiaries.

The targeted beneficiaries were identified together with their challenges as it is shown in table 4 Problems of the target beneficiaries were used as a basis for developing the strategic focus areas of ADP-Mbozi in the five years' strategic plan (2022-2026).

**Table 4: Targeted Beneficiaries.**

Name of beneficiaries	Challenges
Smallholder Farmers	<ul style="list-style-type: none"> <li>- Lack sufficient food;</li> <li>- Some family members are malnourished.</li> <li>-Some cannot survive without the help of others.</li> <li>-Not well organized.</li> <li>-Low income</li> <li>-Inadequate capital base coupled with limited access to financial institutions</li> <li>-Little/limited access to markets and market information</li> <li>-Unreliable markets for produce</li> <li>-Low formal education.</li> <li>-Inadequate access to production resources like agricultural inputs.</li> <li>-Poor sanitation and shelter.</li> <li>-Not exposed to socio-economic opportunities.</li> <li>-Inadequate leadership skills.</li> </ul>
Orphans /Most Vulnerable Children	<ul style="list-style-type: none"> <li>-Vulnerable to violence against Children.</li> <li>-Have challenges in accessing primary needs.</li> <li>-Live in poor condition.</li> <li>-Vulnerable to health problems including HIV infection.</li> <li>-Not exposed in issues related to their development.</li> <li>-Vulnerable to child labor.</li> <li>-Stigma</li> <li>-Neglect</li> <li>-Harassment</li> <li>-Malnourished/Starving.</li> <li>-Exposed to uncondusive environment at the health facilities.</li> </ul>

Low-income women	<ul style="list-style-type: none"> <li>-Vulnerable to GBV.</li> <li>- Live in poor condition.</li> <li>-Vulnerable to new HIV transmission and other infectious diseases.</li> <li>-Not well organized.</li> <li>-Not readily exposed to technical, extension and business skills.</li> <li>-Not involved in decision making process.</li> <li>-Low in confidence as well as not empowered.</li> <li>-Not adequately exposed to digital technologies.</li> <li>-Abandoned and left to take care for the family.</li> </ul>
Adolescent Girls and Young Women	<ul style="list-style-type: none"> <li>-Vulnerable to early pregnancies.</li> <li>-Lack of correct information on sexual and reproductive health</li> <li>-Lack a special room for self-expression</li> <li>-Affected and forced to early marriage.</li> <li>-Live in poor conditions.</li> <li>-Vulnerable to harmful activities.</li> <li>-Do not have capital.</li> <li>-Vulnerable to violence</li> <li>-School dropout and Exposed to risk behaviors</li> </ul>
Widow/Widower	<ul style="list-style-type: none"> <li>-Loneliness</li> <li>-Kicked out of their household</li> <li>Forced being inherited by other family members</li> <li>-Confiscation of property</li> </ul>
Youths	<ul style="list-style-type: none"> <li>-Not involved in decision-making in issues related to their life.</li> <li>- Not organized.</li> <li>-Vulnerable to and misused by politicians.</li> <li>-Unemployment</li> <li>-Low income</li> <li>-Vulnerable to risk behavior</li> </ul>



## SECTION THREE: STRATEGIC DIRECTION.

### 3.1: Summary of the analysis.

Food insecurity is still a major problem especially in the low land part of the regions resulting into regular famine in some households, poor nutrition among children and pregnant women, stunting, leading to poor health and poverty. Major causes include; low food production, use of poor agronomic practices, poor food storage techniques, uncontrolled use of available food and poor gender relations in the households, unequal power relation between men and women in decisions making as well as resources ownership.

Other causes include poor preparation and utilization of available foods, lack of alternative sources of income and prevalence of traditional ceremonies that consumes cereal crops. In this case, ADP Mbozi plans to promote gender equality and women empowerment in land ownership, food budgeting and storage techniques; promote utilization of traditional foods, food preparation and consumption in relation to balanced diet, promotion of Aquaculture and horticultural crops as well as use of appropriate technologies in food production.

There is a general change of rainfall patterns as a result of climate change and environmental degradation in some parts of Tanzania. This has affected the incomes of people as it has resulted into low and unreliable production of food, cash crops and poor water supply. This is caused mainly by environmental degradation through human activity, deforestation coupled with limited environmental conservation efforts, lack of village land use plans and inaccessibility to environmental policies. The organization's strategies proposed to deal with this problem include promotion of best practices on sustainable environmental management and enhancing the availability of relevant laws and policies. In addition, environmental activities will be integrated into the projects implemented under the area of food security and nutrition improvement in the context of climate change.

Whereas agriculture is the main source of income for the rural people of Tanzania, in the recent past production has remained low. This has resulted into low income among most of the households hence poverty. This is caused by among others; unreliable markets for farmers' produce; limited entrepreneurial skills; lack of collateral, limited savings, lack of relevant information, poor farmers' organization, limited extension services and use of poor production technologies. The strategies proposed to deal with this problem include among others strengthening producers' organizations, enhancing producers' entrepreneurial skills and access to capital and promoting improved production technologies, advocate use of village business agents, (VBAs) as well as enhance forwards and backwards market linkage and promote Digital Market technologies.

There is a relatively high rate of HIV/AIDS infection in almost all parts of the country. It has resulted into loss of work force in the production sector, increase of orphans with no direction and use of income to care for the sick people instead of investment hence the widespread poverty among many households. Common causes include low levels of education, excessive alcohol, low awareness on HIV and AIDS, undesirable traditional practices, high poverty levels and increased interactions of



people in border towns and other fast-growing towns. Other causes include inactive male engagement in voluntary testing, poor involvement of key vulnerable population, interruption in treatment as well as poor referral and linkage to health facilities. Despite all interventions related to HIV prevention, still the number of OVC and adolescent girls and young women (AGYW) escalates and vulnerability is still high because they are not able to access quality health related services and other services.

To respond to these, ADP Mbozi shall run specific projects that contribute to the achievement of 95%95%95% in collaboration with relevant actors and at the same time mainstream the same in other programme to be implemented by the organization.

As human being, a child needs protection in the community. Children continue to experience discrimination, violence, exploitation, abuse, neglect, poor physical and mental health, HIV/AIDS infection, educational problems, displacement, child labour and harmful traditional practices. The main cause of problem includes poor parenting skills, family negligence, polygamy, unintentional abuse by family members, poor participation of children, lack of early child development skills, inadequate investment of government in building and maintaining comprehensive child protection systems.

On the other hand, early pregnancy to girl children as a result of violence and low protection, little awareness of children rights has influenced a persistent increase of school drop outs. It is also believed that children participation contributes significantly to psychosocial wellbeing, increased skills, confidence and social connectedness of the children, (REPSS Tanzania). Therefore, children participation is not an option or an add-on, but rights enshrined in the UN Convention on the Rights of the Child (CRC), to ensure that all children have the opportunity to actively participate in all issues which affect their wellbeing directly. Therefore, ADP-Mbozi will ensure children/OVC/MVCs and AGYW are protected through addressing child rights, gender based/Violence against children and strive to ensure that required services are easily accessed.

The challenge of COVID-19 remains and continues to affect the development and people's life because of limited awareness of the disease, negative perceptions among people on the pandemic and its vaccines and failure to follow instructions issued by the government through the ministry of Health. ADP-Mbozi shall mainstream COVID-19 prevention in all programs by raising awareness on the importance of vaccination to community so that they remain protected and safe. Also, ensure that its employees are safe against the disease by continued provision of education and encourage them to go for the vaccine.

Generally, there is inadequate practices of good governance in most of the village authorities; this has resulted into low accountability to community on the part of the leaders, community unaware of resources allocated for development purposes hence hindering development efforts. Causes include low level of awareness on policies and civic education, low level of community participation in decision making at village level and limited access to relevant information. This shall be dealt with enhanced good governance practices, human rights, civic education and linkage with other actors.

On the part of the organisation, there is a need to make use of existing buildings infrastructure to generate income for the organization independent development initiatives. However, the organization will ensure completion of registering farm service centers as well as start to solicit funds for investing in some areas/land of ADP-Mbozi. Also, the organization will review strategies and mode of hiring the organization's assets. There is little government fiscal support and therefore efforts shall be made to attract support from the government and other local resources.

Additionally, since the organization aims to big funding; organizational policies, procedures and structure need revision to match with changes within and outside the organization.

### **3.2: Vision, Mission and Core values**

#### **3.2.1: Vision statement**

ADP Mbozi envisions rural and urban communities attaining livelihood security and sustainably managing their resources.

#### **3.2.2: Mission statement**

ADP Mbozi is a leader in facilitating socio-economic empowerment of marginalized<sup>1</sup> rural and urban communities in Tanzania Mainland through promotion of food security in the context of climate change and improved nutrition, entrepreneurship and market development, community empowerment on gender, HIV/AIDS, Children, good governance and environment. Moreover, the organization will take into consideration of the pandemic diseases in the course of program implementation and also strive to strengthen its internal capacity in order to successfully implement the above-mentioned focus areas.

#### **3.2.3: Core values of ADP Mbozi**

- i) **Commitment:** We believe commitment to our work shall lead to realization of significant positive changes in our organization and the community we work with.
- ii) **Sharing out:** We believe that development is brought about through combining efforts of different stakeholders; therefore, the communities we work with have a significant contribution towards their own development.
- iii) **Transparency:** We commit ourselves to be transparent in our organization and we shall inspire the same to the communities we work with.
- iv) **Trustworthy:** We believe that trustworthiness can help us work as a team and therefore achieve our goals much more efficiently. We are also convinced that trustworthy, in case of target group, is a pre-requisite for successful achievement of their objectives.

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<sup>1</sup> *Marginalized communities* are defined as all the people (smallholder farmers, Orphans and Vulnerable Children and low income women) who because of their position in the society are exploited and are unconscious of their abilities to bring about their development and hence subjected to poverty.



#### v) 3.2.4: Objective of ADP Mbozi

The main objective of the organization is to contribute towards improving the quality of life of marginalized communities in Tanzania Mainland through increased household food security and nutrition, income and livelihood assets.

#### 3.2.5: ADP-Mbozi Approaches.

ADP-Mbozi for the next five years (2022-2026) will operate by using the following approaches:

- a) Working with target beneficiaries through groups.
- b) Use of community volunteers.
- c) Farmers field schools.
- d) Value chain development.
- e) Networking and Outsourcing.
- f) Bi-directional referrals and linkages.
- g) Learning centers.
- h) Integration within the Organization and between organizations.

### 3.3: Strategic Areas of Focus

Areas established to be intervened by ADP-Mbozi at the program and organization level for the coming five years are as shown in Table 5.

**Table 5: Areas of Interventions**

Organization areas of Intervention	Program areas of intervention
<ul style="list-style-type: none"> <li>-Enhance financial and human capacities of ADP-Mbozi</li> <li>-Improve structure, policies, systems and procedures</li> <li>-Improve and operationalize monitoring and evaluation plan.</li> <li>-Improve networking and collaboration.</li> <li>-Improve Publicity of ADP-Mbozi and its Products.</li> <li>-Develop quality standards of ADP-Mbozi services provision.</li> </ul>	<ul style="list-style-type: none"> <li>-Increase Food security at the household level.</li> <li>-Improve nutrition status to reduce stunting to children at household level.</li> <li>-Promote farmers' engagement in Horticulture and aquaculture production.</li> <li>-Promote digital technologies to producers and off takers.</li> <li>-Address accessibility of reliable Markets.</li> <li>-Promote climate smart agriculture.</li> <li>-Promote conservation and use of local seeds and production of QDS Seeds.</li> <li>-Promote livestock productivity.</li> <li>-Reinforce economic and social capacities of target groups.</li> <li>-Strengthen financial capacity of the target groups.</li> <li>-HIV and AIDS prevention and impact mitigation as well as mainstream Environmental related issues.</li> <li>-Promote gender equality and equity</li> <li>-Address children issues</li> <li>-Promote good governance in the community.</li> </ul>

The above-mentioned areas of intervention guide ADP-Mbozi to come out with strategic priority areas to be addressed in the five years' strategic plan (2022 – 2026) as follows; -

- v. Food security in the context of climate change and improved nutrition.
- vi. Entrepreneurship and market development for crop and livestock producers
- vii. Community Empowerment on HIV/AIDS, children, gender, good governance and environment.
- viii. ADP-Mbozi internal capacity strengthening

### **3.4: Working Areas**

ADP-Mbozi will implement projects in Tanzania mainland depending on the availability of resource and continue to intervene its projects/Program in Katavi, Rukwa, Songwe, Mbeya, and Njombe regions.

### **3.5: Strategic Objectives and Strategies.**

Strategic objectives for the strategic plan were developed based on the vision and mission as well as critical issues raised by participants after thorough analysis. These objectives which need to be achieved by the organization over the next five years focus on services to be provided to the targeted beneficiaries.

Three strategic objectives for the programs and one for the organization were formulated and strategies were developed in each strategic objective as follows:

#### ***3.5.1: Food security in the context of climate change and nutrition improved***

1. To increase crop and livestock production through promotion of appropriate farming technologies with adoption to climate change.
2. To strengthen post-harvest practices and food budgeting at the household level
3. To improve nutrition status at household level.
4. To promote Horticulture and aquaculture at household level.
5. Enhance climate change and variability on target communities.

#### ***3.5.2: Entrepreneurship and market accessibility enhanced.***

##### **Strategies.**

1. To strengthen producers' marketing groups and associations.
2. To promote business and market development skills.
3. To promote access to markets and market information.
4. To enhance producers' and traders' linkage.
5. To enhance access of financial services.

#### ***3.5.3: Community empowerment in addressing HIV/AIDS, children, gender, good governance and environment enhanced.***

##### ***Strategies.***



1. To address and support HIV/AIDS prevention and impact mitigation at community level including OVC/MVC.
2. To advocate for development issues related with youth and AGYW empowerment support.
3. To promote children rights and safeguarding.
4. To promote environmental issues at community level.
5. Promote good governance.
6. To promote gender equality and equity.

#### ***3.5.4: Enhanced Governance and management capacity of ADP-Mbozi to operate effectively and efficiently.***

##### ***Strategies.***

1. To enhance financial and human capacities of ADP-Mbozi
2. To improve structure, policies, systems and procedures
3. To improve and operationalize monitoring and evaluation plan.
4. To improve networking and collaboration.
5. To improve Publicity of ADP-Mbozi and its Products.
6. To develop quality standards of ADP-Mbozi services provision.

#### **3.6: The logical Framework.**

The logical framework for the strategic plan was developed as a management tool to be used in design, plan, follow-up and evaluate the operationalization of the plan. It was developed and presented in a comprehensive and understandable way.

Indicators developed against the objectives as well as means of verification. Key assumptions that will influence the achievement of the plan identified and placed. The detailed logical framework is shown in Appendix 5.1.

#### **3.7: Organization and Management.**

The implementation of this strategic plan will be done within the existing governance, management system and structure of ADP-Mbozi depicted in Appendix 5.7. The AGM and Board of Directors of the organization is the decision-making authority that approved this plan and monitors its operation through management team under the coordination of the Executive Director.

The focus areas of this strategic plan fall under each department and therefore the heads of department will coordinate the projects and all departmental duties and report to the Executive Director who in turn reports to the Board of Directors before communicating to stakeholders.

The strategic plan however, will be implemented on the basis of the consolidated annual plan which will be drawn by staff /project coordinators under the supervision of the heads of department. The annual plans will clearly show activity to be implemented, target, precise time of implementation, budget requirements and respective responsible officers.

Moreover, monitoring of implementation will be guided by the monitoring plan showing among others the objective, time and frequency of monitoring. Annual review meetings will include assessing the progress of implementation and may include reviewing the strategic plan itself.



### **3.8: Resources requirement**

The implementation of the strategic plan will require human, financial and physical resources. Currently the organization has 85(fe) staff out of these 72(fe) are full technical staff and the rest are Cashier, Drivers, Secretary and Office attendants. 8 staff at master's level, the majority at first degree and a few diploma and certificates. The major discipline include agriculture, agri-business, community development, planning, monitoring and Evaluation Nutrition, Sociology, Medicine, Finance, Counselling and Nursing.

On other hand, the organization has transport facilities of its own that includes: 5 vehicles and 18 motorbikes. Other equipment includes 35 computers, 4 photocopiers and 4 printers. Some of these equipment will require replacement in order to facilitate effective operation of the strategic plan. Besides, there is a need to recruit staff in the field of Human resource, procurement and resource mobilization.

### **3.9: Sustainability.**

In order to ensure sustainability of the organization there are specific interventions with targets set in the major plans of the organization. This will allow the organization to continuously monitor if it is moving in the right direction towards sustainability in terms of finance, staffing and projects. At the level of programmes, the organization uses community volunteers who are chosen among the target population using specific criteria. These volunteers are given more capacity in facilitation skills and specific project technical capacity that will remain in the community even after the project interventions has ended. In implementing the various projects, the organization collaborate with the local government and private sectors thus ensuring sustainability after the organization's intervention ceases.

Moreover, the techniques and approaches used foster sustainability in that they are in line with the level of the target community and can continue to be replicated and up scaled by community members in the absence of the organization. Techniques and approaches include, compost manure making, QDS production, home gardening, food budgeting and preparation just to mention a few.

The organisation will continue to strengthen its own fund by ensuring proper records in flow of fund and proper use of the fund. To develop and protect the organisations' asset so that they contribute to generate income. The organisation will also develop a resource mobilization plan and proper use of monitoring and evaluation unit to monitor the financial health of the organisation and alert the organisation if it's in track or not.

### **3.10: Risk analysis and mitigation**

**Risks (Internal and External) that could impact on the implementation of the strategic Plan were identified. The relevant mitigation measures were also identified and will be adopted to minimize their impact.**

**Table 6: Summary of risks in implementation of the SP of ADP Mbozi**

<b>Risk</b>	<b>Mitigation</b>
<b>Internal risks</b>	
Ineffective monitoring and evaluation plan.	<ul style="list-style-type: none"> <li>-Review and improve as well as operationalize the M&amp;E plan.</li> <li>-Use internal and external benchmarking &amp; Performance measures identified.</li> </ul>
Staff leaving the organization.	<ul style="list-style-type: none"> <li>-Conduct regular staff meetings to allow staff to air out their concerns.</li> <li>-Recruitment of staff</li> <li>-Regular review of policies and regulations to match with current changes.</li> <li>-Motivation of staff.</li> </ul>
<b>External Risks</b>	
Fake inputs	<ul style="list-style-type: none"> <li>-Link farmers with credible inputs sellers.</li> <li>-Sensitize farmers to ask for a receipt every time when buying inputs.</li> <li>-Sensitize farmers to buy inputs collectively.</li> <li>-Encourage farmers to produce own seed (QDS)</li> </ul>
Interference with political ideology	<ul style="list-style-type: none"> <li>-Stand firm on the organization constitution</li> <li>-Prevent politicians from taking up leadership positions in the organization.</li> <li>-Staff engaged to political positions have to resign working with the organization</li> </ul>
Bad and unpredictable weather	<ul style="list-style-type: none"> <li>-Promote drought resistant varieties.</li> <li>-Promote irrigation farming.</li> <li>-Promote techniques that conserve water.</li> </ul>
Poor response from the target group	<ul style="list-style-type: none"> <li>-Engage the target community in the whole project life cycle.</li> <li>-Conduct regular reflections to seek the opinion of the target group.</li> </ul>
Inadequate resources for implementing the plan	<ul style="list-style-type: none"> <li>-Ensure current donor partnership are maintained and new funding partners are brought on board.</li> </ul>

### **3.11: Monitoring and Evaluation**

Monitoring and Evaluation is an important component of this strategic plan and its implementation will be guided by the Monitoring and Evaluation plan of the organization. The coordination of the Monitoring and Evaluation interventions will be under the Monitoring and Evaluation officer of the organization. The major role of this section is to inform the project staff, management and higher-level authority so that they make informed decision regarding to the organization's interventions. A particular monitoring plan and unit/section will be revised and well equipped as a department like other departments in the organization.

This plan consists of indicators, indicator descriptions, baseline indicator targets, data collection and methods of analysis, indicator reporting frequencies and responsible officers who will be responsible for data collection, analysis and reporting. Although the outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis. The detailed monitoring Plan in Appendix 5.5 will guide and ensure quality and timely information delivery.



## **SECTION FOUR: PLAN AND BUDGET.**

### **4.1: Operational Plan.**

ADP-Mbozi operational plan for five years is indicated in Appendix 5.2. The plan shows what strategy will be carried out in each year. The operational plan is specific but adaptable to changes. If conditions change then the plan will also change to accommodate those changes. Detailed work plans (annual, quarterly, monthly and weekly) will be prepared when resources are available for implementation of the strategic plan.

### **4.2: Financial Plan**

ADP-Mbozi requires adequate resources to implement the strategic plan. These resources need to be solicited from different sources although currently there is an increase in competition of donor funding, limited funding from the government and very limited internally generated funds. Therefore, the organization will strengthen the partnership with the past and existing donors as a means of sustaining funds while seeking resources from diversified sources of support.

Over the plan period, ADP-Mbozi will develop a resource mobilization strategy and its capacity to prepare and pursue funding proposals from potential providers of financial support for organizational and programmatic purpose.

The financial plan was developed as a guide for the sourcing of funds required. Appendix 5.4 shows where funds to implement this strategic plan will be obtained from. ADP-Mbozi needs to solicit the amount of **TZS 15,295,651,830** in order to successfully implement this five years' strategic plan.



## SECTION FIVE: APPENDICIES

### 5.1: APPENDIX: STRATEGIC PLAN 2022-2026 LOG FRAME.

Objectives	OVI	MOV	ASSUMPTION
<b>Overall Objective;</b> The overall goal of ADP-Mbozi is to contribute towards improving the quality of life of marginalized communities in Tanzania Mainland through increased household food security and nutrition, income and livelihood assets by year 2026.	-Reduced rate of stunting within the community served by ADP Mbozi. -Increased household income -Increased households' assets.	-Internal Annual Evaluation -External Program Evaluation. -Progress Reports.	-Existence of political stability. -Non-Existence of pandemics. -Existence of weather stability.
<b>Strategic Objective one</b> Food Security in the context of climate change and nutrition improved	- Maize yield increased from 9-15 bags per acre for food unsecured farmer by 2026. -Paddy yield increased from 9 bag per acre to 25 per acre by 2026. -Number of small animals (chicken) reared increased from 10- 50 per household by 2026. -Increased number of households by 50%. with enough food -21,850 children under five years with improved nutrition status by 2026. - 15000 smallholder farmers use improved post-harvest practices and food budgeting at household level by 2026 -15000 households engaged in horticulture and aquaculture household level by 2026.	-Annual Reports -Semi-annual Reports -Progress Reports	-Favourable weather condition prevails. - Political stability prevails -Favourable Policies prevail. -Fund availability does not deteriorate. -New sources of funding are identified and accessed.



<b>Strategic Objective two</b> Entrepreneurship and market development for crops and livestock improved.	-100 collective marketing groups increased by 2026. - 15000 number of farmers accessing farm input credit for farming by 2026.	-Annual reports -Quarterly reports -Progress reports	-Weather condition prevails. -Political stability prevails. -Favourable Policies prevail. -Fund availability does not deteriorate.
<b>Strategic Objective Three.</b> Community empowerment in addressing children, gender, HIV/AIDS, good governance and environment enhanced.	-Percentage of Children Living with HIV/AIDS (CLHIV) adhered to Anti-Retroviral Therapy (ART) services and virally suppressed to at least 95% by 2026. -93, 842 Children (including OVC/MVC/Youth) reached with standard services delivery by 2026. -50% of women involved in the project are participating in decision making by 2026 -Percentage of households practising proper basic hygiene (handwashing with soap, water and use of toilets) increased to at least 70% of 21,843 households by 2026.	-Internal annual evaluation Progress Reports -Field reports	Strong collaboration between ADP Mbozi, stakeholders (including the Government) and the community at large exists.
<b>Strategic Objective Four;</b> Enhanced Governance and management capacity of ADP-Mbozi to operate effectively and efficiently.	-Maintained staff turn-over, at least less than 2 per year. -Maintain current donors and attract at least one new after two years. -At least 3 ADP-Mbozi products are well packed and marketed by 2026. -At least 2 policies, system and procedures improved/developed in each year. -Increased funding by 5% in each year.	-Monitoring and Evaluation reports, success stories and testimonials (videos clips) -Financial Reports -Progress reports	-Smooth flow of donor funding. -Government stability on laws and regulations. -Existence of favourable internal policies.



## 5.2: APPENDIX OPERATIONAL PLAN

OBJECTIVE AND ACTIVITIES	2022			2023				2024				2025				2026				
Strategic Objective 1	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Sustainable food security and nutrition status in communities improved.</b>																				
<b>Activities:</b>																				
<i>1.1. Increase crops and livestock production</i>																				
<i>1.2 Strengthen post-harvest management practices</i>																				
<i>1.3 Improve nutrition status at household level</i>																				
<i>1.4 Promote appropriate farming technologies</i>																				
<i>1.5 Promote food budgeting at household level</i>																				
<i>1.6 Promote horticulture and aquaculture at household level</i>																				
Strategic Objective 2	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Entrepreneurship and market accessibility enhanced</b>																				
<i>2.1 Strengthen producers' marketing groups and associations</i>																				
<i>2.2 Promote business development skills.</i>																				
<i>2.3 Promote access to market information by producers</i>																				
<i>2.4 Enhance producers' and traders' linkage</i>																				



2.5 Enhance access of financial services																				
2.6 Strengthen forward and backward market linkages																				
Strategic Objective 3	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Community empowerment in addressing children, gender, HIV/AIDS, Good Governance and Environment Enhanced																				
3.1. Address gender norms and traditions that hinder the welfare of children and women.																				
3.2. Promote children rights safeguarding and protection.																				
3.3. Promote HIV/AIDS prevention, care, support and impact mitigation to at-risk community.																				
3.4. Promote gender equality and equity.																				
3.5. Promote environmental sanitation at a community level																				
3.6. Enhance Good governance																				
Strategic Objective 4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Enhanced Governance and management capacity of ADP-Mbozi to operate efficiently and effectively																				
Activities																				
4.1. Enhance financial and human capacities of the organization.																				



4.2. Improve structure, policies, system and procedures as well as set quality standards of ADP-Mbozi services provision.																				
4.3. Strengthen and operationalize monitoring and evaluation plan/system; storage and recapture information																				
4.4. Promote networking and collaboration																				
4.5. Strengthen Publicity of ADP-Mbozi and its Products																				





### 5.3: APPENDIX STRATEGIC PLAN BUDGET SUMMARY

Objective	Budget in Tanzania Shillings (TZS)					Total
	2022	2023	2024	2025	2026	
<b>Strategic Objective 1:</b> Sustainable food security and nutrition status in communities improved	478,300,000	526,130,000	578,743,000	636,617,300	700,279,030	2,920,069,330
<b>Strategic Objective 2:</b> Entrepreneurship and market accessibility strengthened.	325,000,000	357,500,000	393,250,000	432,575,000	475,832,500	1,691,657,500
	1,700,000,000	1,870,000,000	2,057,000,000	2,262,700,000	2,488,970,000	10,378,670,000
<b>Strategic Objective 4:</b> Enhanced Governance and management capacity of ADP-Mbozi to operate efficiently and effectively.	50,000,000	55,000,000	60,500,000	66,550,000	73,205,000	305,255,000
<b>Total</b>	2,553,300,000	2,808,630,000	3,089,493,000	3,398,442,300	3,738,286,530	15,295,651,830



#### 5.4: APPENDIX: SUMMARY OF THE FINANCIAL PLAN

Source of funds						TOTAL
	Objective	Own Funds	Target Group	Donors in Tanzania	Donors outside Tanzania	
1.	Sustainable food security and nutrition status in communities improved.	73,001,733	146,003,467	252,436,400	2,448,627,730	2,920,069,330
2.	Entrepreneurship and market accessibility strengthened.	42,291,438	84,582,875	298,750,000	1,266,033,142	1,691,657,500
3.	Community empowerment in addressing children, gender, HIV/AIDS, Good Governance and Environment Enhanced.	259,466,750	518,933,500	8,500,000,000	1,100,269,750	10,378,670,000
4.	Enhanced Governance and management capacity of ADP-Mbozi to operate efficiently and effectively.	197,631,375	15,262,750	34,760,875	576,000,000	305,255,000
	<b>Total</b>	<b>572,391,296</b>	<b>764,782,592</b>	<b>9,085,947,275</b>	<b>5,390,930,622</b>	<b>15,295,651,830</b>



## 5.5: APPENDIX: MONITORING AND EVALUATION PLAN

Narrative	Indicator	Baseline		Indicator Target value					Data collection and Methods of analysis			Means of verification	Frequency of Reporting	Estimate d Budget	Respo nsible
		Date	Value	Yr1	Yr2	Yr3	Yr4	Yr5	Data source	Data collection Methods	Frequency of Data collection				
Overall objective															
Contribute towards improving the quality of life of marginalized families in Southern Highland or Tanzania through increased household food security, improve nutrition uptake, income and livelihood assets by year 2026.	Number of households with adequate food throughout the year increased	2021							Annual evaluation report, Project external evaluation and progress report	Focus group Discussion(FGD), Observation, Checklist	Annually	Annual evaluation reports, Case study, Testimonies, success stories	Annually		Execut ive Direct or
	Number of households owning assets increased								Annual evaluation report, Project external evaluation and progress report	Focus group Discussion(FGD), Observation, Checklist	Annually	Testimonies, Case study, evaluation reports, progress reports	Annually		Project Coordi nator



<i>Strategic Objective 1.</i> Sustainable food security and nutrition status in communities improved	Number of food shortage reduced from 4 month to 2 month	2019	4 months						Monitoring & progress report	Individual interview, Checklist, Observation, FGD	Annually	Monitoring and assessment report	Annually		Project Coordinator
	70% of 1404 of target farmers raising drought tolerant varieties increased	2019	983						Monitoring & progress report	Individual interview, Checklist, Observation, FGD	Annually	Progress report, TOSCI approval certificates	Annually		Project Coordinator
	3983 target HHs practicing improved crops production( GAP) techniques increased	2019	3983						Monitoring, Field & progress report	Observation, Individual interview	Quarterly	Monitoring visit reports, observation	Bi- annual		Project Coordinator
	842 HHs using improved crop storage	2019	842						Monitoring, Field & progress report	Observation, Individual interview and checklist	Quarterly	Monitoring report, interview with farmer, Observation	Annually		Project Coordinator



	techniques increased													
	70% of targeted HHs (1404) with < 5 years' children in are feeding nutritious porridge.	2019	983					Monitoring and field report	Individual interview, Checklist, Observation, FGD	Monthly	Observation Monitoring report, Interview with parents and children	Quarterly		Project Coordinator
	500 producer groups formed/strengthened	2021	500					Field and progress report	Individual interview, Checklist, Observation, FGD	Quarterly	Training material/ records, Participants list, Reports	Quarterly		Project Coordinator
	100 Government extension officers trained in nutrition sensitive agriculture practices.	2021	100					Training and progress report, attendance list	Observation, checklist and FGD	Quarterly	Training materials/records, participants list, reports	Quarterly		Project Coordinator
	5000 farmers trained in nutrition sensitive agriculture practices	2021	5000					Training and progress report, attendance list	Observation, checklist and FGD	Quarterly	Training materials/records, participants list, reports	Quarterly		Project Coordinator





	through cascading													
	2700 people reached with nutrition sensitive agriculture messages through nutrition campaigns.	2021	2700					Activity, monitoring 7 progress report	Observation, checklist and FGD	Quarterly	End line survey, reports, FGD, Observation	Quarterly		Project Coordinator
	250 smallholder households that have established kitchen gardens.	2021	250					Activity , progress report, Case study	Observation, checklist and FGD	Quarterly	Monitoring, report, Observation	Quarterly		Project Coordinator
	100 demonstration plots for farmer training established.	2021	100					Activity , progress report, attendance list Case study	Target group interview, Observation, Checklist	Quarterly	Participants list, training records, FGD	Quarterly		Project Coordinator
	3000 farmers trained on Good Postharvest	2021	3000					Activity , progress report, Case study	Target group interview, Observation, Checklist, FGD	Annually	Training materials/records, Observation, FGD	Annually		Project Coordinator



	Handling (GPHH)													
<i>Strategic Objective 2:</i> Entrepreneurship and market accessibility strengthened.	110 FBOs operating internal saving and loaning scheme	2020	110					Activity , progress report	Target group interview, Observation, Checklist	Quarterly	FBOs members list, Savings and credit records, Financial reports	Quarterly		Project Coordinator
	1500 farmers receiving subsidized or pre-financed inputs	2020	1500					Activity , progress report, List of farmers	Target group interview, Observation, Checklist	Annually	Inputs orders records, List of farmers, FBO reports	Annually		Project Coordinator
	16000 MT of paddy bought from farmers based on the signed MoUs (MT)	2020	16000 MT					Monitoring and progress report	Target group interview, Observation, Checklist	Annually	Copies of MoU, Projects reports	Annually		Project Coordinator
	2500 farmers trained on financial literacy	2020	2500					Training, progress report and list of attendance	Target group interview, Observation, Checklist	Quarterly	Training report/records/ materials, List of	Quarterly		Project Coordinator



											training participants.			
	3000 SHF accessing financial service	2020	3000					Monitoring, progress report, Financial products	Individual interview, FGD	Quarterly	FBO financial records/reports	Quarterly		Project Coordinator
Strategic Objective 3: Community empowerment in addressing children, gender, HIV/AIDS, Good Governance and Environment Enhanced.	Caregivers that can correctly recall at least 60% of key messages from parenting sessions	2018	0%					Caregivers assessment survey, FGD	Questionnaire, Case study	Quarterly	Interview with caregivers, reports	Quarterly		Project Coordinator
	Caregivers who adopted at least 60% of the CORE targeted competences covered in the caregiver	2018	27% (32 % female & 22% male)					HHs observation through monitoring	Questionnaire, checklist	Annually	Interview with caregivers, reports	Quarterly		Project Coordinator



	education sessions per intervention													
	Caregivers who are confident about playing with their child in a way that supports their growth, development and learning.	2018	89%					Caregivers assessment, Case study, HHs observation	Questionnaire, Checklist	Quarterly	Observation, Monitoring reports, interview with caregivers and children	Quarterly		Project Coordinator
	HTC_TST 2626 individuals who received HTC services and received their test results during the PEPFAR reporting period	2021	2,626					HTC register, Log book & referral forms	List from community providers	Monthly	HTC register, Log book & referral forms, CTC supervision report	Monthly		Project Coordinator



	CARE_CO MM_RET: 9380 HIV infected Adults & Children receiving Care and Support outside facilities during the reporting period	2021	9380						CBHS reporting tool	List from CBHS Providers	Monthly	Supervision reports, CBHS forms	Monthly		Project Coordi nator
	PrEP_NE W1800 individuals who have been newly enrolled on (oral) antiretrovir al pre- exposure prophylaxis (PrEP) to prevent HIV infection	2021	1800						Referrals	Referral books from Peers	Monthly	CTC supervision report, Stubs	Monthly		Project Coordi nator
	GEND_NO RM Gender Norms within the Context of	2021	1876						GBV register	List from community providers	Monthly	Referrals stubs, Escort report,	Monthly		Project Coordi nator



	HIV/AIDS: 1876 people completing an intervention pertaining to gender norms that meets minimum criteria													
	2028 of people reached with IEC/BCC activities for family planning methods by location, age, and sex	2021	2028					Household visit, magnetic theatre small group session/discussion	Mid media forms, small group data collection tool	Quarterly	Monitoring & Progress reports. List of participants	Quarterly		Project Coordinator
	2,184 of unmarried young female age 15-24 were targeted to be reached with SBCC messages concern HIV/AIDS	2021	2184					HH visit reports, Magnetic theatre	Mid media forms	Quarterly	Monitoring reports. Progress reports, List of participants	Quarterly		Project Coordinator





	and Reproducti ve health / Family planning (RH/FP)													
	26,448 of targeted audience were planned to be reached with SBCC messages on five health areas (HIV/AIDS , MCH, RH/FP, TB, and Malaria)	2021	26,44 8					Household visit, magnetic theatre small group session/discussio n	Mid media forms, small group data collection tool	Quarterly	Monitoring reports. Progress reports, List of participants	Quarterly		Project Coordi nator
	2,448 pregnant women and their partners age 18-46+ reached with SBCC messages concern Mother and Child health (MCH)	2021	2448					Household visit, magnetic theatre small group session/discussio n	Mid media forms, small group data collection tool	Quarterly	Monitoring reports. Progress reports, List of participants	Quarterly		Project Coordi nator



	OVC_SER V: 93,843 beneficiaries served by PEPFAR OVC programs for children and families affected by HIV.	2021	93,842					National MCV Monthly Service Delivery Tracking Form	Households visit, Worth yetu groups (WYG) & Health facilities	Monthly	List of OVC and caregivers served, WYG reports, Health facilities and monitoring reports	Quarterly		Project Coordinator
	TZ_ECON: 17451 OVC, caregivers and PLHIV benefited from a minimum of one economic strengthening intervention or opportunity	2021	17,451					National MCV Monthly Service Delivery Tracking Form and WORTH Yetu forms	Households visit and Worth yetu groups	Monthly	List of OVC and caregivers served, WYG reports	Quarterly		Project Coordinator
	Percent of Worth Yetu groups with OVC and Social fund	2021	377					WORTH Yetu forms	Worth yetu groups	Monthly	WORTH Yetu monthly report	Quarterly		Project Coordinator
	TZ_NUT: 21552 OVC who	2021	21,552					National MCV Monthly Service	Households visit, MUAC assessment	Monthly	Monthly Service Delivery and	Quarterly		Project Coordinator



	received food and/or other nutrition services outside of a health facility							Delivery Tracking Form			monitoring report			
	OVC_HIV STAT: 23,945 of OVC and caregivers with known HIV+ status who report currently receiving antiretroviral therapy (ART)	2021	23,945					HIV Risk, Service and adherence Assessment form	Households visit and Health facilities	Quarterly	HIV risk assessment report	Bi-annual		Project Coordinator



## 5.6 APPENDIX: ORGANIZATION STRUCTURE.

