



MAVUNO PROJECT STRATEGIC PLAN 2023 – 2027

IHANDA, KARAGWE – KAGERA REGION
NOVEMBER, 2022



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Some of the Mavuno's stakeholders, whom their opinions, thoughts and perspectives are the results of this strategic plan

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1.0 Introduction

This document is our representation of five years to come; it is our road map and projection of our future (in 5 years). This year we sat down as an organization and our stakeholders- beneficiaries, private sector and public sector actors, the local government, like minded organization and funders.

A series of workshops and onsite field consultation and content gathering in review of the out phased Strategic Plan were thoroughly conducted with an aid of a facilitating Consultant. We have reviewed our programs and were able to earmark areas of our strength, and areas that needed improvement. We have also been able to identify new gaps and areas of priority from the people we serve. In essence, the strategic planning process has been able to reflect and tie the thoughts, feelings, ideas, wants and needs of every stakeholder along with the organization purpose, mission and vision.

1.1 Brief history of MAVUNO`s work

MAVUNO Improvement for Community Relief and Services is a Non-Governmental Organization that was established by rural Community People in 1993 for the purpose of improving their livelihood through using modern techniques of farming and care for the environment. The organization was registered in the United Republic of Tanzania the year

1999 under Societies Ordinance vide registration number SO.10132. Its offices are based at 4 km from the small town of Omurushaka in Karagwe district, Kagera Region, on the way to Ibanda and Rumanyika game reserves along Kaisho / Murongo road.

MAVUNO Programs have been in Karagwe and Kyerwa Government administrative districts of the United Republic of Tanzania. MAVUNO has been implementing 6 main programs in 13 villages.

Programs of MAVUNO have been implemented through bottom up approach in the rural villages with organized households' participation at the onset of initiatives. These organized beneficiaries form permanent groups whose responsibility is to ensure that the nature of the project being implemented is concurrent with felt needs.

MAVUNO affirms that the only development that will succeed is the one which is recognized and embraced by the targeted groups. Establishing these groups engineers a sense of ownership responsibility through increasing the livelihood of rural communities.

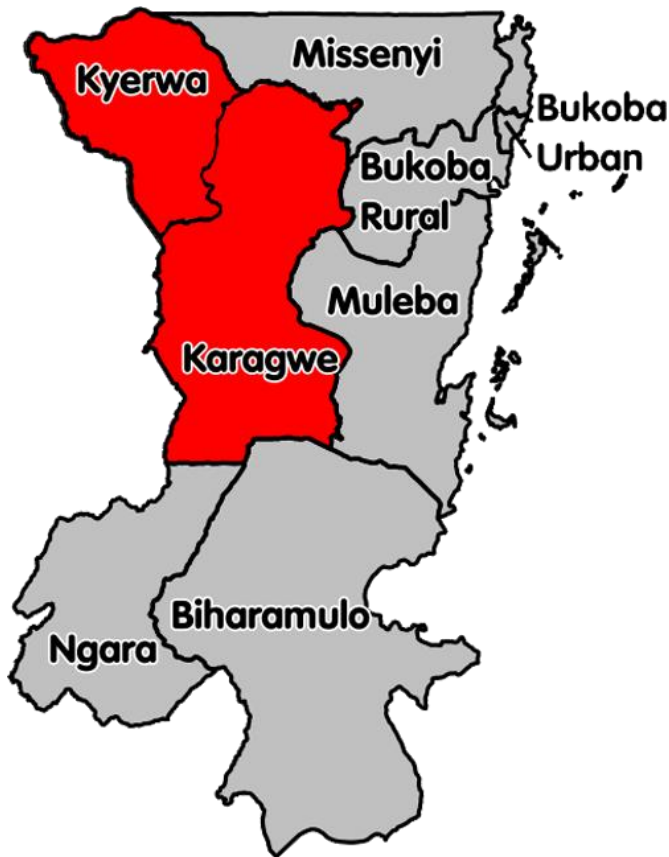
Implemented programs 2017/2021 and results are as follows:

| Activity | | Target 2017-2021 | Achieved 2017-2021 |
|-------------------------|--|---------------------|-----------------------|
| Sustainable agriculture | | | |
| 1 | Phasing out villages some project activities | 4 | 5 |
| 2 | Recruitment of new villages | 4 | 4 |
| 3 | Farmer groups | 40 | 60 |
| 4 | Households | 2,500 | 2,000 |
| 5 | Focal farmers | 15 | 26 |
| 6 | Seminars | 200 | 216 |
| 7 | workshops | 40 | 60 |
| 8 | study tour | 15 | 25 |
| 9 | demo plot | 749 | 907 |
| 10 | Radio program | 240 | 240 |
| 11 | Establishment of vegetable gardens | 747 | 907 |
| 12 | Total farmers reached | 12,500 | 11,187 |
| 13 | Women empowered on different skills | 6,750 | 6,040 |
| 14 | Number of youths capacitated | 845 | 500 |
| Environment | | | |
| 1 | Tree (individual /group)nurseries | 200 | 173 |
| 2 | Tree (central) nurseries | 2 | 1 |
| 3 | Agroforestry trees planted | 2,500,000 | 1,500,000 |
| 4 | Improved Cooking stoves constructed and used by | 747 | 466 |
| 5 | School clubs formulated and trained on environmental | 9 | 15 |
| 6 | Solar installation in schools | 131 | 131 |

| Food security | | | |
|----------------|--|----------|----------|
| 1 | Train farmers on how to read and write | 200 | 0 |
| 2 | Train farmers on how to keep farm records | 547 | 745 |
| 3 | Train farmer groups on food value addition | 100 | 60 |
| 4. | Train farmers on food storage, improved varieties and | 667 | 1,350 |
| 5. | Distribution of improved crop seeds | 5000kg | 7182 |
| 6 | Farmer families getting three meals a day | 747 | 1,222 |
| 7 | Train farmers on food balanced diets | 747 | 1,350 |
| 8 | Organize exchange visits | 10 | 8 |
| Bee keeping | | | |
| 1 | Identification and registration of beekeepers | 1,000 | 145 |
| 2 | Seminar and workshop | 150 | 15 |
| 3 | Fabrication and distribution of modern hives(Lang troth) | 3,000 | 1,350 |
| 4 | Honey harvesting and collection | 36,000kg | 30,000kg |
| 5 | Honey processing, packaging and marketing | 30,000kg | 15,000kg |
| 6 | Wax processing and marketing | 1,000 | 500 |
| WASH | | | |
| 1 | Construct rainwater harvesting with the capacity of 20,000Lts for households | 200 | 582 |
| 2 | Construct rainwater harvesting tanks with the capacity of 96,000 lts for the Schools | 22 | 63 |
| 3 | Support water filters in schools | 22 | 03 |
| 4 | Supply pumping water to the villages from MAVUNO | 05 | 03 |
| 5 | Identify and support natural water sources | 10 | 03 |
| 6 | Support schools with the ecoSan toilets | 20 | 1 |
| 7 | Support school girls with sanitary pads | 22 | 03 |
| Social welfare | | | |
| 1 | Identify and support children in need | 500 | 447 |
| 2 | Train caregivers on how to protect and care for children in need in schools and | 22 | 13 |
| 3 | Capacitate host families for the children in need on taking care of the children | 500 | 447 |

Table 1: MAVUNO programs implemented 2017 -2021

1.2 Details about Karagwe and Kyerwa Districts



Map1: The Kagera region map where Karagwe and Kyerwa districts are located

Economically, Karagwe and Kyerwa Districts area is favorable for agriculture; about 96% of the inhabitants are peasants depending on subsistence agriculture for their livelihood. The food crops include bananas, potatoes, cassava, corns and millet. In most cases production is for domestic consumption. Coffee is the major cash crop. Due to poor trade policies, the coffee price has been fluctuating for many years; these have discouraged farmers/peasant's income and development.

The main purpose of establishing MAVUNO was to help rural poor villagers with technical and affordable agriculture knowledge and skills to transform their lives from subsistence to modern farming which contributing agricultural Productivity and income in response to climate Change.

Exploiting new geographical locations:

Being an organization with a national mandate; in these five years, we are looking at expanding our geographical reach into the neighboring regions of TABORA and GEITA. Despite being in the neighborhood from the former areas of operation, these regions share common social economic dynamics as the ones experienced by the people of Karagwe and Kyerwa. Therefore, as the funding situation allows our projects will have an expanded reach to these two regions.

1.3 Reason for Developing a Strategic Plan

The purpose of this Strategic Plan 2023/27 is to establish the overall strategic direction to guide the staff, Board and members of the MAVUNO Project Over the next five years. This plan provides the highest level guidance to the organization's staff and working groups as we make choices about program direction, set fundraising priorities, allocate the use of limited human and financial resources and develop long-term action plans. Good governance by the Board, leadership, management from the staff and from the working group chairs and voluntary contributions will enable us to succeed.

Successful implementation of this strategic plan will help MAVUNO as an organization to provide top quality services to a more diverse and greater number of community members in North western part of Tanzania. It will strengthen and increase MAVUNO's role as catalyst and diffuser of innovations. It will bring us closer to our aspiration that community members and donors view MAVUNO as the "go-to" regional organization for community development systems. We are poised to fulfill these aspirations in the pursuit of our mission and to generate collaborative action and learning in order to improve rural life through "community-focused sustainable development".

1.4 Main Results of the Review of the Current Strategic Plan

Through an intensive consultative process that ranged from multi-stakeholders' workshops, field consultation to direct and indirect beneficiaries and focused discussion to bring on board diverse views and minority voices, MAVUNO was able to explore key information and issues relevant to inform the current plan. Programs which were implemented in the last five years were reviewed and from the results we have managed to develop this comprehensive document that encompasses the needs and gaps experienced in the previous Strategic Plan areas that were of strength are upheld to continue delivering better and areas that needed consolidation for improved results have been addressed as well.

In summary the results of the review are presented below:

1.4.1 MAVUNO Programs

The programs implemented in the previous five years were generally in line with the five strategic areas earmarked in the Strategic Plan 2017/21. The majority of work done however was concentrated on the FEBA component which encompasses projects related to agriculture and food security, environment conservation and bee keeping. Biogas was one of the components in this area however and MAVUNO was able to construct biogas digesters in school and in the households. This being an important area, it is sought for more research and consolidation to an independent alternative energy resources component.

The WASH program was very successful in a small scale that it was implemented whereas the supply of water was improved in villages and schools. Much has been observed as the results of availability and access to water in the localities where the service has reached including a general lessening of time and energy used to collect water by women and children. A general reduction of water borne diseases and improved school attendance and performance by children. A main challenge in this area relates to high demand of water in the whole district.

This strategy will therefore address these challenges by enhancing resource mobilization, cooperation with other actors and stakeholders and enhance management and sustainability plans and procurement and advancement of available local technology.

1.4.2 Implementation Models

The implementation through focal farmers has been a great tool in the last 5years. Some improvements however are suggested in relation to the number of focal farmers (model farmers), the frequency of contact to farmers and more training and learning events by these focal farmers and beneficiaries as well. Radio program, study tour, Farmer exchange visits are also recommended and should be continued.

1.4.3 Human Resources

For each focus area of the strategic plan 2023/27the organization shall meet the needs of the target group and the internal capacity of the organization through recruiting, training and supporting the team members to implement projects according to the set and required standards.

1.4.4 Financial resources

The organization has seen a wave dwindling resources and increasing commodity prices

which is linked to global trends and disasters. This Strategic Plan envisions increased resource mobilization which should include diversification of mobilization techniques and expansion of funders' portfolio.

1.4.5 Organization structure and development

The Organization development shall improve the human resource management,

policies, systems and procedures, enhance networking and collaboration and support publicity and improve the storage and retrieval of basic information

1.5. Organization of the Strategic Plan 2023-2027

The making of this strategic plan involved an intensive two weeks' series of workshops with various stakeholders and field visit to perform physical evaluation in the villages of the project. Beneficiaries, local leaders, district officials and likeminded CSOs were engaged to take part in the evaluation process. Donors were as well represented. A lead consultant was assisted by the MAVUNO team in coordinating and performing the review and workshops. All the project key areas were evaluated i.e. FEBBA, WASH, Education, Social welfare and Organization Administration and Development. A highly participatory methodology was deployed giving room for each stakeholder to participate in the review of the put-phasing strategic and providing their opinions on the incoming one. Women and youth were well represented through focused group discussions and farmers were also represented. Action plans and strategic objectives identified are well aligned with relevant trends in the environment and cross cutting issues on the basis of MAVUNO's fundamental commitments (vision, goal, mission and values' statements).

Basing on the analysis of the current projects and the organization strengths the grouping of departments has been modified and expanded as follows:

1.5.1 FEBA (Food Security, Environment, Beekeeping and Agriculture)

FEBA program interpreted in a narrow sense continues to stands for development of sustainable agriculture, environmental conservation through planting trees, as well as for organic bee farming which is the greatest pollinating machine for plants and responds to the urgent need to reduce greenhouse gas emissions and to the adaptation to climate change. It drives major economic, social and environmental changes in food systems in the region and provides an entry point for understanding the issues around sustainable agricultural development as a whole.

1.5.2 WASH (Water, Sanitation and Hygiene)

WASH facilities include water supply facilities, latrines, hand-washing facilities, incinerators, refuse pits and other waste collection and disposal facilities, also water sources like spring water, tap water, shallow wells, boreholes and construction of rainwater harvesting and storage tanks.

1.5.3 EDUCATION

Education program focuses mainly on providing female and younger children's pre- primary/primary and secondary education which has proven to be an essential tool to improve the living standards of societies all over the world. By recognizing such an aim, the organization has constructed an educational and research center with the Girls Secondary School in Karagwe District as well as a kindergarten center in Kyerwa District; both of which are providing quality education to girls and pupils aged between 5 and 20 years respectively. A secondary schools for boys has been proposed to be constructed for the purpose of gender balance. Additional, an element of Digitalization has been sought as key in enhancing learning to students both in primary and secondary schools.

1.5.4 SOCIAL WELFARE PROGRAM

Social welfare program deals mainly with service and care of people in the community, organize income generating activities in the community to improve the conditions of the societies in areas of support for Children in need/orphans, gender and women empowerment and youths' development, as well as giving attention and support to people living with HIV/AIDS. To have an improved focus on women and youth, the two will be considered separately under this component where women sub-category will incorporate gender and women empowerment and the second will be youth development. This will give room for each to receive enough focus and not to be undermined by the other.

1.5.5 ORGANIZATION, ADMINISTRATION AND DEVELOPMENT

This will be the union of coordinating, monitoring, evaluation and reporting on all projects. It will be involved with staff replacing and trainings, it will also impart technical consultants and volunteers according to the need of the programs. It will work as link between donors, partners and the Board, too.

Immerged subprogram: in the course of implementation the organization had an opportunity to integrate an important component of Solar panels to supply light and energy in primary schools -134 schools were supplied with solar and solar related learning materials (TV Screens and Laptops). This was reported to have impacted much in schools performance and therefore it is now being integrated to this STRATEGIC PLAN under the new component of Sustainable Energy, Research and Development.

NEW AREAS

1.5.6 SUSTAINABLE ENERGY, RESEARCH AND INNOVATION

Our evaluation for the out phasing Strategic Plan demonstrated the need to consolidate the energy related intervention into an independent program component. This is one of the area that MAVUNO has performed well Strategic plan especially in the installation of biogas digesters at schools and in the households in addition to the installation of Solar Panels at schools. The component also envisages works related too energy saving stoves for climate change mitigation and further research and development in the energy sector.

1.5.7 POLICY DIALOGUE AND HUMAN RIGHTS

FOCUS AREAS of concern for Policy Dialogue and Human rights are sustainable agriculture, climate change and equal rights for women and men on rights to land and other productive resources. This is an exploration component whereby we will seek to increase our internal capacity in identifying and addressing policy dialogue issues around the mentioned areas of focus.

2.0 Environmental Analysis and Trends

Since 1993, MAVUNO has managed to keep its close working relations with its regular and other prospective donors. MAVUNO has implemented several community development programs through a joint cooperation with donors like DKA, WELTHAUS, MIVA, BSI and HORIZONT3000 and private people of Austria; MAG, EWB, KINDERMISSIONWERK, HEIDEHOF, BAYWA, August Faller AG, and several individual donors from Germany, EWB and donors from Sweden, MIVA from Switzerland, PRF from UK, Amizade and All people be Happy from USA, Embassies of USA, Germany, France in Dar Es Salaam and VI Agroforestry in Tanzania.

Over 29 years of history, MAVUNO has a proven record of accomplishments of working with community members and other stakeholders in Kagera Region. MAVUNO continued to build capacities of community representative in various categories as Volunteers, Para-professionals and caretakers who form a great and handy support to scale up and give breadth to knowledge and interventions put in place by the organizations.

Children in need, youth both male and female as well as vulnerable households with both men and women have benefitted much from the works of these community representatives. We promote human rights and we ensure that the needy children and other poor community members are supported to lead into a decent life as a result of empowerment programs designed to make communities resilient and self- sustained.

Our trainings go beyond training farmers and thus it also reach to professionals such as teachers, religious leaders, health workers, constructors, carpenters and government employees. School children have also been empowered in environmental and nutrition related practical learning with formation of clubs; subsequently these young ones replicate the practical knowledge in their homes and eventually many people are practicing production of nutritious vegetables, crops and fruit-trees.

MAVUNO is expected to implement identified projects and programs that contribute towards its mission statements and critical issues through advocacy, capacity building, awareness raising and information sharing; for increased gender participation, control, ownership and benefits from sustainable services.

This will be made possible through seeking for resources from communities themselves, Government and external donors.

2.1 Political

There are some elements of good governance that can be taken advantage of including the gesture of separation of powers between the executive, judiciary and legislature, and the presence of a multi-party system with all its shortfalls. There are Government laws and policies that safeguard the interests of the NGOs in establishing and managing community services.

There are some elements of rule of law that could be taken advantage of in running the business and sustainability of the Organization and its members. Threats that tend to restrain forward movement include Government bureaucracy, unclear Government structure and operation of its institutions and above all corruption. With regard to policies, it takes a long time for policies to be implemented and some are not enforceable because they are not backed-up by the laws, and the formulation of some of them does not extensively involve relevant stakeholders.

2.2 Social/Cultural/Religious

There are clearly defined social structures that provide good entry points for community engagements. Other opportunities are the use of the common language Kiswahili and similarities in people's sub-cultures in the areas served by MAVUNO, apart from the existence of some positive cultural traditional practices that promote positive development practices, too. Threats in this regard include male domination particularly in the decision making positions as well as access and ownership to the family properties. MAVUNO is keenly addressing and mitigating this threat through the involvement of women in each project and promoting girls' education towards a more balanced and empowered community in the future.

Women are given leadership roles in groups and approaches to our interventions are tailored to ensure that participation in income generating activities involves both men and women.

In the course of implementation of our programs women voices have increasingly been heard and captured and thus each program features a great representation of their needs. Resource mobilization will also focus into areas that will further income diversification by women through individual and group entrepreneurship activities.

2.3 Technological

Technology has shortened distance, time and made the work of organizations easier. However, technology is changing very fast and new challenges relating to technology are expected. Computers and internet are more readily available and in extensive use in the country. Accessing these facilities could mean greater efficiency and effectiveness. There is increased use of mobile phones and internet connection in the country, which MAVUNO could fully exploit to communicate to the members and other partners. The rural community in North western part of Tanzania lags behind in technology. These communities may, therefore, not be able to realize the full benefits of technology. Limited access to energy (electricity/solar) deepens the technology gap in the rural areas. MAVUNO has played a great part in putting light and some technology equipment in schools and hospitals which has improved students, teachers and communities' enjoyment of these basic services. However, much is still needed in terms of investment from both government and private investors to bring the community into optimal benefits on technology. In the meantime, MAVUNO will continue reaching the community and delivering trainings through the popularly accessible radio media. This has proved to be a very useful tool to reach a wide mass of people.

2.4 Economical

Tanzania as all other countries of the world has been massively affected by the global emergencies including the COVID-19 pandemic and the wars in the Ukraine and Russia. Access to basic resources and needs has been very limited and prices continued to be on a hike. Rural communities whose purchasing power has always been low are even worsened. There is need for interventions both from policy level, national/governmental actions are needed as well as more action from Non-state actors.

There are a number of opportunities that could be taken advantage of including growing gross domestic products, based on the availability and development of natural resources. However, macro-economic development does not seem to have a positive impact on micro economic development; the gap between the rich and poor is widening. The policies on management of resources are poorly enforcing: the inflation has been on the rise for some time and the national debt has been growing. The problem of lack of transparency and accountability continues to be a hurdle to development.

2.5 Ecological

Kagera region has witnessed multiple ecological changes in the previous half a decade when implementing the 5 years' strategic plan. Staggered rainfalls and general unpredictable climate, natural disasters and catastrophes like earth-quakes, pests and insects have challenged rural communities' financially because of their minimal resilience and adaptation abilities. Insufficient rains and heavy rain flashes have affected farmers as well. MAVUNO continues to recognize and support project beneficiaries in Karagwe and Kyerwa Districts as actors in climate change adaptation and mitigation, disaster risk reduction and resilience strategies (such as protection of water sources, food, fuel/energy and livelihood and promote the green economy including environmentally sustainable agriculture to achieve sustainable development and help mitigate climate change for current and future generations. Additionally, medicinal and herbal trees will be promoted to expand and maintain indigenous knowledge among the young generation for knowledge management, restoration and upscale.

4.0 General Strategy 2023–2027

4.1 Vision

Strong communities with ability to control resources for their sustainable development.

4.2 Goal

Strengthen the ability of the communities to identify, manage and control available resources for their sustainable development.

4.3 Mission

Capacitate and empower rural communities in North Western part of Tanzania on sustainable development without any kind of prejudice.

4.4 Core Values

The organization's practice and behavior will be guided by a set of values. These values

were developed by the key stakeholders of the workshop during the strategic planning process. In the pursuit of its chosen mission, MAVUNO will uphold the following values and principles in the way we work, relate to each other including our beneficiaries and various partners. The values and principles grounded in the organization's plans include:

4.4.1 Human Dignity

Each person is essential to sustainable development. The dignity of each person is reflected in the objectives and activities of MAVUNO. The right of each person to participate fully in the society, to be respected, to have adequate food and housing, to have the opportunity to get education and to develop her/his talents is inherent to each person.

4.4.2 Teamwork and Innovativeness participation

MAVUNO encourages innovation in solving problems and seizing of the opportunities, is committed to work together as a team and together with all stakeholders to arrive to coherent and effective program of action. This STRATEGIC PLAN seeks to bring strengthened engagements with the government at micro and meso level to ensure that ownership and sustainability plans are well absorbed by the local government authorities to sustain the investment and change that has been put into people's lives and upscale the results for greater impact.

4.4.3 Transparency and Accountability

MAVUNO maximizes its service capability through responsible stewardship of all entrusted resources manages them with transparency and accountability towards the various stakeholders.

4.4.4 Fairness and Integrity

MAVUNO strives to maintain the highest degree of professionalism, respect, honest and fairness in dealing with the public and all stakeholders. Everyone coming into contact with MAVUNO is assured of a fair treatment being a staff, an associate, beneficiaries or any other stakeholder

4.4.5 Commitment and Hard Work

MAVUNO is committed to providing highly effective and efficient services to all vulnerable groups in North western part of Tanzania within its mandate and values. We put the community interest first in all what we do.

5.0 Strategic Key Areas

5.1 FEBA (Food security, Environment, Bee farming, Agriculture)

5.1.1. Agriculture

5.1.2. Food Security

5.1.3. Bee farming

5.1.4 Environmental Conservation (tree planting)

5.2 WASH (Water, Sanitation & Hygiene)

5.2.1. Water

5.2.2. CaSa (Carbonization & Sanitation)

5.3 EDUCATION

5.3.1. Girls' Secondary School

5.3.2. Kindergarten

5.3.3 Adult Education

5.3.4 Digitalization

5.4 SOCIAL WELFARE

5.4.1. Small crediting scheme

5.4.2. Children in need Program

5.4.3. HIV / Aids

5.4.4. Carpentry Workshop

5.4.5. Gender and Women Empowerment

5.4.6 Youths Development

5.5 Sustainable energy, Research and Innovation

5.5.1 Biogas

5.5.2 Solar

5.5.3 Improved Cooking Stoves

5.5.4 Research and Development

5.6 Policy Dialogue and Human rights

Most of desired changes are better addressed when the solutions are tailored right from the policy framework. MAVUNO does not operate in isolation rather it observes and aligns with national policies pertaining to any area of intervention being it agriculture, environment and any other. With the intended plan to enhance collaboration with government at district, regional and national level; this SP will emphasis on identifying policy issues and engaging stakeholders towards attaining policy based solutions. This being a new area of intervention, MAVUNO will focus primarily on enhancing our internal capacity on policy engagement and stakeholders' engagement and advance gradually into concrete dialogue on issues facing the community.

5.7 ORGANISATIONAL DEVELOPMENT

This will be the union of coordination, monitoring, evaluation and reporting on all projects, i.e. FEBA, WASH, EDUCATION, SOCIAL WELFARE, SUSTAINABLE ENERGY RESEARCH and INNOVATION, POLICY DIALOGUE & HUMAN RIGHTS. It will involve trainings, regular and comprehensive communication, team building, staff replacing and, it will also impart technical consultants and volunteers according to the need of the programs. It will work as a link between community members, Government, beneficiaries, donors, partners and the Board.

6.0 Cross Cutting Issues

Our environmental Strategic responses through strategic platforms and purposes are designed to address five prioritized critical and crosscutting issues in MAVUNO.

During the implementation of the out-phasing Strategic Plan we have witnessed the global effect of the Pandemic (COVID 19) which has affected inflow of fiscal resources from existing and potential donor. From the last quarter of 2019 to date the virus has continued mutating and the global reports are such that it is now becoming a new normal. Therefore, we are committing to undertaking mitigation measures as a crosscutting issue which will be observed through-out the implementation of projects in the duration of this STRATEGIC PLAN.

The high incidence and prevalence of different endemic diseases such as HIV/AIDS and malaria, is a major challenge in Tanzania, particularly in North western Part of Tanzania, that reduce labor force for development activities.

Environmental degradation and climate change affects Tanzania in general and particularly Karagwe and Kyerwa Districts. They have led to hazardous effects on the environment and the communities. There has been increased and regular disasters induced by climate change such as droughts, floods, fire outbreaks, earth quakes, etc., all these have posed a demand to equip local people in disaster response thus under this section for crosscutting issues MAVUNO will particularly raise funds and strategically empower communities around our area of influence on disaster preparedness, response and mitigation.

Human rights violation is a challenge in Tanzania, particularly in North western part of Tanzania, leading to an unwarranted situation among the communities and progressive declining of their economic status. This is due to insufficient empowerment and support of marginalized groups (women, children and youths) and has resulted into insecure life. We will thus work with marginalized groups to empower them socially and economically as a mitigating factor that will promote them from the powerlessness that render them vulnerable to abuse and violence. Children and vulnerable adults will be safeguarded from all forms of abuse and exploitation.

Adult education level is another challenge which is hindering smooth operation and threatening its sustainability. Some community members do not know how to read and write. We will try to organize special arrangements which can help them to attend basic lessons.

6.1 Education, Awareness Raising & Advocacy

Formal and non-formal education (short trainings, farmer field schools, extension services, etc.) and informal education (media, community gatherings, etc.) strengthen rural communities' potential to access productive, income-generating opportunities and decent work. It helps them boosting their confidence and skills and enables them to negotiate for better conditions and organize with others to do so. In many parts of the world, religious, political, social and economic constraints limit girls' and women's access to education. These include restrictions in mobility and preferential schooling of boys over girls among others. In this five years, MAVUNO will strengthen awareness to communities, enhancing girls' education and creating necessary linkages among actors and government agencies to foster improved conditions and access to services.

6.2 Services to the communities

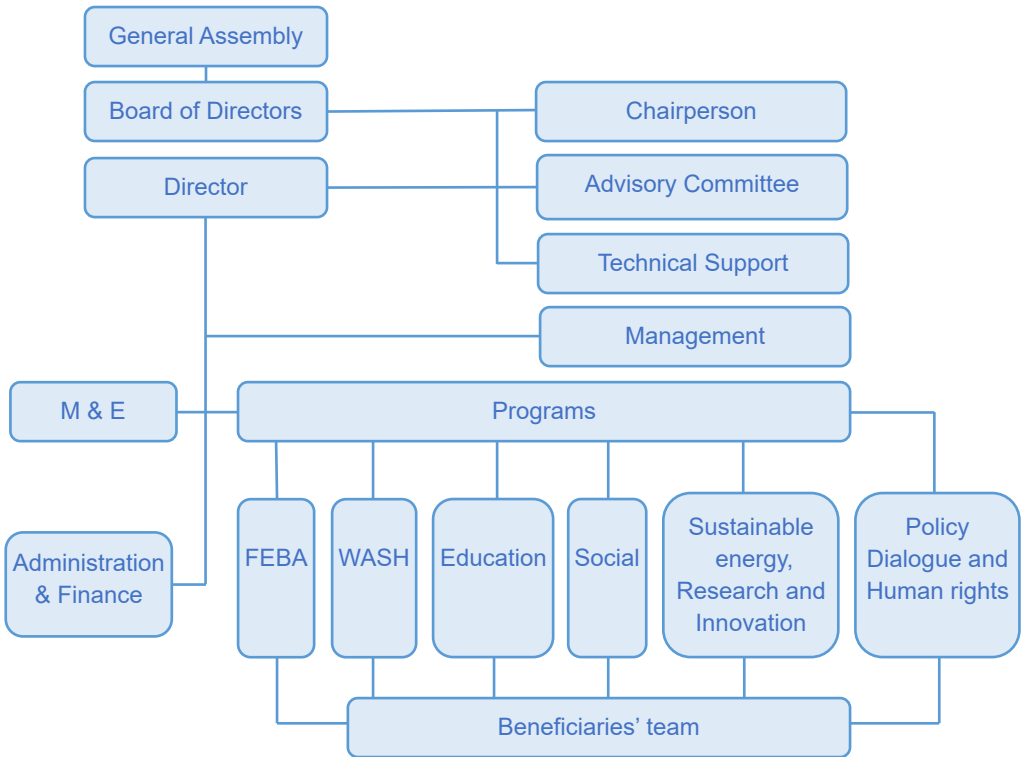
MAVUNO provides community social development services without biasness or discrimination to the less opportune for any kind of service within the mandate of the organization. With this motive we have achieved to draw the high confidences of the engendered community to enable us operate fully in our programmes without prejudice. MAVUNO is expanding its services to the community due to this equilibrium.

6.3 Volunteers' Programme

Since 2004 the organization initiated volunteer development program. Volunteers from different corners of the word have been involved not only in renowned for skill development which intended to improve human quality of life, but also in internship missions. The main mission is oriented to transfer skills to one another particularly in fields of technological, social and cultural aspects.

7.0 Internal Organization

7.1 Organogram



7.2 Governance (leadership, management organization, information flow, Communication scheme etc.)

The principal bodies of MAVUNO are the general assembly, the board of directors, the advisory committee, the management and the beneficiaries' committees.

The **general assembly** is composed of all of MAVUNO's members from the surrounding communities. Currently, there are 411 members out of whom 216 are women and 195 men. It is a decision making body and determines the framework within which the organization functions. The general assembly meets once in a year.

The **Board of directors** is comprised of a chairperson, Director, patron, treasurer and five members elected by the general assembly. The Board meets four times each year. Members of the Board are responsible for decisions regarding the approval of projects and programs, yearly budgets and financial reports, advisory services, conflict resolutions, creation of organizational calendars and activities and monitoring and evaluation of programs. The chairperson is responsible of the Board meetings and general assembly.

The **advisory committee** consists of four members, each with a technical background, and advises MAVUNO and its activities. This committee meets once every three months.

The **management committee** is composed of heads of departments, one representative from the beneficiaries committee and two representatives chosen by field technicians. The management committee meets once a week.

The **beneficiaries' committee** is composed of small groups. This committee informs the management committee about the beneficiaries' perspective of MAVUNO's activities.

The **Director** keeps all the organization's structure informed on the projects and daily activities of the organization. Other organs also are sending their reports to the Director to ensure the connections within the structure.

7.3 Finances

Based on the previous experiences MAVUNO believes that transparency in the utilization of resources including finances is the foundation for building its credibility and reputation to its constituency. Principles of strict accountability and transparency will be stressed for ensuring quality assurance of the project and steps will be taken to develop a shared staff ethic regarding the responsible use of resources. Quick book financial software system is the tool used by MAVUNO in its accounting which ensures the transparency and financial credibility within the institution.

Auditing is a key component of financial accountability and management for MAVUNO and it serves as a framework for measuring the integrity of the management of funds and assets and to outline ways in which gaps in financial management systems can be improved.

The organization has its own financial policy and required standard procedures.

7.4 Monitoring & Evaluation

Systems for monitoring including the use of web based planning, implementation and monitoring will be enhanced to ensure that any change resulting from this intervention will be captured. MAVUNO will adapt a participatory monitoring system of the project activities by capturing the tangible results from the activities to the outcome level as described in this strategic plan in order to track the performance and measure the interventions relevance throughout the project life. In the process we will include:

- a) Preparing work plans and financial statement reports to be reviewed by the project management and Board and the lessons learned from each quarterly report will be used for improving the implementation of the activities in the following quarter.
- b) Preparing monthly, semi-annual and annual reports to track progress and adherence to the project objectives.
- c) Conducting end of the year review process to assess whether the program has been achieved according to the set goal and objectives.

The respective annual report will form the basis of preparing a long term strategic plan building on lessons learned from these start-up activities.

- d) Furthermore, scheduled follow-up visits and progressive surveys in collaboration with partner organizations and programs will be used to collect data and information from the targeted groups on the outcome and impact of the project interventions as per specified indicators.

- e) In collaboration with MAVUNO partners, monitoring & evaluation systems such as the use of GPS, EPI info, and DAVI indicator will be enhanced to acquire data to assess the project results, impact and its performance. Project officers with the assistance of project field officers will be fully involved in monitoring & evaluation of the activities for the better performance of the projects.

8.0 Implementation

Currently MAVUNO has the staffs that are committed to the day-to-day operations of the programs. However, volunteers are also available locally and internationally. Volunteers are mostly engaged in the field of providing agricultural and psycho-social support to vulnerable groups and needy children as well as follow-ups.

It has been learnt through experience of the past program implementation periods that there is a great need to enhance on staff motivation through trainings, exchange visits, to learn from other implementing partners and improving on remunerations and allowances for the staff. This will improve the quality of services as well as sustaining the programs. The implementation of the strategic plan 2017-2021 will require a team of staff as indicated below:

8.1 Project coordinators, Technicians and Support Staff

Staff will include the MAVUNO Director, the assistant Director, a monitoring and evaluation officer, finance and administration staff as well as drivers and community representatives. These staffs according to the organization's organogram will be responsible for the implementation of the strategic plan.

9.0 Final Remarks

Broader participation and engagement of Board members, management, staff, key stakeholders, Government leaders, have given greater importance to MAVUNO Strategic Plan. Lessons learned will extremely be helpful in facilitating the successful implementation of the plan. The participation has been more effective and assures that there is stakeholder's ownership of initiatives and of new programs and projects.

Approved by:

Chairperson of MAVUNO's Board of Directors

November, 2022

ANNEXES

to

MAVUNO's Strategy Plan 2023 - 2027

Annex 1

Letter of the Board's Chairperson

This strategic plan for the MAVUNO Improvement for Community Relief and Services is a product of dedication by various individuals within and outside the organization including the beneficiaries. This has been intentionally done so that in fulfilling the organization's vision and mission in the next five years (2023 -2027) we remain focused in our intent to contribute to bringing about positive development changes in the members of the target groups and individuals 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 and especially in the North western area of Tanzania 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 and the Southern Highlands.

I do welcome suggestions and ideas from you which can assist in improving the delivery of our service to the communities that we serve.

November 2022



Angela Anselimi

Board Chairperson

Annex 2

Programs, Goals and Objectives

1. FEBA

Goal 1: To contribute to the national agriculture development objective that aims to improve food-sufficiency and food security

Objective 1.1: Improve livelihoods of farmers through farm enterprise development, value addition and marketing- 9,200 households

Objective 1.2: Improve agricultural productivity for 340,000 farmers through sustainable farming

Objective 1.3: Improve environment through implementation of land use management practices-3,000,000 Agroforest trees Planted

Objective 1.4: Support 46 Villages with food security programs and technical inputs

Objective 1.5: Establish 230,350 hives and train a core contingent of 46,070 local community members in the practice of beekeeping.

Objective 1.6: Improve food and nutrition security programs for 9,200 farmer households

2. WASH

Goal 2: To contribute to the National Water development objective “Universal access to safe water”

Objective 2.1: Awareness creation to 340,000 beneficiaries through seminars, Radio broadcasting programs and advertisement are established. 50,000 pcs of Project pamphlet designed, printed distributed and Project models are designed.

Objective 2.2: 1,200 ecosan-toilets are constructed and operated in schools

Objective 2.3: 113 changing rooms for girls are constructed in schools

Objective 2.4: Internal monitoring systems improved.

Objective 2.5: Strengthen Water, Sanitation and Hygiene (WASH) programs in 60 schools

Objective 2.6: Increase the right to access improved and sustainable water interventions to 60,000 beneficiaries

3. EDUCATION

Goal 3: Ensure girls holistic education towards gender balance in a safe and sound environment

Objective 3.1: 600 girls are registered to advanced level classes. (High School)

Objective 3.2: Increase students' enrolment from the current capacity of 400 to 600 students by 2024

Objective 3.3: Recruitment of teaching and non-teaching staffs to cater for the increased number of students.

Objective 3.4: increase school performance national wise to be among the top best schools.

Objective 3.5: Installation of Libraries, Laboratories and computer rooms and its facilities and equipment.

Objective 3.6: Construction of a new teachers' block, a chapel

Objective 3.7: To establish gardens and extension of fruit trees plots.

Objective 3.8: Construct secondary school for Boys in north western part of Tanzania

Objective 3.9: provide reliable transport to students

4. SUSTAINABLE ENERGY RESEARCH AND INNOVATION

Goal 4: To support community adaptation of climate friendly energy solution

Objective 4.1: Identification of institutions to be supported by the program

Objective 4.2: 110 institutional biogas plants constructed and fully operated

Objective 4.3: Different solar systems (medium and large size) for 150 institutions installed and operated.

Objective 4.4: Scientific information on medicinal trees supported to the rural community in the conservation of biodiversity

5. SOCIAL WELFARE

Goal 5: Contribute to community social welfare through integration of gender, youth and children issues

Objective 5.1: Empower 200 women groups with financial support to start small business schemes for their development.

Objective 5.2: Empower 200 youth groups and create an employment for their better future

Objective 5.3: support 600 children in need with basic school needs and medical care for the better future

Objective 5.4: Establish Community Fire and Rescue groups, and other emergency agencies to resolve operational incidents safely and efficiently for benefits of the community and their environment in 60 villages.

6. POLICY DIALOGUE AND HUMAN RIGHTS

Goal 6: Promote Stakeholders engagement through policy dialogue and right based approaches

Objective 6.1: Enhance Stakeholders engagement at local and national level

Objective 6.2: Identify policy dialogue issues and avenues for engagement

Objective 6.3: Conduct a policy dialogue at district level to prioritize issues for policy engagement

Objective 6.4: Establish a multi-stakeholder' forum for policy advocacy

Objective 6.5: Conduct a policy engagement events with duty bearers at District and regional levels

7. ORGANIZATIONAL DEVELOPMENT

Goal 7: Improve MAVUNO governance and management through capacity development and enhancement of policy frameworks for the institution

Objective 7.1: Strengthen policy framework of the institution by reviewing available policies and adopting new policies

Objective 7.2: Build Staff capacity for efficient and quality delivery of programs

Objective 7.3: Strengthen the board's capacity through learning and regular meetings

Objective 7.4: improve organization and program visibility

Objective 7.5: Establish a Projects Steering committee for accountability and quality assurance

Objective 7.6: Extension of MAVUNO activities to another new Tanzanian region

