

KITOVU CHA MAENDELEO SAFI

(KIMAS)

FIVE-YEAR STRATEGIC PLAN 2022-2026

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P.O.BOX 357 MASASI –MTWARA.
+255 654666715, +255 57570067
Tel/Fax +255 23-2510366
kimas.masasi@yahoo.com,

LIST OF ACRONYMS AND ABBREVIATIONS

AGM	Annual General Meeting
CEDAW	Convention on Elimination of all forms of Discrimination Women
CSA	Climate Smart Agriculture
CSOs	Civil Society Organizations
GBV	Gender Based Violence
GDP	Gross Domestic Product
IEC	Information, Education and Communication
IGAs	Income Generating Activities
KIMAS	Kitovu cha Maendeleo Safi
KRAs	Key Results Areas
M & E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MVC	Most Vulnerable Children
NEAP	National Environmental Action Plan
NEMC	National Environmental Management Council
NGOs	Non-Governmental Organization
NSGRP	National Strategy for Growth and Reduction of Poverty
SDGs	Sustainable Development Goals
TCSAA	Tanzania Climate-Smart Agriculture Alliance
UDHR	Universal Declaration of Human Rights
UNCRC	United Nations Conventions on Rights of The Child
UNFCCC	United Nations Framework Convention on Climate Change
VAT	Value Added Tax
VICOBA	Village Community Banks

EXECUTIVE SUMMARY

This is a five-year strategic plan of KIMAS for the period 2022-2026. The document presents a programming and execution framework geared toward making a difference on child rights governance, inclusive education, food and nutritional security, community economic empowerment of the poor and marginalized people in Tanzania.

KIMAS is a civil society organization established to build the capacity of poor and marginalized groups of people mainly women, children, youths and key population to realize their socio-economic rights in program areas. The organization envisions a society with holistic and sustainable living standard of people. Over the five year period the main beneficiaries of the organization will entail women, children, youths, and farmers. KIMAS will concentrate its programme work in Mtwara and Lindi regions. The organization will undertake advocacy work in partnership with strategic networks and likeminded organizations nationally and internationally

Strategic Aims:

To realize the stated goal, KIMAS seeks to accomplish the following five strategic aims (SAs):

Strategic Aim 1: Child rights governance strengthened

Strategic Aim 2: Quality of inclusive pre-primary, primary and secondary education in KIMAS programme areas improved

Strategic Aim 3: Food and nutritional security in grassroots communities strengthened

Strategic Aim 4: Economic empowerment among poor communities in KIMAS programme areas improved

Strategic Aim 5: Equitable access to HIV services among communities and key populations in programme areas enhanced

Strategic Aim 6: KIMAS capacity and sustainability strengthened

Main strategies

To accomplish the above strategic aims, KIMAS will make use of a number of strategies. The Strategies will include, but not limited to the following:

- *Forging and strengthening strategic alliances and coalitions for targeted actions*
- *Devising and operationalizing a user-friendly knowledge and information management system for institutional learning*
- *Use of diverse communication channels to keep key partners abreast of all important developments*
- *Establish good working relation with media*
- *Develop good working relation with the three arms of the state: Executive, Legislature and the Judiciary for policy engagement*
- *Participate in national and international advocacy initiatives including the African child day, and the 16 days of gender activism.*
- *Devise and operationalize a fundraising and resource mobilization strategy.*

- *Establish a good working relation with other important development actors for securing both financial and material support*
- *Establish and regularly update database of donors development partners/funding*
- *Facilitate establishment of a strategic link between microfinance groups and financial institutions and markets*
- *Establish a good working relation with the police forces and judicial officers*

KIMAS will adopt a participative leadership and governance approach to instill a sense of ownership and shared responsibility and collective accountability within the organisation. The organisation will design and execute its programme through the lens of gender.

Reporting to the Annual General Meeting, the Board of Directors will provide holistic organisational oversight and spearhead policy making of the organisation. Under the Executive Director, the organisation will interpret and implement policies and related Board Resolutions for efficient and effective management and governance of the organisation and at the same time spearhead the holistic programme cycle management.

KIMAS will devise and operationalise an efficient and effective Monitoring and Evaluation (M&E) system to provide feedback on organisational development, programme implementation and performance. Monitoring will entail continuous collection of data on specified indicators to assess for a development intervention, its implementation in relation to activity schedule and expenditure of allocated funds, and its progress and achievements in relation to its objectives.

Successful execution of this strategy assumes that Tanzania will continue being politically stable and Development Partners will continue providing both financial and technical support to the organisation.

KIMAS will need human, material and financial resources to run the organisation and manage the programme cycle. Over the coming five years 2022-2026, KIMAS will require a total of TZS 4,862,555,500 (USD 2,114,155)

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1.0 INTRODUCTION AND BACKGROUND

This document presents a five-year strategic plan of Kitovu cha Maendeleo Safi (KIMAS) for the period 2022-2026. The strategy is informed by relevant global, regional and national development frameworks and plans. The strategic plan of KIMAS is informed by Sustainable Development Goals (SDGs), United Nations Convention on the Rights of the Child, African Charter on People and Human Rights, International Human Rights Instruments and related Tanzania contexts.

The strategy highlights key result areas for development interventions to create a positive impact and contribute significantly to the wellbeing of poor and marginalized communities in Tanzania. The plan builds on programming experience and updating of the operating context of the past strategic plan spanning 2016-2020. The preparation of this document is a result of a participatory process that involved key stakeholders of KIMAS including but not limited to programme beneficiaries-women, men, children, farmers, staff and Board Members with the financial support of SwissAid -Tanzania

Established in 1993 and officially registered in 2001 with its headquarters in Masasi Town council, Madaraka street , Mtwara region, KIMAS is a not-for-profit non-governmental organization with registration number 00NGO/R2/00060 registered under the NGO Act of 2002. The mandate of KIMAS is summed up by its vision and mission stated hereunder:

VISION

A society with holistic and sustainable living standard of people

MISSION

KIMAS is a civil society organization established to build the capacity of poor and marginalize groups of women, youth and men in programme areas to realize their socio-economic rights.

CORE VALUES

- Accountability
- Transparency
- Professionalism
- Integrity
- Unity and cooperation
- Respect for one another

2.0 ANALYSIS OF EXTERNAL AND INTERNAL ENVIRONMENT

2.1 ANALYSIS OF EXTERNAL ENVIRONMENT

2.1 General Country Context

According to World Bank economic overview of 2022, Tanzania has experienced over 20 years of sustained economic growth, culminating in its transition from low-income to lower-middle-income status in July 2020. Between 2007 and 2018, the national poverty rate fell from 34.4 to 26.4 percent, while the extreme poverty rate dropped from 12 to 8 percent. The tourism and hospitality industry is one of the major sources of employment, tax revenue, and foreign exchange earnings to Tanzania. Tourism has been a major source of foreign exchange

earnings, which has been severely affected by COVID-19 as result of the sudden decline of tourist arrivals and low hotel occupancy rates. The reduced forex earnings and domestic tax revenue poses a risk to the ability of governments to provide basic social services to the people.

The Tanzania Five Year Development Plan III (2021/2022-2025/26) is in the final phase of the implementation of the Tanzania Development Vision 2025. However, widespread poverty persists. Almost half of Tanzania's population is living on less than \$1.90 per day. High population growth and low productivity in labor-intensive sectors like agriculture, which employs 75 percent of the population, limit broad-based economic growth. In addition, while Tanzania's natural resources are an asset to the country, helping to support the livelihoods of many Tanzanians, unsustainable use of these resources threatens to perpetuate the cycle of poverty. Tanzania's agriculture sector—which contributes nearly one-third of the country's GDP and employs 75 percent of the population.

2.2 Access of the rural and urban poor to financial institutions (savings and credit facilities)

Financial services

The Tanzanian banking sector's funding structure is relatively strong. The sector's loan-to-deposit ratio sat at 78% in 2015 which though higher than its five-year average of 69%, remains comfortable. This implies that Tanzania's banks are predominantly domestically funded, less reliant on external financing, and thus less exposed to external shocks .The Tanzania Insurance Regulatory Authority estimates that the insurance sector will grow by 18% in 2016 and insurance penetration will reach 0.9% of GDP.The recent discoveries of natural gas in Tanzania call for an innovative insurance solutions capable of insuring the risks associated with exploration of oil and gas.

Tanzanian insurance companies are currently grouping together to create an oil and gas insurance pool that will enable the companies to mitigate and support such claims. When presenting the 2016/17 budget, the Minister of Finance proposed to exempt VAT on aviation insurance to promote the aviation industry and subsequently tourism industry.

Mainstream banks in the community typically reject applicants who have insufficient collateral. This eliminates most of the working poor from receiving a loan. Discouraged, applicants seek out other means to find a loan to build their businesses. For most women and men the options are few and far between.

A microfinance loan goes far beyond the person receiving the loan and affects the entire community. As entrepreneurs grow their business, their income increases. And as livelihoods increase so does the ability to buy from other stores in the community. Income means women and men can afford new cloths, varied foods, specialty services

Microfinance institutions including Village Saving and Lending Associations provide the key link to the working poor. These institutions function as banks for the working poor and provide loans to applicants who meet strict requirements. Trustworthy loan applicants who would have been rejected by mainstream banks because of a lack of assets are given loans to help build their businesses. The microfinance institution becomes an essential part of the community, allowing the working poor to access loans and build their businesses. The applicants grow their businesses through affordable loans and the institution continues to be a resource for entrepreneurs for generations to come.

Studies have revealed that the majority of MFIs are over concentrated in urban areas. Very few of them are interested in working and helping the rural poor overcome income poverty. Furthermore, like the familiar practice in many other financial institutions, MFIs demand collateral for large loans. With such a condition, only those with immovable assets qualify for large loans and clients operating businesses in rented houses are usually not able to access substantial amounts of loans for expanding their businesses. This state of affairs calls for having an alternative, soft and viable source of credit to the rural poor.

2.3 Child rights governance in Tanzania

The Enactment of Law of the Child Act in 2009 and development of regulations for its enforcement have moved Tanzania closer to making the United Nations Convention on the Rights of the Child a reality for boys and girls in the country. Nevertheless, it takes money to deliver rights. If the commitments outlined in the Law of the Child Act are not translated into budgetary allocations, they will remain little more than empty promises. Despite being responsible for the implementation of the Law of the Child Act, local government has not provided enough space for children to participate effectively in decisions affecting their life and so far they receive limited resources to realize these legal provisions.

Child marriage makes it harder for families, communities and countries to escape poverty because girls who marry young do not receive the educational and economic opportunities that help lift them out of poverty and which are necessary to build a sustainable and prosperous future for their communities. Child marriage undermines a child's right to education. Child marriage denies children of school age their right to the education they need for their personal development, their preparation for adulthood, and their ability to contribute to their family and community. Married girls who would like to continue schooling may be both practically and legally excluded from doing so. Girls with higher levels of schooling are less likely to marry as children. Child marriage promotes gender inequality. Girls who marry before the age of 18 are more likely to experience violence within marriage than girls who marry later.

KIMAS needs to develop and operationalize strategic partnership with other CSOs in addressing these challenges in Tanzania through the Child Rights Governance initiatives. Such a programme needs to focus on strengthening the governance infrastructure – the systems and mechanisms that need to be in place to effectively make all children's rights a reality. In so doing the organization will meaningfully contribute toward bridging the gap between policy and practice for child and girls' rights governance in Tanzania.

2.4 Inclusive pre-primary, primary and secondary education

Globally, there is consensus among education stakeholders that early childhood education sets a foundation for children's development, learning, and future life achievements. While global perceptions of early childhood care and education have been broadly explored in other parts of the world, little is known about in Tanzania even though it is ideally a compulsory part of formal basic education for every child before joining grade one.

The Tanzanian government commitment to education as an integral part of its social and economic development started shortly after independence. The competence-based curriculum has emerged as a prominent approach in Tanzania since 2005. The approach is intended to prepare students with inquiry minds who have the creative and employability skills and can perform different responsibilities.

The education system in Tanzania comprises two years of pre-primary education, seven years of primary education, four years of ordinary secondary education, two years of advanced secondary education, and three or more years of tertiary/higher education. Until 2015, basic education consisted of seven years of compulsory primary education for children aged 7-13 years. A new policy in education and training, which was promulgated

in 2014, has made some structural adjustment to integrate secondary education in compulsory and fee-free basic (public) education from 2016 onwards.

Although Tanzania has made progress in access and equity in education, there are few corresponding advances in educational quality, particularly in the early grades. Reading skills remain a challenge among Tanzanian students—only 5.4% of students in the early grades read with comprehension.

The Government of Tanzania has continually demonstrated its support and commitment to inclusive education evidenced by the many comprehensive policies for inclusive education, including the National Inclusive Education Strategy. To achieve inclusive education, a rights-based approach to education needs to be adopted, focusing on identifying and removing the barriers to access and quality learning for every child, including appropriate infrastructure changes in schools, changing attitudes, and providing additional support to girls and boys with disabilities through learning support assistants. This means that KIMAS should devise innovative ways to help bridge this education gap in its programme areas in the five years period of the strategy.

2.5 Food insecurity and poor nutrition

The Global Nutrition Report 2020 shows that malnutrition continues to persist at unacceptably high levels on a global scale and that, despite improvements in some indicators, progress is still not sufficient to meet the 2025 global nutrition targets. It further shows that among children under 5 years of age, 149 million are stunted, 49.5 million are wasted and 40.1 million are overweight¹. The frontline topics in Child Nutrition includes: Pediatric diet, neonatal & pediatrics nutrition; Nutrition neonatology; Nutrition in chronic illness; Child & adolescent obesity; and Malnutrition in children². Given the long menu of aspects that entail child nutrition and the limited resources, KIMAS will be required to select a few aspects and strategically focus to address the respective child nutrition challenges.

In September 2018, the report on “The State of Food Security and Nutrition in the World” mentioned that worldwide nearly 151 million children under five – over 22% of all children in the age range – were affected by stunting in 2017. In 2017, 39% of all children affected by stunting globally were in Africa

The Tanzania National Nutritional Survey 2018 showed that there are approximately 440,000 moderately acute malnourished children and 90,000 severely acute malnourished children in Tanzania in 2018³ while in Africa, the number of overweight children under 5 has increased by nearly 50 per cent since 2000. The National Multi-Sectoral Nutrition Action Plan (NMNAP, 2016-2021) among other targets aims to reduce the percentage of stunted children in Tanzania from 34.5% to 28% by 2021; the mid-term target 2018-19 of 32% was met. However, despite this progress, it is estimated that approximately 3 million children under five years of age were stunted in 2018. The report recommends that nutrition interventions should be prioritized in the regions with the highest number of stunted children (>150,000) which are: Dodoma, Dar es Salaam, Kigoma, Kagera, Mwanza,

¹ Global Nutrition Report 2020 <https://data.unicef.org/resources/global-nutrition-report-2020/> accessed 15.08.2020

² 2nd World Congress on Child Nutrition & Health 2020 Conference Announcement <https://childhood-obesity.imedpub.com/2nd-world-congress-on-child-nutrition-health-2020-conference-announcement.pdf> accessed on 15.08.2020

³ The Tanzania National Nutritional Survey 2018 <https://www.unicef.org/tanzania/sites/unicef.org.tanzania/files/2020-01/Tanzania%20National%20Nutrition%20Survey%202018%20-%20Main%20Report.pdf> accessed on 15.08.2020

Simiyu and Geita; and in the regions with the highest stunting prevalence ($\geq 40\%$): Njombe, Rukwa, Iringa, Songwe, Ruvuma, Kagera and Kigoma⁴.

Tanzania ranks 94th out of 113 countries in the Global Food Security Index [18], indicating overall slow progress towards achieving food security targets [19, 20]. One-third of the population is undernourished, while underweight and wasting rates among children under the age of five remain high [3]. Food insecurity is prevalent in low-income households (particularly among people living below the poverty line), where there is high reliance on agriculture for subsistence. From a seasonal perspective, the people most exposed to food shortages are the ones located in the north, east, and northwest, where climate shocks (droughts) and changes (reduced rainfall) are more severe. High food prices, pests and diseases that affect crop production, and low use of farm inputs, are other factors affecting population's food security.

2.6 Climate change and Climate-smart agriculture

The adverse effects of climate change in Tanzania have already been documented in several government reports. The observed impacts include increased rainfall variability, reduced water volumes in water bodies such as rivers and lakes, increased pest and disease incidence due to increased temperatures, salt water intrusion (common in the coastal areas and Zanzibar), geographical shifts of agro-ecological zones and ecosystems, and replacement of perennial crops with annual crops owing to reduced crop cycles. Small scale farmers are more likely to suffer the adverse effects, given their reduced adaptive capacity.

Tanzania's agriculture sector is an important catalyst for economic growth, poverty alleviation, and food security. Nevertheless, the economic losses from climate change impacts on agriculture are estimated at US\$200 million every year. The scaling up of climate-smart agriculture (CSA) practices presents an opportunity to reduce such losses, build resilience in the agriculture sector, improve productivity and farmer incomes, and contribute to climate change mitigation.

Estimates indicate that the livestock sub-sector contributes the most to agricultural greenhouse gas (GHG) emissions. An increased focus on the development and scale-out of livestock based CSA programmes are required in order to support the country along a low emissions development pathway. Viable CSA practices identified for the country include improved fodder production, grazing management, water harvesting, agroforestry, conservation agriculture, cover cropping, integrated aquaculture, and integration of biogas energy into farms.

Scant evidence of the impacts of various CSA practices in different agro-ecological zones and production systems challenges their promotion and on-farm adoption. Strengthening national and local knowledge, information, and evidence on different CSA practices will be an important step towards better targeting and prioritisation of CSA investments and hence improved adoption.

The Tanzania Climate-Smart Agriculture Alliance (TCSAA) represents a promising opportunity for improved coordination, dialogue, and information sharing on CSA and there is need to ensure financial, administrative, and technical support for the platform. Most of the CSA practices identified in the country are site-specific and hence understanding of the different socio-economic and environmental contexts across the country is crucial when designing scale-out strategies. Public-private partnerships and the organisation of farmers into cooperatives

⁴ The Tanzania National Nutritional Survey 2018
<https://www.unicef.org/tanzania/sites/unicef.org.tanzania/files/2020-01/Tanzania%20National%20Nutrition%20Survey%202018%20-%20Main%20Report.pdf> accessed on 15.August, 2020

present good opportunities to enhance smallholders' access to credit for CSA investments, particularly from micro-finance institutions. Wider adoption of CSA technologies and practices can also be facilitated through strengthening of the extension services on climate related matters, conducting of farmer field trials for various CSA practices and enhancing access to CSA related input and output markets.

A number of institutions are involved in promoting CSA in Tanzania. Most of their work is focused on improving productivity and enhancing adaptation and resilience of small-scale farmers, in a context where half of the population still suffers from poverty and one-third is undernourished.

KIMAS needs to continue supporting smallholder farmers in the adoption of Climate Smart Agriculture for long-term food and nutrition security at household level in its programme areas through awareness raising on climate change, policy advocacy as well as farmer trainings.

2.7 Organic farming in Tanzania

Research has revealed those small-scale farmers who often earn less than 2 \$US/day are suffering from social & environmental problems caused by environmentally-destructive and unsustainable farming practices (slash and burn, e.g.). These practices lead to food insecurity, poverty and malnutrition resulting from environment degradation through loss of top soil, water supplies and forests.

Organic agriculture is a holistic production management system which promotes and enhances agro-ecosystem health, including biodiversity, biological cycles and soil biological activity. It emphasizes the use of management practices in preference to the use of off-farm inputs. This is accomplished by using, where possible, agronomic, biological, and mechanical methods, as opposed to using synthetic materials, to fulfill any specific function within the system'. Organic agriculture is not limited to certified organic farms and products, but includes all productive agricultural systems that use natural processes, rather than external inputs, to enhance agricultural productivity.

Organic farmers adopt practices to conserve resources, enhance biodiversity, and maintain the ecosystem for sustainable production. This practice is often, but not always, oriented towards the market for food labeled as organic. Those who intend to label and market their foods as organic will usually seek certification – almost certainly if they grow for the export market. However, many farmers practice organic techniques without seeking or receiving the premium price given to organic food in some markets. Recognizing this potential to improve productivity and farmers income, KIMAS will over the five-year period embark on promoting the adoption of organic farming among small-holder farmers. The organization will forge and strengthen good working relation with SwissAid and Tanzania Organic Agriculture Movements and like-minded organizations in a bid to share knowledge and skills for scaling up of organic farming in its programme areas. Over the five-year period, KIMAS needs to consolidate its gains in promoting organic farming among the smallholder farmers in a bid to improve food and nutritional security as well as improve household income.

2.8 Women and youth economic empowerment and participation in national and local development processes

The 2030 Agenda calls for transparent, effective, inclusive and accountable institutions to advance poverty eradication and sustainable development. It aims to ensure responsive, inclusive, participatory and representative decision-making at all levels, emphasizing the importance of public access to information, protection of fundamental freedoms and the promotion of non-discriminatory laws and policies for sustainable development.

The youth possess many challenges as they transition to adulthood, which in one way or another, diminish their ability and potential toward contributing to the overall development of Tanzania. Recognizing this, the

Government of Tanzania has developed policy frameworks addressing youth issues, although they face considerable implementation challenges

The youth are discouraged from working in agriculture due to perceived barriers such as lack of access to land and training. KIMAS and other development actors need to promote the establishment and strengthening of culturally appropriate institutional frameworks that allow young people to dialogue with older people—and encourage youth participation in politics and civic activities. This could include promoting youth participation in the National Youth Council as envisaged in the National Youth Policy as well as finding the avenues for youth to participate in policy processes including monitoring the government's use of public resources and provision of social services working with government authorities and local civil society groups.

KIMAS needs to promote the integration of women's empowerment approaches to build self-confidence, leadership, and life skills of young women so they can make positive life decisions and become economically productive including female trainers and mentors; creating women-friendly training environments to discuss women's rights and gender issues; innovative advocacy and sensitization efforts targeting policy makers and employers, to mention but a few.

2.9 Harmful practices, Sexual Reproductive Health, and General Welfare

Sexual and Reproductive Health and Rights (SRHR) is now a global agenda. The UN Global Strategy on Women's and Children's Health and the 2012 London Summit on Family Planning, are high-level initiatives aimed at leveraging political will and funding for programmes which will significantly reduce maternal deaths and accelerate universal access to contraception⁵. Despite increased political and media attention, among women of reproductive age in developing countries, 57% (867 million) are in need of contraception because they are sexually active, but do not want a child in the next two years. Of these 867 million women, 2 645 million (74%) are using modern methods of contraception. The remaining 222 million (26%) are using no method or traditional methods. Perhaps most significantly, today's is the largest-ever generation of young people⁶.

Adolescent sexual and reproductive health (ASRH) continues to be a major public health challenge in sub-Saharan Africa where child marriage, adolescent childbearing, HIV transmission and low coverage of modern contraceptives are common in many countries⁷.

Adolescent Health and development covers such areas as health education, supportive parenting, nutrition, immunization, and psychosocial support, prevention of injuries, violence, harmful practices and substance abuse, sexual and reproductive health information and services, management of communicable and non-communicable diseases⁸.

In the United Republic of Tanzania, adolescents comprise almost one quarter (24%, or 12.8 million) of the total population of 54.2 million people. As in other regions and countries, adolescents face a number of health related

⁵ IPPF Vision 2020 for Sexual and Reproductive Health and Rights

<https://www.rutgers.nl/sites/rutgersnl/files/PDF/Vision%202020%20for%20IPPF.pdf> accessed 16.08.2020

⁶ IPPF Vision 2020 for Sexual and Reproductive Health and Rights

<https://www.rutgers.nl/sites/rutgersnl/files/PDF/Vision%202020%20for%20IPPF.pdf> accessed 16.08.2020

⁷ Adolescent and Sexual Reproductive Health in Sub-Saharan Africa: Who is left behind?

<https://gh.bmj.com/content/bmjgh/5/1/e002231.full.pdf> accessed 16.08.2020

⁸The Global Strategy for women's children's and adolescent's health (2016-2030) <https://www.who.int/life-course/partners/global-strategy/globalstrategyreport2016-2030-lowres.pdf?ua=1> accessed 15.08.2020

challenges, making it a population at risk. This is partly attributable to poor access and lack of quality and equitable health services⁹. The barriers facing adolescents in Tanzania include:

- Availability of adolescent friendly services because of inadequate number of skilled health care workers, stock out of commodities and supplies, unavailability of adolescent friendly services and life-skills education programmes and lack of adolescent/youth SRH clubs;
- Accessibility challenges due to cost of services or products, long distance to a health facility, need for consent/permission from parents, lack of information on where to get family planning services, health service operational hours conflict with school days/hours;
- Acceptability challenges because of stigma around use of condoms and family planning, stigma and discrimination from parents and elders/community, lack of privacy and confidentiality, unwillingness of distributors to provide condoms to adolescents, some adolescents disapprove of condom promotion and distribution, gender disparity, cultural and religious barriers, community perceptions that family planning is inappropriate for girls aged 10–18 years;
- Contact and use challenges because of existence of myths and misconceptions around condoms and family planning, lack of support by the community including parents and caregivers, inability to negotiate condom use with partners;
- Effective coverage challenges caused by long queues at health facilities, irregular use of contraceptives, sexual abuse by service providers, health care workers discourage young people from using contraceptives, inconsistent condom use/ selective use with individuals considered to be high-risk.

Tanzania is a source, transit and destination country for children subjected to child sex trafficking, Child pornography/child sexual abuse images are produced in Tanzania¹⁰, Prostitution of children appears to be growing in Tanzania due to a number of factors including poverty, limited educational opportunities, orphanhood due to HIV/AIDS, marital separation, peer influence and forced/ early marriages, Sexual exploitation of children in tourism is increasing,¹⁴ especially along the Indian Ocean's beach hotels and in Zanzibar as one of the most affected place for sexual tourism in Africa. The cybercafes in Tanzania are not guided by well-defined policies or regulatory schemes and the association of cafes operate under very loose guidelines making them open for cyber bullying and online sexual exploitation of children. There is no specific legislation in Tanzania addressing the sexual exploitation of children in tourism

In terms of legislation, Tanzania has ratified the principle international treaties relating to child rights such as the CRC, the OPSC, and the Convention on the Worst Forms of Child Labour, the Convention against Transnational Organized Crime, and the Trafficking Protocol. At a regional level, Tanzania has also ratified the African Charter on the Rights and Welfare of the Child¹¹ and Tanzania's Law of the Child Act domesticates the UN Convention of the Rights of the Child by prohibiting the sexual exploitation of children. In relation to Child pornography, Tanzania's Penal Code prohibits the making, production, trade and distribution of obscene objects "tending to corrupt morals," but does not criminalize simple possession. KIMAS needs to help bridge the existing gap in its programme areas by embarking on innovative initiatives geared towards addressing Sexual and Reproductive Health and Rights (SRHRs).

⁹ Report of an adolescent health services barriers assessment (AHSBA) in the United Republic of Tanzania <https://apps.who.int/iris/bitstream/handle/10665/324924/9789290234302-eng.pdf> accessed 16.08.2020

¹⁰ ECPAT Executive Summary Tanzania https://www.ecpat.org/wp-content/uploads/2016/04/EXSUM_A4A_AF_Tanzania.pdf accessed on 15.August, 2020

¹¹ ECPAT Executive Summary Tanzania https://www.ecpat.org/wp-content/uploads/2016/04/EXSUM_A4A_AF_Tanzania.pdf accessed on 15.August, 2020

2.10 Gender equality, equity and sustainable development in Tanzania

Gender refers to socially constructed and responsibilities of women and men. Gender equity entails fairness to women and men according to their respective needs. There can be no equality where there is no equity. In a country where gender equity and equality prevail, there are equal rights, responsibilities and opportunities that all people should enjoy regardless their difference in gender and sex.

Gender equality and equity is considered as a critical element in achieving sustainable development in the country. In Tanzania, there have been various factors impeding gender equity and equality. These includes but not limited to the outdated customs and traditions, existence of gender discriminatory laws and policies, and poor institutional framework and unequal control over resources. The situation has led to domination of men over women socially, economically and politically.

Various initiatives have been taken by the United Republic of Tanzania to ensure the existence of gender equality. This involved enactment of gender sensitive legislations like the Land Acts. Additionally, the Government had ratified regional and International agreements such as the African Charter on People's Human Rights and the Maputo protocol together with the Convention on Elimination of all forms of discrimination against women (CEDAW), International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR).

2.11 Gender mainstreaming and gender equality

In 1997, the United Nations adopted the first resolution on gender mainstreaming to guide and support member States in the implementation of global commitments related to gender equality and the empowerment of women. Mainstreaming gender has gained a new impetus with the adoption in 2015 of the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). The new development agenda underscores the importance of systematic mainstreaming of a gender perspective in its comprehensive implementation. The 2030 Agenda asserts that the achievement of full human potential and of sustainable development is not possible if one half of the humanity continues to be denied its full human rights and opportunities.

Gender equality is an enabler and accelerator for all the Sustainable Development Goals (SDGs). The gender-responsive implementation of the 2030 Agenda for Sustainable Development offers an opportunity to achieve not only SDG 5 (gender equality), but to contribute to progress on all 17 Sustainable Development Goals (SDGs).

The Government of Tanzania has adopted policies that advance gender equality and youth inclusion in a supportive enabling environment. The legal and regulatory framework and the sector-specific policies of government ministries and independent departments, however, have yet to be aligned with these policies.

2.12 Gender-Based Violence

Violence against women, girls and children is one of the most prevalent human rights violations in the world. It knows no social, economic or national boundaries. Worldwide, an estimated one in three women will experience physical or sexual abuse in her lifetime.

Gender-based violence (GBV) in Tanzania undermines the health, dignity, security and autonomy of its victims, yet it remains shrouded in a culture of silence. Victims of violence can suffer sexual and reproductive health consequences, including forced and unwanted pregnancies, unsafe abortions, traumatic fistula, sexually transmitted infections and HIV, and even death.

The Government of Tanzania developed a national action plan to reinforce its commitment to eliminating violence against women and children. The plan incorporates strategies to help local authorities and police,

service providers, and communities better provide prevention and response services that have the greatest potential for reducing violence against women and children.

National Plans of Action to End Violence Against Women and Children (NPA-VAWC) now includes guidance to ensure that victims of violence receive health, social welfare, and protection services. These integrated services make it easier for them to know their HIV status and bring perpetrators of violence to justice. The policy intends to improve coordination, deliver high-quality services, implement viable prevention and response measures, and ultimately end all forms of violence against women and children

Violence is rooted in a number of social, economic and cultural factors that impact community, families, relationships and the manner in which women and children experience their daily lives in Tanzania. In particular gender inequities and a social tolerance of violence make women and children specifically vulnerable to sexual, physical and emotional violence.

A key factor contributing to this vulnerability is a social tolerance of violence against women and children. At least one third of both men and women believe that wife-beating by a husband is justified in certain circumstances. Physical punishment of children in schools is permitted by legislation and often considered by communities as a necessary and positive child rearing practice. Less than half of women and children who experience sexual violence ever tell anyone about it and fewer still seek services. Fear of abandonment and fear of embarrassing family are cited as the main reasons for not reporting sexual violence.

Gender mainstreaming thus underscores the principle that there can be no sustainable development as long as discrimination of one of the two sexes/genders exists. In order to ensure sustainable development, it has become imperative to recognize the importance of the two sexes (male and female) as complementary biological entities and moreover, to respect full equity and equality of each of the two genders. KIMAS needs to continue promoting gender mainstreaming in all its development endeavors for inclusive and equitable development in programme areas.

2.13 HIV prevalence and control in Tanzania

HIV stays a public health concern in many sub-Saharan African countries including Tanzania. HIV is a generalized epidemic in Tanzania with heterosexual transmission being the main route of transmission. Recently, however, there has been growing concern on the potential role of the key populations in HIV epidemic in the country.

Key populations (KPs) are defined by World Health Organization (WHO) as both vulnerable populations and populations at higher risk of acquiring HIV infection. They usually have both legal and social issues related to their behaviors which increase their vulnerability to HIV. Members of the KPs include people who inject drugs (PWID), men who have sex with men (MSM), transgender persons, female sex workers (FSW), and prisoners. KPs are important to the dynamics of HIV transmission in a given setting and are essential partners in an effective response to the epidemic. There is evidence of overlapping sexual network between KPs and general population . This indicates that HIV among key populations is not isolated; if not properly addressed it could risk the national responses.

The Tanzania HIV Impact Survey (THIS), a household-based national survey, was conducted between October 2016 and August 2017 to measure the status of Tanzania's national HIV response

Key findings from the report revealed that 5.0% of adults (15-64 years) in Tanzania were currently living with HIV. A substantial percentage of these adults – nearly 40% – are unaware of their positive status, well-below the UNAIDS target of 90% of all people living with HIV knowing their status in 2020. Conversely, there has been

progress in adults living with HIV who are aware of their status, with 93.6% receiving anti-retroviral therapy (ART) and 87.0% of those on ART having viral load suppression.

Prevalence among women is higher compared to men (6.2% versus 3.7%). The number of people living with HIV increased from 1.3 million in 2010 to 1.7 million in 2019, while deaths associated with AIDS decreased from 52,000 in 2010 to 27,000 in 2019. In Tanzania HIV is a generalized epidemic affecting both urban and rural populations, but there are also concentrated epidemics among certain population groups such as people who inject drugs, gay people, mobile populations and sex workers. Heterosexual sex accounts for the vast majority (80%) of HIV infections in the country and women are particularly affected.

The severity of the epidemic varies geographically. In mainland Tanzania, HIV prevalence varies across regions, with the southern highland regions of Njombe (11.4), Iringa and Mbeya as well as Mwanza region having much higher HIV prevalence compared to other regions.

The government has faced social, economic, and development challenges resulting from the HIV/AIDS epidemic and has made various efforts to address these challenges. This work requires a concerted, multidisciplinary effort from all HIV/AIDS stakeholders at all levels, including government and nongovernment, civil society organizations (CSOs), communities, and individuals.

3.0 ANALYSIS OF INTERNAL ENVIRONMENT

Analysis of KIMAS internal environment focusing on key organizational capacity areas is as follows:

Key capacity area	Strengths	Weaknesses	Strategic actions for improvement
1. Governance	❖ Board of Directors exists	<ul style="list-style-type: none"> ❖ Board is relatively nascent with inadequate knowledge and skills on its mandate ❖ Executive Committees meets monthly and micromanages the secretariat ❖ Conflicts between governance organs and management 	<ul style="list-style-type: none"> ❖ Capacity development of the Board of Directors ❖ The Board needs to meet quarterly ❖ Review the constitution to empower the Board and do away with the Executive Committees for good NGO governance
2. Management Practice	❖ Work planning and execution undertaken	❖ Annual programme performance management not held	❖ Mobilize resources and carry out staff retreat to review performance
3. Systems and structure	<ul style="list-style-type: none"> ❖ Constitution exists ❖ Explicit Policies exist and are operational 	❖ Roles and functions of some positions in the	❖ Rewrite a constitution of KIMAS for smooth

Key capacity area	Strengths	Weaknesses	Strategic actions for improvement
		<ul style="list-style-type: none"> ❖ constitutions are conflicting ❖ Lack of an Institutional sustainability policy 	<ul style="list-style-type: none"> ❖ institutional governance ❖ Develop and institutional sustainability policy
4. Human Resources	<ul style="list-style-type: none"> ❖ HR policies exist and are operational 	<ul style="list-style-type: none"> ❖ Low work morale due to short contracts-three months! ❖ Micromanagement of the Executive Committee over human resources management matters 	<ul style="list-style-type: none"> ❖ Constitutional review on the mandate of Board of Directors ❖ Prepare staff contract of at least one year (depending on the nature of project)
5. Financial Resources	<ul style="list-style-type: none"> ❖ Good relation with existing donors/development partners ❖ Excellent financial oversight and mgt in keeping with IFRS ❖ Good contract management 	<ul style="list-style-type: none"> ❖ Absence of strategic grant financing modality 	<ul style="list-style-type: none"> ❖ Cost the existing strategic plan and introduce strategic grant financing mechanism
6. External Relation	<ul style="list-style-type: none"> ❖ Very good relation with key stakeholders 	<ul style="list-style-type: none"> ❖ Inadequate sphere of influence at national, regional and international levels ❖ Inadequate media engagement for advocacy and visibility 	<ul style="list-style-type: none"> ❖ Develop and operationalize innovative actions for high level engagement for visibility and influencing
7. Institutional Sustainability	<ul style="list-style-type: none"> ❖ The organization has lean but competent and result-oriented team ❖ The organization has good track record on prudent resource management and governance 	<ul style="list-style-type: none"> ❖ Lack of explicit institutional sustainability policy ❖ Narrow funding mix 	<ul style="list-style-type: none"> ❖ Institute charging of institutional sustainability or management fee in new projects and programmes ❖ Establish and run an Endowment

Key capacity area	Strengths	Weaknesses	Strategic actions for improvement
			Fund

Major achievements of KIMAS over the past seven years

- KIMAS has grown from a Community Based Organization(CBO) to Non-Governmental Organization(NGO) status, giving the organization a stronger mandate to deliver on sustainable development;
- The organization has improved collaboration and working relations with Local government Authorities, and likeminded institutions/organizations.
- KIMAS has seen increasing trust and confidence of development partners and other international NGOs. As result of this, KMAS was able to attract and work with different donors including but not limited to Swiss Aid, PACT Tanzania, FHI360, Mkapa Foundation, Weworld, and TCDC
- KIMAS has improved its capacity to deliver on innovative programmes. For example, the organization has been able to provide child protection and development services to over 3,600 Orphans and Vulnerable Children from 2016-2021.
- KIMAS has been able provide community economic empowerment services to farmers' groups in its programme areas;
- KIMAS has managed to acquire a title deed of its plot of land at its headquarters in Masasi district

4.0 STRATEGIC DIRECTION, FOCUS AND KEY RESULT AREAS

Over the next five years KIMAS envisages prioritizing six Key Results Areas (KRAs). The KRAs are child rights governance, inclusive education, food and nutritional security, Adolescent sexual and reproductive health and rights improved community economic empowerment, organizational development and sustainability. The organization will devise various strategies and activities geared towards achieving desirable results in each of the key results areas.

4.1 Child rights governance

Each and every child has a right to be protected and live in a safe environment for their healthy growth and development. Family members and the rest of community members are responsible for child protection and safety in their areas. KIMAS will strive to provide the community members with knowledge on child rights and strengthen their capacities to deal with child rights violations. The organization will seek to establish and strengthen child rights protection teams in the community. Capacity building seminars will be conducted to empower child rights protection teams. The teams will be responsible to monitor child rights violation in their communities. The organization will train local government leaders on child rights protection.

The organization will engage local government leaders serving in different capacities in a bid to sustain child protection and safety among community members. On the other hand the organization will work closely with police gender and children desk in order to rescue abused children and curtail occurrence of the same. The organization will make deliberate effort to address Gender-Based Violence as one of the contributing factors to Violence against Children. The social welfare department and health officials will also be engaged in order to provide assistance in case of child abuse. The strategic aim and objectives under child rights governance will entail the following:

Strategic Aim 1: Child rights governance improved

Strategic Objective 1: Community awareness on child rights and protection improved

Strategic Objective 2: Capacity of community-based child rights institutions strengthened

Strategic Objective 3: Violence against Children at household and community levels reduced

Strategic Objective 4 Gender-Based Violence in programme areas reduced

4.2 Inclusive preprimary, primary and secondary education

KIMAS will seek to promote inclusive quality pre-primary, primary and secondary education in its programme areas. The organization will make deliberate efforts to raise community awareness on the need to send children with disabilities to schools and promote creation of inclusive teaching and learning environment both at school and out of schools in targeted programme areas. By realizing that pupils with disabilities faces with many challenges which requires multiple and coordinated approaches, KIMAS will try to establish and strengthened working relationship with other like-minded institutions to foster referral and linkage for identified pupils with disability requiring further support.

To that end, KIMAS will strive to accomplish the following strategic aim and objectives:

Strategic Aim 2: Access to quality and inclusive pre-primary, primary and secondary schools in KIMAS programme areas enhanced

Strategic Objective 2.1: Inclusive teaching and learning environments for pre-primary, primary and secondary schools in targeted areas improved

Strategic Objective 2.2: Literacy and numeracy skills among pre-primary and primary schools improved

Strategic Objective 2.3: Adolescent Girls access to friendly sexual reproductive health information and services improved

4.3 Food security and nutrition

Food security and nutrition is of vital importance for the welfare of people in their communities. Therefore a health community is not independent of access to adequate and quality food. Over the five year period KIMAS will strive to facilitate community empowerment initiatives geared toward enhancing food and nutritional security among grassroots communities in targeted areas of Tanzania mainland.

KIMAS will promote commercial farming among peasants. The organization will make deliberate effort to undertake market researches and linkages so that small holder farmers have reliable market access for agricultural produce. Community sensitization meetings will be conducted to encourage cultivation of drought tolerant food crops in order to ensure a constant supply of food throughout a year. Commercial livestock keeping will also be encouraged by the organization through provision of education on best animal husbandry practices. Over the five-year period KIMAS will strive to accomplish the following strategic aim and objectives

Strategic Aim 3: Food security and nutrition among poor communities in programme areas improved

Strategic Objective 3.1 Household food and nutritional security improved

Strategic Objective 3.2 Climate Smart Agriculture and Organic Farming practices in target communities adopted

Strategic Objective 3.3 Market oriented farming and livestock keeping among communities strengthened

4.4 Community economic empowerment

Community economic empowerment is a global agenda. Different global, regional and national development plans are fashioned to empower communities and strengthen resilience. KIMAS will over the next five years

embark on strengthening community capacities to in a bid to raise socio-economic situation among the poor and marginalized communities in Mtwara and Lindi regions.

However, true economic empowerment begins with educating one's mind and building self-esteem and confidence. On the other hand it is equally important to provide communities with necessary skills and knowledge with which they can generate more income to cater for their family and individual needs. Cognizant of this fact, KIMAS will focus on strengthening economic groups of women, men and youth and improving capacity of entrepreneurs to conduct market research and make business agreements to get better prices.

Poor and marginalized people in target communities will be trained on management and entrepreneurship skills. The organization in collaboration with beneficiaries will facilitate establishment and strengthening of Income Generating Activities (IGAs). Capacity building services will be provided to target people who own income generating activities in order to increase profits. The organization will facilitate establishment of entrepreneurs' small credit groups such as village community banks to provide members with seed capitals. Community economic empowerment initiatives by our organization will engage various stakeholders such as successful entrepreneurs, government authorities, individual development actors and financial institutions.

SA4: Economic empowerment among poor communities in KIMAS programme areas improved

Strategic Objective 4.1: Women, youth and men economic groups strengthened

Strategic Objective 4.2 Access to micro-finance services among women, youth and men in target areas improved

Strategic Objective 4.3 : Capacity of entrepreneurs to conduct market research and make business agreements to get better prices improved

4.5 Organizational development and sustainability

Successful delivery of programme interventions will depend much on the institutional capacity. Increasing KIMAS capacity with a view to making it more stronger, delivering and sustainable organization is necessary. KIMAS will search, select and recruit competent personnel to increase the efficiency in the delivery of the organization's services. The organization will strengthen capacity of its human resources to improve its performance. Adequate motivations and capacity needs assessment-based human resources capacity building interventions will be conducted in the organization in a bid to enhance staff performance. The organization will create conducive work climate to improve work morale and performance.

The organization will seek to improve leadership and management practice to promote efficiency and effectiveness in discharge of duties by every staff. The organization will equip itself with adequate and quality material resources for smooth running of programme interventions and supportive activities of the institution. KIMAS will prepare a resource mobilization and fund raising strategy in a bid to collect financial and material resources from different sources.

Policies guiding management of material and financial resources will be regularly updated and improved to enhance durability and promote better use of funds. The organization will also strive to establish and maintain good working relations with local government authorities, like-minded organizations and other development actors at a national, regional and international level to enhance organizational sustainability. In addition the organization will mainstream cross-cutting issues including HIV/AIDS, gender equality and equity, disability issues at institutional and programme levels.

SA5: Organization development and sustainability improved

Strategic Objective 5.1 Governance of KIMAS strengthened

Strategic Objective 5.2: Performance and efficiency of staff improved

Strategic Objective 5.3: Networking and cooperation between KIMAS and other stakeholders for lobbying and advocacy strengthened

Strategic Objective 5.4 Monitoring and Evaluation of programmes and the institution strengthened

Strategic Objective 5.5: Capacity of KIMAS to mobilize and manage resources for institutional sustainability improved

5.0 BENEFICIARIES AND GEOGRAPHICAL FOCUS

KIMAS programme interventions and activities will benefit children, women, youth, men, People with Disabilities, People living with HIV/AIDS and key populations and farmers as primary beneficiaries. Secondary beneficiaries will include local government leaders, other civil society organizations and non-governmental organizations. The work of KIMAS will benefit communities in Mtwara and Lindi regions.

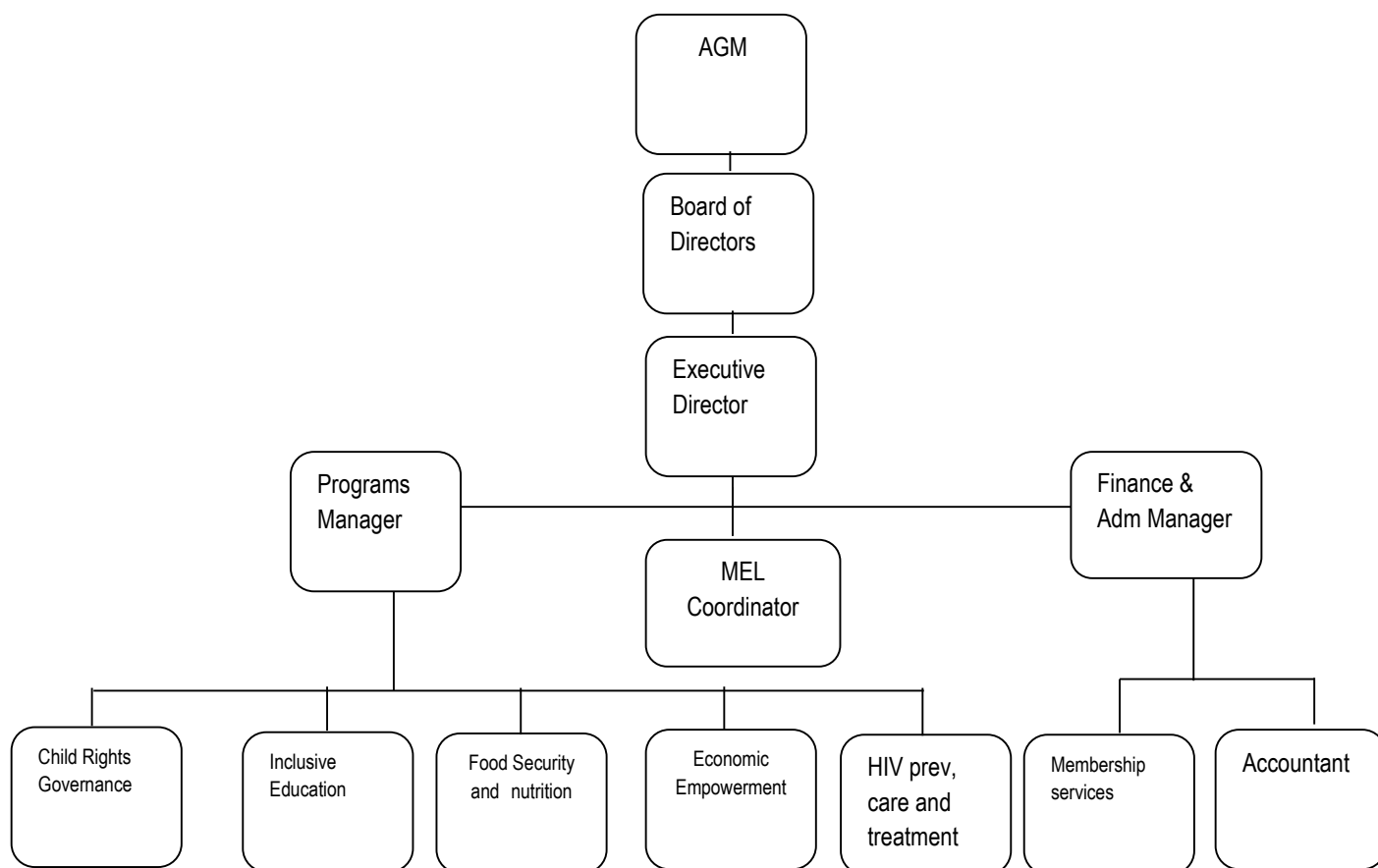
6. STRATEGY IMPLEMENTATION, MANAGEMENT AND GOVERNANCE ARRANGEMENT

KIMAS will adopt a participatory approach to programme cycle management and organizational development. The organisation will seek to implement all her development interventions by actively involving key stakeholders to inculcate a sense of shared ownership of development process and results. The Annual General Meeting will be the supreme organ for overall organizational oversight and governance. Reporting to the Annual General Meeting will be the Board of Directors.

The Executive Director will be responsible for management and supervision of day-to-day implementation of the strategic and action plans of KIMAS. The Executive Director together with the Programs Manager, Finance and Administrative Manager; and a Monitoring, Evaluation and Learning Coordinator will comprise the Management Team. The team will meet regularly to monitor progress in implementing the activities. The organization will conduct monthly and quarterly staff meetings and forward important proposals or agenda items to be deliberated in the Quarterly Board Meetings.

The Executive Director, assisted by the members of the Management Team , will prepare Board papers for Quarterly Board Meetings. The Board will play an oversight role approving strategic and operational plans and budgets. This governance organ will advise and or approve KIMAS policies for standard and effective functioning of the organization(see fig 1 below).

Figure 1: Organogram of KIMAS



7. PROGRAMME MONITORING AND EVALUATION

KIMAS will adopt a participatory monitoring and evaluation right at all stages of strategy implementation. The organisation will develop implement and review its monitoring and evaluation framework to enhance accountability, adaptive management and institutional learning. KIMAS will monitor wider-operating context by taking stock of developments in the political, economic, social, technological and environmental landscape. This is very important for adaptive programming, implementation and management to scale-up impact on our work.

Monitoring of programme will be in line with performance indicators that have been set out in the plan. Specifically, it will carry out annual programme reviews, undertake mid-term and end of strategy evaluation.

Monthly and quarterly reports will be prepared by programme coordinators and submitted to the Executive Director. An annual programme review will be done by KIMAS during annual retreats. Beneficiaries and stakeholders will be engaged in evaluation of program activities to inculcate programme ownership and sustainability.

8. RISKS AND ASSUMPTIONS

External factors outside the control of the programme can affect successful execution of the programme. To bring about meaningful structural changes means influencing change in power relations in society. Holding the government to account is another delicate issue in growing democracies like Tanzania. This state of affairs poses a big challenge to realize lasting and favourable changes in society. To manage this risk, KIMAS will adopt a conciliatory and yet non-compromising approach in the process of influencing policy and practice. The

organisation will bank on and seek to influence assumptions as seen in the logical framework for successful programme implementation and management and, at the same time, sustain programme benefits and impact.

9. RESOURCE REQUIREMENTS AND FIVEYEAR BUDGET PROJECTION

KIMAS requires human, material and financial resources to efficiently and effectively deliver on its strategy. Concerning human resources, the organization will recruit and retain qualified and competent personnel for programmatic innovativeness and value added institutional and programme cycle management. The organization will devise and review its human resource policies in keeping with best human resource management practices for maximized productivity.

Concerning material resources, KIMAS requires a Vehicle (means of transportation), 3 Desktop Computers, 6 Lap top computers, 2 printers, 1 photocopier, 2 Power point machine and 2 digital camera. The organization will need financial resources for smooth programme implementation and management. Over the coming five years 2022-2026, KIMAS will require a total of TZS 4,862,555,500 (Equivalent USD 2,114,155)

Table 1: KIMAS FIVE YEAR BUDGET PROJECTION 2022-2026

Strategic Aim (SA)	Year 1 Total TZS	Year 2 Total TZS	Year 3 Total TZS	Year 4 Total TZS	Year 5 Total TZS
SA1 Child rights governance	400,000,000	420,000,000	441,000,000	463,050,000	486,202,500
SA2 Inclusive Education	150,000,000	157,500,000	165,375,000	173,643,750	182,325,938
SA3 Food and Nutrition Security	70,000,000	73,500,000	77,175,000	81,033,750	85,085,438
SA4 Economic Empowerment	70,000,000	73,500,000	77,175,000	81,033,750	85,085,438
SA5 HIV prevention, Treatment and Care	70,000,000	73,500,000	77,175,000	81,033,750	85,085,438
SA6 Organization Development & Sustainability	120,000,000	126,000,000	132,300,000	138,915,000	145,860,750
TOTAL TZS	880,000,000	924,000,000	970,200,000	1,018,710,000	1,069,645,500
Five-year Grand Total TZS 4,862,555,500 (USD 2,114,155)					

Annex 1: Logical framework matrix: KIMAS five-year strategic plan 2022-2026

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>GOAL: Standard of living among the poor and marginalized communities in Tanzania Mainland regions improved</p>	<ul style="list-style-type: none"> • Life expectancy • Per capita income • Literacy rate • Birth and death rates • Percentage of people taking three meals per day 	<ul style="list-style-type: none"> • Households budget survey • Human development reports • Demographic and health survey reports 	<ul style="list-style-type: none"> • Tanzania remains a peaceful and tranquil country • The government of Tanzania remains committed to principles of good and democratic governance
<p>PURPOSE: Poor and marginalized communities in selected parts of Tanzania regions are economically empowered, enjoy food and nutritional security and protect child rights</p>	<ul style="list-style-type: none"> • Percentage of households with adequate sources of income • Number of people taking three meals a day • Number of child rights violation incidents • Number of child rights violation cases solved • Percentage of households taking balanced diet • Number of children getting vitamin supplements 	<ul style="list-style-type: none"> • Baseline survey reports • Progress reports • Households budget surveys • Judicial reports • Evaluation reports 	<ul style="list-style-type: none"> • Local government leaders adhere to human rights demands • Policy and legal framework in Tanzania remains favourable for the work of Civil Societies
<p>Outcome 1: Child rights governance improved</p>	<ul style="list-style-type: none"> • Number of reported child right violation cases reported, pursued and amicably concluded 	<ul style="list-style-type: none"> • Media monitoring reports • Progress reports 	<ul style="list-style-type: none"> • Child welfare remains high on government development agenda
<p>OUTPUT1.1: Community awareness on child rights and child protection improved</p>	<ul style="list-style-type: none"> • Percentage of community members aware of child rights • Number of police officers aware 	<ul style="list-style-type: none"> • Progress reports • Training reports • Attendance register 	<ul style="list-style-type: none"> • Police department remains supportive to child protection interventions initiated by civil

	<ul style="list-style-type: none"> of child rights • Number of child rights violation incidents • Number of social services committees trained • Number of abused children rescued • Number of child protection and safety teams established 	<ul style="list-style-type: none"> • Police gender desks reports 	<ul style="list-style-type: none"> societies • Local government leaders will continue collaborating with KIMAS staff to ensure prevalence of child rights protection in their communities
Key activities <ul style="list-style-type: none"> 1.1.1 Prepare Information Education and Communication(IEC) materials on child protection 1.1.2 Conduct child protection sensitization seminars to village based Most Vulnerable Children committees as agents of change 1.1.3 Conduct training on child protection and safety to police officers- gender and children desk at a district level and social welfare officers 1.1.4 Conduct monitoring of child rights violation incidents and cases 1.1.5 Facilitate establishment of child protection teams at ward and villages level to deal with violence against children 1.1.6 Conduct capacity building seminars for child protection teams 1.1.7 Prepare and air radio programmes to educate people on child rights and child protection. 			
OUTPUT 1.2: Capacity of child rights protection institutions strengthened	<ul style="list-style-type: none"> • Number of MVC committees and local government leaders trained • Number of MVC committees delivering quality services • Number of child rights protection and safety school clubs established and operating • Number of pupils and community members reached with child protection and safety education 	<ul style="list-style-type: none"> • Progress reports • Training reports • Evaluation reports 	<ul style="list-style-type: none"> • Local government leaders will continue prioritizing child rights protection and safety in their communities • Primary school teachers will remain supportive to child rights protection safety interventions
Key activities			

<p>1.2.1 Facilitate establishment of Most Vulnerable Children committees</p> <p>1.2.2 Conduct training needs assessment for MVC committees and other child protection institutions</p> <p>1.2.3 Prepare training materials for capacity building of community-based child protection institutions and government leaders</p> <p>1.2.4 Conduct training to MVC committees on child rights and child protection</p> <p>1.2.5 Conduct training to local government leaders on child protection</p> <p>1.2.6 Facilitate establishment of child rights clubs in schools</p> <p>1.2.7 Conduct seminars to provide pupils with child rights education in their schools</p> <p>1.2.8 Conduct seminars to provide school teachers with child protection</p>			
<p>Output 1:3 Violence Against Children at household and community levels reduced</p>	<ul style="list-style-type: none"> • Number of Violence Against Children cases committed • Percentage of Violence Against Children cases in programme areas 	<ul style="list-style-type: none"> • Progress report 	<ul style="list-style-type: none"> • Law enforcers will remain committed to promoting and protecting children rights
<p>Key activities</p> <p>1.3.1 Identify parents and or caregivers for TOT training on Violence Against Children</p> <p>1.3.2 Prepare a user-friendly toolkit for TOT training on Violence Against Children</p> <p>1.3.3 Print copies of user-friendly toolkits for TOT training on Violence Against Children</p> <p>1.3.4 Conduct TOT training for selected parents and caregivers on Violence Against Children</p> <p>1.3.5 Identify strategic discussants for TV and Radio programs on VAC</p> <p>1.3.6 Conduct orientation seminars for radio and TV discussants on VAC</p>			
<p>1.4 Gender-Based Violence in KIMAS programme areas reduced</p>	<ul style="list-style-type: none"> • Number of GBV cases reported 	<ul style="list-style-type: none"> • Progress report 	<ul style="list-style-type: none"> • The Country continues upholding good governance principles
<p>Key Activities</p>			

<p>1.4.1 Conduct awareness raising seminars for government and religious leaders on GBV</p> <p>1.4.2 Conduct awareness raising meetings on GBV in programme areas</p> <p>1.4.3 Carry out networking meetings with Police Gender desks on addressing GBV</p> <p>1.4.4 Prepare and air community radio programmes on GBV and how to address it</p>			
<p>Outcome 2.0 Access to quality and inclusive pre-primary, primary and secondary schools in KIMAS programme areas enhanced</p>	<ul style="list-style-type: none"> • Teacher-pupil ratio • Pupils-book ratio • Number of schools with friendly structures for children with disabilities • Enrolment and retention rates for children with disabilities 	<ul style="list-style-type: none"> • Progress reports 	<ul style="list-style-type: none"> • Education remains one of the top government development agenda
<p>Output 2.1: Inclusive teaching and learning environments for pre-primary, primary and secondary schools in targeted areas improved</p>	<ul style="list-style-type: none"> • Number of schools with friendly structures for children with disabilities • Enrolment and retention rates for children with disabilities • Number of safe community learning space/centers 	<ul style="list-style-type: none"> • Progress reports • 	<ul style="list-style-type: none"> • Inclusive Education remains one of the top government priorities
<p>Key activities</p> <p>2.1.1 Carry out community-based assessment to identify school-going age children with disabilities</p> <p>2.1.2 Facilitate formation of pupils learning clubs supportive with children with disabilities' education</p> <p>2.1.3 Carry out community mobilization to build inclusive friendly teaching and learning structures</p> <p>2.1.4 Conduct periodic capacity building seminars to parents and guardians with school going age children</p> <p>2.1.5 Support the development of Community school Action plan which includes safety and inclusive learning environment</p> <p>2.1.6 Provide referral and linkage services for children with disabilities for their increased access to education</p>			
<p>Output 2.2: Literacy and numeracy skills among pre-primary and primary schools improved</p>	<ul style="list-style-type: none"> • Percentage of schools with pre-primary(nursery) classes • Percentage of pre-primary and 	<ul style="list-style-type: none"> • Progress reports • Minutes of Parent-Teacher Associations 	<ul style="list-style-type: none"> • Government remains committed to competence-based education policy

	<ul style="list-style-type: none"> primary school leavers with literacy and numeracy skills Percentage of schools with working Parent-Teacher associations 	<ul style="list-style-type: none"> Minutes of School Management Committees 	
Key activities 2.2.1 Conduct community mobilization meetings to promote parents and guardians participation in reading and counting practices with children at household level 2.2.2 Carry out advocacy meetings for increased availability of scholastic materials(books) to schools 2.2.3 Facilitate establishment and running of Parent-Teacher Associations in targeted primary schools 2.2.4 Conduct periodic and demand driven capacity building seminars for School Management Committee			
Output 2.3 Adolescent Girls access to friendly sexual reproductive health information and services improved	<ul style="list-style-type: none"> Percentage of adolescent girls and young women aware of sexual and reproductive health rights 	<ul style="list-style-type: none"> Progress report 	<ul style="list-style-type: none"> Health remains high on government development agenda
Key activities 2.3.1 Prepare and or procure sexual and reproductive health rights education and awareness materials for adolescent girls and young women 2.3.2 Identify adolescent girls and young women to be given demand driven Training of Trainers seminars 2.3.3 Conduct Training of Trainers seminars for strategically selected adolescent girls and young women 2.3.4 Conduct quarterly meetings for Trained Trainers and Radio discussants to agree on priority discussion themes and to review the performance in past radio and TV programmes. 2.3.5 Prepare and air radio programmes on sexual and reproductive health rights among adolescent and other agreed upon strategic themes 2.3.6 Advocate for increased budget allocation for in and out of school adolescent girls 2.3.7 Conduct training for school matrons for strategic support to adolescent girls in selected public schools			
Outcome 3: Food security and nutrition among poor communities in programme areas improved	<ul style="list-style-type: none"> Percentage of households taking three meals a day Percentage of household taking balanced diets Number of infants having full breastfeeding period 	<ul style="list-style-type: none"> Demographic and health surveys Progress reports 	<ul style="list-style-type: none"> Food and nutritional security and climate change remains high on government development agenda
OUTPUT 3.1 Household food security and nutrition improved	<ul style="list-style-type: none"> Percentage of households taking three meals a day Number of infants having full breastfeeding period 	<ul style="list-style-type: none"> Progress reports 	<ul style="list-style-type: none"> The government remains committed to enhancing food and nutrition security in the country

Key activities			
<p>3.1.1 Prepare, print and disseminate Information, Education and Communication materials on food and nutritional security among communities</p> <p>3.1.2 Identify community representatives to be trained as trainers on food and nutrition security and conduct TOT trainings</p> <p>3.1.3 Conduct community sensitization meetings on post-harvest food processing and storage</p> <p>3.1.4 Conduct training to women of Child Bearing Age on how to prepare food stuff for children using locally available food</p> <p>3.1.5 Conduct seminars to provide lactating and expectant mothers with nutrition education</p> <p>3.1.6 Prepare and air radio programmes to educate communities on food security and nutrition security</p> <p>3.1.7 Conduct community sensitization on production of nutritional foods (eg fruits and vegetables)</p>			
<p>OUPUT 3.2 Climate Smart Agriculture and Organic Farming practices in target communities adopted</p>	<ul style="list-style-type: none"> • Number of smallholder farmers adopting Climate Smart Agriculture • Number of smallholder farmers adopting organic farming practices • Number of farmers' field schools on CSA and organic farming established 	<ul style="list-style-type: none"> • Progress repots 	<ul style="list-style-type: none"> • The government remains committed to climate-smart agriculture and organic farming
Key Activities			
<p>3.2.1 Conduct community sensitization meetings for promotion of Climate Smart Agriculture and Organic Farming</p> <p>3.2.2 Facilitate establishment and running of farmers' field schools on Climate Smart Agriculture and organic farming</p> <p>3.2.3 Facilitate demand driven capacity development of agricultural extension workers on climate smart agriculture and organic farming</p> <p>3.2.4 Facilitate farmers' capacity building on post-harvest handling of organic produce</p>			
<p>OUTPUT 3.3: Market oriented farming and livestock keeping among communities strengthened</p>	<ul style="list-style-type: none"> • Percentage of people engaging in commercial farming • Productivity of livestock keeping activities • Number of farmers joining established associations • Number of farmers with access 	<ul style="list-style-type: none"> • Research reports • Progress reports • Training reports • Farmers' association member list 	<ul style="list-style-type: none"> • Market forces will continue being favourable to farmers' and livestock keepers' commodities

	<ul style="list-style-type: none"> to better farm implements Percentage of farmers using modern technologies in farming activities 		
Key activities			
3.3.1 Conduct demand driven entrepreneurship and business management training among small holder farmers and livestock keepers 3.3.2 Conduct farmer study visits 3.3.3 Conduct market researches for farm and animal produce 3.3.4 Conduct sensitization meetings to encourage smallholder farmers join associations that influence prices for the benefits of farmers 3.3.5 Facilitate establishment of contract farming between producers and buyers 3.3.6 Facilitate access to financial institutions among smallholder farmers and livestock keepers 3.3.7 Facilitate adoption of new farming and livestock keeping technologies			
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Outcome 4: : Economic empowerment among poor communities in KIMAS programme areas improved	<ul style="list-style-type: none"> Number of women, youth and men groups with viable income generating groups Number of women and youth groups provided with loans 	<ul style="list-style-type: none"> Progress reports 	<ul style="list-style-type: none"> Local Government Authorities and lending institutions avail affordable loans to women and youth groups
OUTPUT: 4.1: Women, youth and men economic groups strengthened	<ul style="list-style-type: none"> Number of entrepreneurship associations established Number of economic associations with access to seed capitals Number of women, youth and men trained on IGAs and project proposal writing Number of entrepreneurs trained on financial management 	<ul style="list-style-type: none"> Training reports Progress reports 	<ul style="list-style-type: none"> Favourable fiscal policies prevail in Tanzania
Key activities			
4.1.1 Identify and facilitate establishment of entrepreneurship groups,			

4.1.2 Conduct capacity needs assessment of entrepreneurship groups 4.1.3 Prepare training materials for capacity building of economic groups 4.1.4 Conduct demand driven training to build capacity of women and youth entrepreneurship groups 4.1.5 Conduct monitoring and evaluation of activities under implementation			
Output 4.2 Access to micro-finance services among women, youth and men in target areas improved	<ul style="list-style-type: none"> Number of women, youth and men groups accessing loans Number of meetings with lending institutions brokered 	<ul style="list-style-type: none"> Progress reports 	<ul style="list-style-type: none"> Lending institutions provide affordable loans
Key Activities 4.2.1 Conduct training needs assessment to women, youth and men's groups on group and individual lending 4.2.2 Facilitate viable economic groups to open and operate bank accounts 4.2.3 Conduct advocacy meeting with district community development departments for availing the grants to economic groups 4.2.4 Conduct backstopping and follow up visits to groups for loan repayment			
OUTPUT 4.3: Capacity of entrepreneurs to conduct market research and make business agreements to get better prices improved	<ul style="list-style-type: none"> Number of entrepreneurs trained Number marketing committees Entrepreneurs level of satisfaction with offered prices for their products Relevance of market information collected 	<ul style="list-style-type: none"> Training reports Entrepreneurs satisfaction assessments 	<ul style="list-style-type: none"> Market regulation policies and practices will be flexible enough to contain demands by entrepreneurs
Key activities 4.3.1 Conduct capacity building training on market research and access to market 4.3.2 Conduct capacity building training for farmers and livestock keepers on negotiation skills 4.3.3 Conduct entrepreneurs awareness training on the need for contract farming 4.3.4 Conduct training for entrepreneurs on contract management 4.3.5 Conduct monitoring and evaluation of activities under implementation			
Outcome 5: Equitable access to HIV services among communities and key populations in programme areas enhanced	<ul style="list-style-type: none"> Percentage of community members and key populations aware of HIV prevention, treatment and care services 	<ul style="list-style-type: none"> Progress reports 	<ul style="list-style-type: none"> Public health remains high on government development agenda

	<ul style="list-style-type: none"> Percentage of adolescents, youths, adults and key population aware of their HIV status Percentage of HIV positive persons on ARV drugs 		
Output 5.1 HIV prevention and treatment and care services among adolescents, youths, adults and key populations in programme areas improved	<ul style="list-style-type: none"> Percentage of community members and key populations aware of HIV prevention, treatment and care services 	<ul style="list-style-type: none"> Progress reports 	<ul style="list-style-type: none"> Health remains high on government development agenda Development Partners continue supporting HIV and AIDS interventions in Tanzania
Key Activities 5.1.1 Prepare and disseminate HIV prevention behavior change communication materials 5.1.2 Conduct refresher training to Community Health Workers on HIV prevention, treatment and care 5.1.3 Conduct demand driven sensitization seminars among Peer Health Educators among adolescents, youths, adults and Key population to fight HIV 5.1.4 Support provisions of customized HIV treatment and care services to adolescents, youths, adults and key populations living with HIV and AIDS			
Output 5.2 Stigma and discriminatory attitudes among people living with HIV and key populations reduced	<ul style="list-style-type: none"> Percentage of adolescents, youths, adults and key population aware of their HIV status Percentage of HIV positive persons on ARV drugs 	<ul style="list-style-type: none"> Progress reports 	<ul style="list-style-type: none"> Health remains high on government development agenda Development Partners continue supporting HIV and AIDS interventions in Tanzania
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Key Activities 5.2.1 Prepare, customize and disseminate Behavior Change Communication materials to address dicrimation and stigma 5.2.2 Conduct awareness raising and refresher seminars among Community Health Workers to address stigma and discrimination tion 5.2.3 Prepare and air community radio programmes to address stigma and discrimination 5.2.4 Conduct demand driven seminars for key populations to address discrimination and stigma			
Outcome	6.0 Organizational	<ul style="list-style-type: none"> Number of staff hired and retained 	<ul style="list-style-type: none"> Progress report
			<ul style="list-style-type: none"> Policy and legal framework remain

Development and Sustainability of KIMAS strengthened	<ul style="list-style-type: none"> • Number of funding sources secured and retained 	<ul style="list-style-type: none"> • Bank statements • Audit reports 	friendly to the work of CSOs
OUTPUT: 6.1 Governance of KIMAS strengthened	<ul style="list-style-type: none"> • Number of board meetings conducted • Number of board capacity building seminars conducted • Number of policies prepared, reviewed and adopted • Number of monitoring visits conducted 	<ul style="list-style-type: none"> • Minutes • Training reports • Field visit reports • Progress reports 	<ul style="list-style-type: none"> • Funds to facilitate implementation of programmes within the organization will be reimbursed timely
Key activities 6.1.1 Conduct quarterly board meetings 6.1.2 Conduct training needs assessment of board members 6.1.3 Conduct seminars to build capacity of board members 6.1.4 Prepare and adopt different organizational policies 6.1.5 Conduct monitoring and management visits for the organization			
OUTPUT 6.2: Performance and efficiency of staff improved	<ul style="list-style-type: none"> • Number of staff performance appraisals conducted • Number of capacity building training conducted • Number of meetings conducted • Number of new staff recruited 	<ul style="list-style-type: none"> • Progress reports • Training reports • Minutes 	<ul style="list-style-type: none"> • Highly competent personnel will be available in the labour market • Health conditions among staff remain stable for effective and efficient duty discharge
Key activities 6.2.1 Prepare and review staff responsibilities and qualifications 6.2.2 Recruit new staff and orient them on their positions and responsibilities 6.2.3 Identify staff training needs assessment 6.2.4 Conduct staff capacity building training in accordance with staff training needs 6.2.5 Conduct staff performance appraisals 6.2.6 Conduct meetings to identify challenges and work climate 6.2.7 Conduct confidential meetings and team building			
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OUTPUT 6.3: KIMAS members'	<ul style="list-style-type: none"> • Number of stakeholder meetings 	<ul style="list-style-type: none"> • Minutes 	<ul style="list-style-type: none"> • Policy and legal framework

<p>services, Networking and cooperation between KIMAS and other stakeholders for lobbying and advocacy strengthened</p>	<p>conducted</p> <ul style="list-style-type: none"> • Number of research institutions receiving support from KIMAS • Number of stakeholders reached with IEC materials from KIMAS • Number of networks established 	<ul style="list-style-type: none"> • Progress reports 	<p>remains conducive to the work of NGOs</p>
<p>Key Activities 6.3.1 Maintain existing and identify new strategic partners and like-minded institutions for networking 6.3.2 Identify key information and disseminate to like-minded and strategic civil society organizations 6.3.3 Identify and participate in key national special days like the Day of the African Child and Farmers' Day 6.3.4 Join thematic networks at various levels and attend strategic meetings 6.3.5 Identify advocacy and lobbying opportunities across key result areas and engage accordingly 6.3.6 Provide demand driven membership services among KIMAS members</p>			
<p>OUTPUT 6.4: Monitoring and Evaluation of programmes and the institution strengthened</p>	<ul style="list-style-type: none"> • Number of performance assessment periodic meetings conducted • Number of project review meetings conducted • Number of programme evaluations conducted 	<ul style="list-style-type: none"> • Meeting minutes • Evaluation reports • Progress reports 	<ul style="list-style-type: none"> • Timely accessibility of programme implementation funds
<p>Key activities 6.4.1 Recruit external professional M & E personnel to conduct monitoring and evaluation for the organization 6.4.2 Conduct project review meetings with different stakeholders 6.4.3 Conduct periodic meetings to assess staff and leadership performance in the organization 6.4.5 Prepare policies and constitution to guide performance and accountability in the organization 6.4.6 Merge statistics of different projects and performance results 6.4.7 Presentation of different reports to the CEO of the organization</p>			
<p>OUTPUT 6.5: Capacity of KIMAS to mobilize and manage resources for institutional sustainability improved</p>	<ul style="list-style-type: none"> • Number of fund raising and resource mobilization events organized 	<ul style="list-style-type: none"> • Progress reports • Training reports 	<ul style="list-style-type: none"> • Economic conditions in Tanzania remains stable (inexistence of economic crisis)

	<ul style="list-style-type: none"> • Number of projects established • Number of resource mobilization and management capacity building seminars conducted 		
<p>Key activities</p> <p>6.5.1 Prepare and conduct resource mobilization and management capacity building seminar</p> <p>6.5.2 Select and engage a professional consultant for fund raising and resource mobilization</p> <p>6.5.3 Prepare and adopt a policy demanding contributions from member organizations</p> <p>6.5.4 Prepare, produce and disseminate IEC materials for the organization</p> <p>6.5.5 Devise and implement projects that will rake in financial resources</p>			