

## Ilula Orphan Program (IOP)



## Strategic Plan-2020-2024

October 2020

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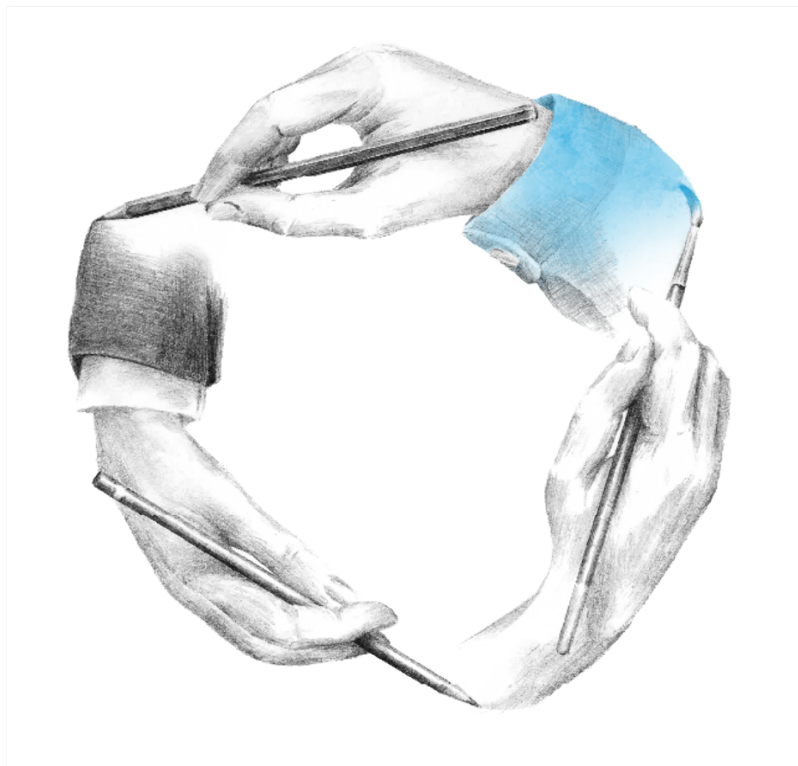
## Abbreviations

IGA – Income Generating Activities

IOP – Ilula Orphan Program

KFA – Key Focus Area

MVCs – Most Vulnerable Children



## Executive Summary

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This document provides IOPs vision and mission statements, Key Focus Areas, strategic goals and objectives and strategic actions. It is aimed at providing IOP with a general direction for implementation of its daily activities, which will align it with its long-term goals.

Within the strategic plan, a comprehensive internal and external analysis using the SWOC methodology was conducted. Through that, the vision and mission statements for IOP were articulated. The vision statement provides a snapshot of the future that IOP sees for itself, while the mission statement explains how IOP will achieve its ultimate goal. IOP identifies five (5) key focus areas for its 2024 strategy, which are sustainability, health, socio-economic empowerment, education and culture, and organizational development. For each of the focus areas, a goal as an aspiration for where IOP wants to be by 2024 was identified. Each goal has its specific and quantifiable strategic objective. Furthermore, the strategic objectives have specified strategic action that can assist in the attainment of the ultimate strategic goal.

## Introduction

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### Organization Background

Ilula Orphan Program (IOP) is non-governmental organization, working to support Most Vulnerable Children (MVC) in Tanzania. IOP was established in 1998 and officially registered by The Registrar of Societies in The Ministry of Home Affairs Tanzania, with registration number SO. NO 12054 August 27th 2003. The organization was re-registered under the NGOs Registrar on 15th August 2019 with the registration number 00NGO/R2/000374

IOP's mission is to provide opportunities for quality education, counselling, and socio-economic empowerment with special emphasis to marginalized community to eliminate discrimination so as to create sustainable communities.

Head Office is located in Iringa Region, Kilolo District, Mazombe Division, Ilula Ward, Masukanzi Hamlet, P. O Box 151, Mazombe, Iringa, 46 Km East of Iringa town along the Dar es Salaam-Zambia highway.

IOP brings together financial support of international sponsors and donors with the local expertise of its Tanzanian staff and volunteers to eradicate poverty, HIV/AIDS and water scarcity among communities in Tanzania. The organization began by sponsoring five (5) students in 1998, to 2150 students in 2020. The success of IOP has enabled former students to return to IOP as staff and volunteers in five departments;

1. Most Vulnerable Children and Health Department
2. Women and Empowerment
3. Education and Culture
4. Sustainability, Volunteers and Fundraising
5. Finance and Administration.

**As an organization, IOP strives;**

- i. To promote programs for providing civic education, public health, human rights, nutrition and good governance;
- ii. To provide opportunity for quality education to Tanzanian students with emphasis to girls and Most Vulnerable Children.
- iii. To offer sponsorship to orphaned/economically vulnerable students from Pre-Primary to University Education;
- iv. To empower women, elderly, youth and other marginalized groups with different knowledge and skills to improve their social and economic condition.
- v. To enhance youth and women participation in various social and economic interventions in order to eradicate poverty;
- vi. To strengthen the knowledge and skills for persons and volunteers taking care of Vulnerable Children in order to protect them from violence, abuse, neglect and exploitation.

**Strategic Plan**

This Strategic Plan has been developed as a result of recommendations made, following the review and revision of the strategic plan that was implemented from 2015 to 2019.

This Strategic Plan is developed in a good cooperation between management and the Board. It is owned by the Board, and is a “contract” between the Board and Management.

It focuses on the situation today, objectives and main action points, and shall be communicated and followed up with collaboration of the whole organization. Job Satisfaction and commitment shall ensure the success of this Strategy.

**Approach and Methodology**

The process of reviewing and creating the strategic was comprehensive with multiple steps. The process enabled all involved parties to fully understand what it takes to create a strategic plan, the resources that will be needed, and also have ownership of the strategies created.

*Figure 1: Approach and methodology*



In this plan, specific strategies have been created in alignment with the organization's goals. The strategic objectives offer a focused approach to attaining the overall mission of the organization. For each key focus area, strategic goals and strategic objectives were created and further divided into strategic actions.

IOP made a decision to re-analyze its vision and mission statements, to reflect the current priorities of the organization in comparison to the current situation and the preferred future. The new vision and mission statements indicated in sections below, were created with full participation of the staff and board members, and therefore reflect where the organization plans to be in the future, and the processes that will take it there.

These KFAs are reflective of the SWOC (Strength-Weaknesses-Opportunities-Challenges) analysis that has been conducted to analyze the internal and external factors that affect the organization.



## Situational Analysis

Through the analysis of our current internal and external environment, and evaluation of the progress so far on the previous strategic plan, IOP identified underlying strengths, weaknesses, opportunities and challenges. This process is known as a SWOC analysis and has informed the structuring of focus areas, goals, objectives and actions.

*For IOP, SWOC stands for:*

**Strengths** – Situations/characteristics that have a positive implication add value and offer IOP competitive advantage. They are also leverage for strategy execution and future IOP opportunities.

**Weaknesses** – IOP's current conditions/characteristics/ situations that may prevent/inhibit the implementation and success of the strategic plan. They are negative and may harm

**Opportunities** – IOP's future conditions, trends of projects that IOP could capitalize on to help in the implementation of its strategic plan.

**Challenges** – Circumstances or conditions that could prevent IOP from implementing its strategic plan.

### Internal Factors

Internal factors influenced by organizational capacity, program effectiveness and distinctive competitiveness shape the strengths and weaknesses of an organization. These can range from financial & skills capability, human resources to experience & knowledge, and distinguish IOP from any other organizations.

Over the years, IOP has registered some successes as a result of internal capabilities/strengths which have improved program management and operations, and such include: development and implementation of some organization policies and manuals; establishment of departments within the organization; and recruitment of various specialists to better deliver projects. Even with such successes, the organization still faces challenges from within as a result of internal weakness that need to be addressed.

Current IOP strengths and weakness include:

*Table 1: Internal factors*

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Adequate resources including equipment, human, physical resources</li><li>• A well designed and functional organization structure</li><li>• Presence of organization policies e.g. Financial and human resource</li><li>• Gender balance</li><li>• Good cooperation</li></ul>	<ul style="list-style-type: none"><li>• Inadequate financial resources</li><li>• Poor communication within IOP</li><li>• High donor dependency; currently IOP depends on donor funds for 80% of its budget.</li></ul>

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Presence of a strong leadership</li> <li>• Presence of a volunteerism spirit among IOP members</li> <li>• Organization is well known to stakeholders including the government, community and donors</li> <li>• IOP received support from the government</li> <li>• Presence of a frequently updated website, and enhanced visibility. Staff are also empowered to regularly update the website</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of customer care guideline.</li> </ul>

### External Factors

Apart from the internal factors that enable IOP to strategically position itself in the market, there are some uncontrolled positive or negative external factors that could play a role in affecting IOP activities.

Such factors arise from social, political and climatic conditions that surround IOP. Table 2 highlights some of the opportunities and threats that IOP may face.

*Table 2: External Factors*

Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Presence of peace and harmony in the country</li> <li>• Availability of skilled labor in the labor market.</li> <li>• Presence of IOP and international support committees in resources</li> <li>• Community in kind support</li> <li>• Availability of IOP volunteers worldwide.</li> <li>• Presence of social network</li> <li>• Willingness of the community to participate in activities.</li> <li>• Evolution of information technology (IT).</li> <li>• Easy transaction of funds through banks</li> <li>• Easy communications</li> <li>• Good weather condition.</li> <li>• Availability of land for extension.</li> <li>• Availability of political support to IOP</li> </ul>	<ul style="list-style-type: none"> <li>• Possible political instability</li> <li>• Inflation</li> <li>• Financial crisis in donor countries</li> <li>• Internet hackers, internet theft</li> <li>• Climate change</li> <li>• Increased number of MVCs</li> <li>• Legislation changes and amendments e.g. immigration thus threatening the IOP volunteers</li> <li>• High legal fees</li> <li>• Natural hazards and disasters.</li> </ul>

<ul style="list-style-type: none"> <li>• Increase access to markets.</li> <li>• Availability of legal support</li> </ul>	
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## Statement of purpose

In consideration of the communities IOP serves, and for better interpretation/understanding of vision, mission and values, IOP developed a simplified version as stated in the mission of purpose below.

### Vision:

- **Broad Vision:** “A healthy, educated, economically and socially developed Tanzanian Community”

### Mission:

- **Broad Mission:** IOP provides opportunities for quality education, counselling, and socio-economic empowerment with special emphasis to marginalized community to eliminate discrimination so as to create sustainable communities.

### Values:

IOP identifies itself with the following values as guiding principles towards realization of the strategy: *commitment, volunteerism, co-operation, integrity, transparency, honesty, accountability, and respect.*

## Key Focus Areas, Strategic Objectives and Actions

Our 2015-2019 strategic plan was developed around department goals and objectives rather than overall IOP focus areas. The strategy making strongly brought out the need to identify a number of organizations focus areas that will smoothen the journey to achieving our goals and mission.

During the strategy review process, we identified five key focus areas (KFA) that we must pay attention to in order to realize the IOP vision. Therefore, this Strategic Plan focuses on five Key Focus Areas.

### KFA 1: **Health, Gender, Community Development, Children, Youth and Elders.**

Our health initiatives aim at improving communication and involvement of health actors/sectors in all health-related programs and improve care for most vulnerable children, women, elders and youths through gender mainstreaming, purpose-sharing forums, HIV/AIDS Counseling and Testing (HCT) and foster parenting, among others.

#### Goal 1:

*To attract partners within social, economic and health services to help improve the well-being of the Most Vulnerable Children, women, elders, youths and the community by 2024.*

## Strategic Objectives

**Objective 1.1:** To include gender mainstreaming programs in all services provided to the community by applying the IOP gender mainstreaming policy.

**Objective 1.2:** To establish, conduct and participate in 150 forums for sharing and internalizing IOP values, vision and core activities among the stakeholders by 2024.

**Objective 1.3:** To improve preventive, care and supportive services to Community and People Living with HIV and reduce HIV/AIDS and other diseases' infection and impacts to 3000 persons by 2024.

**Objective 1.4:** To provide education support/sponsorship, shelter and other basic needs to 400 of the Most Vulnerable Children/orphans and Foster Parents 2024

**Objective 1.5:** To establish a day care center with a capacity to accommodate 50 children by 2022.

**Objective 1.6:** To promote women's and girls' hygiene and menstrual health through the use of reusable sanitary towels.

### Strategic Actions and Targets

To achieve these goals under the Health focus area, IOP will conduct the following activities/ interventions as captured in the table below:

Table1: Goal 1

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
<b>Objective 1.1: To include gender mainstreaming programs in all services provided to the community by applying the IOP gender mainstreaming policy and creating Income Generating Activities to empower girls and women in the Community.</b>						
1.1.1	Establish IGA groups by Foster Parents and sponsored children’s guardians.	8	8	8	8	8
1.1.2.	Scale up Interventions addressing gender, economic and social inequality including Gender Based Violence and Violence Against Children-address to the Community Members.	50	50	50	50	50
1.1.3	Sensitize women, men and youth to register to the existing forums in order to increase their participation in various decision-making processes/democratic processes.	100	100	100	100	100
1.1.4	Sensitize the community members to form simple drip irrigation in order to cope with the changing climatic condition.	100	100	100	100	100
1.1.5	Support youth, men and women to acquire appropriate aggrotech information/technology and other extension services	1000	1000	1000	1000	1000
<b>Objective 1.2: To establish, conduct and participate in 120 forums for sharing and internalizing IOP values, vision and core activities among the stakeholders by 2024</b>						
1.2.1	Conduct value, vision and core activities sharing forums.	30	30	30	30	30
1.2.2	Reach 1,500 persons through the purpose-sharing forums by 2024	300	300	300	300	300

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
<b>Objective 1.3: To improve preventive, care and supportive services to the Community and People Living with HIV to reduce HIV/AIDS and other diseases' infection and impacts to 3000 persons by 2024.</b>						
1.3.1	To establish a day care center				1	
1.3.2	Sensitize and support Households with Improved Community Health Funds (ICHF)	20	20	20	20	20
1.3.3	Deliver HIV education and other services to the community.	600	600	600	600	600
1.3.4	Provide referral for care and treatment services to People living with HIV.	10	10	10	10	10
1.3.5	To provide psychosocial, nutrition, health, sports and games services to the elders through Senior Club Formation, development and management.	70	70	70	70	70
<b>Objective 1.4: To provide education support/sponsorship, shelter and other basic needs to 400 Most Vulnerable Children/orphans and Foster Parents 2024</b>						
1.4.1	Recruit and register 400(80 each year) new MVC/orphans in sponsor program, 50 (10 each year) Foster Children in foster program and 55(40 boys, 15 girls) at the Center.	50	50	50	50	50
1.4.2	Prepare and disseminate monthly updates to the sponsors and stakeholders	12	12	12	12	12
<b>Objective 1.5: To promote women's and girls' hygiene and menstrual health through the use of reusable sanitary towels.</b>						
1.5.1	Promote and produce reusable sanitary towels	50	50	50	50	50

## KFA 2: Socio-economic empowerment

We aim to empower communities, targeting women, elders and the youth, in social, economic and political aspects so they can establish and run profitable IGAs, and achieve gender equality in the community. This in turn reduces Community dependence on IOP hence creating self-sustaining and sufficient economies.

### Goal 2:

*To provide education and work opportunities to youth, elders and women to strengthen social, economic and political opportunities to obtain gender equality in the community.*

### Strategic Objectives

**Objective 2.1:** To strengthen household economies through increasing the awareness on Income Generating Activities (IGAs) and money savings and lending among **2000** persons through the use of locally available resources by 2024.

**Objective 2.2:** To advocate for, and sensitize **400** women and youth on gender values and human rights by 2024

**Objective 2.3:** To develop 4000 women and youth in Iringa on entrepreneurship and business development through job placement and engagement in agricultural activities and other economic production activities by 2024.

### Strategic Actions and Targets

To achieve these goals under the Socio-economic Empowerment focus area, IOP will conduct the following activities/ interventions as captured in the table below:

Table 2: Goal 2

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
<b><i>To strengthen household economies through increasing the awareness on Income Generating Activities (IGAs) and money savings and lending among 2000 persons through the use of locally available resources by 2024.</i></b>						
2.1.1	Enroll and train youth and women at Ilula Peace Makers Empowerment Center on life skills.	10	10	10	10	10
2.1.2	Strengthen the available global and local partnerships to foster youth, women and community development	6	6	6	6	6
2.1.4	Form global and local partnerships to foster youth and women development.		1	1		
2.1.3	Train youth, women and men on entrepreneurship and business education.	60	60	60	60	60
<b><i>Objective 2.2: To advocate for, and sensitize 400 women and youth on gender values and human rights by 2024.</i></b>						
2.2.1	Organize and conduct 30 local and international Boy Scout and Girl Guides camps to build capacity on democratic citizenship, tax justice, environmental justice and economic justice.	6	6	6	6	6
2.2.2	Conduct seminars and workshops to discuss and analyze gender related issues and other crosscutting issues.	7	7	7	7	7
2.2.3	Organize and participate in youth forums	2	2	2	2	2
<b><i>Objective 2.3:–To develop 4000 women and youth in Iringa on entrepreneurship and business development through job placement and engagement in agricultural activities and other economic production activities by 2024.</i></b>						
2.3.1	Train and guide youth and women to start and manage Income Generating Activities and Savings and Investment Groups (SIGs).	800	800	800	800	800
2.3.2	Provide temporary accommodation for Young Mothers and girls with identified vulnerabilities.	5	5	5	5	5
2.3.3	Provide life skills education to the vulnerable young mothers in Tanzania.	20	20	20	20	20

## KFA 3: Education, Sports and Culture

We would like to enlarge our social linkages through providing education services to the communities we serve. This will involve development and expansion of education, sports, games, cultural infrastructure and advocacy.

### Goal 3:

*To invest in high-quality educational services and facilities for the students and other stakeholders to enable them lead transformation in the community.*

### Strategic Objectives

Objective 3.1: To introduce, expand and strengthen exchange program through the existing partnerships between IOP and other institutions by 2024.

Objective 3.2: To provide quality education and training to the community members by improving the existing infrastructures and constructing new structures by 2024.

Objective 3.3: To improve the nutritional status of at least 3,000 primary school pupils in Mazombe Division by 2024.

### Strategic Actions and Targets

To achieve these goals under the Education and Culture focus area, IOP will conduct the following activities/ interventions as captured in the table below:

Table 3: Goal 3

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
Objective 3.1: To introduce, expand and strengthen exchange program through the existing partnerships between IOP and other institutions by 2024.						
3.1.1	Identify and form partnerships with local and international schools/colleges/institutions with IOP schools/education Centers	1	1	1	1	1
3.1.2	Develop and run youth exchange programs in collaboration with partners.	1	1	1	1	1
3.1.3	Conduct sports and games to promote and build physical and mental health.	12	12	12	12	12
Objective 3.2: To provide quality education and training to the community members by improving the existing infrastructures and constructing new structures by 2024.						
3.2.1	Fence Kids’ Corner Preschool, Sollerud Kindergarten Tanzania, Lord’s Hill Secondary School and Sunflower Pre and Primary School.		1	1	1	1
3.2.2	Complete Multipurpose hall and kitchen at the Lord’s Hill Secondary School			1		
3.2.3	Complete the construction of the sports ground at the Lord’s Hill Secondary School		1			
3.2.4	Construct staff houses for school matrons and patrons.		1	1	1	1

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
3.2.5	Construct one laboratory for Ordinary Level School and 3 laboratories for advanced level secondary students			1	2	1
3.2.6	Construct A'level classrooms at the Lord's Hill Secondary School			1	1	
3.2.7	Construct hostels at the Lord's Hill Secondary School		1	1		
3.2.8	Construct administration block at the Lord's Hill Secondary School				1	
3.2.9	Construct modern sanitary facilities (toilets) at the Lord's Hill and Holland House of Books.			1	1	
3.2.10	Recruit form five students				150	150
3.2.11	Renovate 15 classrooms in Ilula and Isoliwaya Primary Schools		4	4	4	3
3.2.12	Renovate 4 teachers staff rooms at Ilula and Isoliwaya Primary Schools		2	2		
3.2.13	Finish and equip the Sunflower pre and primary school dining hall.	1	1			
3.2.14	Pave 750m <sup>2</sup> at the Sunflower pre and primary school	1				
3.2.15	Construct 5 classrooms in Ilula Itunda	1	1	1	1	1
3.2.16	Equip the 5 newly constructed classrooms in Ilula Itunda with furniture	1	1	1	1	1
3.2.17	Construct 1 staff room in Ilula Itunda.		1			
3.2.18	Construct an IOP Administration Block to accommodate all IOP main offices.		1			
3.2.19	Purchase, renovate and construct Ilula Peacemakers Empowerment Center.	1	1			
3.2.20	Equip Ilula Peacemakers Empowerment Center with furniture and fittings.	1	1	1	1	1
3.2.21	Construct 10 toilet holes at the newly constructed school in Ilula Itunda.	2	4	2	2	
<b>Objective 3.3: To improve the nutritional status of at least 3,000 primary school pupils in Iringa Region by 2024.</b>						
3.3.1	Provide meal support to the students in Primary and Secondary schools	600	600	600	600	600

#### KFA 4: Sustainability and Environment

IOP prides in developing and nurturing responsible citizens through empowering its staff and communities for organizational and social sustainability. Under this focus area, we shall explore interventions such as staff training, proper management of acquired capital and resources, strengthening volunteer participation, solving environmental challenges through innovation and agribusiness.



#### Goal 4:

To establish a competent management structure and raise adequate finances to complete the IOP strategic and development plan.

#### Strategic Objectives

**Objective 4.1:** To build the capacity of 5 staff on economic activities and marketing skills by 2024

**Objective 4.2:** To strengthen IOP economic empowerment projects with the aim of contributing to the IOP's sustainability by 2024.

**Objective 4.3:** Share widely IOP's economic strengthening activities to volunteers and other stakeholders at least once every year by 2024.

**Objective 4.4:** To develop a wide range of organized projects for volunteers to work by 2024.

**Objective 4.5:** To increase and strengthen organization's networking and volunteers' welfare through providing adequate volunteer services and programs by 2024.

**Objective 4.6:** To lead in applying innovative best environmental management practices through ensuring that 50% of IOP programs apply green energy technology by 2024.

#### Strategic actions and targets

To achieve these goals under the Sustainability focus area, IOP will conduct the following activities/ interventions as captured in the table below:

Table 4: Goal 4

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
Objective 4.1: To build the capacity of 5 staff on economic activities and marketing skills by 2024						
4.1.1	Train 5 staff on economic activities and marketing	1	1	1	1	1
Objective 4.2: To strengthen IOP economic empowerment projects with the aim of contributing to the IOP's sustainability by 2024						
4.2.1	Utilize profits made from shopping center, restaurant and workshops to purchase at least 30% of the items/inputs for the same.	5%	10%	18%	24%	30%
4.2.2	Profitably run and maintain the existing tractors	5	5	5	5	5
4.2.3	Strengthen IOP permanent fundraising committee	1	1	1	1	1
4.2.4	Buy 1,000 chickens each year for the purpose of getting enough income for the sustainability of the organization.	1000	1000	1000	1000	1000
4.2.5	Cultivate 50 acres of cash crops, horticultural crops, fruit trees and food crops each year up to 2024	50	50	50	50	50
Objective 4.3: Share widely IOP's economic strengthening activities to volunteers and other stakeholders at least once every year by 2024.						
4.3.1	Prepare and share annual operational plans and reports.	1	1	1	1	1

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
4.3.2	Connect and maintain wireless internet at Sunflower Pre and Primary School, IOP Center and shopping center by August 2024	1		1		1
4.3.3	Upgrade IOP website to accommodate the missing features in the current website; e.g., linking with social media, donation page, posting of audios and videos live comments, viewers and motion page updates.		1	1	1	1
<b>Objective 4.4: To develop a wide range of organized projects for volunteers to work by 2024.</b>						
4.4.1	Form specific volunteers' projects/programs and share with them before or after arrival.	1	1	1	1	1
4.4.2	To recruit PEACECORPS volunteers to work with IOP's projects.		1	1		
<b>Objective 4.5: To increase and strengthen organization's networking and volunteers' welfare through providing adequate volunteer services and programs by 2024.</b>						
4.5.1	Initiate, formalize and strengthen local and international volunteers' agencies and partnerships.	2	2	2	2	2
4.5.2	Attend local and international forums/meetings for networking, resource mobilization, learning, and public relation.	6	6	6	6	6
4.5.3	Develop and share IOP monthly newsletters with different IOP stakeholders at national and international level.	12	12	12	12	12
4.5.4	Construct volunteers and guests houses to accommodate over 40 people.	1	1	1		
<b>Objective 4.6: To lead in applying innovative best environmental management practices through ensuring that 50% of IOP programs apply green energy technology by 2024.</b>						
4.6.1	Plant 5,000 in 50 acres of land in Itungi and Isagwa villages and other selected areas	1000	1000	1000	1000	1000
4.6.2	Establish and support Climate Smart Coalitions in ten villages	2	2	2	2	2
4.6.3	Sensitize 5,000 community on environmental management and protection.	1,000	1,000	1,000	1,000	1,000
4.6.4	Plant 2000 trees around IOP Center, the Lord's Hill Secondary School, Sunflower Pre and Primary School and Kids' Corner.	400	400	400	400	400
4.6.5	Establish 6 acres of animal feed/grazing pasture		3	3		
4.6.6	Apply green energy technology in IOP programs.	5%	10%	20%	30%	40%

## KFA 5: Organizational Development

The success of key focus areas 1-4 is driven by the capability of the IOP as an organization and its human resources. So, as we work towards achieving the goals set out in the first four key focus areas, we must pay attention to the quality of services we provide and the welfare of our staff.

### Goal 5:

To improve IOP's human resource by having well trained and competent staff.

### Strategic Objectives

**Objective 5.1:** To train, develop and equip 30 staff with working relations, children care, fundraising and proposal writing skills and other skills by 2024.

**Objective 5.2:** To achieve 40% women representation in IOP leadership by 2024.

**Objective 5.3:** To develop at least 4 induction/orientation programs guidelines/initiatives which incorporate IOP values and Employeeeeship culture by 2024

**Objective 5.4:** To strengthen volunteers' management and contribution to reflect core needs of IOP through annual HR planning and appraisals.

**Objective 5.5:** To improve corporate organizational governance and develop sustainable employment environment through implementation of 4 initiatives: policies/manuals, training, systems and infrastructure by 2024.

### Strategic Actions and Targets

To achieve these goals under the Education and Culture focus area, IOP will conduct the following activities/ interventions as captured in the table below:

Table 5: Goal 5

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
<b>Objective 5.1: To train, develop and equip 30 staff with working relations, fundraising and proposal writing skills by 2024 and other skills</b>						
5.1.1	10 staff trained on fundraising skills by the end 2024.	2	2	2	2	2
5.1.2	10 fundraising committee partnerships established and maintained by 2024	2	2	2	2	2
5.1.3	Financial dependence on recurrent expenditures minimized by 40% by 2024	5%	10%	20%	30%	40%
<b>Objective 5.2: To achieve 40% women representation in IOP leadership by 2024</b>						
5.2.1	Conduct 10 seminars, discussions and training to build women’s positive image and self-confidence by 2024.	2	2	2	2	2
5.2.2	30% of the women in different levels of leadership in IOP trained by 2024.	10%	15%	20%	25%	30%
5.2.3	40% of Senior Management Team to be filled by women in the organization by 2024	20%	25%	30%	35%	40%
<b>Objective 5.3: To develop at least 4 induction/orientation programs guidelines/initiatives which incorporate IOP values and Employeeeship culture, by 2024</b>						
5.3.1	Display IOP values and key activities through distribution of flyers, handbooks and brochures by 2024.		1			
5.3.2	IOP staff induction guideline developed by October 2022	1				
5.3.3	IOP values embedded in IOP recruitment, induction		1			

#	Action Description	Annual Targets				
		2020	2021	2022	2023	2024
	and promotion policies and procedures by 2021.					
5.3.4	Employee standards implemented by all employees and discussed each year	1	1	1	1	1
<b>Objective 5.4: To strengthen volunteers' management and contribution to reflect core needs of IOP through annual HR planning and appraisals.</b>						
5.4.1	Convey IOP working ethics to staff and volunteers by 2022	1	1	1		
5.4.2	Volunteers work contribution included in IOP Budget by 2022	1	1			
5.4.3	Volunteers work quantified and reported annually	1	1	1	1	1
5.4.4	At least 10 Volunteers recruited according to identified needs each year	10	10	10	10	10
<b>Objective 5.5: To improve corporate organizational governance and develop sustainable employment environment through implementation of 4 initiatives: policies/manuals, training, systems, infrastructure by 2024.</b>						
5.5.1	Line and HR managers trained and developed in performance management systems by 2022.			1		
5.5.2	30% of the staff trained on leadership skills by 2024.	10%	15%	20%	25%	30%
5.5.3	Use of success performance indicators in all program activities by 2022		1			
5.5.4	Monitoring and evaluation system established by 2022.		1			
5.5.5	Workload allocation among IOP staff coordinated by 2022		1			
5.5.6	Flexible working hour's patterns introduced by 2022	1	1			
5.5.7	Guideline toolkits and HR manuals to guide handling of HR issues improved by 2022.		1	1		
5.5.8	Organizational registry established by 2022		1			
5.5.9	IOP policies amended and made known to IOP staffs by 2024.	1	1	1	1	1
5.5.10	One Administration block constructed and in use by September 2024					1
5.5.11	Five staff recreation activities conducted by 2024	1	1	1	1	1
5.5.12	Staff development and training policy and program reviewed and deployed by June 2024.	1	1			
5.5.13	Recruit and retain staff	12	10	10	10	10

## Income Projections

The IOP Board of Directors, Management, Development Partners and Affiliated Committees will collaboratively work together to implement the strategy by setting actions that will focus on priority areas.

The sustainability projects, volunteers and fundraising have strategic actions that will lead to availability of funds to sustain the organization. It is a major undertaking to be done by the

fundraising department/Sections/Departments/Committees/Management and partners to ensure availability of funds.

*Table 3: Financing Strategy*

S/N	Funding Category	Share in total funds (%)	Amount in Tsh
1	International Donors	68%	14,064,248,240.00
2	Local Donors	5%	1,034,135,900.00
3	Internal IGA's	20%	4,136,543,600.00
4	Community	5%	1,034,135,900.00
5	Others	2%	413,654,360.00
Total		100%	20,682,718,000.00

## Financial and Institutional Management

IOP will improve organizational culture and capacity for effectiveness and efficiency in achieving beneficiaries' wellbeing and sustainable future. To address this, IOP will align itself to the following objectives to achieve the desired outcomes as stipulated below;

*Table 4: Financial and Institutional Management*

Objective	Outcomes
Improved resource mobilization and management	<ul style="list-style-type: none"> <li>• Improved organizational capacity in resource mobilization;</li> <li>• Enhanced organizational capacity in efficient and effective resource management;</li> <li>• Strengthened networks, partnerships and collaboration with donors;</li> </ul>
Strengthened networks, partnerships and collaboration with private, government, Affiliated Committees and other partners	<ul style="list-style-type: none"> <li>• Increased partnership with all stakeholders such as private organizations, government, affiliated committees and other partners</li> <li>• Improved communication with stakeholders</li> </ul>
To improve the structures, systems, policies and processes	<ul style="list-style-type: none"> <li>• Effective and efficient sponsorship and educational system</li> <li>• Improved data Monitoring and Evaluation system</li> <li>• Improved transparency and mutual responsibility among IOP stakeholders and other members</li> <li>• Quality of both quantitative and qualitative information on all IOP programs</li> <li>• Strong data management system</li> </ul>

## Key focus Monitoring and Evaluation areas

- Follow up the Strategic Plan will be on the agenda be in every board meeting on quarterly basis
- Quarterly, Semi-annual and Annual narrative report will give the picture of the achievement of the implementation of the strategic plan and create a need for review and other corrective actions
- Financial status be followed up in every month
- Annual feedback from stakeholders (Measure stakeholders' satisfaction)
- Measure the development of Employeeship/organization's culture on annual basis
- Increase stakeholder's participation in different organization's matters
- Conduct general Mid-term Strategy Review.

## Stakeholders Management

IOP believes that it has to keep the values and stakeholders' expectations a priority. All stakeholders listed below and others to come will enjoy the quality services, interaction, participation and communication that will bear prompt feedback on different issues. Their rights will be to ensure that IOP is held responsible for its promises and fulfilment of their expectations.

Figure 2: Stakeholder management

IOP Stakeholders						
Tanzania n Communi ty/MV C/Orpha ns.	Volunteers , Board of Directors and Employee s.	Local Governme nt Authoritie s, Registrar of NGOs and Sectoral Ministries.	Legal firms, Accounti ng and Auditing Firms, Governm ent agencies.	Schools/ Colleges, Financial Institution s.	IOP Affiliated communities <ul style="list-style-type: none"> <li>• IOP USA</li> <li>• IOP Norway</li> <li>• IOP Netherlands</li> <li>• IOP Luxembourg</li> <li>• IOP Denmark</li> <li>• IOP Italy</li> <li>• IOP German</li> </ul>	Sponsors/Partners for example <ul style="list-style-type: none"> <li>• Norwegian Church Aid (NCA).</li> <li>• Twiga Cement</li> <li>• YWCA Tanzania</li> <li>• Yara Tanzania Limited</li> <li>• Deloitte</li> <li>• Hakadal Church</li> <li>• Hagen School</li> <li>• Dvergnes</li> <li>• Temple United Methodist Church</li> <li>• General Board of Global Ministries</li> <li>• World Gift Japan</li> <li>• Kragero High School, Norway</li> <li>• Ommat Kragero, Norway</li> <li>• Give and Save, USA</li> </ul>

						<ul style="list-style-type: none"> <li>• RSG School, Netherlands</li> <li>• Africare</li> <li>• YWCA/Y-Global</li> <li>• United Methodist Church of Tanzania.</li> <li>• Høgskolen I Telemark (HIT)</li> <li>• Team Ueland Eigersund</li> <li>• The Partnership for Nutrition in Tanzania (PANITA)</li> <li>• Wilhelmsen Family, Norway</li> <li>• Christian Solidarity International, Luxembourg.</li> <li>• Sunflower Primary School in Luxembourg</li> <li>• Sokoine University of Agriculture</li> <li>• Tom and Miriam Bryan's Family, USA</li> <li>• Haavard Vederhus Education Fund, Norway</li> </ul>
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