



YES! Tanzania

Strategic Framework April 2016 to March 2019

(Updated June 2017)

Our vision:

‘Young people from the most disadvantaged areas of Tanzania have the opportunity to participate in sports activities which helps to build their resilience and fulfil their potential in life.’

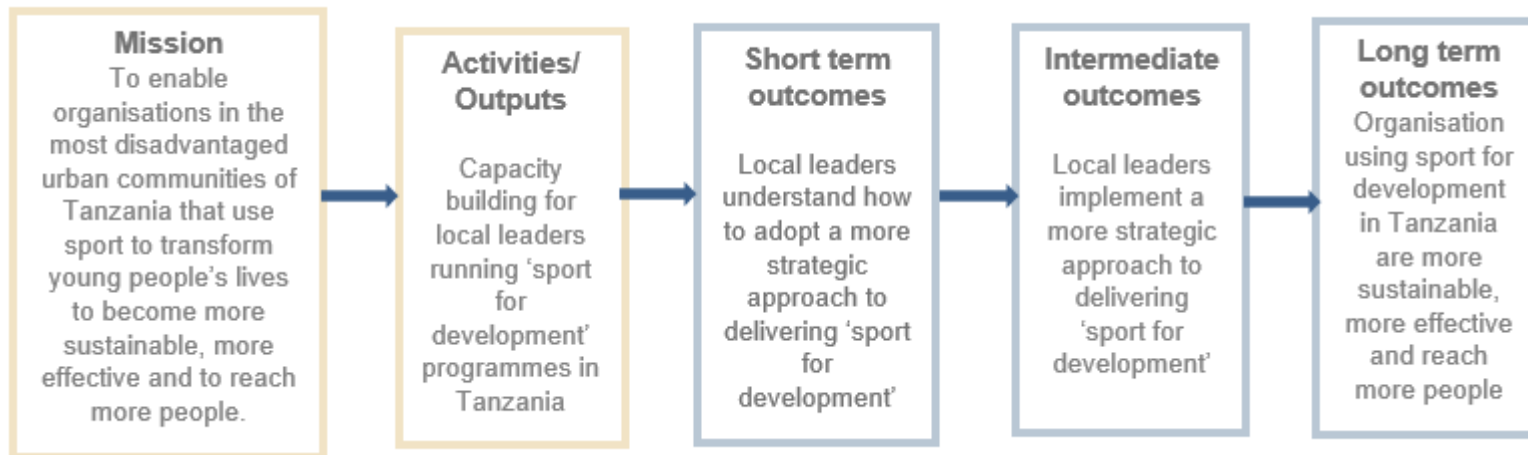
Our mission:

Our mission is to enable organisations in the most disadvantaged urban communities of Tanzania that use sport to transform young people’s lives to become more sustainable, more effective and to reach more people.

Our approach:

We proactively identify organisations that meet our criteria to participate in our YES! Programme. We then meet with and gather information about the organisation to help us carry out an assessment on the suitability for the organisation to participate in the Programme. Once approved, a formal agreement is then signed before participation in the Programme begins.

Our outcomes chain:



Our values and principles:

We believe in the ability of sport to empower young people to fulfil their potential in life

We believe that all young people should have the opportunity to participate in sport regardless of gender, ability or religion.

We believe that support should be targeted at those who are most in need

We believe in a youth centred approach and that young people are listened to when identifying their needs.

We believe that building the capacity of leaders and organisations is the key to sustainable development

We value partnerships that are based on openness, honesty and transparency

Our Programme:

Our YES! Programme consists of the following three elements:

- *Sport for Development Plans*: we facilitate the design and support the implementation of a 2 -year development plan with participating organisations which includes training and financial support so that their leaders they have the skills, knowledge and resources to grow and sustain their work.
- *Projects*: we collaborate with the participating organisations to develop proposals, secure funding and implement new sport for development projects.
- *Networking*: we bring the leaders of the participating organisations together to collaborate and share good practice.

Sport for Development

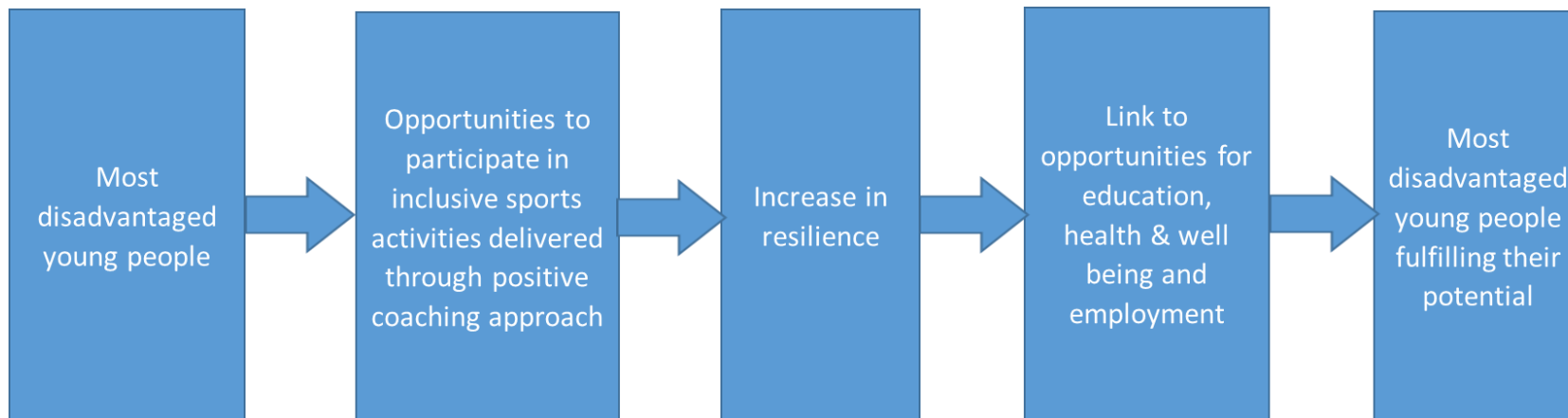
Sport for Development (also known as Sport for Change), is defined as: - *using sport and physical activity intentionally to bring about positive benefits for individuals and communities, to address specific needs*". These benefits include: increase confidence and self-esteem; develop skills for life, learning or work; tackle isolation; reduce crime and antisocial behaviour; and engage hard to reach groups.

The key success factors in effectively using a sport for development are: a team of committed, passionate and inspirational staff (and volunteers); understanding community and individual needs; taking an inclusive approach; adopting a youth work or 'positive coaching' approach; working jointly with others; consistency and sustainability of approach; and a clear intention to bring about change through sport and physical activity.

Resilience

- Resilience is having the capacity to adapt and overcome risk and adversity - being resilient enables a person to develop to their full potential, even when circumstances are against them.
- Research has shown there are six domains that have an impact on resilience. If a person has a positive experience in these areas, they are more likely to be resilient: Secure base – Education – Friendships – Positive values – Social competencies – Interests and talents
- Sport can provide young people with a positive experience in all six domains if it is provided in an inclusive way by trained leaders who adopt a 'positive coaching' approach.
- Many young people in Tanzania have an interest in and talent for sport, however, there are relatively few opportunities to participate. Similarly, there are relatively few trained sports leaders who focus on inclusion and youth development.

Sport for Development Theory of Change



Background to YES! Tanzania

YES! Tanzania was established as a Scottish registered charity in 2010 and has been developing its pilot project in the Municipal District of Arusha, Tanzania over the past 4 years. Initially, and in collaboration with UK Sport and the National Sports Council of Tanzania, a Project Coordinator (Sam Mpenzu) and Assistant Coordinator were appointed and based at the Sports Stadium. Their activities included helping to register and carry out a needs survey of the existing sports and youth development organisations in Arusha. A network of these organisations was then created and a programme of activities was delivered to support it including coaching workshops, sports equipment and tournaments.

In 2012, YES! Tanzania entered into a partnership agreement with CASEC, a well-established capacity building organisation based in Arusha that also delivers a number of projects to support young people's education and health both in and out of school, part of which includes provision of sports activities. This was a short-term agreement to enable YES! Tanzania to continue to legally deliver its Project in Arusha whilst it considered whether to register and directly operate as an NGO in Tanzania.

During 2012, YES! Tanzania decided to focus its activities on developing a Community Sports Leadership and Coach Education Programme in Arusha and delivered a number of training courses, workshops and follow up support visits. An evaluation of the impact of the Programme showed that for the participants of CSL courses to become effective Community Sports Leaders, they need to have access to adequate facilities, equipment and organisational support. There is also need for sports specific leadership training, particularly in the core sports of football, netball, volleyball and athletics.

2012 also saw the start of a collaboration with UK Sport and The National Sports Council of Tanzania to support the IDEALS programme that involved a group of sports students from Sheffield Hallam University visiting and supporting activities in Arusha.

In 2013, a partnership agreement was established between YES! Tanzania, Playing for Life and Pallotti Parish to create a community sports hub in the heart of the Esso community in Arusha, which will serve the local community with the opportunity to participate in and develop their skills in several sporting and recreational activities. An agreement was also set up with Msimamo Youth Educators to develop and deliver projects to promote community sports in Dar es Salaam through the delivery of leadership training.

In 2014, a partnership agreement was established with Umoja Tanzania and funding was received from the Scottish Government to carry out a feasibility study into how sport could help improve sexual health. As part of this partnership, the responsibility for the Sports Coordinator (Sam) moved from CASEC to Umoja. Also in 2014, a partnership agreement was signed with Usa River Youth Development Organisation with a view to strengthen their community sports programme.

There is generally a lack of good community sports facilities/grounds and equipment in Arusha which means that there is a need to invest in this area. When resources are scarce it makes sense to encourage the establishment of Community Sports Hubs. In 2014, a project was undertaken in partnership with Edinburgh Global Partnership to construct outdoor, multi-sport (basketball, netball and volleyball) hard courts for the Usa River Youth Development Organisation near Arusha. A similar project was undertaken in 2015 for Msimamo Youth Educators at its ground in Dar es Salaam.

In 2015, a partnership agreement with CHRISC Tanzania in Arusha was established to set up a Community Sports Leadership Training Centre, however, this was put on hold due to a lack of progress. YES! Tanzania was successful in obtaining 3-year funding from the Scottish Government to deliver a Sport and Sexual Health Project in Arusha in partnership with Umoja Tanzania, CASEC (Secondary School Health Clubs) and Pallotti Parish. Also in 2015, funding was received from Comic Relief to undertake a 'sport for change' study in the Esso Community of Arusha as the basis for a proposed 3-year project. 2015 also saw the appointment of Ken Campbell as YES! Tanzania's part-time Projects Manager. New partnership agreements were set up with Pallotti Parish (Playing for Life has folded); Arusha Rugby Development Programme; Future Stars Academy; and Arusha Boxing Club (supported by Danish funder). Finally, an effectiveness review was undertaken with support from NIDOS to identify the areas which we need to strengthen moving forwards.

2016 saw the introduction of our new 'YES! Programme' which integrates the three elements of sport for development plans, projects and networking. A successful application to the Scottish Government's Small International Grants Programme enabled us to develop our 'theory of change', establish a monitoring & evaluation framework and produce a new website.

Where we want to be by 2020.

By the end of 2020, we aim to have a well-established and effective YES! Programme operating out of 4 major urban areas of Tanzania. Each of the areas will be supported by a Programme Manager and there will be a network of at least 20 organisations benefitting from our Programme that are delivering inclusive and sustainable sports activities which are helping to positively change young people's lives.

We will have strong governance and management, providing clear direction and demonstrating the positive impact of our Programme to all our stakeholders. We will have secured adequate funding to sustain our activities for at least the following 2 years.

Strategic Priorities for 2016 to 2019

Over the next three years we intend to continue our focus on Arusha and our priorities will be to: -

- *Establish an effective Community Sports Development Programme.*
- *Secure sufficient levels of funding.*
- *Improve our external communications.*
- *Strengthen our governance and human resources.*

Key activities for 2016/17

- Establish the Programme Manager's role in Arusha.
- Introduction of YES! Programme.
- Year 3 of Sport & Sexual Health Project and Street Children Boxing Project.
- Develop new fundraising strategy and implement year 1 plan.
- Develop new communications strategy and launch new website.

Existing Programme Participants & Project Partners

Development Plans

- Pallotti Sports.
- Umoja Tanzania.
- Future Stars Academy.
- Arusha Rugby Development Programme.
- SOVOI
- Arusha Boxing Club

Projects

- Community Sports and Sexual Health Project - Umoja Tanzania, CASEC and Pallotti Sports Project.
- Street & Vulnerable Youth Project - Arusha Boxing Club, Watoto Foundation, Amani Kids.

Networking

- Quarterly workshops involving all 6 participant organisations.

Appendix 1 - Organisational Structure

