



YES! Tanzania

Strategic Plan April 2019 to March 2022

(updated July 2019)

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Who we are

Founded in 2009, YES! Tanzania is a small international development organisation based in Edinburgh and registered as a Scottish Charitable Incorporated Organisation (number SC041604).

Where we work

Tanzania is one of the poorest countries in the world. Poverty in cities is among the worst in Africa, with high rates of unemployment and HIV/AIDS, and high levels of emotional, physical and sexual violence.

Tanzania is also home to one of the largest youth populations in the world – 22 million people (60% of the population) are under 25. A generation this size brings with it so much raw potential, and the opportunity to grow young people's abilities as a vital development resource. However, nearly 60% of young people (aged 15 – 24, as defined by the World Health Organization) are neither in school nor employment. Approximately 34% of young people currently finish primary school, with just 27% finishing secondary school. These figures are even lower for girls.

Despite these difficult circumstances, young people in Tanzania have big hopes and aspirations. According to research, they dream of becoming successful businesspeople, of going to college to get diplomas in information technology, hotel management or tourism to help them find better jobs, or of finding money to support apprenticeship fees – among many other goals.

What we do

YES! Tanzania helps to build the capacity of organisations in Tanzania to transform the lives of the most disadvantaged and vulnerable young people through sport.

These amazing organisations are providing opportunities for those who experience challenges to participate in sport - *for example girls and those with a disability* - and reaching out to those most at risk - *for example those not in education, employment or training and those living on the street*. We help them to design and deliver activities that develop life-skills, confidence and leadership.

How we do it

YES! Tanzania works in partnership with Umoja Tanzania, a youth development organisation (registration number 00003335) based in Arusha, Tanzania, to provide sport for development capacity building support to a network of organisations through the YES! Programme. There are 3 elements to the Programme as follows:

- *Planning*: we help organisations to produce a sport for development strategy and annual plan.
- *Programme design and delivery*: we help organisations design sport for development programmes and activities and provide training for coaches and leaders to deliver these. We provide a small amount of funding to help ensure there are adequate resources for the activities. We also encourage organisations to collaborate with each other and help them to develop proposals, secure funding and implement projects to build their capacity to deliver their sport for development plans and activities.
- *Monitoring, evaluation & learning*: we help organisations produce a monitoring & evaluation framework to measure the impact of their sport for development activities. We also host an annual group training and shared learning event and other workshops to encourage best practice.

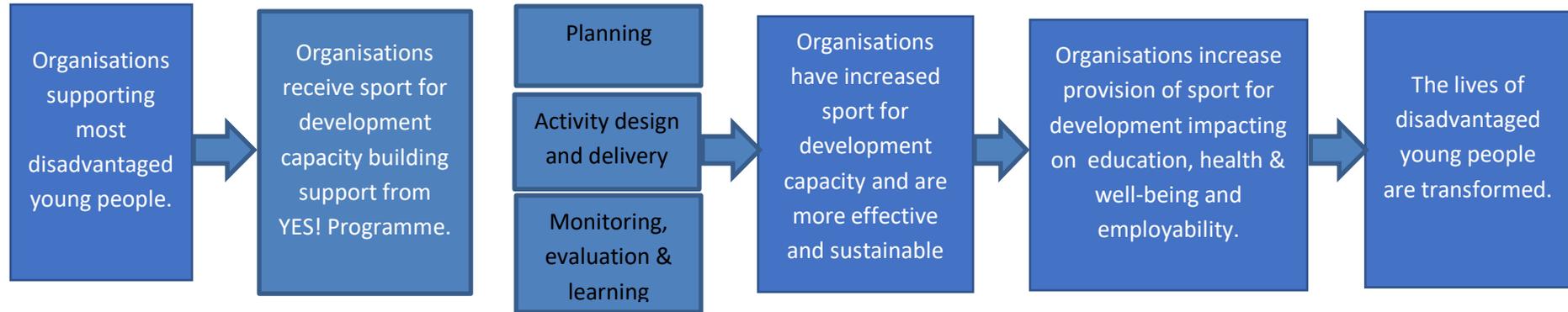
All our support is free and tailored to each organisation. We proactively identify organisations that meet the criteria to participate in the YES! Programme, this includes having an effective safeguarding/child protection policy. We then meet with and gather information about the organisation to help us assess the suitability for the organisation to participate in the Programme. Once approved, a formal agreement is then signed before participation in the YES! Programme begins.

The first activity of the Programme is a sport for development capacity assessment of the organisation which helps to identify the areas which need strengthening. A sport for development strategy and annual planning session is then arranged which includes the development of a monitoring and evaluation framework. These plans are based around 3 pillars:

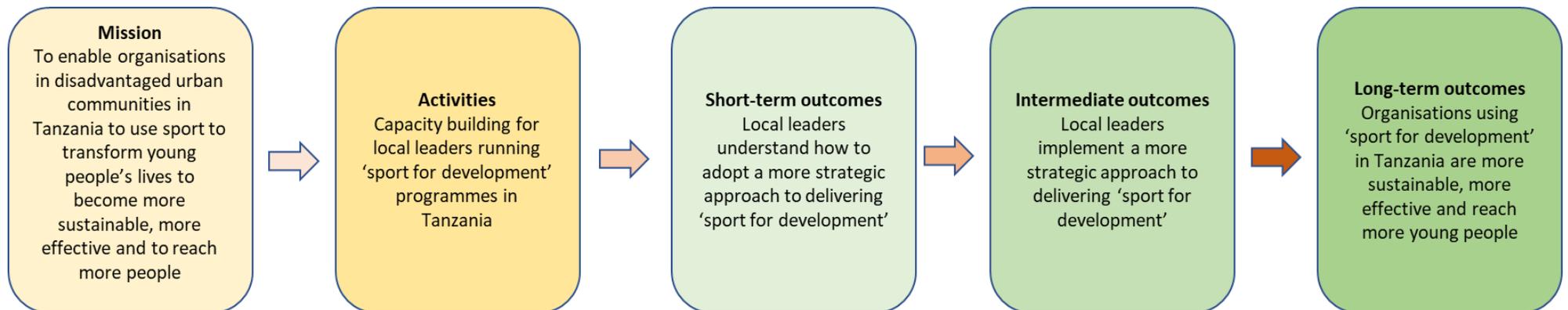
1. Increasing participation and inclusion
2. Youth development and empowerment
3. Sustainability.

We then facilitate the review of the strategy and plan with each organisation at the end of each year and help develop a new plan for the following year.

Our Theory of Change



Our Outcomes



Where we are now

The YES! Programme has been operating for 2 years and currently supports 6 organisations that are located in the Arusha area of Tanzania. These organisations provide activities to a total of approximately 900 young people, of which 290 are girls, 17 are street youths and 16 have physical or learning disabilities.

There are currently 2 projects, one is promoting inclusion through sport with a focus on street youths and the other is focusing on active learning through games to enhance education in schools.

5 training courses and workshops were delivered during 2018/19.

Our partner, Umoja Tanzania, employs 2 full-time staff to manage and deliver the YES! Programme. YES! Tanzania employs a part-time (2 days a week) CEO to raise funds and to support the development of the YES! Programme.

The income required to deliver the YES! Programme at its' current level is approximately £40k per year.

Where we want to be in the future

Our ultimate goal is for the YES! Programme to be operating effectively in each of the 7 regional zones of Tanzania. Over the next 3 years we will gradually work towards this and envisage that by 2022 the YES! Programme will be operating out of 3 zones – Northern (Arusha and Moshi), Southern Highland (Iringa and Mbeya) and Coastal (Dar es Salaam).

Umoja Tanzania, based at its new centre in Arusha, will be our national partner with a strong YES! Programme Team which who will be responsible for ensuring the Programme is being delivered effectively throughout Tanzania. Through these 3 zones, there will be a network of at least 12 organisations benefitting from the programme that are delivering inclusive and sustainable sports activities which are helping to positively change more young people's lives.

YES! Tanzania will have a small team of staff and volunteers based in an office in Scotland responsible for securing funds and managing relationships with our stakeholders. It will also be building the capacity of the YES! Programme team in Tanzania which includes developing links and relationships between Scottish organisations and the YES! Programme network of organisations in Tanzania to share learning and expertise.

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.

Key Objectives 2019-2022

Key objective 1: YES! Programme reaches more organisations and more young people.

Key objective 2: YES! Programme is more effective.

Key objective 3: YES! Programme is more sustainable.

How we will get there

Objectives	Priority Targets and Actions		
Reach	2019-20	2020-21	2021-22
	Expansion to include 2 new organisations (total 8). All organisations develop proposals to increase participation and inclusion in their annual plans.	Expansion to include 2 new organisations (total 10). All organisations review and develop proposals to increase participation and inclusion in their annual plans.	Expansion to include 2 new organisations (total 12). All organisations review and develop proposals to increase participation and inclusion in their annual plans.
Effectiveness (i) Planning.	Sport for development strategies and annual plans produced for each programme participant.	Sport for development strategies and annual plans reviewed and new annual plans produced for each programme participant.	Sport for development strategies and annual plans reviewed and new annual plans produced for each programme participant.
(ii) Activity design and delivery.	Sport for development activity design and delivery training and support provided for each programme participant.	Sport for development activity design and delivery training and support provided for each programme participant.	Sport for development activity design and delivery training and support provided for each programme participant.

		<p>Funding/small grants arrangements reviewed and implemented.</p> <p>Existing projects (street youth, gender equality and disability) reviewed and developed.</p> <p>Proposals developed and funding secured for new projects.</p> <p>All organisations receive and effectively use funding.</p>	<p>Funding/small grants arrangements reviewed and implemented.</p> <p>Existing projects reviewed and developed.</p> <p>Proposals developed and funding secured for new projects.</p> <p>All organisations receive and effectively use funding.</p>	<p>Funding/small grants arrangements reviewed and implemented.</p> <p>Existing projects reviewed and developed.</p> <p>Proposals developed and funding secured for new projects.</p> <p>All organisations receive and effectively use funding.</p>
(iii)	Monitoring, evaluation & learning.	<p>MEL frameworks produced with each programme participant.</p> <p>MEL reports produced on a quarterly basis by each programme participant.</p> <p>Annual group training and shared learning event and occasional workshops designed and delivered effectively for all programme participants informed by MEL reports and capacity assessment tool.</p>	<p>MEL frameworks reviewed with each programme participant.</p> <p>MEL reports produced on a quarterly basis by each programme participant.</p> <p>Annual group training and shared learning event designed and delivered effectively for all programme participants informed by MEL reports and capacity assessment tool.</p>	<p>MEL frameworks reviewed with each programme participant.</p> <p>MEL reports produced on a quarterly basis by each programme participant.</p> <p>Annual group training and shared learning event designed and delivered effectively for all programme participants informed by MEL reports and capacity assessment tool.</p>
(iv)	YES! Programme Management.	<p>YES! Programme Manual updated.</p> <p>Monitoring, evaluation and learning framework for YES! Programme developed and implemented,</p>	<p>YES! Programme Manual reviewed and updated.</p> <p>Monitoring, evaluation and learning system reviewed and implemented.</p>	<p>YES! Programme Manual reviewed and updated</p> <p>Monitoring, evaluation and learning system reviewed and implemented.</p>

	including sport for development capacity assessment tool.		
	Data management system developed and implemented.	Data management system reviewed and implemented.	Data management system reviewed and implemented.
	Performance management and staff development system developed and implement.	Performance management and staff development system reviewed and implement.	Performance management and staff development system reviewed and implement.
	Social media plan developed and implemented.	Social media plan reviewed and implemented.	Social media plan reviewed and implemented.
	Financial management procedures reviewed and implemented.	Financial management procedures reviewed.	Financial management procedures reviewed.
Sustainability (i) Income.	Increase income by £10k (total £50k).	Increase income by a further £10k (total £60k).	Increase income by a further £10k (total £70k).
	Plan for raising funds in Tanzania developed and implemented (target £1k).	Plan for raising funds in Tanzania reviewed and implemented. (target £3k).	Plan for raising funds in Tanzania reviewed and implemented. (target £5k).

Our values and principles

Everything we do is underpinned by our core values and principles, which are as follows:

- We believe in the ability of sport to empower young people to achieve 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 small, community-based, 'grassroots' organisations is the key to sustainable development.
- We value relationships that are based on trust, openness, reciprocity and transparency.