

Dorcas Tanzania

Strategic Plan 2022-2025

Tackling inequalities
to change communities
for the better



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Our Identity

We fight poverty, exclusion and crisis. We empower marginalised people and communities to flourish. This is how we follow Jesus Christ.

What we believe

We believe in the value and God-given potential of every single person. We are called to demonstrate God’s love for those in need. This is how we follow Jesus Christ.

What we see

We see a world where poverty, exclusion and crisis marginalise people. We also see the potential of these people and their communities to flourish despite their difficult circumstances.

What we do

We empower people who are marginalised to develop their talents. And we enable disadvantaged communities to flourish. We equip individuals and communities to promote and ensure participation of all.

We create hope and long-term perspectives in volatile and complex situations. We meet people’s basic needs in times of crisis and increase their ability to overcome poverty

and exclusion. We persist despite frequent setbacks and invest in durable relationships to realise sustainable change.

We are part of a global movement of individuals and organisations working for a just and fair world. We recognise and appreciate everybody who supports our work. And we actively partner with others to create synergy and amplify our impact.

Theory of Change in short

Dorcas works towards change on three levels. We create opportunities for people to develop themselves further, and if necessary, we provide for their basic needs. We invest in resilient, self-organising communities that work together to solve their problems. Lastly, we contribute to a just society in which everyone has the opportunity to participate.



Dorcas Tanzania desires justice for people and their communities so that they flourish. We strive for lasting change for those who live in poverty and are excluded.

Dorcas Tanzania

History

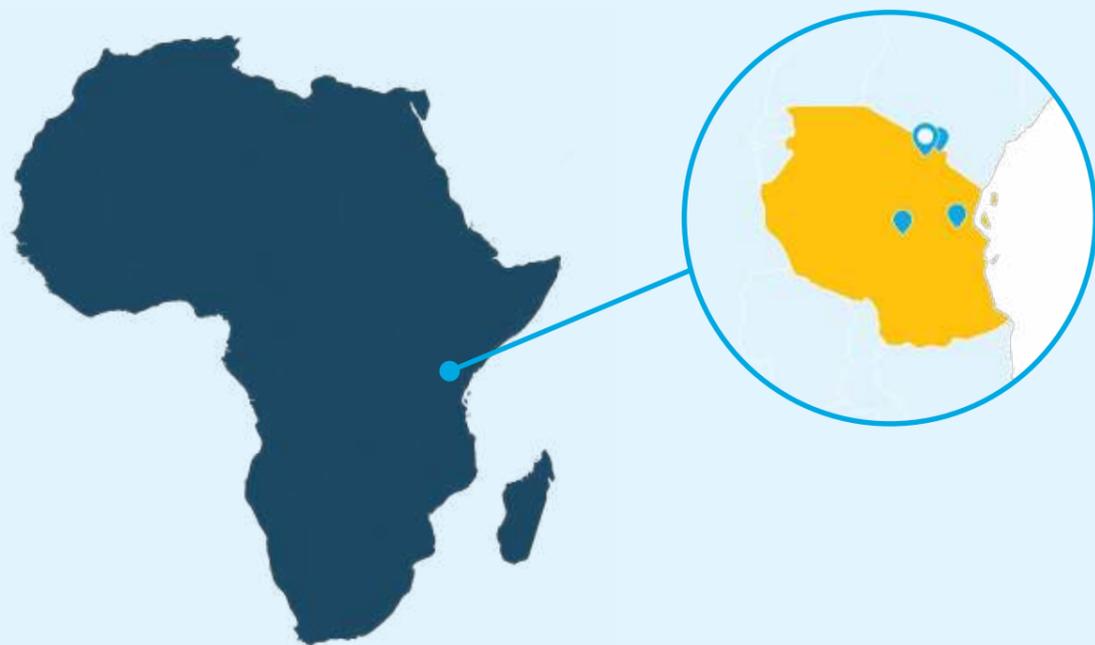
Dorcas Tanzania registered as an NGO in 1995. Over the past five years, it has experienced 25 percent growth and development in terms of human capacity, number of diversified partners, physical coverage and projects implemented. Our programmes are unique because they encourage and strengthen the involvement and participation of project participants in programme design, implementation, monitoring and evaluation. We are known as a reliable partner that is well-rooted in and respected by the target communities and advocates for change.

Context

Tanzania's economy is highly vulnerable to weather shocks and fluctuating commodity prices. Three-quarters of the population subsists on agriculture. Climate calamities, temperature shocks and soil deterioration can severely harm their living standards and cause huge increases in unemployment, hunger, malnutrition rates and, in really severe cases, starvation.

Unemployment rates are high among youth and women in Tanzania. As the COVID-19 pandemic continues to depress global economic activities, Tanzania's tourism sector is especially vulnerable to a downside scenario. Intergenerational mobility to more productive economic sectors is limited. Agriculture employs 65 percent of the population and 82 percent of the poor, and most Tanzanians born into farming households will become farmers themselves.

Tanzania's population is expected to grow due to increased birth rates, reduced mortality rates and a greater influx of refugees from neighbouring countries. All of these factors could cause overpopulation and urban migration, with the weakest staying behind in rural settings with inadequate supplies of food and resources. Dorcas Tanzania is responding to this situation by working together with all relevant stakeholders and project participants to support community safety nets and resilience for the most vulnerable groups like older persons and children through food security programmes and income-generating activities. We also support climate adaptation measures and the use of alternative energy sources to overcome energy poverty.



Strategic Ambitions

For over forty years, Dorcas has reached out to people in need. We have learned how to contribute to the desired impact so that people and communities flourish. For the Strategic Period 2022-2025, we will focus on people who are marginalised, develop coherent and community-based programmes, achieve more scale by engaging and collaborating with thousands of individuals, partners, networks, and other agencies, and increase our agility. These main policy choices are worked out in six concrete ambitions for our Country Offices.



- We will increase our focus on **including people who are marginalised and socially excluded**.
- We will improve **the cohesion and integration of our community-based programmes**, monitor these more accurately and learn from those outcomes. We will also expand our influence on authorities and policymakers.
- We will **increase the scale and effectiveness of our work** through constructive partnerships that tackle today's complex challenges.
- We will **mobilise resources and engage communities** by increasing the number of foundations, groups and individuals who support our work.
- We will strengthen the position of our country offices, as well as the role of Dorcas as an **agile catalyst for change and a ConnActor** of various stakeholders.
- We will bolster and align our **regional strategies, cross-country learning and cooperation**.

How Dorcas Tanzania will work out these strategic ambitions is now described.



Include People who are Marginalised and Socially Excluded

Dorcas Tanzania focuses on incarcerated persons, older persons, orphans, widows and people with disabilities. Many of them live in communities that practise mixed farming. Climate change has led to frequent droughts due to unpredictable, short and sometimes no rainfall during the year. Combined with the overexploitation of natural resources, little crop rotation, intensive use of fields and poor agricultural practices and deforestation, this has led to food insecurity, limited access to natural resources (e.g. firewood, land) and decreased livestock production. In response to this situation, Dorcas Tanzania jointly implements projects with local partners that integrate community safety nets and resilience livelihood programmes. In this strategy period, we will grow so that we can reach more of these people who are marginalised.



Realise Coherent and Community-based Programmes

Dorcas Tanzania wants to see people and communities flourish. We seek to realise a transition from poverty and exclusion to empowered individuals and communities. This can only be accomplished if we simultaneously work on three levels of change: individual, community and society. At the individual level, we raise awareness, enhance life skills, foster behavioural changes and enable empowerment. We work with communities to mobilise them, enhance local capacities and facilitate asset-based community development. And within Tanzanian society, we facilitate multistakeholder processes, foster partnerships, enhance evidence-based advocacy for an enabling environment, and provide access to pro-poor services and resources.

During this strategic period, Inclusive Entrepreneurship and Social Empowerment and Protection will be the main programme concepts in Tanzania.

As part of Inclusive Entrepreneurship, we complement government efforts in integrated water, sanitation and hygiene (WASH) and contribute to sustainable access to safe water and sanitation facilities. We also work to make clean cooking technology affordable for the rural poor to break the cycle of energy poverty. And through the integrated farm plan approach, we strengthen the skills and capacity of small farmers.

Social Empowerment and Protection focus mainly on the community safety net approach. Here we help marginalised children, older people and (ex-) incarcerated persons to discover their own talents and build their self-esteem. Marginalised children are given access to inclusive education and assistance

in improving their life skills. Carers and other people around these children are educated on recognising child abuse and providing child protection support. Care for older people promotes community safety nets through carer and community structures, which will be linked with integrated farm plans and clean energy. Special skills training is given to incarcerated persons, incarcerated persons on parole and their families. This focuses on stress management and psycho-social and spiritual support.

Dorcas Tanzania aligns and links cross-cutting issues like gender, disability, environment and protection with its programmes, and we advocate for the needs and social protection of the most vulnerable groups.

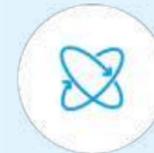


Increase the Scale and Effectiveness of our Work

Dorcas Tanzania is developing key partnerships with a variety of partners. We are exploring possibilities to work with UN agencies in Tanzania on concepts such as clean cooking energy, ecosystem restoration and WASH intervention. With other international partners, we are working on WASH, integrated farm planning and clean energy.

Dorcas Tanzania assists and supports partner organisations and other stakeholders to fulfil their mission and vision. We identify, design, and support tailor-made programmes to build capacity, professional skills, and knowledge among the target groups. Collaboration is sought with government institutions from the district to national levels. We involve them in the project implementation, inform them through reporting and advocate for a public-private partnership (PPP) approach.

We are developing partnerships with various universities and institutes to test new concepts and ideas and improve the quality of our programmes.



Mobilise Resources and Engage Communities

Tanzania is witnessing changes in the donor landscape, such as an increased demand for business models in interventions and an emphasis on public-private partnerships. Also, climate change, gender equality and women empowerment are now high on the agenda.

Dorcas Tanzania shapes current and new interventions to make these attractive to larger donors. We are strengthening resource mobilisation through proposal writing and we actively seek internal and external funding for interventions in defined strategic areas. The management team is developing a grant strategy to provide guidance, establish goals and ensure that all new grant-funded opportunities contribute to the targets established for each strategic objective. We expect opportunities for local resource mobilisation to grow through our use of an asset-based community development approach. This will also result in cash and in-kind contributions, for example through the use of community facilities.

Dorcas Tanzania is initiating fundraising activities, but the International Office will be the main applicant as this will enhance the chances of success. We continue to work closely with the departments for partnerships and private fundraising at the International Office to raise the remaining balance from foundations and private donors.



Become an Agile Catalyst and ConnActor

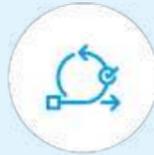
Dorcas Tanzania is registered as an international charitable NGO. The registration is renewed every five years in line with the regulations of the government of Tanzania.

The Country Office has eight staff, with three in management positions (Country Director, Head of Programmes, Head of Finance). Most projects operate in partnership with local partners. Each project has a project coordinator, an accountant and one or more social workers, and this applies to all our six partner organisations. There are 21 project staff in total. Important

roles of the field office are facilitation, capacity building, coaching and implementing project activities.

In light of new strategic choices, Dorcas Tanzania expects to develop new roles at the Country Office level with a focus on monitoring, evaluation, accountability and learning (MEAL), communication expertise and WASH entrepreneurship (Market Sanitation). MEAL will boost the quality of our programmes and accountability to the people we serve, sharpen skills, further promote innovation and lead to sustainable development work. Furthermore, we will continue strengthening local capacity and community development with a focus on system change at the community level (root cause solutions) and community development.

Dorcas Tanzania will maintain its location at Usariver as a learning centre and retain its main office in Arusha to further strengthen its visibility and corporate positioning.



Effect Regional Priorities, Cross-Country Learning and Cooperation

Countries in East Africa share common challenges concerning rapid population growth, an increasing urbanisation rate, growing economies driven by an industrialisation agenda, and climate variability and change. On top of this, they also need to deal with the impact of the COVID-19 pandemic. Dorcas is achieving collaborative impact in the region through exchange and learning and joint (cross-border) programming and cross-cutting issues.

Collaboration is not always easy due to political and constitutional differences between the countries concerned. However, Dorcas Tanzania can work with neighbouring countries like Kenya and Mozambique. At the programme level, we can learn and share experiences on topics such as climate change, entrepreneurship, WASH, integrated farm planning and youth employment. Furthermore, Tanzania, Kenya and South Sudan are in the East Africa Community, and we can leverage that to explore more opportunities within the region.

Meet our Country Director



Lilian Michael Urassa - Country Director Tanzania

'At Dorcas, we believe all people have value and warrant God's mercy. That is why we make it our goal to include everyone in society in our response. This is particularly relevant in rural Tanzania where families depend heavily on subsistence farming, and the rights of children, women and those with disabilities regularly come under threat. Awareness raising, skills development and improved access to basic services are essential components for increasing productivity and ironing out centuries-old inequalities. This is how we can hope to change communities for the better.'

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