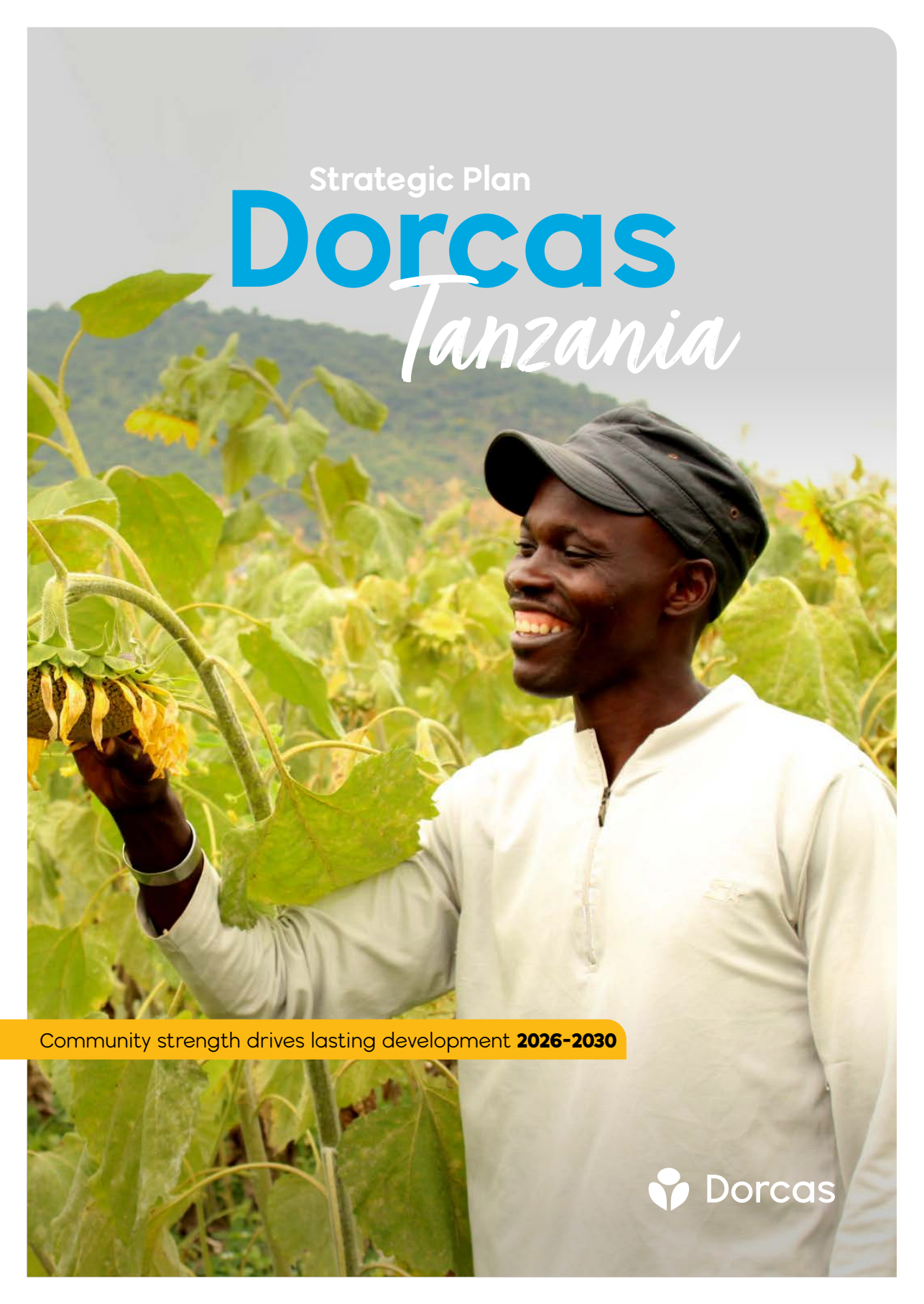


A smiling man in a white shirt and black cap is holding a sunflower in a field. The background shows a lush green landscape with hills.

Strategic Plan **Dorcas** *Tanzania*

Community strength drives lasting development **2026-2030**

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Publishing information

Dorcas Tanzania Strategic Plan
Published November 2025

Editorial staff: Lilian Michael Urassa,
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Design: Paper & Pages
(paperandpages.nl)

Photographs: Dorcas

*The boundaries used on maps do
not imply official endorsement or
acceptance by Dorcas.*

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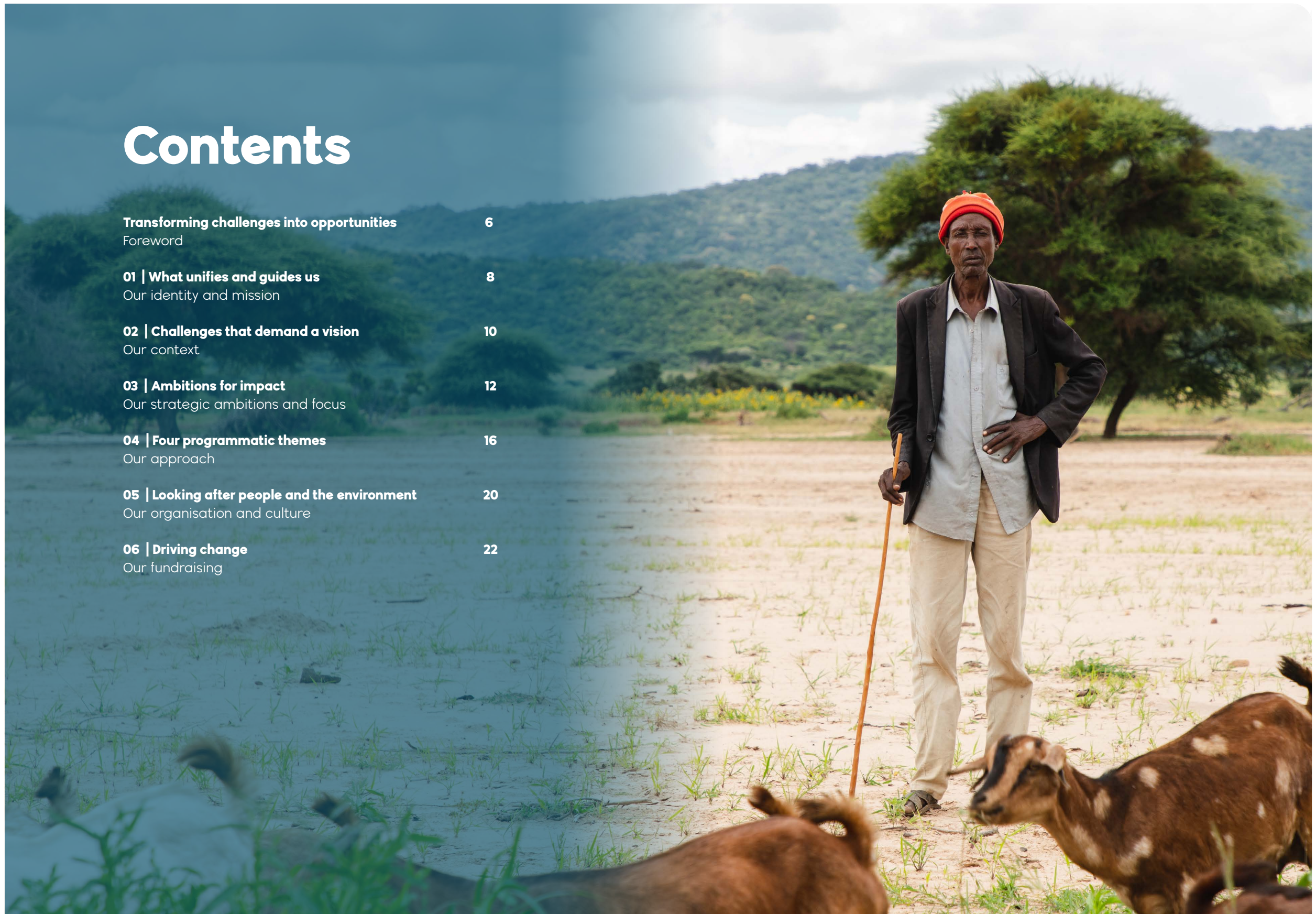
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This public version of the Dorcas Tanzania
Strategic Plan 2026-2030 is a concise version
of the internal document.

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Transforming challenges into opportunities

Dorcas Tanzania in 2030

By 2030, Dorcas Tanzania will operate across nine geographical areas, empowering marginalised communities through proven community-led methodologies. Our expertise in climate resilience, sustainable livelihoods, and social protection will transform lives across Northern, Eastern and Central Tanzania. Through strategic partnerships with government,

research institutions, and civil society, we will create systemic change that addresses the root causes of poverty and exclusion. Local partners will lead programme delivery, building lasting capabilities for sustainable development. Our integrated approach will strengthen household resilience, foster economic independence, and ensure vulnerable groups live with safety and dignity.

Foreword

In Tanzania, over two-thirds of the population lives below the international poverty line. Climate change increasingly threatens agricultural livelihoods. Youth unemployment affects almost one-sixth of young people, and only 50,000 to 60,000 of the one million youth entering the labour market annually secure formal employment.

Dorcas Tanzania's 2026-2030 strategic plan responds to these interconnected challenges through community-led development across four priority themes: Protection, Livelihoods and Food Security, Economic Development, and Climate Adaptation. Our approach recognises that lasting change requires simultaneous action at individual, community, and societal levels.

During the 2026-2030 strategic period, we will scale up our established methodologies, including participatory integrated planning (PIP), farmer-managed natural regeneration (FMNR), clean cooking energy, and social protection initiatives, targeting groups in vulnerable situations, such as youth, children, older people, and women, across six districts in the Northern, Eastern, and Central zones. We will enhance climate resilience through the application of advanced agricultural

techniques, while supporting at-risk populations through community safety nets. Our dedication to localisation entails empowering communities and local partners to drive their own development, fostering sustainable capabilities that persist beyond individual project timelines.

We aim to strengthen our partnerships with government institutions, research organisations, private sector stakeholders, and civil society groups to maximise our overall impact. By working collaboratively, we will promote policy changes that support both sustainable livelihoods and environmental conservation, while also seeking diverse funding sources to secure the long-term sustainability of our programmes.

Our focus remains unchanged: supporting Tanzania's most vulnerable communities to build resilient livelihoods, achieve economic independence, and live with safety, dignity, and security. Together, we can transform the challenges they face into opportunities for lasting development.

Lilian Michael Urassa
Country Director
Dorcas Tanzania



What unifies and guides us

Our identity

Dorcas is a growing, dynamic and responsive organisation. Much has changed over the years, but our calling to support, our shared values, and our inspiration from Jesus have remained constant. This strong identity defines who we are and guides how we work, shaping an organisational culture rooted in compassion, collaboration, and commitment. As we enter the new strategic period leading up to 2030, consistently living out this identity across all levels and facets of our work is essential to deepen our impact and foster coherence between our offices and shops, enabling us to work together effectively as a united movement.

Our vision

We believe that every person is equal before God and has been given unique potential by Him. Yet we live in a broken world where people suffer due to poverty, exclusion, climate change and other crises. Still, we see the extraordinary resilience of people. We envision a world in which people unlock their potential and restore their dignity so that people and communities can flourish!

Our mission

We are called to stand up for people in need. We take action in the face of poverty, exclusion and crisis. We come alongside marginalised people and communities and together create opportunities for them to flourish. This is how we follow Jesus' example.

Our values

We are determined, ...

We act with conviction and do not give up. Where there is need, we take action and get things done. We go the extra mile to make a lasting impact.

...we act together, ...

We are a movement that pursues sustainable change. We work alongside people in need and join hands with everyone who shares our mission. Only together can we make a real difference.

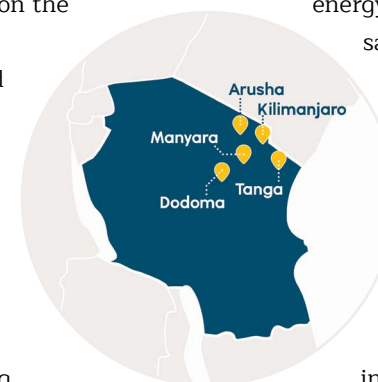
...out of love.

We are driven by compassion. We follow Jesus' example - out of love for our neighbour. We stand beside you - whoever you are.

Where we work

Dorcas Tanzania operates across three zones: Northern Zone (Arusha/Killi, Manyara), Eastern Zone (Tanga), and Central Zone (Dodoma). We focus on the themes Protection, Livelihoods and Food Security, Economic Development, and Climate Adaptation. Currently, we operate in five regions across six districts, with the goal of expanding

to nine districts in the future. Our activities include community protection initiatives, climate-resilient agriculture, clean cooking energy solutions, community safety nets that support the care of older adults and children in vulnerable situations, menstrual health and hygiene programmes, and water access initiatives.



Challenges that demand a vision

Economic challenges and poverty

Over two-thirds of Tanzania's population live below the international poverty line of USD 1.25 per day, with one-third below the basic needs poverty line. Economic growth has not generated sufficient employment opportunities, and income inequality has increased, particularly affecting young people and women.

Climate change

Variable precipitation patterns and regional pest outbreaks, exacerbated by climate change, pose significant risks to agricultural productivity and the livelihoods of farmers. Climate change threatens Tanzania's growth trajectory, particularly affecting smallholder farmers who contribute over three-quarters of the country's agricultural output and face significant food insecurity.

Social barriers and people in vulnerable situations

High unemployment among youth, urban migration, low-skilled populations and groups in vulnerable situations, including older people and women, require targeted support.

Donor and funding landscape

Tanzania is witnessing a changing donor landscape, with a growing demand for business models in interventions and an emphasis on public-private partnerships. Opportunities for local resource mobilisation are expanding through asset-based community development

approaches, including cash and in-kind contributions from communities.

Technology

Limited access to information and insufficient knowledge on integrating technologies into projects create barriers. However, technological advancements present opportunities for social impact-based solutions, skills development, and innovative projects, such as clean cooking, solar panels and biogas installations.

Agricultural production challenges

Smallholder farmers dominate agricultural production but face challenges from the overexploitation of natural resources, limited crop rotation, intensive field use, poor agricultural practices and deforestation. These factors, combined with unpredictable rainfall, result in food insecurity and limited access to natural resources.

Political and governance transitions

Tanzania has introduced Vision 2050, a wide-ranging plan designed to steer the country's development far into the future, well past the 2025 elections. This ambitious strategy is centred on achieving sustainable economic growth, better governance, and improved social well-being. Vision 2050 also highlights the importance of protecting the environment, strengthening good governance, and empowering local communities as key elements for Tanzania's progress.

03 | Our strategic ambitions and focus

Ambitions for impact

Strategic ambition

Dorcas Tanzania's strategic ambitions centre on three pillars: sustainable **growth** in programme reach and financial resources, enhanced **quality** through robust monitoring and localised

capacity building, and strengthened **positioning** as a recognised development partner across Tanzania's development sector.



Grow

By 2030, we aim to reach more than **double the number of individuals currently participating in our programmes**. Our portfolio will grow by over 25 per cent, diversified across eight funding sources, including institutional donors, foundations, and local resource mobilisation. We will **expand our operations from six to nine geographical areas** and strengthen partnerships with the government, private sector, research institutions and civil society organisations.

Our **team will grow strategically**, adding expertise in resource mobilisation, monitoring and evaluation, climate innovation, and communication to deliver quality programming.

Quality

Quality improvement will be driven by establishing a comprehensive Monitoring, Evaluation, Accountability, and Learning (MEAL) framework with dedicated expertise. We will **systematically train staff and partners** on quality standards, conduct regular impact assessments, and use evidence-based data to inform programme adaptations. **Enhanced local capacity** will ensure sustained compliance with Dorcas quality standards across all interventions.

Position

We will strengthen our corporate positioning through strategic communication and recruit dedicated expertise to enhance media coverage and stakeholder engagement. Building **networks in renewable energy, social protection and climate change** will increase our visibility amongst government departments and donors. These efforts will establish Dorcas Tanzania as a **recognised authority in community-led development**.

Strategic focus

1

Evidence and impact to have a compelling, evidence-based story

We will gain a better understanding of our impact by developing evidence-based programmes and building strong track records. We will appoint a qualified MEAL officer and establish a comprehensive framework covering all programme objectives. Staff and stakeholders will receive systematic training on MEAL methodologies, ensuring accurate data support informed decision-making. Regular evaluations and impact studies will generate actionable recommendations, leading to programme adaptations that enhance accountability and sustainability.

2

Expertise and innovation to be relevant and strongly present

We will improve programme quality and impact by investing in specialised technical expertise across programmatic themes. We will employ a climate change expert and develop training on climate

Dorcas Tanzania can only achieve these ambitions if it excels in five interlinked key areas that form our strategic focus.

issues and innovative practices. We will implement pilot projects featuring innovative ideas, conduct impact assessments, and develop a comprehensive climate innovation framework while recruiting corporate positioning expertise to enhance visibility.

3

Fund diversification to increase our donor base

We will improve programme quality and impact by investing in specialised technical expertise across programmatic themes. We will employ a climate change expert and develop training on climate issues and innovative practices. We will implement pilot projects featuring innovative ideas, conduct impact assessments, and develop a comprehensive climate innovation framework while recruiting corporate positioning expertise to enhance visibility.

4

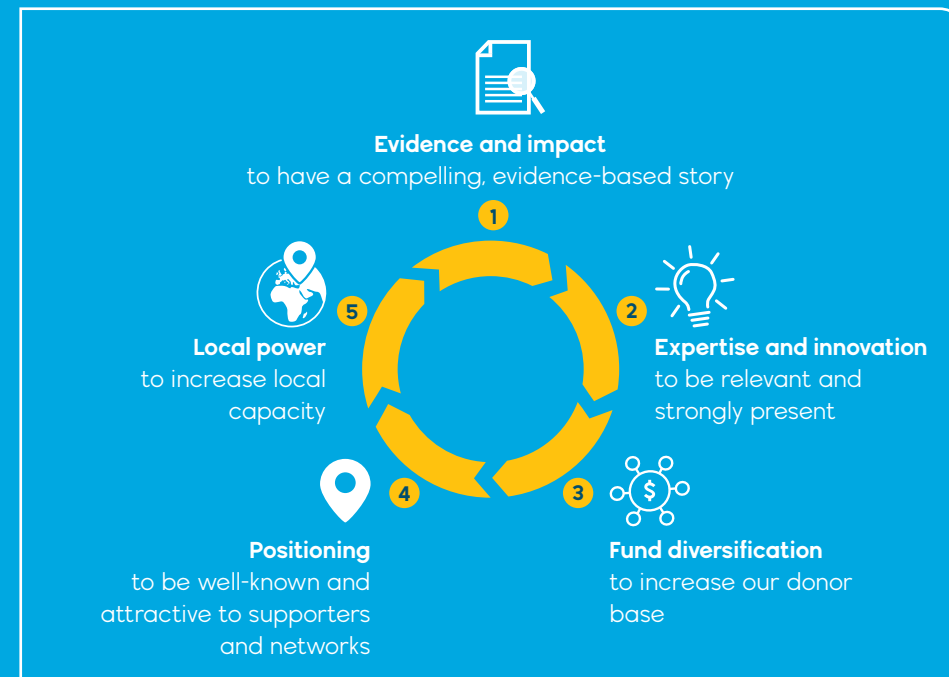
Positioning to be well-known and attractive to supporters and networks

We will strengthen partnerships and diversify funding by positioning Dorcas Tanzania as a leading partner in humanitarian and development cooperation. A corporate positioning expert will enhance media coverage and develop a comprehensive communication strategy. We will expand networks in renewable energy, social protection, and climate change to achieve strong recognition among government and donors.

5

Local power to increase local capacity

Dorcas Tanzania will strengthen local capacity through co-implementation and facilitation, driving system change at community level. We will reduce dependence on International Office support by training skilled personnel in resource mobilisation, MEAL, administration, and compliance. Local partners will increasingly lead programmes, ensuring sustained compliance and community-driven development beyond project cycles.



04 | Our approach

Four programmatic themes

How we do things

As a faith-based organisation, Dorcas Tanzania follows eight principles that enable us to help people and communities flourish:

- We focus on people who are most **marginalised** and believe in their potential.
- We facilitate the **flourishing and well-being** of individuals and communities.
- We implement community-based and **locally led** projects.
- We cooperate with local **community-based** organisations and strengthen their capacities.
- We realise sustained change through **long-term** commitments.
- We connect people and organisations around shared values for **partnerships** with impact.
- We seek to be **impartial** in who we hire, support, or partner with.
- We uphold a high level of **integrity** in all aspects of our work.

These principles guide all our programmes. Dorcas Tanzania will focus on four key programmatic themes as we work toward 2030.

Our four themes

Dorcas Tanzania will apply four programmatic themes to sharpen expertise, strengthen our track record, and define clear organisational positioning. By 2030, we aim to harmonise and standardise these programmes through a lens of inclusion and vulnerability, with community-based programming as our core approach.



Protection



Economic
Development



Livelihoods and
Food Security



Climate Adaptation





Protection

We protect people vulnerable to poverty, exclusion, crisis and violence through integrated measures, targeted prevention and advocacy for systemic change.

Mzee Samweli is 72 and lives in the Meru region. He struggled with loneliness and health challenges as his family moved away for work. Through Dorcas Tanzania's older people's social club, he found companionship and received regular health check-ups. Thanks to this support, he feels safe and valued in his community.



Livelihoods and Food Security

We support people in finding sustainable livelihoods, increasing resilience and contributing to community well-being, with particular attention to food security.

John Kimoro from Chemba district is a farmer who struggled to make ends meet. He joined the PIP project and learned to improve his farming and livestock practices. His harvests increased from 4 to 15 sacks per hectare. This boosted his family's food security and income, and improved their overall well-being.



Economic Development

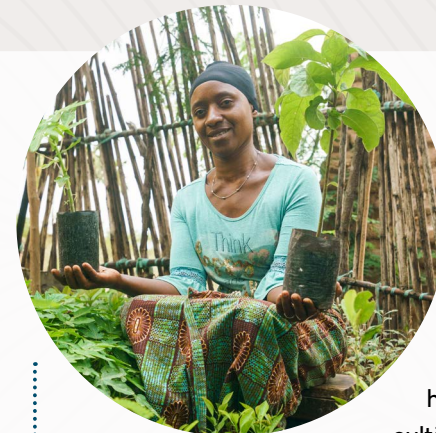
We empower people to improve their job skills, start small businesses, and connect to inclusive markets to secure income and reduce poverty.

Catherine Pallangyo is a mother of three from Kwaugoro Village. She received a Mimi Moto stove, on which she can cook safely, with lower fuel bills, and without toxic charcoal fumes in her home. Now she no longer needs to walk long distances for charcoal, and her family's quality of life has improved.



Climate Adaptation

We enable farmers and citizens to adapt, protect themselves, build resilience and flourish in the face of climate change impacts.



Magdalena Stefano is a mother of four from Kidoka village. Dorcas trained her husband to cultivate drought-resistant crops and plant shade-giving trees. The family implemented what they learned and improved their local environment. Now they enjoy better harvests and feel more hopeful and resilient when facing climate change.

05 | Our organisation and culture

Looking after people and the environment

Our people

By 2030, Dorcas Tanzania will strengthen its human resource capacity by hiring and retaining high-quality staff equipped to deliver excellence in resource mobilisation, MEAL, administration and compliance. We will invest in training that builds staff expertise in climate issues, innovative practices, participatory approaches and local partner engagement. Country office and partner staff will enhance their skills in proposal

writing, donor compliance, financial accountability and risk management. We will conduct an internal skills audit to identify competency gaps and prioritise development in MEAL, digital transformation, financial compliance and localisation strategies. Through continuous learning and capacity building, Dorcas Tanzania will cultivate a skilled, motivated and capable workforce that drives organisational sustainability and high-quality programme delivery.

Our capacity

By 2030, Dorcas Tanzania will be significantly less dependent on the international office, with quality staff to run country operations independently. We will recruit strategic expertise, including a grant manager with innovative fundraising techniques, a climate change expert, an office administrator for HR and finance, and a corporate positioning expert to enhance visibility.

Our comprehensive fundraising strategy will diversify income sources while strengthening donor engagement and retention. We will develop proposal writing skills and actively secure both internal and external funding for strategic interventions. We will expand networks with institutional donors and bilateral embassies.

Enhanced MEAL capacity will provide accurate data for evidence-based decision-making, ensuring our programmes are successful, sustainable and accountable. Staff will strengthen expertise in donor relations, social enterprise models, and digital tools whilst building knowledge of grant management and compliance. Strategic partnerships with research institutions, agricultural institutes and renewable energy agencies will strengthen our technical capabilities. Although full control will be gradually transitioned to the country office, quality management and financial

oversight will continue to be partly supported by the International Office to ensure adherence to global standards and operational excellence.

Our environment

By 2030, Dorcas Tanzania is committed to furthering environmental sustainability through the promotion of climate resilience and responsible stewardship of natural resources throughout all programmes and operational contexts. The organisation will enhance climate-resilient agriculture via participatory integrated farm planning (PIP), farmer-managed natural regeneration, and initiatives that foster biodiversity and sustainable land use. Clean cooking energy solutions will be advanced to combat deforestation by promoting the adoption of fuel-efficient stoves, household solar systems, and biogas installations. Through participatory community planning, Dorcas Tanzania will systematically integrate environmental considerations into development projects and support the transition to renewable energy sources, in accordance with national environmental policies. Key strategies include scaling up the participatory integrated farm plan within central Tanzania, utilising approaches such as crop rotation, sustainable land management, and reducing reliance on firewood. These initiatives will enhance community resilience to climate change while conserving ecosystems and natural resources for future generations.

Driving change

Dorcas Tanzania's income will grow by about 25 per cent during this strategic period, driven by strategic diversification and enhanced fundraising capacity. This growth reflects an increase in sponsorship projects and the introduction of new development initiatives focused on climate change and innovation, which will substantially expand our programme portfolio.

We will establish a comprehensive fundraising strategy and recruit a grant manager to utilise innovative techniques and strengthen our resource mobilisation capabilities. Our funding base will expand from three to eight diverse sources, with approximately 40 per cent of our income generated through external funding that aligns with our investment strategy. We will actively pursue opportunities with institutional donors and also develop local resource mobilisation through asset-based community development approaches to generate both cash and in-kind contributions from communities.

Strategic partnerships will play a crucial role in achieving this growth and driving systemic change. Multi-stakeholder partnerships with government institutions will enable policy engagement and advocacy for

sustainable livelihoods and social protection. Collaborations with research institutions will strengthen our technical expertise and evidence base, making programmes more attractive to funding agencies. Private sector partnerships will support social enterprise models, including the production and distribution of clean cooking energy.

Networks in renewable energy, social protection and climate change will increase our visibility and credibility amongst major donors. Church organisations and civil society partnerships will amplify community-level impact and support local fundraising efforts. International partnerships will provide access to competitive funding opportunities that require global reach and technical capacity.

Enhanced donor relations programmes will significantly improve retention rates, ensuring sustainable funding streams. By positioning ourselves as a recognised authority in community-led development through these strategic partnerships, we will attract increased investment whilst creating enabling environments for long-term, scalable impact across Tanzania.

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exclusion and crises. We come alongside
marginalised people and communities and
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This is how we follow Jesus' example.