

DEPLOY & NURTURING GALLERY  
DNG TANZANIA

# STRATEGIC PLAN 2021-2024

#EngageSupportDevelop

December, 2020

[www.dng.or.tz](http://www.dng.or.tz)

## TABLE OF CONTACT

List of abbreviations.....	2
CHAPTER ONE.....	3
THE BACKGROUND OF THE ORGANIZATION.....	3
THE BOOK LAYOUT.....	3
WELCOME NOTE.....	0
The History.....	0
CHAPTER TWO.....	1
THE CURRENT SITUATION.....	1
Establishment.....	1
The head office and address.....	1
Beneficiaries and Thematic Areas.....	1
Membership.....	1
Structure.....	2
Governing Organ.....	2
Membership, Partners, Network and Affiliation.....	3
Income sources.....	3
SWOC Analysis.....	3
IMPACT MODELS.....	4
CHAPTER THREE.....	5
THE STRATEGIC PLAN.....	5
The Strategic Plan.....	5
Vision and Mission Statement.....	5
Vision.....	5
Mission.....	5
Objectives.....	5
Value.....	5
COMMUNITY EMPOWERMENT.....	5
PROMOTE HEALTH AND EDUCATION SERVICES.....	6
HUMAN RIGHTS AND EQUALITY.....	7
ACCESS TO EDUCATION.....	8
ENVIRONMENT CONSERVATION.....	10
CHAPTER FOUR.....	12
Budget, Monitoring Evaluation and Learning.....	12
The Budget.....	12
Monitoring, Evaluation and Learning.....	12

## **LIST OF ABBREVIATIONS**

CEDOSUDE - Community Empowerment Towards Sustainable Development

DNG – Deploy and Nurturing Gallery

HFC - Hope for Community Foundation

MEL - Monitoring, Evaluation and Learning

NGO - Non-Governmental Organization

## CHAPTER ONE

### THE BACKGROUND OF THE ORGANIZATION THE BOOK LAYOUT



This part shows you a brief of what the entire document is all about. The strategic plan 2020-2025 document are in three parts. Whereby, the first part is all about The Background information it gives a brief description about the idea behind the existence of the DNG Tanzania, you will go through welcome remarks from the Chairperson and introduction notes from the Executive Director.

In the second part of the document, try to screen and or examine the existing situation of the organization. Whereby, you can get more information about legality of the organization, operation areas, target group, membership, network/partner, funding sources, organization structure and much more. The strength, Weakness, Opportunities and Challenges of the organization, impact model adopted by the organization you will all get in chapter two of the strategic plan 2021-2024 document.

In chapter three of this document is the strategic plan. This chapter dive into exposes the organization strategic plans, vision, mission, objectives, core values, actions that will guide the organization operation for the next three years from 2021 to 2024.

Also, the last chapter highlight budget and Monitoring, Evaluation and Learning strategies. Whereby, MEL will help to make the follow-up of the implementation of the organization accordingly to its plans and generate lessons which might be useful in the future plans of the organization.

As you go through our first strategic plan of the organization you are welcome to make a contribution to our provided contacts. Your reviews, remarks or comments will be considered during reviewing of the organization plans.

Enjoy, reading.

Nhojo A Kushoka  
**EXECUTIVE DIRECTOR**, 07 December, 2020

## WELCOME NOTE



I would love to present you our first strategic plan. It is three years from 2021 to 2024, we opt to come up with this short-term plan in order to generate information's which will be used during the reviews of the plan in the period of three years. I extend my sincerely thanks to all individuals who in one way or another had - contributed to the preparation of this document, the organization members, board members to reviews the document and approve it. Special thanks go to the management team members under Executive Director Mr. Nhojo Allan Kushoka for their hardworking efforts days and nights to make this document possible. The Deploy & Nurturing Gallery (DNG Tanzania) is a national and local NGO, got its registration certificate as per dated 16 October 2020 with a registration number 00NGO/R/1418 issued by the registrar under Non-Governmental Organization Act, No. 24 of 2002.

The organization working on the following themes, Community Empowerment, Education, Environment, Gender issues, Health, Business and Human Rights. The guiding vision is a well-transformed community with better living and free from poverty. Under the mission of mobilize resources, engage the community, and support their development initiatives in order to achieve sustainable development through conducting studies, training, capacity building, and awareness-raising.

In the five years to come the organization will be working the with the core values of Inclusiveness, Integrity, Excellency, Teamwork and Volunteerism.

While, organization objectives are; -

- To empower marginalized group with knowledge and skills to improve their well-being.

- To promote the provision and accessibility of education and health services to the marginalized group.
- To raise Community awareness and increase accountability on human rights, environmental conservation.
- To eradicate gender-based violence and discrimination against marginalized group by promote legal rights.

The target group of the organization for the first five years are marginalized groups specifically, children, youths, (girls and boys) and women. The organization started its operation in the Arusha region, whereby Monduli, Arumeru and Arusha district reached.

However, direct implementation or under affiliation the organization will extends her operations in other regions as per the need raised and availability of funds. Currently, DNG Tanzania is implemented development projects direct after mobilize resources, and co-implement projects under coalitions or clusters with like-minded organization in various areas. This is our roadmap for five years from now, I would like to quote Lewis Carrol said "if you do not know where you are going, any road will get you there. If you lack plan, you lack focus and get off target.

Tatizo Joseph, Kitalika  
**CHAIRPERSON**, 07 December, 2022

## **The History**

Deploy and Nurturing Gallery (DNG Tanzania) started as a group of small youth(s) with a mission to join their efforts in order to come up with innovative ideas that provide solutions to the community's most pressing problems. It is a non-profit, non-governmental, non-religion, and no partisan member organization committed to finding legal solutions to the problems encountering ordinary Tanzanians.

Ideally, DNG Tanzania envisages the potentiality of join efforts together with the essence of bringing tangible changes to the community's needs. The founder members got an idea about mobilize talented youths and focus on their community's problems and challenge themselves by coming up with innovative and sustainable solutions to the community's existing problems. Most of the members are graduates professionally like Teachers, accountants, and social practitioners.

The DNG Tanzania started without any equipment, but with a structured organization and active members with a passion to bring changes to their community. The purpose of this organization is to provide support toward empowering the community. This is due to the fact that the government itself cannot fulfill all of the needs and desires of the community at the same time. This is a reason why DNG Tanzania comes into existence to complement government efforts to empower the community.

The organization's essence is including address the existing problems or notions among the community that they have to wait for the government to do all of their needs. Through bring them together and educate the purpose of self-starting self-initiatives that needed to be carried out to provide solutions to their own problems in all aspects of socially, economically, environmentally. Those solutions will be sustainable by making them interactive to integrate into all community aspects and stakeholders within and outside their community.

However, the roles of NGOs are significant to the development of the country in terms of employment creation, implementation of development projects, skill and training development. Still, there is a huge gap needed to be filled in the communities, this is a reason DNG Tanzania comes into existence to complement efforts paid by the government and other development partners i.e., NGOs.

Then, in 2019 the process of mobilization of the organization members and idea creation started, application continued in the 2020 and got its registration on 16<sup>th</sup> October, 2020 legally registered as a local and nation Non-government Organization with a registration number 00NGO/R/1418.

## CHAPTER TWO

### THE CURRENT SITUATION

This chapter present the current situation of the organization. The situation analysis expose organization legality, area of operation, who are the beneficiaries, existing network/partners, human resources, governing organ, structure and how organization operate.

#### Establishment

Deploy & Nurturing Gallery (DNG Tanzania) is registered under the terms and conditions of Non-Governmental Organization Act, 2002 with registration number 00NGO/R/1418 dated 16<sup>th</sup> October, 2020, operate in the Tanzania mainland.

#### The head office and address

The head office is located at Oloirien ward, along Arusha-Namanga Road, Arumeru District, Arusha Region. Contact information of the organization are P. O. BOX 16450, website [www.dng.or.tz](http://www.dng.or.tz) and email general email [info@dng.or.tz](mailto:info@dng.or.tz) mobile number +255739001418.

#### Beneficiaries and Thematic Areas

The organization target to reach the most marginalized groups in the community especial children, girls, boys, youths and women. DNG Tanzania, focus areas of the organization are community empowerment, education, gender, environment, climate change, business and human rights and health.

#### Membership

The DNG Tanzania is a membership-based organization. Membership types are as follows Founder members are these are members who made the initiatives to establish this Organization;

Ordinary members are these are members who join the Organization after its establishment;

There are Honorary members there are those are members who shall be awarded such membership by the Organization due to their positive contributions to the community and Organization objectives. Currently the organization has founding and ordinary members.

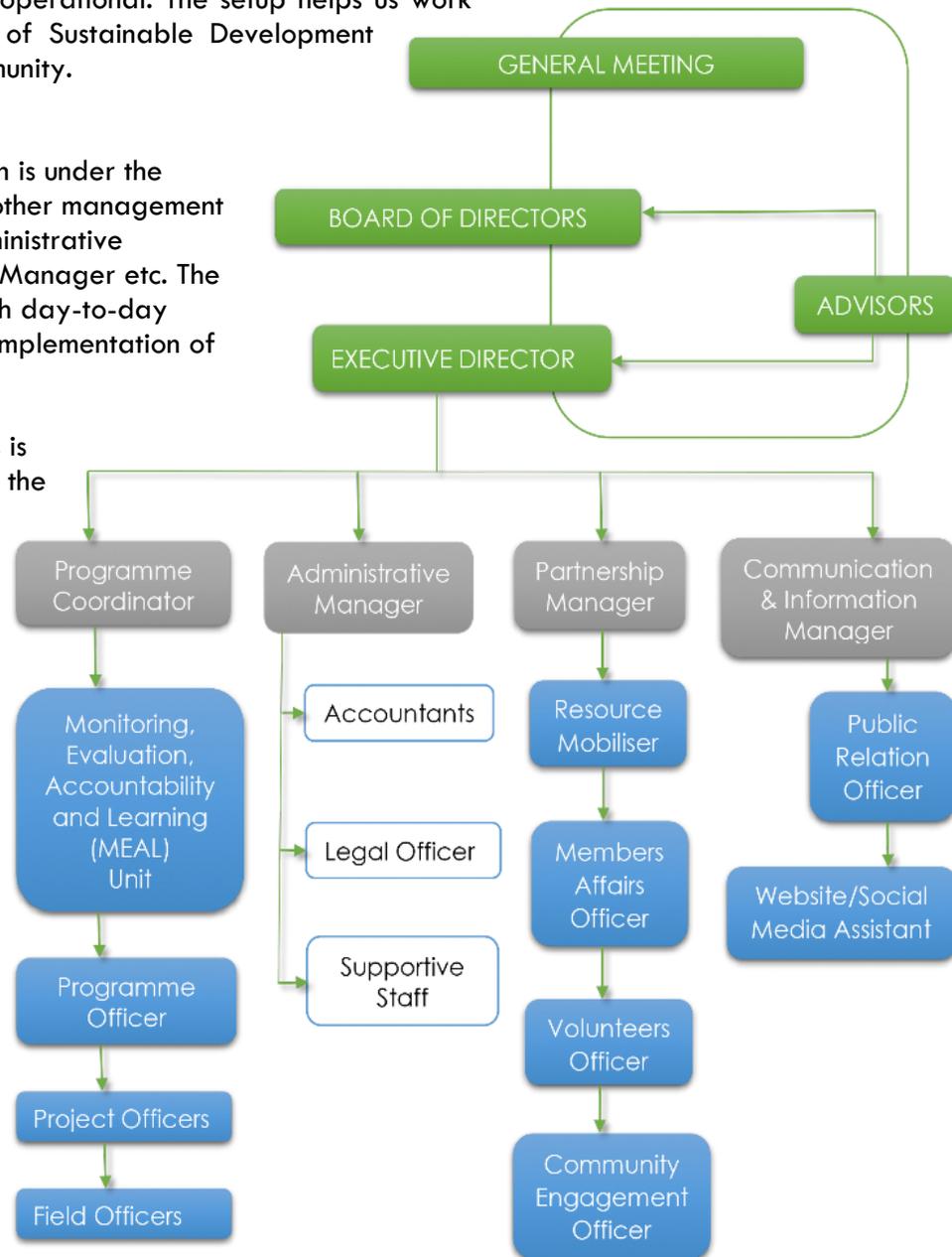
**Structure**

The organization has approved, established, and operating structure of the for governing and management of the organizational operational. The setup helps us work toward pushing a global agenda of Sustainable Development 2030 through transforming the community.

**Governing Organ**

The Management of the organization is under the Executive Director assisted with the other management staff i.e., Program Coordinator, Administrative Manager, Partnership Manager ICT Manager etc. The management team is responsible with day-to-day operations of the organization and implementation of projects.

The Organization Board of Directors is composed of five members, who are the founders. The Board takes overall responsibility for the organization, including responsibility for identifying key risk areas, considering and monitoring operating decisions, considering significant financial matters, and reviewing the performance of organization plans and budgets. The Board is also responsible for ensuring that a comprehensive system of internal control policies and procedures is operative, and for compliance with sound corporate governance principles. The Directors also recognize the importance of integrity, transparency and accountability. General assembly is the highest organ of the organization, where General Meeting shall be a supreme organ of the Organization composed of all members of the Organization. The decision in this meeting shall be by majority vote of members attended the meeting;



The advisor board its used to give some advice to board of directors and executive director to the matters concerning organization.

### **Membership, Partners, Network and Affiliation**

The partners of the organization are those like-minded organizations, donors and corporates who under certain agreements work together with DNG Tanzania. Togetherness, can change and impact many lives, through partnerships and networks to co-implement projects, get support both technical and financial, access and use their services.

The organization is now a member of

- National Council for NGOs (NACONGO),,
- Tanzania Startup Association (TSA),,

The organization is partner with; -

- Tusonge CDO,
- Project Rose Global Inc.,
- TechSoup.,
- Google for Non-Profit.,
- Christian Veterinary Mission (CVM),,

The organization network with; -

- Mtandao wa Kupinga Ukatili wa Kijinsia Arusha (MKUKI) a network of Civil Societies Organization (CSOs) against Gender-based Violence (GBV),,
- Meru Cluster.,

The organization is affiliated with; -

- Lobosiret Forum – Manyara region
- CETOSUDE - Kilimanjaro
- Hope for Community Foundation – Kigoma region
- Akili Platform Tanzania – Tabora region

### **Income sources**

The current source income of the organization are membership dues; fundraising, legal gifts from friends, grants, donations, consultancy and volunteering activities. All the monies collected from those sources are directed to the operation and implementation of organization projects.

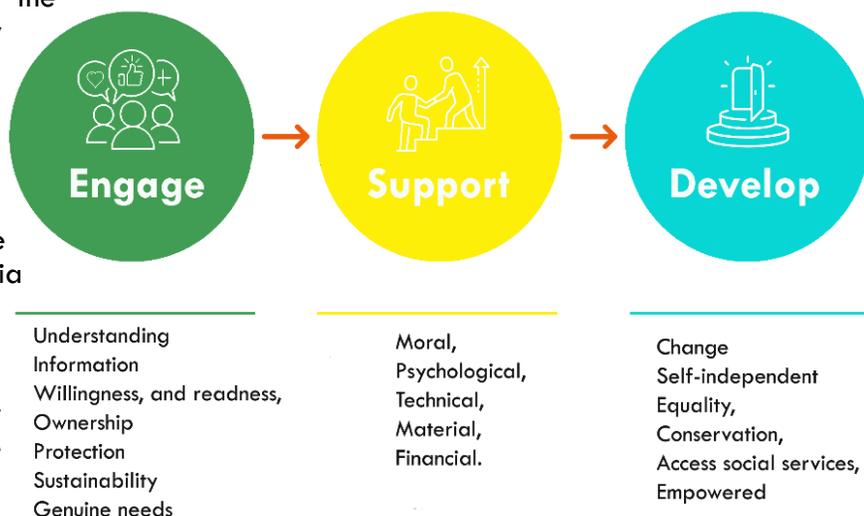
### **SWOC Analysis**

The Strength, Weakness, Opportunities and Challenges/Threats analysis tries to reveals internal and external factors that may contribute positively or negatively to the operation of the organization.

Internal Factors	 <p><b>Strength</b></p> <ul style="list-style-type: none"> <li>• Commitment of members.</li> <li>• Commitment of staff.</li> <li>• Presences of guiding documents.</li> <li>• Flexibility of the team.</li> <li>• Academic qualifications of the team.</li> <li>• Experience of the team.</li> <li>• Partnership with others.</li> <li>• Transparency.</li> <li>• Strong connections with communities.</li> </ul>	 <p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• New organization.</li> <li>• Inadequate funds.</li> <li>• Inadequate working facilities.</li> <li>• Unreliable funding sources.</li> <li>• Inadequate staff motivation.</li> <li>• Poor branding.</li> </ul>
	 <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Open Affiliations with others organizations.</li> <li>▪ Existing of poverty.</li> <li>▪ Availability of marginalized groups.</li> <li>▪ Availability of national and global agendas.</li> <li>▪ Expansion possibilities.</li> <li>▪ Availability of foundations and donors.</li> <li>▪ Media supports for cause marketing</li> </ul>	 <p><b>Challenges/Threats</b></p> <ul style="list-style-type: none"> <li>▪ Competitors.</li> <li>▪ Economic crisis.</li> <li>▪ Change of policies.</li> </ul>

### IMPACT MODELS

The organization impact model involves the process of engage, support and develop. Develop is the last expected changes undertake by the communities. The communities are firstly engaging in order to get more information and get their readiness to be transformed, then follow support their development initiatives in various aspects of it could be materials, knowledge, skills, technical, financial etc., in order to achieve sustainable development. This is how DNG Tanzania work with beneficiaries, same applied to donors whose support the organization. They are engaged to understand organization’s mission, causes, then support implementation of programs to impact the communities with development changes.



## CHAPTER THREE

### THE STRATEGIC PLAN

#### The Strategic Plan

A strategic plan is a long-term, usually multi-year, roadmap comprised of goals and objectives that help an organization successfully move forward from where the organization is now to where it wants to be. If done correctly, it has the power to transform today's visions into tomorrow's realities.

#### Vision and Mission Statement

##### Vision

A well-transformed community with better living and free from poverty.

##### Mission

To mobilize resources, engage the community, and support their development initiatives in order to achieve sustainable development through conducting studies, training, capacity building, and awareness-raising.

##### Objectives

- To empower marginalized group with knowledge and skills to improve their well-being.
- To promote the provision and accessibility of education and health services to the marginalized group.
- To raise Community awareness and increase accountability on human rights, environmental conservation.
- To eradicate gender-based violence and discrimination against marginalized group by promote legal rights.

##### Value

1. **Inclusiveness** - We do not discriminate, we work with every interested person or group, local or international, without exception.
2. **Integrity** - We believe that in whatever we do, honesty and transparency are our number one priority.
3. **Excellency** - We work to promote quality performance and a culture of working passionately to one's best capacity.
4. **Teamwork** - We believe that working collaboratively and understanding each other is key to achieving our goals.
5. **Collaboration** - We aim to impact the community at large through volunteering, networking, and partnering with others.

### COMMUNITY EMPOWERMENT

#### Goal 1: Community Empowerment

##### Goal Statement

Empower marginalized group with vocation and entrepreneurship knowledge, skills, financial and material supports in order to make them become self-reliance. Diversify, support, and expand the local economy to ensure equitable economic growth through innovative business/talent attraction, promotion, and investment.

### **Goal Description**

Community empowerment it involved all aspect of community which can contributing on making marginalized group become intendent and sustain their livelihood without any further support. Empowerment may include psychological, economical, socially and mentally. Whereby, once get empower this mean that the lives of empowered one change to better living standards able to access all basic need without any further supports. A resilient economy for marginalized groups improves the economic well-being of the community, creates and maintains jobs, expands the commercial tax base, and enhances the quality of life for residents. The DNG Tanzania promotes and encourages business development, redevelopment, business retention, expansion, investment, and workforce development.

### **Objective 1:**

Create and support programs and strategies that encourage profit-generating activities to communities, business expansion, new business development and redevelopment that enhances or complements targeted industries.

### **Action Strategies:**

- Explore programs and economic incentives that support, attract, and increase opportunities for entrepreneurs and for youths, women and minority owned small businesses local laws and regulations.
- Develop opportunities for communities and establish a resource center, where it can be used as center of information.
- Develop like-minded partnerships, internships, mentorships, and workforce development programs with schools and institutions of higher learning to start empower students.
- Technical and management training skills on entrepreneurship to youths and women.

### **Key Performance Indicators (KPIs)**

- Increase number of supported women and youths by the organization.
- Increase number of empowered communities' members.
- Increase percentage of minority, youths and women owned businesses.
- Decrease dependency rate of marginalize groups.

## **PROMOTE HEALTH AND EDUCATION SERVICES**

**Goal 1:** Health and Education Service to marginalized groups.

### **Goal Statement**

Promote physical, mental, emotional and social wellbeing through timely and equitable access to services and resources to enhance the quality of life for marginalized groups.

### **Goal Description**

Individuals' education and health can be determined by their opportunities and their environment. Access to services for community marginalized groups using enabling approaches that meet their needs when they are at their most vulnerable or at risk of vulnerability is essential for education and health services.

**Objective 1:** Improve awareness and access to quality, affordable services that address physical, developmental and mental health.

**Action Strategies:**

- Support programs that foster mental and physical development of youth.
- Support community campaigns and partnerships on social determinants of health that work to increase prevention, provide education, and reduce stigma towards obtaining those services.
- Increase percentage of persons accessing education and health services by empower marginalized groups.

**Objective 2:** Prevent and reduce homelessness children.

**Action Strategies:**

- Increase ability to respond to emergent needs of children experiencing homelessness.
- Support permanent supportive housing for persons with disabilities.
- Support community partnership efforts to increase range of diverse, affordable housing options.

**Key Performance Indicators (KPIs)**

- Establishment of children safe houses.
- Establishment of a homeless children database.
- Increase number of children supported with housing.

**HUMAN RIGHTS AND EQUALITY**

**Goal 1:** Promotion of Human rights and equality in the Communities.

**Goal Statement**

Provide a safe and secure community through prevention violence's and abuse.

**Goal Description**

All community members desire to live in a safe place where they feel secure in knowing they will be protected from harm, treated equitably, and provided resources that will assist them in continuing to thrive. The organization considers the safety, and equality of the community a top priority and is forward thinking in meeting the challenges of this goal. Ensuring a safe and secure community entails regular community engagement with awareness on human rights, laws helping duty bearer to responsible provide legal services to victims. Promote and building a positive rapport, establishing an environment where everyone feels heard, strengthening relationships and collaboration between duty bearers and community.

**Objective 1:** Equality promotion through human rights education.

**Action Strategies:**

- Increase the use of diversion from the legal/ court system.
- Expand and support the Mental Health Co-responder Program provided by Community Services and the Police Department.
- Establish a Child Advocacy Center to investigate and prosecute child abuse and child sexual abuse cases.
- Reduce recidivism by ensuring all criminal justice processes and decisions are data driven.

**Objective 2:** Enhance relations and engagement among community and duty bearers.

**Action Strategies:**

Provide ongoing training awareness on gender-based violence.

- Support the Community Engagement Unit within the Police Department.
- Provide public education programs to help prevent emergencies or to initiate pre-arrival actions.
- Expand trainings and collaborations of public safety departments and criminal justice agencies with others, the schools, and the health district to enhance connections to appropriate prevention, treatment, and services.

**Objective 3:** Ensure equity and fair treatment of marginalized populations and increase workforce diversity.

**Action Strategies:**

- Identify and address the disparities that affect historically marginalized groups.
- Continue the Evidence-Based Decision Making (EBDM) model for violence cases justice system.
- Actively involve community public safety agencies in communicating and collaborating with the duty bearers.
- Increase legal literacy and access to justice in the underserved community by creating partnerships to facilitate legal knowledge and access to the courts/legal system.

**Objective 4:** Continued and enhanced preparation for and response to public health and other emergencies.

**Action Strategies:**

Develop and test comprehensive action plans to ensure adequate coordination between human service agencies, emergency management agencies and other agencies that provide assistance.

**Key Performance Indicators (KPIs)**

- Establishment of a Child Advocacy Center.
- Track number of cases reported.

**ACCESS TO EDUCATION**

**Goal 1:** To promote accessibility of quality education to vulnerable children.

**Goal Statement**

Provide quality and equitable education for all learners and develop and attract a well-trained talented workforce.

**Goal Description**

The organization values an education right for all, from our youngest students in the community through to all ages. While learning and education enrich the individuals, they also enrich the community attracting families seeking to provide their children with education, by creating skilled workers, and informed citizens that form a talent pool that can draw businesses to the community. This is achieved by expanding identify children who are not in school by any reasons and those who are in school, and support with all school necessities.

**Objective 1:** Increase collaboration other education stakeholders to support back to school program.

**Action Strategies:**

- Identification of children who are in need of education support.
- Mobilize educational stakeholders to join effort of making vulnerable child enjoy his/her education rights.

**Objective 2:** Develop partnerships and cooperative efforts to reduce barriers to equitable education.

**Action Strategies:**

- Evaluate the infrastructure of the schools for long-range planning to address both new and replacement schools that are inclusive and accessible for quality learning for all.
- Explore opportunities for attracting and retaining qualified, experienced teachers and funding opportunities for technology.
- Increase opportunities for enrollment in pre-kindergarten programs.
- Increase support of renovate school facilities.

**Objective 3:** Support lifelong learning opportunities in the community.

**Action Strategies:**

- Support public awareness campaigns including television, radio, and digital modes.
- Identify and work to eliminate barriers to participating in learning opportunities.
- Develop and provide educational refresher programs that increase legal literacy to the communities.

**Objective 4:** Engage local businesses and local authorities offer opportunities and/or training for workforce development.

**Action Strategies:**

- Explore opportunities for job shadowing, internships, and mentorships based on need.
- Assess workforce development needs.
- Encourage community colleges and other academic institutions to provide certification to persons involved in workforce development.

**Key Performance Indicators (KPIs)**

- Track number of meetings held annually with stakeholders.
- Increase percentage of enrollment in vulnerable children in schools.
- Track number of partnerships established focused on enhancing school programming.
- Increase number of special needs students returned to public school.
- Number of school facilities built or renovated.

## **ENVIRONMENT CONSERVATION**

**Goal 1:** Promote Environment Conservation.

### **Goal Statement**

Promote and expand the preservation and protection of natural resources and processes, and promote environmental justice.

### **Goal Description**

Our natural environment is the foundation for public health, welfare and quality of life. It is fundamental for creating more complete social, psychological, and spiritual human beings and a healthy, prosperous, and vibrant community. The strategies in this focus area offer reasonable, viable actions that protect and increase the quality of our ecosystems, and expand and increase access to conserved environment and open space that offer opportunities to enjoy all the benefits of nature. The strategies also promote actions to ensure that no population is disproportionately affected by unhealthy, unsafe environmental conditions and consequences.

**Objective 1:** Encourage the preservation and expansion of protected tree cover for carbon uptake and for general human welfare benefits.

### **Action Strategies:**

- Promote reforestation and meadow development with native plants.
- Incentivize and promote partnerships to reforest publicly and privately owned land.

**Objective 2:** Ensure equitable access to environmental resources and environmental protections.

### **Action Strategies:**

- Extend priority to underserved communities for open space acquisition and tree saving/replanting efforts.
- Identify areas of environmental discrimination to reduce negative impacts to underserved communities.
- Work to mitigate and restore impacts in communities previously negatively impacted by industry, infrastructure, or environmental degradation.

**Objective 3:** Promote the sustainable consumption of energy and natural resources to ensure the health of current and future generations.

### **Action Strategies:**

- Increase and incentivize the usage and implementation of alternative and renewable energy sources throughout the country.
- Implement global targets to reduce greenhouse gas emissions from all sources.
- Increase promote innovation of alternative and environment friendly energy.

**Objective 4:** Increase recycling and reduce litter.

### **Action Strategies**

- Provide a robust education program to the public on the benefits of recycling.
- Increase the amount of paper, plastic, metal, glass, and batteries recycled each year.

- Continue public education regarding the negative impacts littering has on the community and the environment.
- Encourage the public to purchase items that are truly recyclable and reusable.

**Key Performance Indicators (KPIs)**

- Increase percentage of renewable energy utilized by the communities.
- Increase number of alternative energy sources.
- Increase number of tons of recycled materials each year.
- Increase conserved land size.

## CHAPTER FOUR

### **BUDGET, MONITORING EVALUATION AND LEARNING**

#### **The Budget**

Strategic Plan gives a strategic direction for the period of five years, the directions portrayed a desired achievements of the organization wish to accomplish. The achievement of the organization plans, goals and objectives need commitment of resources.

The budget for the entered period of five years 2021-2024 of the organization is projected to be a total of 600Million Tanzania Shillings, equivalent to 200 million per year. The budget will be generated from the organization income sources such as grants, donations, membership dues, gifts and fundraising campaigns. The five-year budget will be breakdown annually, organization plan and budget will be developed and executed each year.

However, from the organization income sources, funds will be mobilized yearly and collected amounts directed to promote the objectives of DNG Tanzania.

#### **Monitoring, Evaluation and Learning**

The organization ensure all necessary systems, tools for Monitoring, Evaluation and Learning (MEL) are in place and used. MEL is important part of the Strategic Plan, because it serves as a watchdog to ensure the organization operate as its plans and also MEL will be used to generate information and lessons for the uses in future plans of the organization. MEL will be done as per activities, monthly basis, quarterly and annually. Tools like survey monkey, kobo toolbox, excel, reports, meeting minutes, activities reports and financial reports will be used in the MEL.

Report will be produced as per activity, quarterly and annually. The reports will be shared for public consumption though organization website and social platforms, also will be shared to donors.

The organization meeting minutes will be kept for office uses and shared whether necessary to responsible members/partners accordingly and not otherwise.

Expected reports to be produced throughout the five years are; -

- Activities reports, (Quarterly and Annual),
- Financial reports,
- Meeting minutes.

The MEL will be done internally and using external firm/consultancy to the programs and projects of the organization.