

2026-2030

Strategic Plan

**Relief to
Development
Society
(REDESO)**



**Strengthening Resilience,
Empowerment &
Sustainable Development**



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Foreword from the Chief Executive Officer



On behalf of the Relief to Development Society (**REDESO**) Senior Management, I am privileged and humbled to present REDESO's **Five-Year Strategic Plan (FYSP) for the period from January 2026 to December 2030**. The Plan outlines the strategic direction that REDESO intends to follow during the specified period. This Plan draws its strategic priorities from the achievements of the predecessor, the lessons learnt, emerging issues, and challenges. It also takes cognizance of new global challenges facing resource mobilization to support humanitarian and development efforts.

The plan divulges the vision and mission of the organization, which guides and governs the direction of the organization in the short, medium, and long-term. It also presents a commitment through our core values, which emphasize transparency, integrity, team-working spirit in an accountable manner, and through exercising professionalism bound with innovativeness in managing our programs. In a bid to address the critical challenges facing the humanitarian and development space, the plan outlines two major strategic goals: **humanitarian assistance provided is effective and responsive to the people we serve, and community engagement drives resilience and sustainable development**. The two strategic goals build on the five strategic objectives, namely enhancing community resilience, improving access to basic services, promoting sustainable livelihoods, strengthening organizational capacity, & fostering strategic partnerships.

This Strategic Plan is also closely aligned with Tanzania's Development Vision **2050 (Dira 2050)**, particularly its pillars on Human Capital Development, Environmental Sustainability, and Governance, as well as the global Sustainable Development Goals (SDGs). By ensuring this alignment, REDESO contributes to both national aspirations and international commitments for inclusive, sustainable, and resilient communities.



Foreword from the Chief Executive Officer

I sincerely extend our gratitude to our **Board of Directors** for the outstanding leadership and useful guidance provided during the implementation of the previous plan and preparation of this Plan. Appreciation is also extended to the stakeholders with whom REDESO shares a very common interest, and ensuring responding to the people we serve. The effort of the staff members in ensuring that the Plan was crafted and completed in time is highly appreciated. It is our commitment as REDESO to work together with all key stakeholders to implement the objectives outlined in this Strategic Plan.

I further extend my sincere gratitude to our partners and all key stakeholders who have played a crucial role in shaping this plan. Your unwavering support and collaboration are instrumental in enabling REDESO to implement this plan and achieve its mission and make a meaningful difference in the lives of those we serve. **Together, we look forward to implementing this strategic plan and building a future where the vulnerable population has equal opportunities to thrive.**

“Together We Serve Vulnerable People”

Signed by:

Abid H. Kasaini

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MEET OUR BOARD MEMBERS



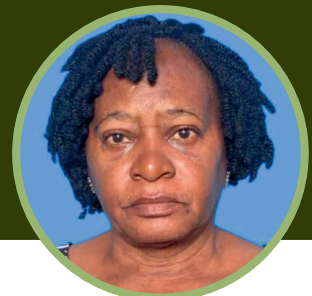
Adv. Senen Mponda
Chairperson



Qs. Joseph Karwima
Vice Chairman



Mr. Abeid Kasaizi
CEO & Secretary to the Board



Ms. Agnes .V. Lwabuti
Member



Ms. Rehema Shuku
Member



Adv. Andrew Edward
Member

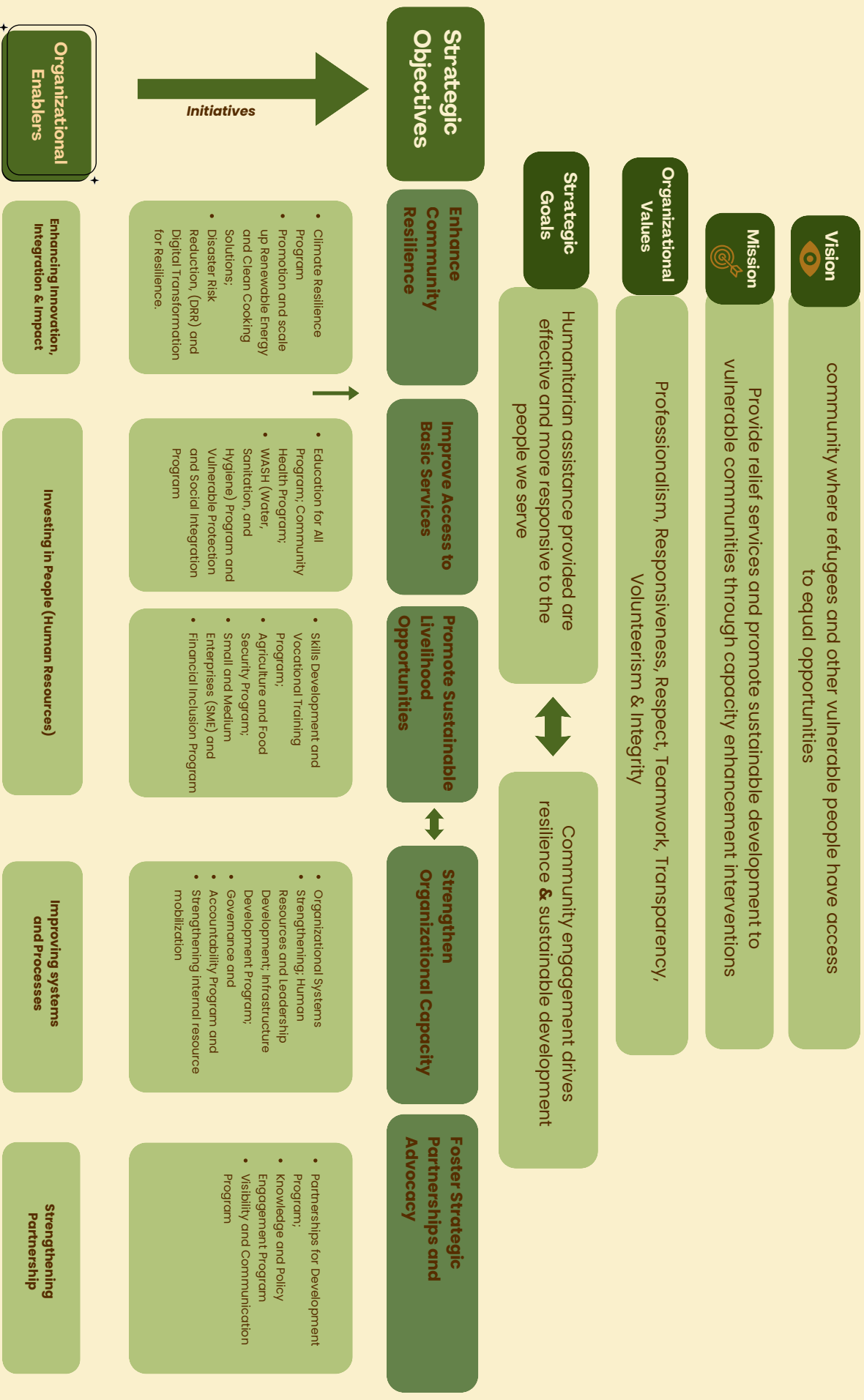


Ms. Editha Prosper
Member

Acronyms & Abbreviations

CAFOD	– Catholic Agency for Overseas Development
CEO	– Chief Executive Officer
CSR	– Corporate Social Responsibility
CSO	– Civil Society Organization
DANIDA	– Danish International Development Agency
DAFI	– Albert Einstein German Academic Refugee Initiative
DRR	– Disaster Risk Reduction
ESRF	– Economic and Social Research Foundation
FAM	– Feedback Accountability Mechanism
FBO	– Faith-Based Organization
FGDs	– Focus Group Discussions
HR	– Human Resources
ICT	– Information and Communication Technology
IDP	– Internally Displaced Person
IDRC	– International Development Research Centre
IGA	– Income Generating Activity
INGO	– International Non-Governmental Organization
JAC	– Japanese Advisory Council Trust Fund
KII	– Key Informant Interview
LPG	– Liquefied Petroleum Gas
M&E	– Monitoring and Evaluation
MEAL	– Monitoring, Evaluation, Accountability & Learning
NGO	– Non-Governmental Organization
OXFAM GB	– Oxfam Great Britain
SDG	– Sustainable Development Goal
SME	– Small and Medium Enterprise
SoP / SOP	– Standard Operating Procedure
SPA	– Strategic Partnership Agreement
TDV 2050	– Tanzania Development Vision 2050
UN	– United Nations
UNHCR	– United Nations High Commissioner for Refugees
UNICEF	– United Nations Children’s Fund
US	– United States
WASH	– Water, Sanitation and Hygiene
WFP	– World Food Programme

STRATEGIC PLAN LAYOUT



EXECUTIVE SUMMARY

The Relief to Development Society (**REDESO**) Strategic Plan **2026–2030** provides a roadmap for advancing the organization's mission to deliver effective humanitarian assistance and promote sustainable development for refugees, internally displaced persons, and other vulnerable communities in Tanzania. Building on nearly three decades of experience, the plan consolidates REDESO's achievements, lessons learned, and emerging priorities to address both existing and new challenges in humanitarian and development contexts.

The Plan articulates two overarching Strategic Goals:

- To provide effective and responsive humanitarian assistance that meets the urgent needs of the people served.
- To strengthen community engagement as a driver of resilience and sustainable development.

This five-year plan seeks to strengthen REDESO's impact through a structured focus on five key objectives:

1

ENHANCING COMMUNITY RESILIENCE



Strengthening the capacity of vulnerable populations to adapt to social, economic, and environmental challenges through sustainable practices, disaster preparedness, and community-driven initiatives.

2

IMPROVING ACCESS TO BASIC SERVICES



Expanding access to education, healthcare, water, and sanitation to improve the quality of life for marginalized communities, including refugees and internally displaced persons.

3

PROMOTING SUSTAINABLE LIVELIHOODS



Empowering communities, particularly women and youth, through skills development, entrepreneurship, and income-generating activities.

4**STRENGTHENING
ORGANIZATIONAL
CAPACITY**

Enhancing REDESO's internal systems, human resources, and operational efficiency to ensure effective program implementation and impact measurement.

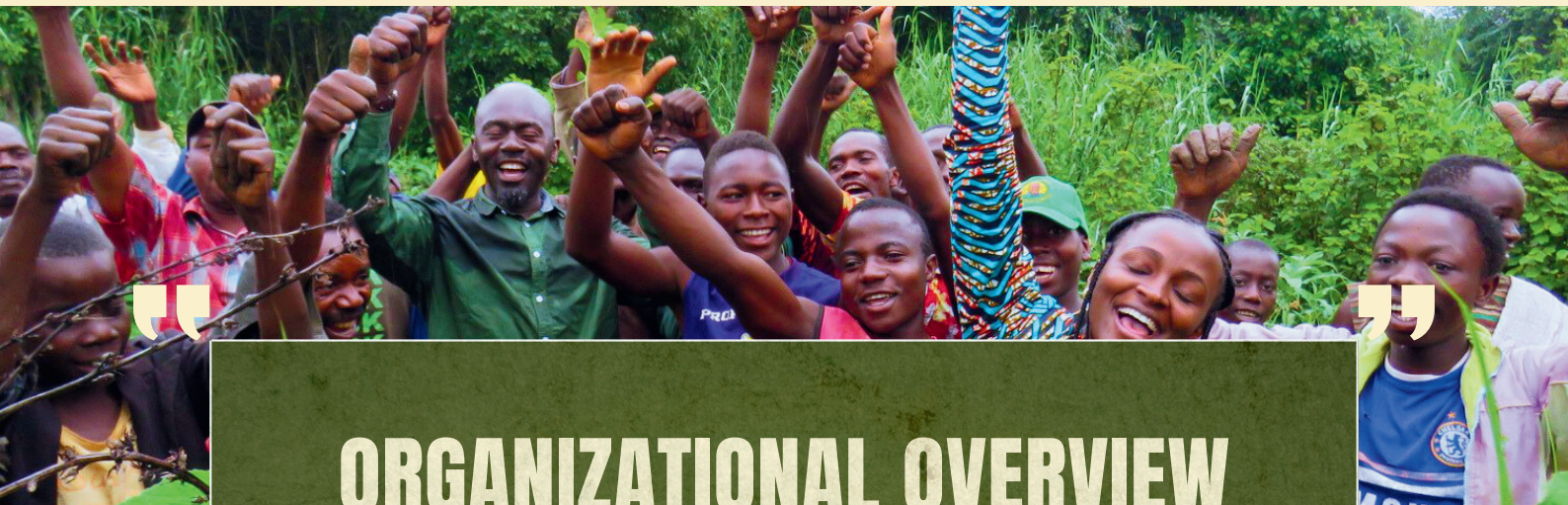
5**STRATEGIC
ALLIANCES &
ADVOCACY**

Building strong alliances with governments, NGOs, donors, and other stakeholders to advocate for the rights of vulnerable populations and mobilize resources for sustainable programs.

The Plan is closely aligned with Tanzania Development Vision 2050 (TDV 2050), particularly its pillars on economic transformation, human capital development, environmental sustainability, and governance, and contributes directly to the Sustainable Development Goals (SDGs), including SDG 1 (No Poverty), SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 13 (Climate Action).

Implementation will follow a phased approach focusing on capacity building, program expansion, evaluation, and sustainability. REDESO's Monitoring, Evaluation, and Learning framework will guide evidence-based programming, accountability, and continuous improvement.

Through this plan, REDESO reaffirms its commitment to empowering communities, advancing social justice, and promoting sustainable development. With strong partnerships and dedicated teams, REDESO envisions a future where all vulnerable populations have equal opportunities to thrive, true to its motto, "Together We Serve Vulnerable People."



ORGANIZATIONAL OVERVIEW

INTRODUCTION

REDESO was registered as a National NGO in Tanzania in June 1998 under the Societies Act, with certificate of registration number S. 9459 and later acquired certificate of compliance No.1466 under the Non-Governmental Organization Act, 2002. The organization has its Head Office in Dar-es-Salaam and field offices in Kishapu in Shinyanga Region, Kibondo, and Kasulu in Kigoma Region, and Ngara in Kagera Region. In the past, REDESO collaborated with other stakeholders to bring lasting solutions and eliminate suffering to vulnerable people through programs in the areas of sustainable development through education, health, livelihood, natural resources and environment management, clean energy solutions, and community empowerment. Our partners include: the Government of Tanzania, UNHCR, Oxfam GB, Oxfam HK, Oxfam Ireland, HelpAge International, Care International, International Development Research Centre (IDRC), JAC Trust Fund, US Department of State under Tanzania Embassy, CONCERN World Wide, Ministry of Foreign Affairs of Denmark, CAFOD (UK), JIFPRO, WFP, UNICEF and Little Sun Foundation.

REDESO has a well-structured governance, which is governed by the Governing Board consisting of six members with gender balance representation. The Chief Executive Officer (CEO) oversees the administration of the day-to-day activities of the organization. Under the CEO, there are Senior Finance Manager, Senior Program Manager, Field Program Coordinators, and Other Program and Finance staff to support the program operations of the organization. To strengthen governance, the organization has clearly documented a number of policies, including Personnel manual, Procurement manual, Financial Manual, PSEA, Code of Conducts, Anti-Fraud & Bribery Policy, and Organization Overhead Shared Costs Policy.

This five-year strategic plan (2026-2030) intends to build on the initiatives and achievements from the previous plan and continue to provide roadmap to enhance institutional capacity, address community needs and build resilient communities.

Our Vision, Mission and Motto



Vision

A community where refugees & other vulnerable people have access to equal opportunities.

Mission

To provide relief services and promote sustainable development to vulnerable communities through capacity enhancement interventions.

Motto

Together We
Serve
Vulnerable
People.

CORE VALUES

REDESO upholds values that promote excellence, integrity, & social responsibility, including:

- Professionalism
- Responsiveness
- Transparency
- Teamwork
- Respect
- Volunteerism & Integrity

ORGANIZATIONAL ENABLERS

To support REDESO's ability to achieve its strategic objectives effectively, the following organizational enablers are the foundational

01. Enhancing Innovation, Integration, and Impact

- Promote adoption of digital tools, research, and innovative models in program design and implementation.
- Mainstream cross-cutting issues (gender, climate resilience, digital inclusion, and safeguarding) to maximize social impact and sustainability.

02. Investing in People (Human Resources Development)

- Develop a new human resources strategy.
- Promote professional development learning.
- Implement continuous professional development programs, mentoring, and leadership training for staff.
- Strengthen staff retention through competitive welfare packages, career growth opportunities, and a safe working environment.

03. Improving Systems and Processes

- Digitize and automate core functions (**finance, HR, M&E, procurement**) to enhance efficiency and transparency.
- Create and implement SOPs and policies for consistency and accountability.
- Promote internal communication and knowledge management.
- Enhance risk management.
- Upgrade organizational infrastructure and tools (ICT system, office equipment, vehicles) to improve operational efficiency and program effectiveness.

04 Strengthening Partnerships

- Develop and implement comprehensive partnership strategy.
- Establish strategic collaborations with government, development partners, the private sector, and civil society organizations (CSOs)
- Diversify and strengthen the resources base: engage in networks and alliances to expand membership and policy dialogues to influence decision-making and mobilize resources.

Taken together, **REDESO's** organizational enablers strengthen systems, empower staff, and build strategic partnerships that enhance efficiency, accountability, and innovation. Together, they form the foundation for delivering sustainable impact and achieving the organization's strategic objectives.

THE ORGANIZATION'S ACHIEVEMENTS

Throughout the implementation period of its previous strategic plan (**2017–2025**), REDESO has remained a key Actor in supporting refugees, asylum seekers and host communities across the regions of **Kigoma, Dar Es Salaam, Kagera, Shinyanga and Simiyu in Tanzania**. As a long-standing implementing partner of **UNHCR**, the organization has extended vital assistance to Burundian and Congolese refugees in North-western Tanzania and urban Dar Es Salaam. In addition, **REDESO** has successfully managed the **DAFI** Scholarship Programme, enabling access to tertiary education for refugees, and has collaborated with various development partners, including **OXFAM**, **CONCERN Worldwide**, **DANIDA**, **CAFOD (UK)**, **JIFPRO**, **WFP**, and **UNICEF**. Key accomplishments during this period are as narrated in the table below:

2017-2025 Strategic Objectives	Key Programs/Projects Implemented	Key donor(s)/Partner
Environmental Management and Protection	• Natural resources and Environment Protection in refugee camps and host communities (2016-2023) • Natural resources and Environment Protection in refugee camps and host communities (2016-2023) • Provision of consultancy for watershed, rangeland, and riverbank rehabilitation in EbARR project sites (2023-2024).	UNHCR, JAC Trust, Vice President's Office- Environment Division
Emergency preparedness	• Enhance Community Resilience to Climate shocks through Disaster Risk Reduction (DRR – 2018-2021) • Sustainable Environment for Persons with Specific Needs in Refugee Camps and Kigoma Region (2022-2025)	OXFAM GB BMZ/HELPPAGE TANZANIA

THE ORGANIZATION'S ACHIEVEMENTS

2017-2025 Strategic Objectives	Key Programs/Projects Implemented	Key donor(s)/Partner
Refugee Service	• Alternative Energy Solutions (2016-2023) • Provision of Solar Lamps to refugee and host communities (2022-2024) • Urban Case Load Protection (2020-2023) • DAFI Scholarship (2016-2019) • Production of Biomass CharcoalBriquettes (2019)	UNHCR Little Sun Foundation UNHCR UNHCR US EMBASSY & OXFAM GB
Innovation	• Piloting Clean cooking energy (cooking and transport sector through EVMotorbikes) • Scaling up Innovations for Reducing and Redistributing Women and Girls' Unpaid Care Work in Rural Tanzania	All funded by IDRC
Livelihood/food security and IGA	• Sisal Value Chain development in Shinyanga • Scaling up livelihood resilience through diversification options • Food security and Livelihood support Enhancement in Refugee camps and the host community in Kigoma Region. (FLER) – Oct 2023- May 2024.	OXFAM GB BMZ/HELPPAGE TANZANIA

THE ORGANIZATION'S ACHIEVEMENTS

2017-2025 Strategic Objectives	Key Programs/Projects Implemented	Key donor(s)/Partner
Institutional Strengthening	• Design and commissioning of ERP Software -2018 • Upgrade Organization Website (2018) • Launch of organization email domain (2016)	All supported by UNHCR
Monitoring and evaluation	• Establish a dedicated and robust MEAL unit under the Program Department (2019)	UNHCR



- The Pinus woodlot at **Magret M. Ntahombaye's farm**, supported by REDESO for conservation, aims to restore degraded environments. As of March 27, 2025, the tree survival rate is **86.4% in Nengo Village**.



- **Enhancing livelihood Resilience** through efficient utilization of **water by drip irrigation and indigenous innovation of greenhouse**

SITUATIONAL ANALYSIS (SWOT) AND CONTEXT OVERVIEW

The situational analysis offers a comprehensive view of REDESO's operational environment by evaluating its internal capacities and external conditions. Through a SWOT analysis, the organization can strategically position itself to enhance impact, ensure sustainability, and align with national and global development agendas.



Strengths

#1

REDESO has nearly 30 years of experience in humanitarian and development work, establishing trust within communities. The organization takes a comprehensive approach, addressing immediate needs and long-term development in education, health, and livelihoods. Strong partnerships with UN agencies and NGOs enhance resource mobilization and program reach, showcasing its core values in leadership and staff cooperation.

Weaknesses

#2



Despite its successes, REDESO faces resource constraints, limiting the scale and impact of its programs. Additionally, heavy reliance on external donor funding creates sustainability challenges, especially when donor priorities shift.



Opportunities

#3

Growing awareness of social issues like refugee rights, gender equality, and climate change provides REDESO opportunities to expand programs and gain support. Technological advances can enhance program implementation and monitoring. Additionally, forming new partnerships can access further resources and expertise. REDESO's regional premises, experienced management, and developed land assets offer internal funding sources to support its mission and vision.

Threats

#4



REDESO has nearly 30 years of humanitarian and development experience, building trust in communities. It addresses immediate needs and long-term development in education, health, and livelihoods. Strong partnerships with UN agencies and NGOs enhance resource mobilization and program effectiveness, reflecting its core values of leadership and staff collaboration.

Context (Institutional) Overview



01 Economic Challenges

The country faces economic challenges, including high poverty and unemployment rates, particularly among vulnerable groups like refugees. These issues, linked to **TDV 2050 Pillar 1 and SDGs 1 & 8**, highlight the need for REDESO's interventions to help communities access basic services and sustainable livelihoods.



02 Social Issues

Use this material to talk about your company's corporate social responsibility efforts. This is the perfect platform to share your successes, as well as the challenges. Not only does it connect you to your stakeholders, but you can also use this to invite them to provide feedback and work closer with you.



03 Refugee Crisis

Tanzania hosts many refugees from Burundi and the Democratic Republic of Congo, increasing demands on local resources. To address this, REDESO aligns with **TDV 2050's** inclusiveness agenda and **SDG 16** by implementing targeted support and integration programs.



04 Environmental Factors

Climate change poses a significant threat to the communities REDESO serves, impacting agriculture, water availability, and overall livelihoods. Environmental degradation exacerbates vulnerabilities, making REDESO's efforts to promote sustainable practices and resilience-building even more critical to support **TDV 2050 Pillar 3 and SDG 13 & 15**.



05 Global Trends and Partnerships

There is a growing focus on sustainable development goals (SDGs) and humanitarian aid, creating opportunities for REDESO to align with international priorities and secure new partnerships and funding. However, competition among NGOs for limited resources poses a challenge.

ORGANIZATION STRATEGIC DIRECTION

Overview of strategic direction

The strategic direction of the Relief to Development Society (REDESO) for **2026–2030** articulates how the organization intends to achieve its **vision and mission** while responding to both immediate humanitarian needs and long-term development challenges. This chapter provides the roadmap that links REDESO's strategic goals, objectives, and organizational enablers to national priorities and global frameworks.

REDESO recognizes that the communities it serves different vulnerable groups, particularly refugees, internally displaced persons, and host populations, are confronted by complex and interrelated challenges, including **poverty, displacement, gender inequality, climate change, and limited access to basic services**. Addressing these challenges requires not only timely humanitarian assistance but also sustainable solutions that empower communities to thrive.



ORGANIZATION STRATEGIC DIRECTION

Strategic focus areas

REDESO's strategic plan over the five years will be guided by four key strategic focus areas:

Humanitarian Response:

REDESO will remain a crucial humanitarian actor, addressing emergencies like forced displacement and natural disasters. The organization will enhance programs in refugee camps, ensuring protection and essential services. Additionally, REDESO will collaborate with governments, UN agencies, and partners to promote sustainable solutions for Congolese and Burundian refugees, focusing on local integration, voluntary repatriation, and self-reliance.

Community Empowerment and Resilience Building:

REDESO focuses on engaging communities as active co-creators of solutions rather than passive aid recipients. The strategy includes strengthening local governance, supporting grassroots organizations, and empowering women and youth in decision-making. REDESO promotes climate-smart agriculture, inclusive education, and renewable energy, aiming to address community challenges and enhance resilience to social, economic, and environmental shocks.

Institutional Strengthening and Accountability:

For REDESO to deliver on its vision effectively, strong internal systems and accountable governance structures are essential. The organization will invest in digitizing core functions such as finance, monitoring and evaluation (M&E), procurement, and human resources to improve efficiency and transparency. Continuous staff welfare improvement, career development, mentorship, and coaching will ensure that REDESO has the capacity to deliver high-quality programs. Accountability will be reinforced through clear and timely reporting mechanisms, ethical standards, and robust risk management.

Strategic Partnerships and Advocacy:

REDESO highlights that making a lasting impact requires collaboration across government, UN bodies, civil society, the private sector, and academia. These partnerships focus on resource mobilization and policy reforms to protect refugees and vulnerable groups. REDESO will participate in policy dialogues, humanitarian networks, and community coalitions to promote systemic change.

STRATEGIC GOALS & OBJECTIVES

REDESO's strategic direction is shaped by two overarching strategic goals and five interrelated Strategic Objectives.

Goal 1:

Effective and Responsive Humanitarian Assistance:

Deliver humanitarian services that are timely, relevant, and aligned with the urgent needs of refugees, displaced populations, and host communities. This includes food assistance, shelter, health services, and protection programs that uphold human dignity and rights.

Goal 2:

Community Engagement for Resilience and Sustainable Development:

Ensure that communities drive the design, ownership, and sustainability of development initiatives. By empowering communities, REDESO will foster climate resilience, strengthen livelihoods, and enhance social cohesion.

Strategic Objectives

Enhance Community Resilience

- Enhance resilience to climate shocks, natural disasters, and socio-economic challenges.
- Promote sustainable practices such as renewable energy, watershed management, and reforestation.
- Support community-led disaster preparedness & digital transformation efforts.

Improve Access to Basic Services

- Expand access to quality education, including refugee scholarships and infrastructure.
- Improve healthcare services, focusing on disease prevention, maternal health, and WASH.
- Ensure protection services and advocacy for refugees and displaced populations.

Promote Sustainable Livelihood Opportunities

- Support vocational training, entrepreneurship, and income-generating activities for women and youth.
- Foster agricultural innovation like greenhouse farming and kitchen gardening.
- Strengthen market linkages and financial inclusion through microfinance and cooperative models.

Strengthen Organizational Capacity

- Enhance staff and board capacity in governance, leadership, fundraising, and technical programs through training, mentorship, and performance management.
- Improve internal systems for efficiency, accountability, and transparency.
- Build staff and leadership capacity via training, mentorship, and performance management.
- Upgrade infrastructure and ICT tools to enhance program delivery.

Foster Strategic Partnerships and Advocacy

- Expand collaboration with UN agencies, governments, NGOs, and private sector.
- Intensify advocacy on refugee rights, gender equality, climate action, and social justice.
- Enhance REDESO's visibility and credibility through active participation in networks.

Alignment with National and Global Priorities

REDESO's strategic direction is deliberately aligned with both national development frameworks and global agendas to maximize relevance, legitimacy, and impact.

TANZANIA DEVELOPMENT VISION 2050

(TVD 2050)

REDESO's strategic direction is firmly aligned with the aspirations of the Tanzania Development Vision 2050 (TDV 2050), ensuring that its interventions contribute meaningfully to the country's long-term development agenda.



Pillar 1: Economic Transformation

REDESO promotes inclusive economic growth by advancing livelihood opportunities, entrepreneurship, and income-generating activities, particularly for women and youth through pillar 2



Pillar 2: Human Capital Development

the organization strengthens access to quality education, healthcare, and skills-building initiatives that empower communities to reach their full potential. In support of pillar 3



Pillar 3: Environmental Sustainability

REDESO implements programs that enhance climate resilience, promote renewable energy solutions, and safeguard natural resources for future generations. Finally, in line with Pillar 4



Pillar 4: Governance and Accountability

REDESO upholds transparency, fosters strong partnerships, & strengthens institutional capacity to ensure effective service delivery and long-term sustainability.



Sustainable Development Goals (SDGs)

REDESO's strategic direction is also closely aligned with the global Sustainable Development Goals (SDGs), ensuring its work contributes to international commitments for inclusive and sustainable development.



The organization directly advances **SDG 1 (No Poverty)** by implementing income-generating initiatives that improve household resilience

SDG 2 (Zero Hunger) by promoting agricultural innovation and food security. Through community health programs.

REDESO supports **SDG 3 (Good Health)**, while investments in scholarships, educational support, and school infrastructure contribute to SDG 4

SDG 4 (Quality Education). By empowering women, reducing gender-based violence, and promoting equal opportunities, REDESO actively advances **SDG 5 (Gender Equality)**.

In addition, REDESO strengthens community-driven urban initiatives in support of **SDG 11 (Sustainable Cities and Communities)** and implements resilience-building strategies to address climate change, thereby contributing to SDG 13 (Climate Action).

Finally, through strategic collaboration, advocacy, and resource mobilization, REDESO reinforces **SDG 17 (Partnerships for the Goals)**, positioning itself as a key partner in achieving sustainable and inclusive development outcomes.

Strategic Objective versus Key Initiatives/Program.

Strategic Objective 1: Enhance Community Resilience

Purpose: Strengthen the adaptive capacity of vulnerable populations to withstand socio-economic and environmental challenges.

Key Initiatives / Programs:

- Climate Resilience Program: Community-based adaptation projects, including environmental management in protection, rehabilitation, restoration, and sustainable land use practices. Climate economic resilience activities.
- Promotion and scale up Renewable Energy and Clean Cooking Solutions: Expansion of improved cook stoves, briquette production, Liquefied Petroleum Gases (LPG), and solar lantern distribution to reduce deforestation and improve health.
- Disaster Risk Reduction (DRR): Development of district disaster management plans, training community disaster committees, and establishing early warning systems.
- Digital Transformation for Resilience: Promotion of mobile platforms for information sharing, early warnings, and capacity building on digital literacy.

Strategic Objective 2: Improve Access to Basic Services.

Purpose: Provide equitable access to quality education, healthcare, water, sanitation, and protection services.

Key Initiatives / Programs:

- Education for All: Build learning infrastructures and provide educational materials.
- Community Health: Improve preparedness and response to pandemics and epidemics.
- WASH (Water, Sanitation, and Hygiene): Promote sanitation initiatives and construct sanitation facilities.
- Vulnerable Protection and Social Integration: Strengthen protection structures, offer psychosocial support, and promote durable solutions for refugees.

Strategic Objective 3: Promote Sustainable Livelihood Opportunities

Purpose: Empower vulnerable groups to secure sustainable incomes and self-reliance.

Key Initiatives / Programs:

- Agriculture and Food Security Program: Support and Promotion of Climate Smart Agriculture (CSA) practices, drought-tolerant crops, and development of value chain programs.

Strategic Objective versus Key Initiatives/Program.

- Skills Development and Vocational Training Program: Facilitate and support in agribusiness, Information and Communication Technology (ICT), Income Generating Activities (IGAs), with a special focus on women and youth.
- Small and Medium Enterprises (SME) and Financial Inclusion Program: Support and linkage to women and youth groups to access financial services and entrepreneurship mentoring.

Strategic Objective 4: Strengthen Organizational Capacity

Purpose: Enhance REDESO's internal systems, human resources, and infrastructure to deliver effective and impactful programs and enhance REDESO's internal capacity in financial resources.

Key Initiatives / Programs

- Organizational Systems Strengthening: Innovating ICT systems in finance, HR, procurement, M&E, and SOPs.
- Human Resources and Leadership Development: Building capacity and recruiting staff through mentoring, coaching, and retention packages.
- Infrastructure Development Program: Supporting and renovating office facilities, vehicles, and logistics for efficient delivery.
- Governance and Accountability Program: Creating a Feedback Accountability Mechanism (FAM) for transparency in program implementation.
- Strengthening Internal Resource Mobilization: Establishing Social Enterprises to enhance organizational operations.

Strategic Objective 5: Foster Strategic Partnerships and Advocacy

Purpose: Build alliances and strengthen advocacy for coordination, policy change, reform, and resource mobilization.

Key Initiatives / Programs

- Partnerships for Development Program: Enhances collaboration with stakeholders (government, UN agencies, INGOs, private sector, local CSOs) to mobilize resources and expertise.
- Knowledge and Policy Engagement Program: Works with training institutes and research agencies to improve resource mobilization and inform policy reforms.
- Visibility and Communication Program: Strengthens REDESO's public relations and digital platforms to highlight impact and attract support.

IMPLEMENTATION PLAN

Timeline

The implementation plan outlines how REDESO will translate its strategic vision, goal, and strategic objectives into concrete actions for five years (2026 to 2030). It provides a structured approach to ensure that programs are delivered effectively, resources are managed efficiently, and communities are empowered sustainably. The plan also emphasizes accountability, flexibility, and continuous learning to respond to emerging challenges and opportunities.

Five-Year Delivery and Execution Plan

Translating vision into action, impact, and sustainable results.

Phase. 1 Foundation & Capacity Building (2026)

This phase(1) strengthens REDESO's internal systems and launches key programs. It involves an organizational assessment, enhancing human resources, starting advocacy, building strategic partnerships, and piloting education, health, and livelihood programs. Monitoring and Evaluation (M&E) systems will boost institutional capacity using modern technology and staffing.

Phase. 2 Program Expansion & Community Engagement (2026-2028)

The second phase focuses on scaling core programs in vulnerable regions, including skills development, vocational training, sustainable agriculture, education, health services, and community protection. Key activities also include promoting environmental sustainability, renewable energy, disaster risk reduction, and digital transformation. The initiative aims to strengthen monitoring and evaluation, mobilize resources, and enhance collaboration and communication with communities and stakeholders for effective humanitarian assistance and sustainable development.

Phase. 3 Evaluation & Adjustment (2029)

This phase (3) involves a mid-term review to assess progress, identify gaps, & refine strategies. Activities include evaluating program impact, adjusting initiatives for greater effectiveness, strengthening partnerships with international stakeholders, & ensuring program sustainability through local ownership and capacity building.

Phase. 4 Consolidation and Sustainability (2029-2030)

The final phase focuses on institutionalizing successful programs to ensure long-term impact. Key activities include conducting a final strategic plan evaluation, sustaining community-driven development initiatives, creating a sustainable operational model, and securing long-term funding through resource mobilization and partnerships. Effective refugee protection and community support services will be maintained, and "Plan B" for financial sustainability will be developed. Initiatives that promote community self-reliance and include elderly and other vulnerable groups in program design will be expanded for community engagement purposes.

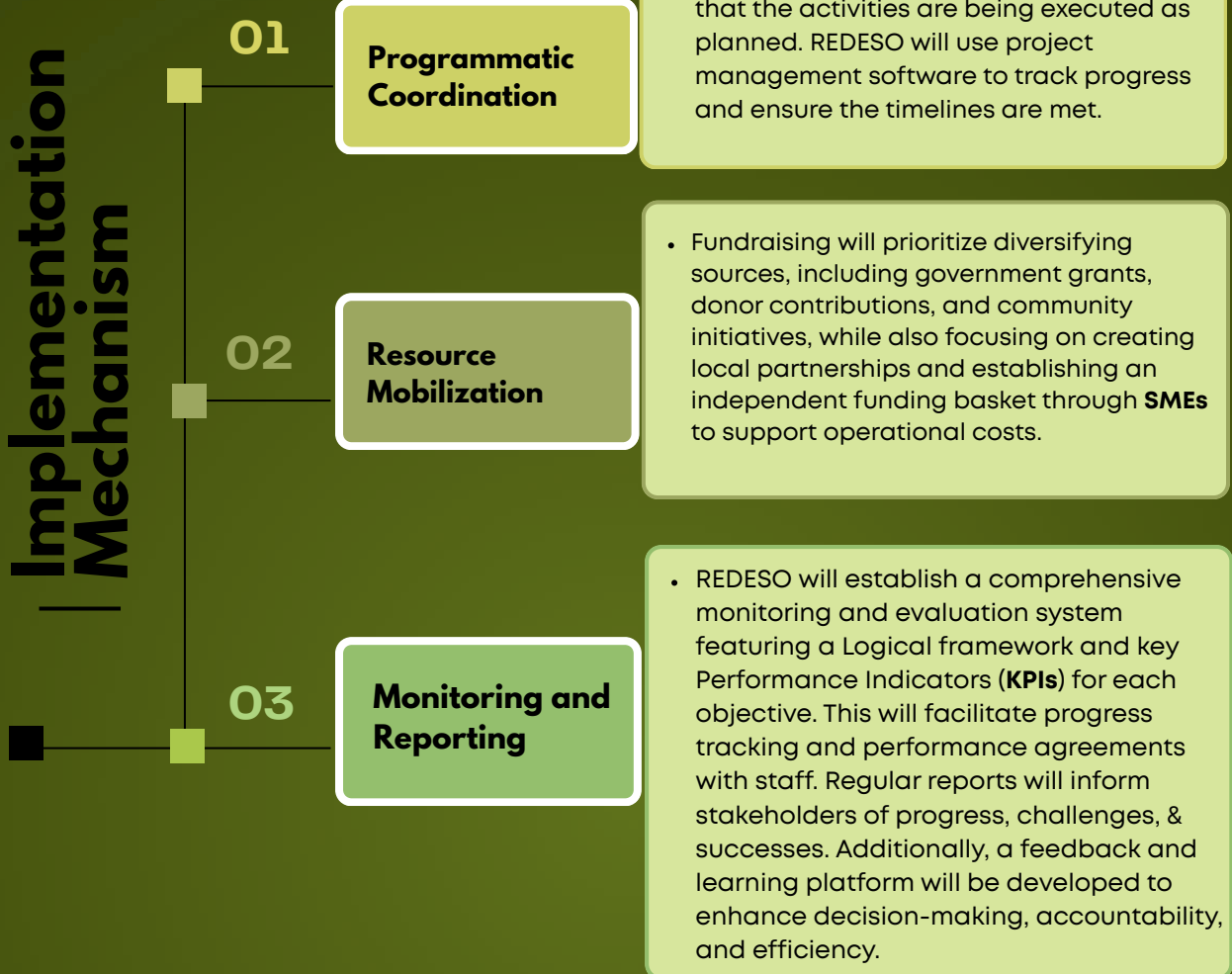
Roles and Responsibilities



The successful execution of this plan relies on the collaboration and commitment of all stakeholders. Clearly defined roles enhance accountability, efficiency, and coordination, guiding individual contributions to align with specific objectives.

- » The Senior Management Team will oversee the overall execution of the strategic plan, ensuring alignment with organizational goals, securing funding, engaging key stakeholders, External communication, Policy influencing, advocacy. Senior management acts as the **drivers, enablers, and overseers** of strategic plan implementation, ensuring that strategy moves from paper to practice.
- » Program Managers will oversee the implementation of programs related to health, education, and livelihoods. Their responsibilities include managing resources, coordinating activities, ensuring program delivery, writing proposals, maintaining partnerships, and reporting progress.
- » Programme staff and Coordinators will implement programs at the grassroots level, focusing on community engagement. They oversee daily operations, provide training, support local communities, and report progress and challenges to program managers.
- » The Monitoring, Evaluation, and Learning (MEL) Team will design and implement **MEL** frameworks to assess program effectiveness. They collect data, conduct surveys, and facilitate evaluations to inform decision-making and improvements.
- » The Partnerships and Advocacy Team will foster relationships with local governments, international organizations, donors, and key stakeholders. They lead advocacy efforts, raise awareness, and mobilize resources.
- » The Finance and Administration Team will manage budgets and ensure financial sustainability.
- » The Human Resource Team will manage workforce planning, recruitment, training, compliance, staff well-being, and performance. They will also support ethical practices, conflict resolution, capacity building, smooth project exits, and proper documentation to enhance organizational effectiveness.
- » Communications Team will handle external and internal communications, including public relations, marketing, and social media engagement. They work to promote REDESO's initiatives, build awareness, and share success stories.

Implementation Mechanism



The implementation mechanism highlights the systematic processes, structures, and tools put in place to ensure that the strategic plan is translated into actionable steps and produces the intended results. It ensures that strategies move from paper into practice.



Departments



To ensure effective implementation of its strategic plan, REDESO has structured its operations into eight key departments, each with specific roles and responsibilities.

- » **The Program Implementation Department** oversees daily operations of core programs like livelihoods, education, health, disaster relief, and community resilience. It aligns initiatives with strategic goals by designing development plans, coordinating field staff, and ensuring timely delivery.
- » **The Monitoring, Evaluation, and Learning (MEL) Department** tracks program performance and assesses impact, providing data-driven insights for decision-making. It collects and analyzes data, conducts surveys, evaluates outcomes, and recommends improvements.
- » **The Business Development, Partnerships, and Advocacy Department** fosters relationships with government entities, donors, and communities to support REDESO's mission. It advocates for marginalized groups, mobilizes resources, and engages stakeholders.
- » **The Finance and Administration Department** manages financial efficiency and compliance with donor regulations, overseeing budgeting, accounting, financial planning, and administrative functions like logistics and office support.
- » **The Human Resources and Capacity Building Department** focuses on staff recruitment, training, and retention. It develops internal policies, promotes a positive organizational culture, and offers professional development to enhance staff capacity.
- » **The Communications and Public Relations Department** at REDESO oversees internal and external communications, creating strategies, managing public relations and social media, and producing newsletters, reports, and marketing materials to promote awareness of REDESO's work.
- » **The Logistics and Supply Chain Department** efficiently manages the procurement, distribution, and delivery of resources, playing a crucial role in supply chain management, especially during emergencies and large projects.
- » **The Legal and Compliance Department** ensures REDESO adheres to legal frameworks by reviewing contracts, ensuring compliance with humanitarian and human rights regulations, and managing risk assessments and mitigation strategies.

Roles of Key Stakeholders



REDESO's success relies on collaboration with key stakeholders, each playing a crucial role in program implementation, resource mobilization, and advocacy for marginalized communities.

- » **Senior Management Team:** Responsible for strategic direction, governance, and decision-making, ensuring alignment with REDESO's mission. They oversee financial and programmatic performance, secure funding, and maintain partnerships.
- » **Program staff and field teams:** Directly implement REDESO's programs at the grassroots level, coordinating local stakeholders, delivering services in livelihoods, education, health, and emergency relief, and ensuring program execution.
- » **Government Authorities (Local & National):** Provide policy guidance, legal frameworks, and funding support while ensuring compliance with national laws and facilitating coordination between REDESO and other stakeholders.
- » **Donors and funding partners:** Provide financial resources, monitor program effectiveness, and ensure transparency. This includes international organizations, private sector donors, and development agencies.
- » **Local communities and beneficiaries:** As primary stakeholders, they participate in program activities, provide insights into local needs, and contribute feedback for program improvements.
- » **International NGOs and Partners:** Collaborate in large-scale program implementation, provide technical expertise, and contribute financial and material resources to support REDESO's initiatives.
- » **UNHCR and Other UN Agencies:** Support refugee-related programs, set international humanitarian standards, provide funding, and facilitate coordination between various stakeholders.

Roles of Key Stakeholders



REDESO's success relies on collaboration with key stakeholders, each playing a crucial role in program implementation, resource mobilization, and advocacy for marginalized communities.

- > **Private Sector Partners:** Conduct research, evaluations, and assessments to enhance program effectiveness, support innovation, and contribute to strategic decision-making.
- > **Media and Public Relations:** Raise awareness about REDESO's work, support advocacy and fundraising efforts, and influence public perception of issues affecting vulnerable communities.
- > **Volunteers and Local Community Leaders:** Support program implementation, mobilize communities, facilitate outreach efforts, and act as liaisons between REDESO and beneficiaries.

Each stakeholder plays a vital role in ensuring REDESO effectively delivers its mission to support refugees, displaced populations, and marginalized communities in Tanzania. Their combined efforts drive impactful change through advocacy, program execution, and resource mobilization.

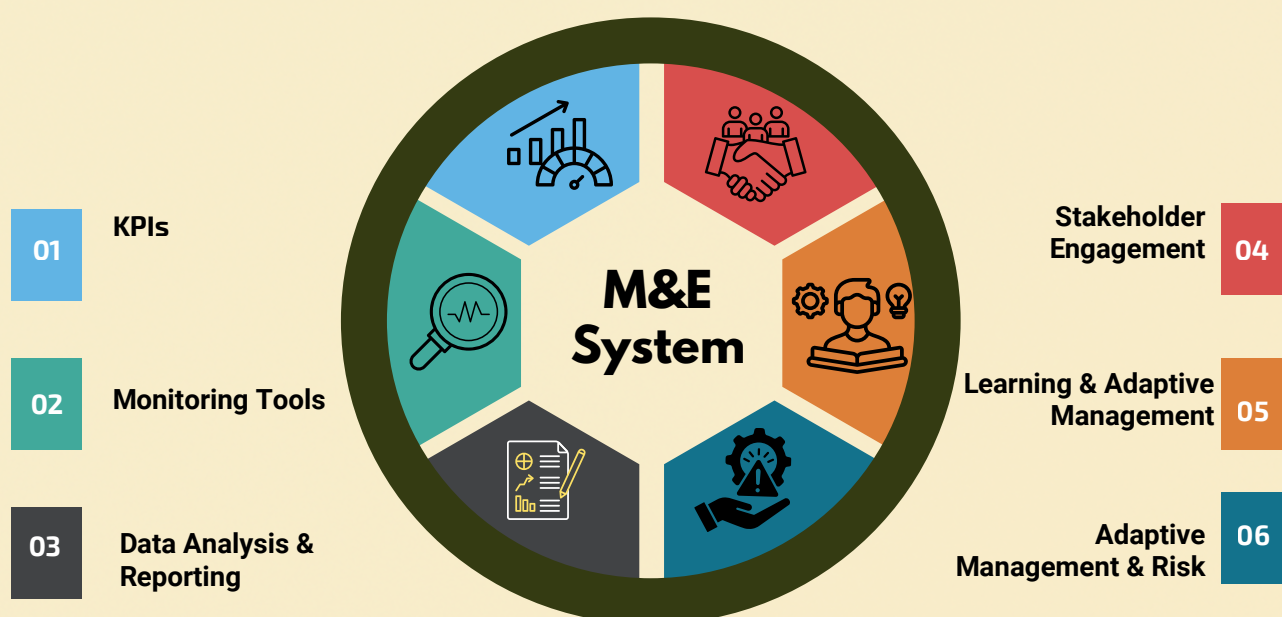
Monitoring and evaluation



MONITORING FRAMEWORK

The framework monitors program progress, ensures accountability, and enables timely adjustments. Key components include:

- **REDESO's M&E system:** will track progress with indicators like training, disease reduction, and income growth. Baseline data will be collected, followed by regular updates through surveys, interviews, FGDs, and field observations to monitor progress and make adjustments.
- **Key Performance Indicators (KPIs):** REDESO will establish KPIs for each program, like the number of individuals reached or businesses started, to measure success and impact.
- **Monitoring Tools:** include surveys, FGDs, KIIs, routine reports, and field visits to collect data and evaluate program effectiveness.
- **Data will be analyzed and reported** quarterly and annually, leveraging technology to enhance analysis and decision-making.
- **REDESO will create feedback mechanisms** for beneficiaries and work with partners to ensure transparency and accountability, including regular donor reporting.
- **Learning and Adaptive Management:** REDESO will conduct mid-term and final evaluations to assess effectiveness and adapt programs based on data and feedback to improve outcomes.
- **Risk Management:** Regular risk assessments and contingency plans will be developed to address potential challenges, ensuring program continuity despite unforeseen events.



Monitoring and evaluation

REVIEW AND LEARNING MECHANISM

The plan's M&E framework includes a commitment to learning and adaptive management. To support this, the organization will emphasize sharing lessons from leadership to all staff, encouraging the communication of skills, information, and knowledge, and conducting regular (quarterly/online) board meetings to monitor progress.

*This framework will enable REDESO to assess program performance, make necessary adjustments, and maintain transparency and accountability in its operations. This **M&E** framework responds to **TDV 2050's** results-based management principle and supports **SDG 17.18**, which calls for strengthening data, monitoring, and accountability systems.*

Resource Mobilization

Funding Strategy

To achieve its strategic objectives, REDESO secures diverse and sustainable funding sources, ensuring the continuity of its programs in emergency response, livelihoods, education, health, and advocacy.

Key Funding Sources:

- **Non-Traditional Donors:** Conduct a holistic donor mapping to identify more non-traditional donors.
- **Government and Donor Funding:** Engaging with government agencies and international donors such as UN Agencies like UNHCR etc. and International NGOs like IDRC etc. for financial and technical support.
- **Private Sector and Corporate Partnerships:** Collaborating with corporations through CSR initiatives and social impact investments to secure funding and in-kind support.

- **Philanthropic Foundations and Trusts:** Targeting organizations like the Ford Foundation for grants supporting health, education, and women's empowerment.
- **Fundraising and Public Contributions:** Utilizing online platforms, public events, and individual donations to expand financial support.
- **Resource Mobilization and Advocacy:** Conducting advocacy and awareness campaigns to attract new supporters and secure in-kind contributions.

“ Together, We
unlock the strength
to sustain change ”

Mobilizing and Managing Funds:



Establishing a robust financial management system to ensure accountability, efficient resource allocation, and transparency.



Diversifying funding sources to maintain long-term sustainability and reduce reliance on a single funding stream.

Budget Estimates

SO	2026	2027	2028	2029	2030	TOTAL IN (TZS)
SO.1	500,000,000	750,000,000	750,000,000	400,000,000	350,000,000	2,750,000,000
SO.2	280,000,000	500,000,000	400,000,000	140,000,000	80,000,000	1,400,000,000
SO.3	300,000,000	600,000,000	600,000,000	300,000,000	100,000,000	1,900,000,000
SO.4	240,000,000	500,000,000	200,000,000	80,000,000	80,000,000	1,100,000,000
SO.5	100,000,000	200,000,000	120,000,000	80,000,000	50,000,000	550,000,000
TOTAL	1,420,000,000	2,550,000,000	2,070,000,000	1,000,000,000	660,000,000	7,700,000,000

Partnerships

- **Government and Local Authorities:** Collaborating with ministries such as the Ministry of Health and the Ministry of Education to align policies and secure financial support.
- **International Organizations and Donors:** Partnering with UNHCR, IDRC, and WFP for financial aid and technical expertise.
- **Non-Governmental Organizations (NGOs):** Working with Oxfam, CARE, Save the Children, and other NGOs to co-fund programs and enhance community interventions.
- **Private Sector and Corporate Partners:** Engaging companies like Vodacom and the Tanzania Private Sector Foundation to secure financial and in-kind contributions.
- **Community-Based Organizations (CBOs):** Collaborating with women's and youth groups, Faith Based Organization (FBOs), and local actors to ensure grassroots implementation.



Little solar lamp beneficiaries Photo:

A vulnerable woman in **Kigoma**, Tanzania, uses a small solar lamp for clean lighting energy while it charges with solar power, enabling her to continue her daily activities.



Vice President Photo:

Dr. Philip Isdory Mpango, former Vice President of Tanzania, inaugurates the National commemoration week for **International Women's Day in Kigoma**. REDESO presented its initiatives focused on empowering women through clean cooking and lighting energy solutions.

- **Collaborating with academic and research institutions** like the University of Dar Es Salaam and ESRF for data-driven program development.
- **Involve local communities and leaders** in program design, implementation, and monitoring for relevance and sustainability.
- **Engaging media and advocacy groups** to raise awareness, gather support, and promote policy changes.

This strategy aligns with TDV 2050's emphasis on sustainable financing and private sector engagement, while contributing to SDG 17 on partnerships, financing, and capacity-building.

RISK MANAGEMENT

Risk Identification

- **Financial Constraints:** Inconsistent donor support could limit program sustainability and growth.
- **Natural Disasters:** Climate events may damage infrastructure and increase emergency response needs.
- **Limited Local Capacity:** Insufficient technical skills may slow program effectiveness.
- **Regulatory Changes:** Government policies on foreign aid and NGO activities could impact operations.
- **Dependency on Donors:** Over-reliance on donor funding increases vulnerability to priority shifts.
- **Resource Competition:** Competing organizations may affect REDESO's financial security.
- **Health Crises:** Pandemics and outbreaks can disrupt fieldwork and engagement.
- **Technology Gaps:** Limited infrastructure for data collection may hinder program assessment.
- **Social and Cultural Barriers:** Resistance to gender, youth, and health programs may impact effectiveness.
- **Supply Chain Disruptions:** Delays in critical supplies can increase costs and slow implementation
- **Monitoring and Evaluation Challenges:** Weak tracking systems may reduce REDESO's ability to measure success.
- **Ethical Risks:** Concerns about the treatment of vulnerable groups may affect reputation and partnerships.

Mitigation Strategies

To address these risks, REDESO will:



01.

Develop contingency plans and a risk management framework.

02.

Diversify funding sources to reduce dependency on donors.

03.

Enhance partnerships with government and local stakeholders for improved coordination.

04.

Invest in staff and partner capacity building to enhance program effectiveness.

05.

Improve monitoring and evaluation systems to ensure adaptive management.

"These strategic priorities enhance financial sustainability, operational effectiveness, and accountability ensuring donor investments translate into measurable and lasting impact."

Summary of the Strategic Focus and the Commitment for Achievement

REDESO's strategic plan is centred on **empowering vulnerable populations, promoting sustainable development, and enhancing community resilience** through targeted interventions in education, health, livelihoods, and social protection. The organization is committed to addressing the needs of marginalized communities, including refugees, internally displaced persons, and disadvantaged local populations, with a focus on ensuring long-term social and economic progress.

Over the next **five years**, REDESO will focus on strengthening community capacity to adapt to challenges, improving access to essential services, and promoting sustainable livelihoods, particularly for women and youth. We will work closely with government agencies, **local authorities, NGOs, private sector partners**, and the communities we serve to ensure the successful implementation of our initiatives.

Conclusion

Call to Action

As we embark on this ambitious journey, we invite all **partners, stakeholders, and supporters** to join us in this mission.

Whether you are a **government entity, donor, NGO, community-based organization, or private sector player**, your collaboration is essential to achieving the outcomes outlined in our strategic plan.

Together, we can make a lasting impact on the lives of vulnerable populations across Tanzania, ensuring that they have the tools, resources, and opportunities to thrive. Let us unite our efforts and commit to building a more resilient, equitable, and prosperous future for all.

We are confident that through collective action, we can turn our vision into reality.

Join us in empowering communities, transforming lives, and creating lasting change.



Get Involved!

Together, we can create a sustainable future. Whether you're a business looking to enhance your sustainability practices or an individual eager to make a difference,

REDESO is here to support you. Join us in our mission to provide & promote sustainable development to vulnerable communities through capacity enhancement interventions.



Our Partners



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**“TOGETHER WE SERVE VULNERABLE
PEOPLE”**



Thank you for reading the Strategic Plan Report