



5 YEAR STRATEGIC PLAN
of
Grace Community Development & Education (GCDE)

JANUARY 2015

(modified November 2016)

Grace Community Development & Education

PO Box 708

Sumbwanga, Tanzania

Email: gcdetz@gmail.com

Website: www.gcde.org

Phone: +255 768 198 833 or +255 787 735 589

PREFACE

This first GCDE 5 Year Strategic Plan has been prepared and provides guidance for the implementation of sustainable development objectives to the smallholder stakeholder sector in Tanzania. It concentrates on exposing different routes to be used in order to ensure increased efficiency and productivity in GCDE's service delivery to both small and medium development stakeholders. It clearly explains the services and interventions planned by GCDE and its capability to implement them. It provides a framework for stakeholders and entrepreneurs, creating a positive environment for small and medium development stakeholders. It is our belief that the interventions to be implemented will stimulate involvement and participation of many towards increasing the number of enterprises, which ultimately will increase employment and wealth creation among the young generation.

We at GCDE see Tanzania as blessed by having quite a number of natural resources that are worthless unless they are transformed into consumable products to be marketed. The Tanzanian government supports initiatives of NGOs to develop local capacities to effect such development transformation. It fully supports strategies, programs and projects aimed at contributing to the development of various sub sectors. For that matter, business development is about seeing opportunities and developing the best ways of tapping those opportunities to ones advantage. GCDE, with its strong belief in knowledge as power and the primary lever to true and sustainable development, commits itself to training and imparting development knowledge to all. Initiatives that are being advocated and implemented by GCDE have the blessings of our external partners and internal Ministries of Health, Agriculture, Industry and Trade, making the government of Tanzania a supporting contributor in that respect.

GCDE also believes that active involvement of all subsistence farmers and small business stakeholders is a key to gradual and consistent growth and development towards poverty reduction. The current thrust is to consolidate the already established operational capacity, efficiency, productivity and services to clients and promote further active involvement of the private sector in poverty reduction strategies as provided by government sub sectors development initiatives. All Tanzanians can enjoy these opportunities and make poverty history if they: have the capacity to work hard and can apply skills, creativity and knowledge, and; can have equitable access to utilize resources effectively and efficiently for the benefit of present and future generations.

In the coming five years GCDE intends to capitalize on the good relationships we have built in past seven years with development stakeholders and organizations that have an interest in working with subsistence farmers and business and development stakeholders. We will find more ways to secure expert advice in our projects and in all our decision-making. The hard work of delivering this strategy can only succeed with the involvement of the widest possible coalition with the participatory spirit of all involved in the projects. Thus, GCDE's continued commitment and interaction with various development stakeholders to sustain their goodwill and support will be very much enhanced.

We would like to thank all who took part in our consultation and offered us their insights, advice, experience and ideas in the design and putting in place this first GCDE 5 year strategic plan. Their contributions in terms of ideas and suggestions have been valuable in providing a wide range of perspectives and accumulated experiences that have enabled us to present a clear picture of the challenges we face over the next five years. Also they have provided with us the approaches required to address the challenge of poverty reduction by utilizing combined resources through business development, sustainable agriculture, community health and environmental conservation.

It is my sincere belief that active participation of all stakeholders in implementing this noble development course will increase the pace of job creation, providing sustainable success and increased income resulting in reduced poverty and contributing to the improvement of people's well-being.

It is our hope that GCDE members will continue to provide voluntary, efficient and effective services that will ensure that all assets, resources and actions are directed at the timely achievement of its established objectives.

TABLE OF CONTENTS

i. Preface - Letter from the Chairman of the Board.....	i
ii. Table of Contents	ii
iii. Acronyms	iii

SECTION ONE

1.0 Introduction.....	1
1.1 Purpose of the plan	1
1.2 Background of GCDE	2
1.2.1 Establishment of GCDE	2
1.2.2 Role of GCDE.....	2
1.2.3 Layout of the plan	2

SECTION TWO

2.0 Situation analysis.....	2
2.1 SWOT Analysis.....	3

SECTION THREE

3.0 Vision, Mission, Core values and Areas of Focus	4
3.1 Vision.....	4
3.2 Mission.....	5
3.3 Core values.....	5
3.4 Areas of Focus	5

SECTION FOUR

4.0 Objectives, Strategies and Targets	
4.1 Business Training, consulting and mentoring.....	7
4.2 Sustainable Agriculture	8
4.3 Community Health.....	10
4.4 Environmental Conservation	11

SECTION FIVE

5.0 Monitoring and Evaluation (M&E)	12
---	----

SECTION SIX

6.0 Resource Requirements.....	13
6.1 Human Resources.....	13
6.2 Material Resources.....	13
6.3 Financial Resources	13

Annex

Annex I: Implementation matrix (current year action plan)

Annex II: Budget

Annex III: Organizational Chart

Acronyms

CBO – Community Based Organization

CBP – Christian Business Person

CCBRT – Comprehensive Community Based Rehabilitation in Tanzania

FFF – Foundations For Farming

FGW – Farming God’s Way

GCDE - Grace Community Development and Education

LGA – Local Government Agency

M&E – Monitoring and Evaluation

NGO – non-governmental organization

SME – Small & Medium Enterprise

SWOT – Strengths and Weaknesses, Opportunities and Threats

SECTION ONE

1.0 Introduction

GCDE was established in 2007 as a civil society organization with registration number SO 14899 and holds a certificate of compliance NO. 0876 as a nationwide NGO in Tanzania. GCDE is currently focused in the Western Highlands Zone in the regions of Iringa, Mbeya, Rukwa and Katavi with its office located in Sumbawanga. GCDE is striving to be a change agent in rural communities to improve the standard of life through addressing business and sustainable agriculture training. GCDE identifies real needs and works with local people to develop local resources with sustainable impact.

While there has been improvement, Tanzania is still one of the poorest countries in the world with 36% of the population living below the national poverty line. Eighty percent of employment is in the agricultural sector with a majority of that being small scale subsistence farming.

A great challenge in Tanzania and other developing nations is the issue of real unemployment. Where GCDE addresses community needs by providing business and agricultural training, self-employment increases. People with an applicable knowledge of business and sustainable agriculture have an improved standard of living that includes adequate food, clothing, housing, and medical care. This can bestow health and wellbeing to individuals and families.

1.1 Purpose of the plan

GCDE's Strategic Plan focuses on increased efficiency and productivity of GCDE's services to the small and medium development stakeholder through harmonization of current achievements and new opportunities that will strengthen our organizational capacity to provide better and more sustainable services. The document explains clearly what services and interventions planned by GCDE and its capability to implement them in the next five years. Focusing on poverty reduction strategies, the plan is expected to stimulate involvement and participation of targeted entrepreneurs towards increasing the number of enterprises, employment and wealth creation. Moreover, the plan will create a sustainable basis for small development stakeholders to improve production capacity. Furthermore, it will improve capacity and utilization of existing local resources by applying knowledge imparted through this programming.

1.2 Background of GCDE

1.2.1 Establishment of GCDE

Grace Community Development and Education (GCDE) is a non-profit organization which was established in 2007 as a civil society organization with registration number SO 14899 and holds a certificate of compliance NO. 0876 as a nationwide NGO.

1.2.2 Role of GCDE

In line with National development strategies, GCDE's roles have been redefined to respond to political, socio – economic and environmental changes to promote sustainable development aimed at poverty reduction. Based on its functions, GCDE has the following primary and secondary roles or areas of focus:

Primary roles:

- Provide Business Training, consulting and mentoring,
- Sustainable Agriculture training, extension and advisory services

Secondary roles:

- Community Health education and services
- To provide Environmental Conservation knowledge and technical assistance to smallholder farmers

1.2.3 Layout of the plan

The plan is presented in six sections. Section one gives an introduction of GCDE by narrating the purpose of plan, provides background that outlines the establishment, roles performed by the organization as well as layout of the plan. Section two describes the SWOT situation analysis of implemented activities from previous plans and describes the unfolding opportunities and challenges leading to strategic issues. The vision, mission, core values and focus areas to be pursued by GCDE are stated in section three while section four describes the objectives, strategies and interventions to be implemented in the plan. Section five portrays the review process in Monitoring and Evaluation (M&E) and finally, section six deals with bridges to successful implementation of the plan.

SECTION TWO

2.0 Situation analysis

As a Tanzanian NGO headquartered in Sumbawanga, GCDE is uniquely positioned to partner with local people to develop solutions for the reduction of poverty. As a non-profit organization with partners both inside and outside of Tanzania GCDE brings a new perspective to a long term challenge – the reduction of poverty through the discovery and utilization of local resources. Our international partners bring a broad worldview to the table and help us to clarify our local perspective as we work together to bring business training and sustainable agriculture programming to the grass roots level in a way that builds sustainability, is respectful of all people and honoring to God.

2.1 SWOT Analysis

The following table briefly identifies some of GCDE's internal strengths and weaknesses as well as external opportunities and threats.

SWOT Analysis - Internal Assessment

Strengths	Weaknesses
<ol style="list-style-type: none">1. GCDE's staff are highly committed to its Mission and Vision.2. GCDE has a wide operating network with other local, national and international organizations in its area of activities.3. GCDE seeks to work at the grassroots level with local business people and agriculturalists at the village level.4. GCDE offers development and training initiatives targeting small holder agriculturists and Small & Medium Enterprise (SME) business people who make up a large percentage of the population in rural southwestern Tanzania.5. GCDE has won the confidence of local and international collaborators and is therefore attracting other participants into the activities of development and promotion of small and medium agriculture production and business development.6. Good location and visibility of GCDE's offices.7. Potential to engage GCDE board members at a higher level in order to access additional resources that we are not currently utilizing.8. North American Affiliate as GCDE advisory board brings a unique world view, resources and accountability partner.9. Opportunities to work closely with churches because of our Christian foundation.10. Potential to utilize volunteers and interns in a highly effective manner with the appropriate administrative controls in place.	<ol style="list-style-type: none">1. Limited financial resources for development and operational activities.2. Limited paid and trained leadership to follow up and follow through on new ideas and program initiatives.3. Inadequate extension and training services personnel due to capacity limitations.4. Inadequate management team due to lack of recruitment of the younger generation.5. Inadequate capacities with respect to various activities; for example project planning, management, training, monitoring and evaluation section.6. A desire to please the government and donor organizations rather than strictly adhering to our goals can create a loss of focus and momentum.7. Depressed ability to effectively respond to natural calamities and external shocks timely.

SWOT Analysis - External Assessment

Opportunities	Threats
<ol style="list-style-type: none">1. Government policies, strategies and directives recognize the importance of and therefore support the development of small and medium development stakeholder sector.2. Growing economy creates prospects for small and medium development stakeholder sector to prosper.3. Expanding local, district, regional, national and global markets for small and medium development stakeholder's products and services creates development opportunities.4. A stable and supportive political environment encourages economic change which is potentially conducive for poverty reduction.5. Formal education is highly valued by most Tanzanians creating demand for some educational components of development.6. Government establishment and funding of some large NGOs is helping to create a favorable environment for development in general.7. There are many more college and university graduates seeking employment in the private sector.	<ol style="list-style-type: none">1. Globalization and rapid communications make systems obsolete in very short cycles necessitating that operational changes occur very quickly.2. Inadequate small and medium development stakeholder capacity to cope with the rate of current technological advancement due to lack of financial capacity and training at small development stakeholder level.3. The social – economic effect of HIV/AIDS pandemic.4. Common misconception of NGO's as organizations that just pass out money.5. Improper and untimely demands of NGOs reports to Local Government Authorities and Central Government Authorities.6. Many NGO's and other organizations competing for the same clients.7. Lack of education and literacy among the rural poor makes the transfer of development and skills difficult.8. Local misunderstanding of what true development is; thinking that a one-time infusion of money is development.

SECTION THREE

3.0 Vision, Mission, Core Values and Areas of Focus

In this section we present clear concise statements of GCDE's Vision, Mission, Core Values and Areas of Focus.

3.1 Vision

GCDE's Vision is:

A resourceful community striving to reduce poverty for the glory of God.

3.2 Mission

GCDE's Mission is to:

Transfer appropriate skills, development and training resulting in an improved quality of life for people in Tanzania.

3.3 Core values

GCDE's Core Values are:

Sustainable: We work with limited resources which we conserve through good management while constantly evaluating opportunities to enhance or increase our resources in ways that are consistent with our Mission and Vision.

Relevant: Learning and development are key components of what we provide to our clients but we also continually seek new and informative sources for our own knowledge.

Integrity: We are honest and accountable by saying what we mean, matching our behaviors to our words and taking responsibility for our actions.

Bible Based: We are committed to God's desire and leading as expressed through the Bible. We are a Christian organization impacting people of all faiths.

Teamwork: Working together with employees, volunteers, donors and clients is critical to our success. We foster an open environment where people are encouraged to contribute to and build upon one another's successes.

Innovation: We develop and encourage creative solutions and put them into action.

3.4 Areas of Focus

While there are many worthy approaches to development and many organizations that contribute to poverty reduction in various ways, GCDE has a core focus on business training and sustainable agriculture programming as a means toward poverty reduction. GCDE's secondary development programming areas are community health and environmental conservation. In all our development initiatives we take a holistic approach realizing that all people are multifaceted beings with physical, emotional, social and spiritual needs.

Business Training, consulting and mentoring: Many people are involved in small business either formally or casually. Successful ongoing business operations have the potential to reduce poverty bringing value and sustainability to business owners and employees and strengthening the church and community. Target clientele for business programming include existing business people and those who have an interest in starting and running their own business with an emphasis in the areas of denser population such as small towns and larger villages.

Sustainable Agriculture: Sustainable agriculture adopts productive, competitive and efficient practices, while protecting and improving the farming environment, the ecosystem as well as the socio-economic conditions of local communities. The majority of people in Tanzania are directly involved in agriculture, growing basic crops to feed their families and attempting to sell the excess to provide for medical, educational and other family needs. Increasing crop yields by applying new and more productive methodologies has the potential to reduce poverty by bringing a greater income stream to this large segment of the population. Growth in small holder agriculture outputs goes hand in hand with a reduction in poverty as subsistence farmers are transformed into entrepreneurs and become owners and operators of small commercially viable farm enterprises. Target clientele for agricultural programming are small holder farmers in rural areas.

Community Health: Community health training in rural and urban settings leads to a reduction in life threatening diseases and chronic health issues resulting in reduced poverty through a healthier work force. Community health in its wider meaning intersects with people's lives on physical, emotional, social and spiritual levels. From literacy training to sanitation issues, from civic education to HIV/AIDS prevention, from social development to spiritual growth, community health programs enrich people's lives while reducing poverty. Target clientele for community health programming are families throughout the western highlands area with an emphasis on those living in the more rural areas.

Environmental Conservation: Sustainable long-term reduction of poverty involves generations to come and must therefore include an effort toward environmental conservation. Utilization of resources to meet the demands of the current generation while preserving the potential and opportunity for future generations is a reasonable direction toward poverty reduction. Target clientele for environmental conservation programming are young people and adults who are engaged in farming activities and may be currently participating in deforestation activities through their farming practices.

SECTION FOUR

4.0 Objectives, Strategies and Targets

4.1 Business Training, consulting and mentoring

OBJECTIVE 1.1: PROVIDE BUSINESS TRAINING THROUGH VARIOUS VENUES TO AT LEAST 250 CLIENTS PER YEAR.

Strategy 1: Rural business training seminars.

Training and equipping small existing and potential small business owners to improve their business outcomes.

Target 1: Conduct church based trainings in 4 different villages by Dec 2015 (at least one training per quarter beginning 01 JAN 2015).

Strategy 2: Business Training Courses in Sumbawanga

Target 1: Conduct semi-annual business training classes at GCDE's Community Room.

Target 2: Develop and conduct monthly "special topic" business primer talks at GCDE's Community Room.

Strategy 3: Develop funding, motivation and capacity for business training.

Target 1: Search for partner organizations to provide funding and other resources for entrepreneurial training programs.

Target 2: Develop a "business competition" and/or "small loan program" to increase motivation for training and enhance capacity of winning businesses.

OBJECTIVE 1.2: DEVELOP AND INITIATE A BUSINESS CONSULTANCY PROVIDING BUSINESS SERVICES FOR A FEE TO LOCAL BUSINESSES BY JANUARY 2017.

Strategy 1: Research the need and market for a paid business consultancy.

Target 1: Evaluate existing models of business consultancy in Tanzania during 2015.

Target 2: Conduct interviews with local businesses to determine perceived value of a business consultancy.

Strategy 2: Develop a business consultancy program.

Target 1: Develop a plan and initiate a limited business consultancy service by the end of 2016.

Target 2: Evaluate the business consultancy service for the value it brings to the client and to GCDE to determine whether to continue, redesign or eliminate this service by 2018.

OBJECTIVE 1.3: PROVIDE MENTORING SERVICES TO AT LEAST 15 BUSINESS PEOPLE ON A MONTHLY BASIS BEGINNING IN JUNE 2015.

Strategy 1: Develop a mentoring plan that includes tracking of mentoring activities and key quantifiers.

Target 1: Review and evaluate current mentoring practices.

Target 2: Develop a mentoring program, establish guidelines and evaluation techniques and commit it to writing by June 2015.

4.2 Sustainable Agriculture

OBJECTIVE 2.1: IMPROVE THE AGRICULTURAL PRODUCTION OF 200 SMALLHOLDER FARMERS.

Strategy 1: Foundation for Farming – Farming Gods Way (FGW).

Training and equipping farmers to protect and improve the productivity of their lands through biblically-based approach to conservational agriculture.

Target 1: Conduct 3 FGW/FFF trainings with small farmers, church leaders, community leaders and local government officials in 2015.

Target 2: Facilitate 20 training events to be conducted at farming locations by the end of June 2017.

Target 3: Provide technical assistance to 50 FGW/FFF farming units by the end of June 2019.

Strategy 2: Promoting the use of compost and animal manure to enhance soil microbial life and soil fertility.

Soil amendments options that reduce reliance on expensive mineral fertilizers and composting to enhance soil microbial life and soil fertility is a sustainable option to smallholder farming

Target 1: Provide 20 technical training sessions to identified farmers by the end of June 2018.

Strategy 3: Promote green manure/cover crops for restoring the soil and improve food security of smallholder farmers.

Target 1: Carry out 2 field diagnostic studies by the end of June 2016.

Target 2: Provide 5 technical training sessions to identified farmers by the end of June 2016.

Target 3: Demonstrate technologies suitable for small stakeholder farmer's requirements by June 2016

OBJECTIVE 2.2: ENHANCE WAYS TO DIVERSIFY AGRICULTURAL PRODUCTION OF 200 SMALLHOLDER FARMERS.

Strategy 1: Incorporating small animals in farming systems.

When feasible, families in Tanzania spend a significant portion of their income on animal protein to augment their meager staple diet. Therefore raising livestock and poultry could significantly improve access to protein as well as becoming a source of income.

Target 1: Identify types of animals conducive to smallholder farmers based on available technologies, availability of farm land and building by the end of December 2015

Target 2: Introduce cafeteria feeding approach to local chicken keepers by December 2019.

Strategy 2: Incorporating fish into smallholder farming systems

Target 1: Promote aquaculture training and capacity building in three districts, each with two villages, by the end of June 2018

Strategy 3: Incorporating agroforestry technology into farming systems

Deforestation has occurred over larger portions of eastern Africa and this denuded land often results in the erosion of the topsoil. The result is decreased soil fertility, increased turbidity of surface water and increased flooding and drying out of watercourses. Targeted agroforestry can reverse some of these problems. Certain trees nitrogen fix, lay down mulch, provide fruit, reduce wind and water erosion and provide valuable products such as fruit, resin, medicine, lumber and fuel wood

Target 1: Carry out 2 agroforestry diagnostic studies by the end of December 2015.

Target 2: Establish tree nurseries for acacia seedlings and motivate farmers through trainings beginning in June 2016.

Target 3: Establish the propagation of a multipurpose tree, like Moringa, with smallholder farmers through trainings by June 2019.

4.3 Community Health

OBJECTIVE 3.1: PROVIDE COMPLETE PACKAGE FACILITATION OF CLEFT LIP/PALATE REPAIRS AND OBSTETRIC FISTULA REPAIRS TO AT LEAST 20 PATIENTS PER YEAR.

Strategy 1: Formalize the program and create a greater awareness.

Target 1: Review the existing facilitation system and identify issues that should be dealt with to streamline the program.

Target 2: Develop a written guideline for the facilitation program utilizing a volunteer or intern in such a way that it can be duplicated in other areas.

Target 3: Review the program with CCBRT, the service provider, and receive buy-in on their part in order to help support the program long term.

Target 4: Utilizing the volunteer or intern, promote the facilitation program through visits to health facilities, schools and villages as well as government offices.

OBJECTIVE 3.2: PROVIDE LITERACY TRAINING TO AT LEAST 20 PARTICIPANTS IN AN ONGOING LITERACY PROGRAM.

Strategy 1: Formalize the Literacy Training program currently being sponsored at Mumba

Target 1: Review the program details with the existing facilitator and capture the program overview in a written document.

Target 2: Develop a measurement (testing) to determine the efficacy of the existing literacy training program.

Target 3: Determine if there is a need and allocate resources to initiate additional Literacy Training Centers.

OBJECTIVE 3.3: EVALUATE OTHER COMMUNITY HEALTH PROGRAMMING INITIATIVES AND RECOMMEND ADDITIONAL PROGRAMMING BY 2018.

Strategy 1: Research funding possibilities, resource availability and perceived needs of various initiatives.

OBJECTIVE 3.4: PROVIDE CIVIC EDUCATION TO AT LEAST 800 CLIENTS PER YEAR.

Strategy 1: Develop awareness about the importance of transparency and accountability in LGA's toward the development of Tanzania.

Target 1: Conduct trainings on accountability and transparency at two training institutions in Rukwa region in 2015

Strategy 2: Educate community members on relevant issues of policy and democracy such as human rights and Rule of Law.

Target 1: Conduct 2 trainings per year on matters related to civic and/or voter education.

Target 2: Document, publish and distribute success stories on good governance among Community Based Organizations and Local Government Agencies beginning in 2015.

OBJECTIVE 3.5: (updated Nov 2016) AS FUNDING IS MADE AVAILABLE THROUGH PARTNER ORGANIZATIONS, DEVELOP AND IMPLEMENT PROGRAMING FOR HIV PREVENTION AND COMMUNITY BASED HIV AND AIDS SERVICES.

Strategy 1: Develop relationships with NGO's and other organizations currently active in HIV/Aids programming

Target 1: Meet with at least 4 potential local partner organizations throughout Rukwa region by the end of 2017.

Strategy 2: Apply for program development and funding with organizations either locally or internationally as calls for grant requests are discovered.

Target 1: Use networking with other organizations and research to gain access to at least 2 HIV/Aids grant proposal writing opportunities by the end of 2017.

Strategy 3: When funding is available implement at least one program for HIV prevention and/or community based HIV/Aids services by 2018.

4.4 Environmental Conservation

OBJECTIVE 4.1 PROVIDE ENVIRONMENTAL SKILLS/EDUCATION TO PEOPLE IN THE RUKWA REGION, REACHING 2 VILLAGES PER YEAR BEGINNING IN 2015.

Strategy 1: Address relevant environmental sustainability issues from a farming perspective.

Target 1: Provide education concerning environmental protection through reforestation and tree nurseries in Sumbawanga Municipality and Kalambo Districts by the end of 2016.

Target 2: Plant trees in selected areas as an example of environmental conservation. Planting of 10 hectares by the end of 2017.

Strategy 2: Strengthen community engagement on environmental conservation matters.

Target 1: Conduct two seminars per year on the importance of local engagement in the management of natural resources.

Target 2: Conduct a region wide environmental awareness campaign each year.

SECTION FIVE

5.0 Monitoring and Evaluation (M&E)

To know that a strategy for sustainable development has been successful, or is on the right path, monitoring and evaluation must be met. Monitoring and evaluation, therefore, will be done on a regular basis to track the key variables and processes over time to see how they change as a result of strategic activities being implemented. To do this will require monitoring and implementation of the strategies and evaluating the outcomes.

Monitoring and evaluation (M&E) will be integral tools for assessing the efficiency and effectiveness of activities and operations. M&E will be put into effect from the beginning of the activities implementation. Identification of performance indicators for each objective provides the basis for the M&E process. Monitoring and evaluation will make it possible to assess the links of the inputs and developmental outcomes, and whether developmental objectives have been met.

The monitoring and evaluation system will have the capacity to: track program activities through routine data collection; examine achievement of program activities against planned activities; guide the coordination and implementation of program activities; measure the extent of achievement of program inputs and outputs; assess the actual change in target indicators; and assess the impact of the program within the current five year GCDE Strategic Plan.

GCDE will adopt participatory Monitoring and Evaluation for shared accountability and learning. Both physical and financial progress reports will be prepared at monthly, quarterly, semi-annual and annual intervals and be shared and documented for institutional learning and modification wherever possible. All program officers and the Executive Director will be responsible for monitoring the implementation of their activities. The

Financial Officer and Executive Director will be responsible for day to day monitoring of financial and material resources.

Depending on the nature of the activities, project management team meetings will be held weekly, monthly or quarterly to review progress and at the same time compile the reports and papers to be presented during the Board Meetings. Progress reports will comprise weekly updates, monthly, quarterly, semi-annual and annual reports. Monthly reports will be used internally while quarterly, semi-annual and annual reports will be shared among key stakeholders including donors and the government of Tanzania. GCDE will organize both mid-term and terminal evaluations that will be carried out to see to what extent program objectives have been achieved. Both evaluations will be done by internal and external evaluators who will be selected jointly between GCDE and other development partners or donors.

SECTION SIX

6.0 Resource Requirements

6.1 Human Resources

For efficient and effective implementation and management of the strategic activities, GCDE will need to maintain the existing members of staff and recruit additional staff. Selection and recruitment will be based on a rigorous job analysis, thorough job descriptions and job specifications. The organization will undertake regular performance appraisals of staff to enhance good program performance. To inculcate team spirit, GCDE will organize staff retreats during which team building exercises and reflection on the organization's activities will be carried out.

6.2 Material Resources

The organization needs material resources to implement objectives and activities efficiently and effectively. Such material resources include, but are not limited to, vehicles, computers, printers, digital cameras, overhead projector and power point machines, flip chart stands, photocopier, binding and lamination machines and stationery. The organization will secure farming land for on-farm testing and demonstration of useful technologies.

6.3 Financial Resources

GCDE requires financial resources to run its strategic programs. The organization will need financial resources for both fixed costs and program expenditures for implementation of its program activities. Over the next 5 years GCDE will require a budget of TZS 340,000,000/= to meet its objectives.

Annex II summarizes the five year budget projection beginning in 2015. These estimates are based on expected resource mobilization and acquiring grants for the various programming initiatives. Some of the programming may vary and budgets may change depending on the acquisition of funding.