

ZANZIBAR FOCUS ORGANIZATION (ZFO)



PREPARED BY:

ZFO MANAGEMENT

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FOREWORD

This plan covers the period from 2025 to 2028. It aims to guide the Zanzibar Community Support and Development Organization (ZFO) in fulfilling its core role of supporting the community toward sustainable development. The plan is grounded in the Zanzibar Development Vision 2050 and the Zanzibar Development Programme (ZADEP) 2021–2026. Globally, it aligns with the Sustainable Development Goals (SDGs), particularly the UN 2030 Development Agenda. This agenda calls for action to end poverty, protect the planet, and ensure peace and prosperity for all. These instruments emphasize the importance of promoting and safeguarding human rights for everyone, especially those who need additional support and care. Through this plan, ZFO will mobilize collaborative efforts from all stakeholders to stay focused on its vision and mission.

This plan outlines a vision for the organization's future, detailing its vision, mission, objectives, key issues, and activities required, along with the operational processes and procedures necessary to realize the vision. It will also serve as a guide for evaluating the performance and accomplishments of the ZFO over the next five years.

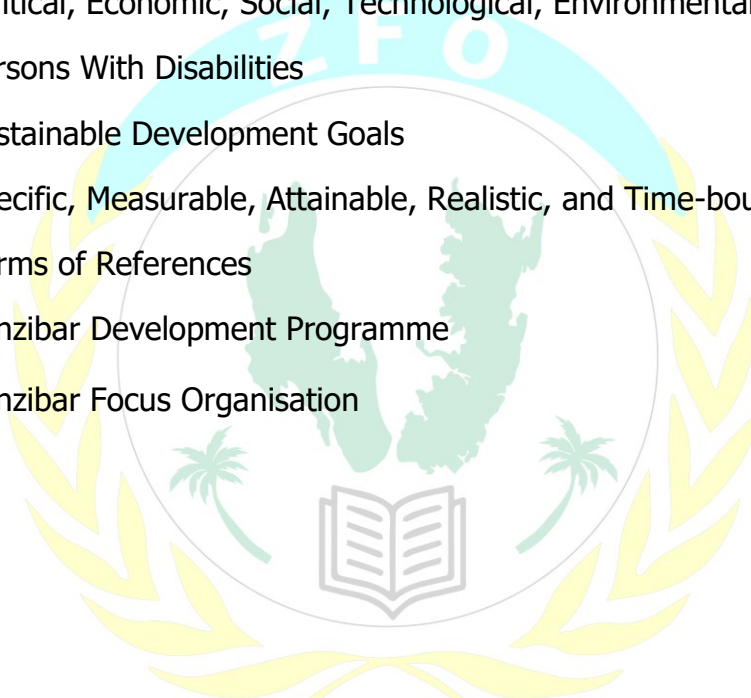
While the Revolutionary Government of Zanzibar acknowledges the vital role played by Non-State Actors (including CSOs) in supporting government efforts, ZFO is committed to implementing the Zanzibar Strategic Goals by transforming people's livelihoods through Zanzibar's comparative advantages as an island nation. At this point, I encourage all stakeholders to utilize the provisions of this plan and collaborate closely with ZFO to ensure that the needs and aspirations of the people of Zanzibar are effectively championed, fulfilled, protected, and nurtured at all levels.



.....
Dr. Mussa Ali Makame
Chairperson
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ACRONYMS AND ABBREVIATION

COVID	Corona Virus Deases
CSFs	Critical Success Factors
CSOs	Civil Society Organisations
GM	The General Meeting
INGOs	International Non-Governmental Organisations
MEL	Monitoring, Evaluation, and Learning
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
PWDs	Persons With Disabilities
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Attainable, Realistic, and Time-bound
ToR	Terms of References
ZADEP	Zanzibar Development Programme
ZFO	Zanzibar Focus Organisation

The logo of the Zanzibar Focus Organization (ZFO) is a circular emblem. It features a map of Zanzibar in the center, flanked by two palm trees. Below the map is an open book. The entire emblem is surrounded by a wreath of yellow leaves. Above the wreath, the letters 'ZFO' are written in a light blue arc. Below the emblem, the text 'ZANZIBAR FOCUS ORGANIZATION' is written in white capital letters on a green rectangular background.

ZANZIBAR FOCUS ORGANIZATION

CHAPTER ONE: OVERVIEW

1.0 Introduction and Background Information

1.1 Introduction

This document outlines a three-year plan for the Zanzibar Focus Organization (ZFO), covering the period from 2025 to 2028. It provides a comprehensive framework for programming and organizational growth aimed at improving socio-economic development and the well-being of the people of Zanzibar. Essentially, ZFO focuses on supporting the Government's efforts to strengthen inclusive economic initiatives, promote social development, and enhance infrastructure development. The plan was developed through a participatory process, informed by various information sources and relevant experiences. Specifically, the development of this plan was guided by the Zanzibar Vision 2050, Zanzibar Development Programme 2021–2026 (ZADEP), the African Agenda 2063, and the Sustainable Development Goals (SDGs).

1.2 Background Information

Zanzibar Focus Organization (ZFO) is a non-governmental, nonprofit organization registered on September 27, 2021, in Zanzibar under the Business Entities Registration Act No. 6 of 1995, with registration no Z0000125562. The organization has capable, innovative, and well-trained staff who are eager volunteers and dedicated. Based in Zanzibar, Zanzibar Focus Organization is committed to addressing a wide range of community challenges, including Education, environmental sustainability, social development, and other locally driven initiatives.

1.3 The Organisation Objective

The organization has the following objectives:

- 1) To develop community enhancement on the proper and effective utilization of social and economic opportunities.
- 2) Develop diverse resource mobilization strategies involving stakeholders from both within and outside the country to support community development.

- 3) To create and manage an enabling environment for health, educational, and social issues within the community.
- 4) To develop moral, social, educational, and material support as strategies for community development in the country.
- 5) To improve and sustain conducive working relationships at both national and international levels to achieve sustainable community development.
- 6) Develop various community capacity-building programs tailored for different groups to help reduce poverty in society.
- 7) Collaborate with stakeholders both domestically and internationally to improve people's livelihoods.

1.4 Key Priority Areas

Besides the functions outlined in its constitution, ZFO focuses on the following key priority areas: -

- i) Social Services (Education and Training; Health; Water, Sanitation, and Hygiene)
- ii) Economic Development (agriculture and productivity, entrepreneurship, and job creation), Blue Economy, and infrastructure development.
- iii) Cross-cutting issues (such as environment and climate change; food security, unemployment, nutrition, clean energy, gender-based violence; HIV & AIDS; good governance) and
- iv) Institutional strengthening of ZFO for effective policy and program implementation

1.5 Methodology

The plan was developed through a participatory approach that involved the organization's members, the ZFO management team, technical staff, and other key stakeholders.

The process also involved reviewing various documents such as the Zanzibar Vision (Vision 2050), Zanzibar Development Program 2021-2026, Sustainable Development Goals—SDGs, the Chama Cha Mapinduzi (CCM) Election Manifesto of 2025, the approved functions and organizational structure for ZFO of 2024, and other sectoral policies.

The organization's members also conducted a situation analysis where Strengths, Weaknesses, Opportunities, and Threats (SWOT) were identified and examined. Additionally, ZFO's members identified the Vision, Mission, Core Values, and Objectives.

1.6 Purpose of the Plan

The purpose of this plan is to chart the direction and scope of ZFO over the next 3 years, focusing on providing a pivotal contribution to the implementation of national, regional, and global strategies. It aims to improve ZFO performance and service delivery across various sectors. In addition to creating a single, coherent plan, this Strategic Plan seeks to inform stakeholders about ZFO's medium-term plans and provide a guide for all its operations. This plan introduces a Theory of Change to clearly articulate the pathway from our activities to these desired impacts. Furthermore, it includes a framework for resource mobilization and financial sustainability to ensure the successful execution of this strategy.

It is envisioned that ZFO, through its community empowerment and supporting initiatives, will directly contribute to achieving the following 11 Sustainable Development Goals:

SDG 1: End poverty in all its forms everywhere

SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

SDG 3: Ensure healthy lives and promote well-being for all at all ages

SDG 4: Quality Education

SDG 5: Achieve gender equality and empower all women and girls

SDG 6: Ensure availability and sustainable management of water and sanitation for all

SDG 7: Ensure access to affordable, reliable, sustainable, and modern energy for all

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

SDG 10: Reduced inequality

SDG 13: Take urgent action to combat climate change and its impacts

SDG 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss

This Strategic Plan is expected to enable ZFO to make a significant contribution to socio-economic development and income growth, ultimately leading to notable poverty reduction.

1.7 The Planning Process

In creating the Strategic Plan, we followed these nine steps:

1) Situation analysis

Planning frameworks, Organization SWOT analysis (Strengths, Weaknesses, Opportunities, and Challenges), Stakeholders' Analysis, Critical Issues

2) Identification of core values

3) Formulation of ZFO Vision

4) Formulating the ZFO Mission

5) Developing strategic objectives

6) Developing strategies

7) Establishing goals and assigning responsibilities

8) Developing Key Performance Indicators

9) Developing the Planning Matrix and a Result Framework.

1.8 Layout of this Plan

The ZFO 25-28 Strategic Plan is structured as follows: Part I provides the introductory section, covering the background information, mandate, and functions of ZFO. Part II is an analysis of both internal and external environments. Among other things, it identifies the ZFO's institutional strengths and weaknesses. Also, it presents external environmental analysis using the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) model. It also covers stakeholders' analysis and opportunities and challenges analysis. In Part IV, the Mission and Vision Statements formulated by ZFO are provided, along with the critical issues affecting ZFO's performance, as well as the strategic objectives and issues to be implemented over the next three years of ZFO's Strategic Plan 2025-2028. PART V is on implementation, Monitoring, Evaluation, and Learning (MEL) frameworks.

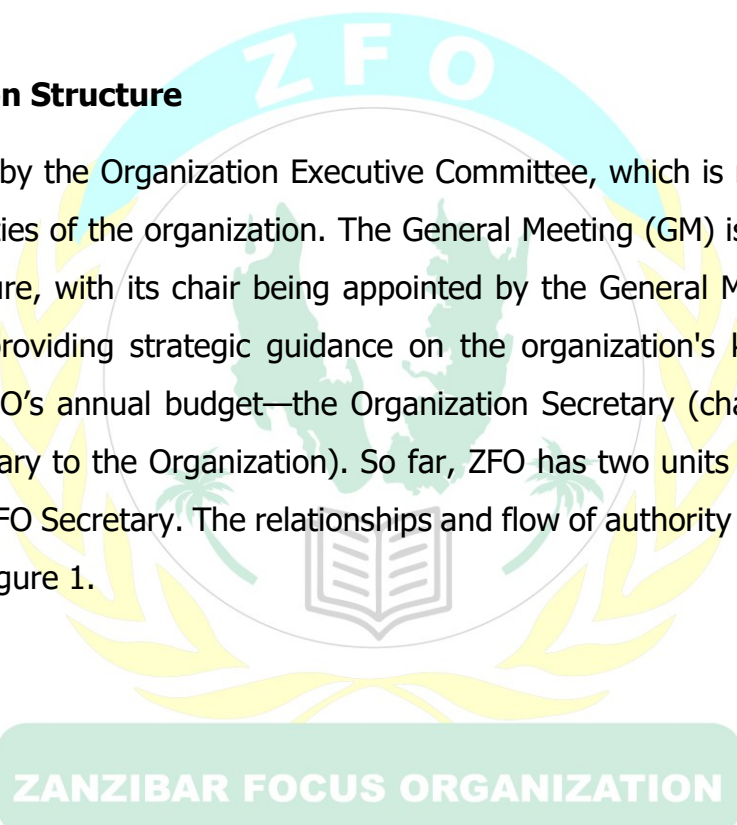
CHAPTER TWO: SITUATION ANALYSIS

2.1 Internal Situational Analysis

The purpose of this section is to identify the strengths and weaknesses of ZFO within its internal environment. Evaluating the organizational structure and functions helps highlight areas for improvement as well as the strengths and core competencies that ZFO has. When these competencies are fully utilized, they can improve ZFO's ability to achieve its Mission and Vision.

2.2 Organization Structure

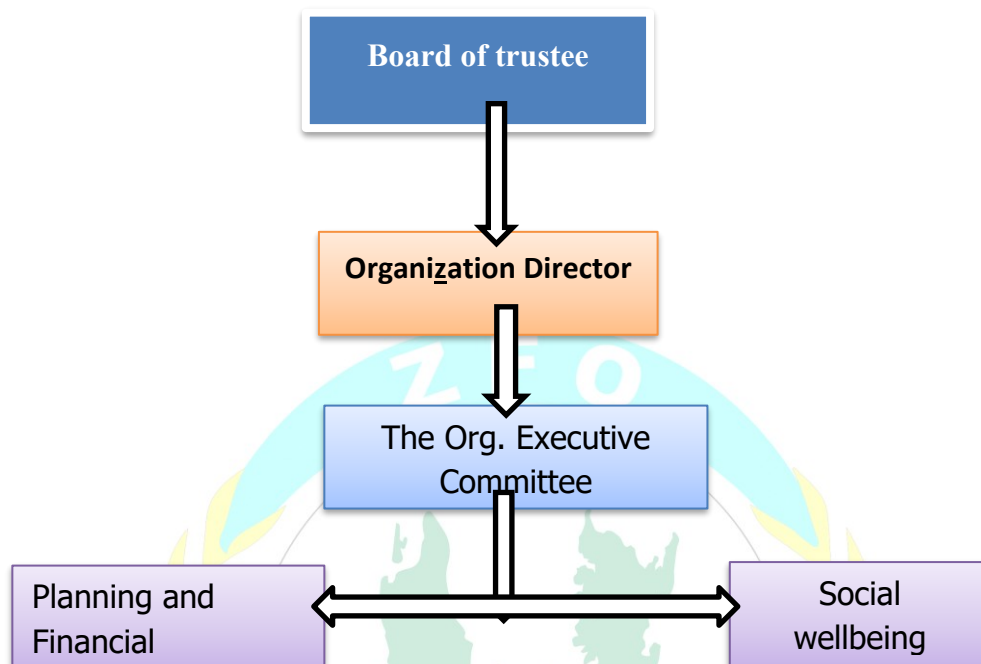
ZFO is governed by the Organization Executive Committee, which is responsible for the day-to-day activities of the organization. The General Meeting (GM) is at the apex of its governing structure, with its chair being appointed by the General Meeting. The GM is responsible for providing strategic guidance on the organization's key mandates and approving the ZFO's annual budget—the Organization Secretary (chairs the secretariat and is the Secretary to the Organization). So far, ZFO has two units with two Heads of Units to aid the ZFO Secretary. The relationships and flow of authority are depicted in the organogram in Figure 1.

The logo of the Zanzibar Focus Organization (ZFO) is centered on the page. It features a circular emblem with a map of Zanzibar in the center, surrounded by a wreath. Above the emblem, the letters 'ZFO' are written in a large, light blue font. Below the emblem, the full name 'ZANZIBAR FOCUS ORGANIZATION' is written in a light green rectangular box.

ZANZIBAR FOCUS ORGANIZATION

Figure 1: ZFO - ORGANIZATION MANAGEMENT CHART

Zanzibar Focus Organization – Management Structure



Source: ZFO, 2025

2. 3 ZFO's Strengths and Weaknesses Analysis

The information from internal stakeholders for the internal environmental analysis supported the identification of ZFO's Strengths and Weaknesses (SWOT). The study of Strengths and weaknesses, as well as opportunities and Threats (O&T), identified in the next part supports the development of ZFO's strategic direction.

Table 2. 1ZFO's Strengths and Weaknesses Analysis

STRENGTHS	THINGS TO BE IMPROVED
The employee interaction with other employees is perfect and leads the organization to achieve its objective since the members are willing to work together.	Improve Office Spaces and Working facilities.
The employee interacts with management. This condition is greatly appreciated, as the employees have noticed the vital interaction between them. Until now, the members have been very optimistic about the organization's success.	Increase financial resource base due to limited skills in domestic and external resource mobilization.
ZFO interacts with other organizations through collaboration, partnership, and Networking towards fulfillment of the organization's Vision and Mission.	Strengthening collaboration, partnership, and networking with like-minded organizations.
ZFO encourages teamwork whereby every member shows their interest in working with.	Enhance motivation and rewards to maintain the team working spirit.
ZFO has a bank account in which all revenues collected from different sources are kept in the organization's bank account	Maintain financial accountability and responsibilities.
ZFO is working based on the legal act, whereas any interested development partner can use these strengths to support the organization's development activities.	Strengthening adherence and compliance as stipulated in the Zanzibar Society Act.

ZFO has a team of skilled staff with diverse specializations and professionalism.	Increase the number of skilled staff with a specific emphasis on Monitoring and evaluation, Participatory Rural Appraisal, and Policy analysis.
ZFO currently works with volunteer bases to perform its duties.	The culture of volunteerism needs to be sustained.
OPPORTUNITY	THREATS
Availability of national guidelines (Zanzibar Vision 2050, Zanzibar Development Program 2021-2026), Zanzibar Society Act, which creates the enabling environment for the CSOs' operation.	Emerging global issues, such as COVID-19, Climate Change, and World conflicts, undermine the operations of CSOs.
Availability of different development partners within and outside of the country.	Uncertainty of the development partner's policies and priorities.
ZFO is found in the areas where most of the poor people are available (direct to target groups)	Shortage of resources (Finance and Materials)
Funding Agencies expressed interest in supporting (availability of development partners who are willing to support community development initiatives).	High Competition among CSOs in accessing the resources from development partners.
The political situation is relatively stable in Tanzania	Rigid bureaucratic rigidities may be a difficult stumbling block for ZFO to obtain technical service
Source: ZFO's 2025	

2.3 External Situation Analysis

The external situation analysis involves assessing the external environment, which includes general forces that often influence or will influence ZFO's medium- and long-term decisions. The forces emanate from the dynamics among key groups and essential factors to create opportunities and threats/challenges to ZFO.

2.4 Pestel Analysis

PESTEL is an acronym that stands for Political, Economic, Social, Technological, Environmental, and Legal factors. It analyses the organization's operational environment within the PESTEL context as indicated in the subsequent presentations.

2.4.1 Political – Legal Environment:

Zanzibar is a stable, democratic country and is considered one of the most peaceful countries in Africa, as well as the most tranquil in East Africa. The Revolutionary Government of Zanzibar (RGoZ) has played a significant role in ensuring that Civil Society Organizations (CSOs) operate within a more effective mechanism, which enables them to operate effectively in the interest of Zanzibaris, including the formulation of the CSO Act governing the operation of Non-State Actors in Zanzibar. The RGoZ has also created an enabling environment for CSOs to operate in accordance with the rights enshrined in the Constitution of Zanzibar (1984), the International Covenant on Civil and Political Rights, and the UN Declaration on Human Rights. Recently, the government has promoted an inclusive environment where CSOs and other stakeholders are fully participating in the formulation of laws, policies, and national strategic guidelines.

2.4.2 Economic Situation

Generally, Zanzibar has performed well economically. In terms of economic growth, it has achieved impressive rates compared to its peers. It posted a growth rate of about 5.8% to 7.7% between 2016 and 2019, significantly ahead of the Sub-Saharan Africa average of around 4%. Due to the COVID-19 pandemic, the growth rate for 2020/21 was low at 1.3%. In terms of inflation, Zanzibar performed very well with single-digit inflation ranging from 2.7% to 3.4% in 2019 and 2020, respectively. It increased its Gross National

Income per capita to \$1,115 in 2019 from \$834 in 2015, leading to its designation as a middle-income country. The target was to reach middle-income status by 2025, but it was achieved in 2020, five years earlier.

The 2019/2020 Zanzibar Household Budget Survey showed basic needs poverty declined from 34.9% to 25.7% between 2009/10 and 2019/20. Food poverty (extreme poverty) decreased from 11.7% to 9.3% within the same period. Since 2015, the government has implemented several economic infrastructure projects to unlock the productive economic capacity of the country. As far as poverty incidence is concerned, the HBS report (2019/2020) established that around 417,256 Zanzibaris are still below the basic needs poverty line. While the basic need poverty headcount has declined by 9.2% over the past few decades, the absolute number of poor people has decreased by only 27,000. The decline in poverty below the basic needs poverty line appears to have benefited more privileged groups – those with heads in formal employment and with higher levels of Education. Households with heads who have no Education do not show a decline in poverty levels between the two surveys.

To sum it up, poverty remains a significant challenge in Zanzibar among the majority of people who come from impoverished families. The major challenge for people, therefore, remains that of livelihood. This leads to limited opportunities and possibilities for accessing Education and skills training, as well as the ability of the majority of people to enter gainful employment or access other livelihood opportunities. If the current trend continues, the outcome will be off track on Goal Number 1 of Sustainable Development Goals (SDGs), which is targeting to halve the proportion of people whose income is less than one dollar a day.

2.4.3 Social and Cultural Context

While Zanzibar has made progress on gender equality issues over the last decade, challenges remaining include equitable access to and ownership of land and resources, low participation of women in all decision-making levels, and the exclusion of women from the paid economy, among others.

Land is a key resource for social and economic development. Its ownership system determines efficiency and effectiveness in delivering development outcomes. Land is an asset that keeps increasing in value over time. Land ownership, accompanied by legal documents, provides the owner with security. The URT Population and Housing Census 2022 established that about half (47.2%) of persons aged 15 years and above own land without any legal documents; and about 11 percent of females in Tanzania own land alone compared with 18 percent of males. On the other side, the Zanzibar Household Budget Survey 2019 – 2020 revealed that among the households that reported securing the right to use the agricultural land, 24.7% were women compared to males who constituted 66.8%. The proportion of women who had secured the right to agricultural land alone was lower compared to men in both rural and urban areas of Zanzibar.

To address the aforementioned gender inequality and land ownership, the Government needs to address gender disparity, including the inclusion of vulnerable groups in land ownership, to ensure economic empowerment and achieve human rights outcomes. In addition, the Government and other stakeholders should continue to conduct Education and awareness campaigns about women's land rights and the benefits of joint land ownership to promote gender equality, sustainable development, and poverty reduction.

2.4.4 Technological context

Due to its infancy stage, the whole operation of ZFO has been characterized by low-level technology adoption so far, which has led to persistent high operational costs and low organizational visibility. The organization will therefore adopt modern methodologies as well as intensively embark on the utilization of digital devices for effective and efficient documentation, publicity, and promoting its visibility.

2.5 Stakeholder Analysis

The successful implementation of the strategic plan will eventually depend on the support and mutual relationship of all stakeholders. The analysis provides valuable information about potential stakeholders that are likely to support this implementation of ZFO's mandate within this strategic planning period. The results of stakeholders' analysis are presented below: -

Table 2. 2 Stakeholders and their expectations

Stakeholder	Core areas of operations in supporting ZFO Plans	Potential strategies for obtaining stakeholder support	Power
MDAs	• Collaboration • Formulation of policies, Acts, and regulations • Legal support and human rights issues • Have financial resources that can support ZFO plans • Provide an enabling environment for the operations of ZFO	• Involvement in the priority setting of the ZFO plans • Adherence of legal frameworks governing the operations of CSOs • Mainstreaming of National Agendas/priorities in ZFO plans	High
Universities/Tertiary Institutions	• Large pool of experts with diverse capacities and skills • Provision of training expertise	• Development and implementation of joint research projects • Training of research personnel in the Universities • Organizing joint forums for sharing research results • Preparing joint scientific publications	High

Stakeholder	Core areas of operations in supporting ZFO Plans	Potential strategies for obtaining stakeholder support	Power
International Non-Government Organizations	Have a large pool of international experts with diverse capacities and skills • Mobilize funds to support research projects in different areas • Established global networks for ZFO development	Development and implementation of collaborative projects • Involvement in lobbying and mobilizing resources to support ZFO interventions from international partners • Financing specific research projects in areas of interest	Medium
Development Partners	• Have an international focus on development issues. • Provide finances for implementation of the ZFO plan	Ensure prudent financial management of donor funds • Development of organization plans to support development partners • Ensure clear visibility • Incorporate and utilize credible M&E frameworks in donor-funded projects • Development of joint capacity building and infrastructural projects for donor support	Medium to High

CHAPTER THREE

ORGANIZATION VISION, MISSION, AND CORE VALUES

3.0 The Organisation Vision

Aim to be the top organization in developing community capacity initiatives in Zanzibar.

3.1 The Organisation Mission

To empower Zanzibari communities through inclusive and sustainable development initiatives that promote Education, environmental health equity, and socio-economic resilience, with a strong emphasis on advancing reproductive health and rights, gender equality, and the well-being of youth and marginalized groups.

3.2 The Organisation Priority

- 1) Developing initiatives for community growth.
- 2) Intervention to combat environmental destruction.
- 3) Partnering with national and international development organizations to reduce poverty in Zanzibar.
- 4) Educational and health issues.
- 5) Support within the community, including social, moral, ethical, and material aspects.
- 6) Working with community group members to implement changes in Zanzibar.

3.3 The Organization's Target Group

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Zanzibar Focus organization intends to work in the following groups

1. Youth
2. Women,
3. Vulnerable groups
4. Person With Disabilities (PWD).

3.4 The Organisation Values.

In running day-to-day organizational activities, observing values is particularly important for shaping organizational principles and behavior. This will enable the organization to have standards in the provision of services in the community.

3.5 Participation and Democracy.

Employee participation in the organization's decision-making. This means that the organization will treat every staff member equally and provide them with an equal chance to share opinions and ideas on the best way to develop the organization.

3.6 Rule of law

The organization operates in accordance with the existing rules and laws established in the country. Therefore, the management and entire staff have abounded. One is above the laws. The laws provide details on the values and behaviors of the employees. Either Organization's constitution explains in detail the several issues by which the organization members are supposed to abide.

3.7 Transparency

This is building trust among the organization members and management, as well as the organization and the community it works with. Openness encompasses sharing information on any issues raised within the organization and society regarding the project and its related matters.

3.8 Equality

The organization is committed to providing services to the employees and the community. This will help to improve the livelihood of the community.

3.9 Accountability

The organization will ensure that every member is working and utilizing the appropriate skills in the position for which they are placed. Community members will be committed to using their efforts to accomplish the given task in setting standards and maintaining quality.

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3.10 Effectiveness and efficiency

The organization ensures that the employees, as well as the community, provide quality services by considering the available resources.

3.11 The Organisation Expected Results

1. The community enhancement on the proper and effective utilization of social and economic opportunities has been developed.
2. Resource mobilization strategies have been created and applied.
3. Support strategies for community development in the country include educational, psychological, and material approaches.
4. The working relations between national and international organizations have been improved.
5. Community capacity-building programs are conducted to reduce poverty in society.



CHAPTER FOUR:

STRATEGIC DIRECTION, OBJECTIVES, AND ACTIVITIES

4.1 Theory of Change

The following model illustrates the logical pathway through which ZFO's activities will lead to our desired impact: a resilient, empowered, and prosperous Zanzibari community. Our strategy is founded on strengthening our institution (Our Core) to effectively deliver programs that build community capacities (Our Work), which in turn enables us to achieve our long-term goals (Our Impact)

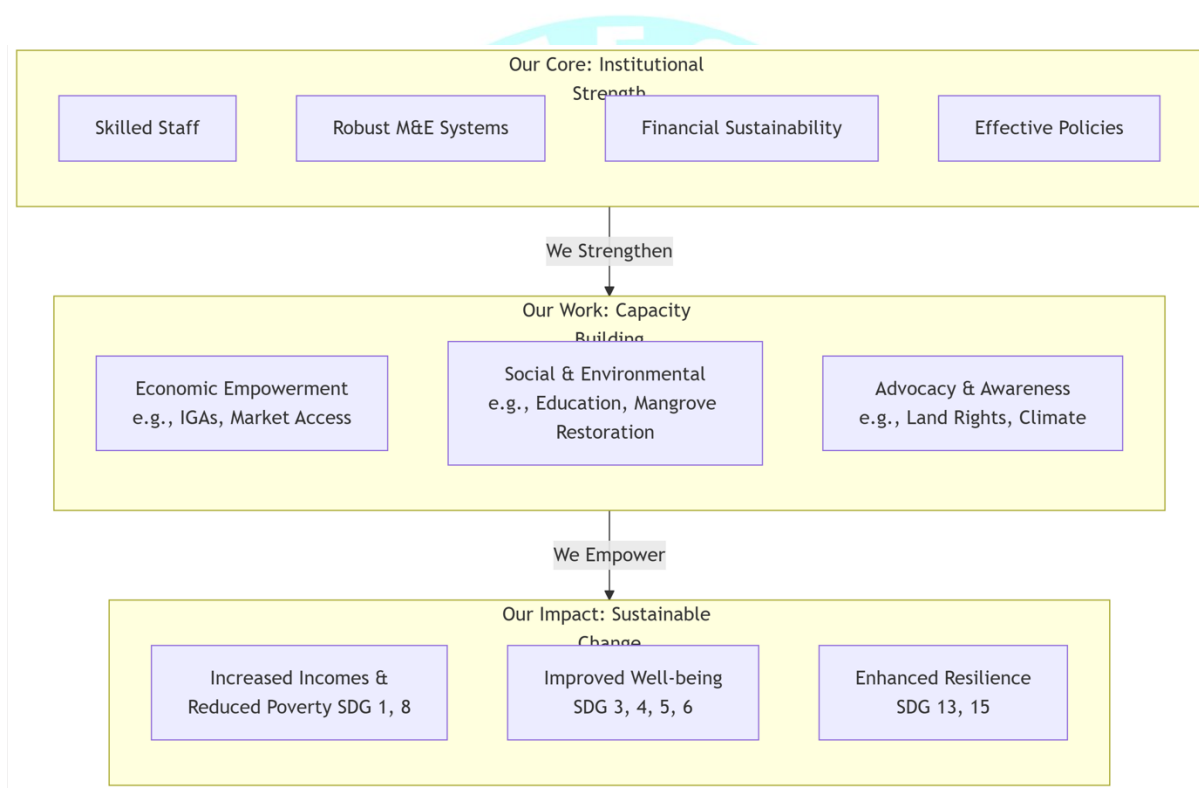


Figure 4. 1 Theory of Change

Source: ZFO 2025

4.2 Strategic Issue One:

Enhancement of organizational capacity development

Strategic objective one: To improve the organization's staff and equipment

Strategic Activities

- 1) Conduct a five-day training session for eight organization members on organization development, project write-up, management, report writing skills, and sustainable development for CSOs.

Outcome: Staff trained to design and manage projects independently.

KPI: All trained staff pass a practical project proposal test.

- 2) Establish a peer-to-peer coaching system where trained members mentor at least two other staff members.

Outcome: Knowledge becomes institutionalized rather than remaining individualized.

KPI: Achieve a 50% increase in the number of staff capable of writing reports after one year.

- 3) Plan a one-day workshop for 8 ZFO staff on developing the ZFO Staff Development Guidelines.
- 4) Schedule a one-day validation meeting with 25 stakeholders on the finalized ZFO Staff Development Guidelines.

Strategic Objective Two:

To develop organization guidelines and work tools

- 1) Print approved copy for organization staff reference and implementation
- 2) Prepare and publish 3,000 brochures and 1,500 posters about ZFO activities and their successes. This is part of the broader Communications Strategy
- 3) Distribute the approved brochures and posters.
- 4) Encourage students to volunteer in the organization in various fields of learning for experience improvement.

ZANZIBAR FOCUS ORGANIZATION

Outcome: Develop a pipeline for future talent and reduce staff workload on specific tasks.

KPI: Recruit 10 students per year; achieve a satisfaction survey score of 4/5 from both students and supervisors.

4.3 Strategic Issue Two:

Enhance community development through the proper and effective utilization of social and economic opportunities.

Strategic Objective One:

Develop community-driven social and economic opportunity utilization.

Strategic activity

1. Support two women's groups to initiate income-generating activities, i.e., poultry farming equipment for two districts (North "A" and "B" to eliminate dependence.

Outcome: Sustainable micro-enterprises established.

KPI: 2 groups report a net income increase after 6 months of operation.

2. Support market linkages and offer basic business skills training (costing, pricing, record-keeping) for supported groups.

Outcome: Enterprises **become market**-aware and financially literate.

KPI: 100% of groups can maintain simple business records.

3. Conduct annual 1-day forums with 100 youth participants to address youth development challenges in Zanzibar.

Outcome: A formalized list of youth priorities presented to local government.

KPI: Creation of 1 youth-led advocacy action plan per forum

Strategic Objective Two

- 1) Undertake 5 5-day debate competition in 2 districts in 10 selected secondary schools, involving 100 students on the role of youth in National development.
- 2) Conduct 3 days' open debate in each region with 150 participants on the strategic issues that direct the future of youth in Zanzibar.

4.4 Strategic Issue Three:

Climate and Environmental Resilience

Strategic Objective Three:

To raise awareness and encourage community involvement in addressing climate and environmental issues that impact health, education, and social concerns.

Strategic activities.

1. Perform mangrove restoration and agroforestry tree planting.

Outcome: Improve coastal ecosystem health and boost carbon sequestration.

KPI: Plant 10,000 mangroves and trees with a 70% survival rate after one year.

2. Prepare, print, and distribute 4,000 leaflets, 1000 T-shirts, and 2000 wall posters which convey mangrove protection messages. The leaflets will be distributed to both adults and school children in the project areas

3. Establish and train 'Community Environmental Champion' committees in each of the five project districts to lead ongoing advocacy and monitoring.

Outcome: Local ownership and long-term sustainability of conservation efforts.

KPI: 5 committees formed and actively reporting on environmental issues quarterly.

4. Conduct a 2-day mangrove protection Education training to 200 Secondary school teachers in 5 districts in Zanzibar

5. Conduct 15 sensitization and advocacy meetings on mangrove protection, Education to 300 students from each district (3 meetings in each district)

4.5 Strategic Issue Four: ZANZIBAR FOCUS ORGANIZATION

Promoting Gender Equality and Advocacy

Strategic Objective Four: To advance gender equality, especially in economic empowerment and resource ownership.

Strategic activities

- 1) Conduct legal literacy workshops for 500 women and local leaders on land rights and the process of obtaining land titles.

Outcome: Women gaining more knowledge and confidence to assert their legal rights.

KPI: 30% of participating women report starting the process of formalizing land rights

within one year.

2) Advocate for including women in local land governance structures.

Outcome: More inclusive decision-making.

KPI: The number of women appointed to local land councils increases by 15%.



Table; 4. 1Table: Summary of Strategic Objective output and outcomes

SN	Key Intervention	Outcomes Indicator	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Baseline	Means of Verification	Implementation cost	Responsible Persons
1	Conduct 5 days training to 8 organization members on Organization development, Project write up, management and report writing skills and sustainable development to CSOs.	Organisation sustainability on services delivery in the community													Current state of Organization implementation activities	Field report, still picture and attendance sheet	1,000,000.00	ZFO Management
2	Organise 1 days' workshop to 8 ZFO staffs on preparation of ZFO Staff Development Guidelines														Current state of Organization implementation	Field report, still picture and attendance sheet	1,620,000	ZFO Management
3	Organize one-day validation meeting for 25 stakeholders on prepared ZFO Staff Development Guidelines														Current state of Organization implementation	Field report, still picture and attendance sheet	1,200,000	ZFO Management
4	Print Approved copy for organisation staff reference and implementation														Current state of Organization implementation	Field report, still picture and attendance sheet	600,000	ZFO Management
5	Prepare and publish 3,000 brochures and 1,500 posters concerning with ZFO activities and it successes.	Organisation working documents in place													Current state of Organization implementation	Field report, still picture and attendance sheet	800,000	ZFO Management
6	Publish the approved brochures and posters														Current state of Organization implementation	Field report, still picture and attendance sheet	100,000	ZFO Management
7	Encouragement students volunteering in the organisation in various field of learning for experience improvement.	Improved ZFO working activities													Current state of Organization implementation	Field report, still picture and attendance sheet	1,440,000	ZFO Management
8	Support 2 women's groups to initiate income generating activities i.e poultry farming equipment for 2 districts (North "A", and "B" to eliminate dependence.	Improved ZFO women groups in the income generating activities													Current state of Organization implementation activities	Field report, still picture and attendance sheet	1,000,000	ZFO Management
9	Develop Monthly monitoring and evaluation activities to support technical issues related on poultry firms	Improved commitment and culture of setting activities Performance indicators													Current state of Organization implementation activities	Field report, still picture and attendance sheet	250,000	ZFO Management
10	Conduct 1 day forums annually bases to 100 youth on the youth initiatives development challenges in Zanzibar	Improved awareness and insights for Zanzibar youth.													Current state of Organization implementation activities	Field report, still picture and attendances sheet	264,650	ZFO Management
11	Undertake 5 days' debate competition to 2 districts in 10 selected secondary school to 100 students on the role of youth in the National development.	Improve understandings to 100 students on the role of Youth in National Development													Current state of Organization implementation activities	Field report, still picture and attendances sheet	2,000,000	ZFO Management
12	Organise 5 days training to 100 youth on the spread of HIV/AIDS among the groups such as youth and its effects in Zanzibar community	100 changed their behaviours on prevention against HIV/AIDS													Current state of Organization implementation activities	Field report, still picture and attendances sheet	1,400,000	ZFO Management
13	Conduct 3 days' open debate 1 each region to 150 on the strategic issues that direct the future youth we need in Zanzibar.	Impoved understanding on the setting target to youth to face future challenges													Current state of Organization implementation activities	Field report, still picture and attendance sheet	1,500,000	ZFO Management
14	Introducing monitoring and evaluation system at organisational level	M&E system developed and actively observed													Current state of Organization implementation	Field report, still picture and attendance sheet	500,000	ZFO Management
15	Incorporate the feedback and submission of the revised report	Feedback report is regularly provided													Current state of Organization implementation	Field report, still picture and attendance sheet	100,000	ZFO Management
16	Conduct one year project implementation evaluation	Project implementation report in place													Current state of Organization implementation	Field report, still picture and attendance sheet	1,800,000	ZFO Management
17	Purchase monthly office stationery	Office stationery in place													Current state of Organization implementation	Field report, still picture and attendance sheet	100,000	ZFO Management
18	Office utilities and Cleaning materials	Cleaning materials in place													Current state of Organization implementation	Field report, still picture and attendance sheet	350,000	ZFO Management
19	Conduct mangrove restoration and agro-forest tree planting	Mangroves and trees planted													Current state of Organization implementation	Field report, still picture and attendance sheet	1,200,000	ZFO Management
20	Prepare, print and distribute 4,000 leaflets, 1000 T-shirts, and 2000 wall posters which convey mangrove protection messages. The leaflets will be distributed to both adults and school children of the project areas	4,000 leaflets, 1000 T-shirts, and 2000 wall posters which convey mangrove protection messages printed													Current state of Organization implementation activities	Field report, still picture and attendance sheet	2,500,000	ZFO Management
21	Conduct 2-day mangrove protection education training to 200 Secondary school's teachers in 5 districts in Zanzibar	Mangrove protection education provided													Current state of Organization implementation	Field report, still picture and attendance sheet	210,000	ZFO Management
22	Conduct 15 sensition and advocacy meeting on mangrove protection education to 300 students from each district (3 meetings in each district)	300 students sensitisied on mangrove protection education													Current state of Organization implementation activities	Field report, still picture and attendance sheet	231,000	ZFO Management
Grand total Total																	20,165,650.00	

CHAPTER FIVE:

IMPLEMENTATION OF FRAMEWORK, MONITORING, AND EVALUATION

5.1 Introduction

The monitoring and evaluation of the ZFO Strategic Plan aims to ensure the effective and efficient implementation and sustainability of its intended impact. It serves as a review process to track progress and assess outcomes against the original objectives, targets, and expectations. This chapter explains the monitoring and evaluation system proposed by the ZFO strategic planning process.

5.2 Implementation

The ZFO Management and staff are responsible for the implementation of the strategic plan. To increase efficiency and effectiveness, the executive committee of the organization shall coordinate activities related to implementing the Strategic Plan. The implementation will be realized through annual plans and budgets, whereby subcommittees will prepare their plans and budgets in line with the ZFO-wide strategic plan.

The organization Secretary, based on this plan and the individual and subcommittee plans, will prepare an annual work plan (operational plan) to guide the implementation of the corporate strategic plan. This will clearly outline all activities the organization will undertake. It is essential to note that timely and sufficient financial resources are necessary for this plan's success. As mentioned earlier, implementing this plan requires securing significant financial resources from internal sources, development partners, and organizational members. The economic implications will be derived from the strategic planning matrix. Each key officer responsible for executing a specific activity will be expected to meet the ZFO targets, including the time frame and required resources.

5.3 Monitoring

This plan has been developed based on several assumptions and premises. Since the future is uncertain, these premises may change, which could impact the achievement of the set targets. Therefore, it is necessary to establish monitoring arrangements to track the plan's implementation. Monitoring this implementation will be the overall

responsibility of ZFO management through the Planning Committee. In this regard, a Monitoring and Evaluation Committee should be set up. The committee will be chaired by the Organization Chairperson, ZFO, and other members will be chosen as deemed appropriate by ZFO management. Additionally, the committee will periodically review the implementation of the plan.

5.4 Methodology

Three primary methods will be applied in the monitoring process:

- i) Preparation of detailed annual operational plans should be aligned with resource mobilization and the resources available for the upcoming year. These plans must showcase SMART (Specific, Measurable, Attainable, Realistic, and Time-bound) quarterly targets. Additionally, there is a need to develop a format for the annual work plan.
- ii) Physical observations and interviews/discussions between the committee and various stakeholders to gather informed insights and clarifications on the implementation and effects of the plan.
- iii) Conducting inquiries using various survey methods annually, designed to gather feedback from stakeholders to identify deviations from the plan.

a. Reporting System

Monitoring reports at all levels will comprise the following:

- i) A report on the implementation of the narrative strategic plan, plus a summary prepared twice a year.

- ii) Contents of the narrative report will include, but not be limited to:

The approved strategic objectives and their target indicators are outlined in the respective sections of the Annual Work Plan. Approved strategies, activities, and outputs related to the strategic objective, achievements in terms of outputs, and deviations from the planned activities and outputs. Achievements should be reported both qualitatively and quantitatively. Constraints in implementing the Annual Work Plan and any internal and external factors affecting implementation, proposed remedial actions, and the way forward to addressing the problems faced should be clearly indicated. This includes

outlining the planned activities to be carried out in the next period (six months and one year, depending on the nature of the report).

iii) Financial report, which shall include all financial income generated (governmental, grants, and internally generated) as well as expenditures incurred during the period of reporting. The reporting period shall be July – December and January – June. When reporting on the implementation of the January–June report, the reporting unit will also provide the achievements and constraints of the whole year.

b. Schedule of the Reports

For the July – December report, the following schedule of reporting will be observed:

- i) Committee to prepare performance reports on implementation of scheduled work plan activities for July – December, of the respective year. The reports will follow a uniform format suggested by the organization.
- ii) The organization-wide mid-year review workshop to discuss progress on the strategic plan implementation will be held with the consent of the executive committee.
- iii) The executive committee will finalize the preparation of the report and produce a fully rolled over Corporate Strategic Plan for the next five years annually. All reports will be reviewed and approved by the relevant ZFO organs.

5.7 Evaluation

Evaluation involves comparing planned targets with actual performance. ZFO will use two types of assessments for the Strategic Planning Process. These include an internal review (conducted every two years) and an external evaluation (performed every five years).

Both assessments will have similar Terms of Reference (ToR) and will focus on:

Assessing the reasons for the success or failure of specific aspects of the strategic plan, evaluating whether the plan is achieving its objectives and targets, determining if the effects of the strategic plan are contributing to better fulfillment of the Institute's Mission and Vision and its units, assessing the adequacy of resources being mobilized to implement the plan, analyzing whether available resources are being used efficiently to meet the strategic objectives, and identifying any problems in the strategic planning and implementation process that require immediate or long-term solutions.

The Strategic Planning Committee shall prepare clear and comprehensive terms of reference to guide both evaluations. The ToRs of the two evaluations shall, in addition, cover, but not be limited to, the following: Subject of the assessment, Methodology to be adopted, data collection procedures, sampling procedures, indicators to be used, basis for comparisons, etc., and Analysis of the field findings. Evaluation of the achievements and feedback on evaluation findings.

Both the internal and external evaluation teams will have the mandate to decide on any additional issues to be included or evaluated, and the committee will agree upon these in advance. The ZFO Management should appoint both internal and external evaluation teams. The evaluation reports will be discussed at all levels, including the progress review workshops. The recommendations adopted will be implemented and included in the rolled-over strategic plan.

5.8 Regular Reviews of the ZFO Strategic Plan

The ZFO strategic plan shall be reviewed as outlined above. It should be noted that the aspect of reviewing the plan will make it dynamic, as it will always consider achievements/developments made. Based on this review, strategic objectives, corresponding strategies, and key performance indicators may be modified accordingly in line with the recommendations made and the demands of time.

5.9 Risk Management

The implementation of a Strategic Plan can be affected by various unforeseen risks that arise during planning. It is therefore essential to identify potential risks that could have adverse impacts on the organization during the implementation of the Strategic Plan and to plan mitigation strategies to manage these risks. Risk management is essential for an organization to reduce the possibility of failure and ensure that set objectives are accomplished. Table 1 shows some possible risks that may affect ZFO during the implementation of the Strategic Plan, the assessment of the adverse impacts of the particular risk, and some mitigation strategies to manage or protect the organization from the risk.

5.10 Sustainability Strategy

ZFO's long-term viability relies on diversifying its funding sources and fostering community ownership. Our strategy is built around three main pillars:

- Financial Sustainability: We will go beyond relying on grants by creating a social enterprise arm, such as a fee-for-service consultancy on community engagement, exploring cost-sharing models with beneficiaries for economic programs, and starting a small-donor membership campaign.
- Programmatic Sustainability: All programs will be developed through community co-creation from the beginning, enhancing local capacity (such as Environmental Champions) to assume management eventually.
- Organizational sustainability: Investing in staff development and strong systems (as outlined in Strategic Issue One) keeps ZFO a capable and adaptable organization.

5.11 Resource Mobilization and Budget Framework

Implementation of this plan requires an estimated total budget of \$125,000. Resources will be mobilized through:

- i. 60% of Grants from Development Partners and INGOs
- ii. 25% Government Contracts and Service Agreements
- iii. 10% of Social Enterprise and Cost-Sharing Income
- iv. 5% of Individual Donations and Membership Fees

A detailed multi-year budget framework, broken down by strategic objective, is provided in Annex 1.

Table; 5. 2Table 1: Possible Risks and Preventive Strategies

No	TYPE OF RISK	IMPACT OF RISK	MITIGATION STRATEGIES
1.	Political uncertainty	Medium	• Strategically place the organization in the center of nation-building • Ensure the organization is running professionally • Develop mechanisms to protect the organization from political interference/interruption
2.	Financial instability due to over-reliance on external sources of funding	High	
3	Adverse reports that damage reputation	Medium	
4.	Harmful socio-cultural practices and misinformation	Medium	

Source: ZFO, 2024

ZANZIBAR FOCUS ORGANIZATION

Key:

Low = Adverse impact caused by minimal risk

Medium = Adverse impact due to risk is moderate.

High = Significant adverse effects due to risk

5.5 Critical Success Factors

Critical Success Factors (CSFs) are elements that ensure the success of a project. In executing the Strategic Plan, the following have been identified as some of the CSFs:

a) Adequate and skilled human resources.

- b) Adequate financial and material resources.
- d) Cooperation and support from partners, collaborators, and stakeholders.
- f) Effective Strategic Management and Leadership.
- g) Effective ICT skills through digital devices.
- h) Conformance to acceptable ethical principles; and



Annex 1: Three-Year Budget Framework (2025-2028)

1. Introduction

This annex offers a high-level financial estimate for implementing the ZFO Strategic Plan 2025-2028. The budget is organized by strategic objective and main cost category. It serves as a guiding framework for resource mobilization and financial planning. All figures are provisional and may be revised based on detailed annual operational planning and specific donor agreements.

2. Resource Mobilization Strategy

ZFO will employ a diversified approach to fund this strategic plan, targeting the following funding mix to ensure financial resilience:

- **60% Grants from Development Partners and INGOs**
- **25% Government Contracts and Service Agreements**
- **10% Social Enterprise and Cost-Sharing Income**
- **5% Individual Donations and Membership Fees**

3. Summary Budget Overview (USD)

Strategic Area	Priority	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Sub-Total	% of Total
1. Institutional Capacity Development		\$45,000	\$30,000	\$25,000	\$100,000	20%
2. Economic Opportunity Utilization		\$60,000	\$70,000	\$70,000	\$200,000	40%
3. Climate & Environmental Resilience		\$40,000	\$45,000	\$40,000	\$125,000	25%
4. Gender Equality & Advocacy		\$20,000	\$25,000	\$30,000	\$75,000	15%
Total Direct Project Costs		\$165,000	\$170,000	\$165,000	\$500,000	100%
Indirect Costs (15% Overhead)		\$24,750	\$25,500	\$24,750	\$75,000	
GRAND TOTAL		\$189,750	\$195,500	\$189,750	\$575,000	

Note: Overhead costs include essential administrative support, utilities, office rent, and central governance not directly billed to projects.

4. Detailed Budget Breakdown by Strategic Goals

Strategic Issue 1: Development of Institutional Capacity (\$100,000)

Cost Category	Description	Year 1	Year 2	Year 3	Total
Personnel	M&E Officer (Part-time), Trainer stipends	\$20,000	\$15,000	\$15,000	\$50,000
Training & Workshops	Staff training, guideline development workshops	\$15,000	\$10,000	\$5,000	\$30,000
Equipment & Tech	Laptops, M&E software licenses, office supplies	\$10,000	\$5,000	\$5,000	\$20,000
Total for Objective 1		\$45,000	\$30,000	\$25,000	\$100,000

Strategic Issue 2: Economic Opportunity Utilization (\$200,000)

Cost Category	Description	Year 1	Year 2	Year 3	Total
Program Supplies	Startup kits for IGAs (e.g., poultry, gardening)	\$30,000	\$40,000	\$40,000	\$110,000
Training & Mentoring	Business skills, financial literacy, and market linkage workshops	\$20,000	\$20,000	\$20,000	\$60,000
Personnel	Project Officer, Field Coordinator stipends	\$10,000	\$10,000	\$10,000	\$30,000
Total for Objective 2		\$60,000	\$70,000	\$70,000	\$200,000

Strategic Issue 3: Climate and Environmental Resilience (\$125,000)

Cost Category	Description	Year 1	Year 2	Year 3	Total
Program Activities	Mangrove saplings, tree seedlings, tools, and community incentives	\$25,000	\$30,000	\$25,000	\$80,000
Awareness Materials	Printing leaflets, posters, and T-shirts	\$10,000	\$10,000	\$10,000	\$30,000
Training & Workshops	Teacher training, Community Champion workshops	\$5,000	\$5,000	\$5,000	\$15,000
Total for Objective 3		\$40,000	\$45,000	\$40,000	\$125,000

Strategic Issue 4: Gender Equality and Advocacy (\$75,000)

Cost Category	Description	Year 1	Year 2	Year 3	Total
Workshops & Advocacy	Legal literacy workshops, stakeholder meetings, and advocacy campaigns	\$15,000	\$20,000	\$25,000	\$60,000
Materials & Logistics	Translation of materials, venue costs, and transportation for participants	\$5,000	\$5,000	\$5,000	\$15,000
Total for Objective 4		\$20,000	\$25,000	\$30,000	\$75,000

5. Notes and Assumptions

1. **Flexibility:** This is a living framework. Annual operational budgets will be derived from this plan, but may be adjusted based on funding availability and changing community needs.
2. **Inflation:** Figures are shown in current USD. An annual inflation rate of about 5% should be included in detailed yearly budgets.
3. **Cost-Sharing:** Where appropriate, community contributions (in-kind labor, materials) will be sought to reduce cash costs and increase ownership, especially in Objectives 2 and 3
4. **Monitoring:** Financial reporting in accordance with this framework will be a central part of the biannual reports outlined in Chapter 5 of the strategic plan.

5. **Currency:** All financial transactions will be conducted in Tanzanian Shillings (TZS). The amounts are estimated in USD for international donor convenience using a conservative exchange rate.
-

Prepared by: ZFO Finance Department

Reviewed by: Dr Mussa A. Makame

Date: 2025/03/14.



Annex 2: Communications and Visibility Strategy

1. Introduction & Purpose

This strategy provides a framework for Zanzibar Focus Organization (ZFO) to communicate its work effectively, increase its visibility, and build a strong reputation among key stakeholders. The primary purposes are to:

- **Support Resource Mobilization:** Attract donors, partners, and volunteers by clearly communicating ZFO's impact and value.
- **Ensure Accountability:** Clearly report to communities, donors, and government partners.
- **Amplify Impact:** Share success stories and lessons learned to promote larger change and support community needs.
- **Build Brand Identity:** Establish ZFO as a professional, trustworthy, and leading community-driven organization in Zanzibar.

2. Target Audiences and Key Messages

Target Audience	Primary Interests	Key Messages for This Audience
Donors & Development Partners	Impact, sustainability, financial accountability, and alignment with their goals.	"ZFO is an effective, locally-rooted partner that delivers tangible results on SDGs 1, 5, 8, 13, and 15 with financial integrity."
Government (RGoZ) & MDAs	Alignment with ZADEP and Vision 2050, compliance, collaboration, and complementing their efforts.	"ZFO is a collaborative partner supporting the government's national development goals through community-level action and innovation."
Local Communities & Beneficiaries	How programs benefit them, transparency, and opportunities for participation.	"ZFO empowers you with the skills, resources, and voice to build a more resilient and prosperous future for your family and community."
Media (Local & National)	compelling human-interest stories, data on development challenges, expert commentary.	"ZFO is a credible source on community development issues in Zanzibar, offering real stories of change and insightful analysis."
General Public & Potential Volunteers	The organization's mission, values, and opportunities to get involved.	"Join ZFO in making a lasting difference in Zanzibar. Your support, time, or voice can help empower communities."

3. Communication Channels and Activities

Channel	Activity	Frequency	Owner
Digital Presence	Website: Develop a simple, professional website with project updates, impact data, stories, and donor visibility.	Website: Launched in Y1, updated quarterly	Secretary
	Social Media: Create Facebook & Twitter/X accounts. Share updates, photos, videos, and donor acknowledgments.	3-5 posts per week	M&E Officer
Traditional Media	Press Releases: Issued for major project launches, completion milestones, and advocacy campaigns.	As needed	Chairperson
	Media Engagements: Build a media contact list and invite journalists to field visits and events.	Bi-annually	
Print Materials	Brochures/Leaflets: For donor meetings and community awareness (as in Strategic Plan).	As needed	Planning Comm.
	Annual Impact Report: A concise, visually appealing report summarizing achievements, finances, and stories.	Annually (Q1)	Secretary, Finance
Stakeholder Engagement	Donor Reports: High-quality narrative and financial reports as stipulated in agreements.	Quarterly/Biannually	Secretary, Finance
	Community Meetings: Ensure two-way communication and feedback mechanisms are integrated into all projects.	Regularly	Project Staff
Branding & Visibility	Uniform Branding: Use a consistent logo, colors, and tagline on all materials, website, and social media.	Always	All Staff

Channel	Activity	Frequency	Owner
	Project Signage: Erect signs with ZFO and donor logos at project sites (e.g., mangrove restoration areas).	Per project	

4. Implementation Plan: Key Activities for Year 1

- **Quarter 1:**
 - Develop ZFO Brand Guide (logo, colors, fonts).
 - Design and print core organizational brochure.
 - Create social media accounts and post first welcome messages.
- **Quarter 2:**
 - Develop a basic website (can use low-cost templates, e.g., WordPress).
 - Issue first press release for the launch of the Strategic Plan.
 - Train all staff in basic branding and messaging.
- **Quarter 3:**
 - Begin regular social media updates featuring photos from the field.
 - Draft the first donor report with strong storytelling elements.
- **Quarter 4:**
 - Collect content (stories, photos, data) for the Annual Impact Report.
 - Host a small year-end community event and invite local media.

5. Monitoring & Evaluation

- **Key Performance Indicators (KPIs):**
 - Number of website visitors and social media followers.
 - Number of media mentions per year.
 - Donor feedback regarding reporting quality.
 - Community feedback on communication clarity.
- **Tools:** Google Analytics for websites, social media insights, media monitoring, stakeholder feedback forms.

6. Budget Estimate for Communications (Year 1)

Item	Description	Estimated Cost (USD)
Website Development	Domain registration, hosting, and a simple template	\$300
Branding & Design	Professional design of logo, brochure template	\$500
Printing	Brochures, banners, reports	\$400

Item	Description	Estimated Cost (USD)
Social Media Boost	Small budget to promote key posts to a broader audience	\$200
Total Y1 Budget		\$1,400

Note: This budget can be integrated into the central operational budget or sought as a specific component of project funding proposals.



Annex 3: Comprehensive Monitoring and Evaluation Framework

1. Introduction

This framework operationalizes the monitoring and evaluation (M&E) system outlined in Chapter 5 of the Strategic Plan. It provides a clear set of indicators, targets, and methods to track progress, measure performance, and evaluate the impact of ZFO's work against its strategic objectives. This ensures accountability, learning, and evidence-based decision-making throughout the 2025-2028 period.

2. Definitions

- **Indicator:** a measurable variable used to monitor progress toward a goal.
- **Baseline:** the value of an indicator before the start of the project intervention.
- **Target:** The desired value of an indicator by the end of the project period.
- **Means of Verification (MoV):** the source of data or method used to measure the indicator.

3. Summary of the M&E Framework Table

Strategic Objective and Outcome	Key Performance Indicator (KPI)	Baseline (2025)	End of Plan Target (2028)	Data Collection Method Frequency	Responsibility
Strategic Issue 1: Building Institutional Capacity					
SO 1.1: Enhanced staff capacity	Percentage of staff skilled in project proposal writing	20%	80%	Test/Review: Practical evaluation of proposal quality. Conducted annually.	Secretary
	Number of staff trained as peer coaches	0	4	Record Review: Coaching Logbook, Semi-Annual.	
SO 1.2: Effective Guidelines & Systems	Functional M&E system established (Y/N)	No	Yes	Audit: Review of system functionality at mid-term and final points.	M&E Officer
Strategic Issue 2: Economic Opportunity Utilization					
SO 2.1: Sustainable Community Enterprises	Average net income growth of supported women's groups	\$0	≥ \$50 per month	Survey: Group Financial Records Review, Bi-Annual.	Project Officer
	Percentage of supported groups maintaining simple business records	0%	100%	Checklist: Review of record books. Annual.	
SO 2.2: Empowered Youth	Number of youth-led advocacy action plans presented to the local government.	0	3	Record Review: Copies of action plans and meeting minutes. Annual.	

Strategic Issue 3: Climate & Environmental Resilience					
SO 3.1: Restored ecosystems	Number of mangroves/trees planted with a survival rate of over 70%.	0	10,000	Field Monitoring: Sample-based survival counts annually.	Field Officer
SO 3.2: Enhanced community stewardship	Number of active Community Environmental Champion committees	0	5	Quarterly Field Report: Committee Activity Reports.	
Strategic Issue 4: Gender Equality & Advocacy					
SO 4.1: Enhanced understanding of land rights	Percentage of workshop participants who can identify two or more steps to obtain a land title.	5% (Est.)	70%	Survey: Pre- and post-workshop tests per session.	Project Officer
SO 4.2: Progress in women's inclusion	A rise in women appointed to local land councils	0%	15%	Record Review: Council membership lists. End of plan.	
Cross-Cutting: Organizational Reach					
N/A	Total number of direct beneficiaries, broken down by gender and age	0	2,000	Project Records: Attendance registers and beneficiary lists. Annual.	M&E Officer
N/A	Total funding secured (USD)	\$0	\$575,000	Financial Records: Donor agreements, bank statements, and annual reports.	Finance Lead

4. Data Collection, Management, and Reporting

- **Tools:** The M&E system will utilize:
 - **KoBoToolbox/Ona:** Used for digital mobile data collection (surveys, checklists) in the field.
 - **Cloud Storage (e.g., Google Drive):** a centralized location for all M&E data, reports, photos, and beneficiary lists.
 - **Simple Spreadsheet:** Used for tracking indicators and progress toward targets.
- **Roles and Responsibilities:**
 - **M&E Officer (to be recruited):** Oversees the entire framework, trains staff, manages data, and compiles reports.

- **Project Staff:** Responsible for routine data collection in their areas, including attendance, photos, and initial surveys.
- **Secretary & Finance Lead:** Provide data on funding and institutional metrics.
- **M&E Committee:** Reviews all reports and offers guidance.
- **Reporting Schedule:**
 - **Quarterly:** Internal progress updates with the framework table.
 - **Bi-Annually:** Formal narrative and financial reports for management and donors.
 - **Annually:** Conduct a comprehensive review of targets and prepare the Annual Impact Report.

Mid-Term (2026): Internal Review.

Final (2028): External evaluation.

5. Evaluation Plan

- **Internal Reviews (2026, 2027):** Conducted by the M&E Committee. Focusing on progress, operational challenges, and adaptive management. Will utilize existing M&E data.
- **External Final Evaluation (2028):** Conducted by an independent consultant. Will assess:
 - **Relevance:** Was the plan aligned with community needs?
 - **Effectiveness:** Did we meet our objectives? (Using this framework)
 - **Efficiency:** Were resources utilized effectively?
 - **Impact:** What significant changes have resulted from ZFO's efforts?
 - **Sustainability:** Will the benefits likely persist?

6. Learning and Adaptation

This framework is more than just for reporting. Data will be utilized for:

- **Quarterly review meetings:** To identify problems early and adjust activities accordingly.
- **Annual Reflection Workshop:** Involving staff and key stakeholders to discuss what is working, what isn't, and why. The findings will guide the operational plans for the upcoming year.
- **Sharing Lessons Learned:** Success stories and challenges will be shared through the Communications Strategy to foster learning within and beyond ZFO.

This framework turns the Strategic Plan from a static document into a dynamic management tool, making sure ZFO stays focused, effective, and responsible to the communities it serves and the partners that support it.