

FUMBUKA AGRO SOLUTION ORGANIZATION (FASO)

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STRATEGIC PLAN 2012-2015

“Network and empower Youth farmers and micro entrepreneurs in Tanzania”

[www.fumbuka.blogspot.com](http://www.fumbuka.blogspot.com)

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**List of Abbreviation**

AWP-Annual work plan

FASO-Fumbuka Agro Solution Organization

IMS- Information management System

MDGs-Millennium Development Goals

NGO-Non-government organization

PIP’s-Project Implementation Plans

TAYESA-Tanzania Youth Empowerment through Sustainable Agriculture

YEM-Young Entrepreneurs Mentoring

WED-Women Economic Empowerment

This Strategic Plan outlines how, over the period 2012-2015 FASO will implement its objectives. The context description and the subsequent strategy chosen by FASO seek to address its Mission: on empowering and networking Youth farmers and micro-entrepreneurs in Tanzania. These form the three programs of FASO which are youth empowerment through sustainable agriculture program, young entrepreneurs mentoring program and women economic development program. Guided by this Strategic Plan FASO expects to be able to improve the outcome of its programs and to make a significant growth. FASO realizes that it will need to work hard to improve its internal systems and live up to its potential. But counting on the expertise and dedication of its volunteers and staffs, FASO sees a bright future.

**Executive Summary**

This Strategic Plan was developed through a participatory planning process involving founder members and other partners. The Strategic Planning process was led by an Executive board. The bulk of the information was gathered during a Strategic Planning workshop held for the Executive board members and the members of the FASO Committees (includes Information Center Committee, Fundraising committee and External relation committee ). A total of 15 participants were present at the workshop (out of 10 invited). During this last workshop the proposed strategy was further sharpened to make sure it would work in practice. The FASO Committees and staff has played an important role in working out the strategy in detail.

**PURPOSE AND USE OF THE PLAN**

1. The strategic plan was prepared to articulate the vision, goals and strategic direction for the organization over the year 2012-2015. This Strategic Plan has been prepared to guide management and staff in the optimal application of FASO human and financial resources to support efforts by eliminating poverty in Tanzania through networking and empowering youth farmers and micro entrepreneurs. FASO will also publish and use the document as a basis for communication with partners about its work.
2. The Plan identifies the key actions needed to achieve MD’G, and requires a challenging but achievable level of growth in FASO resources to enable FASO to make a greater contribution over the year, in addition to leveraging other sources of funds. The Plan also provides a framework within which such an expansion and leveraging of resources will be developed.
3. The Plan recognizes that, many more resources will be required for FASO Mission and Goals to be fulfilled. The Plan therefore sets out how FASO will work with partners jointly to achieve the greatest possible impact, and will prioritize its actions to achieve optimal results.
4. FASO will take a results-based strategic management approach to its work. This will entail (a) ongoing prioritization of its efforts within countries and regions, (b) ongoing assessments of the organization’s comparative advantage in taking on tasks independently as opposed to leveraging inputs from others, and (c) reflecting these choices in more detailed annual Programs of Work and Budget.

These annual work plans will be prepared and reviewed at the beginning of each financial year, and will include clear specification of the means by which particular goals and objectives are to be achieved, given the resources available, for that given year. Progress towards achieving the objectives will be reviewed on an annual basis.

1. The strategic plan is designed to be a living document. It will be subject to review and changes in response to shifts in the internal or external environments.

**ORGANIZATIONAL DESCRIPTION, VISION AND MISSION**

The Fumbuka agro solution organization (FASO) is an organization which is apolitical, non-religion, not-profit making, purely social-economical development organizations, which aim to network and empower youth small holder farmers and micro entrepreneur in Tanzania. FASO was registered under non-government act, 2002 made under section 12(2) 0f act no. 24 of 2002. FASO registered on October 2011 with registration no. 00NGO/00004822. Headquarter of an organization is in Moshi, Kilimanjaro Tanzania. Now an organization supervised and managed by founder members as a volunteer staffs.

## Our Vision

To increase accessibility of food, self-employment, and development to youth and surrounding communities through enhancing agriculture and entrepreneurship.

## 

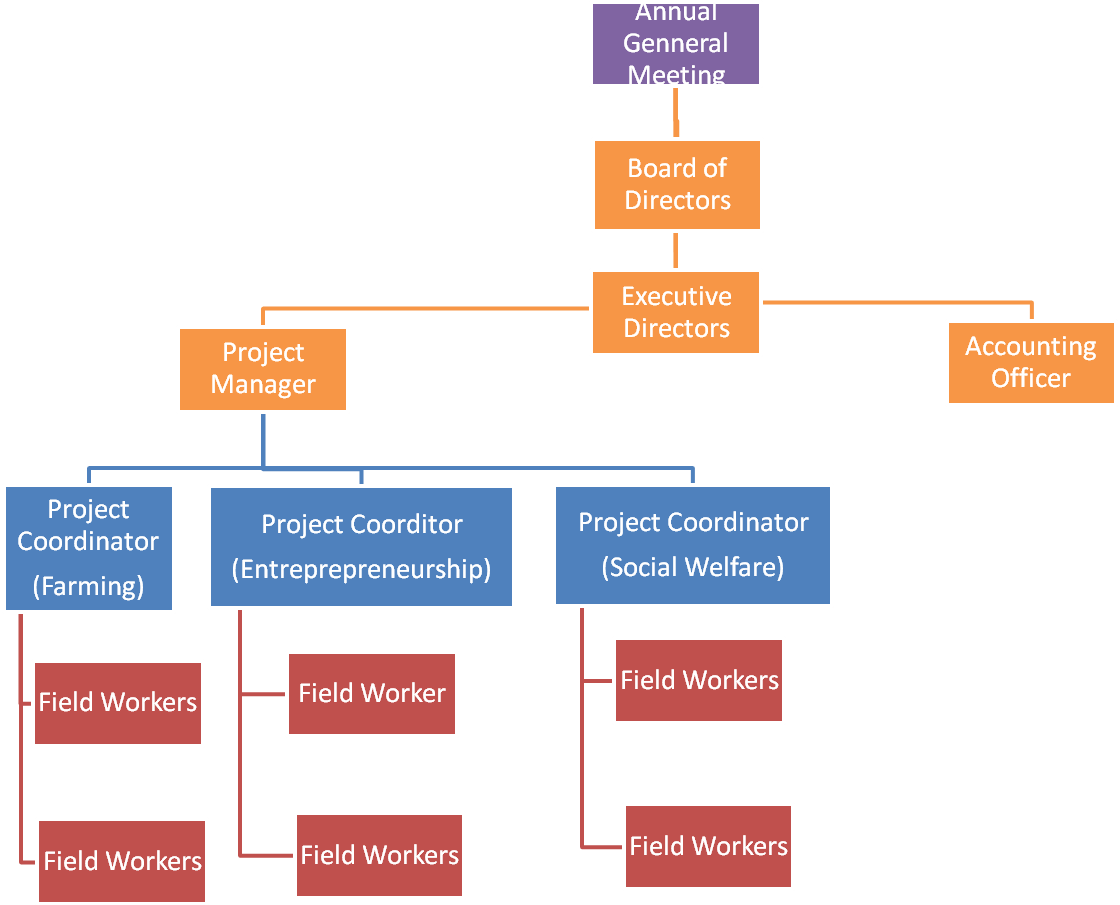
## Our Mission

FASO is aiming to improve the standard of living of the youth in a community by networking and empowering young farmers and micro entrepreneur through professional mentoring and training services.

**Our Objectives**

1. To develop entrepreneurial skills among youth especially those who have completed standard seven and secondary education and university.
2. Keep the youth engaged in income generating activities; this leaves them with little or no idle time to engage in risky behaviors such as drug abuse and crime.
3. To support Tanzania green revolution though government policy of Agriculture first ( Kilimo kwanza)
4. To provide business advice and act as a sounding board for new ideas.
5. -The main aim is to ensure that the business has the best possible chance of surviving Provision of Trainings that are run through linkages, coordination with different relevant organisations (entrepreneurships, agriculture, and co-operative trainings)
6. To bridge the gap between agriculture and business expert with small scale farmers and micro entrepreneurs.
7. To collect and disseminate local and international agriculture (e.g. export information) and business information.
8. To promote business-oriented community-based [organizations](http://www.fundsforngos.org/free-resources-for-ngos/policies-systems-ngo/), undertaking collective production and marketing techniques for long-term [sustainability](http://www.fundsforngos.org/ngo-fundraising-plan-for-sustainability/ngo-fundraising-plan-for-sustainability/)

**ORGANIZATION STRUCTURE**



This organizational structure has been reviewed in line with the revised vision,

mission, core values, and the three [4] -Year Strategic Plan 2012-2015. The Strategic

Planning Task Force was guided by a set of principles while developing the Plan.

These were thus:

1) A structure that facilitates quick decision-making and accountability.2) A structure that is value-adding, business-driven, and responsive to organizational

challenges and opportunities.

3) A structure that promotes both external and internal communication.

4) A structure that facilitates the creation of sound internal control systems.

5) A structure that invites clear reporting lines, roles, and responsibilities.

FASO committed to human development and will develop our culture and identity so that our staff and partners are nurtured and enriched. This will enhance our working environment and encourage us to: operate effectively, collaboratively and creatively to fulfill our mission; help develop our partners; and contribute towards a more just, equitable and sustainable world.

**Core Values**

FASO members and employees shall at all times be guided by the following principle:-

* Integrity
* Accountability and Transparency
* Creativity
* Being responsible and cooperative at all times
* Sensitivity to gender, culture diversity and protocols.
* Commitment to protection, conservation and management of the environment.

FASO also committed to becoming an organization:

* where our mission is valued;
* which has a strong identity;
* where our people and partners are developed in a holistic way;
* that involves a meeting of collaborative, creative and committed professionals;
* that creates opportunities to serve humanity with energy and passion;
* that engages with people of good will to respond to the poverty caused by hunger and unemployment.

The integral development of our people must be relevant, tangible, practical and nurturing to enable all of us to bring passion and energy in responding to issues that affect the lives of our fellow human beings.

**STAFF AND VOLUNTER DEVELOPMENT**

The strengths of our organization are from the creativity and hard work of our staff and volunteers, in partnership with the communities we work with. We will continue to build a diverse team which is motivated, knowledgeable, accountable and confidently delivers our mission.

**Objective**: Develop staff and volunteer capacity to achieve our goals.

**Results**

1. Achieve gender balance, ethnic diversity and technical specialization in our staff and volunteer profile.
2. Ensure an empowering and motivating work environment that reflects our culture, identity and values.
3. Staff and volunteers are able to reflect, learn and grow.

### Increased and Diversified Income

We will continue to enhance our fundraising capacity to achieve our mission. We will invest in fundraising activities that promote an awareness of our work and strengthen our position as a trusted and professional non-profit agency.

**Objective:** Strengthen our fundraising capacity through diversified income sources to enhance our financial sustainability.

**Results:**

1. FASO financial sustainability to accomplish its projects
2. Ability to meets FASO operation expenditures

**Research, Knowledge Management and Advocacy**

Knowledge management is the process of capturing, codifying and sharing knowledge so that we can learn lessons and apply them in our advocacy and programming efforts. We capture knowledge both formally (through our action research efforts that are conducted in partnership with colleges and universities), and informally through storing and sharing the knowledge that we all gather in the course of our work.

Much of this gathered through our interaction with our partners such as local civil society organization and communities themselves. By capturing, codifying and sharing this knowledge FASO develop a unique understanding of communities that can be used in our advocacy and program implementation.

**Objectives**: To develop a research knowledge management and advocacy capacity that drives our programmes efforts.

**Results:**

1. Cutting-edge research to guide the development of our programs.
2. Strengthen our capacity to influence policy positions that promote the achievement of our mission.
3. Develop knowledge management processes to generate and share knowledge and promote innovative solutions.
4. Produce an annual document that focuses on lessons learned and best practice in our program areas.
5. Provide opportunities for the public and media to learn from and engage with our advocacy efforts.
6. Advocate for the achievement of the MDGs as part of *Poverty alleviation* campaign in all areas of our work.

**Management goals & Objectives**

FASO is a relatively young organization and can be considered in between the formative period and the status quo/growth period. Members meet very regularly, and benefits of investing in coordination have become apparent (such as funding and work plans). But the systems and procedures to support collaboration between FASO stakeholders its members/targeted groups,

partners etc need further development.

Some stakeholders have still not discovered the value of the organization goals and have been unable to benefit and/or contribute.

FASO should monitor the state of the network very well to make sure that it grows to its potential. This Strategic Plan is a response to the identified need for improved coordination systems and procedures to support (practical) collaboration between the body and its members and between the members themselves. Through the implementation of this strategic plan FASO hopes to continue with a significant, but realistic, growth in year 2012-2015. Already in 2011 important progress has been made.

As part of this can be considered the development of this Strategic Plan; the review of the human resource and financial management policy set-up by the Executive Board.

The focus groups of NGOs are key to the strategy. Many focus groups of FASO need assistance in projects, program and organizational management. Through these focus groups they will receive this practical support. It will also stimulate joined operations and uniting of forces. The success of the focus groups is largely guaranteed by the immediate benefits to the stakeholders participating, such as training, excursions, joined fundraising for projects and funding available per group for advocacy. Proper management of the focus groups is the joined responsibility of executive board members, executive director and the project manager.

Regardless of any funding received by FASO from donors, own contributions from the members will continue to be important as a sign of commitment and ownership. These include subscription fees and annual contributions.

**FASO SWOT ANALYSIS**

During the Strategic Planning workshop a SWOT analysis of FASO was made. An analysis of the internal and external environment of FASO revealed the following strengths, weakness, opportunities and threats:-

**Internal Analysis**

**Strengths**

* Committed founder members
* Professional qualified members and volunteers.
* Financial and human resource management policy
* Contact with district agriculture officers and business experts.

**Weaknesses**

* Insufficient fund for implementing FASO projects
* In adequate fund to cover administrative cost
* Inadequate researches
* Lack of permanent office and staffs
* Inadequate system of documentation, packaging and dissemination of information.

**External Analysis**

**Opportunities**

* Presence of other stakeholders and networks with knowledge, skills and resources for promoting sustainable agriculture and entrepreneurship
* Friendly and synergetic government policy such as *Kilimo Kwanza* policy
* Contact with colleges and universities which provides agriculture and business education.

**Treats**

* Insufficient fund from external parties
* Inadequate participation of collaborators
* Limited time inputs by members
* Difficult in fostering volunteerism
* Un met stakeholders expectations
* HIV/AIDS pandemic

**PROGRAMS STRATEGIC DETAILS**

**YOUTH EMPOWERMENT THROUGH SUSTAINABLE AGRICULTURE (TAYESA) PROGRAM**

This program involves various projects. The aim of those projects is to influence Youth to engage in agriculture activities, raising productivity of the sector through efficient research and extension service s through adequate allocation of budgetary resources and adequate provision support services such as enhance irrigation agriculture, encourage private sector to invest in the sector at various levels of the value chain, undertake comprehensive review of the current legal and policy framework to make it conducive to the development of the sector, encourage diversification into non-traditional commodities, improve governance in key agricultural institutions especially cooperatives and farmers organizations, promoting regional cooperation in the management and regulation of trans-boundary activities relevant to the sector

Activities based objectives of TAYESA include:

* To create employment for both rural & urban youth
* To improve agricultural production
* To improve environmental protection and management
* To improve information access and dissemination to rural communities
* To reduce the impact of externalities on rural youth (HIV/AIDS, globalization, Drugs

and substance abuse)

* To improve sustainable utilization of locally available resources
* To improve the welfare of the youth,

**YOUNG ENTREPRENEURS MENTORING PROGRAM**

Fumbuka Agro solution Organization (FASO) with professional business experts will work together to deliver the Young Entrepreneur Business Mentoring Program, as a program targeted for business owners aged between 18 to 45. It provides an opportunity to acquire new skills and develop growth plans and strategies, for young business owners to network and learn from each other, and for each to have a business mentor to act as a business advisor help them to face their problems.

**OBJECTIVES OF PROGRAMS**

To improve business development, networking and growth opportunities for small businesses, incorporating mentoring from experts to business owners. Specific outcomes include business management skills, identifying and facilitating business growth strategies, opportunities to network and develop strategic alliances, prospecting and sales presentation skills so business owners may recognize and capitalize on opportunities to increase turnover and profit performance. Those objectives are categorized below:-

* Training, advice or counseling services for young entrepreneurs
* Networking, e.g. regular meetings of young members
* Representation and/or lobbying on behalf of young entrepreneurs
* Finance for young entrepreneurs
  + Learn to manage their finances and negotiate trade contracts.
* Export advice, training or support for young entrepreneurs
* .Learn to brand their product/ services, develop a pricing methodology and marketing strategy.
* .Learn to plan their business and prepare a business plan as a marketing and financing tool.
* Learn to manage their finances and negotiate trade contracts.
* Get to know how to take business to the next level from small to medium, large and beyond

**WOMEN ECONOMIC DEVELOPMENT (WED) PROGRAM**

The programme is aimed to help women to develop their business management skills, promote sustainable agriculture, animal husbandry, credit and savings, environmental conservation etc.

Also WED Program aims to:

* Enhance economic status through growth of agribusiness and participation of women in the production, use, and distribution of income
* Increase women's asset control and leadership capacities
* Increase women small-holder farmers' agricultural production and processing while improving their post-harvest handling and storage capacity
* Promote joint endeavors by men and women in intra-household activities, agricultural production, and business management
* To help women to access loans easy e.g Establishment of VICOBA

**STRATEGIC PRIORITIES FOR 2012-2015**

For this three-year period, our strategic priorities will be to strengthen our programmatic focus while strengthening our organizational base. We have identified four strategic priorities:

**I. Focusing and strengthening our program direction**

During 2012-2015, we will focus our program direction while continuing to strengthen and expand our collective action and learning. Collective action and learning has been and will continue to be at the heart of what the FASO is and does.

**II. Raising our profile and partners engagement**

During 2012-2015, we will articulate and share broadly our unique identity and the value we offer to donors, members and other partners.

• Objective 1: Build awareness concerning our activity to the society

• Objective 2: Increase modestly the number of organizational beneficiaries and build a base of associate members

• Objective 3: Implement a communications strategy in support of program priorities and initiatives

**III. Growing and diversifying our funding base**

One of the top organizational challenges the FASO faces for the 2012-2015 periods is fundraising. As a first step we identified the need to establish various projects which will ensure income sustainability in organization. Going forward, we will use our enhanced marketing, outreach, and communications capacity to raise knowledge of our organization’s accomplishments and key competencies and to strengthen our competitive position for grant and contract funding. We will work closely with members to identify opportunities where a partnership with FASO will make their bids more competitive.

We will pursue traditional paths of grant-raising from traditional sources, while also exploring new funding sources and avenues. This will modify our business model in ways that generate 6 sources revenues that is more aligned with the costs of providing services to community.

• Objective 1: Enhance FASO competitive position

• Objective 3: Diversify grant and contract funding for member services, the FASO Initiatives, and achievement of other programmatic goals by securing non-government funding

• Objective 4: Increase revenues from member-oriented services and products

**IV. Strengthening our capacity to achieve organizational goals**

The 2012-2014 Strategic Plan calls for some bold steps that will require not just increases but also shifts in institutional capacity. We propose making timely and strategic modifications to our Board structure and composition, revising outdated aspects of by-laws, Board policies, and building a stronger leadership model for our staffing, Working Groups, and Board of Directors.

* Objective 1: Develop the Board to meet the governance needs and requirements of the future
* Objective 2: Acquire the necessary staff and Working Group leadership competencies to achieve program, fundraising, and communications
* Objective 3: Establishment of FASO headquarters office in Moshi. This will enable FASO staffs to conduct their activity formally and ensure all documents are well kept.

**FASO STRATEGIES TOWARD MEETING MILLENIUMS GOALS /CHALLENGES.**

FASO recognizes that its contributions to the Millennium Development and Strategic Goals cannot be measured directly. FASO will therefore adopt and use internationally recognized best practice and data for estimating the outcomes and impacts of its work. The following are the MDGs and key contribution by FASO:-

|  |  |  |
| --- | --- | --- |
| **MDG**  **No.** | **Millennium Development Goals** | **Key contributions** |
| **1** | Eradicate extreme poverty and hunger | Increase yield (productivity increase), higher incomes (premium prices), diverse and nutrition’s diets from organic products, reduce food insecurity problems, reduce hunger pressure, lower cost (for inputs) |
| **2** | Achieve universal primary education | Campaigning on provision of better foods in school which will increase attendance to pupils and level of education will also increase. |
| **3** | Promote gender equality and empower women | Activate and dervisify role of women that will increase women responsibilities in decision making, self confidence, women land ownership campaign through WED program |
| **4** | Reduce child mortality | Improve child livelihood by campaigning and capacity building on diets and quality of community health. |
| **5** | Improve maternal health | Improve child livelihood by campaigning and capacity building on diets and quality of community health. |
| **6** | Combat HIV/AIDS, Malaria and other diseases | Provision of HIV/AIDS and malaria prevention education to farmers and micro-entrepreneurs community. |
| **7** | Ensure environmental sustainability | Teaching farmers on how to maintain soil fertility, improve natural resource management, |
| **8** | Develop global partnership for development | Fostering collaboration between government and agriculture/business institution, effectiveness of stakeholder’s involvement, capacity building at the farm level, business and marketing skills. |

Strategic Plan 2012-2014 (FASO-TANZANIA)

**THE MONITORING AND EVALUATION FRAMEWORK**

This strategic plan forms the basis of resources allocation and expenditure for FASO in coming four {4} years. It will be the basis for drawing Annual work plans and budgets. The indicators identified the logical framework will form the benchmarks for gauging process and assessing impacts.

Monitoring and evaluation will be subjected to periodic review and the priorities may be changed to make them realistic; or to accommodate new issues which may arise over time. The transaction of the options into work plans will be the responsibilities of coordinators of committees.

The monitoring and evaluation will help achieving the following:-

1. Assess whether or not project plans are working.
2. Ensure cost effective and efficient utilization of the resources.
3. Provide accurate, timely and informative management information to facilitate decision making processes.
4. Enhance FASO accountability to partners
5. Assess FASO impact in the food security, self employment and overall poverty reduction.

Six key components will outline the M&E system for FASO:-

**The Organizational Set up.**

1. Committee Team
   1. Formulation of work plans monthly, quarterly, mid years and annually.
   2. Development of instruments for collection of information
   3. Data collection and field monitoring
   4. Assessment of the progress of field, training
2. The board of director
3. Participate in evaluation, reflection and review meeting
4. Receive, consider and act on M&E reports by providing policy directions
5. Stakeholder/ Partners
6. Will receive, consider and give feedback and advice on FASO reports; and also participate in the M&E process.

**Strategic Plan Directions**

The results of strategic directions will be used as analytical, presentational and management tools. This will help in:-

* Establishing how outcomes will be monitored and evaluated.
* Reviewing project and programme log frames to ensure linkage are realized.
* Review of indicators and assumption regularly

**Project Planning**

Project planning will be designed through project documents. Upon funding, Project Implementation Plans (PIP’s) will be drawn with each and form the basis of implementation.

**Annual Planning**

The sector teams of FASO will facilitate planning sessions to formulate implementation matrices which will be stipulating the activities under each successive annual work plan. Each year committee’s plans will be developed in a participatory method. They will form the basic from mid year and annual review each year.

**Data Collection**

Each of the sector team will:-

* Gather baseline information prior to any project
* Get up indicators of performance and impact
* Set up systems to collect information relating to these indicators.
* Collect and records the information

**Reporting**

FASO will enhance and develop further information management System (IMS) which will integrate financial aspects of project monitoring and will be in soft forms (Excel) and hard copy.

The following report will be made:-

* Activity report at the end of each activity.
* Monthly report aggregating activity of each month giving milestones against work plans

And half-year report assessing the achievement of the results and presented to the management committee.

* Annual reports comprising a summation of quarterly reports, management committee reports, financial reports with recommendations for policy which is then tabled to the annual meeting.

**Reviewing and Feedback**

* Activity review/ feedback/ reflection meeting after every activity
* Monthly review at committee team level
* Quarterly programme review meetings
* Half year programme review meetings
* Annual strategic review meeting assessing the implementation of the AWP and its contribution to the strategic goals.

**IMPLEMENTATION STRATEGY**

Implementation Approach

FASO is determined to implement this strategic plan during the proposed four years that is 2012-2015. However, the implementation of the plan demands enormous human, physical, financial and other types of resources. FASO will diligently work towards mobilizing these resources to ensure proper and timely implementation of all the proposed activities.

FASO will endeavor to achieve sustainability by engaging in different resource mobilization methods. First and foremost, there are plans to offer specialized training courses in sustainable agriculture development and entrepreneurship at all to interested persons and groups. There are also plans to step up provision of products and consultancy services to the general public by FASO members as well as stepping up membership registration.

Collaboration and networking with other local and international development agencies will be sought with increased intensity.

However, the biggest resource FASO has is its members. Members are encouraged to volunteer their skills, knowledge and other resources to empower those farmers and micro entrepreneurs. Frequent stakeholders meetings and workshops will be organized to explore how members will participate more effectively in the implementation of the strategic plan.

The 2012–15 Strategic Plan will be implemented through annual operational plans developed by the management. The Executive Director will report to the Executive Board regularly on progress against the objectives and will be evaluated on this progress. In addition, each FASO committee has the opportunity to offer views to assist in the preparation of the next annual operational plan.

**Target groups and areas**

The most important target group for the FASO are youth, poor, vulnerable and marginalised Tanzanian citizens. By 2015, we aim to have provided services that will reach more than 5 million people. At least 80% of our support will be targeted in rural areas. We will also form partnerships with other organizations, civil society networks and individuals in order to achieve our aim to reach every district of the country.

**CONCLUTION**

*This strategic plan* outlines our intentions and guides our actions. It emphasizes our mission, our culture and identity, our core values, our key focus areas, and identifies our objectives by which we will measure our impact and relevance. We will regularly assess our progress and impact, rally our supporters, effectively manage change, distribute financial and other resources appropriately, support and guide our people to gain specific capabilities and expertise. This will demand commitment and perseverance in the face of many challenges including budgetary constraints. *FASO* will be monitored on an annual basis and our actions will be adjusted based on lessons learned and changes in our internal and external environment.

Most importantly, this planreflects our history, culture and identity and represents our commitment to network and empower young farmers and micro entrepreneurs in Tanzania