



STRATEGIC PLAN 2026–2030

**Institutional Summary
for Partners and Funders**

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Table of Contents



- 1** Introduction & Strategic Context
- 2** Organisational Positioning
- 3** Strategic Framework
- 4** Strategic Priorities
- 5** Delivery Approach

- 6** Operational Delivery & Sustainability
- 7** Performance & Risk Management
- 8** Risk Mitigation
- 9** Strategic Outcome (2026–2030)
- 10** Conclusion



Introduction & Strategic Context

Kijana Kwanza (Young People First) is a locally led organisation based in Moshi, Tanzania, working to improve outcomes for vulnerable children and young people through integrated welfare, education, and community-based interventions.

Tanzania's demographic profile presents both opportunity and risk. With over 60% of the population under the age of 25, increasing pressure is being placed on education systems, labour markets, and family structures. While access to services has expanded, outcomes remain uneven.

Transition rates from primary to secondary education remain low, youth unemployment is high, and many families lack the stability required to support sustained child development.

These challenges are interconnected. Children and young people do not experience them in isolation, and responses that address only one dimension rarely lead to long-term change.

This Strategic Plan sets out Kijana Kwanza's approach for the period 2026–2030, with a focus on integrated support, sustained outcomes, and institutional resilience.



Organisational Positioning



Kijana Kwanza operates through a dual UK–Tanzania structure, combining local programme delivery with international governance and fundraising capacity.

Since its establishment, the organisation has developed a holistic model that spans:

- Residential care and child protection
- Education support from primary through post-secondary
- Vocational training and youth development
- Community programmes and emergency response
- Income-generating and sustainability initiatives

Services are delivered across multiple sites in Moshi by a locally based workforce, with programme design led in-country to ensure relevance and responsiveness.

The organisation's approach is defined by three characteristics:

- Integration: addressing multiple, overlapping barriers
- Continuity: supporting individuals across different life stages
- Localisation: embedding delivery within the community



Strategic Framework (2026–2030)

The Strategic Plan reflects a deliberate shift from reactive provision towards structured, long-term pathways for children and young people.

The approach balances three interrelated dimensions:

- **Service Delivery:** direct support where vulnerability already exists
- **Community Strengthening:** reinforcing families, communities, and local systems to reduce vulnerability over time
- **Sustainability:** ensuring organisational and financial resilience

These dimensions are embedded across all Strategic Priorities, ensuring that immediate needs are addressed while underlying causes are progressively reduced.



Strategic Priorities (2026–2030)

Kijana Kwanza’s work over this period is structured around seven Strategic Priorities, spanning the full continuum from child welfare to youth independence, alongside institutional strengthening.

Priority 1: Children’s Welfare & Family Support

Strengthen child welfare and expand family and community-based care.

Key Milestones:

1. Expansion of family and community-based care alongside residential provision, reducing reliance on institutional care alone.
2. Strengthened safeguarding systems and consistent standards of care across all children’s services.
3. Enhanced quality of holistic care, including improvements in children’s health, wellbeing, personal development, and readiness for independent living.



Priority 2: Education & Skills (Under 18 years)

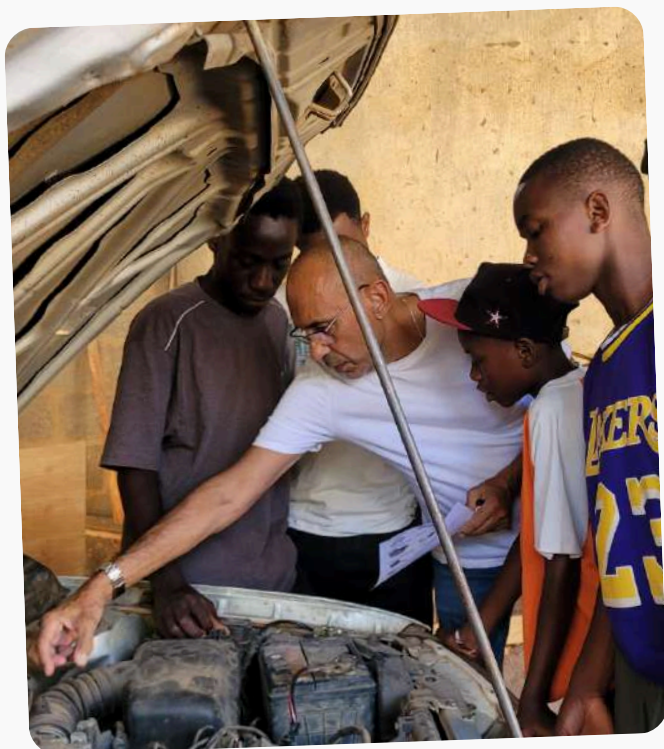
Improve educational outcomes, life skills, and digital inclusion.

Key Milestones:

1. Improved progression of children through the education system, particularly at key transition points.
2. Strengthened provision of life skills and complementary learning beyond formal education.
3. Increased access to digital tools and improved digital literacy among children and students.

Strategic Priorities (2026–2030)

Priority 3: Youth Education, Skills & Empowerment (18+ years)



Expand access to post-secondary education, vocational training, and youth-led development.

Key Milestones:

1. Expanded access to Advanced Level education, vocational training, and professional pathways.
2. Strengthened structured progression routes for young people beyond secondary education.
3. Increased participation of young people in leadership, decision-making, and development activities.

Priority 4: Youth Employability & Entrepreneurship

Develop pathways for employment through enterprise, business development, and job brokerage.

Key Milestones:

1. Establishment of clearer pathways linking training to employment opportunities.
2. Growth in enterprise development and support for youth-led income-generating activities.
3. Strengthened engagement with employers and local markets to improve employment outcomes.

Strategic Priorities (2026–2030)

Priority 5: Organisational Sustainability & Governance

Ensure long-term financial sustainability, strong governance, and leadership succession.

Key Milestones:

1. Strengthened governance structures and clearer accountability across UK and Tanzania entities.
2. Strengthened financial management, oversight, and long-term planning to support disciplined and accountable growth.
3. Development of leadership capacity and succession planning within the organisation.

Priority 6: Capacity Building

Strengthen organisational systems, staff capability, and civic engagement.

Key Milestones:

1. Improved staff capacity through training, professional development, and structured support.
2. Strengthened internal systems and processes to support effective programme delivery.
3. Increased engagement with communities and stakeholders to support broader development outcomes.



Priority 7: Funding, Marketing & Communications

Diversify income, professionalise fundraising, and strengthen visibility and engagement.

Key Milestones:

1. Expansion and diversification of fundraising approaches, including institutional and individual giving.
2. Strengthened communications to improve donor engagement and transparency.
3. Increased organisational visibility and positioning within local and international networks.

Operational Delivery & Sustainability



Delivery Approach

Kijana Kwanza operates an integrated delivery model in which children and young people engage with multiple services over time.

Individuals do not receive isolated interventions. They move through a structured continuum of support that adapts to changing needs, from welfare and education through to skills development and economic participation.

This approach enables:

- Early identification of risk
- Coordinated intervention across services
- Sustained engagement over time

Sustainability and Institutional Development

Sustainability is embedded across both programme delivery and organisational strategy.

Key elements include:

- Development of income-generating activities and cost-reduction initiatives
- Diversification of funding sources
- Strengthening of governance and financial systems
- Investment in staff capacity and leadership development

Growth will be aligned with secured income, and organisational risk will be actively managed.

Performance & Risk Management

Monitoring, Evaluation and Learning

A structured Monitoring, Evaluation and Learning framework underpins delivery across all Strategic Priorities.

This includes:

- Outcome-level monitoring across programmes
- Regular data collection and review
- Integration of learning into programme design

The focus is on tracking sustained outcomes and improving effectiveness over time.



Risk Mitigation

The Strategic Plan recognises key risks, including financial dependency, regulatory changes, and capacity constraints associated with growth.

Mitigation measures include:

- Diversification of income streams
- Strengthening governance and oversight
- Phased expansion aligned with available resources

Implementation will be coordinated across programme and operational teams, with oversight from governance structures in both Tanzania and the UK.

Strategic Outcome (2026–2030)



Strategic Outcome (2026–2030)

By the end of the strategic period, Kijana Kwanza aims to demonstrate:

- Improved progression of children and young people through education
- Increased access to post-secondary pathways, skills development, and employment opportunities for young people
- Greater stability among supported families and stronger community support structures
- Strengthened civic engagement, local partnerships, and community-based systems supporting children and young people
- Strengthened organisational systems, governance, and financial resilience

Conclusion

This Strategic Plan reflects a shift towards a more integrated and sustainable model of delivery.

By combining direct support with community strengthening and institutional development, Kijana Kwanza aims to address both immediate needs and underlying structural challenges.

This approach positions the organisation as a credible partner for institutions seeking to support long-term, locally led development outcomes.