

**TANZANIA ORGANIZATION OF SERVING ORPHANS AND VULNERABLE CHILDREN
(TOSOVC)**

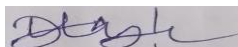


FIVE YEARS STRATEGIC PLAN FOR YEARS 2024-2028

Signed By:



Mr. Nikodemus J. Luhele
Executive Chairperson (Executive Director) TOSOVC



Mr. Frank Kasagula
Advisory Board of Director's Chairperson

PREFACE

Tanzania organization of serving orphans and Vulnerable children (TOSOVC) is a Non-Government Organization registered under nongovernmental organization Act 24 of 2002 as amended from time to time with Registration **No. 00NGO/R/1318** on September 30th 2020.

TOSOVC works hand-in-hand with the government to support national goals and efforts towards the realization of vision 2028 as cherished in the sustainable development goals (SDGs) targets. The focus areas of TOSOVC are, human rights approach, Education, Gender-based Violence, Economic Empowerment, Environmental Conservation and Health improvement – (Malaria, HIV, TB, Nutrition, MSRH, WASH etc). Our operations are mainly on ensured quality services provided and social justice through meaningful engagement of affected communities in programming Since its inception in early 2020, the Network has come across different stakeholders, including but not limited to government ministries, departments and agencies (MDAs), development partners (DPs) – both bilateral and multilateral, networks and implementing partner organizations in creating relationship so that be able to work in harmony and mutual understanding.

Development of the TOSOVC Five-Year Strategic Plan is one of the major milestones of the negotiations made by members of the organization through its governance. This state of affair necessitated to prepare the SP for the coming five years from 2024 to 2028. It is therefore important to note that this opportunity has been an invaluable and timely support to TOSOVC in the course of achieving its mission to serve Tanzanian communities in a local perspective.

The TOSOVC staff and stakeholders recognize the importance of developing the Strategic Plan document for the purpose of strategically shaping and concentrating on constitutional and strategic objectives for five years. This will lead TOSOVC to focus on few strategic objectives for the coming five years and work proactively rather than implementing things responsively and in ad-hoc manner.

This Strategic Plan will lead to the increase of individual knowledge and skills in resources mobilization, organizational development and management, programming, and advocacy among other areas of operations includes child protection, health, environment, Gender Based Violence and economic empowerment. Such skills will ensure sustainability of the existing and developed projects and programmes. It will also contribute to the growth of socio-economic and social justice in the targeted communities over and beyond the period of its implementation.

ACKNOWLEDGEMENT

TOSOVC leadership and staff would like to express gratitude to all those who have taken part in the development of this Strategic Plan.

We are particularly grateful to those who assisted and guided us in sharpening our approach to achieving our objectives in line with our vision and mission.

It's worth noting that, this Strategic Plan is a living document; it is upon us as the TOSOVC leadership to come up with detailed implementation plans and monitoring and evaluation frameworks for practicability of respective areas of operations.

Finally, where necessary upon major corrections, the TOSOVC leadership, in consultation with the established Board of Directors, will make changes to the Strategic Plan as deemed fit.

Any shortcomings are those of the TOSOVC leadership and we would like to welcome readers and stakeholders to send us their observations.

Thank you!

LIST OF ABBREVIATIONS AND ACRONYMS

NGOs.....	Non – Government Organization
SDGs.....	Sustainable Development Goals
SP.....	Strategic Plan
SWOT.....	Strengths, Weaknesses, Opportunities and Threats
M&EL.....	Monitoring and Evaluation learning
CSOs.....	Civil Society Organizations
TZS.....	Tanzania Shillings
USD	US Dollar
TOSOVC.....	Tanzania organization of serving orphans and Vulnerable children
CBOs.....	Community Based Organizations
LGA.....	Local Government Authority
WMD	World Malaria Day
HIV.....	Human Immune Deficiency virus
AIDS.....	Acquired Immune Deficiency Syndrome
VAWG.....	Violence against Women and Girls
IEC.....	Information Education Communication
BCC.....	Behavioural Communication Change
GBV	Gender Based Violence
KVP	Key Vulnerable Population
ABoDs	Advisory Board of Directors
VP	Vulnerable Population
SRH.....	Sexual Reproductive Health
PLHIV	People living with HIV
OVC	Orphans and Vulnerable Children
IGA	Income Generating Activities
TB	Tuberculosis
IRS	Indoor Residual Spry
ITN	Insecticide Treated Nets
OVI	Objective Verifiable Indicator
MoV	Means of Verification
MIS	Management Information System
KRAS	Key Result Areas

EXECUTIVE SUMMARY

This document provides TOSOVC's vision and mission statements, Key Focus Areas, strategic goals, objectives and strategic actions. It is aimed at providing TOSOVC with a general direction for implementation of its daily activities, which will align it with its long-term goals. Within the strategic plan, a comprehensive internal and external analysis using the SWOT methodology was conducted. Through that, the vision and mission statements for TOSOVC were articulated. The vision statement provides a snapshot of the future that TOSOVC sees for itself, while the mission statement explains how TOSOVC will achieve its ultimate goal. TOSOVC identifies six (6) key focus areas for its 2028 strategy, which are child right protection, Economic Empowerment, Gender Based Violence, health and social wellbeing, Environment Conservation as well as organizational development. For each of the focus areas, a goal as an aspiration for where TOSOVC wants to be by 2028 was identified. Each goal has its specific and quantifiable strategic objective. Furthermore, the strategic objectives have specified strategic action that can assist in the attainment of the ultimate strategic goal. A total of **TZS 5,015,980,000.00** (Five billion and fifteen million, nine hundred and eighty thousand) Equivalent to **USD 1,970,915** will have to be mobilized between January 2024 and December 2028 in order to operationalize this Strategic Plan.

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CHAPTER 1: INTRODUCTION

1.1. About TOSOVC

Tanzania organization of serving orphans and Vulnerable children (TOSOVC) is a Non-Government Organization registered under nongovernmental organization Act 24 of 2002 as amended from time to time with Registration **No. 00NGO/R/1318** on September 30th 2020.

TOSOVC works hand-in-hand with the government to support national goals and efforts towards the realization of vision 2028 as cherished in the sustainable development goals (SDGs) targets. The focus areas of TOSOVC are, human rights approach, Education, Gender-based Violence, Economic Empowerment, Environmental Conservation and Health improvement – (Malaria, HIV, Maternal health, Children and Adolescents, TB, Nutrition, MSRH, WASH etc). Our operations are mainly on ensured quality services provided and social justice through meaningful engagement of affected communities in programming.

The operations are designed to reach organizational goals through advocacy, capacity building, coordination, empowerment, research, and dissemination of the program -related information. Since its setting up, TOSOVC has come across with different stakeholders including, but not limited to government ministries, departments and agencies (MDAs), development partners (DPs – both bilateral and multilateral), implementing partner organizations (IPs), and networks in creating relationship so that be able to work in harmony and mutual understanding.

Area of Operation: TOSOVC is mandated to operate in Tanzania mainland, the organization will initially focus on a small number of districts but will increase our geographical scope depending on the availability of resources. The selection of these districts and regions is based on: beneficiary needs according to TOSOVC's program objectives, the development of relations with partners of sufficient capacity and expertise sharing mission and values. In particular we will look to focus on districts whereby Local Government Authorities (LGAs) limit social support.

TOSOVC **Head Office Address** is at Plot No 09, Bohari Street, Misitu Road Mpanda, Katavi, Tanzania

Email: tosovctz@gmail.com

Website: www.tosovc.or.tz

Mobile number: **+255 757 650 588/ +255 620 421 199**

1.2. Vision Statement

Envisions a society where every child has equal opportunity despite their background in attaining full potentials.

1.3. Mission Statement

To inspire breakthroughs in the way we and society treats children and to archive immediate and lasting changes in their lives through effective communication, networking and information sharing.

1.4. Overall Goal.

The overarching goal of TOSOVC is having children raised safely, inclusively and protected

1.5 Organization Objectives

In order for TOSOVC vision, mission and goal to be realized, the following objectives of the organization will be pursued:

- ❖ To promote and protect the wellbeing of the child
- ❖ To advocate for safe and conducive upbringing environment for the children
- ❖ To promote the skills and talents in each child
- ❖ To promote entrepreneurship skills to families so that they can afford providing basic needs for their children
- ❖ Advocating for healthcare services to children in the society
- ❖ Promote sports and games to children at schools and in the society
- ❖ To provide environmental conservation education to the society
- ❖ Providing education to control and oppose the use of drugs for children in schools, homes and on the street

1.6 Principles of Engagement:

- i. To address the underlying causes of vulnerability and strengthen existing capacities and invest in preventative solutions;
- ii. To enable the participation, engagement and inclusion of the most vulnerable children
- iii. To address issues of stigmatization and marginalization among the target groups and among the wider community;
- iv. To meet the needs of the vulnerable children and most marginalized through effective community-based service-delivery and social protection mechanisms;
- v. To develop community networks to provide care and support for the vulnerable and most marginalized;
- vi. To strengthen capacity and share learning with target groups and partners;
- vii. To network target groups and partners with the wider development community and ensure harmonization within development frameworks.

1.7. Our Core Values

We are committed to certain fundamental values in all our interactions with stakeholders, the general public, other organisations, and individuals. To achieve the vision and mission, TOSOVC will persistently and carefully abide to our identities and the culture built on the following core values:

TOSOVC these values as critical and integral to the work we are doing:

- ❖ **Transformation:** TOSOVC believes that for meaningful sustainable transformation to occur it must be tackled at three levels: individual empowerment and responsibility, community revitalization, and societal transformation. Holistic transformation occurs within all aspects of individual and community life, including the psychological, physical, spiritual, economic, and socio-cultural dimensions of living.
- ❖ **Effectiveness:** TOSOVC seeks to be a catalyst of transformation to make the most significant lasting solutions using the limited resources available. This

indicates that TOSOVC is strategic in using its scarce resources, limiting itself to addressing a few priority issues and those in highest need. We also ensure accountability in how the resources are used.

- ❖ **Excellence:** TOSOVC believes that those we serve deserve the best of our services. We are an organization that is continually learning and sharing; creating models of good practice that can be replicated locally, nationally, regionally and world.
- ❖ **Relation:** TOSOVC recognizes the importance of good relationships and strong, mutually beneficial partnerships. We seek to put those we are serving first while being humble and learning from others.
- ❖ **Empowerment:** TOSOVC seeks to strengthen the capacities and address the vulnerabilities of those we serve. This also includes encouraging, development of skills and access to resources for self-sufficiency.
- ❖ **Passion:** TOSOVC is passionate about those we work for and passionate in all that we do. We seek to be creative and imaginative in finding sustainable solutions to addressing issues of poverty.

CHAPTER 2: APPROACH AND STRATEGIES (Environmental Scan and SWOT Analysis)

2.1. Environmental Scan

Having rapid changes that are taking place in the environment and great impact on the operations of our organization, the basic purpose of environmental scanning was to help us determine the future direction of the organization in a more focused way than before. It aimed at assessing the current state of our organization and its programmes so that make informed goals and strategic plans for future success through improved processes. Therefore, scanning of the environment helped us to identify internal and external factors – i.e., Strength, Weakness, Opportunities and Threats (SWOT) surrounding our organization.

2.2. SWOT Analysis

From SWOT analysis, we identified the following supportive factors, as well as non-supportive trends and how they might affect our organisation (see Table 1):

Table 1: SWOT Analysis Results

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Legally registered 2. Presence of beneficiaries from the community 3. Recognized by the government 4. Presence of strong leadership 5. Established good relationship with diverse stakeholders 	<ol style="list-style-type: none"> 1. Limited fund to run the organization’s planned activities 2. Limited organizational operation systems 3. Lack of own office space 4. Reliance on voluntarism (unpaid staff)
Opportunities	Threats/Challenges
<ol style="list-style-type: none"> 1. Possible support from development and implementing partners 2. Government recognition of organization operations 3. Presence of policies that support existence of the organization 4. Willingness of Region/National Networks to work with TOSOVC 	<ol style="list-style-type: none"> 1. Unpredictable national policy systems 2. Impact of epidemic and emergencies 3. Rapid changes of technologies

2.3: Stakeholders Analysis

TOSOVC in a state to achieve its strategic goals and vision works with and shall continue working closely with the following stakeholders/ partners:

i. Community Members

Community members are our first stakeholders since they involves in our organization activities such as participating in programs and projects, membership and volunteering, Community engagement and consultation, representatives on boards, advocacy and awareness, beneficiaries of services, feedback mechanisms, capacity building and social accountability, the engagement of community members as stakeholders involves creating opportunities for participation, listening to their needs, involving them in decision-making, and ensuring that the organization's activities align with the interests and well-being of the community. This collaborative approach contributes to the sustainability and impact of the TOSOVC initiatives.

ii. Networks, Partners and Associations

In the spirit of widening as far as possible the actors involved in enhancing service delivery to children and vulnerable communities, TOSOVC seeks to work with credible networks, partnerships and associations. These organizations are expected to coordinate joint initiatives where applicable or even provide resources and technical assistance as deemed appropriate.

iii. Government

The government at both national and regional levels forms key partners for TOSOVC through the provision of an enabling environment including security and policy framework for its activities. In addition, and in line with Tanzania's constitution it is the obligation of the state in its different forms to ensure the provision of basic rights and services to each child. TOSOVC whilst working alongside the government in supporting the provision of certain basic services including health and education to children from poor and difficult backgrounds nevertheless empowers communities to be the prime movers of their own destiny.

iv. Donors

Donors are seen as another set of key partners and collaborators with TOSOVC in the sustainability of program and projects through the provision of resources (cash and other forms), joint advocacy of appropriate policies and capacity building.

CHAPTER 3: ORGANISATION AND MANAGEMENT

3.1. Descriptions of Governance Structure

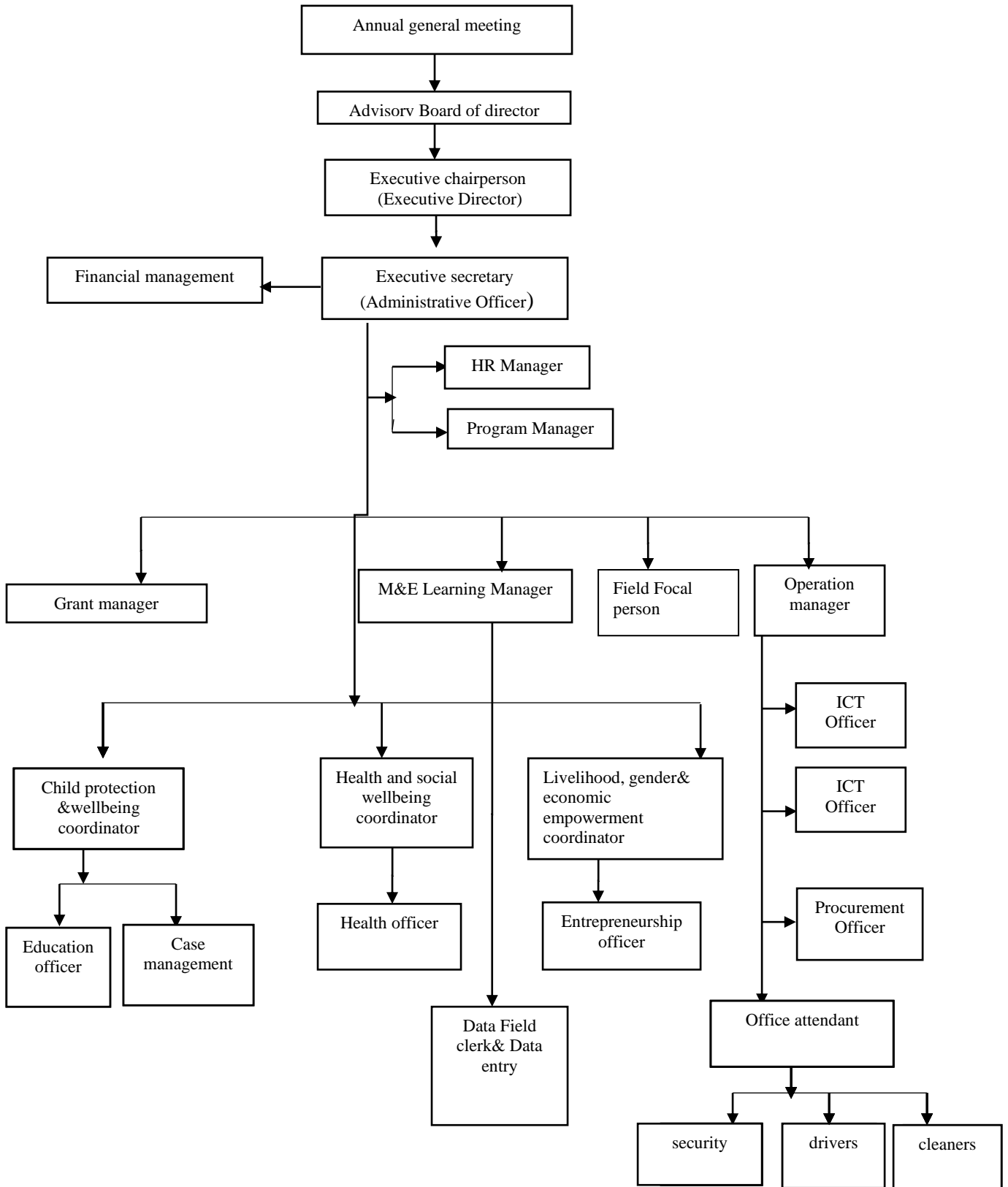
The implementation of the Strategic Plan needs proper coordination of various tasks and people at different levels in the organizational hierarchy. The strategy has been aligned with structure of TOSOVC so as to achieve its mission and goals. The structure of TOSOVC is simple, divisional and functional which consists of the Annual General Meeting (AGM) which is the highest decision-making body. The AGM delegates strategy implementation to the Board of Directors (BoDs) which provide oversight of the SP and the entire organization. Since the Board of Directors meets few times in a year the day-to-day implementation of the strategy is vested in the hand of the Management Team.

In addition to Financial Audits, the AGM shall pursue a Strategic Plan Performance Management Systems audit to measure performance progress, impacts and relevance. The Annual Implementation Reports of this Strategic Plan shall make part of the agenda items during the Annual General Meeting. All TOSOVC members are expected to play active roles in the implementation of this Strategic Plan.

The Board of Directors will provide the overall policy directions and guidelines, sanctioning, authorization as well as resource allocation for the realization of planned objectives. The Board will also cause the undertaking of a mid-term Strategic Plan evaluation and realignment as appropriate. The Executive Director of TOSOVC will guide the implementation plan of operation and performance measurement. The TOSOVC Management will be responsible for overseeing the implementation of the Strategic Plan in a course of its implementation.

Some of the key functions of the Management Team are to undertake monitoring and evaluation (M&E) of the planned activities and in accordance with the planning, monitoring, evaluation and reporting framework; carry out publicity work of the TOSOVC and to ensure effective communications. Moreover, this Strategic Plan proposes establishment and strengthening of the management's executive work by, among other things, formulating or amending a number of operational policy manuals

3.2 ORGANIZATIONSTRUCTURE



CHAPTER 4: STRATEGIC DIRECTION AND PRIORITIES

In this Section the strategic focus of TOSOVC is set out in cycle to the Vision and Mission statements. TOSOVC considers these two statements as the instruments of focus that set the complete strategic direction and upon which the entire strategic interventions of TOSOVC are based. In a view of the above (2.0) analysis, the reader will find a presentation of the major managerial priority areas with associated strategies as well as programmatic direction for the coming five (5) years.

4.1 Key Managerial Priority Areas

4.1.1 Staffing Plan

Staff planning is a systematic process to ensure that an organization has the right number of people with the right skills to fulfil Organization needs. This should consider internal and external changes and must integrate Human Resources planning with the organisation's Strategic Plan. The function of strategic staffing is to recruit and retain employees to perform jobs in line with the organisation's overall goals. By identifying needs before recruiting, developing and keeping employees, an organization will be prepared to maintain status quo or weather growth or decline.

4.1.2 Resource Mobilization Strategy

This Strategic Plan will be implemented as planned if TOSOVC's Board of Directors, Senior Management Team along with staff will manage to mobilize necessary resources from a wide range of stakeholders through different mechanisms. Currently TOSOVC gets its funding from well-wishers' donations which support basic operational costs and few community projects. In addition to that, TOSOVC depend on DONOR grants and awards for sound interventions when available.

The different mechanisms which TOSOVC will use to mobilize resources include: submitting grant proposals (solicited and unsolicited proposals), developing NGO corporation proposals, organizing special fundraising events, renting assets, selling services, selling products and soliciting financial and in-kind contributions from various potential partners.

In order to implement this five-year Strategic Plan, a resource mix, coherent and dynamic strategy will be applied, i.e., mobilizing resources internally and externally. Among others, the following strategies will be applied:

- 1) Widen revenue base for increased income through:
 - Engage potential partners in resource mobilization from voluntary contributions
 - Promote products and services offered by TOSOVC (e.g., selling T-Shirts, Calendars and other available products)
 - TOSOVC staff/member or anyone who may represents TOSOVC can raise fees by selling their technical skills and expertise to other organizations (for becoming resource person of training, seminars and workshops), and pay an agreed percentage (e.g., 5%, etc.) of the contract back to TOSOVC if that staff/member was contracted an assignment via TOSOVC (as TOSOVC affiliate or through opportunities shared with them by TOSOVC)
 - Invite Media to participate and report on TOSOVC events so as attract funders' attention and support

- Seek, work out and engage with potential resource providers through various ways including developing projects and capacity building training events
- Developing grant-winning project proposals
- Recruit a Resource Mobilization Expert to be part of the TOSOVC Senior Management Team who will help TOSOVC in partnership and resource mobilization

2) Develop a comprehensive communication strategy and plan (Communication as an essential tool for fund-raising), focusing on meetings with key partners, such as asking for space in monthly meetings of development partners in Tanzania:

- Need to map funding opportunities (i.e., which are the funding, what kind of programmes are they funding, and through which modalities they can be reached, etc.)
- Document and monitor development partners' trends and share information with all members and other stakeholders involved in resource mobilization
- Develop Website, and social media channels (i.e., YouTube, Face book, twitter, Instagram, etc.) with interesting blog to sell advertising on website

3) Package and brand success stories and disseminate

- Consider appropriate formats for communication of such stories
- Consider target audiences and package communication to suit the relevant audience

4) Participate during national and international commemoration events (as appropriate) such as World Malaria (WMD), Environmental, African child, street children day, HIV, Girl child, Disability, women day etc. as a way of showcasing our work and fund-raising mechanism, communication and dissemination Strategy

4.1.3 Risk Assumptions, Analysis & Mitigation Measures

The implementation of this Strategic Plan will obviously be pursued in a constantly changing environment. Some of the changes may impact the performance of the organization, directly or indirectly. It is therefore important to identify possible risks and where necessary develop mitigation strategies to reduce their effect. Some of the risks and mitigation measures were identified during the strategic planning process (**see Table 4**).

Table 4: Risks Analysis and Mitigation Measures

S#	Risk (internal and external)	Degree of Risk (High/Medium/Low)		Mitigation Measures
		Impact	Probability	
1	Low buy-in from development partners and other funding agencies.	High	Low	✓ Increase awareness of strategic plan by explaining strategies and targets.
2	Partial implementation of the strategic plan.	High	Medium	✓ Break the strategic plan into actionable items which demand annual organization planning.
3	Increase in the number of other NGOs/players in project areas doing the same thing.	High	Medium	✓ Find a place to compliment the work of other players e.g., support building on what exists from other players.
4	Change in government policies, e.g., the government disbands or reduces the scope of NGOs' operations.	Medium	Low to Medium	✓ Refine work plans to identify the niche, and partner with/engage the private sector.

CHAPTER 5: FORWARD PLANNING

5.0 Strategic Areas, Objectives and Strategies

This chapter outlines various strategies through which the strategic objectives will be accomplished in achieving desired results in key strategic areas. For each strategic area, the corresponding strategic objectives and strategies outlined below provide guidance and basis for action in the planned period.

5.1: Organization Development (OD)

Organization development (OD) is the ability of an organization to manage change effectively and in a manner that increases its effectiveness, viability and sustainability. These objective endeavours to make TOSOVC a strong and effective organization delivering its mandate within its key areas of operation. This will be achieved through:

5.1.1 Strategic objective 1: Strengthen an effective organization to delivering its mandate.

Strategies

- a) Enhance staff motivation and performance.
- b) Review the human resources policies and procedures.
- c) Management team to enforce and implement the policies.
- d) Development of contingency and disaster plans.
- e) Recruit professional staff for key functions such as human resource and resource mobilization.
- f) Strengthen and sustain organization policies
- g) Staff capacity building in relevant project areas.
- h) Board development and policy formulation.
- i) Redefine roles and responsibilities of staff to enhance performance.

5.1.2 Strategic objective 2: Improved record keeping and documentation.

Strategies

- a) Put in place a back-up system for all organization documents.
- b) Routine information dissemination to staff and partners.

5.1.3 Strategic objective 3: Increased resource mobilization.

Strategies

- a) Diversify proposals seeking for funding.
- b) Put in place a donor profiling system both locally and internationally.
- c) Engage in consultancy services.
- d) Initiate income generating activities
- e) Develop partnerships.
- f) Set up a resource mobilization team

5.1.4 Strategic objective 4: Improved service delivery in program areas.

Strategies

- a) Adequate funds for administration and project coordination.
- b) Routine monitoring and evaluation of projects.
- c) Encourage transparency and accountability in the management of resources.

- d) Continuous documentation and reporting of progress.
- e) Routine reviewing of targets and objectives.
- f) Staff appraisals to ascertain performance.
- g) Procure a vehicle (Car and Motorcycle) for project use in the rural terrain**

5.2.0 Child Right Protection

The strategic holistic approach will emphasize on the rescue, improved child welfare under the projects through well-coordinated interventions. The strategic objectives and strategies under this thematic area are;

5.2.1 Strategic Objective 1: Continued rescue and support of vulnerable and unaccompanied children

Strategies:

- a) Provision of shelter and meals.
- b) Clothing and toiletries.
- c) Psycho-social support.
- d) Medication both preventive and curative
- e) Sports and recreation.

5.2.2 Strategic Objective 2: Increased early street interventions.

Strategies:

- a) Identification of new street arrivals.
- b) Networking and referrals

5.2.3 Strategic Objective 3: increased advocacy on child rights.

Strategies:

- a) Carrying out advocacy campaigns
- b) Attending network meeting
- c) Holding sensitization workshops.
- d) Children's participation in awareness creation.
- e) Linking abused children to other agencies for further legal assistance

5.2.4 Strategic Objective 4: Increased access to inclusive education.

strategies:

- a) Enhance early childhood education through enrolment in public schools.
- b) Enrol and Placements into formal schools and vocational training
- c) Provision of inclusiveness school requirements and charges.
- d) Construction and Renovate school infrastructure

. 5.3: Economic Empowerment

This thematic seek to empower community both vulnerable and key vulnerable population through formation of self-helping associations and mobilization for intervention of entrepreneurship to enhance their livelihoods.

5.3.1 Strategic objective 1: Increased knowledge and capacities on Income generating activities among targeted groups

Strategies.

- a) Train KVP/VP with business, life and employability skills
- b) Support trained population with business start -up kits.
- c) Training and coach on simple financial management practice
- d) Capacity building on enterprise development
- e) Promotion of talents through sports.
- f) Routinely monitor the progress of the started schemes.

5.3.2 Strategic Objective2: Increased access to, and control fund**Strategy**

- a) Community mobilizations and group formulation
- b) Conduct training on saving and loaning modules to groups members
- c) Link supported groups to other financial services to secure either loan/ financial accounts
- d) To conduct periodic, follow up and backstopping meeting to youth groups
- e) To train about behaviour which can assist care groups to grow

5. 4: Gender based violence

TOSOVC will through this thematic, contribute to empower women and girls to address VAWG. We will advocate for a progressive policy environment, address any attempts at reversal of hard- won gains on gender equality and support capacity development of relevant actors. Our organization recognizes that no single actor can sustainably address the root causes of discrimination and violence against women and girls. We will engage diverse actors and pursue complementary strategies across multiple levels to achieve our vision. TOSOVC will also continue to nurture partnerships to scale up and accelerate solutions that we have tested and proved to work

5. 4.1 Strategic Objective 1: Increased access to appropriate socio-economic and legal redress for victims and survivors of VAWG**Strategies: 1: Advocacy**

- a) Implementation of gender progressive laws, policies, treaties/ protocols.
- b) Undertake campaigns against SGBV, illegal practices, and attitudes against women and girls.
- c) Undertake awareness campaigns on SRHR as well as access and use of SRH services
- d) Undertake advocacy initiatives on inclusion of women in key socio- economic spaces.
- e) Create awareness on parental roles and responsibilities to caregivers

5. 4.2 Strategies :2: Capacity building

- a) Strengthen targeted women & girls' voice and agency on issues of SRHR, VAWG and other violations.
- b) Support initiatives that increase women's and Girl's access to, and control of productive assets.
- c) Mobilize, organize and strengthen capacity of community change agents on identified need areas.
- d) Support existing local media to promote women and girls' rights
- e) Collaborate and coordinate efforts of actors engaged in facilitating access to justice for survivors of VAWG and other violations.

- f) Strengthen the ability of women (women and girls with disabilities) to meaningfully engage and benefit from public and private economic opportunities and processes.

5.4.3 **Strategic objective3:** Enhance family relationships.

Strategies

- a) Conducting advocacy campaigns on domestic violence
- b) Routine visits to violated families.
- c) Families counselling to cut-off violence vicious cycle.
- d) Capacity building on positive parental roles and responsibilities to caregivers
- e) Referral linkages for further legal support.

5.5: Environment Conservation

5.5.1 **Strategic Objectives 1:** Enhanced environmental management and resilience to climate change in selected area.

Strategies

- a) Building community capacities in GHG emissions Control.
- b) Establish Community-Based Adoption on waste management programs
- c) Promoting a forestation/reforestation program to community.
- d) Capacitate community members on domestic waste recycling programs

5.5.2 **Strategic objective2:** Improved environmental education, awareness and mainstreaming strategies;

- a) Train Community Change Agent (CCA) on ECC engagement and advocacy
- b) Broadcasting of different Environmental Conservation Campaign programs on TV, radio and social media
- c) Holding different environmental days

5.6.0: Health improvement and social wellbeing

5.6.1 **Strategic Objective 1:** Increased Adoption of Safer Sexual Behaviours

Strategies:

- a) Conduct awareness on safe sexual behaviour to targeted community.
- b) Strengthen capacity for effective IEC/ social and behavioural change communication programming at all levels
- c) Outsourcing adequate numbers of male and female condoms and expand condom distribution across settings and at community level.
- d) Scale-up comprehensive sexual and reproductive health (SRH)/HIV programs targeting, adolescents (both in and out of school) and young people.

5.6.2 **Strategic Objective 2:** Reduced vulnerability to HIV/AIDS and mitigate its impact on PLHIV and other vulnerable groups.

Strategies

- a) Mobilize and strengthen cultural (including traditional healers) and religious institutions, community support systems and PLHIV Networks to address stigma

- b) Implement campaigns to address stigma experienced at homes, communities and other institutions (schools, workplaces and places of worship)
- c) Design and implement interventions to eliminate discrimination against KVP and OVC in the context of HIV/ AIDS
- d) Initiate Income generating (IGA) activities/projects for PLHIV and KVP.
- e) Provision of nutrition support (both education and food stuff) to PLHIV household with under 5 years of old children.
- f) Link PLHIV, KVP & OVC to access social assistance grants.

5.6.3 Strategic Objective 3: Increase TB prevention and controlling strategies.

Strategies:

- a) Identifying health centres that handle TB cases and consulting medical staff to share general information on treated people.
- b) Assessing the treatment success to know categories of those who were; cured and on medical follow up.
- c) Family Visiting and scoping to know the impact of transmission of TB before and after medication to OVC/Children aged 0-8 years
- d) To conduct promotion meeting and seminars on important covering nose and mouth when coughing and sneezing to control TB transmission
- e) To conduct promotion meeting and seminars on importance of ventilation TB controlling
- f) To conduct promotion meeting and seminars on importance of natural light to control TB transmission

5.7 Malaria Prevention

5.7.1 Strategic Objectives 1: Increased knowledge and behaviours of people regarding to malaria and/or empowered community to protect themselves against malaria.

Strategies

- a) Print and deliver communication materials to endemic areas (poster, flipcharts, etc.) as the IEC/BCC strategy on malaria prevention and elimination.
- b) Implement behaviours change communication messages via mass media.
- c) Organize and participate on “World Malaria Day” events at selected area for malaria response advocacy.
- d) Provide mosquito net and insecticide for treatment of conventional nets (ITN) for populations who prefer to use their own bed net for foci
- e) Conduct fumigation and indoor residual spraying (IRS) during focus response
- f) Promote and support the accessibility and utilization of Health insurance services

TABLE 1 - LOGICAL FRAMEWORK IMPLEMENTATION

The strategies and activities will require community, staffs, donor and government support for it to be implemented in an effective manner during the planned period FY 2024-2028. The strategic implementation is summarized on the Logical Framework (LFW) below;

TABLE 1: ORGANIZATION LOGICAL FRAMEWORK 2024 TO 2028

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
Motto: "Give them power"			
OVER GOAL: TOSOVC effective internal systems, policies and structures to safeguard the integrity of its process and effective custodianship of resources entrusted to it			
Purpose / Objective			
Priority Area 1: Organization Development	1.0: Number of improved technologies, staffs and process in the organization	<ul style="list-style-type: none"> • New technology system established • Various policies and Standards operation procedure document 	<ul style="list-style-type: none"> • Available funds to avail system • Willingness of management and staffs to adopt changes
Output 1			
1.0 Increased resource mobilization	1.1.0: Number of resources mobilized	<ul style="list-style-type: none"> • Organization financial statements 	<ul style="list-style-type: none"> • Presence of competent resource mobilization team
Activities			
1.1.1: Develop concepts and write proposals to raise financial resources for the funding period.	1.1.1.1: Number of concepts papers prepared and submitted to donors 1.1.1.2: Number of proposals developed and submitted to donors	<ul style="list-style-type: none"> • Copies of proposals and concepts drafted and submitted • Response from the donors • financial expense reports 	<ul style="list-style-type: none"> • Presence of competent resource mobilization team • Availability and willingness of development partners / donors to fund
1.1.2.0: Establish and enhance contacts with relevant development partners (individuals / institutions)	1.1.2.1: Number of contacts established with Individuals 1.1.2.2: Number of contacts established with institutions 1.1.2.3: Number of meetings, symposiums, consortiums, and forums attended with partners / stakeholders	<ul style="list-style-type: none"> • Meetings • Reports • Consortium reports • Monitoring visits • Receipts 	<ul style="list-style-type: none"> • Good relationship with partners • Stakeholders and partners shall participate or send representatives
1.1.3.0: Organize and conduct 10 fundraising events to raise million	1.1.3.1: Number of fundraising events organized and conducted 1.1.3.2: Amount of funds received from the fundraising events	<ul style="list-style-type: none"> • Reports • Funds • Organizational financial statements 	<ul style="list-style-type: none"> • Staff who have fundraising strategies • The stakeholders shall be willing to attend / participate the fundraising events
1.1.4.0: Hold 10 brainstorming session with BOD to generate feasible and	1.1.4.1: Number of brainstorming sessions held with BOD 1.1.4.2: Number of feasible and viable IGAs ideas	<ul style="list-style-type: none"> • BOD Meeting minutes • Financial expense reports • Photos/videos/clips 	<ul style="list-style-type: none"> • Both management and board will work closely together. • BOD members who have feasible

viable income generating ideas	generated 1.1.4.3: Developed fundraising policy for the organization.		strategies
1.1.5.0: Initiate feasible and viable income generating projects	1.1.5.1: Number of feasible and viable IGAs projects initiated.	<ul style="list-style-type: none"> • Projects reports • Organization financial statements 	<ul style="list-style-type: none"> • General investment climate shall be favourable • The government polices shall be accommodative
Output 2			
1.2 Improved record keeping and documentation	1.1. Record keeping and documentation	<ul style="list-style-type: none"> • Software system • Purchased computers / laptops and associated peripheral • Files for documentation 	<ul style="list-style-type: none"> • Available funds to avail system
Activities			
1.2.1: Design and avail an internal management information system (MIS)	1.2.1.1: Management information systems (MIS) in the organization.	<ul style="list-style-type: none"> • Quality of reports generated by MIS Reports • Software system • Purchased computers / laptops and associated peripheral • Files for documentation 	<ul style="list-style-type: none"> • Available funds to avail system • The system shall friendly to the users • Users shall not sabotage the system
1.2.2: Develop and distribute information, education and communication material's (IEC) for the organization activities	1.2.2.1: Number of IEC materials developed and distributed	<ul style="list-style-type: none"> • Reports • Organization statements /Expenses receipts 	<ul style="list-style-type: none"> • The IEC materials shall be well received and content acted upon
1.2.3: Prepare and disseminate periodic reports with staff and with relevant stakeholders	1.2.3.1: Number of reports prepared and disseminated 1.2.3.2: Number of stakeholders receiving reports	<ul style="list-style-type: none"> • Reports 	<ul style="list-style-type: none"> • Enhanced working relationship with stakeholders • Reports shall be timely provided
Output 3			

1.3: Service delivery in project areas	1.2. Number of quality service disseminated to the project beneficiaries	<ul style="list-style-type: none"> • Work performance report • Beneficiaries and stakeholder feedback report 	<ul style="list-style-type: none"> • Adequate Resources available for capacity building of staff (Funds and resource persons) • Willingness of beneficiaries and stakeholders to reply the feedbacks
Activities			
1.3.1: Promote professionalism and work ethics	1.3.1.1: Number of professional staff in the organization 1.3.1.2: Number of capacity building sessions extended to the staff to promote professional	<ul style="list-style-type: none"> • Staff capacity building reports • Work performance report (sustainability, quality and productivity) • Exposure / learning visits 	<ul style="list-style-type: none"> • Adequate Resources available for capacity building of staff (Funds and resource persons) • Staff will diligently implement project activities
1.3.2: Encourage transparency and accountability in the management of resources	1.3.2.1: Number of activities Adherence and compliance to the organization policy on resource management	<ul style="list-style-type: none"> • Audited financial reports • Organizational resources policy and manual 	<ul style="list-style-type: none"> • Policy manual shall be used accordingly • Disciplinary action to be meted on errant staff well received
1.3.3: Establish/Review organization operational guidelines. Working under SOPs	1.3.3.1: Number of organizational standard operational procedure established 1.3.3.2: Number of organizational standard operational procedure reviewed	<ul style="list-style-type: none"> • SOPs documents 	<ul style="list-style-type: none"> • Available budgets to review, develop and establish SOPs
1.3.4 Carry out trainings to enhance Total Quality Management (TQM) culture in all work practices.	1.3.4.1: Number of trainings on total quality management conducted. 1.3.4.2: Number of staff successfully attending sessions.	<ul style="list-style-type: none"> • Reports on trainings • Literatures materials 	<ul style="list-style-type: none"> • Good working relationship in the organization • People will not resist (culture of working by staff)
1.3.5: Continuous engagement of stakeholders during implementation and reviews (mid	1.3.5.1: Number of stakeholders participated in project activities 1.3.5.2; Number of reports shared with stakeholders during project implementation	<ul style="list-style-type: none"> • List of stakeholders • Minutes and reports for the forums held • Lesson learned and shared 	<ul style="list-style-type: none"> • Established linkages will be maintained • Stakeholders shall review their approaches to be child friendly

and end term)	1.3.5.3: Number of reviews conducted with the stakeholders and lesson learned		
1.3.6: Continuous Monitoring of project progress and periodic evaluation of projects impact	1.3.6.1: Presence of participatory MEL policy 1.3.6.2; Presence of PME&L SOPs in place 1.3.6.3: Presence of effectiveness M&E system 1.3.6.4 Number of Evaluation conducted	<ul style="list-style-type: none"> • M& E systems • SOPs documents • Monitoring reports • Evaluation reports 	<ul style="list-style-type: none"> • Staff shall use the M&E system and tools to monitor project progress and evaluate impact • There shall be adequate resources to develop and operationalize M&E system
1.3.7: Conduct bi-annual Performance Appraisal of staff	1.3.7.1: Presence of performance appraisal tool 1.3.7.2: Number of staff involved in Performance Appraisal 1.3.7.3: Number of skills gaps areas identified	<ul style="list-style-type: none"> • Staff performance appraisal report • Updated individual staff files 	<ul style="list-style-type: none"> • Staff will participate in the appraisal exercise and accept appraisal outcomes • Action plan developed shall be enhanced
1.3.8: Acquire and equip relevant project areas with necessary equipment and facilities to enhance service delivery to the organization	1.3.8.1: Number of equipment acquired and deployed to project areas	<ul style="list-style-type: none"> • Items purchased • Asset inventory report • Receipts on the expenses / statements 	<ul style="list-style-type: none"> • Available finances
Output 4			
1.4.: Strong and effective organization delivering its mandate	1.4.0: Number of beneficiaries replied feedback during beneficiary's feedback mechanism	<ul style="list-style-type: none"> • Copies of developed, reviewed and enforced Policy documents • Beneficiaries and stakeholder feedback report 	<ul style="list-style-type: none"> • Adequate Resources available for capacity building of staff (Funds and resource persons) • Willingness of beneficiaries and stakeholders to reply the feedbacks
Activities			

1.4.1 Develop, review and enforce organizational policies and procedures.	1.4.1.1: Number of new organization policies and procedures developed. 1.4.1.2: Number Organization policies and procedures reviewed.	<ul style="list-style-type: none"> Copies of developed, reviewed and enforced Policy documents Updated reports policies 	<ul style="list-style-type: none"> Resources will be available to develop, review and enforce the policies TOSOVC organization policies will be in tandem with Government legislation.
1.4.2: Constitute a more professional and well-staffed board of directors	1.4.2.1: Number of professional and competent members in board of directors	<ul style="list-style-type: none"> Profile of Board members Organogram 	<ul style="list-style-type: none"> More members joining the TOSOVC membership will be professionals and experienced in their field
1.4.3: Hire competent / professional staff for core functions; human resource, communication office / PR etc.	1.4.3.1; Number of competent professional staff hired	<ul style="list-style-type: none"> Completed operational organizational structure Profile and filing of the hired staff 	<ul style="list-style-type: none"> Available finances to hire the professional
1.4.4: Carry out Capacity building to staff and board against identified skills gaps	1.4.4.1: Number capacity building session held 1.4.4.2: Number of staff and board members attending capacity building sessions	<ul style="list-style-type: none"> Staff and board Capacity building reports Training / workshops /exposure visits attendance list Photos, videos, clips 	<ul style="list-style-type: none"> Resources (funds) will be available for staff and board capacity building Reached staff and board will be willingly avail themselves for the capacity building sessions
1.4.5: Enhance staff motivation and performance	1.4.5.1: Presence of staff rewarding system in place 1.4.5.2: Number of highly motivated staff carrying out duties effectively	<ul style="list-style-type: none"> Rewarding system in place List of staff rewarded Improved results 	<ul style="list-style-type: none"> Available resources for the development of the system and rewarding to staff Staff will be willing to diligently perform project activities
Priority Area 2: Child Protection.			

2: To rescue & Support 1000 Children by 2028	2.0: Number of vulnerable children rescued and supported	<ul style="list-style-type: none"> • Intake reports 	<ul style="list-style-type: none"> • Availability of resource to enhance child rescue
Output 1:			
2.1: Continued rescue and support 1000 vulnerable and children	2.1.0: Number of vulnerable children rescued	<ul style="list-style-type: none"> • Intake reports • Children files 	<ul style="list-style-type: none"> • Availability of resource to enhance child rescue
Activities			
2.1.1: Engage abused children in Guidance & Counselling services	2.1.1.1: Number of children received guide and counselling services	<ul style="list-style-type: none"> • Guiding and counselling progress reports 	<ul style="list-style-type: none"> • Available human resource experts to support the children
2.1.2: Conduct street/school/household visits to create rapport and support.	2.1.2.1; Number of visits conducted	<ul style="list-style-type: none"> • Reports on the visit and support activities • Lists of children visited and supported • Receipts of the expenses incurred / statements 	<ul style="list-style-type: none"> • There will be no hostility from school/ household/and government security agencies during visit especially while working at night.
2.1.3: Engage children in recreational and sporting activities	2.1.3.1: Number of new Children mobilized through sports activities	<ul style="list-style-type: none"> • Sporting and recreational activity reports • Video clips / photos • Receipts of the expenses incurred / statement 	<ul style="list-style-type: none"> • Resources shall be available; technical, financial and human.
2.1.4: Mobilize children through sports towards their transformation	2.1.4.1: Number of children mobilized through sports activities 4.1.5.2: Number of sporting activities held	<ul style="list-style-type: none"> • Sporting progress reports • Photos / video clips • Receipts on the expenses incurred 	<ul style="list-style-type: none"> • Sporting activities shall be meaningful to the beneficiaries • Children and youth will be willingly engaging in the sporting activities • Available funds
2.1.5: Carry out lobbying and Advocacy campaigns on the issues affecting children with response to child	2.1.5.1: Number of lobbying and advocacy campaigns carried out	<ul style="list-style-type: none"> • Lobbying and advocacy reports • Photos /video clips • Receipts in the expenses / statements 	<ul style="list-style-type: none"> • Community besides other stakeholders shall be supportive of the campaigns

right.			
2.1.6: Hold interactive radio shows on issues affecting children and youth	2.1.6.1: Number of radio and TV shows hold	<ul style="list-style-type: none"> Recorded radio shows Feedback reports on the issues addressed 	<ul style="list-style-type: none"> Radio station will extend or be willing partner and provide feedback Community and other stakeholders shall be actively involved
2.1.7: Observe and actively participate in the calendar children and youth days; day of the African child, drugs day, street children, disability, girls Int day etc. reaching out to	2.1.7.1: Number international day events (African child, drugs day, street children) Concern with Children conducted 4.1.8.2: Number of Children participated in international days	<ul style="list-style-type: none"> Events feedback report Photos / video clips Receipts on the expenses 	<ul style="list-style-type: none"> Good will from the community, events sponsors and other stakeholders
2.1.8: Identify, establish and engage with relevant linkages / networks for enhanced children's service delivery	2.1.8.1: Number of networks identified and established	<ul style="list-style-type: none"> Networking in collaboration, meetings, convention progress reports List Receipts on the expenses / statements 	<ul style="list-style-type: none"> Networks will be willing to support network initiatives and collaborate
Output 2			
2.2. Increased Access to education of learners	2.2.0: Percentage of Vulnerable children who improved in literacy	<ul style="list-style-type: none"> School support (enrolment, re-enrolment, scholastic materials) form. Student progress report 	<ul style="list-style-type: none"> Available resources financial Student feedback report
Activities			
2.2.1: Support the renovation and refurbishment of schools (with facilities like classrooms,	2.2.1.1: Number of school facilities renovated and refurbished	<ul style="list-style-type: none"> School renovation and refurbished reports Photos / video clips Receipts on the expenses / statements 	<ul style="list-style-type: none"> Available resources (Human, Financial and technical) will be available

dormitories, kitchen, etc.)			
2.2.2: Provisional of school facilities (desks amongst other school materials).	2.2.2.1: Number of desks and other learning materials purchased	<ul style="list-style-type: none"> • School support report on desks and other learning materials • Photos / video clips • Receipts on the expenses / statement 	<ul style="list-style-type: none"> • Available resources financial to purchase and deploy the desks and other school materials
2.2.3: Continue identifying, preparing and supporting children enrolment in both private and public schools.	2.2.3.1: Number of children identified, prepared and enrolled in both primary and secondary schools.	<ul style="list-style-type: none"> • Reports on education support for the pupils reached • Lists of children reached • Receipts on the costs incurred / Statements 	<ul style="list-style-type: none"> • The children reached shall be retained in schools
Output 3			
2.3: Increased advocacy on child rights	2.3.0: Number of advocacies on child rights events conducted	<ul style="list-style-type: none"> • Advocacy campaigns report 	<ul style="list-style-type: none"> • Networks and community members will be in support of the advocacy campaigns
Actives			
2.3.1: Conduct Lobbying and advocacy campaigns for children rights	2.3.1.1: Number incidences of children right violation 2.3.1.2: Number incidences of OVC rights violation	<ul style="list-style-type: none"> • List of the participating families, community and networks • Advocacy campaigns report • Photos / videos / clips of people participating in the campaigns 	<ul style="list-style-type: none"> • Networks and community members will be in support of the advocacy campaigns
2.3.2: Hold sensitization workshops (Stockholder /Children).	2.3.2.1: Number of sensitization workshops held 2.3.2.2: Number of Children and/stockholders participate on hold sensitization workshops	<ul style="list-style-type: none"> • Sensitization workshop reports • Photos / video clips • Receipts of money spent 	<ul style="list-style-type: none"> • Available resources • Stakeholders notably the government will be supportive
2.3.3: Organize for Children to participation in awareness	2.3.3.1: Number of children involved in child rights awareness creation activities 3.3.3.2: Number of awareness	<ul style="list-style-type: none"> • Reports on the sensitization for the children. • Photos / video clips 	<ul style="list-style-type: none"> • Available resources • Stakeholders notably the government will be supportive

creation activities	creation activities conducted	<ul style="list-style-type: none"> Receipts of money spent 	
Priority Area 3: Economic Empowerment			
Outcome: 500 family empowered economically 2028.	Number of households empowered economically.	<ul style="list-style-type: none"> End term evaluation report Empowerment quarterly report 	<ul style="list-style-type: none"> Cooperation amongst service providers. Adequate Financial report
Output 3: 1			
3.1. Family income Improved.	3.1.0; Number of families met basic need.	<ul style="list-style-type: none"> Empowerment reports 	<ul style="list-style-type: none"> Cooperation amongst service providers.
Activities			
3.1.1: Identify poor families (with an orphan/ vulnerable children) to be supported.	3.1.1.1: Number of poor families identified. 3.1.1.2: Number of families received support	<ul style="list-style-type: none"> List of families identified and supported Detailed report on the families identified and support given 	<ul style="list-style-type: none"> Caregiver will cooperate with staff
3.1.1 Conduct business /entrepreneurship training to poor family.	3.1.2.1: Number of business entrepreneurship trainings conducted. 3.1.2.2: Number of participants and representative attending trainings	<ul style="list-style-type: none"> Trainees' attendance lists Training photos / videos / clips. Training report Training expenses receipts/ voucher/cheques 	<ul style="list-style-type: none"> Caregiver will voluntarily attend the business trainings The business will continue / thrive despite harsh economic conditions Funds for trainings will be availed in good time
3.1.3 Facilitate the acquisition of business startup capital / startup kit to the beneficiaries.	3.1.3.1: Number families received start-up capital/ start-up kits/seeds.	<ul style="list-style-type: none"> Photos of start-up kits purchased Photos of beneficiaries posing with their start-up kits. Signed sheet of beneficiaries receiving startup capital and startup kits sheet. Report 	<ul style="list-style-type: none"> Family will use the startup capital and startup kits as intended
3.1.4 Conduct routine business progress monitoring and	3.1.4.1: Number of refresher training organized for the parents/guardian	<ul style="list-style-type: none"> Business growth assessment reports Monthly monitoring reports 	<ul style="list-style-type: none"> Beneficiaries transparent and honest and they will avail timely relevant

refresher training for caregivers			business information
3.1.5: 500 family linked to micro credit fund by 2028	3.1.5.1: Number of families linked to micro credit fund	<ul style="list-style-type: none"> Registration/linkage report 	<ul style="list-style-type: none"> Willingness of the families to attend financial educational meetings Adequate fund Families/individuals are borrowing wisely and are making timely repayments
3.1.6: mobilization and formulation of caregivers self-helping groups (SLP).	3.1.6.1: Number of caregivers' lending group formulated 3.1.6.2: Number of caregivers joined in SLPs.	<ul style="list-style-type: none"> Association constitution document Monthly report and quarterly report List of participants 	<ul style="list-style-type: none"> Adequate fund for Micro credit Technical consultant Competent group leaders
3.1.7: To conduct training on micro credit modules to caregivers' groups	3.1.7.1: Number of trainings conducted. 2.3.7.2: Number of caregivers attended training.	<ul style="list-style-type: none"> Training reports Attended list reports on micro credit modules report 	<ul style="list-style-type: none"> Adequate fund Competent staff to facilitate the training
3.1.8: To conduct training on micro credit modules to household's groups Leaders	3.1.8.1: Number of trainings conducted on micro credit modules to household's groups leaders	<ul style="list-style-type: none"> Training reports on micro credit modules to youths' groups leaders Attendance list 	<ul style="list-style-type: none"> Adequate fund Competent staff to facilitate the training
3.1.9: To conduct periodic, follow up and backstopping meeting to households' groups	3.1.9.1: Number of periodic follow up and backstopping meeting to household groups	<ul style="list-style-type: none"> Field report visits Retirement report 	<ul style="list-style-type: none"> Adequate for conducting field visits Competent staff
Priority Area 4: Gender Based Violence			
Output4. 1: Advocacy			
Increased access to legal aid for victims and survivors of Violence Against Women and girls (VAWG).	Increase in VAWG survivors' and victims' accessing appropriate quality and timely legal services. Increase in reporting of VAWG cases.	<ul style="list-style-type: none"> Evaluation reports Annual reports Other actors 'reports 	<ul style="list-style-type: none"> Good collaborations amongst actors.

Activities. 4.1.1: Implementation of gender progressive laws, policies, treaties/ protocols.	4.1.1.1: Number of gender progressive laws, policies, treaties and protocols implemented with the support of TOSOVC	<ul style="list-style-type: none"> • Activities reports • Evaluation reports • Documented Cases 	Other actors willing to scale up or replicate models or approaches developed.
4.1.2: Undertake campaigns against SGBV, illegal practices, and attitudes against women and girls.	4.1.2.1: Number of cases in which evidence is built and shared. 4.2.2: Number of campaigns carried out.	<ul style="list-style-type: none"> • Safeguarding report. • Other actors (Health screening & PF3) report 	Good actor's collaborations and commitment towards addressing VAWG.
4.1.3: Undertake awareness campaigns on SRHR as well as access and use of SRH services.	4.13.1: Number and nature of awareness campaigns carried out.	<ul style="list-style-type: none"> • SRH awareness report • Expenses receipts 	SRHR and other violations against women and girls' actors' willingness.
Output4.2: Capacity Building			
Activities			
4.2.1: Strengthen targeted women & girls' voice and agency on issues of SRHR, VAWG and other violations.			
4.2.2 Document and share new knowledge and solutions (best practices, models, strategies).	4.2.2 Document and share new knowledge and solutions (best practices, models, strategies).	<ul style="list-style-type: none"> • 4.2.2 Document and share new knowledge and solutions (best practices, models, strategies). 	4.2.2 Document and share new knowledge and solutions (best practices, models, strategies).
4.2.3: Mobilise, organise and strengthen capacity of community change agents on identified need areas.	4.2.3: Mobilise, organise and strengthen capacity of community change agents on identified need areas.	4.2.3: Mobilise, organise and strengthen capacity of community change agents on identified need areas.	4.2.3: Mobilise, organise and strengthen capacity of community change agents on identified need areas.
4.2.4: Support existence of responsive media to promote women and girls' rights and freedoms.	4.2.4: Support existence of responsive media to promote women and girls' rights and freedoms.	<ul style="list-style-type: none"> • 4.2.4: Support existence of responsive media to promote women and girls' rights and freedoms. 	4.2.4: Support existence of responsive media to promote women and girls' rights and freedoms.

freedoms.			
4.2.5: Collaborate and coordinate efforts of actors engaged in facilitating access to justice for survivors of VAWG and other violations	4.2.5: Collaborate and coordinate efforts of actors engaged in facilitating access to justice for survivors of VAWG and other violations	4.2.5: Collaborate and coordinate efforts of actors engaged in facilitating access to justice for survivors of VAWG and other violations	4.2.5: Collaborate and coordinate efforts of actors engaged in facilitating access to justice for survivors of VAWG and other violations
4.2.6: Undertake advocacy initiatives on inclusion of women in key socio-political and economic spaces.	4.2.6.1: Number of advocacy initiatives on women's economic inclusion.	<ul style="list-style-type: none"> • Programme Reports Individual intervention reports 	Community embraces women empowerment initiatives
4.2.7: Support initiatives that increase women's access to, and control of productive assets.	4.2.7.1: Number of supported initiatives that increase women's access to economic resources.	<ul style="list-style-type: none"> • Programme Reports • Individual intervention reports 	Economy thrives and has a positive growth.
4.2.8: Support actions that help to transform structures that limit women's economic wellbeing.	4.2.8.1: Number of supported and undertaken actions that transform structures that limit women's economic wellbeing.	Advocacy Reports on women inclusion to access economic resources	Conducive environment exists for women to thrive economically.
4.2.9: Sensitise women and girls in target areas on existing economic rights and opportunities.	4.2.9.1: Number of sensitised women and girls.	<ul style="list-style-type: none"> • Activity reports • Expense reports Technical assistance/ 	Availability of funds and Conducive environment for women to thrive economically. <ul style="list-style-type: none"> •
4.2.10: Strengthen the ability of women and girls to meaningfully engage and benefit from public and private economic	4.2.10.1 Number of women supported to meaningfully engage in public economic processes and opportunities	<ul style="list-style-type: none"> • Engagement reports • Financial reports and • Photos and video/clips 	Other actors willing for women and girls' inclusion on economic opportunities and processes <ul style="list-style-type: none"> •

opportunities and processes.			
Output 4.3 Enhanced women to cut-off violation cycle for future generation			
Activities:			
4.3.1: To identify and carry out routine visits to families experienced violence.	4.3.1.1; Number of families experience violence identified.	<ul style="list-style-type: none"> Family visit report Enrolment form 	Families will cooperate with the visiting staff
4.3.2: Conduct families therapeutic/counselling activities	4.3.2.1: Number of counselling services conducted	<ul style="list-style-type: none"> Counselling reports Individual progressive filing reports 	<ul style="list-style-type: none"> Families will be readily available for sessions Fund available
4.3.3: Create awareness on parental roles and responsibilities to caregivers	4.3.3.1: Number of awareness creation sessions conducted 3.2.3.2: Number of families participating in awareness creation sessions	<ul style="list-style-type: none"> Inclusive reports on parents / guardian reached, type and nature of awareness creation. Lists of the parents / guardian reached 	<ul style="list-style-type: none"> Available resources to carry out the activities
4.4.4: Conduct advocacy campaigns on domestic violence, positive parenting care, etc.	4.4.4.1: Number of advocacy campaigns on domestic violence, positive parenting conducted.\	<ul style="list-style-type: none"> List of the participant Activity report Photos / videos / clips 	Available resources to carry out the activity's networks
Priority area 5: Environment Conservation			
Output 1			
Enhanced Environmental management and Resilience to Climate Change in selected locations	Presence of environment management tools/strategies developed.	<ul style="list-style-type: none"> Programmes reports 	<ul style="list-style-type: none"> Available human resource experts and fund to support environment management strategies
Activities			
5.1: Building community capacities in GHG emissions Control.	5.1.1: Number of Community member capacitated.	<ul style="list-style-type: none"> Participant list Training report Financial statement 	<ul style="list-style-type: none"> Community wellness to be capacitated Available financial resources
5.1.2: Establish Community-	5.1.2.2: Number of dumpers distributed at street level for	<ul style="list-style-type: none"> Distribution lists Expenses receipts 	<ul style="list-style-type: none"> Funds will be mobilized and

Based Adoption on west management programs.	household's hazardous waste safely Management.		committed by various development partners to mitigate and address vulnerability to climate change.
5.1.3: Promoting afforestation/reforestation programs to community.	5.1.3.1: Number of seedlings distributed Number trees planted	<ul style="list-style-type: none"> • Distribution list • Photos, Video, clips financial statement and activities report. 	<ul style="list-style-type: none"> • Availability of fund Community willingness to engage in afforestation/reforestation program
5.1.4: Community engagement in GHG emission Controls	5.1.4.1: Number of housed engaged in GHG emission control methods.	<ul style="list-style-type: none"> • Community Engagement reports/photo/video. • Participant list 	<ul style="list-style-type: none"> • Availability of fund Community willingness to adopt HHG emission control strategies
5.1.5: Capacitate community members on domestic waste recycling programs	5.1.5.1: Number of community member capacitated 5.5.5.2: Domestic wastes recycled programs initiated	<ul style="list-style-type: none"> • Participate list • Expenses receipts • Activities reports 	<ul style="list-style-type: none"> • Availability of recycling expertise • Existence of markets for recycled products Fund availability to run the program
Output 5:2			
Environmental education, awareness and mainstreaming improved.	<ul style="list-style-type: none"> • Number of awareness creation sessions conducted • Number of people participating in awareness creation sessions 	<ul style="list-style-type: none"> •list of the participants, community and network education, awareness report • photos / videos / clips of people participating in the campaigns 	That sufficient human capacity exists at all Levels to educate, mainstream and create ECC awareness campaigns.
Activities:			
5.2.1.: Train Community Change Agent (CCA) on gender ECC engagement and advocacy	5.2.1.1: Number of targeted people trained and sensitized in ECC	<ul style="list-style-type: none"> • Participant list • Training report 	Training fund available, community willingness for training
5.2.2: Broadcasting Environment Conservation Campaign programs on TV, radio and social media	5.2.2.1: Number of ECC programs broadcasted	<ul style="list-style-type: none"> • ECC broadcast • Programs report 	<ul style="list-style-type: none"> •Radio station will extend or be willing partner and provide feedback

5.2.3: Holding different environment days	<ul style="list-style-type: none"> 2:3:2 Number of Environment Days participated 	<ul style="list-style-type: none"> Participation list Picture/ Video/ Report 	Fund availability
Priority Area 6: Health and Social Wellbeing			
Outcome HIV Prevention: Reduced HIV new infections			
Output 1. IEC/BCC			
Increased Adoption of Safer Sexual Behaviours and Reduction in Risky Behaviours.	Percentage increase on safe sexual behaviour adoption	<ul style="list-style-type: none"> Annual program report 	Availability of resources to run the program
Activities		<ul style="list-style-type: none"> 	
6.1.1: Conduct awareness on safe sexual behaviour to targeted community including OVC	6.1.1.1: Number of awareness campaign conducted	<ul style="list-style-type: none"> Activity report Beneficiary list Expense receipt 	Increased internal resource mobilization including sustained TOSOVC budgetary support
6.1.2: Strengthen capacity for effective IEC/ social and behavioural change communication programming at all levels	6.1.2.1: Number of IEC/ BCC programs strengthened at all levels	<ul style="list-style-type: none"> Activity report Photo/video/clips 	Available resources
6.1.3: Procure/ Outsourcing adequate numbers of male and female condoms and expand condom distribution across settings and at community level.	6.1.3.1: Number of condoms purchased /Donated and distributed	<ul style="list-style-type: none"> Purchase invoice Procurement/Outsourcing repots Distribution list Photo/video/clips 	Availability and willingness to use and well utilised of condoms.
6.1.4: Scale-up comprehensive sexual and reproductive health (SRH)/HIV	6.1.4.1: Number of health program scaled up and spread to adolescent and young people	<ul style="list-style-type: none"> Program report Participant list Photo/video/clips 	Availability of fund

programs targeting, adolescents (both in and out of school) and young people.			
6.1.5: Promote male involvement in HIV prevention for their own health and the health of their partners and families	6.1.5.1: Number of males involved in HIV prevention for their own partners & families health	<ul style="list-style-type: none"> • Activity report • Beneficiaries list • Photos/Video/Clips 	Willingness of males to involve in HIV/AIDS prevention program
Outcome 2 (Care and Treatment): Decreased HIV associated mortality and morbidity			
Output 6.2: Increased Access to Testing, counselling and Pre- Antiretroviral Therapy (ART) Care for those Eligible	Percentage of Adults and Children enrolled in HIV care services	<ul style="list-style-type: none"> • Enrolment report 	Community willingness and accept results
Activities			
6.2.1: Mobilizing testing, Counselling and referring to care for all HIV positive individuals.	6.2.1.1: Number of people tested 6.2.1.2: Number of PLHIV tested positive and linked CTC.	<ul style="list-style-type: none"> • Referrals form Beneficiaries list 	Accessibility of medical Kits
6.2.2: Strengthen community level (CHWs) follow-up and treatment support mechanisms for pre-ART and ART individuals (adults and children)	6.2.2.1: Number of CCA capacitated on PLHIV follow-up and treatment support.	<ul style="list-style-type: none"> • Follow-up reports Enrolment form 	Availability of resources
Outcome 3 (Social Support and Protection): Reduced vulnerability to HIV/AIDS and mitigate its impact on PLHIV and other vulnerable groups)			

Output 3. Enhanced efforts to eliminate stigma and discrimination of PLHIV, KVP, OVC and other vulnerable groups	Increased knowledge on HIV/AIDS related issues among community members	<ul style="list-style-type: none"> Expense receipt and activity report 	Availability of resources to run the program
Activities			
6.3.1: Mobilize and strengthen cultural and religious institutions, community support systems and PLHIV Networks to address stigma	6.3.1.1: Number of traditional and religious institution, and community mobilized & strengthened	<ul style="list-style-type: none"> Activity reports Video/photo/clip Expense reports 	Availability of resources to run the program
6.3.2: Implement campaigns to addresses stigma experienced at homes, communities and other institutions (schools, hospitals, workplaces and places of worship)	6.3.2.1: Number of campaigns for stigma minimization strategies	<ul style="list-style-type: none"> Activity report Beneficiary list Video/phot/clip Expense report 	Good collaboration among actors and availability of resources to support the program
6.3.3: Design and implement interventions to eliminate discrimination against KVP and OVC in the context of HIV/AIDS	6.3.3.1: Number of KVP and OVC rescued from discrimination in context of HIV/AIDS.	<ul style="list-style-type: none"> Rescue repots Photo/video/clips Financial expense report 	Availability of resources and good actors' collaboration and support
6.3.4: Initiate Income generating activities/projects for PLHIV.	<p>6.3.4.1: Number of IGA/IGP initiated for PLHIV</p> <p>6.3.4.2: Number of PLHIV, KVC enrolled to IGA/IGP</p>	<ul style="list-style-type: none"> Activities report Photo/video/clips Enrolment forms Financial statement reports 	Availability of fund
6.3.5: Provision of nutrition support (both education and food stuff) to PLHIV household with under 5 years of old children.	<p>6.3.5.1: Number of households whose children/child is under 5yrs of old supported with nutrition packages/education</p> <p>6.3.5.2: Number of PLHIV and OVC supported</p>	<ul style="list-style-type: none"> Beneficiaries' list Expenses receipts Photo/video/clips 	Availability of fund

6.3.6. Link PLHIV, KVP, OVC and other vulnerable population to access social assistance grants	6.3.6.1: Number of PLHIV, KVP and OVC enrolled to social assistance grants.	<ul style="list-style-type: none"> • Referral forms • Beneficiaries' list 	Availability of social assistance grants
OUTPUT 6.4: TB (Prevention)			
People who diagnosed and detected are reached	Number of People who diagnosed and detected to have TB reached	<ul style="list-style-type: none"> • Activity report • Financial expense report • Medical/CHWs report 	Good collaboration among actors
Activity			
6.4.1: Identifying health centres that handles TB cases and consulting medical staff to share general information on TB treated people	6.4.1.1: Number of health centre identified to handle TB cases 6.4.1.2: number of medical staff consulted	<ul style="list-style-type: none"> • Financial expense report • Medical/CHWs report • Introduction letter 	Availability of resources
6.4.2: Assessing the treatment success to know categories of those who were; cured, on medical follow up	6.4.2.1: Number who people who successful cured,	<ul style="list-style-type: none"> • Activity report • Financial expense report • Medical/CHWs report 	Availability of resources and good actors' collaboration
6.4.3: Visiting homes and scoping to know the impact of transmission of TB before and after medication to OVC/children of age 0 to 8 years old	6.4.3.1: Number of households visited and assessed	<ul style="list-style-type: none"> • Activity report • Financial expense report 	Availability of resources and good actors' collaboration
OUTPUT 6.5			
Reduced of incidences and mortality due to TB among OVC with special attention on children of Age 0-8 years old	Percentage decrease in TB incidences and Motility rate	<ul style="list-style-type: none"> • Medical and assessment report • Activity report • Financial expense report 	Availability of resources and good actors' collaboration
6.5.1: To conduct promotion meeting and seminars on screening, control and management risk substance abuse	6.5.1.1: Numbers of meeting and seminars conducted 6.5.1.2: number of TB patient linked for medication	<ul style="list-style-type: none"> • Activity report • Financial expense report • Referral forms • Photos/videos/clips 	
OUTPUT 6.6			

Increased knowledge on TB among targeted population	<ul style="list-style-type: none"> Percentage increase on TB control knowledge Percentage decrease in TB incidences 	<ul style="list-style-type: none"> Activity report Financial expense report Photos/videos/clips 	Availability of resources
Activity			
6.6.1: To conduct promotion meetings and seminars on importance of ventilation to control TB transmission	6.6.1.2: Number of targeted households living in ventilated house	<ul style="list-style-type: none"> Activity report Financial expense report Photos/videos/clips 	Availability of resources and ability of households to build well-ventilated houses
6.6.2: To conduct meetings and seminars on importance of natural light to control TB transmission	6.6.2.1: number of households participated in meeting session 6.6.2.2: 6.6.3.1: percentage decrease on TB transmission incidences	<ul style="list-style-type: none"> Activity report Financial expense report Photos/videos/clips Medical report 	Availability of resources
6.6.3: To conduct promotion meetings and seminars on importance of covering nose and mouth when coughing and sneezing to control TB transmission	6.6.3.1: percentage decrease on TB transmission incidences	<ul style="list-style-type: none"> Activity report Financial expense report Photos/videos/clips Medical report 	Availability of resources and good actors' collaboration
OUTPUT 6.7: Malaria (Malaria prevention)			
Increased knowledge and behaviours of people regarding to malaria and/or empowered community to protect themselves against malaria.	Percentage decrease in malaria prevalence	<ul style="list-style-type: none"> CHMT/RHMT reports Financial expense reports 	Availability of funds and good actors' collaboration
Activity			
6.5.1: Print and deliver communication materials to endemic areas (poster, flipcharts, etc.) as the	6.5.1.1: Number of IEC/BCC materials printed and delivered	<ul style="list-style-type: none"> Posters, flipcharts etc Participant list Financial expense report 	Good actors' collaboration, availability of fund.

IEC/BCC strategy on malaria prevention and elimination.			
6.5.2: Implement behaviour change communication messages via mass media.	6.5.2.1: Number of radio session attended	<ul style="list-style-type: none"> • Activity report Photo/video/clip 	
6.5.3: Organize “World Malaria Day” events at selected area.	Number of community members participated	<ul style="list-style-type: none"> • Beneficiaries list • Financial expense and activity report 	
6.5.4: Provide mosquito nets and insecticide for treatment of conventional nets (ITN) for targeted populations	6.5.4.1: Number of people provided with mosquito nets and insecticide	<ul style="list-style-type: none"> • Beneficiaries’ distribution reports • Activity report • Photos/video/clips 	Availability of insecticide
6.5.5 Conduct Fumigation and indoor residual spraying (IRS) during focus response:	6.5.5.1: Number of households sprayed 6.4.5.1: Number of households fumigated	<ul style="list-style-type: none"> • Financial expense report • Beneficiaries list • Photos/video/clips 	Availability of resources
6.5.6: promote and support accessibility and utilization of health insurance services	6.5.6.1: Number of people accessed and utilize Health insurance	<ul style="list-style-type: none"> • Financial expense report • Beneficiaries list • Photos/videos/clips 	Availability of resources

CHAPTER 6:

MONITORING, EVALUATION AND LEARNING (MEL) & KNOWLEDGE MANAGEMENT

6.0 Monitoring and Evaluation description

TOSOVC expect to undertake monitoring and evaluation in order to meet the requirements of donors, to see whether their funds are being used effectively and efficiently and for the agreed objectives. Since the planned activities implementation, intends to meet certain objectives and goals, which stakeholders and development partners will need to understand the outputs of their money that they have contributed and the impact of the fund used to the community.

Monitoring is an on-going function and can be incorporated into daily management operations of the organizations, it will involve a wide range of methods such as interview with project beneficiaries, field visits, regular reports, observations, interview with key information, etc. In any funded project, accounting, transparency and accountability are very important. Therefore, it is important to show that the potential funding agency shall be one of the recipients of the performance reports of the activities done. Monitoring systems should be linked with TOSOVC's strategic plan implementation and other relevant and important documents of our organization.

6.1. The MEL Objectives and Descriptions

Objectives of the MEL system for the TOSOVC Strategic Plan will be to:

- Assess whether agreed milestones are being achieved as targeted for each activity
- Act as an early warning system in cases where targets are unlikely to be achieved
- Provide regular information to all stakeholders on the performance of TOSOVC with respect to the Strategic Plan
- Constitute an informed basis for any reviews
- Ensure the continuous sharpening and focusing of strategies and assist in the mobilization of appropriate and responsive interventions at all stages of implementing the SP

6.2. Monitoring

Monitoring entails the process of maintaining close observation and follow up over the implementation of the activities in the Strategic Plan. This will be done at different levels ranging from monitoring of inputs, activities, and outputs to outcomes. Monitoring will also involve staff performance using appraisal interview techniques. The general manager shall be responsible for following the overall M&E framework and keeping it up to date.

Routine data collection, analysis, supervision, and annual performance review and audits will be conducted, documented and reported to ensure effective monitoring. Data collection instruments will be developed as appropriate to help in capturing the measured performance as per established output and outcome indicators against targets.

6.3 Evaluation

Evaluation entails the process of critical examination (observing and measuring) of the success of this Strategic Plan.

There shall be two main phases of evaluations, namely:

1) **On-going/Concurrent Evaluation:** Self-Assessment which will be done mid-way of the SP's annual implementation periods and reported semi-annually and eventually at the end of each year focusing on outputs and milestones.

2) **Summative/Terminal Evaluation (Mid-Term and Final Evaluations):** Comprehensive evaluations of the implementation of this Strategic Plan will be pursued by mid-2026 and at the end of 2028 focusing on the outcomes and level of contribution of this SP to the impact, respectively.

The first type of evaluation will be done internally while the second one will involve an external consultant/evaluator. However, TOSOVC will prepare the terms of reference (TOR) to guide an external evaluator for this endeavour. The external evaluation will focus on, among other things, strategic outcomes (KRAs) measured against established indicators and set targets based on the following criteria:

- **Relevance:** Is the intervention doing the right things? The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. Ensure the suitability of the SP is to beneficiaries and stakeholders as well as economic realities at all times
- **consistency:** How well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution. Ensure that the implementation of the SP is compatible with other existing programmes by other stakeholders
- **Efficiency:** How well are resources being used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. Assess the allocation and optimal resource use
- **Effectiveness:** Is the intervention achieving its objectives? The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. Assess the extent to which expected outputs and outcomes are realized
- **Sustainability:** Will the benefits last? The extent to which the net benefits of the intervention continue, or are likely to continue. Assess the strategic capacity and capability of to continue implementing the Strategic Plan
- **Impact:** What difference does the intervention make? The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Assess whether the planned outcomes have been fully realized and change is vivid

6.4 Reporting

A standard reporting format/template will be agreed upon and approved by the Senior Management Team. The template will be result-based including the narrative and financial segments. Quarterly, Semi-Annual and Annual reports from implementing member and TOSOVCs departments will be presented to the responsible MEL department for consolidation into an organizational report and shared with SMT for discussion and deliberations before sharing with the Board within a particular reporting period.

	Monitoring	Evaluation	Learning
When is it done?	Continuously - throughout the life of the project/program.	Periodically – before implementation, Mid-term, at the end or beyond the project/program period.	Continuously - throughout the life of the project/program.
What is measured?	Efficiency – outputs in relation to the use of inputs, activities and specified assumptions.	Effectiveness, long-term impact and sustainability - achievement of Purpose and goal and unplanned changes.	New knowledge generated, confirmed/disapproved at each stage of the project/program.
Who is involved?	TOSOVC staff.	Mostly external evaluators/peers.	Staff and programme implementers/partners, stakeholders and peers
Sources of information?	Internal documents, e.g., monthly or quarterly reports, work and travel logs, minutes of meetings.	Internal and external documents, e.g., consultant’s reports, annual reports, and national statistics.	Internal documents and learning reports.
Who uses the results?	TOSOVC managers and programme staff.	TOSOVC Board of directors, managers, project/programme staff, funding agencies, and other partners and stakeholders.	TOSOVC, Board of directors’ managers, project/programme staff, funding agencies, other partners and stakeholders, and wider knowledge community.
How are results used?	To make minor changes.	To make major changes in organization policy, strategy and future work and plans.	For continuous improvements and futures programme design.

6.5 Knowledge Management

The core purpose of the M&E system for TOSOVC is to provide information needed for activity-oriented and overall judgment about accountability and effectiveness. The M&E will be an on-going integral part of management and implementation to monitor and evaluate progress and performance measured against the stated indicators in the M&E Plan. Periodic monitoring will involve the preparation of progress reports, mid-term review reports, and end of SP report. Progress (semi-annual and annual) reports provide detailed highlights on the pace of project implementation, project achievements, project performance and level of satisfaction of project stakeholders. The progress reports should both include:

- 1) A careful description of progress in physical, financial and human terms;
- 2) Reporting implementation bottlenecks and constraints, and recommended remedies from implementing partners.

When activities are done (or not done), Management should prepare a report that should include, among other things, achievements, failures, resources and lessons learnt.

Annual Work Plans should include detailed activities, tasks, targets, multiple-level key performance indicators and the specific timeline for their realization. Consequently, annual work plans will be prepared every year with all required details.

6.6 Monitoring and Evaluation framework

The Monitoring and Evaluation framework is meant to encompass all key areas required for the effective monitoring and evaluation of the fundraising performances until 2024. In general Monitoring and Evaluation is an embedded concept and constitute part of every project or Programme design. M&E is not imposed control instrument by the donors but it's important to show development of the funds donated and its applications to all stakeholders. During monitoring, routine and periodic measurements of program inputs, activities and outputs will be undertaken, the purpose being to keep track of activities on continuous basis and indicate short comings with regard to delivery of inputs and execution of activities, in relation with the donors' fund contributed.

Evaluation is a periodic, in-depth analysis of Programme or project performance. It relies on data generated through monitoring activities as well as information obtained from other sources (e.g. studies, research, and in-depth interviews). Therefore, TOSOVC in collaboration with various stakeholders, will adhere to the evaluation of its performances on its activities, outcomes and relate it with the actual performances

6.7 The Strategic Plan Components and Cost Estimation Framework

The Strategic Plan Components and Cost Estimation Framework approach or tool provides a structure for logical thinking in project design, implementation, monitoring and evaluation. It makes the project explicit, provides the means for a thorough analysis of the needs of project beneficiaries and links project or Programme objectives, strategies, inputs and activities to the specific needs. In short it is an assistive tool in monitoring and evaluation of any project. It will be used as the internal management tool, which will be operated by TOSOVC management to collect, analyze and reporting the performance data that must nourish the M&E functions. Furthermore, it will indicate the means by which project achievement may be measured. Appendix 1 which shows the summary of the summary of the strategic plan components, describes in matrix form, shows on how the Logical framework tool will operate.

APENDICE I: Summary of the Strategic plan components and cost estimations