

DIGNITY KWANZA – COMMUNITY SOLUTIONS

FIVE - YEAR STRATEGIC PLAN

2019/2020 – 2023/2024



"I know if God wants to give you something bigger than what you have, he will clean the environment first until you remain only with those who deserve that blessing" **Alain Izai DIGNITY Kwanza's supporter,** March 30th 2019.

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EXECUTIVE SUMMARY

DIGNITY Kwanza - Community Solutions (DIGNITY Kwanza) is a Tanzania-registered not-for-profit organization, which was founded in July 2018 by the former employees of Asylum Access Tanzania (AATZ) upon AATZ's closure. We as DIGNITY Kwanza envision a Tanzania in which every person lives with dignity and is assured of the opportunity to achieve self-fulfillment. Our mission is therefore to safeguard and promote the human dignity of the most marginalized and vulnerable. In line with our vision and mission, our overall goal is to contribute to the creation of conditions and opportunities for our clients to enjoy their rights, live in dignity, attain social and economic growth and participate in the search for lasting solutions to their needs and the overall nation-building.

Whilst DIGNITY Kwanza's first year of operation (July 2018 – June 2019) was guided by an annual plan, this Strategic Plan is intended to serve as a road map for the coming five years (2019/2020 – 2023/2024) and lists five defined strategic objectives, driven by the needs of our target groups.

DIGNITY Kwanza has thereby committed to work with three groups of people, hereinafter referred to as clients:

- Refugees (including asylum seekers and vulnerable migrants)
- Stateless and at risk of statelessness people
- Marginalized and vulnerable Tanzanians

The four priority areas that have been identified as the most important include:

- Legal status
- Economic and social inclusion
- Gender equality
- Governance and accountability

Strategic Objectives

Aimed at achieving specific strategic outcomes for each of our target groups of beneficiaries, the following strategic objectives have been defined and shall be implemented in the coming five years: (1) engagement in broad advocacy at all levels, (2) advocacy and support for our clients in obtaining legal status, (3) advocacy for and promotion of gender equality practices, (4) engagement with our clients and various actors to increase access to resources and opportunities, and (5) strengthening the capacity and sustainability of DIGNITY Kwanza.

Strategic Outcomes

The envisaged outcomes of the above-described objectives comprise:

- Sustained asylum space and increased willingness and openness of the government to address clients' needs.
- A framework to resolve statelessness issues and protection scheme for at-risk individuals/communities.

- Increased participation of Tanzanians in refugee-hosting areas in decision-making processes regarding refugee-host relations.
- More transparency and accountability of duty bearers to vulnerable and marginalized Tanzanians.
- A greater number of qualified asylum seekers access legal status through a fair and transparent Refugee Status Determination (RSD) procedure.
- Recognition and protection of stateless people.
- More marginalized and vulnerable members of the community are sensitized on the importance of registration and obtainment of civil documents to prevent future statelessness
- Inclusion of refugees and other migrants in gender equality discussions and plans
- Reflection of gender equality in nationality laws
- Enhanced gender-consciousness among our clients
- Increased refugee access to livelihoods and self-reliance opportunities
- Continuation of stateless and at-risk communities' enjoyment of rights
- Increased awareness among empowered clients of opportunities that will benefit their well-being
- Improved systems of governance, data collection, and protection at DIGNITY Kwanza
- Increased visibility of DIGNITY Kwanza and maintenance of positive relations with key partners including, the government, donors, and clients
- Enhanced financial and human resources capacity and sustainability of DIGNITY Kwanza.

Operational Environment

The environment in which DIGNITY Kwanza will operate during the next five years comprises internal factors largely linked to the institutional development of DIGNITY Kwanza as well as external factors especially related to the current political, economic, social, and technological (PEST) situations. Following the assessment by multiple actors, internal strengths and weaknesses have been mapped out. To scale up its operation in the next five years DIGNITY Kwanza intends to use governance as a springboard. The presence of systems and guiding documents are expected to be the driving forces for implementation. External factors that would, positively or adversely, influence the implementation of this Strategic Plan have been analyzed and listed as opportunities and challenges. Opportunities included technological progress as well as advancements in human rights and refugee protection regimes. Anticipated challenges, on the other hand, are diminishing political will for protection schemes for the most marginalized people as well as funding difficulties.

1.0 INTRODUCTION

1.1 WHO WE ARE

DIGNITY Kwanza - Community Solutions (DIGNITY Kwanza) is a not-for-profit organization registered in Tanzania under the NGOs Act of 2002 as amended in 2005. DIGNITY Kwanza's purpose is to substantiate the inherent link between human dignity and the economic growth of individuals and their communities. Dignity Kwanza works with and for the most marginalized and vulnerable members of the community to enable them to live with dignity and attain personal development and contribute to the nation's development.

The history of DIGNITY Kwanza began with the sad but inevitable decision to close Asylum Access – Refugee Solutions Tanzania (AATZ), an NGO that was mandated to make refugee rights a reality in Tanzania. AATZ was an affiliate office of Asylum Access (AA), a US-based refugee rights organization. Following financial challenges, AA decided to close some national affiliate offices, including AATZ, in June 2018. To fill in the vacuum that would be created by the AATZ closure, the then AATZ team formed DIGNITY Kwanza in July 2018 to take over the work of AATZ.

All relevant stakeholders of AATZ welcomed the transition to DIGNITY Kwanza and supported the process generously. The people who were the reason for the existence of AATZ, our clients, continued to flock DIGNITY Kwanza's office to get services. Asylum Access offered the initial material support. Partners such as the Government, UNHCR, donors, and like-minded organizations continued to work closely with DIGNITY Kwanza and ensured that projects, discussions, and plans that were pending at the time of AATZ's closure were able to continue smoothly under DIGNITY Kwanza.

The founders of DIGNITY Kwanza took advantage of the opportunity to rebrand from AATZ to DIGNITY Kwanza to expand its mandate. AATZ was advocating for refugees to be treated as *people with rights, not just people with needs*, and believed that *once refugee rights are realized, they will be able to meet their needs and contribute to the host country's development*. DIGNITY Kwanza applies the same philosophy but extends it to other marginalized and vulnerable populations in Tanzania.

1.2 OUR VISION

We envision a Tanzania where every person lives with dignity and is assured of the opportunity to achieve self-fulfillment and contribute to nation-building.

1.3 OUR MISSION

Our mission is to safeguard and promote the human dignity of marginalized and vulnerable populations for the attainment of social and economic development.

1.4 OUR CORE VALUES

1. **We respect human dignity** - We apply a human rights-based approach in all our engagements with our clients.

2. **We seek to excel in what we do** – We uphold the highest ethical standards (integrity, accountability, professionalism, and transparency) in the conduct of our affairs.
3. **We value the opportunity to make a meaningful difference in people’s lives** – We acknowledge that everyone has potential and we work with our clients to find ways to realize theirs.
4. **We are solution-oriented, innovative, and resilient** – We do not give up easily, even in the toughest situations we proactively think inside and outside the box to search for answers.
5. **We care for our employees** - We create and nurture a culture that enables our staff to have a healthy work-life balance, career advancement, and decent life.
6. **We embrace diversity** – We seize the opportunity to learn new ideas from those different from us and share our values with them.
7. **We value and appreciate our partners** - We honor agreements and keep them updated on what we do together.

2.0 CONTEXTUAL ANALYSIS

This is DIGNITY Kwanza’s first-ever Strategic Plan since its establishment. In the first year of our existence (July 2018 – June 2019) our operations were guided by an annual plan. Within that year, DIGNITY Kwanza had several achievements, including:

1. Raising voices of the stateless community and making the stateless community visible
2. Bringing together various stakeholders to discuss issues of refugees and migrants with a view of finding solutions to their issues.
3. Empowering refugees and hosts to be self-reliant through business skills training and financial support
4. Entering into partnerships with big research entities to jointly research refugees for evidence-based advocacy
5. Setting up an office and all necessary governance structures while implementing projects

2.1 Current Contextual Situation of our Clients

In the coming five years, DIGNITY Kwanza has committed itself to work with three groups of people.

2.1.1 Refugees (including Asylum Seekers and Vulnerable Migrants)

Refugees are among the most marginalized groups in many countries. Since their stay in the countries of asylum is expected to be short, most of their rights and freedoms are restricted by laws, policies, and practices. For example over 80% of refugees in Tanzania, are required by law to live in designated areas, where their ability to rebuild their lives and attain social and economic growth is fundamentally curtailed. Some refugees live in settlements, villages, and urban areas with a little more access to self-reliance but still face multiple challenges to fully realize that.

As a country, Tanzania has been hosting refugees continuously for the past six decades, with the current number of registered refugees at slightly below 300,000. Tanzania has been at the forefront of finding durable solutions for refugees. It has been participating in efforts to find peace in the refugees’ countries of origin to create conditions for safe returns. It has also, on several occasions, granted citizenship to refugees through the naturalization process. Over 200,000 former refugees from Rwanda, Burundi, and Somalia benefited from this unprecedented act of generosity that brought their plight to an end.

Despite finding durable solutions for refugees, many refugees in Tanzania, like in other places in the world, are in a protracted situation, negating the assumption that refugees’ stay is temporary. The majority of refugees in the Nyarugusu camp, for example, came to Tanzania in 1996 and to date, over twenty years later, they still live in that camp as refugees with minimal opportunities to grow socially and economically. They depend largely on humanitarian aid, which is never sufficient and creates dependency syndrome that negatively impacts the ability of refugees to find durable solutions.

Beside registered refugees, Tanzania is home to many other vulnerable migrants who are in a *refugee-like-situation*. Most of these are forcibly displaced, just like refugees, but for a variety of reasons they

could not be registered as refugees, and for many, it is still unsafe for them to return to their countries. In the same way as registered refugees, these too have stayed in the country for many years and are in precarious situations given the fact that most of them are undocumented, hence live in hiding for fear of arrest, detention, and deportation. They face various challenges hindering their ability to rebuild their lives. Children of these undocumented migrants become victims of circumstances as they do not make decisions on whether to migrate or not, they just follow their parents and guardians. There have been some incidences where children of undocumented migrants were detained along with their parents when the latter was arrested for unlawful presence.

Experience from previous work with this group shows that the majority wishes to get any form of legal status that will enable them to stay in the country regularly, hence live safely and freely engage in social and economic activities for their growth and that of the entire community that has accepted them.

2.1.2 Stateless and at Risk of Statelessness People

Tanzania has several communities that are affected by or are at risk of statelessness. Many of them are historical migrant communities (such as Makonde, Comorians, and Kamba) as well as long-term migrants and refugees. Colonial borders separated communities and families, consequently, the same community/family found themselves in two or more countries. This fact, coupled with the lack of proof of nationality in Tanzania, low rate of birth registration (until recent years) has pushed some members of communities that are situated along the borders into the risk of statelessness.

Statelessness as a concept is still unpopular in Tanzania thus little focus on this group. It was only until recently, following the exercise of issuing national IDs that some individuals and communities ha

ve become aware of their risk of becoming stateless and have started to feel and experience the exclusion. They are at risk of further exclusion if deliberate action is not taken to prevent that. Arbitrary deprivation of nationality has been witnessed lately subjecting the victims to a wide range of human rights abuses and puts them in imminent danger of becoming stateless. This group faces different challenges including lack of identity documents, state protection, travel documents, access to public social services like education, and health care. This exposes stateless people to further marginalization as they lack legal ties with any nation. Additionally, Tanzanian nationality laws are discriminatory in terms of gender and conferring of nationality which, apart from posing nationality-related challenges, may also result in denying one marriage and family life.

In recognizing the importance of the right to a nationality, the UN came up with the Global 10 Action Points to Eradicate Statelessness by 2024 and in 2017 the International Conference of the Great Lakes Region (ICGLR) adopted a Declaration on the eradication of stateless. DIGNITY Kwanza will work with the government and the affected communities through the remaining five years of the Global 10 Action Points to find lasting solutions. DIGNITY Kwanza is also committed to increasing knowledge on nationality rights of affected communities, CSOs, government, and the public at large in support of preventing statelessness.

2.1.3 Marginalized and Vulnerable Tanzanians

Despite efforts by the government and other stakeholders to improve the living conditions of all its citizens, there are still many marginalized and vulnerable groups of Tanzanians, who are unable to access various resources and opportunities to attain self-fulfillment. They face numerous human rights violations, economic and social exclusions, and other forms of abuse. Among the most marginalized and vulnerable are women, children, and youth. Economic, social, and gender inequalities caused by traditions, cultural beliefs, perceptions, and sometimes policies and practices are among the factors that foster exclusion of these groups.

Most women are vulnerable as traditions, cultural beliefs and practices have put them as second class citizens with limited ability to make decisions on family matters and matters related to their own lives. Women are denied property rights due to ignorance of the law and obedience to negative cultural practices. Many victims of gender-based violence happen to be women.

Children are the most vulnerable group because they are dependent on others for their protection and general wellbeing. In poor families and families that are facing other forms of vulnerabilities, children are the most affected. In such families, children miss out on their childhood by being subjected to adult responsibilities. Many have their growth and learning abilities compromised because they are not able to get proper nutrition and attend school. In those situations, children also face abuse from those surrounding them; sometimes from the same people that are meant to be their protectors.

Youth unemployment has been a big challenge for many youths both graduates and non-graduates. However, there are many opportunities that youth can take advantage of and generate income for their economic growth and contribute to the country's economy. The challenge has always been on accessing the available opportunities and creating new ones. Lack of business skills and knowledge and lack of capital also continue to limit the youth's ability to become self-reliant.

DIGNITY Kwanza recognizes efforts made to address the challenges and needs of women, children, and unemployed youth, but takes note that more still needs to be done. It, therefore, plans to contribute to addressing those challenges through various approaches using its experience and skills and to contribute to the self-fulfillment of these individuals as well as the enjoyment of their rights and dignity. DIGNITY Kwanza will focus on vulnerable Tanzanians living alongside the other two groups (refugees and stateless persons) to multiply the benefits of its interventions. By focusing on the vulnerable Tanzanians in communities hosting refugees, DIGNITY Kwanza will also promote positive relations between refugees and their hosts who face similar challenges.

2.2 Our Main Priority Areas

DIGNITY Kwanza will focus on four priority areas namely **legal status, economic and social inclusion, gender equality, and governance, and accountability**. From the experience of engaging with the target groups, the four areas have been identified as the most important and if addressed, they can increase the target groups' chances of enjoying their rights, meeting their obligations, accessing opportunities, hence attain personal development and contribute to the national development.

2.2.1 Legal Status

Legal Status is generally understood as a status recognized by law. In our context, legal status refers to the status permitting an individual to stay in the country and to enjoy a bundle of rights and obligations. One can stay as a citizen, a refugee, a resident, etc. The law provides for procedures for one to acquire such status. Refugee status, for example, is regulated by the Refugee Act, 1998, while citizenship is regulated by the Citizenship Act, 2005, and the Immigration Act, Cap 54 provides for a range of residence permits that one can apply to be able to stay in Tanzania.

Refugees (asylum seekers and other vulnerable migrants), since they are not citizens, require some form of legal status in the country for them to stay and enjoy the rights and obligations attached to that status. The legal status is also key to people at risk of statelessness. It could either be a recognition that they are stateless, in which case the law provides for their protection, or it could be the facilitation to acquire citizenship. Those at risk of statelessness need support to avoid falling into statelessness. The support may include assistance to prove their nationality or to take actions required for them to resolve whatever issues that are putting them at risk.

Marginalized and vulnerable Tanzanians, especially those living in poverty, are likely to not take measures to acquire necessary identity documents such as national IDs, birth certificates, death certificates, etc. Failure to have these documents may cause difficulties for them to prove their legal status when they are required to do so. Lack of such documents can result in statelessness for individuals and communities living near refugee designated areas or those living in border regions having regular interactions with their counterparts in neighboring countries. It is therefore important to sensitize, empower, and support them to access such documentation. With time, a lack of such documents will also affect the ability to access various basic services such as education, health, employment, business registration, etc.

2.2.2 Economic and Social Inclusion

Agenda 2030 for sustainable development is built on the principle of "leaving no one behind." At the regional level, Agenda 2063 aspires to a prosperous Africa based on inclusive growth and sustainable development. In Tanzania, the Five Year Development Plan II (FYDP II), which is the tool to pursue the Tanzania Development Vision 2025, has human development as one of its core objectives. The FYDP II has elaborated this as to entail broad-based and inclusive economic growth, improved quality of life, and human well-being.

The success of the 2030 Agenda for Sustainable Development, Agenda 2063, and the Vision 2025, depends upon ensuring meaningful progress for everyone. Yet, refugees, other migrants, and stateless communities are often left behind despite being among the most vulnerable people in the world and are all the more exposed to the risks that many of the SDGs, Agenda 2063, and Vision 2025 seek to address.

There are ongoing efforts to achieve the Sustainable Development Goals (SDGs) and the Vision 2025 objectives by the government and other development and humanitarian actors, but more needs to be done to achieve the desired and significant level of inclusion and participation. Guided by its conviction that *human dignity and development are two sides of the same coin and when everyone in the community can live with dignity, social and economic growth of every member of that community and that of the whole nation is guaranteed*, DIGNITY Kwanza seeks to contribute to the existing efforts.

2.2.3 Gender Equality

Development of any society depends on the ability of that society to maintain conditions that allow men and women to enjoy the same rights and opportunities across all sectors, including economic participation and decision-making; and conditions where different behaviors, aspirations, and needs of women and men are equally valued and favored. Despite the efforts of the government and its partners to create such conditions for gender equality, traditions and cultural practices have continued to make gender inequality flourish resulting in women and girls often being excluded from opportunities to reach their full potential; hence limiting their ability to fully take part in the development of the country.

Sometimes the laws of the land create such inequalities that continue to exist among generations; for example, the law on citizenship does not give men and women equal rights in passing their nationality to their foreign spouses. Consequently, a foreign wife of a Tanzanian man has an automatic right of naturalization while a foreign husband of a Tanzanian woman does not have that. The impact of such inequalities goes beyond citizenship as it affects the foreign husband's access to employment, property rights, and other social rights.

DIGNITY Kwanza seeks to contribute to efforts to promote gender equality among its target groups.

2.2.4 Good Governance and Accountability

Good governance and accountability are among the key ingredients of a responsible government. It entails the government being accountable to the people, transparent, and timely response to public concerns. In the absence of those principles, the public lives at the mercy of the duty bearers. In such situations, the marginalized and vulnerable groups who are less likely to demand their rights from duty bearers, because of the power relations between them, are more likely to face exclusion and further marginalization. They miss out on various opportunities that are available for them as a matter of law; for example, government loans to youth and women groups that are available under the Community Development Department of District Councils.



DIGNITY Kwanza intends to advocate for good governance and accountability, especially in the area of observing laws that provide rights and opportunities for the social and economic inclusion of our clients. DIGNITY Kwanza will also empower our clients with strategies to engage with duty bearers to claim their chance to participate in decision-making on issues affecting their welfare.

2.3 Geographical Coverage

The geographical focus for the next 5 years includes seven regions, namely, Dar es Salaam, Pwani, Lindi, Mtwara, Kigoma, Katavi, and Tabora. Specific districts in those regions will be decided according to needs. This list of locations is not exhaustive. Where the need arises to add another geographical location, the same will be done.

The geographical locations have been chosen after careful consultation with various actors, including government authorities, CSOs, and clients/potential clients. The criteria for selecting those regions were the presence of our intended clients and the existence of the needs that fall under our key focus areas.

3.0 INTERNAL AND EXTERNAL ENVIRONMENTS

The internal and external environments within which DIGNITY Kwanza will operate during the next five years (2019/2020 – 2023/2024) have been studied carefully. The internal factors largely relate to the institutional development of DIGNITY Kwanza while the external factors consider the current political, economic, social, and technological (PEST) situations.

3.1 DIGNITY Kwanza’s Internal Factors

The internal factors consider both the strengths and weaknesses of DIGNITY Kwanza. Following the assessment done by the members of the organization, Organizational Capacity Assessment (OCA) done by donors and opinions from some stakeholders, DIGNITY Kwanza has the following strengths and weaknesses:

Table 1: DIGNITY Kwanza’s Current Internal Strengths and Weaknesses

Internal Strengths	Internal Weaknesses
<ol style="list-style-type: none"> 1. Focused mission and vision 2. It is a registered organization. Therefore, its interventions are sanctioned by the relevant laws. 3. It has strong governance structures, for a newly formed organization, which reinforce good governance principles. 4. It has a skilled and committed management team; all of them being young, energetic, and well educated. 5. It has a strong ability to interact with local and international partners on resource mobilization and other forms of partnerships. 6. It has operational guidelines and key working facilities in place. 7. Good staff retention rate. 	<ol style="list-style-type: none"> 1. Small staffing base to handle multiple tasks. Some staff members have multiple responsibilities. 2. High dependence on donors’ funds as the organization has not yet devised alternative sources. 3. Operating from a rented office. 4. Not yet able to fully remunerate its staff. 5. Still lacking a robust database for record-keeping. 6. Not adequately making its work visible. 7. Still in need of advanced working facilities, including vehicles and a good quality camera.

DIGNITY Kwanza intends to use governance as a springboard to scale up its operations in the next five years. The organization will endeavor to improve and ensure accessibility to justice as well as the welfare and livelihood of its clients. The presence of systems and guiding documents such as the resource mobilization strategy is expected to be the driving force in achieving all these. The identified weaknesses are addressed as part of the program's result areas, actions, and inputs.

3.2 DIGNITY Kwanza’s External Factors

The external factors which would, positively or adversely, influence the implementation of this plan have also been analyzed. They include those which are politically, economically, socially, and technologically (PEST) related. The ones which would positively influence DIGNITY Kwanza's work in the coming phase are regarded as opportunities; and, the ones which would adversely affect the work of this organization are termed as challenges.

The table below presents the opportunities available for DIGNITY Kwanza as well as anticipated challenges which the organization would encounter:

Table 2: The Possible Opportunities and Challenges for Implementation of Strategic Plan

Opportunities (PEST)	Challenges (PEST)
<ol style="list-style-type: none"> 1. Presence of advanced technologies, especially mobile phones and the internet. 2. Good working relationship with funding partners, regional and international partners including UNHCR and other networks including TAREMINET, TANLAP, THRDC, and MKUKI. 3. Presence of national and international human rights instruments that protect the rights of our clients and provide a background for their social and economic inclusion. 4. A growing positive relationship between Dignity Kwanza and the relevant government departments. 5. Wide support for the Global Compact on Refugees and Global Compact on Migrants that pave the way for advocacy on the application of the same in Tanzania. 6. Growing focus on localization which increases space for DIGNITY Kwanza as the only organization engaging with advocacy on refugees and statelessness issues to strive. 	<ol style="list-style-type: none"> 1. Inadequacy of funds and increased challenges of fundraising from funding partners. 2. Lack of political will to adhere to the principles of good governance (including rule of law) to uphold the rights of the people in Tanzania. 3. Negative public perception of our clients which is attributed to, <i>inter alia</i>, limited knowledge of the rights of people, especially refugees and migrants in Tanzania. 4. Lack of specific laws and policies that recognize and protect the marginalized population. 5. Shrinking of the civic space in Tanzania. 6. Shrinking of asylum space in Tanzania. 7. Upcoming elections in Tanzania and Burundi that create uncertainty brought by a possibility of changes in the two countries’ leadership. 8. Cumbersome procedures related to obtaining permission to conduct research.

4.0 OUR FIVE YEAR PLAN (2019/2020 - 2023/2024)

In line with our vision and mission, DIGNITY Kwanza expects that by the end of year 2023/2024 as a result of our intervention, more of our clients will be able to enjoy their rights and live with dignity as a result of improved conditions and increased opportunities for their social and economic inclusion. As such, many clients will have more capacity to take part in finding solutions to their needs as individuals and as groups. As part of the ecosystem, their social and economic growth will have a positive impact on the whole community and nation.

To arrive at that, DIGNITY Kwanza will implement five strategic objectives aimed at achieving specific strategic outcomes for each of our target groups of beneficiaries. The strategic outcomes will collectively contribute to the above impact.

Table 3: Goal, Strategic objectives, and outcomes

GOAL	To contribute to the creation of conditions and opportunities for our clients to enjoy rights, live with dignity, attain social and economic growth and participate in the search for lasting solutions to their needs and the overall nation-building.	
	STRATEGIC OBJECTIVES	OUTCOMES
SO 1	To engage in broad advocacy at all levels aiming at creating better responses to the needs of our clients and the challenges hindering their full enjoyment of rights.	<p>Asylum space is maintained, and the government is more open to working with other actors, including refugees and civil society, to identify needs and concerns, and adopt/develop and implement strategies, policies, and systems to address them for a better asylum system and mixed migration management.</p> <p>Framework for resolving issues of stateless communities and protection of at-risk communities/individuals from falling into statelessness is in place and is implemented.</p> <p>Tanzanians in refugee-hosting areas participate in policy and decision-making processes regarding refugee-host relations for their views, concerns, and needs (as people directly affected by refugee presence) to be taken into consideration.</p> <p>Duty bearers are more transparent and accountable to the vulnerable and marginalized Tanzanians in the selected areas of operation, widening space for the population to enjoy rights and live with dignity.</p>

SO 2	To advocate for and support our clients to obtain legal status and proof thereof as a key factor in accessing rights and opportunities for the attainment of self-fulfillment.	Asylum seekers are able to access legal status through a fair and transparent Refugee Status Determination (RSD) procedure, and legal status is accessible to other vulnerable migrants to allow them to live safely and with dignity.
		Stateless people are recognized as such and protected as per the law; at-risk people can acquire a recognized legal status and are protected from becoming stateless.
		Members of the community are sensitized on the importance of being registered in the civil register and obtaining civil documents like national IDs, birth and death certificates and can easily obtain the same.
SO 3	To advocate for and promote gender equality practices among our clients to reduce and prevent further marginalization and exclusion.	Refugees and other migrants are included in gender equality discussions, plans, and implementation thereof, at all levels and more refugee women and girls take part in decisions affecting them and their welfare.
		Gender equality is reflected in nationality laws where women and men have equal rights in passing nationality to their spouses and children and in re-acquiring the Tanzanian nationality.
		Our clients exhibit behavior change in their daily lives and are more gender-conscious in all their engagements at individual and community levels
SO 4	To engage with our clients and various governmental and non-governmental actors to increase access to resources and opportunities for our clients' social and economic	Refugee access to livelihoods and self-reliance opportunities is increased.
		Stateless and at-risk communities and individuals continue to enjoy their social and economic rights regardless of their legal status or lack of it.

	<p>growth.</p>	<p>Our clients are aware of the existing and potential opportunities in their localities and are empowered to take advantage of the same and well-organized to advocate for their needs to be addressed and participate in decisions that affect their social and economic well-being.</p>
<p>SO 5</p>	<p>To strengthen the capacity and sustainability of DIGNITY Kwanza to perform its functions and achieve the goal and objectives in this plan.</p>	<p>DIGNITY Kwanza's capacity to be, to relate and to do is strengthened with improved systems of governance, data collection, and protection, financial management, and MEAL in place; DIGNITY Kwanza's visibility is increased and positive relations with the government, donors and our clients are maintained.</p> <p>Resource mobilization strategy is developed and being used for DIGNITY Kwanza's sustainability; financial management systems are improved and kept up to date; sufficient skilled staff members are recruited, motivated, capacitated, and maintained for DIGNITY Kwanza's sustainability; office working and security facilities are procured and efficiently used.</p>

5.0 THEORY OF CHANGE

Dignity Kwanza's core mandate is to safeguard human dignity, rights and contribute to the creation of conditions and opportunities for our clients to enjoy rights, live with dignity, attain social and economic growth and participate in the search for lasting solutions to their needs and the overall nation-building.

If supportive conditions and opportunities exist, as a result of regular and continuous engagements between the government and other actors and growing transparency and accountability of duty bearers;

AND,

Our clients are empowered, skilled and can access legal status and self-reliance opportunities, can enjoy economic and social rights regardless of their gender or legal status and have more space to participate in decision-making affecting them;

THEN,

SPACE FOR SOCIAL AND ECONOMIC INCLUSION WILL BE BROADENED, ALLOWING OUR CLIENTS MORE SOCIAL AND ECONOMIC GROWTH.

Figure 1: Theory of Change to be attached

6.0. ORGANIZATIONAL CAPACITY AND DEVELOPMENT

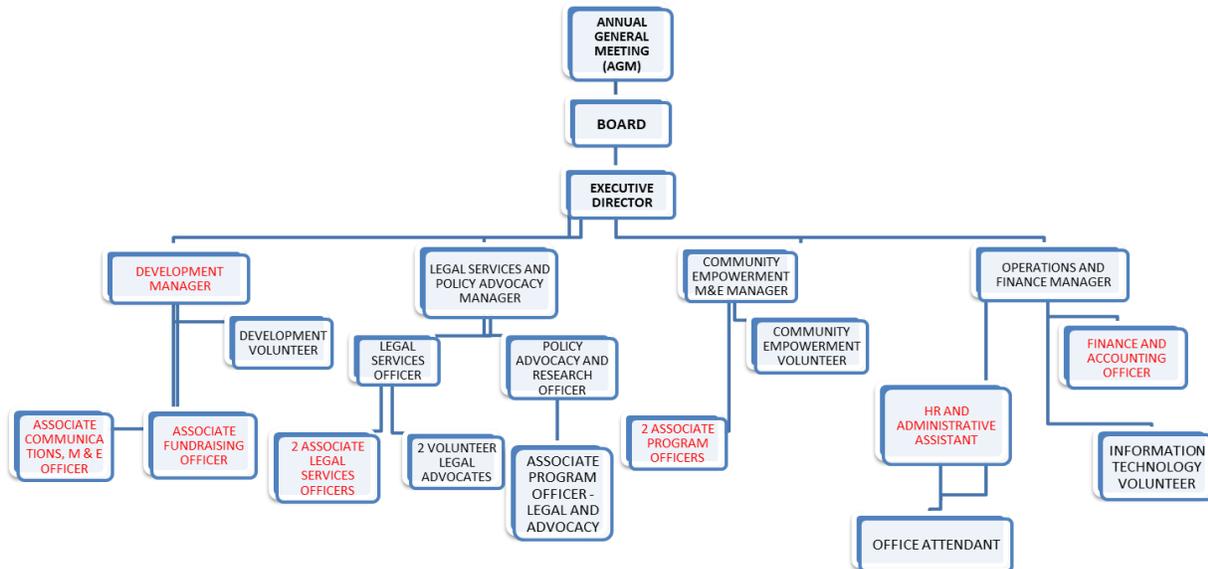
6.1 ORGANIZATIONAL CAPACITY

DIGNITY Kwanza has committed founding members, well qualified and devoted staff, and a diverse, qualified, and supportive Board of Directors who aspire to see DIGNITY Kwanza excelling in achieving its mission. DIGNITY Kwanza possesses basic office equipment, good record keeping, strong systems, and structures; office policies, and regulations which also cater to ways to ensure accountability, transparency, and sustainability of the organization. DIGNITY Kwanza has a good track record (built from the times of AATZ) which builds the confidence of clients and partners. DIGNITY Kwanza is also a member of different like-minded networks national, regional, and international, including, the Tanzania Refugee and Migrants Network (TAREMINET), Tanzania Human Rights Defenders Coalition (THRDC), Tanzania Network of Legal Aid Providers (TANLAP), MKUKI coalition. Internationally, DIGNITY Kwanza is a member of Local Engagement on Refugee Research Network (LERRN), part of a research consortium on Transfiguration of Displacement (TRAFIG), Right to a Nationality Coalition, Southern Africa Nationality Network (SANN). DIGNITY Kwanza is also in a process of joining the International Council of Voluntary Agencies and the Immigration Detention Coalition (IDC)

6.2 ORGANIZATIONAL STRUCTURE

DIGNITY Kwanza's current organizational structure comprises the Annual General Meeting (AGM) which is the top decision-making body, Board of Directors which oversees all organizational work, Executive Director assisted by three sectional managers, four program officers, and two support staff. In order to smoothly implement this 5 years Strategic Plan, DIGNITY Kwanza will be required to gradually add more staff to support the current team. It is expected that by the end of the 5th year of this plan DIGNITY Kwanza will have an additional 8 staff. (Both full time and part-time). DIGNITY Kwanza will also use volunteers and interns (international and local) in the implementation of its activities and as a way of reducing staff-related costs and building the capacity of new professionals in the areas and groups we are working on.

Figure 2: Organizational Chart



KEY:

Black: Current Staff

Red: Staff expected to be added in the course of five years

To implement this Strategic Plan, Dignity Kwanza will require the following planned budget:

Table 4: Budget

	YEAR 1 2019 / 2020 <i>Projections</i> (TZS M)	YEAR 2 2020 / 2021 <i>Projections</i> (TZS M)	YEAR 3 2021 / 2022 <i>Projections</i> (TZS M)	YEAR 4 2022 / 2023 <i>Projections</i> (TZS M)	YEAR 5 2023 / 2024 <i>Projections</i> (TZS M)	TOTAL
TOTAL COSTS	2,417,992,070	2,180,400,000	2,000,178,000	2,100,400,000	1,961,050,000	10,660,020,070

7. MONITORING, EVALUATION, ACCOUNTABILITY & LEARNING (MEAL)

Dignity Kwanza shall have a clear M&E system that will be used to track all the progress of this 5-year strategic plan to inform the progress and see if the implementation is going as planned and/or if there are any indications of major failures that will lead to non-achieving of the desired goals, and recommend possible deviations if possible. There will be program/project-based M&E that will aim at measuring the progress and impact of projects and general M&E that will be monitoring and tracking if the Strategic Plan is being implemented well to achieve the desired change/impact.

Various M&E tools will be developed to help track the progress and at the end measure the results. Internal monitoring and mid-term evaluation will help to assess if the goals and objectives are being achieved. This will also help to indicate whether the goal and objectives will be achieved according to the timelines specified in the plan and suggest possible immediate actions if there are signs of not achieving the expected results as planned; whether the goals and objectives are still realistic or if there is a need to change priorities to ensure achieving the goals.

7.1 The monitoring functions are outlined at each level as follows:-

- I. The Board of Directors (BoD) shall be responsible for:-
 - A. Be the chief advisory organ and overseer of the Organization
 - B. Recommend on ways the Organization can raise funds
 - C. Review rules, regulations, policies and strategic plans of the Organization
 - D. Recommend on the ways that ensure the Organization stays within the budget
 - E. Serves as ambassadors of the Organization to the potential supporters of the Organization's mission
 - F. Perform any other duties as directed by the General Meeting.
 - G. Providing overall guidance to the management

- II. The Management Team shall be responsible for:-
 - A. Developing tools for the M, E & L plan.
 - B. Preparing progress reports to BODs and funding partners
 - C. Documenting cases and lessons from the field
 - D. Facilitate annual retreats for self-reflection.
 - E. Developing and supervising implementation of M, E & L plan.
 - A. Organizing monitoring visits and evaluation missions
 - B. Documenting and sharing results, success stories, and learned lessons.

7.2 External Evaluation

There will be two major phases of evaluations (apart from normal internal monitoring and evaluations), a mid-term evaluation that will be carried out at the mid of the Strategic Plan duration and the final or end-term evaluation that will be conducted at the end of the strategic plan i.e. 5 years, to measure the impact. The two major evaluations (midterm and End-term evaluation) will involve an external and independent consultant to measure the extent of success of the implementation of this Strategic Plan.