# World Vision
## TANZANIA

# THE JUBILEE STRATEGY
# FY26 - FY30

*Our Vision for Every Child to have Life in all its fullness,
Our Prayer for every heart the will to make it so*

# Acknowledgement

World Vision Tanzania sincerely thanks everyone who played a role in the development and refresh of the Jubilee Strategy, which has culminated in the revised FY26–FY30 Strategy. We extend our heartfelt appreciation to the Strategy Development Committee, led by the Tanzania Management Team, for their invaluable leadership and guidance. A special mention goes to **Simon Moikan**, the Programme Quality Director, who chaired the committee.

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- Eng. Japhet Mjee (WASH)
- Henry Jackson (Resilience and Livelihood)
- Jennifer Mhando (Education)
- Elizabeth Proscovia Ndaba (Health and Nutrition)
- Johnson Robinson (Sponsorship and Child Protection)

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Lastly, we are particularly thankful to the **WVT Board** for their stewardship, guidance, oversight throughout this process, and endorsement. Thank you all for your dedication and support.

Approved By World Vision Tanzania Board Chair,

VICTORIA MWANRI ELANGWA

**Ms.Victoria Elangwa**

## Key Acronyms

| | |
|---|---|
| ART | Antiretroviral Therapy |
| CWBOs | Child Well-Being Objectives |
| ECD | Early Childhood Development |
| ESDP | Education Sector Development Plan |
| FY | Fiscal Year |
| GBV | Gender-Based Violence |
| GDP | Gross Domestic Product |
| GPI | Gender Parity Index |
| INGOs | International Non-Governmental Organizations |
| JMP | Joint Monitoring Programme (for Water Supply, Sanitation and Hygiene) |
| Mpox | Monkeypox |
| NMNAP II | National Multisectoral Nutrition Action Plan II |
| OIOS | Our Story (Global Impact Framework) |
| SDGs | Sustainable Development Goals |
| SWOR | Strengths, Weaknesses, Opportunities, and Risks |
| TDHS | Tanzania Demographic Health Surveys |
| WASH | Water, Sanitation, and Hygiene |
| WSDP | Water Sector Development Programme |
| WVT | World Vision Tanzania |

# Contents

# List of tables

# Message from Board Chair

On behalf of World Vision Tanzania, I extend heartfelt appreciation to the Government of Tanzania, communities, donors, sponsors, partner organizations, and the World Vision Partnership for their unwavering support. Your collaboration has enabled us to transform lives of 3,091,827 children out of the 5 years target of 3,216,253 i.e. 96.1% achievement which showcase significant improvement of the well-being of children across the nation.

As we unveil the World Vision Tanzania Jubilee Strategy (FY26–FY30), we reaffirm our commitment to the most vulnerable children. This strategy builds on our shared vision and sets an ambitious goal: to directly impact 3.4 million children and indirectly reach 22 millions more across priority regions. Anchored in Our Promise 2030, this plan prioritizes nutrition, education, and child protection, while integrating resilience, livelihoods, and spiritual nurture.

Developed through a consultative process involving communities, children, faith leaders, government representatives, staff, and partners, the strategy reflects our collective aspiration for sustainable transformation. It emphasizes going deeper and achieving impact at scale, leveraging partnerships and advocacy to address multidimensional vulnerabilities such as malnutrition, school dropout, and violence against children.

Our ENOUGH campaign and other advocacy initiatives will remain central as we collaborate with stakeholders to influence policies and mobilize resources. We will strengthen systems, promote positive social norms, and ensure that faith-based engagement continues to inspire holistic well-being. Sustainability is embedded in our approach, focusing on community ownership, capacity building, and integrated programming that endures beyond project cycles.

As we embark on this new chapter, I call upon all stakeholders to remain steadfast in their dedication. Together, we can ensure that every child in Tanzania experiences life in all its fullness.

Sincerely yours,

VICTORIA MWANRI ELANGWA

**Ms.Victoria Elangwa**

# Message from the National Director

World Vision Tanzania is honored to present the Country Strategy for 2026–2030, a bold roadmap designed to deliver transformative and sustainable impact for the most vulnerable children. This strategy is grounded in evidence, national priorities, and global commitments under Our Promise 2030.

The Jubilee Strategy responds to pressing challenges through four pathways: mindset transformation, social behavior change, economic empowerment, and system strengthening. It aligns with SDGs and Tanzania's Vision 2025, while anticipating emerging priorities under Vision 2050. Our interventions will target children affected by multiple vulnerabilities, including girls at risk of early marriage, children with disabilities, and those in fragile contexts.

This strategy introduces innovative approaches digital integration, climate-smart programming, and urban-focused models to address evolving needs. We will deepen partnerships with government, faith actors, private sector, and communities, while amplifying advocacy through initiatives like the ENOUGH Campaign. Our integrated program framework will combine health, nutrition, WASH, education, child protection, and livelihoods to achieve holistic outcomes.

Sustainability remains central to our mission. We will strengthen local systems, promote co-financing, and build community capacity to ensure long-term impact. Faith-based engagement will continue to inspire positive social norms and nurture spiritual well-being, reinforcing our identity as a Christian organization committed to justice and compassion.

I extend sincere gratitude to our partners, donors, sponsors, and staff for their unwavering commitment. Together, we will build brighter futures for Tanzania's children and ensure that no child is left behind.

*James A. Anditi*

James Ang'awa Anditi**,**
**National Director.**

# STRATEGY 2026-2030

# 1 EXECUTIVE SUMMARY

World Vision Tanzania (WVT) is committed to transforming the lives of the most vulnerable children by 2030 through collaborative, evidence-based, and impact-driven programming. The 2026–2030 strategy is anchored in national development priorities and the Sustainable Development Goals (SDGs), while remaining responsive to Tanzania's evolving landscape. The strategy is framed around addressing key Child Well-Being Objectives (CWBOs) by targeting the most pressing issues facing children in the country today.

Tanzania remains one of East Africa's most dynamic but vulnerable contexts, characterized by high poverty levels, food insecurity, gender inequality, and environmental degradation. As of 2024, the country hosts more than 250,000 refugees, mostly in Kigoma Region, and continues to face recurring challenges, including droughts, floods, and disease outbreaks such as cholera. Rapid urbanization and a youth-dominated population have further stretched social services and exposed children to increased vulnerabilities. WVT is already implementing humanitarian and development programmes in refugee settings and is positioned to expand support to climate and conflict-affected populations. This strategy prioritizes addressing multidimensional child vulnerabilities across rural, urban, and humanitarian contexts. These include:

**Malnutrition:**
30% of children under five in Tanzania are stunted (TDHS 2022).
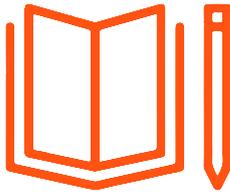
**Limited Access to Quality Education:** School dropout remains high among girls, with up to 27% dropping out due to early pregnancies or marriage (MoEST, 2023).

**Child Protection Violations:** Over 40% of girls and 15% of boys report experiencing physical or sexual violence (VAC Survey, 2022).

Spiritual neglect and declining values among youth, exacerbated by social media and weak community support systems.

Exclusion of children with disabilities, who continue to lack access to inclusive education and health services.

Evaluation findings from the 2021–2025 strategy cycle show strong impact in program reach but also highlight persistent gaps. For example, while 85% of targeted children gained access to clean water, undernutrition remained prevalent due to limited household food diversity. These insights inform the four CWBOs for 2026–2030:

| Boys and Girls are aware of God's love (Spiritual Nurture) | Boys and Girls are protected from all forms of abuse (Child Protection) | Boys and Girls are well-nourished (Nutrition) | Boys and Girls have equal access to quality education (Education) |
| --- | --- | --- | --- |

WVT employs a human-centered and ecosystem-based approach to address these challenges through four strategic pathways: mindset transformation, social behavior change, economic empowerment, and system strengthening. These pillars will enable transformative shifts in household resilience, community norms, and service delivery systems.

To enhance reach and sustainability, the strategy targets over 3.4 million Most Vulnerable Children and indirectly 22 million people across 16 priority regions, with potential expansion into Mwanza, Katavi, Njombe, Mara, and Mbeya. Interventions are age-differentiated, with a strong focus on early childhood (0–5), school-age children (6–11), adolescents (12–18), and youth (18–24), as well as adults in caregiving and decision-making roles. Priority will be given to children affected by two or more dimensions of vulnerability, including girls at risk of early marriage, children with disabilities, orphans, and children in fragile contexts.

The strategy aligns with SDGs 1, 2, 3, 4, 5, 6, 10, 12, and 16, as well as Tanzania's Vision 2025, FYDP III, NMNAP II, ESDP, and WSDP. It also supports WV's global OIOS themes, including Nutrition (5.1), Education (6.3), and Protection and Participation (4.0). These synergies position WVT as a key partner in national efforts to reduce inequality and promote inclusive and sustainable development. This Jubilee strategy also incorporates the projected priorities of Tanzania's Vision 2050 as of January 2025. It also references the Agriculture Master Plan for 2050, released in 2024. Once Vision 2050 is officially launched, WVT will align its Country Implementation Plan with the finalized version of Tanzania's Vision 2050.

WVT will build on its strong track record of financial stewardship and donor confidence. Over the past strategy cycle, annual resource acquisition targets were exceeded by 100% in FY20 and FY25, and 95% in FY24. WVT will continue to diversify its funding base through bilateral donors, multilateral agencies, INGOs, foundations, corporate partners, philanthropists, and a growing domestic resource mobilization portfolio. A 3-Year National Resource Development Plan has been developed to support this vision.

Looking ahead, WVT acknowledges key risks such as climate shocks, shrinking civic space, and economic fluctuations that may affect child well-being outcomes. These will be mitigated through a proactive risk management framework that includes emergency preparedness, program adaptability, digital integration, and strengthened local systems

Two major challenges WVT will navigate include: (1) reaching hard-to-access populations in fragile and climate-affected regions, and (2) sustaining impact amidst shifting donor priorities and global economic uncertainties. By leveraging its local presence, trusted relationships with government and communities, and its agile operating model, WVT is prepared to address these challenges.

In conclusion, the 2026–2030 strategy offers a bold, realistic, and scalable framework for WVT to deliver lasting, positive change for Tanzania's most vulnerable children. By aligning with national and global frameworks, deepening partnerships, and amplifying its impact, WVT is positioned to help every child experience life in all its fullness.

# 2   LANDSCAPE ANALYSIS

## 2.1   EXTERNAL LANDSCAPE

The external landscape analysis underpinning the 2026–2030 strategy is structured to support strategic foresight, align with national and global development priorities, and respond directly to the lived realities of the most vulnerable children. The analysis draws from national policy frameworks, the Sustainable Development Goals (SDGs), past strategy evaluations, and emerging risks and opportunities affecting child well-being.

### 2.1.1 DEMOGRAPHIC AND SOCIO-ECONOMIC CONTEXT

Tanzania's population reached 61.7 million in 2022, representing a 37% increase since 2012, with an average annual growth rate of 2.9% (NBS & UNFPA, 2022). Projections indicate that the population will double to over 129 million by 2050. Youth (aged 15–35) account for 32.3% of the total population, creating both a demographic dividend and a policy challenge. Persistent youth unemployment, especially among rural youth and young women, poses a major risk to social cohesion, economic development, and intergenerational equity.
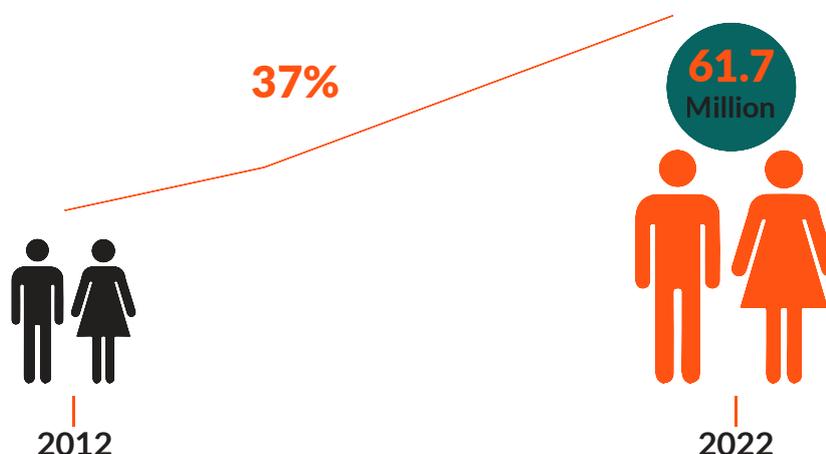


Tanzania attained lower-middle-income status, bolstered by investments in mega-infrastructure, public sector reforms, and modest economic growth (5.5% in 2024). The Five-Year Development Plan III (FYDP III, 2021–2026) prioritizes human development, especially in health, education, and job creation. Yet rural poverty remains widespread especially among children with over 65% of the population reliant on subsistence farming, vulnerable to climate change, and lacking access to critical services such as water, health, and education.

Rapid urbanization (from 29.6% in 2012 to 37% in 2022) has intensified rural-urban disparities. Urban children are exposed to risks including overcrowded schools, child labor, and violence, while rural children face higher rates of food insecurity, stunting, and limited access to basic services. These disparities call for an integrated and inclusive strategy that is age- and gender- responsive, and that addresses structural barriers to sustainable development.

Emerging Transitions and Strategic Implications, given the dynamic context marked by rapid urbanization, climate change, and economic transitions, such external shifts will significantly shape the environments where children grow, learn, and develop. Climate-related shocks such as droughts and floods are already disrupting food systems and heightening malnutrition among children, particularly in arid and semi-arid regions. Meanwhile, unplanned urban expansion, without commensurate service delivery in WASH, health, or child protection, exposes children to unsafe living conditions, disease outbreaks, and heightened risks of exploitation and social exclusion.

Socio-economic disparities, especially between urban and rural zones, are deepening child vulnerability. In rural areas, limited infrastructure and services compound the challenges of accessing education, nutrition, and healthcare.Demographic pressures will continue to strain already stretched education, health, and child protection systems. Therefore, a child-sensitive lens will be consistently applied in all strategic planning, implementation, and monitoring to ensure that no child is left behind amidst these transitions.

### 2.1.2 PESTEL Analysis

To strengthen its strategic positioning and responsiveness, WVT conducted a PESTEL analysis covering six dimensions Political, Economic, Social, Technological, Environmental, and Legal factors, summarized below:

- **Political:** The Tanzanian government remains politically stable, with a development-focused agenda that aligns well with WVT's priorities. However, decentralization and limited local government capacity can hinder service delivery. Shrinking civic space may affect civil society advocacy and program flexibility.

- **Economic:** Despite GDP growth and lower-middle-income classification, income inequality, inflationary pressures, and climate-induced livelihood shocks continue to affect household resilience. Rising fuel and food prices further strain the poorest families, limiting their ability to support their children's needs.

- **Social:** Social norms perpetuating gender inequality, early marriage, and corporal punishment persist. Teenage pregnancy, GBV, and harmful traditional practices remain prevalent. Family breakdown, migration, and child neglect are also increasing, especially in urban areas.

- **Technological:** Digital adoption is growing rapidly, especially among youth. However, rural-urban digital divides limit access to technology-enabled education and services. WVT sees opportunities in leveraging mobile platforms, e-learning, and digital monitoring tools.

- **Environmental:** Tanzania faces recurrent droughts, floods, and land degradation, particularly affecting food systems and WASH infrastructure. These exacerbate malnutrition and disease burdens among children. Climate-smart programming is critical for resilience.

- **Legal:** Tanzania has a strong legal framework for child rights, but implementation gaps remain. Laws on child marriage, protection from violence, and inclusive education exist, yet enforcement is inconsistent, particularly in rural and refugee settings.

### 2.1.3 Child Well-Being Issues and Prioritized Vulnerabilities

WVT's strategy is grounded in the understanding that child vulnerability in Tanzania is multidimensional and disproportionately affects girls, children with disabilities, orphans, and those in fragile or underserved areas. Key priority issues identified through national landscape assessments and program evaluations include:

- **Malnutrition:** 30% of children under five are stunted (TDHS 2022), with rural regions reporting the highest burden. Limited dietary diversity, poor maternal nutrition, and WASH-related diseases contribute to chronic undernutrition.

- **Limited access to education:** High dropout rates, especially for adolescent girls, are linked to early pregnancy, child marriage, and poverty. Approximately 27% of girls drop out due to pregnancy or marriage (MoEST, 2023).

- **Violence, Abuse, and Exploitation:** Nationally, 40% of girls and 15% of boys experience physical or sexual violence before age 18 (VAC Survey, 2022). In the same survey, 6% of girls were reported pregnant at the time of the interview, highlighting early sexual debut and poor access to reproductive health services.

- **Children with Disabilities:** Approximately 8% of children have some form of disability, with most lacking access to inclusive education or health care (UNICEF, 2021).

- **Spiritual and Moral Gaps:** Children increasingly lack structured moral and spiritual guidance due to weakening community support systems, media exposure, and lack of faith-based nurturing in schools and households.

These vulnerabilities are compounded by intersecting structural issues poverty, gender inequality, climate shocks, weak governance, and cultural practices. As such, the strategy adopts a layered targeting model, prioritizing children affected by multiple vulnerabilities.

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### Nutrition, Well-Being and Protection in Schools

This section, previously titled "Nutrition, Well-being & Safeguarding in Schools," has been updated for accuracy. The primary concerns currently relate to community- and household-based protection issues, such as early pregnancy, neglect, and violence, rather than school-specific safety mechanisms. However, future school-level protection programming may include teacher training in positive discipline, establishment of school protection committees, or community-led escort groups for girls. These would be documented under this strategic area.

**Strategic Partnerships and Multisector Integration**

Recognizing that systems-level impact requires multisectoral engagement, WVT will place greater emphasis on diversifying and expanding partnerships in the 2026–2030 strategy. This includes enhanced stakeholder mapping and engagement with private sector actors such as banks, telecom companies, and food fortification partners like SANKU to catalyze market-based and technology-driven solutions.

These partnerships will be implemented through the Integrated Program Framework (IPF), which combines five key sectors: WASH, Education, Health & Nutrition, Child Protection, and Resilience & Livelihoods. This approach will foster sustainable, adaptive, and child-focused solutions that are responsive to Tanzania's evolving development landscape and grounded in community realities.

Table 1 below details the strategic considerations for a multisector urban strategy to support adolescents and youth.

*Table 1: Multi-Sector Urban Strategies to Support Adolescents and Youth*

| Strategy Area | City-Level Action | Benefit for Children, Adolescents & Youth |
|---|---|---|
| Education & TVET | Build schools and expand vocational/ training centers tailored to urban youth | Enhances access to formal employment pathways and reduces youth stagnation |
| Enhanced SRHR & Gender Support | Scale up AHADI in all urban centers; integrate MenCare and Channels of Hope models | Empowers adolescents to delay early pregnancy, challenge harmful gender norms, and prevent gender-based violence |
| WASH, Nutrition & School Health | Collaborate with youth-led groups (e.g., TAYEP in Mwanza) to install foot-pedal handwashing facilities in schools | Reduces disease, improves school attendance, and promotes youth leadership in hygiene and health promotion |
| Psychosocial & Mental Health Systems | Integrate adolescent-friendly mental health services in schools and youth clubs; train lay counsellors | Supports youth in navigating trauma, peer pressure, and gender-related stressors |
| Child Protection & Violence Prevention | Create youth-safe spaces; strengthen urban child protection referral systems; partner with police and municipalities | Reduces exposure to violence, substance abuse, and exploitation; elevates youth participation in safety planning |
| Economic Empowerment & Entrepreneurship | Introduce urban youth microfinance, business incubation hubs, and digital skills training | Builds livelihood skills, economic resilience, and independence among youth |
| Youth Civic & Voice Platforms | Support youth-led advocacy councils and city-level youth dialogues | Channels youth perspectives into urban policy and planning processes |

## Health, Nutrition, WASH

Tanzania has made commendable progress in reducing child mortality and malnutrition. Guided by the NMNAP II (2021–2026) and Health Sector Strategic Plan V, the country addresses social determinants of health, focusing on integrated, people-centered care. The Tanzania Demographic Health Surveys (TDHS 2022) reveal improvements in stunting (from 31.5% to 30%), wasting (3.5% to 3%), maternal mortality (556 to 104 deaths per 100,000), and under-five mortality (53 to 43 deaths per 1,000). These figures reflect a steady decline in under-five and maternal mortality; however, they underscore the continued need for strengthened maternal and child health interventions, particularly for rural women who remain at higher risk due to limited access to skilled birth attendants and quality emergency obstetric care. Neonatal deaths, due to conditions such as asphyxia, prematurity, infection, human immunodeficiency virus (HIV), and malaria, continue to comprise a significant portion of under-five deaths. HIV prevalence remains at 4.4% among adults, with significant ART coverage and viral suppression. Hidden behind these figures are the disparities that exist by age group, gender, geographic region, and urban/rural location. For example, only 18% of children are virally suppressed compared to 87% of adults.

However, the quality of care remains uneven. The Tanzania Human Capital Index (2020) indicates that a child born today is only 39% as productive as they could be with full health and education. Continued efforts must emphasize adolescent health, maternal care, and rural service delivery. Despite policy efforts under the water sector development plan (WSDP) and the Tanzania Water Investment Programme (2024–2030), access to safe water and sanitation remains a significant challenge, especially in rural areas. As of 2022, TDH, only 68% of households have access to improved drinking water sources and 41% use improved sanitation facilities. Open defecation is still practiced in some communities, contributing to the spread of waterborne diseases such as diarrhea, which is among the top five causes of morbidity among children under five. Hygiene behaviors also remain inadequate, with only 41% of households reporting the availability of a handwashing station with both water and soap. Schools and health facilities face severe deficiencies, compromising care quality and school attendance. WASH-related diseases cause 6 million lost working days and $2.4 billion in economic losses annually, while approximately 33 million school days are lost to wash-linked illnesses, disproportionately affecting girls. Investment in rural WASH infrastructure is essential for sustainable human capital development.

## Livelihoods, Climate, Disaster Resilience

Tanzania's economic resilience has been tested by climate change, the COVID-19 pandemic, and global commodity shocks. Agriculture, the backbone of rural livelihoods, contributed approximately 27% of GDP in 2020 (World Bank, 2021) but remains highly climate-vulnerable and rain-dependent. The proportion of people relying primarily on agriculture declined from 41% in 2017 to 28% in 2023, while business ownership rose, indicating a shift in rural economies (Tanzania National Bureau of Statistics [NBS], 2023). Although Tanzania boasts a food self-sufficiency ratio above 114% (FAO, 2022), internal disparities in food access and income distribution persist. In addition, human-wildlife conflict is an emerging concern affecting both people's livelihoods and environmental conservation. In regions bordering national parks and game reserves, communities frequently face crop destruction, livestock loss, and threats to human life due to wildlife incursions. These conflicts often exacerbate food insecurity, increase poverty, and fuel tensions between conservation efforts and local development. On the other hand conflicts between livestock herders and farmers have emerged from time to time leading to loss of crops, livestock and even human life.

**Livelihood**
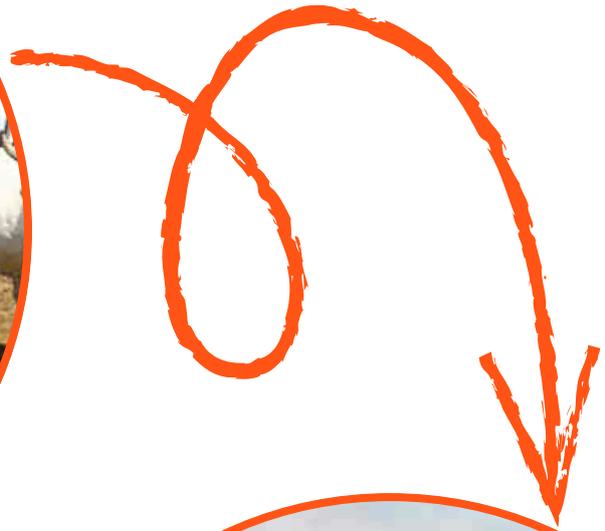
**Climate change**

**Disaster Resillience**

Strategic responses include the Agriculture Master Plan (2024) and Agricultural Sector Development Programme II (2018–2028), which emphasize irrigation, climate resilience, and income diversification. Tanzania faces increasingly erratic climate patterns—declining rainfall, intense storms, and prolonged droughts. These changes impact agricultural productivity, water access, and human health. Deforestation (469,420 hectares annually) exacerbates environmental degradation. The National Disaster Management Strategy (2021–2027) and the Forest Policy Implementation Strategy (2021–2031) highlight urgent adaptation needs. Children and women are especially vulnerable to food insecurity and water scarcity.

Regarding disaster management, frequent floods, epidemics, and droughts continue to disrupt livelihoods and threaten lives in Tanzania. Between 2015 and 2024, floods affected over 317,000 people and destroyed approximately 53,000 homes (UN OCHA, 2024; Tanzania Disaster Management Authority [TDMA], 2024). Disease outbreaks such as cholera, COVID-19, Marburg virus, and Mpox pose persistent public health threats (World Health Organization [WHO], 2024). Although Tanzania has established national disaster risk reduction policies and response frameworks, systemic gaps in early warning systems, inter-agency coordination, and community preparedness remain significant barriers to effective disaster management (United Republic of Tanzania, National Disaster Management Policy, 2022; UNDRR, 2023).

Furthermore, financial services remain limited in many rural communities. Currently, financial services reach less than 40% of the rural population (World Bank, 2021), reducing their ability to manage financial shocks, invest in enterprise, or respond to climate-related disasters. Providing financial literacy training, strengthening community saving groups (S4T), and increasing access to financial instruments, such as micro-insurance, micro-loans, and payments platforms, can enable vulnerable families to build financial resilience and avoid falling into deep poverty. All these measures collectively enable vulnerable families and communities to become more resilient, adapt to climate impacts, and reduce their vulnerability to future disasters

## Education, Child Protection, and Spiritual Dimensions

This chapter explores the dynamic intersection of education, child protection, and spiritual dimensions in Tanzania, highlighting recent policy strides, persistent inequities, and the vital role of faith-based engagement in nurturing a whole-child approach to development.

### Expanding Access to Education & Early Childhood Development

Tanzania introduced free basic education in 2016, resulting in impressive enrolment gains: primary enrolment rose to 101.5% in 2021 before a slight dip to 97.3% in 2023. However, pre primary enrolment dropped to 88.8%, and preschool completion remains low, largely due to insufficient investment, infrastructure, and trained workforce. The upcoming Education Sector Development Plan (ESDP 2025/26–2029/30) emphasizes foundational literacy, digital skills, and inclusive environments to redress these shortcomings.

### Nutrition, Well-being & Safeguarding in Schools

To reduce dropout rates and enhance child well-being, Tanzania implemented the National School Feeding Guideline (2021) and joined the International School Meals Coalition. Despite such efforts, school dropouts still stand at 1.19%, with budget constraints reducing the reach, especially in early childhood settings

On the protection front, Tanzania's Women & Gender Development Policy (2023) and the National Plan to End Violence against Women and Children (2024/25–2028/29) aim to reduce genderbased violence. Still, 40% of women aged 15–49 report physical violence, and 17% report sexual violence. Although teenage pregnancies fell from 27% (2015/16) to 22% (2022), early marriage remains prevalent in some regions.

*Inclusive Education: Disability, Gender & Social Equity*
Approximately 11.2% of Tanzanians aged 7+ live with disabilities, yet inclusive services in schools, ranging from accessible infrastructure to adaptive learning, are limited. Additionally, female-headed households (35.9%) face economic vulnerability, affecting their children's access to quality education. While overall gender parity has improved, the GPI still favors boys, especially in Science, Technology, Engineering and Mathematics (STEM) and TVET pathways. Technical and Vocational Education and Training (TVET) faces challenges: outdated curricula, underfunding, weak industry linkages, and limited access for women and youth with disabilities.

*Spiritual & Faith-Based Influences on Child Well-being*
Faith-based institutions are pivotal in shaping values, social norms, and community support systems. Many religious organizations actively promote education, nutrition, and child welfare. However, in some communities, traditional spiritual beliefs emphasizing obedience and silence can limit children's participation and voice. Digital media are increasingly used by faith groups to raise awareness and deliver social messages, though misinformation risks persist without proper oversight. Leveraging spiritual leaders in anti-GBV campaigns, parental education, and child protection initiatives offer a promising avenue for transformative change.

## 2.1.4 NATIONAL- LEVEL VULNERABILITY MAPPING

As part of the national-level vulnerability mapping exercise, Tanzania undertook a comprehensive assessment of child and community vulnerabilities across its mainland. The analysis was structured around four core vulnerability factors: abusive or exploitative relationships, extreme deprivation, serious discrimination, and catastrophes/disasters. Each factor was evaluated using specific markers and secondary data to identify regional disparities and inform targeted interventions.

*Table 2: Cluster distribution of children affected by multiple vulnerabilities*

| Cluster | Total Children Mapped | MVC (Affected by more than one category of vulnerability) | | | Registered children (RC) | |
|---|---|---|---|---|---|---|
| | | Total MVC | Boys | Girls | RC per Cluster | MVC RC |
| Western | 861,326 | 533,387 | 261,360 | 272,027 | 31,140 | 27,939 |
| Lake | 551,675 | 304,564 | 149,237 | 155,327 | 19,945 | 15,956 |
| Central Southern | 847,332 | 473,456 | 231,993 | 241,463 | 30,634 | 24,813 |
| Northern | 625,139 | 362,167 | 177,461 | 184,706 | 22,601 | 18,964 |
| Total | 2,885,472 | 1,673,574 | 820,051 | 853,523 | 104,320 | 87,672 |

## Abusive or Exploitative Relationships



**ABUSIVE/EXPLOITATIVE RELATIONSHIP**

Vulnerabilities
- Low
- Moderate
- High

In the Tanzanian context, abusive or exploitative relationships refer to situations where children, particularly girls are subjected to manipulation, coercion, or violence by adults or peers, often in the form of transactional sex, early and forced marriage, sexual abuse, or labor exploitation, driven by power imbalances, poverty, and harmful social norms. It includes Understanding Power Imbalances and Gendered Risks Affecting Children and Adolescents in Tanzania

This factor highlighted significant child protection concerns across various regions. High incidences were reported in Geita, Manyara, Kigoma, Arusha, Simiyu, Tabora, Dar es Salaam, Mara, Mtwara, Iringa, and Shinyanga, with vulnerability rates ranging from 32% to 56%.

Key markers included: Child labor, 25% of children 5-17 years are engaged in child labor in 2021; Teenage pregnancy, about 22% of Tanzanian women aged 15–19 having been pregnant in 2022, 16% have given birth, 6% were pregnant at the time of the survey, and 2% have ever had a pregnancy loss. By regions, teen pregnancy ranges from 2% of young women in Mjini Magharibi to 45% of young women in Songwe, Ruvuma (37%), Katavi (34%), Mara (31%) and Manyara (29%). Teenage pregnancy is almost six times higher among young women with no education than among women with secondary education or more (53% versus 9%). 61% of women and 51% of men age 15–49 are married or living together with a partner. 29% of women aged 20–24 in Tanzania were married before age 18, with the highest rates reported in Shinyanga (59%), Tabora (58%), Simiyu (55%), Geita (53%), Dodoma (52%), Mara (51%), and Singida (50%); Sexual abuse, 30% of children experienced abuse before age 18 and Physical violence. A staggering 75% of children experienced physical abuse before adulthood.

The median age at first sexual intercourse is 17.0 years among women age 25-49 and 18.6 years among men of the same age. Early sexual debut is a significant public health concern which is linked to higher risks of STIs, unintended pregnancies, and early parenting, school dropouts among young females, mental health problems including depression, and suicidal thoughts. National data show that 8% of Tanzanian women age 15–49 have been circumcised, an indication that there is an uphill task to eliminate the malpractice, citing Manyara (43%), Arusha (43%), Mara (28%), Singida (20%), Tanga (19%) and Dodoma (18%), as regions with leading incidences of FGM. These figures underscore the urgent need for protective frameworks, awareness campaigns, and community-based child protection systems.

## Extreme Deprivation



Extreme deprivation reflects economic and social disparities that leave children in vulnerable living conditions. The highest levels were observed in Dar es Salaam (17.1%), Mwanza (7.2%), and Mbeya (5.6%). Key indicators included poverty, which stood at 43.5% of children living in households below the $2.15/day threshold in 2023. Water and sanitation: 64% lacked access in 2022.Child caregivers: 18% of children were primary caregivers, especially in Dodoma, Singida, and Kilimanjaro. Stunting: National rate was 30% in 2022; Iringa (59.9%), Njombe (50.4%), and Rukwa (49.8%) had the highest regional rates. School attendance: 24% of children aged 7–17 was not attending school in 2023. World Vision Tanzania's Area Programs (APs) in Kagera, Kigoma, Tanga, and Manyara were notably affected.

Moderate vulnerabilities were reported in Dodoma, Shinyanga, Iringa, and Morogoro (WVT Vulnerability Mapping Report, 2025).

## Catastrophes and Disasters



Approximately 25% of the Tanzanian population lives in areas prone to natural hazards including pandemics, droughts, and floods (World Bank, 2023). Drought vulnerability was especially high in: Singida: 40% of the population affected; Dodoma: 35% and in Shinyanga: 30%. Additionally, the HIV and AIDS epidemic presents an ongoing vulnerability with the highest prevalence in: Njombe (12.7%); Iringa (11.1%); Mbeya (9.6%). These factors compound the risks children face, especially in health, education, and livelihood security.

## Serious Discrimination



This dimension of vulnerability exposed systemic inequalities and exclusion, particularly for children with disabilities and marginalized groups. High vulnerability regions included Njombe (12.7%), Iringa (11.1%), and Manyara (10.2%). Key concerns were child neglect and homelessness. Over 60% of street children reported living alone. Disability exclusion: 15.5% of children with disabilities were denied school access in 2022. Street children: 47% lacked access to basic services. Refugee children: Over 200,000 refugees live in Tanzania; 58% are children, with only 30% of refugee children in Kigoma having access to education. Additionally, only 68% of children under five were registered at birth, hindering access to rights and services

The vulnerability mapping exercise revealed stark regional disparities and pressing child welfare issues in Tanzania. The interlinked nature of these four vulnerability factors underscores the need for multi-sectoral, data-informed strategies to reduce vulnerabilities and enhance resilience among children and communities. Prioritizing regions with the highest vulnerability scores is essential to creating equitable and protective environments for all children.

## 2.1.5 KEY CHILD WELL-BEING ISSUES AND STAKEHOLDERS

This section describes Tanzania's critical Child Well-Being (CWB) issues, integrating insights from vulnerability mapping, the previous WVT strategy, intergenerational consultations with children, and alignment with national development priorities and the Sustainable Development Goals (SDGs). It also outlines the roles of key stakeholders and highlights strategic opportunities for localization.

Tanzania has made progress in child health, nutrition, and education over the past decade, yet significant gaps persist especially in rural, fragile, and underserved regions. The updated child well-being analysis, informed by vulnerability mapping, national priorities, and intergenerational consultations, reveals that chronic malnutrition remains widespread: 30% of children under five are stunted, while anemia affects more than half of young children and nearly half of adolescent girls. Neonatal mortality is still driven by preventable causes such as asphyxia, sepsis, and malaria, reflecting persistent inequalities in access to maternal and emergency care. These challenges are most pronounced in regions such as Kigoma, Geita, and Rukwa, underscoring the need for targeted health and nutrition interventions.

Education outcomes have also deteriorated. Net primary enrollment has fallen from 108.5% in 2015 to 82.9% in 2022, with pastoralist and nomadic children the most affected. Early childhood education is underdeveloped, with only 38% of children aged 3–5 enrolled. Adolescent pregnancy rates remain high at 22%, reflecting both weak access to sexual and reproductive health services and entrenched gender norms. Structural barriers—such as insufficient infrastructure, untrained teachers, and inadequate sanitation—continue to widen inequities in marginalized communities, reducing both access and quality of learning.

Child protection presents an equally urgent challenge. Nearly 30% of girls and 13% of boys experience sexual violence before age 18, while exclusion of children with disabilities remains high at over 11%. The rise of online exploitation and digital grooming presents new risks, while weak enforcement of laws and under-resourced protection systems hinder progress. Cross-cutting challenges such as poor WASH access, persistent child poverty, and increasing climate shocks—droughts, floods, and rising temperatures— further compromise child well-being. Only 41% of households use improved sanitation, while climate disruptions displace families, interrupt schooling, and increase livelihood and protection risks.

A wide array of stakeholders play critical roles in addressing these issues. Government actors such as the Ministry of Health, PO-RALG, MoEST, and the Ministry of Community Development, Gender, Women and Special Groups provide policy direction and service delivery. CSOs, faith-based organizations, OPDs, youth networks, and community coalitions contribute frontline services and advocacy, while international partners, including UNICEF, Save the Children, UNESCO, and WFP bring resources, technical expertise, and coordination platforms. The private sector, through actors like SANKU, food fortification companies, telecoms, and local cooperatives, is increasingly vital in scaling nutrition, digital, and resilience solutions.

Recognizing that no single actor can achieve sustainable change, World Vision Tanzania will prioritize localization and multi-stakeholder collaboration under its Integrated Program Framework. This approach integrates health, nutrition, education, child protection, WASH, and resilience, while aligning with the SDGs and national development priorities. By strengthening local partnerships, leveraging the influence of faith leaders, and engaging private sector innovators, WVT is positioned to accelerate inclusive and resilient child well-being outcomes. Ultimately, the strategy emphasizes that leaving no child behind requires systemic, localized, and child-centered approaches that empower communities and frontline actors to drive lasting change

## 2.1.6   THE DONOR LANDSCAPE ANALYSIS

The current and prospective donor landscape for WVT reflects a complex but promising environment marked by diversification, regional shifts, and evolving donor priorities and means of operations. Table 1 provides a summative description of the status of the donor landscape in WVT.

*Table 3: Donor Landscape Overview for World Vision Tanzania*

| Category | Details |
|---|---|
| Key Institutional Donors | GAC, EU, BMZ, UNICEF, WFP, KOICA, Irish Aid, USAID, FCDO Resilience & |
| Key Sectors Funded | Livelihoods, Health, Nutrition, WASH, Education, Child Protection |
| Estimated National Sectoral Market | USD 45 million annually |
| Emerging Donor Interests | Green, blue, and digital economies; climate resilience; urban programming focus on youth skills & innovation |
| Prospective/Emerging Donors | Mastercard Foundation, Gates Foundation, World Bank, AfDB, DGD-Enabel, NORAD, DANIDA, SIDA, SDC and other Philanthropist Organizations |
| Geographical Focus Trends | SAGCOT corridor, refugee-hosting zones, urban centers (Dar es Salaam, Dodoma) |
| Strategic Shifts by Donors | Basket Funds, Performance-based contracts, Localization and co-implementation and co-funding |
| Active Thematic Programs | AHADI, Youth Ready, ARDHI, BLOOM, REACTS-IN (supporting youth, SRHR, gender, TVET, nutrition, and environmental conservation) |
| NGO Value Proposition | Proven community impact, restoration of dignity, capacity-building, and inclusive participation |
| Challenges in Donor Landscape | Shrinking bilateral/multilateral aid budgets, Global financial constraints, and Increased competition |
| WVT Strategic Actions | High-level donor engagement; Continual capacity building; Designing evidence-based programming |
| Local Resource Mobilization (NRD Agenda) | Target: USD 150,000 annually by 2025 through local corporations, faith-based entities, philanthropists, and digital platforms |
| Constraints in Local Fundraising | Low past collaboration with the private sector, limited brand visibility |
| Brand & Engagement Strategy | Awareness – Build Trust – Engage |
| Overall Positioning | Leverage national footprint, program success, and partnerships to secure diversified, sustainable funding |

Despite the positive reputation of NGOs in Tanzania and their demonstrable impact on community well-being, the global donor environment remains constrained. Bilateral and multilateral aid budgets have declined over the past five years due to financial crises in Europe and North America and broader cuts to public development funding. This underlines the importance of targeted donor mapping, strategic resource mobilization, and optimization of existing funding streams.

WVT is advancing a National Resource Development (NRD) agenda to diversify funding sources through partnerships with local corporations, faith-based groups, philanthropists, and digital fundraising platforms. However, limited visibility and past engagement with corporate actors

remain challenges, which WVT aims to overcome through brand repositioning and implementation of its "Awareness – Build Trust – Engage" strategy.

In conclusion, while global funding constraints pose challenges, WVT is strategically navigating the evolving donor landscape through strengthened partnerships, contractual readiness, and a focused National Resource Development agenda. By combining evidence-based communication, brand repositioning, and a shift toward localized and diversified funding, WVT is well-positioned to attract both traditional and emerging donors, Gift in Kind, to ensure continued impact for vulnerable children and communities across Tanzania.

## Local Fundraising

Local fundraising in World Vision Tanzania (WVT) presents a significant opportunity to harness a broad spectrum of domestic resources through strategic partnerships with financial institutions, corporate entities, faith-based organizations, media, manufacturers, and community actors. Key players such as NMB, CRDB, and METL Group contribute substantial support through corporate social responsibility initiatives, while religious institutions and community groups offer trusted networks for grassroots mobilization. Media houses like Clouds Media enhance visibility and campaign outreach, and local manufacturers provide valuable in-kind support for infrastructure and WASH programs. Together, these partnerships form a rich ecosystem that WVT can leverage to strengthen program sustainability, increase local ownership, and diversify funding sources. Table 2 describes the available local fundraising categories of key players in WVT:

*Table 4: Key Players in local Fundraising in Tanzania*

| Category | Key Players | Opportunities | Notes |
|---|---|---|---|
| Financial Institutions | NMB, CRDB, ABSA, NBC | Funding, in-kind support, and technical assistance | -NMB: TZS 1 billion/year in social dev.- CRDB: Education, health, youth, environment; ABSA extension of Water Project |
| Corporate Entities | METL Group (Mo Dewji Foundation), Twiga Cement, ASAS Dairies, Strategies Insurance | Resource mobilization, GIK (e.g., building materials), fundraising collaboration | - METL: Focus on clean water, health, education- ASAS: Frequent fundraising contributor |
| Faith-Based Institutions | Anglican, Roman Catholic, Lutheran Churches, BCIC | Community mobilization, joint fundraising, awareness, and grassroots trust | Provide wide networks, moral authority, especially influential in rural areas Proven emergency |
| Media & Communication | Clouds Media Group (CMG) | Fundraising campaigns, public visibility | fundraiser with national reach |
| Local Manufacturers | PLASCO, NABAKI AFRIKA, ALAF | Discounted materials, GIK (especially for school construction and WASH) | Contribute to infrastructure-related programs. PLSCO supported the construction of |
| World Vision Tanzania Staff | Staff Contributions and Offerings, and child sponsorship | Christmas, staff birthdays, offerings, and Easter contributions and offerings. Day of the African Child and Women Day celebration contributions | WASH and Educational Facilities. Sponsoring children, supporting children in an orphanage with school and home needs |
| Community Actors | Local community groups | Volunteering, cost-sharing, and local leadership | Enhance ownership, sustainability, and long-term impact |

These varied partnerships underscore the richness of the local fundraising ecosystem in Tanzania and offer a solid foundation for sustainable resource mobilization.

## 2.2    INTERNAL LANDSCAPE

## SUMMARY OF THE PREVIOUS STRATEGY REVIEW FINDINGS (FY21 – 25)

The 2021–2025 strategic period marked a transformative phase for WVT , characterized by significant progress in advancing child well-being, strengthening systems, and deepening community impact. This review provides a comprehensive reflection on the achievements, challenges and lessons learned throughout the previous strategy's implementation. It highlights how WVT integrated programming, faith-based engagement, and evidence-driven advocacy have contributed meaningfully toward national development priorities and global child-focused outcomes. As the strategy approaches its conclusion, this review serves as both a milestone of accountability and a foundation for shaping the new strategic direction for 2026–2030.

*Table 5: Summary of WVT Strategic Goal, Objectives, Achievements and Insights (2021–2025)*

| Category | Indicator / Highlight | Achievement / Status | Insight / Implication |
|---|---|---|---|
| Overall Strategic Goal | Children reached by 2025 | Target: 3,216,215 children by FY25 Achieved 3,091,827 (96.1%) by end of FY25 | On track; final verification expected end of FY25 |
| CWB Objective 1 – Children's awareness of God's love | Children report awareness of God's love | All targets achieved | Strong collaboration with churches and FBOs through Faith & Development (F&D) activities |
| CWB Objective 3 – Child Protection | Child/adolescent participation in violence prevention activities | Target achieved | Community dialogue platforms are effective; build child agency |
| | Trained community members on child protection response | Target not met | Identified capacity gap; prioritized for 2026–2030 |
| CWB Objective 5 – Nutrition | Increased access to WASH & nutrition services | All FY24 targets achieved | Integrated interventions led to improved sanitation, hygiene, and food security |
| | Stunting in children under 5 | From 39.2% to 36% | Downward trend, but still high; regional disparities persist |
| | Exclusive breastfeeding (0–6 months) | Increased from 38.7% to 69.2% | Reflects effectiveness of maternal and child health messaging |
| | Vitamin A supplementation | From 44.5% to 69.6% | Improved outreach and health system integration |
| CWB Objective 7 – Education | Children reading at primary level | Target achieved via Unlock Literacy | Improved learning outcomes, especially in supported schools |
| | Pre-school children meeting milestones | Increased from 2% to 54% | Reflects success in ECD programming but needs scale-up |
| WASH | Households using basic drinking water services | From 25.8% to 40.8% | Significant gains; coverage still below national targets |
| | Households using improved sanitation | From 29.2% to 33.2% | Incremental progress; more investment needed |
| | Schools meeting hygiene standards | 49.02% (MoHCDGEC, 2021) | Gaps remain, affecting girls' school attendance |
| Livelihoods & Food Security | HHs with year-round food access | From 76% to 73.2% | Slight drop; reflects impact of climate shocks |
| | HHs below $1.25 per person/day | From 41.9% to 56.4% | Increased vulnerability linked to economic disruptions |

| Category | Indicator / Highlight | Achievement / Status | Insight / Implication |
|---|---|---|---|
| | Caregivers able to provide well for children | From 51% to 49.3% | Economic instability is undermining household resilience |
| Child Protection & CESP | Children under 18 married (YHBS) | From 0.7% to 0.6% | Decline observed; early marriage remains a concern |
| | Households confident in accessing child protection (CP) services | From 51% to 60.1% | Indicates improved service awareness and reach |
| | % of RC families benefiting from programmes | From 40% to 50.1% | Positive engagement trend; need to expand reach |
| | Adults willing and able to report child abuse | From 75.9% to 86.7% | Reflects success of CP messaging and referrals |
| | Adults reporting no harmful traditional practices in community | From 93% to 95% | Positive norm shift; continuous community engagement needed |
| | Households where children's voices are heard and acted on | Dropped from 25.1% to 18.1% | Critical gap; needs integration in future child participation strategies |
| Advocacy & Governance | Policy influence and systems change | Used for strategy review and course correction | Effective in budget advocacy and child rights mainstreaming Strong |
| | Governance & audits | Satisfactory Risk-Based Integrated Audits; unqualified audit opinions | internal controls and compliance culture |
| Learning & Evidence Use | Monitoring & feedback systems | F&D reflections, TP M&E data, sponsorship dashboards, Our Voice surveys | Used for strategy review and course correction |
| Strategic Outlook (2026–2030) | Focus areas | Address CP training gaps; strengthen faith, nutrition, WASH, education outcomes; deepen advocacy and local systems engagement | Future strategy will be evidence-driven, child-centered, and adaptive to contextual realities |

## 2.2.1. MINISTRY IMPACT

Over the past five years, WVT has made a significant ministry impact across resilience, education, WASH, health, and nutrition guided by a child- and community-centered approach.

- **Resilience and Livelihoods:** The proportion of households with at least one adult earning a regular income rose from 42.6% (2020) to 84.5% (2025), and 79.6% of households were able to recover to pre-disaster living standards, reflecting enhanced disaster preparedness. However, economic shocks from climate and inflation contributed to a decline in the proportion of caregivers able to provide adequately for their children from 73.9% to 49.3%, and a slight drop in year-round food security.

- **Education:** Alignment with national education reforms resulted in improved access and quality, particularly in early grade learning. Reading comprehension among Grade 3 pupils rose from 44% (2020) to 62% (2024), while capacity-building reached 7,800 parents (vs. 9,100 target) and 1,536 teachers (vs. 1,563 target). Infrastructure development further supported improved learning environments. Yet, dropout due to child marriage and family conflict remains a persistent barrier to completion.

- **WASH:** Under the 2021–2025 Business Plan, household access to basic drinking water improved from 17.4% (2020) to 40% (2025), and average daily water consumption reached 31.8 liters per person. Sanitation coverage rose to 33.1%, and 69.9% of targeted households gained handwashing services. Key enablers included strong technical teams, government engagement, and national advocacy. Institutional WASH, however, remains a critical gap, especially in schools and health facilities.

- **Health and Nutrition:** Stunting decreased from 39.1% to 35.8%, exclusive breastfeeding increased from 38.7% to 69.2%, and immunization coverage improved from 85.3% to 87.9%. These results were supported by community-level models like Positive Deviance Hearth (PDH), Nurturing Care Groups (NCG), and CMAM. However, adolescent health, facility-based nutrition interventions, and consistent community health worker engagement were under-addressed and will be prioritized in the next strategy. WVT's participation in national coordination platforms, co-financing initiatives, and joint implementation with the government has reinforced system-wide impact. As WVT transitions into its 2026–2030 strategy, priorities include: Addressing remaining equity gaps (e.g., adolescent health and child protection training); Scaling proven models across more regions; Strengthening multi-sectoral integration and enhancing accountability to children and communities.

### Faith and Development (F&D)

During the 2021–2025 strategy cycle, Faith and Development (F&D) served as a cornerstone of WVT's holistic approach to child well-being, strengthening spiritual nurture and positive parenting. Strategic partnerships were deepened through formal agreements with major religious institutions, including BAKWATA, and the successful implementation of the Spiritual Nurture of Children (SNC) model despite limited dedicated funding. WVT secured key grants such as TEA (USD 400,000) and PAISHA Faith & Livelihood (USD 1.7 million), enabling broader integration of faith-based approaches in economic empowerment and child protection. Looking ahead to 2026–2030, WVT will expand interfaith collaboration, adapt F&D models to address

emerging issues like digital harm, mental health, and gender inequality, and empower faith leaders as agents of sustainable community transformation.

WVT will scale interfaith collaboration, contextualize F&D models to address emerging threats such as digital exploitation, gender inequality, and mental health, and build the capacity of faith leaders to catalyze values-based transformation in alignment with SDGs and national development priorities.

## 2.2.2. MINISTRY FUNDING

WVT demonstrated strong performance in ministry funding throughout the strategy period, surpassing 100% of annual acquisition targets in FY22 and FY23, and achieving 95% in FY24. The drop to 38% in FY21 was attributed to pandemic-related disruptions. Recovery was made possible by robust proposal pipelines, partner diversification, and alignment with donor priorities



Targets Vs Achievements (US$ Milions)

Core strengths contributing to resource acquisition include: A national footprint across 18 regions and 41 district councils, serving nearly 20% of the population; Significant infrastructure assets, including cluster offices and area programs; A skilled workforce of over 500 staff and established government and faith-based partnerships.

WVT's success in securing funding from bilateral (e.g., GAC, USAID), multilateral (e.g., UNICEF, WFP), and philanthropic actors, as well as its growing collaboration with the private sector, affirms its capacity to manage large-scale, multi-sectoral programming.

In this strategy, WVT will deepen engagement with corporate and philanthropic donors; Enhance local fundraising through high-visibility campaigns and community giving; Strengthen donor stewardship and impact visibility and leverage faith networks and national presence to build long-term, strategic alliances

### 2.2.3 OPERATIONAL EXCELLENCE

World Vision Tanzania (WVT) has made significant progress in strengthening operational excellence during the 2021–2025 strategy period. Key milestones include deepened collaboration with local governments, churches, and community institutions, and the integration of digital tools such as Kobo Collect and the Dream Save app, which have improved field-level data collection, project tracking, and financial inclusion. These innovations have enhanced program visibility, timeliness of reporting, and accountability.

The Programme Quality Self Review and Organizational Assessment confirm improvements in community-level well-being and program quality. However, persistent operational challenges remain. These include financial constraints, donor restrictions on overhead cost recovery, unstable internet connectivity in remote areas, limited financial oversight, and inefficient procurement planning and execution.

To address these constraints and sustain impact, WVT will implement the following actions:

• Strengthen procurement planning and execution by increasing cross-functional collaboration between technical, finance, and supply chain teams. The goal is to implement a simplified, efficient procurement process that minimizes delays and reduces the cycle time from purchase requisition to purchase order delivery.

 • Address financial constraints through intentional project design that includes realistic cost structures and provisions for indirect costs. WVT will also scale National Resource Development (NRD) efforts and adopt an agile approach to securing grants and Private Non Sponsorship (PNS) funding, helping mitigate the effects of reduced sponsorship income due to Area Program phase-outs.

• Improve internet connectivity solutions in hard-to-reach areas through the deployment of hybrid systems, offline-capable tools, and mobile-based platforms to support real-time data entry, monitoring, and adaptive management.

• Strengthen internal controls and accountability mechanisms to minimize risks such as fraud, poor oversight, or financial misreporting. This includes investing in periodic audits, automated checks, and reinforcing compliance culture across all levels.

• Build robust MEL capacity through structured training and mentorship. All relevant staff and partners will be trained on tools such as Indicator Performance Tracking Tables (ITT) and Kobo Collect, with embedded strategies for gender and disability inclusion. Specialized M&E officers will provide ongoing coaching, while regular reflection workshops will ensure real-time learning and course correction.

• Leverage digital transformation and technology by integrating data analytics, AI-based decision support systems, and automation across program implementation and operational workflows. WVT will review and align job roles to support this transformation, and invest in capacity-building to cultivate a digitally proficient workforce.

### 2.2.4. PEOPLE, LEARNING AND GROWTH

While some constraints, particularly donor-imposed limits on overhead funding will persist, WVT will continue to engage donors in cost-sharing discussions and promote more flexible funding models. Program design going forward will integrate sustainability and operational realism, ensuring systems and structures can support long-term impact at scale. Through these targeted improvements, World Vision Tanzania aims to institutionalize operational excellence as a driver of program quality, accountability, and resilience, ensuring systems are fit-for-purpose in delivering sustained transformation for the most vulnerable children and communities

World Vision Tanzania (WVT) has made significant progress in fostering a strong organizational culture supported by a skilled and committed workforce. High levels of staff engagement have been sustained through regular feedback mechanisms such as *Our Voice* surveys, HR clinics, and town hall meetings, while gender diversity at managerial levels continues to improve. Supportive and collaborative leadership has enabled greater agility in adapting to external changes and enhancing stakeholder engagement. However, challenges such as staff turnover in emergency settings, increased mental health concerns, and external risks including recruitment fraud and

legal threats following donor fund cessations, continue to pose barriers to sustained growth and organizational stability.

To prepare its workforce for future demands, WVT is investing in digital readiness and capacity development. This includes revising job descriptions to align with strategic priorities and equipping staff with skills for automation, data-driven decision-making, and cross-functional collaboration. On-the-job coaching and structured learning opportunities are being expanded to close capacity gaps, boost motivation, and reduce attrition. These efforts are central to ensuring staff are not only equipped for today's roles but also prepared to lead the organization through future transitions.

Addressing staff retention and well-being remains a strategic priority. A comprehensive retention strategy has been introduced, including hardship allowances for remote deployments, competitive compensation, staff rotation for growth, and strict enforcement of leave policies to prevent burnout. Additionally, WVT has launched a mental well-being program with facilitated sessions on stress management and emotional resilience. Recognizing that mental health is critical to long-term performance, WVT plans to further integrate psychosocial support into its people management systems, ensuring that all staff feel valued, supported, and empowered to thrive.

# 3.    MINISTRY PRIORITIES

The World Vision (WV) Partnership's shared ministry goal is "the sustained well-being of children within families and communities, especially the most vulnerable". This section articulates the overall strategic goal; details each CWB issue vis-à-vis CWB objectives, and the "who" and "what" of the strategy. It also describes the contribution to the SDGs and national plans.

## 3.1.  STRATEGY GOAL

Grounded in strategic choices shaped by national landscape analysis, children's voices, and prayerful discernment, World Vision Tanzania (WVT) aims to **"Collaborate for transformative and sustainable impact of 3.4 million most vulnerable children by 2030."** This strategic goal reflects WVT's commitment to deepening its impact by focusing efforts where the greatest needs exist among children living in poverty, facing violence, exclusion, and vulnerability across both rural and emerging urban contexts. The strategy will prioritize regions with high child deprivation indicators, humanitarian risks, and untapped opportunities for systemic change. WVT intends to reach 3.4 million children through direct programming in sectors such as health and nutrition, education, child protection, WASH, and livelihoods. Additionally, more than 22 million adults and children will be impacted through policy and systems-level advocacy, aimed at influencing national priorities and resource allocations that benefit children at scale. This goal affirms WVT's intent to be a collaborative, community-anchored, and faith-driven organization that ensures no child is left behind. The strategic objectives were selected based on analyses of both the external and internal landscape, along with a review of the organization's Strengths, Weaknesses, Opportunities, and Risks (SWOR), government priorities, and the accomplishments of the previous strategy. This careful selection process aimed to address the issues affecting children's well-being. Additionally, it highlighted the key stakeholders involved in these efforts, including the community, systems, families or households, and the children themselves

## 3.2. PRIORITY CHILD WELL-BEING ISSUES

In response to the major findings of the national and internal landscape analysis, World Vision Tanzania (WVT) has prioritized three critical Child Well-Being (CWB) issues: high prevalence of malnutrition among children aged 0–5 years, increased school dropout and limited access to quality education, and the persistent challenge of child abuse. WVT acknowledges and affirms the relevance of prioritizing the three critical Child Well-being (CWB) issues: malnutrition among children aged 0–5 years, increased school dropout and limited access to quality education, and persistent child abuse, as these issues are consistently reflected across both national data and WVT's internal landscape analysis. This was further collaborated by the data from vulnerability mapping, program evaluation and Registered Children (RC) portfolio. This prioritization demonstrates not only the magnitude and urgency of these challenges, but also their intersectional impact on children's physical, emotional and developmental outcomes.

These child well-being issues were selected based on their scale, severity, geographical distribution, disproportionate impact on RCs, and their alignment with national development priorities, WVT's technical strengths, and opportunities for measurable impact.

The sharp rise in school dropouts, especially among boys, reflects a combination of economic stressors and inadequate learning environments. In 2022, over 182,000 boys dropped out, representing 55.2% of all dropouts, with Standard Four and Form Two showing the highest rates due to pressure from national assessments. This directly informs CWBO 7: Boys and Girls have equal access to education, and will be addressed through WVT's education programming that integrates teacher training, school infrastructure improvements, and parental engagement. The planned interventions address key child welfare challenges, including high dropout rates and access to early childhood education. Our strategy aims to ensure that every child develops foundational skills in a supportive environment through Early Childhood Development programs, while addressing malnutrition, which impacts both physical and cognitive growth. Also, the strategy strengthens child protection systems to safeguard against exploitation and abuse, fostering a safer and more nurturing environment for children in our community. The persistent issue of child abuse including violence, neglect, and exploitation continues to erode children's safety and rights, aligning with CWBO 3: Girls and boys are protected from violence. WVT's well-established child protection systems and policy advocacy platforms will be key in driving impact in this area.

Malnutrition remains a significant barrier to early childhood development, with nearly one in three children under five stunted. This priority links directly to CWBO 5: Boys and girls are well-nourished, and will be addressed through integrated nutrition, WASH, and caregiver livelihood interventions. Together, these three priorities are also underpinned by CWBO 1: Children experience the love of God and neighbors, reflecting WVT's commitment to holistic development, ensuring that children are loved, safe, healthy, and supported to reach their full potential.

Furthermore, the alignment noted between these priorities and the Child Well-Being Aspiration: "Experience the love of God and neighbors." The inclusion of CWB Objective 1, emphasizing that children are loved, safe, and supported, is strongly rooted in insights from the Spiritual Landscape

Assessment and WVT's ongoing faith-based engagement. By anchoring our strategic focus in both contextual realities and our mission ethos, we aim to ensure that all children, especially the most vulnerable, can thrive spiritually, emotionally, and physically. In this strategy, WVT will continue to apply this mission-aligned and evidence-driven focus through integrated, multi-sectoral interventions and collaborative partnerships, ensuring measurable and sustainable impact across these core CWB areas.

## 3.3. OUR IMPACT, OUR STORY (OIOS) THEMES AND SDG CONTRIBUTION

Table 6 provides a summary of prioritized Child wellbeing issues and their alignment to SDGs. The table outlines the alignment of selected CWB Issues with the Child Well-Being Objectives:

*Table 6: Priority CWB issues, Objectives, OIOS themes and SDG alignment*

| Priority CWB Issue/Objective | OIOS Themes | SDG Alignment |
|---|---|---|
| 1. High prevalence of malnutrition among children 0–5<br><br>CWBO 5: Boys and Girls are well-nourished | **Strategy: 5.1 Nutrition**<br>Programming (from the ToC)<br>14.1 Access to WASH Service by Community<br>14.2. Access to WASH services at Health & Education Facilities<br>9.2 Provide well for their family (Includes food security)<br>8.1. Self-Reported Household Resilience<br>8.2 Climate-aware household practices<br>19.1. Government Actions & Investment in CWB | SDG 1: No poverty<br>SDG 2: Zero hunger SDG 3: Good Health and Well-being<br>SDG 5: Gender Equality<br>SDG 6: Clean water and sanitation<br>SDG 10. Reduced Inequalities SDG 23: Climate action |
| 2. Increased school dropout/limited access to education<br>CWBO 7: Boys and girls have equal access to education | **Strategy: 6.3 Access to Education**<br>Programming (from the ToC)<br>16.1 Transform Attitudes and Social Norms<br>9.2 Provide well for their family (Includes food security)<br>6.4. Access to WASH in Education | SDG 4: Quality Education<br>SDG 5: Gender Equality<br>SDG 6: Clean water and sanitation<br>SDG 10 (Reduce Inequality) |
| 3. Issue: Child Abuse<br><br>Objective:<br>CWBO 3: Boys and girls are protected from all forms of abuse | **Strategy: 4.0 Overall Protection and Participation**<br>Programming (from the ToC)<br>19.1 Government Actions & Investment in CWB<br>16.1 Transform Attitudes and Social Norms<br>10.3 Nurturing Care<br>18.1 Advocacy Efforts<br>18.2 Evidence Evidence-Based for Advocacy & Policy<br>13.1 Community Child Protection Structures and Mechanisms 7.0 Overall disability and gender inclusion<br>3.3 Lead Change<br>1.2 Relationship with Others | SDG 16. Peace, justice, and Strong Institutions SDG 5: Gender Equality SDG 10 (Reduce Inequality) SDG Target 5.2: Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.<br>SDG Target 5.3: Eliminate all harmful practices, such as child, early, and forced marriage and female genital mutilation.<br>SDG Target 16.2 (End Abuse, exploitation, trafficking, and all forms of violence against children), |

## 3.4.  MOST VULNERABLE CHILDREN (MVC)

Complex, overlapping vulnerabilities. Tanzanian children face deepening multidimensional risks due to gender inequality, social exclusion, climate change, urbanization, and fragility. Nearly 29% of girls are married before 18, 5% do so before 15, while rural teenage pregnancy rates reach 32%, compared to 19% in urban areas. Climate shocks further exacerbate risks; evidence from East and Southern Africa suggests drought can increase child marriage by roughly 3%, and climate-induced displacement disrupts education and safety (girlsnotbrides.org, 2023).

Strained services and rising threats. Children from marginalized groups, girls, those with disabilities, orphans, and rural residents are least likely to access vital services like education, healthcare, and sanitation. Rapid urbanization has worsened this by creating overcrowded informal settlements with poor infrastructure and heightened exposure to violence. Additionally, 28% of Tanzanian women report having experienced childhood sexual abuse, and 38% report domestic violence, demonstrating how deeply entrenched gender-based violence undermines child well-being.

Need for a holistic, multisectoral response. Addressing Tanzania's child vulnerability crisis requires integrated programming across gender equality, climate resilience, inclusive urban planning, and governance. UNICEF efforts in 2024 supported over 154,000 vulnerable children, 51% of whom were girls, in learning and skills development (open.unicef.org). National strategies, such as the Plan of Action to end violence and marriage before 18, and climate adaptation frameworks (NAPAs, NDCs), show progress but need further alignment and investment. Targeted Most Vulnerable Children (MVC) mapping that reaches girls, children with disabilities, and those in climate affected areas is essential yet often limited by logistical and financial constraints. Success hinges on sustained, gender-transformative, cross-sector collaboration and stronger policy inclusion to safeguard Tanzania's children

## 3.5.  GEOGRAPHICAL FOCUS AND REACH

World Vision Tanzania (WVT) has identified 20 priority regions i.e. Dodoma, Kigoma, Simiyu, Singida, Geita, Mwanza, Shinyanga, Kagera, Mara, Morogoro, Iringa, Songwe, Tanga, Manyara, Tabora, Arusha, Dar es Salaam, Lindi, Mtwara, and Ruvuma for the implementation of its 2026–2030 strategy. These regions were selected based on high levels of child vulnerability and the presence of long-term programmatic infrastructure. Informed by landscape analysis, WVT will also pursue strategic expansion into new wards, districts, urban areas, and currently non operational regions as funding opportunities emerge.

The strategy sets a target to directly reach 3.4 million Most Vulnerable Children (MVCs) over the strategy period. This target reflects the cumulative reach achieved in the 2021–2025 strategy cycle, with a slight geographic expansion, and is guided by MVC marker rates, Registered Children (RC) portfolio trends, and child population data in the targeted areas. WVT's age-differentiated approach ensures developmental relevance: children aged 0–5 will benefit from nutrition, WASH, child protection, and livelihoods programs; those aged 6–11 will receive support in education, livelihood and spiritual nurture; while adolescents aged 12–18, and youth aged 19– 24, will benefit from interventions in education, child protection, sexual and reproductive health and rights (SRHR), and economic empowerment. Based on the Tanzania population distribution percentages in the targeted location, WVT intends to reach specifically 800,000 (0-5 years old children); 1,000,000(6-11 years old children); 1,000,000(12-18 years old adolescents and youth and also 600,000 (18 – 24 Youth). Meaning more interventions will need to target the majority of adolescents and youth in the targeted areas, also building on what has already been done in the previous strategy.

Registered Children will continue to play a central role in monitoring progress and outcome measurement, while MVC saturation levels will guide decisions on geographic coverage to ensure deeper, more sustainable impact in the most underserved areas.

## 3.6. CONTRIBUTION TO NATIONAL SDG PLAN AND GLOBAL IMPACT FRAMEWORK

World Vision Tanzania (WVT) will contribute significantly to the Sustainable Development Goals (SDGs) through the implementation of its priority Child Well-Being (CWB) objectives and corresponding Our Impact, Our Story (OIOS) themes. Grounded in the national development agenda and Tanzania's SDG implementation plan, WVT's strategy aligns its interventions with critical national priorities such as ending poverty, improving nutrition, increasing access to education, and ensuring protection and inclusion of children.

*Table 7: Alignment of WVT Strategic Objectives with CWBOs, SDGs, and OIOS Themes*

| Strategic Focus Area – CWB Issue | CWBO (Child Well-Being Objective) | Linked SDGs | OIOS Theme Alignment | WV Global Impact Framework Alignment | Impact Focus / GoT Vision 2050 Linkage |
|---|---|---|---|---|---|
| Improved child nutrition and health (addressing malnutrition) | CWBO 5: Children are well-nourished | SDG 2 (Zero Hunger), SDG 3 (Good Health), SDG 6 (Clean Water & Sanitation) | 5.1 – Nutrition, Inclusive WASH, Household Resilience | GIF Pillar: *Child Health & Nutrition* – focus on reducing stunting, promoting safe WASH, and resilience | Maternal and child nutrition, WASH access, disease prevention, and resilience-building. Vision 2050 linkage: Human capital development and health systems strengthening to eradicate malnutrition and stunting by 2050. |
| Protection from abuse and violence (addressing child abuse) | CWBO 3: Girls and boys are protected | SDG 16.2 (End abuse, exploitation, and violence) | 4.0 – Protection and Participation | GIF Pillar: *Child Protection & Participation* – safeguarding children from abuse, neglect, and exploitation | Child protection, community-based safety systems, legal/ policy engagement. Vision 2050 linkage: Promotes a safe, just, and inclusive society with zero tolerance for child abuse and exploitation. |
| Equitable access to quality education (addressing high school dropout rates) | CWBO 7: Primary school children can read (expanded to secondary transition & completion) | SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 1 (No Poverty) | 6.3 – Access to Education | GIF Pillar: *Education & Life Skills* – literacy, girls' education, and youth empowerment for lifelong learning | Inclusive education, literacy, girls' retention, transition to higher learning. Vision 2050 linkage: Knowledge-based economy with universal access to secondary and tertiary education; elimination of dropout linked to poverty, gender, and rural-urban disparities |
| Multidimensional vulnerability targeting (cross-cutting for all three issues) | Cross-cutting across CWBOs | SDG 10 (Reduced Inequalities), SDG 1 (No Poverty), SDG 13 (Climate Action) | Integrated across all OIOS themes | GIF Cross-Cutting: *Most Vulnerable Children (MVCs), Gender Equality, Disability Inclusion, Climate & Fragility* | Prioritization of MVCs, children with disabilities, and climate-affected households. Vision 2050 linkage: Equitable and inclusive national development leaving no child behind. |

# 4.    IMPLEMENTATION AND SUSTAINABILITY CONSIDERATIONS

WVT defines sustainability as the ability to maintain and enhance outcomes and development gains achieved with external support, even after that support has concluded. Within this strategic framework, WVT emphasizes sustainability as a foundational principle for all programming, aligning closely with World Vision's mission and the broader aspirations of the Our Promise strategy. Sustainability is not treated as an endpoint but as a process embedded throughout the program cycle, i.e., from design and implementation to transition and eventual community ownership. WVT has a strong track record of strengthening the project management and technical capacity of local organizations and government agencies. The proposed strategy aligns with existing investments, national frameworks, and guidelines, leveraging current infrastructure and networks to ensure long-term sustainability.



To ensure lasting impact, WVT in this strategy has adopted strategic choices that integrate sustainability into three core mission-mandated imperatives: education, nutrition, and child protection. In the education sector, long-term outcomes focus on motivating children to attend and remain in school, encouraging parents to take an interest in the monitoring of learning outcomes of their children, underpinned by access to inclusive and enabling learning environments. For nutrition, sustainability is framed around household self-reliance, with goals for families to consistently provide diversified and safe food through resilient income sources. In child protection, the strategy promotes the adoption of positive socio-cultural norms, with government and community actors recognizing, prioritizing, and actively participating in child protection initiatives, with the inclusion of children with disabilities.

WVT is committed to delivering sustainable, high-impact programming through a unified and integrated framework that addresses prioritized Child Well-Being (CWB) objectives. Guided by its Theory of Change (ToC), WVT operationalizes strategic choices using a phased implementation model that incorporates the new DMEAL approaches of layering and sequencing interventions. This model allows for efficient resource use and community engagement, starting with WVT-led implementation and technical leadership, progressing through a transition phase of local capacity strengthening, and culminating in full ownership by communities and local partners. Key focus areas include co-financing, systems strengthening, and accountability, with a vision for long-term sustainability driven by community leadership.

To ensure effective implementation of the localization agenda, WVT is investing in internal capacity building, enhancing staff skills, optimizing operational systems, and strengthening monitoring and evaluation frameworks. These efforts are complemented by deepening partnerships with government agencies, local NGOs, faith-based groups, and community structures. Program ownership is embedded from the outset to ensure community involvement and resilience. In parallel, WVT is incorporating co-financing mechanisms early in the program lifecycle, mobilizing resources from local stakeholders to encourage shared responsibility and long-term commitment.

Core project models are being simplified to maintain technical integrity while improving adaptability and scalability for local actors.

Looking ahead, WVT aims to scale integrated, blended funding models that align with its intervention logic and reinforce the layering and sequencing approach. By strategically aligning multiple funding streams and sectoral interventions, WVT can deliver immediate results while laying the groundwork for sustained, community-led impact. The organization will utilize the Sustainability Composite Score1 to measure long-term effectiveness and community capacity for continuous improvement. Through this integrated and adaptive strategy, WVT reaffirms its dedication to transforming the lives of the most vulnerable children across Tanzania in a holistic, locally owned, and enduring manner.

## 4.1. LIVING OUT OUR CHRISTIAN FAITH AND CALLING WITH BOLDNESS AND HUMILITY

This section outlines the strategic priorities, key interventions, and anticipated risks and challenges associated with each objective under Strategic Imperative 1 (SI1): Living Out Our Christian Faith and Calling with Boldness and Humility. These efforts aim to strengthen spiritual nurture, embody Christian values in action, and deepen partnerships with churches and faith actors in service to the most vulnerable:

*Table 8: Strategic Initiative 1 – Implementation Strategy*

| SI 1 Objectives | Strategic Priorities | Strategic Interventions/Activities (merged into 3 key points) | Risks/Challenges |
|---|---|---|---|
| Staff | Equip leaders and staff to live out their faith authentically | - Conduct orientation for new staff and ensure completion of Mission Immersion Programme (MIP) - Create opportunities and platforms for staff prayer and faith expression - Assess needs and provide tailored devotional resources for capacity building | - Values may not be internalized without a lived example - Prayers are voluntary and may have low participation - Limited uptake or impact of devotional materials |
| Programmes | Strengthen and scale faith-integrated project models | - Train staff on F&D models (e.g., Channels of Hope, Celebrating Families and Empowered World view), and integrate spiritual nurture in program designs - Develop and contextualize new models for emerging issues (e.g., climate justice, disability inclusion) - Document and disseminate evidence of impact, and create learning loops for model refinement | - Limited understanding of F&D models by staff - Difficulty in measuring spiritual outcomes and risks of exclusion in multi-faith settings - Resource constraints for research, scaling, and contextualization |
| Communications | Ensure consistent and inclusive communication of Christian identity | -Develop and train staff on messaging guidelines tailored to different audiences - Integrate faith stories and testimonies into materials and platforms - Conduct regular orientations on Christian commitment and values | - Risk of misinterpretation or perceived proselytization - Balancing faith expression with inclusivity across contexts - Limited staff comfort or skill in faith communication |
| Partnerships | Deepen collaboration with churches, faith leaders and faith-based organizations | - Facilitate interfaith dialogues and joint development initiatives - Equip faith leaders on child protection, gender, and holistic well-being using tools like Channels of Hope - Establish advisory groups and collaborate on spiritual nurture in Area Programs | - Theological differences may limit unity and collaboration - Some faith actors lack technical development capacity - Politicization or resistance from non-faith partners |

1   The Sustainability Composite Score (SCS) is a strategic tool employed by World Vision Tanzania to assess and enhance the sustainability of its development initiatives. Its implementation aligns with World Vision Tanzania's broader efforts to promote sustainable development, particularly in areas such as water access, agriculture, and community resilience. It reflects a composite index capturing multi-sector performance, economic, environmental, health, governance, and social dimensions. By integrating interventions under THRIVE, empowering communities, aligning with national development agendas, and using data-driven metrics, WVT applies the SCS to guide, monitor, and strengthen the long-term sustainability of its programs in Tanzania.

## 4.2. FOCUSING OUR MINISTRY FOR GREATER RESULTS

To deliver greater impact for the most vulnerable children in Tanzania, World Vision Tanzania (WVT) is intensifying its focus on Transformational Development (TD) and Disaster Management (DM) across fragile, stable, urban, and rural contexts. The greatest barriers to sustained child wellbeing in Tanzania include food insecurity and malnutrition, limited access to inclusive education, child abuse and violence, economic fragility, gender inequality, disability-based exclusion, and the worsening effects of climate change. These challenges are exacerbated by rising urbanization, disease outbreaks, fragile political environments, and displacement crises. WVT will respond by scaling proven, evidence-based models, deepening community engagement, and leveraging adaptive and agile approaches tailored to varied contexts.

### GEDSI

WVT's strategic priorities are anchored in three Child Well-Being Objectives (CWBOs) on nutrition, education, and child protection. These are implemented through core project models and aligned with the Sustainable Development Goals and the World Vision Global Impact Framework. To enable effectiveness in fragile and changing environments, WVT will embed climate change adaptation (CCA), gender equality, disability, and social inclusion (GEDSI) across all programming. Humanitarian preparedness and response will be enhanced by working closely with government bodies, including the newly established Regional and District Disaster Risk Management Committees. This collaboration will strengthen national capacity for disaster risk reduction and emergency response.

Gender and disability disparities remain a critical driver of exclusion. WVT will translate insights from the vulnerability mapping into deliberate inclusion strategies ensuring that girls, adolescent mothers, and young people with disabilities in both rural and urban settings benefit equitably from education, livelihoods, and protection interventions. Programmatic choices will prioritize gender transformative approaches, safe spaces, accessible digital skills training, and leadership pathways for marginalized youth, with robust accountability mechanisms to measure inclusive outcomes.

### Household and Community Resilience

WVT's partnership with Vision Fund Tanzania is a strategic pillar in advancing household and community resilience. The expansion of Savings for Transformation (S4T) groups, together with the Ultra-Poor Graduation model and tailored financial products, will deepen economic empowerment, particularly for women, youth, children, and adults with disabilities. These economic strategies will be intentionally linked with education, child protection, and nutrition outcomes, reinforcing WVT's holistic approach to child well-being.

To promote consistency and accountability, WVT will aim for at least 80% alignment with approved project models across its Area Programs and grants. Proven approaches such as Empowered Worldview (EWV), Citizen Voice and Action (CVA), Channels of Hope (CoH), Celebrating Families (CF), and Child Protection and Advocacy (PROTECT) will be integrated to strengthen spiritual nurture, community ownership, and systemic change. Innovation will be a key enabler in the next strategy cycle, with WVT investing in scalable, sustainable solutions that address poverty's root causes. The innovation goal is to accelerate context-responsive, cost-effective, and impact-driven models that can be replicated across diverse regions, including urbanizing areas

Finally, WVT will implement its Adaptive Programme Approach (APA) to ensure strategic cohesion across transformational development, advocacy, and humanitarian responses. This approach includes proactive scenario planning, flexible programming, and annual strategy reviews to adapt to emerging issues such as refugee movements, health epidemics, climate shocks, and political transitions. A key enabler of this approach is the Sponsorship Foundation Package, which ensures consistent delivery of core services and engagement in communities with Registered Children (RCs), while laying the groundwork for sustainable, community-led development.

To reinforce long-term sustainability, WVT will continue to invest in the Partner of Choice initiative, deepening collaboration with churches, communities, local governments, civil society, and faith-based organizations. These partnerships are central to ensuring that WVT's ministry remains locally rooted, inclusive, and responsive. By transitioning leadership and ownership of programs to local actors supported by sponsorship and grant integration, WVT aims to deliver transformative results that are not only impactful in the short term but sustained beyond WVT's presence in the long term.

**Urban Programming**

The external landscape analysis highlights a rapidly evolving vulnerability profile in Tanzania, calling for deliberate recalibration of WVT's programmatic approaches. While our historical footprint has been predominantly rural, the accelerating pace of urbanization demands a shift in operating models, partnerships, and staffing to effectively respond to the rising vulnerabilities in urban and peri-urban contexts. This will involve strengthening collaboration with municipal governments, faith-based actors, urban youth associations, and private sector innovators to deliver scalable solutions in informal settlements where overcrowding, unemployment, and service gaps intersect. Staffing models will also adapt, with urban-focused expertise in livelihoods, social protection, and digital innovation complementing WVT's traditional rural program strengths. WVT is intensifying its programming in rapidly urbanizing areas, with a specific focus on adolescents and youth. A recent vulnerability analysis showed that urban migrants and young people are among the most at-risk children in Tanzania (wvi.org). Building on evidence-based models like the AHADI project, WVT will expand urban initiatives that boost access to inclusive education, health services, particularly adolescent sexual and reproductive health, and economic opportunities. These programs aim to empower urban youth, equipping them with vocational and life skills and strengthening support systems to reduce exploitation, violence, and exclusion of all critical barriers to child well-being.

**Regreening Initiatives**

As part of its resilience and livelihoods portfolio, WVT is scaling up regreening and land restoration across rural and peri-urban contexts to address climate-related threats such as droughts, floods, and ecosystem degradation. Activities include re-afforestation, sustainable land management, and the creation of agroforestry and climate-smart agriculture models. These efforts are linked to improved food security, nutrition outcomes, and income generation, while also contributing to healthier ecosystems that support long-term community climate resilience.

**Blue Economy**

Engagement Recognizing the vital role of coastal and freshwater systems in Tanzania, WVT is integrating blue economy principles into its livelihood interventions. This includes promoting sustainable fisheries management, aquatic ecosystem restoration, and nature-based enterprise opportunities for coastal communities. By enhancing marine biodiversity conservation and fostering value chains in

fisheries and related micro-enterprises, WVT seeks to bolster economic resilience in line with its strategic CWBO goals tied to nutrition, economic empowerment, gender equality, and disability inclusive approaches.

**Adolescent & Youth Programming**

Recent data confirms that Tanzania has one of the youngest populations globally, with approximately 43% of the population under 15 years of age and an estimated 40% residing in urban areas (Census, 2022). Projections by the World Bank and Worldometer suggest the share of the youth population will remain consistently high, with 44.8% under 15 projected for 2025. This demographic presents both a challenge and an opportunity for sustainable development. In response, World Vision Tanzania (WVT) is expanding its adolescent and youth programming to meet the evolving needs of this rapidly growing segment across rural, urban, and humanitarian contexts.

WVT's interventions for adolescents and youth include sexual and reproductive health and rights (ASRHR) services, life skills and vocational training, and both formal and non-formal education pathways. Special attention is given to marginalized youth, including young mothers, youth with disabilities, and urban migrants living in informal settlements, ensuring that programming is inclusive, accessible, and rights-based. Programs are further strengthened through integrated models such as Empowered Worldview (EWV), Channels of Hope (CoH), and Citizen Voice and Action (CVA), which nurture spiritual growth, foster civic engagement, and equip youth to be agents of transformation in their communities.

This youth-focused programming is underpinned by WVT's Child Sponsorship model, which provides a stable foundation for layered investments in life skills, protection, and education particularly for adolescents in vulnerable families. Sponsorship-funded activities help ensure continuity of services through key life transitions, while enabling community structures to support adolescent well-being. Additionally, Vision Fund Tanzania plays a critical role in promoting economic resilience for youth and caregivers through access to youth-friendly microfinance, savings groups, and entrepreneurship training, facilitating pathways to self-reliance. Through these integrated approaches, WVT is investing in a generation of young people who are equipped, empowered, and spiritually grounded to lead change in their families, communities, and nation

## 4.3. COLLABORATE AND ADVOCATE FOR BROADER IMPACT

WVT is intensifying its efforts to collaborate and advocate alongside governments, civil society, faith actors, the private sector, and peer organizations to promote the sustained well-being of children, especially the most vulnerable. These efforts align closely with the Sustainable Development Goals (SDGs), particularly SDG 2: End hunger, achieve food security, and improve nutrition. By fostering multi-sector partnerships and reinforcing national-to-local linkages, WVT aims to position itself as a Fit for Partnering organization, capable of driving systemic, child-focused transformation.

WVT will continue collaborating with the Tanzania Ending Child Marriage Network (TECMN) and other key stakeholders to advocate for the review and amendment of the Law of Marriage Act of 1971, which currently allows girls to marry at the ages of 15 and 14 with parental and court consent respectively. The focus will be on aligning the legal minimum age of marriage with the Law of the Child Act R.E 2019, ensuring that no girl is married before the age of 18.This will involve coordinating and engaging in advocacy initiatives at both national and local levels, conducting evidence-based policy dialogues, and mobilizing communities to influence legislative reform and promote the rights and well-being of girls across Tanzania.

The ENOUGH Campaign is a key advocacy initiative that will contribute directly to the achievement of WVT's three prioritized Child Well-Being Objectives: Nutrition, Child Protection, and Education. The campaign will mobilize communities, children, influencers, and policy makers to demand increased public investment and accountability for child nutrition and well-being. Through targeted advocacy, ENOUGH will push for the implementation of national nutrition policies and school meal programs, fulfilling commitments made by the government during the Nutrition for Growth (N4G) Summit 2025. These efforts will contribute directly to improved nutrition outcomes by ensuring access to adequate, safe, and diverse food for children and building household and school environments that promote healthy development.

In the Child Protection sector, the campaign will spotlight the hidden links between malnutrition and child neglect or abuse in advocating for stronger safety nets and child-sensitive budgeting. It will engage faith actors and community leaders to challenge harmful practices and social norms that contribute to vulnerability, while supporting systems that protect children from violence, exploitation, and exclusion. By ensuring children's voices are amplified, the campaign will also empower them to advocate for their protection rights, enhancing their agency and participation in community decision-making.

Within Education, ENOUGH will advocate for improved school feeding and WASH facilities in schools as an essential driver for attendance, retention, and learning outcomes. The campaign will push for the integration of nutrition and child protection components in education programming, recognizing that well-nourished, safe children are better able to learn and thrive. Platforms such as Citizen Voice and Action (CVA) and child-led advocacy groups will be scaled to enable students and caregivers to hold duty bearers accountable for education quality and access, especially for girls and children with disabilities.

 In this new strategy, WVT intends to strengthen its advocacy capabilities through enhanced use of Advocacy Strategic Measures (ASM), Annual Impact Measurement (AIM), and the CVA database, which provide actionable insights for policy engagement. Strategic partnerships with key stakeholders such as UNICEF, WFP, the World Bank, Tanzania Federation of Disabled People's Organization (SHIVYAWATA), and the Tanzania Joining Forces Alliance will support evidence based influencing. In parallel, WVT will continue to invest in faith-based advocacy, mobilizing churches and faith networks to act as catalysts for societal transformation in support of children.
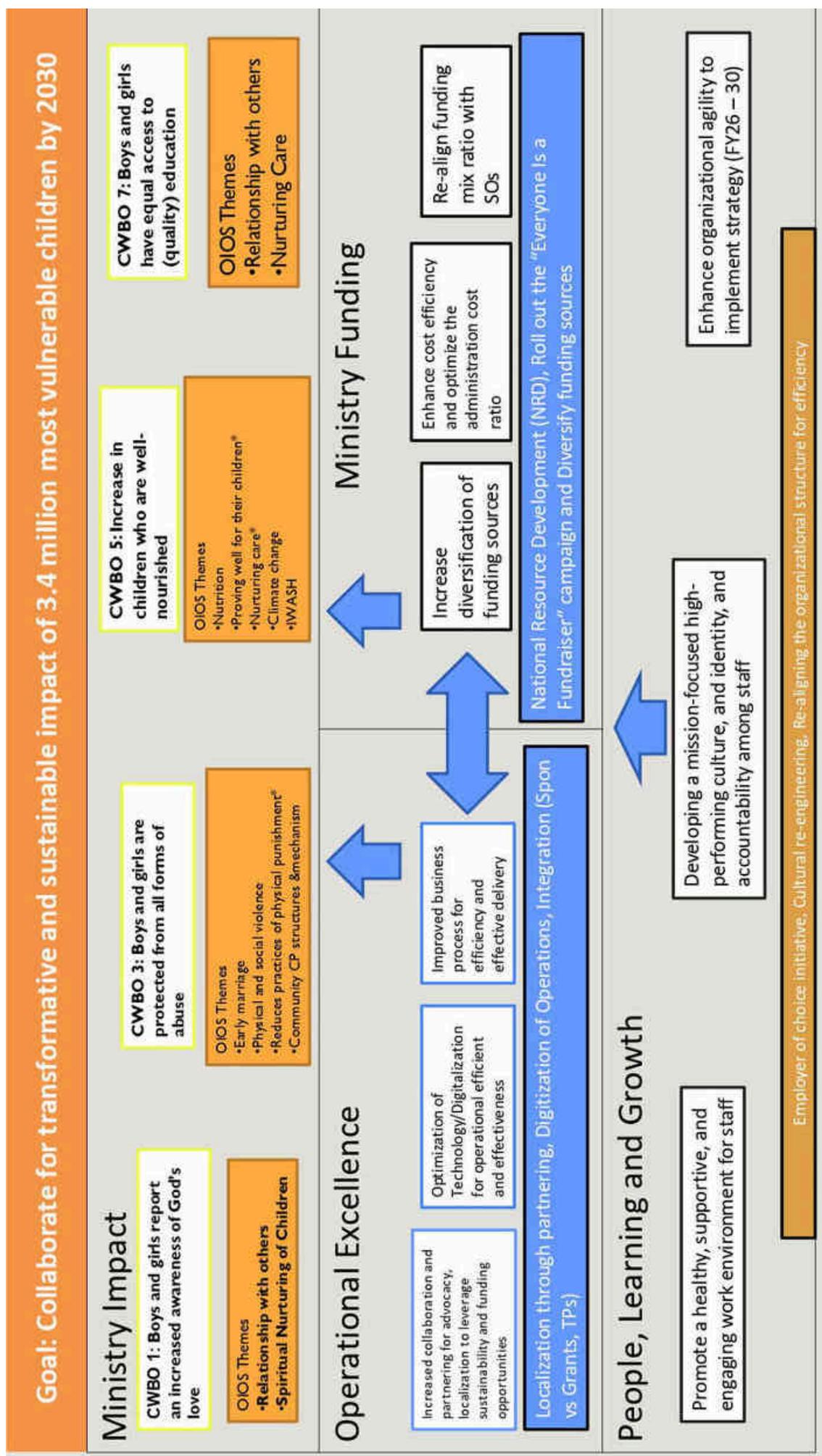
By aligning national-level advocacy with community realities and by connecting local voices to global platforms, WVT's approach ensures that child well-being is championed across all levels. The ENOUGH Campaign, together with robust advocacy models and strategic collaborations, will accelerate progress toward sustained well-being for all children in Tanzania

## 5. STRATEGY MAP

This part provides a clear and holistic overview of our strategic direction in a Map indicating the four key perspectives from the Global Strategy Scorecard, i.e., Ministry Impact, Ministry Funding, Operational Excellence, and People, Learning & Growth. This map enables World Vision Tanzania to visualize how various strategic priorities and initiatives are interlinked to drive sustained impact for the well-being of children, while ensuring organizational effectiveness, financial sustainability, and continuous capacity strengthening.

**Figure 1. WVT Strategy Map**



### Goal: Collaborate for transformative and sustainable impact of 3.4 million most vulnerable children by 2030

**Ministry Impact**

CWBO 1: Boys and girls report an increased awareness of God's love

OIOS Themes
• Relationship with others
• Spiritual Nurturing of Children

CWBO 3: Boys and girls are protected from all forms of abuse

OIOS Themes
• Early marriage
• Physical and social violence
• Reduces practices of physical punishment*
• Community CP structures &mechanism

CWBO 5: Increase in children who are well-nourished

OIOS Themes
• Nutrition
• Proving well for their children*
• Nurturing care*
• Climate change
• IWASH

CWBO 7: Boys and girls have equal access to (quality) education

OIOS Themes
• Relationship with others
• Nurturing Care

**Operational Excellence**

Increased collaboration and partnering for advocacy, localization to leverage sustainability and funding opportunities

Optimization of Technology/Digitalization for operational efficient and effectiveness

Improved business process for efficiency and effective delivery

**Ministry Funding**

Increase diversification of funding sources

Enhance cost efficiency and optimize the administration cost ratio

Re-align funding mix ratio with SOs

Localization through partnering, Digitization of Operations, Integration (Span vs Grants, TPs)

National Resource Development (NRD), Roll out the "Everyone Is a Fundraiser" campaign and Diversify funding sources

**People, Learning and Growth**

Promote a healthy, supportive, and engaging work environment for staff

Developing a mission-focused high-performing culture, and identity, and accountability among staff

Enhance organizational agility to implement strategy (FY26 – 30)

Employer of choice initiative, Cultural re-engineering. Re-aligning the organizational structure for efficiency

32

# 6. STRATEGIC OBJECTIVES

## 6.1. MINISTRY IMPACT

World Vision Tanzania's ministry impact reflects its holistic approach to improving the lives of the most vulnerable children, families, and communities through integrated spiritual, social, and economic interventions. By combining faith-based engagement with sectoral excellence in education, health, nutrition, child protection, and livelihoods, WVT has delivered measurable and sustainable change. Its ministry efforts are grounded in strong local partnerships, community empowerment, and alignment with national development goals, ensuring that transformation is both meaningful and enduring.

## 1. MINISTRY IMPACT PERSPECTIVE

### CWBO 1. Boys and girls report an increased awareness of God's love and hope

This will contribute to Goal 16 by promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable, and inclusive institutions at all levels.

Direct Programming Reach Target: 1,000,000 children

*Table 9: OIOS Themes & L1 Indicators for CWBO 1*

| OIOS Theme | Key Interventions | Enabling Core Project Model | Meta-Indicator |
|---|---|---|---|
| OIOS 4: Overall God's Love & Hope | - Spiritual Nurture of Children (SNC)- Faith-leader engagement in child well-being- Faith-based parenting | Spiritual Nurture of Children (SNC)Channels of Hope (CoH) | Number of children reached by World Vision's faith-based approaches, including SNC |
| OIOS 5: Relationship with God | - Children's Bible clubs- Life skills with spiritual content- Faith-inspired mentoring | Empowered Worldview for Children and adolescents (EWV)SNC | Proportion of boys and girls (12–18 years) who report experiencing God's love |
| OIOS 6: Relationship with Others | - Parenting for lifelong health- Intergenerational dialogues- Peer group conflict resolution | Celebrating families | Proportion of boys and girls (12–18 years) with positive and peaceful relationships with parents/caregivers |

| Key Interventions & Core Project Models | |
|---|---|
| Key Intervention | Enabling Project Model |
| Holistic and Systematic (Age Appropriate, progressive) spiritual nurture of children sessions | Relational Space for Children, SNC, Dare to Discover, Valuing Children (VC |
| Support community agents of Transformation and community groups to prepare community action plans that address root cause issues identified and agreed | Empowered World View (EWV), Channels of Hope (COH |
| Workshops/ events for parents and caregivers (with couples, or with extended family members) organized with the focus on how parents can better support children's holistic development | Celebrating Families (CF), Peace Building |

## CWBO 3: Boys and girls are protected from all forms of abuse

Direct Programming Reach Target: 1,000,000 children

*Table 10 : OIOS Themes & L1 Indicators for CWBO3*

| OIOS Themes | | CPM | Key Interventions |
|---|---|---|---|
| Policies, systems and legal framework functional and enforced by duty bearers 19.1 and 0.0.2 (OIOS 2) | (OIOS 2.) Number of vulnerable children reached through policy changes to which World Vision made a significant contribution and of which there is evidence of implementation | CVA, PROTECT, COH-CP, EWV, | Social accountability and community mobilization |
| | (OIOS 152.) Number of budgetary changes related to allocating, increasing or defending government funding to which World Vision has made a significant contribution | | Policy influence and Institutional strengthening |
| | (OIOS 15.) Number of children and adolescents who meaningfully participate in actions that support advocacy, mobilization and campaign initiatives | | Empowerment and inclusion of adolescents and children |
| Communities practice positive Social Cultural Norms. 16.1 (OIOS 144) | (OIOS 144.) Proportion of Direct Participant Faith Leaders who took action to influence positive social norms for child well-being | CoH-CP and Gender, EWV EWV for adolescence, | Influencers and Faith actors' engagement in advocacy and policy influence Capacity building |
| | (OIOS 146.) Proportion of community members participating in attitude/ behavior change sessions on child protection issues | Dare to discover for life skills, CF, PROTECT, | through equipping community members with skills to lead change |
| | (OIOS 6). Proportion of boys and girls (12-18 years) with positive and peaceful relations with their Parent(s)/caregivers | PROTECTPROTECT, SNC EWV for adolescents Men care | |

## CWBO 5: Increased in children who are well-nourished (Theme 5.1; OIOS 160)

Direct Programming Reach Target 3,400,000

*Table 11 : OIOS Themes & L1 Indicators for CWBO 5*

| OIOS THEMES | INDICATORS | CPM | KEY INTERVENTIONS |
|---|---|---|---|
| Households provide well for their children (including food security) (OIOS Theme 9.2) | OIOS63 Proportion of Households with alternative and risk diversified source of income OIOS162 Proportional of households living below the international poverty line of $ 2.15 per person per day OIOS81: Proportion of households facing moderate or severe food insecurity according to the Food Insecurity Experience Scale Global Standard Scale (FIES-GSS) | S4T, MF, BSL/IM4C, Regreening/FMNR | 1. Promote financial inclusion and enterprise development 2. Promote market access, food security and consumption of safe food 3. Enhance climate resilience and environmental sustainability |

| OIOS THEMES | INDICATORS | CPM | KEY INTERVENTIONS |
|---|---|---|---|
| Sustained reduction of micronutrient deficiencies among vulnerable groups (OIOS Theme 5.1) | OIOS 160: Prevalence of underweight in children under five years of age Prevalence of Stunting<br><br>OIOS 29: Number of children reached by World Vision (WV) supported nutrition programming<br>OIOS 93: Proportion households with women actively engaged in decision making | CHW Programming, EWV, NCG, CVA/SBCC, EWV, CoH-Gender, CF, BSL, CVA, IWASH | 1. Enhance Micronutrient Supplementation and Fortification<br>2. Promote Nutritious Diets Through Local and Fortified Foods<br>3. Enhance Community-Based Nutrition Platforms<br>4. Empower Communities and Build Capacity<br>5. Implement Action Learning on supplementation and food fortification |
| Communities with healthy and thriving children (OIOS Theme 14.0) | OIOS 123: Number of people reached by World Vision (WV) supported programming on WASH<br><br>OIOS 124: Number of people reached by World Vision (WV) supported programming on health | CHW, NCG, BSL/iM4C, Sanitation Marketing, Social and Behavior Chanel Communication, SWASH Clubs, Co financing, IWASH Core project Model, Baby WASH, GMP, PDH, CMAM, | 1. Strengthening Community-Based Health and Nutrition Systems<br>2. Expanding Community Engagement and Behavior Change Initiatives<br>3. Enhancing Supply Chain, Supervision, and Food Security Measures<br>4. Facilitate access of water, sanitation and hygiene services to community and institutional.<br>5. Promote sanitation and hygiene practices |
| Enhanced policy implementation on budget disbursement for nutrition interventions (OIOS Theme 19.1) | OIOS 152: Number of budgetary changes related to allocating, increasing or defending government funding to which World Vision has made a significant contribution<br><br>OIOS 153: Number of policy changes to which World Vision has made a significant contribution | Policy Advocacy/CVA | 1. Policy influence and Institutional strengthening |

## CWBO 7: Boys and girls have equal access to education
Direct Programming Reach Target: 1,500,000 children

*Table 12: OIOS Themes & L1 Indicators for CWBO 7*

| OIOS THEMES | INDICATORS | CPM | KEY INTERVENTIONS |
|---|---|---|---|
| Children motivated to attend and remain at school (Theme 6.3: OIOS 43 | **Theme: 2.1 OIOS 10-** Number and percentage of female and male adolescents who report improved self-efficacy<br><br>**Theme: 6.1 OIOS 44**<br>Proportion of pre-school-aged children (0-3 and 3-6 years) who are developmentally on track<br>**Theme: 9.2.1 OIOS 80.**<br><br>Proportion of parents/caregivers who provide well for their children | IMPACT Plus Unlock Literacy, (Reading clubs)<br><br>CATCH UP Program (CUP) EWW for adolescents, Learning Roots, Go Baby Go, EWW for adults,CVA, CP&A | 1. Implement capacity building on life skills and vocational training for adolescents<br><br>2. Strengthening community engagement among parents and caregivers to enhance children's learning outcomes<br><br>3. Strengthening the support teachers and volunteers' capacity in implementing practical remedial classes<br><br>4. Strengthening positive parenting interventions |

### 6.2. MINISTRY FUNDING

Thefollowing section outlinesthe strategic objectives that serve as key enablers for achieving World Vision Tanzania's desired impact on child well-being. These objectives have been carefully selected based on the organization's operational context, evidence of what works, and alignment with Our Promise and the Global Strategy Scorecard. Each objective is supported by a clear Key Performance Indicator (KPI) and a set of targeted strategic initiatives designed to drive measurable progress.

## 2. MINISTRY FUNDING PERSPECTIVE

### 2.1. (MFO1) Increase diversification of funding sources

**Key performance indicators:**

- Percentage of annual funding targets successfully achieved • Percentage of funding mix diversity across grants, sponsorship, Gift in Kind and Private Non- Sponsorship (PNS) sources

- Total value of grants secured from private sector partnerships

**Strategic initiatives:**

1.0.1. Roll out the "**Everyone is a Fundraiser**" campaign to engage all staff and board members in resource mobilization efforts.

**Other areas of focus**

1.0.2. Enhance National Resource Development (NRD) by advancing local private-sector fundraising through targeted CSR engagement and pitches.

1.0.3. Strengthen strategic partnerships with bilateral and multilateral organizations such as UN agencies, AfDB, and the World Bank.

1.0.4. Build staff capacity in grant acquisition through focused proposal simulation workshops and AI-enabled coaching.

### 1.1. (MFO2) Improve cost efficiency and reduce the administrative cost ratio to below 9% by 2030

**Key Performance Indicators:**

- Annual reduction in administrative cost ratio by at least 0.5% every two years
- Percentage of program funds implemented through local partners
- Increased proportion of routine processes digitized
- Budget composition by funding type (target: 32% Grants and PNS, 68% Sponsorship)

**Strategic Initiatives:**

1.1.1. Integrate digital tools to streamline routine processes and reduce overhead
1.1.2. Develop adaptive financial projections and conduct scenario-based stress testing to manage funding shifts effectively

### 1.2.    (MFO3) Re-aligned funding mix ratio with inflation trends, rising cost of living, and Support Office (SO) expectations/guides.

**Key Performance Indicators:**

- Achieve a balanced funding mix of 60% Sponsorship and 40% from PNS, multilateral, and bilateral (government) sources
- Sustain SO contributions in alignment with the targeted funding ratio
- Attain at least 60-80% of annual new acquisition targets

**Strategic Initiatives:**

1.2.1.    Strengthen engagement with Support Offices to develop joint strategies for transitioning or replacing Area Programs (APs)

1.2.2.    Increase focus on mobilizing Gift-in-Kind (GIK) and Private Non-Sponsorship (PNS) funding through SO collaboration

1.2.3.    Expand outreach to high-net-worth individuals, foundations, philanthropists, and private sector partners

1.2.4.    Refresh and co-create diversified funding strategies with Support Offices to meet evolving programmatic needs

## 6.3. OPERATIONAL EXCELLENCE

Most local partners collaborating with WVT still require additional capacity to enhance their contributions to child well-being outcomes. According to the WVT strategy scorecard year 2024, only 40% of partners possess the necessary capacity to make sustained contributions to child well-being. Furthermore, the sustainability of WVT programs has not reached the anticipated level. Strengthening partnerships with local stakeholders and focusing on capacity building will increase the likelihood of sustaining project achievements and continuing contributions to child well-being. This calls for the strategic focus on increasing external engagement, localization and sustainability as well as partnering capacity and capability.

Additionally, insights from the previous strategy indicate that the development and adoption of local applications such as Asset Management System, Fleet Management System, Construction Management System, Air Ticketing System, and the WV Central and Box platforms for record keeping have enhanced operational efficiency at scale. However, innovation and simplification of business processes are still required to achieve operational excellence in the next strategy. This underscores the need for a strategic emphasis on existing systems, simplification, enhancement and integration as well as adoption of artificial intelligence.

# 3. OPERATIONAL EXCELLENCE PERSPECTIVE

## 3.1. (OEO1): Increased collaboration and partnering for advocacy, localization to leverage sustainability and funding opportunities

Key Performance Indicators:

- Proportion of partners with appropriate capacity to sustain contributions to child well-being
- Number of MoU signed with local partners and the government
- Proportion of funding implemented through partners
- Number of Programs /Projects implemented jointly with partners.

**Strategic Initiatives**

3.1.1. WVT, the partner of Choice Initiative

WVT can become a partner of choice to government entities, international and local NGOs, private sector actors, and community-based organizations (CBOs) by leveraging its extensive experience, strategic alignment with national priorities, and commitment to collaborative development.

Specifically initiate the following: Align programming with national frameworks like Embedding health, education, WASH, and livelihoods initiatives within Tanzania's Development Vision 2025 and poverty-reduction strategy builds strong government confidence in WVT's contributions. Leverage Area Programs for local collaboration by Through its 48 Area Programs, WVT fosters deep relationships with CBOs and NGOs, enhancing community ownership, local capacity, and sustainability. Drive innovation via public–private partnerships Initiatives such as The Great African Food Company and partnerships on training smallholder farmers support market access and economic upliftment as well as Ensure accountability and advocacy i.e. WVT's institutional capacity building, rigorous monitoring, and transparency, and proactive advocacy including social accountability mechanisms and policy engagement to reinforce credibility among government, private sector, and donors

## 3.2. (OEO2) Optimization of Technology/Digitalization for operational efficiency and effectiveness

**Key Performance Indicator:**

- Number of business processes that have been digitized/ automated
- Number of systems enhanced and Integrated
- Proportion of staff who are digitally savvy

**Strategic Initiatives:**

3.2.1. Digitalized Operations Initiatives:

WVT will implement Digital Operations Initiatives by piloting mobile-based data collection and dashboard systems by building on models like Kobo Collect and Power BI to enable real-time monitoring, enhance data accuracy, and strengthen transparency across programs, while equipping staff and community cadres with digital literacy and practical training. These tools will be integrated with Tanzania's national Digital Economy Strategy, supporting seamless coordination with government systems and reinforcing WVT's role in efficient, scalable service delivery.

**Key Performance Indicators**

- Number of business processes reviewed.
- Technology adoption rate (e.g., % of staff using digital tools like Kobo Collect or dashboards regularly)
- Return on digital investment (RODI) and project milestone /completion rates to quantify financial and delivery performance
- Cycle time from purchase Requisition to purchase order delivery.

## 6.4.   PEOPLE, LEARNING & GROWTH

The following section outlines strategic objectives that act as critical enablers in driving World Vision Tanzania's impact on child well-being. These objectives were defined based on a thorough analysis of the organization's operating environment, global best practices, and alignment with Our Promise and the Global Strategy Scorecard. Each objective is linked to a specific Key Performance Indicator (KPI) and supported by up to three focused strategic initiatives to drive performance and accountability. The table below summarizes these elements to support effective implementation, monitoring, and learning throughout the strategy cycle.

Staff form the most significant part of the organization. People & Culture contributes to business success by helping the Organization to grow and meet its present and future needs. WVT will strengthen People & Culture management system by providing a working environment that routinely evaluates itself to ensure that staff members are listened to, adequately developed, well cared for and rewarded accordingly. WVT People & Culture System will promote learning and growth of individual core capabilities and ensure greater accountability of the employees

## 4.   PEOPLE, LEARNING & GROWTH PERSPECTIVE9.1.

### 4.1.   *(PLGO1) Promote a healthy, supportive and engaging work environment that enhances employee wellbeing.*

**Key Performance Indicators:**

- Rate of staff turnover
- Improvement in a Percentage score in Our Voice Survey for staff who say My Office encourages me to focus on my health and my wellbeing.
- Percentage of staff who say "if I were offered a comparable position with similar pay and benefits at another organization." I would stay at World Vision
- Percentage of our voice Improvement in the area of low-score areas.
- Presence of a well-functioning staff care program.

# Strategic Initiative:

4.1.1.   Become the Employer of choice in Tanzania.

### 4.2. (PLGO2) Developing Mission-Centric High-Performing Culture and Identity.

**Key Performance Indicators:**

- Percentage of staff who say, "I receive appropriate   recognition or praise for doing good work."
- 100% Automation of People & Culture Processes.
- Staff Performance Reports.
- Presence of a well-functioning Talent Management Program.
- Presence of a well-documented training report.

**Strategic Initiatives:**

### 4.2.1. Cultural re-engineering:

The People & Culture Department will lead cultural re-engineering by conducting a comprehensive cultural audit to align internal norms with both WVT values and Tanzanian societal traditions, followed by targeted leadership and staff workshops to embed innovation, accountability, and   collaboration mindsets. These efforts will be reinforced by integrating cultural expectations   into systems like performance management, talent development, and recognition frameworks,  alongside establishing continuous feedback mechanisms, Our Voice surveys, town halls, and culture champions, to ensure adaptability, inclusivity, and sustained cultural transformation.

KPI - Employee engagement/satisfaction indexes across climate, culture, and pulse/Our Voice surveys to measure alignment and morale

### 4.3. PLGO4) Develop the organizational structure that aligns with the FY26–FY30 strategic goal

**Key Performance Indicators**

- Employee retention rate, especially beyond the first year, is used to measure or organizational loyalty over time.

-  Employer brand perception (e.g., employer rankings or reviews on external platforms) to monitor reputation and external appeal.

- Efficiency ratio achieved

**Strategic Initiatives:**

### 4.3.1. Become the Employer of choice in Tanzania.

WVT intends to become an employer of choice by implementing a comprehensive talent management framework tailored to the Tanzanian context: offering structured career development pathways, mentorship, and skills-building programs, and transparent promotion criteria. Competitive remuneration and benefits, including health coverage, flexible leave, and work-life balance initiatives, will be benchmarked to local market standards to attract and retain top talent. A strong employer brand highlighting staff impact, purpose-driven work, and inclusion will be reinforced through external recognition and robust internal employee appreciation and feedback mechanisms. Finally, WVT will foster an inclusive, supportive culture through responsive leadership, regular pulse/Our Voice surveys, and opportunities for all staff to contribute strategically, ensuring trust, engagement, and long-term retention.

## ANNEX 1: Priority Outcomes & Outputs, OIOS Themes & L1 Indicators, and Key Interventions (SFP, CPMs, Others) for WV Tanzania

List of priority Outcomes and Outputs, OIOS L1 Indicators and key interventions (List the outcomes and outputs and the corresponding indicators and interventions from the result of the Theory of Change process)

| OUTCOME & OUTPUT (OIOS Themes) | L1 Indicators | Key Interventions (SFP, CPMs, Others & ENOUGH Campaign) |
|---|---|---|
| **CWBO 3: Boys and girls are protected from all forms of abuse** | | |
| Outcome: Policies, systems and legal framework functional and enforced by duty bearers<br><br>Theme 19.1: Government Actions & Investment in CWB | · (OIOS 2.) Number of vulnerable children reached through policy changes to which World Vision made a significant contribution and of which there is evidence of implementation<br><br>· (OIOS 152.) Number of budgetary changes related to allocating, increasing or defending government funding to which World Vision has made a significant contribution<br><br>· (OIOS 15.) Number of children and adolescents who meaningfully participate in actions that support advocacy, mobilization and campaign initiatives | · Social accountability and community mobilization<br><br>· Policy influence and Institutional strengthening<br><br>· Empowerment and inclusion of adolescents and children<br><br>· Faith actors' engagement in advocacy and policy influence<br><br>**Models:** CVA, CPA, COH-CP, EWV and Advocacy |
| Outcome: Communities practice positive Social Cultural Norms<br><br>Theme 16.1: Transformed Attitudes & Social Norms | · (OIOS 144.) Proportion of Direct Participant Faith Leaders who took action to influence positive social norms for child well-being<br><br>· (OIOS 146.) Proportion of community members participating in attitude/behavior change sessions on child protection issues<br><br>· (OIOS 6). Proportion of boys and girls (12-18 years) with positive and peaceful relations with their Parent(s)/Caregiver (s) | · Engagement and capacity building to key actors on positive parenting<br><br>· Advocate for male engagement in caregiving and learning<br><br>· Establishment and strengthening child protection systems and structures<br><br>· Implement Relational space learning and development for children<br><br>· Capacity building and empowerment of children to be able to influence and advocate against negative social norms<br><br>· Provide support to survivors of violence<br><br>**Models**: CoH-CP and Gender, EWV, Dare to discover for life skills, CF, CPA, SNC, EWV for adolescents and Men care |
| **CWBO 5: Increased in children who are well-nourished** | | |
| **Outcome**: Households provide well for their children (including food security)<br><br>**Theme 9.2**: Providing well for their children (incl. food security) | · OIOS63 Proportion of Households with alternative and risk diversified source of income<br><br>· OIOS162 Proportional of households living below the international poverty line of $ 2.15 per person per day<br><br>· OIOS81: Proportion of households facing moderate or severe food insecurity according to the Food Insecurity Experience Scale Global Standard Scale (FIES-GSS) | · Promote financial inclusion and enterprise development<br><br>· Promote market access, food security and consumption of safe food<br><br>· Enhance climate resilience and environmental sustainability<br><br>Models: S4T, MF, BSL/IM4C & FMNR |

| OUTCOME & OUTPUT (OIOS Themes) | L1 Indicators | Key Interventions (SFP, CPMs, Others & ENOUGH Campaign) |
|---|---|---|
| **Outcome**: Sustained reduction of micronutrient deficiencies among vulnerable groups<br><br>**Theme 5**.1: Nutrition | · OIOS 160: Prevalence of underweight in children under five years of age<br><br>· Prevalence of Stunting<br><br>· OIOS 29: Number of children reached by World Vision (WV) supported nutrition programming<br><br>· (OIOS 93.) Proportion households with women actively engaged in decision making | · Enhance Micronutrient Supplementation and Fortification<br>· Promote Nutritious Diets Through Local and Fortified Foods<br>· Enhance Community-Based Nutrition Platforms<br>· Empower Communities and Build Capacity<br>· Implement Action Learning on supplementation and food fortification<br><br>**Models**: CHW Programming, EWV, NCG, CVA/SBCC, EWV, CoH-Gender, CF, BSL, CVA, IWASH |
| **Outcome**: Communities with healthy and thriving children<br><br>**Themes**: 5.5 Diarrhea, 5.3 Maternal & Child Health, 11.3: Healthy families (including access to WASH service), 14.1: Access to WASH services by community and 14.2: Access to Health services at Health & Education facilities | · OIOS 123: Number of people reached by World Vision (WV) supported programming on WASH<br><br>· OIOS 124: Number of people reached by World Vision (WV) supported programming on health<br><br>· (OIOS 96.) Proportion of households using basic drinking water services<br><br>· (OIOS 97.) Proportion of households using basic sanitation services<br><br>· OIOS 98: Number of households gaining access to a handwashing station with soap and water available ('basic' hygiene service)<br><br>· OIOS 99: Proportion of households that contribute resources for maintenance of the water system<br><br>· OIOS 128: Number of people gaining access to a basic drinking water collection point in communities<br><br>· OIOS 129: Number of people gaining access to basic sanitation service<br><br>· OIOS 130: Number of healthcare facilities gaining access to basic sanitation services<br><br>· OIOS 131: Number of healthcare facilities gaining access to basic drinking water services<br><br>· (OIOS 132.) Proportion of education facilities with basic sanitation services and appropriate student to latrine ratio<br><br>· (OIOS 133.) Proportion of education facilities with basic hand washing services<br><br>· (OIOS 134.) Proportion of education facilities with basic water services<br><br>· (OIOS 135.) Proportion of education facilities with adequate menstrual hygiene facilities in place | · Strengthening Community-Based Health and Nutrition Systems<br>· Expanding Community Engagement and Behavior Change Initiatives<br>· Enhancing Supply Chain, Supervision, and Food Security Measures<br>· Facilitate access to water, sanitation and hygiene services at community and institutions.<br>· Promote improved sanitation and hygiene practices.<br><br>**Models**: WASH, CHW & NCG |
| **Outcome**: Enhanced policy implementation on budget disbursement for nutrition interventions<br><br>**Theme 19.1**: Government Actions & Investment in CWB | · OIOS 152: Number of budgetary changes related to allocating, increasing or defending government funding to which World Vision has made a significant contribution<br><br>· OIOS 153: Number of policy changes to which World Vision has made a significant contribution | · Policy influence and Institutional strengthening<br><br>**Model**: CVA |
| | | |

| OUTCOME & OUTPUT (OIOS Themes) | L1 Indicators | Key Interventions (SFP, CPMs, Others & ENOUGH Campaign) |
|---|---|---|
| **CWBO 7: Boys and girls have equal access to education** | | |
| **Outcome**: Children possess a positive instinct toward learning<br><br>**Themes**: 6.3: Access to Education, 2.1: Self-efficacy | · OIOS 10- Number and percentage of female and male adolescents who report improved self-efficacy<br>· OIOS 42: Number of children reached by World Vision (WV) supported Early Childhood Development (ECD) programming<br>· OIOS 43: Number of children reached by World Vision (WV) supported school education programming<br>· OIOS 44: Proportion of pre-school-aged children (0-3 and 3-6 years) who are developmentally on track<br>· OIOS 120: Proportion of schools with strengthened community participation in education<br>· OIOS 121: Proportion of trained community volunteers supporting children's learning at community level | · Enhance adolescent development through mentorship, life skills, and vocational training programs<br>· Strengthen learning outcomes by building teacher, volunteer, and community capacity for remedial education and support<br>· Promote positive parenting and community engagement through mindset transformation and active involvement in children's education<br><br>**Models**: Impact Plus, Unlock Literacy, Catch Up, CF and EWV |
| **Outcome**: Children with equitable access to inclusive learning environment<br><br>**Themes**: 10.3: Nurturing Care, 6.4: Access to WASH in Education, 7.0: Overall Disability & Gender Inclusion, 14.2: | · (OIOS 88.) Proportion of parents/caregivers with children 0-6 providing responsive care<br>· OIOS 56: Number of children reached by World Vision (WV) supported disability inclusion promotion programming<br>· OIOS 52: Number of children gaining access to basic drinking water services at education facilities<br>· OIOS 53: Number of children gaining access to basic handwashing facilities at education facilities<br>· OIOS 54: Number of children with access to basic sanitation facilities at education facilities<br>· OIOS 55: Number of children enrolled in structured learning who have participated in hygiene behaviour change programming | · Improve inclusive school environments through advocacy for GEDSI-sensitive policies and construction/upgrading of WASH facilities<br>· Implement hygiene and sanitation education programs that promote inclusive and gender-responsive practices<br>· Promote positive community and parental engagement through awareness and mindset transformation to support inclusive education and ECD<br><br>**Models**: WASH, Go Baby Go, Learning Roots and EWV |
| **Outcome**: Children have access to ECD services<br><br>**Themes**: 6.1: Early Childhood Development, 13.3: Quality Education, 19.1: Government Actions & Investment in CWB and 10.3: Nurturing Care | · (OIOS 120.) Proportion of schools with strengthened community participation in education<br>· (OIOS 121.) Proportion of trained community volunteers supporting children's learning at community level<br>· (OIOS 153.) Number of policy changes to which World Vision has made a significant contribution<br>· (OIOS 152.) Number of budgetary changes related to allocating, increasing or defending government funding to which World Vision has made a significant contribution<br>· (OIOS 89.) Proportion of primary caregivers who support and promote learning for their children | · Strengthen community, parent, and caregiver engagement in the establishment, management, and support of ECD programs and learning outcomes<br>· Advocate for increased budget allocation and improved support systems for effective ECD service delivery<br>· Build the capacity of ECD teachers to implement play-based and developmentally appropriate teaching approaches<br><br>**Models**: Go Baby Go, Learning Roots, EWV and CVA |
| Outcome: Parents are economically empowered to support nutritious school meals and other basic needs<br><br>Themes: 9.2: Providing well for their children (incl. food security), 6.3: Access to Education | · OIOS 80: Proportion of households that provide well for their children<br>· OIOS 48: Number of school children receiving school meals (wet and or dry) through school feeding | · Promote household economic empowerment and food security through sustainable livelihood initiatives<br>· Support nutrition education and school-based food systems, including awareness on diverse diets and establishment of school gardens<br><br>Models: BSL, Learning Roots and CVA |

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