

**ENVIRONMENTAL CONSERVATION FOR
WILDLIFE AND COMMUNITY ENTERPRISE**



ECOWICE

**GROWTH
STRATEGY
2020-2024**

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PREFACE

Statement of the Board Chairman



Developed rural community for biodiversity conservation is a goal that Environmental Conservation for Wildlife and Community Enterprise is targeting.

In order to manage the organization effectively, setting strategies is essential, therefore the organization is now stepping up with the second Corporate strategic plan, "Growth Strategy" that will determine the organization situation after five years (on 2024). Having the same lifespan as that of the board means that it is the board plan, it is the plan that will determine the success of this board; therefore it is our responsibility to make sure that it is implemented effectively.

This second corporate strategic plan accentuate the organization term of office to conserve biodiversity through developing rural communities which is in line with national development vision 2025.

The vision underscores the importance of integrating local communities with biodiversity conservation. It put special emphasize on poverty reduction as stipulated on National Strategy on Growth and Reduction of Poverty (NSGRP-MKUKUTA) and Agenda 2030 on sustainable development.

The organization is determined to attain her vision of "Achieving organization growth" through securing sufficient income.

The Board is aware of the unstable economic, technological and political environment in which the organization is operating, thus a need for frequent review of its strategies. Therefore the advisory board is committed to support the management team in implementing this CSP.



Dr. Suzana Agustino
Board Chairman

Statement of the Chief Executive Officer



It has been an exciting moment for Environmental Conservation for Wildlife and Community Enterprise (ECOWICE) to ascend a point where we have a second corporate strategic plan (2020-2024) that will enable the organization to attain her dream. “Growth”. The readers of this second generation of the organization corporate plan, which start on this year 2020, will realize that we are determined to make a difference in all aspects. We intend to bridge gaps that currently exist and to adapt new ways of doing business. Additionally, we are aware of what is taking place elsewhere in the World in relation to conservation and business.

The identified organizational objectives to fulfill our organization mandate in accordance to this plan are:

- Improved organization capacity to operate effectively and efficiently
- Improved Business efficiency
- Realization of Organization sources of revenue
- Ensure stakeholder involvement/participation.
- Ensure effective management of programs and plans

These organization objectives will definitely propel the organization towards attainment of her core goal.

This plan draws inputs from a workshop that was conducted at WAMO on 18th November 2019 and 21st November 2019.. The workshop was attended by the Chief executive officer, managers and all officers.

Personally, I would like to convey my appreciation to the Consultant(Also board members), and the workshop participants for their valuable inputs. I am also thankful to the Advisory Board for their valuable inputs they gave on at the meeting on 27th December 2019.

Lastly, but not least, I am grateful to the technical team for their endless effort in drafting and finalizing this important plan document.

My call to all stakeholders is to continue giving us material and moral support while Conserving biodiversity to enable ECOWICE achieve her dream of achieving growth.

We can do it, let us all play our part!



Felician E. Chemihanda

Chief Executive Officer

Morogoro, January 2020

Board members



NAME: Dr. Suzana Agustino
OCCUPATION: Director of undergraduate studies(Sokoine University of Agriculture)
ROLE: Board Chairman



NAME: Felician Ezekiel
OCCUPATION: Chief executive officer, ECOWICE
ROLE: Board Secretary



NAME: Veneranda Seif
OCCUPATION: Regional manager, National Housing Corporation-Morogoro
ROLE: Board Member



NAME: Dr. Sayuni Mariki
OCCUPATION: Lecturer, Wildlife Management- SUA
ROLE: Board Member



NAME: Salum Mkolwe
OCCUPATION: Senior Human Resource Officer-SUA
ROLE: Board Member



NAME: Dr. Mbije Nsajigwa
OCCUPATION: Head, Department of Wildlife Management-SUA
ROLE: Board Member

EXECUTIVE SUMMARY

This Corporate strategic plan has five (5) strategic objectives (SO), 30 strategies and 32 targets

Core Values (Corporate culture)

- **Accountable** in biodiversity conservation
- **Innovative** in finding solutions regarding to challenges facing human and biodiversity
- **Efficient** in utilizing available resources for biodiversity conservation

Vision

Achieve organization growth

Mission

To secure sufficient income for growth



Objectives

1. Improved organization capacity to operate effectively and efficiently
2. Improved business efficiency
3. Realization of Organization sources of revenue
4. Ensure stakeholder involvement/participation.
5. Ensure effective management of programs and plans

Expected outcomes of the CSP

1. High service delivery standards
2. Improvement in corporate productivity
3. Reduced operational costs
4. Increased staff morale
5. Low labor turnover
6. Increased number of sales.
7. Increased number of members paying fee
8. Increased donations
9. Increase quantity of products
10. Increase quality of products
11. High stakeholder participation in different activities
12. Increased rationalization of organizational resources for management
13. Timely and appropriate decisions
14. Increased level of customer satisfaction

ABBREVIATIONS

AWF: African Wildlife Foundation

CSP: Corporate strategic plan

ECOWICE: Environmental Conservation for Wildlife and Community Enterprise

NGOs: Non—governmental Organizations

TANAPA: Tanzania National Park Authority

TAWA: Tanzania Wildlife Authority

TAFORI: Tanzania Forestry Research Institute

TAWIRI: Tanzania Wildlife Research Institute

SO: Strategic Objectives

SUA: Sokoine University of Agriculture

SUGECO: Sokoine University Graduate Entrepreneurship Corporative

TBS: Tanzania Bureau for Standards

TFDA: Tanzania Food and Drugs Authority

TFF : Tanzania Forest Fund

WWF: Worldwide Fund for Nature

WVT: World Vision Tanzania

SIDO: Small Industries Development Organization



CHAPTER ONE: INTRODUCTION



1.1. Background

Environmental Conservation for Wildlife and Community Enterprise (ECOWICE), is a non-governmental organization established by students graduated Bsc. Wildlife management at Sokoine University of Agriculture. The organization was created and registered on 2014 under the law governing non-governmental organization of the united republic of Tanzania. In this document, ECOWICE is referred to as the organization.

Organization Vision

The organization vision is developed rural community for biodiversity conservation

1.2. Organization Mission

The organization core mission is to increase income and food security for biodiversity conservation

1.3. Core contents

This Corporate Strategic Plan (CSP) is a document that produces fundamental decisions and actions that shape and guide what the organization is, what it does, and why it does it.

The core contents of the CSP are:

- Vision
- Mission
- Strategic Objectives
- Strategies
- Targets

1.4. Review of the previous plan 2016-2019

In the last 2016-2019 CSP, the organization capacity has been improved through trainings to staffs, staff recruitment has been increased from 1 staff to 5 being paid in full or part-time. Office facilities have been improved by 60% where the office has necessary facilities including Computer, printer, , furniture, purchase of land and starting office construction and purchasing motorbike as transport facility. The organization business has been developed that involved product diversification, increasing revenue, and registering business and having investment mode. Organization sources of revenue that has been achieved so far are product selling, training through partnership and membership contributions. Stakeholders have been involved mostly through capacity building to staffs, product registration and funding. Financial and partnership plans have been established to ensure financial sustainability.

Although the 2016-2019 plan secured substantial achievements, still number of staffs and their needs are not sufficient, transport and communication facilities are still inadequate. Some of organization sources of revenue have not been realized while others are not well developed. The Business has not secured enough income to ensure growth and sustainability. Potential partners are not well engaged to provide financial support to the organization. Different programs and plans are still not managed well while others are not well established.

1.5. Methodology

The review of previous activities shows that there is a need to integrate participatory approach in the planning process also increasing the organizational capacity of the organization.

The main theme for this plan is **to have sufficient income for growth**

Therefore this second ECOWICE corporate strategic plan is based on the following objectives;

- Realization of Organization sources of revenue
- Improved organizational capacity to operate effectively and efficiently
- Ensure stakeholder involvement/participation.
- Ensure effective management of programs and plans

ECOWICE organized a participatory planning workshop that was organized at WAMO on 18th November 2019 and 21st November 2019. There was a general review of different issues relating to goal and mission of the organization.

The workshop involved the chief executive officer, managers, and all staffs. An overview of the previous CSP was made through presentations as follows;

- Presentation on the history and general overview of ECOWICE
- Presentation on status of the implementation of activities from both planning and practical perspective
- Presentation on the status of the implementation of activities from field/practical perspective
- Presentation on the key issues emanating from the objectives and review of other external perspective.

After presentation, participants met to discuss presentations in relation to the organization Vision and Mission. After discussion, views and comments were presented to all participants to reach consensus.

These issues were analyzed to generate strategic objectives, strategies and targets for achieving mission and vision of new CSP.

In order to come up with vision and mission of world class standards, participants also discussed the following issues;

- The review of seven Agenda 2030 goals, on sustainable development.
- The review of Tanzania's Development Vision 2025

- Review on the current agriculture policy
- Review on the current wildlife policy

After discussion, participants gave their views and comments that analyzed to produce this document. The document was then presented to the board for approval before disseminated to staffs as a guide to prepare management plans. A workshop to prepare management plan will be conducted to ensure that all management actions are in line with corporate plan.

1.6. Benefits of the CSP

Upon implementation of this CSP, the following will be achieved:

- It will bridge gaps between what used to exist in the organization and what is envisaged so as to demonstrate alertness to global changes
- There will be readiness to innovate new ideas that aim to meet the organization mission.
- There will be new ways of doing organizational business (new culture);
- There will be effective allocation of resources to both corporate level and management plans.



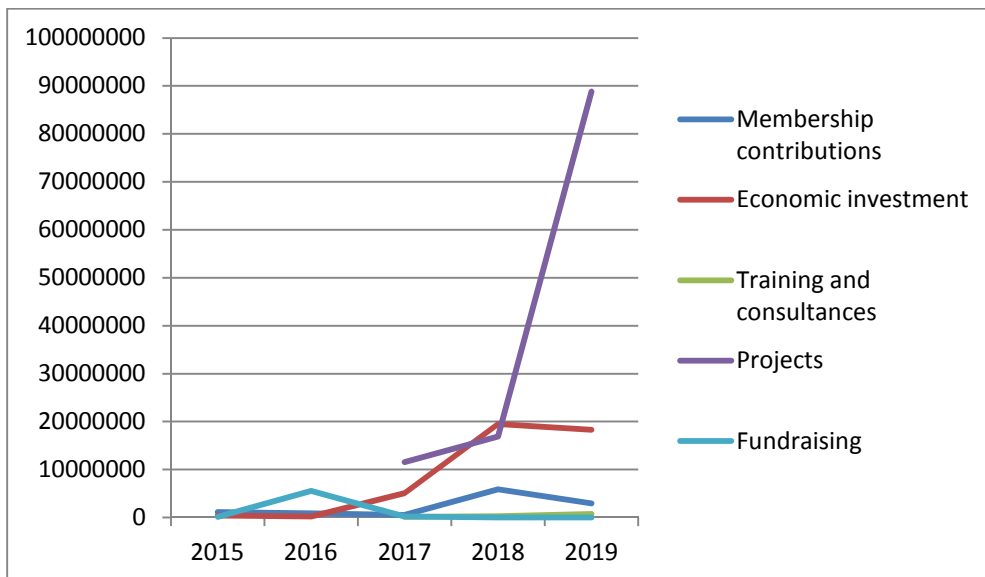
CHAPTER TWO: SITUATIONAL ANALYSIS



2.1. Recent history

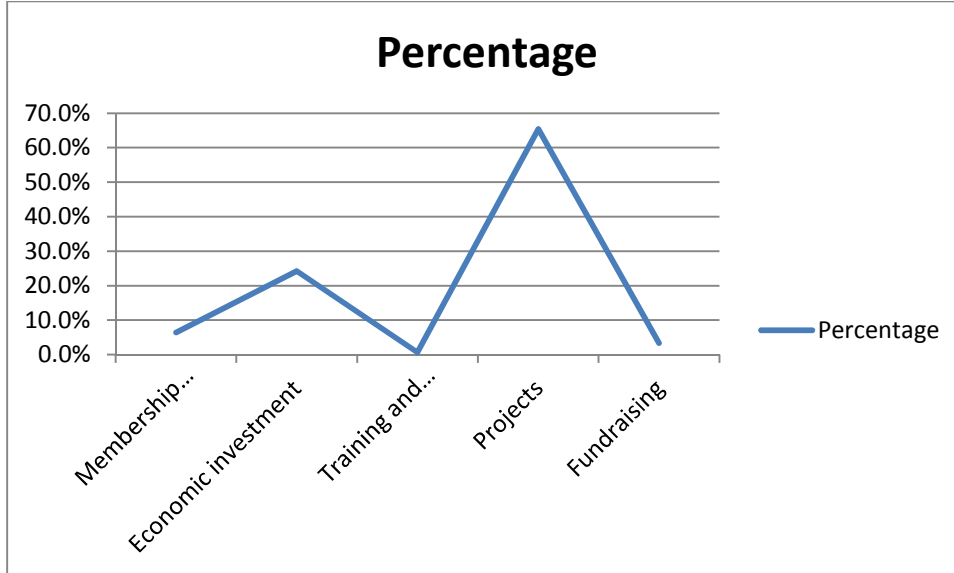
The organization has now reached five years in operation. In this period the organization has been struggling to ensure it became financially stable to undertake all internal and external issues.

The organization has succeeded to grow its annual revenue to Tshs 110,820,400 (\$ 48220.5) and total equity and liabilities to Tshs 29,538,350 (\$ 12852.8) in 2019.



Various strategies have been used to attain this success, this includes;

- i. Projects /Grants (65.4%)
- ii. Economic investment/Business (24.3%)
- iii. Membership contributions (6.4%)
- iv. Training and consultancy (0.6%)
- v. Fundraising (3.3%)



The organizations have managed to secure more funds for projects that have directly benefited more than 500 people living in rural areas.

Most of the projects that were done includes; alternative livelihood, awareness raising campaigns, conservation education and ecotourism.

The organization has managed to build partnership with various organizations and institutions such as Sokoine University of agriculture, World vision Tanzania (WVT), Tanzania National Parks (TANAPA), The ministry of natural resources and tourism and Raleigh Tanzania.

The organization has managed to register a not for profit business that do business with rural community by purchasing products they produce. Currently the organization has managed to buy more than 2 tons of mushrooms, 14 million (\$6092) worthy and 4 tons of honey 24 million (\$10443) worthy.

The company has managed to register product at Tanzania Bureau of Standards (TBS) that has opened the room for export.

The organization has managed to improve its capacity by conducting and participating in capacity building trainings to staffs. Currently there are two full time employed staffs and and three part-time staffs who are paid salaries and allowances.

Also the organization has managed to purchase the land for office construction and establishment of learning plots. In the next five years, the organization is expecting to reach annual revenue of Tsh 1 billion (\$436,000).

Despite having success there was challenges that emerged, these include the following;

- Lack of financial resources
- Inadequate office facilities
- Inadequate partnerships
- Lack of staff morale and motivation
- Inadequate skilled staff
- Lack of profitable market

2.2. Macro and Sectoral Initiative in Tanzania

2.2.1. 2030 agenda for sustainable development

- **Poverty eradication**

The Agenda aim to reduce poverty to all men, women and children of all ages by increasing income from the current which is \$1.25 per day through ensuring access of economic resources and basic needs to all people, ensure social protection systems, reducing exposure on climate, economic and environmental related shocks and disasters and ensure resource mobilization for supporting poverty reduction actions.

- **Food security**

The Agenda also envisage in achieving food security through ending all forms of hunger and malnutrition to all people per year. It also addresses nutritional needs to adolescent girls, pregnant and lactating women and old people; this will be

achieved through encouraging sustainable agriculture, ensure market and financial services and encourage investment in agriculture extension, research and technology.

- **Sustainable industrialization**

The Agenda also aim to encourage sustainable industrialization through increasing access for small scale enterprises and industries to financial resources and their integration in value chain and markets and upgrade infrastructure and retrofit industries to make them sustainable.

- **Climate change and its impacts**

The Agenda aim to mitigate climate change through strengthening adaptive capacity on climate-related hazards and improving education, awareness and capacity on climate change mitigation, adaptation, impact reduction and early warning

- **Oceans, seas and marine resources conservation**

The Agenda aim to prevent and significantly reduce all kind of marine pollution through sustainable management of marine resources and increasing economic benefits from sustainable management of fisheries, aquaculture and tourism.

- **Biodiversity loss**

The Agenda aim to Mobilize and significantly increase financial resources that will help to halt biodiversity loss. This will be through enhancing global support in combating poaching and trafficking of protected species, increasing capacity of local community to pursue sustainable livelihood opportunities and integrating ecosystem and biodiversity values in poverty reduction strategies and development processes

2.2.2. Tanzania's Development Vision 2025

The Vision envisions that Tanzania will have the following attributes by the year 2025:

- **High quality livelihood:** Ideally, a nation's development should be people centered based on sustainable and shared growth and be free from abject poverty. For Tanzania development means creation of wealth and its equitable distribution in the society.
- **A strong and competitive economy:** this emphasizes the need to have an economy which can effectively cope with the challenges of development and which can easily benefit from global economy.
- **Good governance:** this entails to strengthen a culture of accountability, rewarding good performance and effectively curbing corruption and vices in the society;
- **A well educated and learning population:** this envisages a nation whose people are engrained with a developmental mindset and competitive spirit. It is driven by education and knowledge; and
- **Peace, stability and unity:** peace, political stability and national unity and social cohesion are important pillars for realization of vision. Therefore, they should continue to be cultivated, nurtured and sustained.
- Also the vision embraces with the fact that the rapid economic growth will go through with the action toward reducing the rate of degradation of loss of environmental resources.

2.2.3. Current Agriculture policy

The policy aims to increase commercial and food agriculture through increasing irrigation in valleys and promote production of commercial crops. The policy also recognizes the presence of agro-ecological zones hence an opportunity for increasing income through organic farming.

2.2.4. Wildlife policy

The policy recognize the role of NGOs in providing assistance to different conservation activities such as provision of financial and technical assistance including provision of extension services. The policy also recognizes ant poaching operation and incentives as an important tool of protection against illegal taking of wildlife resources. It also addresses issues of problem animal control through Community Based Conservation and equitable benefit sharing through WMAs.

2.3. Micro Initiatives (ECOWICE initiatives)

2.3.1. Development of mushroom project

The organization has managed to expand mushroom project from two villages in 2016 to 22 villages 2019. About 250 people from 5000ha of forests have been benefited.

2.3.1.1. Establishment of beekeeping project

The project was established on 2017 by purchasing honey from existing local beekeepers, this was done in order to secure the market. In 2018 the project started to enhance communities on beekeeping equipments and knowledge. Also the project managed to establish processing center that is currently registered under Tanzania Bureau of Standards (TBS).

2.3.2. Capacity building trainings

The organization has conducted capacity building trainings to staffs, the training was done every year and they were mostly focusing on management issues. In conducting these trainings, the organization either conducted itself by inviting trainers or conducted through partners such as Raleigh, SIDO and Sokoine University of Agriculture.

2.3.3. Partnership policy

In order to involve different stakeholders to participate in organization projects, the organization developed a partnership policy that will guide partners to either request grants through the organization or support the organization in requesting grants from donors.

2.3.4. Registration from food authorities

In order to ensure the products are in required standards, the organization processing and packaging centre managed to be registered under food authorities. The building registration and business permit was first done in 2017 by Tanzania Food and Drugs Authority (Currently TMDA), thereafter in 2019 the products were registered under Tanzania Bureau of Standards (TBS).

2.3.5. Financial management and Procurement of goods and services

The organization has managed to establish financial management system, and establishment of books important for procurement procedures, although some of the procedures are not well followed due to unavailability of qualified accountant.

2.3.6. Office environment and equipments

Since establishment of the previous plan, the organization had a very bad office environment. There was nonsufficient office equipments such as computer, printer, chairs, and modern tables. The office was small, only one room for both processing and office activities. Currently the organization has managed to purchase computer, printer, receipt machine, spawn production equipments, processing room, land, start of office construction and motorbike.

2.3.7. Management of human capital

The organization has managed to employ five staffs from which two are fully time employed while three are part-time employed. Although the organization is paying salary, still the scale is low compared to normal government salary scale. In order to maintain the discipline, the human resource policy has been developed that guide all staffs. Currently the staffs are recruited through interview that is called through organization media networks.

2.3.8. Income generation, collection and management

In the last three years, the organization has increased its revenue from Tshs 6,588,650 in 2016 to Tshs 110,820,400 in 2019. Its main source of income were grants for projects, economic investment (Business), membership contributions and training and consultancy. Among these, grants have higher contribution followed by economic investment (Business).

2.4. Stakeholder/Customer Analysis

There are different stakeholders and customers who affect organizational operations in a number of ways. It is therefore important to carry out an analysis in order to ensure that their interests and expectations are met during the preparation of this CSP.

S/n	Stakeholder	Expectation of stakeholder ECOWICE	Expectation of ECOWICE from stakeholder	How to engage
1.	Conservation Institutions e.g. TANAPA, WD(Beekeeping dept and fisheries dept), TAWA	<ul style="list-style-type: none"> Support for conservation of natural resources Financial and material support 	Collaboration	<ul style="list-style-type: none"> Consultation Meeting and workshops
2.	Academic and research institutions e.g. SUA, TAWIRI, TAFORI e.t.c	<ul style="list-style-type: none"> Support for conservation of natural resources Financial and material support 	Collaboration	Consultation
3	Donors: e.g:	Provide good project idea	Provide financial support,	Terms and

	RUFFORD foundation, TFF, TANAPA, USAID Tanzania e.t.c	and effective implementation	Technical support and materials	conditions for collaboration
4	Politicians	Ensure they get involved and enhance community development	Ensure cooperation and provide sound policy	Consultation for information sharing
5	NGOs and other Private sector .g. WWF, lagri, FZS,WCS, World Vision,AWF, PASS, SUGECO, SAT e.t.c	Ensure collaboration and partnership	Ensure collaboration and Partnership	Terms and conditions for collaboration
6	Food Authority (TBS)	Provide quality product	Provide permit and technical support	Consultation for information sharing
7	Volunteers	Support on planning and implementation of different activities	Ensure cooperation	
8	Agriculture authorities i.e. Ministry of Agriculture,	Enhance land use planning. Provide assistance on improved production	Provide technical, material support and sound policy.	Consultation for information sharing
9	Financial institution e.g banks	Organization continue to use financial services	Excellent financial services and consultation	Contractual agreement

10	Local and central governments	Organization provides employment, promote development and conserves biodiversity	Ensured conducive environment in terms of policy and political will	Integration of corporate responsibility into local government plans
11	Local communities	Involvement in project Alternative source of income Conservation awareness	Cooperation, Support in terms of land, manpower and security Provision of supportive ideas	Integration of corporate responsibility to local communities
12	General public	Wildlife and forests are conserved for the present and future Generations	Parks are conserved as National Heritage sites for the present and future generations	Integration of corporate responsibility into public plans
13	Board members	ECOWICE capacity improved and continue to prosper in carrying out its mandate	Board decisions are in line with the CSP	Board decisions are in line with government policies, directives and the approved CSP

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The following affect the organization negatively

S/n	Group	Expectation of stakeholder from ECOWICE	Expectation of ECOWICE from stakeholder
1.	Illegal users of forestry and wildlife resources	They are not arrested and desire that wildlife and forestry resources will always be available for their use	Illegal users are reformed through awareness creation and support conservation efforts
2.	Competitors	Maintain monopoly	Competition improves services provided to organizational customers

Customer groups

S/n	Group	Expectation of stakeholder from ECOWICE	Expectation of ECOWICE from stakeholder
1.	Individuals	Quality product Satisfaction	High sales volume
2	Retailers (Hotels, restaurants, supermarkets)	Quality product Certified products Sound price	High sales volume
3	Hotels and tour companies	Quality product Certified products	High sales volume

		Sound price	
4	Wholesaler	Quality products Certified products Sound price Adequate products	High sales volume
5.	Local communities	Involvement in project Alternative source of income Conservation awareness	Cooperation, Support in terms of land, manpower and security Provision of supportive ideas
6.	Members e.g. founder, honorary and ordinary.	Motivation Teamwork Experience Training	Ensure commitment, provide new ideas, financial support, technical and material support and manpower
7.	Organization staff	Better working and living Conditions	Organization staff enable the organization to achieve her vision and mission
8.	Media groups	Organization provides reliable and relevant information to the public through the media	Media groups support organizational efforts by enhancing public awareness on biodiversity conservation
9.	Landlord	Organization continue to use the land and rent office	Reliability and quality maintained
10.	General Public	Protected areas are conserved as	Parks are conserved as National Heritage sites for the

		National Heritage sites for the present and future generations	present and future generations
11.	Financial Institutions (banks)	Organization continue to use financial services	Excellent financial services and consultation
12.	Service Providers (TANESCO, Water and sewerage)	organization continue to use the service providers	Reliable and quality services provided
13	Donors: e.g., TANAPA, RUFFORD, World vision e.t.c	<ol style="list-style-type: none"> 1. Good project idea 2. Effective implementation 	<ol style="list-style-type: none"> 1. Support on fund 2. Support on advice 3. Material support

2.5. SWOT analysis

2.5.1. Strength

- *Innovative ideas*; the organization policy is driven by innovative ideas which are unique, for example it is the only conservation Business working with communities living adjacent protected areas in Tanzania.
- *Knowledgeable and skilled staff*: The organization is comprised of skilled staff having knowledge and experience of working on different conservation issues, agriculture, finance and food.
- *Improved financial status*: The organization revenue is improved to meet basic requirements of the organization
- *Production of marketable products*: The organization produce high quality products (Honey and Mushrooms) which are accepted by large number of customers.
- *Good public relation*: The organization has established good relationship with different stakeholders that have resulted to increasing number of partners.

- *Organization trustworthy*: The organization is now trusted by number of individuals, organizations and institutions, this have helped to have donations and other supports.
- *Committed members*: The organization has members who are committed to volunteer on different activities.

2.5.2. Weakness

- *Inadequate experience and capacity*; Some of staffs within the organization have less experience that require them to need more supervision.
- *Inadequate commitment among members*; Some of the organization members are not committed to perform their duties especially when they are doing a task with no financial benefit.
- *Inadequate publicity*: The organization has not done comprehensive promotion that can enhance reputation.
- *Lack of monetary incentives to staffs*: Although the organization is currently paying salary and allowance to staffs, still salary and allowance that is paid is not enough to increase motivation to staffs.
- *Inadequate office facilities*: There are inadequate office facilities, a situation that reduce workforce. Currently not all staffs have office and facilities such as computers, printer, and transport facilities.
- *Inefficient and unsustainable sources of fund*: Although the organization have improved its sources of revenue, still there is a need of increasing efficiency especially to the organization business (Economic investment) that seems to be more sustainable.

2.5.3. Opportunities

- *Presence of protected areas that need to be conserved*; Will help to provide resources that need to be conserved
- *Market demand for different product*; Will ensure market availability for different commodities produced by local communities.

- *A need for improving livelihood of local community;* Will ease the project acceptance to villagers
- *Donor support;* will help to secure grants and donations from different agencies
- *Presence of government support and other stakeholders;* Will help to secure support in terms of financial, sound policy and other resources.

2.5.4. Threats

- *Competitors;* this is occurring to both donations and products. Large and more experienced Non-governmental organizations more trusted by donors than small organization like ECOWICE. Also large companies producing similar products are also a great threat.
- *Lack of trust from donors;* Donors mostly trust organization with great capacity and more experience. Therefore for small growing organization like ECOWICE, this is an issue.
- *Commercial users of wildlife and forestry resources;* ECOWICE projects mostly targets local people who are mostly convinced by large commercial users who have great power in term of finance, tools and manpower.
- *Climate change;* This affects project activities in term of production, research and participation in workshops.

2.6. Problem Analysis

2.6.1. Resources

The organization is facing with financial challenges in terms of financial, human and physical resources to implement different activities. Sources of revenue which are membership contribution, donations and business are still inadequate to reach more areas facing environmental challenges. Revenue base which is sustainable is required to sustainable management of different activities.

2.6.2. Organization culture

The organization has been operating based on the traditional way of doing business. This situation has led to delayed adoption of new changes especially in the use of appropriate technology in doing business and modern conservation approaches.

2.6.3. Employee Competence

Core competencies are not adequately defined for all job categories and such jobs are not periodically reviewed and designed to respond to organizational needs so that staff are recruited with required skills and competencies. The existing scheme of service does not lead to achievement of staff competencies.

2.6.4. Tasks and Processes

Although the organization had strategic objectives, many departments failed to develop their plans and therefore many activities were implemented while unplanned. The best way for enhancing staff in developing plans is needed.

2.6.5. Organization situation

Perceptions of the organization from both external and internal stakeholders are analyzed by using SWOT analysis.

2.7. Key issues

2.7.1. Inadequate organizational capacity to operate effectively and efficiently

- Underutilization of modern technology and equipment
- Insufficient staff training and motivation
- Inadequate staff and working equipment
- Insufficient staff and office accommodation

2.7.2. Low business performance

- Insufficient investment capital and facilities
- Poor production trend
- Inadequate promotion to attract customer
- Ineffective management of competitor pressure
- Poor financial management

2.7.3. Passive involvement/participation of stakeholders

- Poor linkage between some of the stakeholders' interest and that of ECOWICE
- Lack of partnership between the organization and its stakeholders

2.7.4. Ineffective management of programs and plans

- Inadequate coordination in the preparation and implementation of programs and plans at all levels
- Failure to develop management plans and policies.
- Weak adherence to guidelines, procedures and rules during implementation of plans
- Inadequate monitoring and evaluation

2.8. Strategic Core functions

2.8.1. Board Members

- To set policies and programme for efficient and effective management of the organization
- Provide an oversight role in the management
- Approve the organization policy and corporate strategic plan in line with recommendations provided by the management team, headed by the Chief Executive Officer.
- To approve organizational budget
- To recruit employees

2.8.2. **Chief Executive Officer**

Provide strategic direction and visionary leadership; coordinate the implementation of all activities of the organization in line with policies approved by Board members, and with the following key functional mandates in the office:

- To coordinate preparation and implementation of organization policies and corporate strategic plan
- General management of the organization
- Ensure that the organization work toward its mission and objectives.
- To approve management plans and organization projects

2.8.3. **Finance and Administrative manager**

- To coordinate preparation and implementation of financial plan
- To coordinate preparation and implement organization budget
- To coordinate preparation and implementation of human resource policy
- Provide corporate support services in the organization, general office administration and estates management
- Provide human recourses management services, Develop human resources management plans, policies, Regulations, procedures and guidelines regarding recruitment, training, and staff welfare
- Handling of industrial relations matters regarding labor disputes and disciplinary issues

2.8.4. **Programme Manager**

- To coordinate preparation and implementation of management plans
- To coordinate the planning and implementation of all projects
- Direct all projects in the organization and make appropriate recommendations thereon to the Board members, Chief Executive Officer and managers

- Work closely with project managers to ensure success of projects
- To ensure project resources are managed properly
- Oversee operations of different projects
- Develop biodiversity research and monitoring priorities, collaborate with scientific and research institutions

2.8.5. **Accountant**

- To implement financial plan
- Ensure that the financial stability of the organization is achieved and that appropriate controls exist to safeguard the assets and resources
- Ensure timely allocation of financial resources to user centers
- Ensure preparation of corporate budget and its implementation

2.8.6. **Planning officer**

- To preparation of organizational policy, corporate plan and management plans
- To review implementation of policy, corporate plan and management plan
- Evaluation of the policy, corporate plan and management plan

2.8.7. **Field officer**

- To prepare and implement training plans
- To coordinate availability of training facilities
- To organize and conduct trainings
- To work close with academic, research and training institutions
- To work close with village institutions and villager groups
- To monitor production on village group and ensure productivity

2.8.8. **Public relation officer**

- To prepare and implement public relation plan
- To build good image of the organization to the public

- Build and maintain the relationship between the organization and other organizations/institutions
- To organize membership recruitment activities
- To prepare and implement promotion plans
- To manage and control the organization website, blog, brochure and other promotion materials and activities.
- To manage and control communication facilities including; Telephone, email, post box.
- To provide information for different organization issues
- To work close with media

2.8.9. **Sales and marketing officer**

- To prepare and implement sales and marketing plan
- To ensure products of the business are sold at the right time and profit is realized.
- To conduct market survey and analysis
- To buy crops from villagers
- To prepare product business plan
- To prepare labeling material in collaboration with processing and packaging team.

2.8.10. **Processing and packaging officer**

- To prepare and implement processing and packaging plan regarding to the food and drugs act of the United Republic of Tanzania.
- To prepare and arrange processing and packaging facilities
- To receive and store crops bought from villagers
- To pack and process crops delivered from villagers
- To prepare labeling material by coordinating with sales and marketing officer
- To work close with sales and marketing officer to ensure high quality processed and packed products

- To deliver processed and packed products to sales and marketing team at a right time

2.9. Organization support services

2.9.1. Internal Audit

- Overall risk-management policy
- Carry out management audits to ensure effective utilization of organization's resources
- Ensure that operations are timely accomplished within the budget timeframes
- Advise management on proper controls

2.9.2. Legal Services

- Advise Board of Trustees and the management on all legal matters affecting the organization

2.9.3. Corporate Communications

- To establish, maintain and project the ECOWICE's corporate image and identity



CHAPTER THREE: THE PLAN



3.1. Core Values

- **Accountable** in biodiversity conservation
- **Innovative** in finding solutions regarding to challenges facing human and biodiversity
- **Efficient** in utilizing available resources for biodiversity conservation

3.2. Vision

High organization capacity in undertaking all internal and external issues

3.3. Mission

To have adequate financial status for increasing organization capacity

3.4. Objectives

3.4.1. Improved organizational capacity to operate effectively and efficiently

This will be achieved through;

- Sufficient staff training and motivation
- Adequate number of staff and working equipments
- Sufficient office accommodation
- Utilization of modern technology and equipment

3.4.2. Improved business efficiency

This will be achieved through;

- Development and implementation of business plan
- Sufficient investment capital
- Maintaining suitable conditions for more harvests
- Improve post-harvest handling
- Improve processing and packaging facilities

3.4.3. Realization of Organization sources of revenue

This is achieved through;

- Developing effective fundraising strategies
- Production of quality products to enhance customer experience
- Development of adequate promotion strategies to attract customer
- Improvement sales and delivery strategies
- Effective management of competitor pressure
- Improve financial management

3.4.4. Ensure stakeholder involvement/participation.

This is achieved through;

- Improving the relationship between ECOWICE and stakeholders
- Improving the linkage between stakeholders' interest and that of ECOWICE
- Increasing partnership between the organization and its stakeholders

3.4.5. Ensure effective management of programs and plans

This is achieved through;

- Improved coordination in the preparation and implementation of programs and plans at all levels
- Development of management plans and policies.
- Adherence to guidelines, procedures and rules during implementation of plans
- Ensure adequate monitoring and evaluation

3.5. Strategies and Targets

Table 3.1: Strategies and targets

SO1: Improved organization capacity to operate effectively and efficiently

Strategy	Target
1.1. Train staff	1.1.1. A comprehensive staff training programme developed and in place by 80% by December 2020
1.2. Provide staff motivation	1.2.1. Increase staff salary and allowance by December 2021
1.3. Recruit staff	1.3.1. Increase number of recruited staff by 70% by December 2021
1.4. Obtain office facilities	1.4.1. Purchase comprehensive office facilities by December 2021
1.5. Establish transport and communication facilities at office	1.5.1. Increase transport facilities by December 2022 1.5.2. Improve communication facilities by December 2022

SO2. Improved business efficiency

Strategy	Target
1.1. Development of business plan	1.1.1. Business plan developed by April 2020

1.2. Increase number of producers to 2500	1.2.1. Number of producers increased to 2500 by December 2024
1.3. Establish collection center to villages	1.2.1 Collection center established by December 2020
1.4. Construct modern facility for processing and packaging	1.4.1. Modern facility for processing and packaging constructed by December 2021
1.5. Purchase processing and packaging facilities	1.4.1. Having processing and packaging facilities by December 2021
1.6. Increase number of products	1.6.1. Number of products increased from 5 to 10 by December 2024
1.7. Increase sales volume	1.6.1 Sales volume increased to by 80% each year

SO3. Realization of organization sources of revenue.

Strategy	Target
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1.1. Design sound projects that influence donations	1.1.1. Sound projects designed by 2017
1.2. Develop and submit grant application	1.2.1. At least one grant application developed and sent to donor each month
1.3. Increase membership recruitment	1.3.1. Members recruitment increase by 80%
1.4. Encourage partners/stakeholders to apply grants through the organization	1.4.1. At least 5 grants applied each year
1.5. Conduct effective fundraising events and activities	1.5.1. Develop effective fundraising plan 1.5.2. Conduct fundraising event and activities at least three per year 1.5.3. Increased public relation by 80% each year
1.6. Encourage volunteers to participate in fundraising	1.6.1. Volunteer participation increase by 80% by December 2024
1.7. Establish online donation system	1.7.1. Online donation system established by June 2020
1.8. Improve promotion through media, exhibitions and publications	1.8.1. Promotion through media, exhibitions and publications improved each year
1.9. Establish sales and delivery center	1.9.1. Sales and delivery center established by December 2020
1.10. Establish good financial management and	1.10.1. Financial management and procurement procedures established by December 2020

procurement procedures.	
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SO4. Ensure stakeholder involvement/participation.

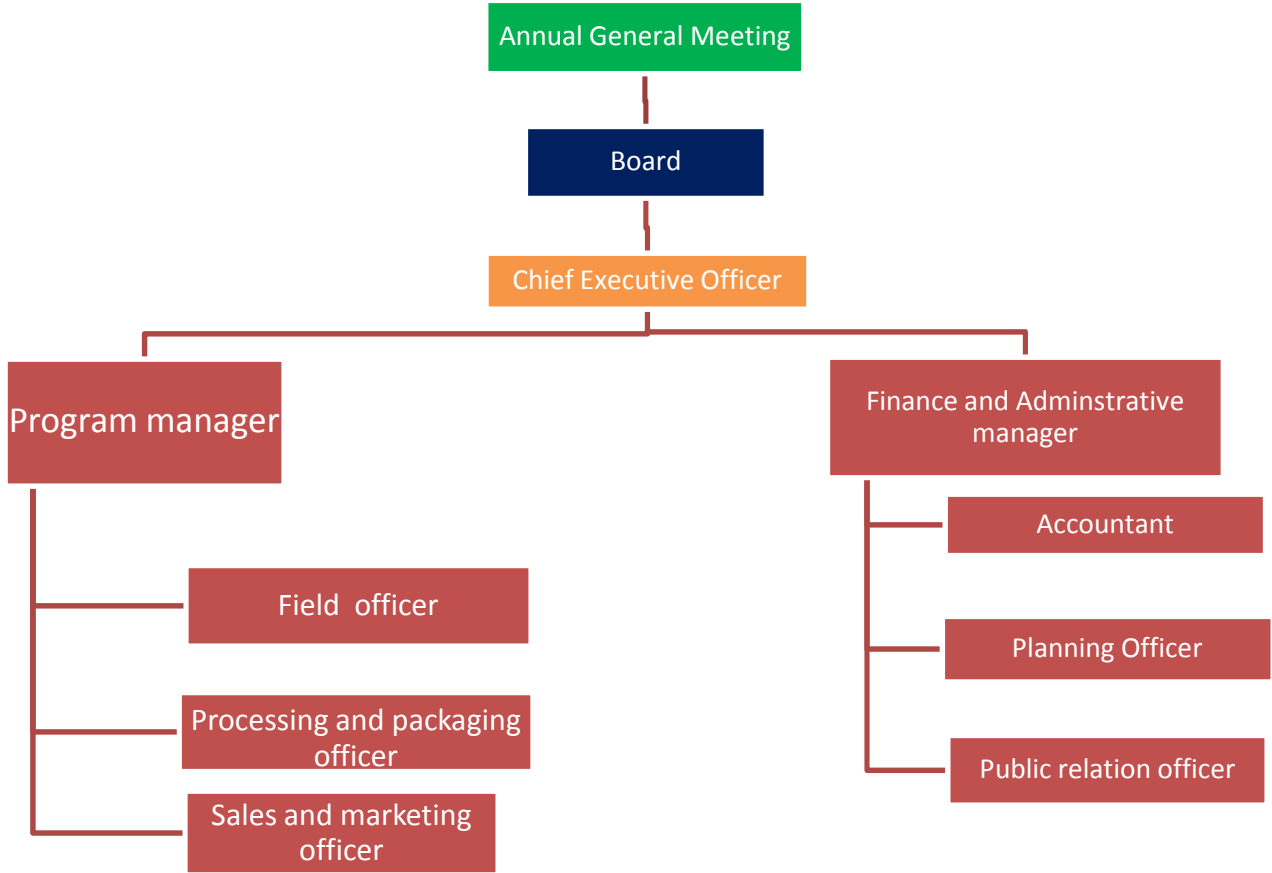
Strategy	Target
2.1. Engage stakeholders in different activities	2.1.1. Invite stakeholders in every activities established each year
2.2. Visiting stakeholders' activities and events	2.2.1. Visiting stakeholders' activities each year
2.3. Develop and disseminate documentaries to stakeholders	2.3.1. Disseminate documentaries each year
2.4. Maintain communication with stakeholders	2.4.1. Communicate with stakeholders every month
2.5. Increase partnership with stakeholders	2.5.1. Increase number of potential partners by December 2024
2.6. Introduce programs and products that address stakeholder interests	2.6.1. Programs and products established by 2024

SO5. Ensure effective management of programs and plans

Strategy	Target
.1. Develop management policies and strategies	.1.1. Development of management policies and strategies by December 2020
.2. Develop implementation plan	.2.1. Development of implementation

	plan by December 2020
.3. Develop monitoring and evaluation plan	.3.1. Develop monitoring and evaluation plan by December 2020

ANNEX 1: ORGANIZATION STRUCTURE



ANNEX 2: SUMMARY OF THE CSP

Organization name: Environmental Conservation for Wildlife and Community Enterprise (ECOWICE).

Vision

- High organization capacity in undertaking all internal and external issues

Mission

- To have adequate financial status for increasing organization capacity

Core Values

- **Accountable** in biodiversity conservation
- **Innovative** in finding solutions regarding to challenges facing human and biodiversity
- **Efficient** in utilizing available resources for biodiversity conservation

Objective	Key performance indicator	Strategy	Target	Responsibility
SO 1: Increase organization capacity to operate effectively and efficiently.	<ul style="list-style-type: none"> • High service and delivery standards • Improvement in Corporate productivity • Reduced operational costs • Increased staff morale • Low labor turnover 	1.6. Train staff	1.6.1. Comprehensive staff training programme developed and in place by 80% by December 2020	Finance and Administrative manager
		1.7. Provide staff motivation	1.7.1. Increase staff salary and allowance by December 2021	Finance and Administrative manager
		1.8. Recruit staff	1.8.1. Increase number of recruited staff by 70% by December 2021	Finance and Administrative manager
		1.9 Obtain office facilities	1.8.2. Purchase comprehensive office facilities by December 2021	Accountant
		1.10. Establish transport and communication	1.10.1 Increase transport facilities by	Finance and Administrative

		facilities at office	December 2022	manager
			1.10.2. Improve communication facilities by December 2022	
SO 2: Improve Business efficiency	<ul style="list-style-type: none"> • Increase number of farmers (producers) • Increase quantity of products • Increase quality of products 	2.1. Increase number of producers to 2500	2.1.1. Number of producers increased to 2500 by December 2024	Program manager
		2.2. Establish collection center to villages	2.2.1 Collection center established by December 2020	Program manager
		2.3. Construct modern facility for processing and packaging	2.3.1. Modern facility for processing and packaging constructed by December 2021	Program manager

		2.4. Purchase processing and packaging facilities	2.4.2. Having processing and packaging facilities by December 2021	Accountant
		2.5. Increase number of products	2.5.2. Number of products increased from 5 to 10 by December 2024	Processing and packaging officer
		2.6. Increase sales volume	2.6.2. Sales volume increased to by 80% each year	Sales and marketing officer
SO 3: Realization of organization sources of revenue	<ul style="list-style-type: none"> • Increased number of sales. • Increased number of members paying fee • Increased donations • Increased revenue 	3.1. Design sound projects that influence donations	3.1.1. Sound projects designed by 2017	Program manager, Planning officer
		3.2. Develop and send grant application	3.2.1. At least one grant application developed and sent to donor each month	Program manager, Planning officer

		3.3. Increase membership recruitment	3.3.1. Members recruitment increase by 80%	Public relation and planning officer
		3.4 Encourage partners/stakeholders to apply grants through the organization	3.3.2. At least 5 grants applied each year	Program manager
		3.4. Conduct effective fundraising events and activities	3.4.1. Develop effective fundraising plan 3.4.2. Conduct fundraising event and activities at least three per year 3.4.3. Increased public relation by 80% each year	Public relation officer, Planning officer
		3.6 Encourage volunteers to	3.4.4. Volunteer participation	Public relation officer

		participate in fundraising	increase by 80% by December 2024	
•	3.5. Establish online donation system	3.5.1. Online donation system established by June 2020	Public relation officer,	
	3.8 Improve promotion through media, exhibitions and publications	3.5.2. Promotion through media, exhibitions and publications improved each year	Public relation officer, Sales and marketing officer	
	3.9 Establish sales and delivery center	3.5.3. Sales and delivery center established by December 2020	Sales and marketing officer, Public relation officer	
	3.6. Establish good financial management and procurement procedures.	3.6.1. Financial management and procurement procedures established by	Finance and Administrative manager, Accountant and Program manager	

			December 2020	
SO 4: Ensure stakeholder involvement/participation	• High stakeholder participation in different activities	4. Engage stakeholders in different activities	4.1.1. Invite stakeholders in every activities established each year	Public relation officer, Sales and marketing officer
		4.2. Visiting stakeholders' activities and events	4.2.1. Visiting stakeholders' activities each year	Public relation officer, sales and marketing officer
		4.3 Develop and disseminate documentaries to stakeholders	4.2.2. Disseminate documentaries each year	Public relation officer, sales and marketing officer
		4.4 Maintain communication with stakeholders	4.2.3. Communicate with stakeholders every month	Public relation officer, sales and marketing officer
		4.5. Increase partnership with stakeholders	4.2.4. Increase number of potential	Public relation officer, sales and

			partners by December 2024	marketing officer
		4.6. Introduce programs and products that address stakeholder interests	4.6.1. Programs and products established by 2024	Program manager, Sales and marketing officer, Processing and packaging officer.
SO 5: Ensure effective management of programs and plans.	<ul style="list-style-type: none"> • Increased rationalization of • organizational resources for • management • Increased Productivity • Timely and appropriate • decisions • Increased level of customer satisfaction 	5. Develop management policies and strategies	5.6.1. Development of management policies and strategies by December 2020	Planning officer, Program manager, Finance and administrative manager
		5.7. Develop implementation plan	5.7.1. Development of implementation plan by December 2020	Planning officer, Program manager, Finance and administrative manager
		5.8. Develop monitoring and	5.8.1. Develop monitoring and	Planning officer, Program manager,

		evaluation plan	evaluation plan by December 2020	Finance and administrative manager
		5.9. Ensure effective monitoring and evaluation of programs	5.9.1. Ensure effective monitoring and evaluation every year.	Planning officer, Program manager, Finance and administrative manager

