



strategy

KARIBIA

2023 - 27

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# 1

## Introduction

If you can dream it,  
you can do it.

It has been 2 years of KARIBIA's life since David and Nuria started this journey; and now it is time to design the new strategy for the next 5 years, always faithful to our philosophy of supporting local initiatives in the most disadvantaged communities of Kigoma, Tanzania.

In this strategy we start by talking about us, how we act and who we are, and who our current partners and collaborators are, where we are and why; to continue, from the lessons learned and the SWOT situation analysis, with a review and evaluation of these 2 years, in order to design for the next 5 years the strategic objectives and an operational plan, concrete, and hopefully effective, to achieve the goals set that are realistic and aligned with the mission of KARIBIA.

We analyze the projects developed and their history. We have built the Learn N'Play school for 96 children aged 3-6 years, we have persevered to improve the quality of life of children and young people with disabilities and albinism at Kabanga school center, we have supported the football team TYFCA of a humble neighborhood to improve personal development and future prospects for young people, and we have initiated annual training in sewing techniques for 40 young at social risk. In addition to contributing to these development projects, we have been involved in building networks and partnerships with local agencies, authorities and communities, both with one-off contributions and in seeking local initiatives to address needs and priorities. This has required funding, technical advice, monitoring, management, visibility and dissemination.

All in all, we are contributing to achieving the SDGs, specifically SDGs 3, 4, 5 and 10, generating capacity building, implementing innovative approaches based on community participation, seeking sustainability over time and obtaining opportunities of growth.

We have faced important challenges, born in difficult times, in the middle of the covid19 pandemic, and then the war broke out in Ukraine, leading us to a world crisis; but we are determined to continue to overcome them, because we believe in it, because our experience reinforces us, because it fills us with satisfaction and joy to see the positive impact we are generating, because we are committed to continue working with local communities and contributing to the development of Kigoma, and because thanks to the support received from our members, donors, volunteers, collaborators, allies and supporters, we achieve what we do.

We want to express our deep gratitude to all those who support us. Your contribution is invaluable and inspires us to persist in this, our, work to continue carrying out actions that manage to improve the lives of the most vulnerable in Tanzania.

Together we can!. Thank you. KARIBIA



# 2

About us



## Presentation

KARIBIA, which in Swahili means 'to be close to', is an NGO focused on supporting local initiatives to empower communities and strengthen the development of the most disadvantaged people in the Kigoma region of Tanzania, building the foundations to be responsible for their own future.

**NAME** Asociación KARIBIA

**CIF** G02932499

**REGISTRATION** with number 68420 of section 1a of the demarcation of Barcelona of the Registry of Associations of the Generalitat de Catalunya (Spain) on 13<sup>th</sup> November 2020

**HEADQUARTERS** Barcelona (España)

**BRANCH** KARIBIA NGO FOR DEVELOPMENT registered with number I-NGO/R/2099 Bangwe Road 32, Kigoma (Tanzania)

**EMAIL** karibia.org@gmail.com

**WEB** www.karibia.org



# Mission and Vision



## Mission to get

To promote the sustainable development of the most disadvantaged communities in Kigoma, Tanzania, through the support in the implementation of cooperation projects.

## Vision to share

To be an organization recognized for the impact of our actions on the well-being and development of the communities we work with, as well as for our integrity and professionalism in the way we act.

# Theory of change



KARIBIA invests in enhancing organized community-led initiatives to create a firm basis for sustainable development and social justice.

KARIBIA believes that systemic and enduring change is possible when communities are able to initiate and drive their own development agenda, work with governments and other actors to access basic rights and services as well as harness and grow their own resources with an end result of positive impact.

# Who we are



**Nuria Marzo**

**President and co-founder**

I am medical doctor specialized in pulmonology and international health. For humanitarian reasons, I broke with my hospital work in Spain to dedicate myself to the Cooperation, identifying, coordinating and evaluating different projects in African countries since 2005, with 9 years of them in Tanzania.



**David Egea**

**Vice-president and co-founder**

Until 2015, linked to the business world, I decide a change of professional direction and since 2016 I have been collaborating in development projects in Nepal, Bolivia and Tanzania. Postgraduate in International Cooperation by the UOC, I am a Technician in Management of Projects for Development.

WE ARE NOT AN NGO LOOKING FOR OUR PROJECT

PARTNERS AND SYNERGIES

THAT'S WHY

WE ONLY SUPPORT LOCAL INITIATIVES OF

- 01 NGOS
- 02 ORGANISMS
- 03 INDIVIDUALS
- 04 COMMUNITIES

AND THUS TO ENSURE

RELEVANCE

IMPACT



SUSTAINABILITY

EFFICIENCY

# Values

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## INTEGRITY

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With ethics and transparency, effectiveness and efficiency, and responsibility in our actions.

## EQUITY

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Independence in economic, political, religious and opportunity terms.

## CREATIVITY AND INNOVATION

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Generating new ideas as a tool of distinction.

## COMMITMENT

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With involvement and linkage so that the results and positive impacts last over time.

## PARTICIPATION

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Promoting synergies and collaborations to achieve common goals and objectives while maximizing resources.





## TANZANIA

Country in East Africa, within the Great Lakes region, with a population of 61.7 million according to the 2022 National Census of Tanzania.

Tanzania, with a Human Development Index of 0,529 (ranked 163 out of 189 countries) and with a GDP (Gross Domestic Product) per capita of \$1.136 (ranked 28th among all countries in the world), has maintained growth relatively stable economy in the last decade, and although the poverty rate has decreased, the absolute number of poor citizens has not, due to the high rate of population growth (with an increase in birth rates in the last decade of an average of 6%-7% per year); they are also at risk of falling back into it in the event of socio-economic shocks, and Tanzania has 4 very high risk indicators, according to the INFORM model with a value of 5,7 due to earthquake exposure, access to healthcare, prevalence of malnutrition, and drought.

## KIGOMA

Region of Tanzania lying on the shores of Lake Tanganyika, bordering Burundi and the DRC in the west across the lake, with a population of 2,5 million. Approximately 83% of households in Kigoma are classified as rural.

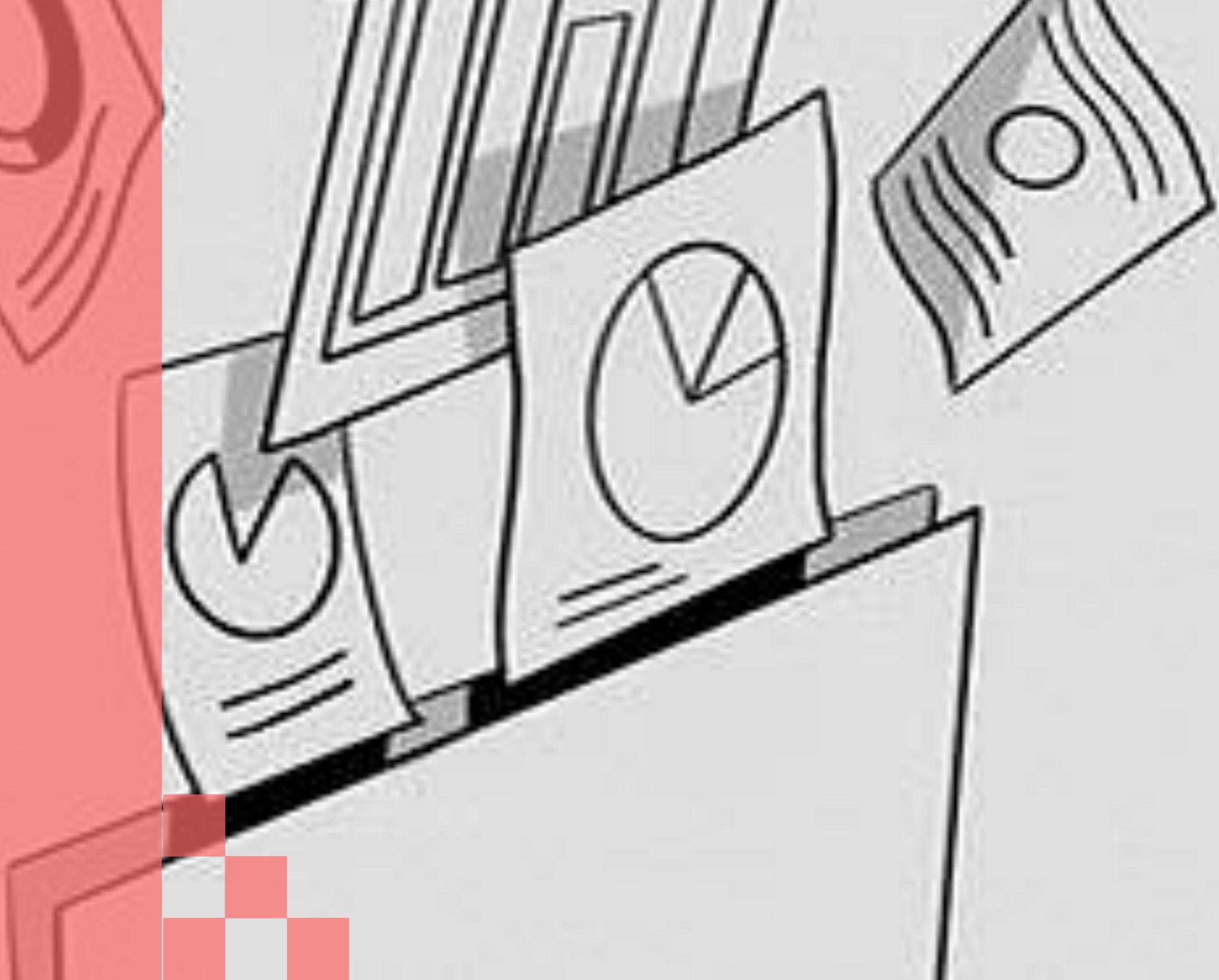
Kigoma is the 2nd poorest region in Tanzania (out of 31 regions), with a GDP per capita of \$643. Its industrial development is hampered by its geographical location and poor economic infrastructure, which are responsible for the withdrawal of investors. Its economy is based mainly on subsistence agriculture and fishing.

And yet, Kigoma has been hosting refugees for more than 2 decades, currently hosting 2 camps with a population of almost 250,000 people from the D.R. Congo and Burundi. This fact causes the majority of international organizations and NGOs present in the region to exclusively support this refugee emergency, to the detriment of the Tanzanian communities.

**Hence, KARIBIA's commitment is to be with and for these poor communities of Kigoma.**

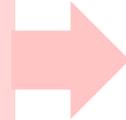
# 3

Revision  
and Analysis



# What we have done in 2021-22:

-  4 Projects of Development
-  One-time contributions
-  Events
-  Search for local initiatives
-  Visibility and Dissemination
-  Fundraising/Finance
-  Technical advice
-  Supervision
-  Volunteer programme



- **to assess the Impact on the SDGs**
- **to extract Lessons learned**
- **to conduct a Situational Analysis**
- **to launch this Strategy 2023-27:**
  - ✓ **the strategic objectives**
  - ✓ **the operational plan**

# 📍 Projects of development for the 2021-22 years



“Providing access to education to children from the most disadvantaged families in the Kichangachui community, Ujiji neighborhood (Kigoma, Tanzania)”

**PROJECTS PLANNED in STRATEGY 2021-22**

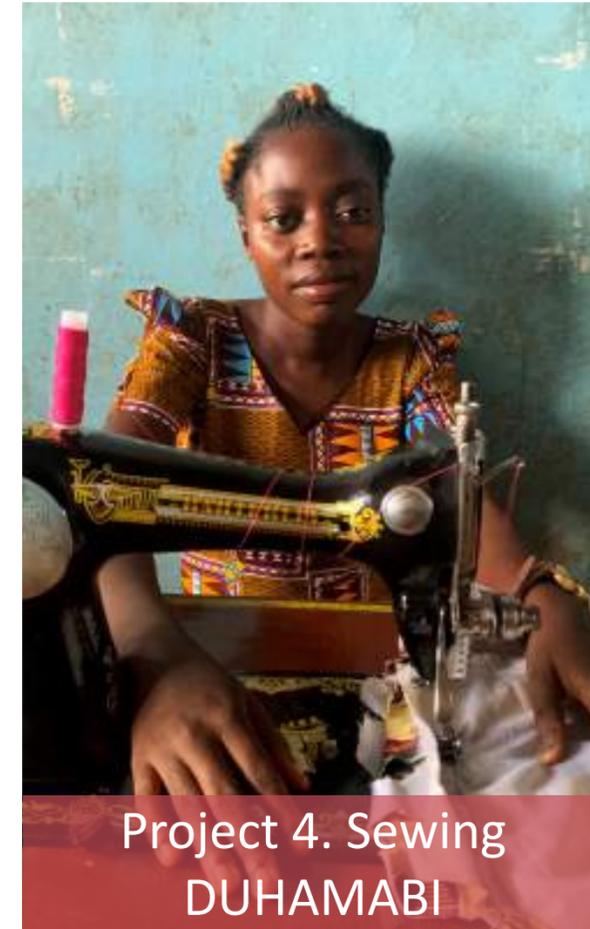


“Improving the living conditions of children and young people with disabilities and albinism at the Kabanga school center KPCS in Kasulu (Kigoma, Tanzania)”



“Improving personal development and future prospects through soccer for children and young people from the humble neighborhood of Kamala (Kigoma, Tanzania)”

**NEW PROJECTS NOT PLANNED in STRATEGY 2021-22**



“Improving the economic independence and personal autonomy of young women through training in sewing techniques in Kigoma (Tanzania)”

# Our Story

Kigoma  
Oct 2018

Asociación KARIBIA /Nov 2020  
KARIBIA NGO FOR DEVELOPMENT /Aug 2021

## Project 1. LN'P school

Start-up of the organic honey business as a measure of sustainability of the project.

Monthly contribution of the daily lunch of school students, provision of educational and recreational material, and uniforms.

In June 2021, the construction of the new LN'P school begins and classes are taught for children from 3 to 6 years of age.

2020

2020

## Project 2. Kabanga KPCS

Identified and Formulated.

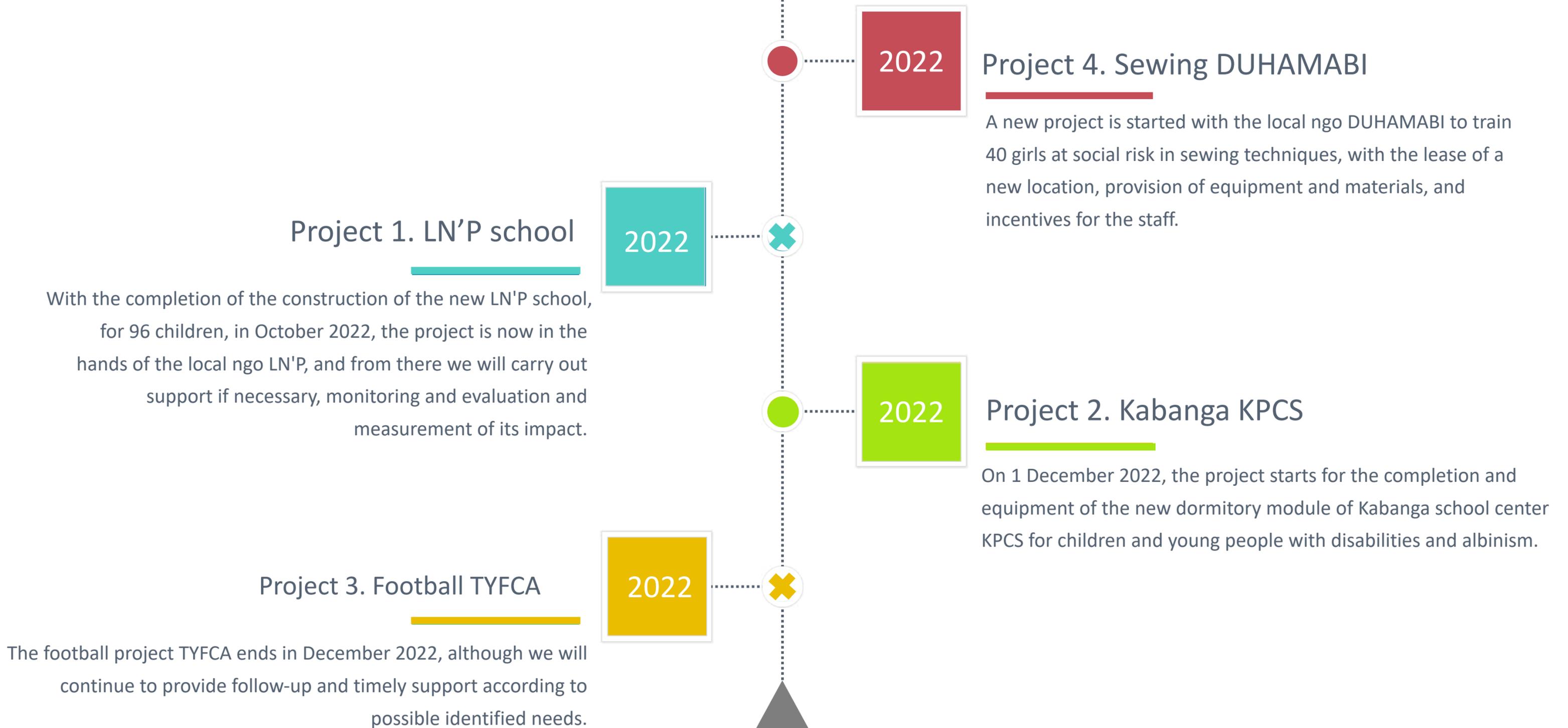
In active search for funding during the years of the Strategy 2021-22.

Presented to different calls for proposals.

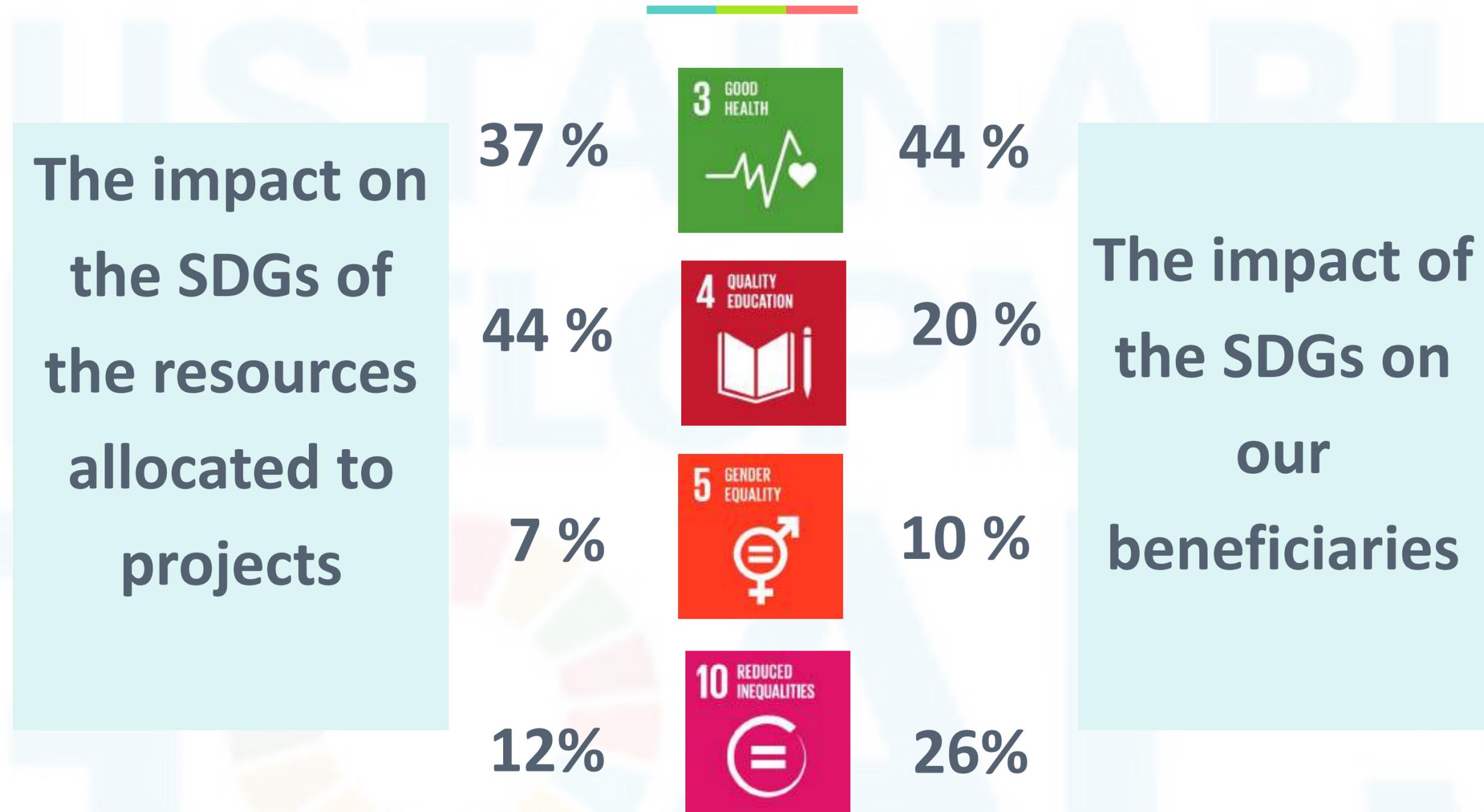
## Project 3. Football TYFCA

Support for the new project of the football team Tanganyika Youth FC to contribute to personal development and future prospects of children and young people through football.

2021



# How KARIBIA's action has impacted on the SDGs:



# Lessons learned from the Strategy 2021-22

Necessary to promote and achieve a solid legal framework of organization

High workload of KARIBIA staff

Difficulties in finding measures of sustainability on a lasting and continuous basis beyond the end of funding, and which do not affect future development capacity

Focusing on local strengths

Integration is effective and efficient

Working from the field

A unique approach has enabled communities to identify and prioritize their own needs

KARIBIA's values, quality, commitment and empowering leadership have been the main contributors to the success of the results

Many local NGOs demanding support

Great need for capacity building

Fostering the process of change

Restriction on the access to calls for proposals for not being 2 years old, as well as limitations on their resources due to the crisis caused by the Covid-19 pandemic

Diversification of fundraising

Expand and promote the figure of the members with monthly contributions

Increasing the different ways of collaboration

Initiating and determining projects by budget

lines/activities according to the arrival of resources has been a very good strategy, one project has been successfully completed while achieving the established results

The volunteer program has helped to reinforce some activities and to provide some direct donations, as well as dissemination

# SWOT analysis

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## WEAKNESSES

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- Low known organization
- Limited communication and visibility
- Work overload due to reduced human resources
- Absence of contracted personnel at HQ and in the field
- Low number of partners and difficulty in reaching them

## STRENGTHS

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- Teamwork with all stakeholders
- Local partners with identified projects
- Local knowledge
- High motivation and learning capacity
- Ability to develop new techniques, methods and practices
- Extensive professional experience
- Excellent relations with local authorities
- KARIBIA NGO FOR DEVELOPMENT locally registered



## OPPORTUNITIES

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- Increase collaboration with local institutions
- Cooperate with other associations to achieve common goals
- Low concentration of international NGOs working for local communities
- Strategic border geographical location

## THREATS

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- Deficiencies in basic services
- Regular political and structural changes
- Devaluation and local price changes
- Economic crisis (post COVID and Ukraine war)
- Low local commitment
- Limited capacity and resources of local counterparts



4

Strategic  
objectives

# Sectors of action



EDUCATION  
CAPACITY

as a knowledge and learning tool for personal development, we will focus on SDG 4



FOOD  
SECURITY

as a purpose to ensure the correct levels of nutrition, we will focus on SDG 2



HEALTH

in order to maintain an adequate physical and psychological state, we will focus on SDG 3



INCLUSION &  
EQUALITY

como objetivo para promover las mismas oportunidades a todas las personas, incidiremos en el ODS 10



WOMEN'S  
EMPOWERMENT

como meta para alcanzar la independencia económica y la autonomía personal de las mujeres, incidiremos en el ODS 5



# Transversal axes

In the projects that we support, we will apply these transversal axes to:

- Advocate for a commitment to achieving SDG compliance
- To reach a more egalitarian impact, influencing in a correct way the dynamic relation of equity
- To improve definitely the effectiveness, the efficiency and the effectiveness of the results

HUMAN  
RIGHTS



GENDER



TERRITORIAL  
DEVELOPMENT



GOOD GOVERNANCE



ENVIRONMENT



CULTURAL  
DIVERSITY



# Principles of our projects:

01

Relevant

02

Positive Impact Generators

03

Efficient

04

Sustainable

05

Local initiatives

# Project process

Local call

## Identification 01

It consists of establishing the need or opportunity from which it is possible to start the design of the project.  
It is at this stage that the success or failure of the project will be visualized to a large extent.

Fundraising

## Finance 02

Financing is the process of obtaining necessary budget funds to carry out the project.

## Execution / Supervision 03

It is the phase of the project that consists of the start-up, the implementation and the control of the activities planned according to the work-plan.

Sustainability

## Evaluation 04

In project management, evaluation is the process of determining the changes that a project brings about, based on a comparison between the state that is achieved and the previous baseline state.

Reporting



# Operational Plan Strategy 2023-27

## 3. Scope of Dissemination

Giving dissemination and visibility to the NGO, as well as to its counterparts and collaborators by social networks and platforms.  
Promoting events, outreach and awareness actions.  
Showing the activities that are carried out as a measure of transparency.

## 2. Monitoring and Evaluation

From the projects initiated and to be initiated, monitoring and supervision of their implementation will be carried out, as well as impact assessment of the completed projects.

## 1. Analysis, Identification and Formulation, and Execution of new projects

Looking for new needs, priorities from local appeals. After the diagnosis of the situation and its approval, new projects will be formulated for future implementation and execution by local initiatives, with the funds that have been obtained. A database of identified projects and their local counterparts will also be drawn up.



## 4. Fundraising

We will continue our constant search for any kind of funds, to build the loyalty of donors and partners as a means of economic stability and diversification of the NGO's funding. Presentation of proposals for public and private grants, as well as carrying out crowdfunding campaigns through online platforms.

## 5. Synergies

In order to carry out our actions, it is essential to maintain synergies and collaborations with other entities and institutions, through strategic alliances, as well as to have partners who identify and execute the projects as good connoisseurs of their needs, and to welcome all those interested in getting to know us.

## 6. Institutional strengthening

To provide overall vision, direction and purpose through our structure and day-to-day management; and to strengthen our ability to manage and achieve our objectives with maximum efficiency and effectiveness, by way of a systematic organizational development framework and by ensuring the transparency and economic sustainability of the NGO itself.

## SMART OBJECTIVES

(Specific Measurable Achievable Realistic Time)

# SMART Objectives

WHAT?



HOW MUCH?



HOW?



WITH WHAT?



WHEN?



Operational Plan		SPECIFIC	MEASURABLE	ACHIEVABLE	REALISTIC	TIME	
01	Analysis, Identification and Formulation, and Execution of new projects	PROJECTS	Identify and formulate a new project	Identify and formulate 1 project	Local calls and needs analysis	Field presence and local partners	Annual
			Initiate at least one project	Implement 50% of a project	Field presence and implementation by local counterparts	Field presence	Annual
			Projects under implementation and completed	100% of projects	Indicators of the degree of achievement of results	Field presence	Annual
02	Monitoring & Evaluation	SUPERVISION	Projects under implementation and situation diagnosis of new needs	Weekly monitoring visits, monthly reports and 2 evaluations	Monitoring visits and evaluations	Presence of field staff and verification sources	Annual
03	Scope of Dissemination	SOCIAL NETWORKING	Increase traffic	10% increase	Regular content and dissemination	Varied, attractive and quality content	Annual
		EVENTS	Gain visibility and awareness actions	3 events	Collaborators, partners, visitors in the field	Varied, attractive and quality content	Annual



04	Fundraising	DONATIONS	Initiate the planned project	Fund 50% of the project	Personal donations, private or public subsidies	Submission to annual public and private calls for proposals, dissemination actions	Annual
		MEMBERS	Increase social mass	10% increase	Dissemination actions	Dissemination actions	Annual
		CROWFUNDING	Migranodearena Platform	1 Campaign	Past experiences	Previous experiences	Annual
05	Synergies	COLABORATIONS	Increase institutional collaborations	1 Collaboration	Previous experiences	Previous experiences	Annual
		VISITORS	Encourage field visits	2 Visitas	Dissemination actions	Previous experiences	Annual
		VOLUNTEERING	Encourage specific volunteering in the field	According to profiles and needs	Dissemination actions	Previous experiences	Annual
06	Institutional strengthening	REGISTRATION	Non-Governmental Organisation (NGO) Development	Agencia Catalana de Cooperación al Desarrollo (ACCD)	Compliance with requirements	Fulfilment of requirements	1st-2nd year
				Agencia Española de Cooperación Internacional al Desarrollo (AECID)	Compliance with requirements	Compliance with requirements	1st year
		AUDITING	KARIBIA NGO FOR DEVELOPMENT Branch	1 Audit	Annual accounts	Accounting and balance sheet	Annual
			Asociación KARIBIA	1 Audit	Annual accounts	Accounting and balance sheet	5 years
		PUBLIC UTILITY	Declaration of Public Utility	Organic Law on the Right of Association / Ministry of the Interior Spain	Compliance with requirements	Compliance with requirements	5 years

# Projects to be implemented in 2023-27



COMPLETION AND EQUIPMENT OF THE NEW MODULE MALE'S DORMITORY FOR 80 CHILDREN AT KABANGA SCHOOL CENTER (KPCS) Kasulu, Kigoma, Tanzania

56.474€



EQUIPMENT AND OPERATIONAL COSTS OF THE TRAINING CENTER IN SEWING TECHNIQUES (DUHAMABI) Mwanga, Kigoma town, Tanzania

5.120€

PROVISION OF OPERATIONAL COSTS FOR LN'P SCHOOL (LN'P) Kichangachui, Kigoma town, Tanzania

3.500€



# Projects identified for 2023-27



REMODELING AND EQUIPMENT OF THE FEMALE'S DORMITORY MODULE n.5, FOR 56 GIRLS AT KABANGA SCHOOL CENTER (KPCS)

Kasulu, Kigoma, Tanzania

46.150€



REMODELING AND EQUIPMENT OF THE 3 SPECIAL EDUCATION CLASSROOMS, AND THE ADAPTATION OF 2 MODULES INTO 1 LIBRARY AND 1 RESOURCE ROOM, AT KABANGA SCHOOL CENTRE (KPCS)

Kasulu, Kigoma, Tanzania

67.426€

REMODELING AND EQUIPMENT OF THE KITCHEN AND DINING ROOM MODULES AT KABANGA SCHOOL CENTER (KPCS)

Kasulu, Kigoma, Tanzania

44.347€



REMODELING AND EQUIPMENT OF THE FEMALE'S DORMITORY MODULE n.1, FOR 46 GIRLS AT KABANGA SCHOOL CENTER (KPCS)

Kasulu, Kigoma, Tanzania

41.969€



# Projects under study for 2023-27



**COMPLETION AND EQUIPMENT OF THE NEW UNFINISHED LIBRARY IN KIGOMA TOWN (THE ONLY ONE IN THE REGION OF 2,5 MILLIONS INHABITANTS). Mwanga, Kigoma town, Tanzania**  
**19.398€**



**HEALTH PROJECTS IN COLLABORATION WITH LOCAL HEALTH AUTHORITIES:**  
**• MATERNAL CHILD HEALTH**  
**Kigoma region, Tanzania**

**TO BE DEFINED**

**TOGETHER WITH UNIVERSITAT DE GIRONA UDG PROMOTING WOMEN'S ECONOMIC DEVELOPMENT THROUGH TOURISM**  
**Kalalangabo, Kigoma town, Tanzania**

**TO BE DEFINED**



**HEALTH PROJECTS IN COLLABORATION WITH LOCAL HEALTH AUTHORITIES:**  
**• LABORATORY DIAGNOSTICS**  
**• BLOOD BANK**  
**Kigoma region, Tanzania**

**TO BE DEFINED**





# THANKS!

Get in touch!

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 [www.karibia.org](http://www.karibia.org)