

STRATEGIC PLAN For SHIPO 2017-2021



December, 2017

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List of abbreviations

CLTS	Community Lead Total Sanitation
HWTS	Household Water Treatment and Storage
IWRM	Integrated Water Resource Management
MHM	Menstrual Hygiene Management
MSP	Multiple Stakeholder Partnership / Participation
MUS	Multiple Use Services
NGO	Non-Governmental Organisation
ODF	Open Defecation Free
PMER	Project Monitoring Evaluation and Reporting
PPP	Public Private Partnership
SHIPO	Southern Highlands Participatory Organisation
SMARTechs	Simple Market based Affordable Repairable Technologies
SMART Training Centre	The Training Centre providing training, consultancy and services related to the production, access to, installation, operation and maintenance, marketing, branding and quality control of SMARTechs
SME	Small Medium Enterprise
SWOT	Strengths Weaknesses Opportunities and Threats
TLM	Teaching and Learning Materials
ToC	Theory of Change
WASH	Water, Sanitation and Hygiene

Introduction

Background of SHIPO

SHIPO is a Tanzanian Non- Governmental Organisation (NGO) based in Njombe Region 5 km South of Njombe Town Centre along the Makambako-Songea Tarmac and Main Road.

SHIPO has been registered on 7th May 2001 with the Ministry of Home Affairs under the Society Ordinance Act of 1954 and provided with a Certificate of Compliance No. 1629 on 27th Sept 2005 in the Vice-President's Office Under the Non-Governmental Organization Act 2 Sect. 11 (3) of Act 24 of 2002.

The three founder members, Mr. Walter Mgina, Mrs. Ester Mgina-van Vugt and Mr. Protas S. Mwanyika are still active as board member. SHIPO board has 8 members. Since December 2007 has its own offices with training centre on the Songea Road. The premises host SHIPO staff as well as staff of other NGO's and organisations and is used for trainings and meetings.

SHIPO started in an initial strong partnership with the Dutch Organisation, Connect International (CI) as well as other Dutch fundraising contacts. Through the years SHIPO has developed partnerships with other organisations in- and outside Tanzania which has helped SHIPO to develop itself into a strong local NGO.

Reflection on last strategic period and way forward

During the period 2012-2016 SHIPO continued to build expertise within the Water, Sanitation and Hygiene (WASH) sector and has further specialized itself on the SMARTechs (Simple, Market based, Affordable, Repairable Technologies) which are affordable, are fit for self-supply on household level as well as in the community. Besides SHIPO has an extensive track record in the implementation of larger water schemes, both gravity-fed and pumping systems.

People and communities increasingly require a water supply that can be used for Multiple Use Services (MUS), like for irrigation of small gardens and increasingly also for the growing of crops like avocado, potatoes and tea.

During the last strategic period SHIPO SMART Centre has been able to train WASH entrepreneurs and organisations in Tanzania (eg. In Njombe, Iringa, Bukoba, Tabora, Morogoro, Arusha, Manyara etc as well as outside Tanzania (Mozambique, South Sudan, Burkina Faso, Zambia etc). In the places where SMARTechs have become available it is seen that the private sectors adopt the technologies and provide services to households, farmers and communities.

During the period 2017-2021 SHIPO Smart Centre will continue to provide training and updates on technologies. At the same time, it will focus more on quality control and certification of

SMARTech products and services. Moreover, SHIPO concentrate on promoting and sensitizing about water resource management including retention of water, reduced use and efficient use of water. In this context SHIPO will provide SMARTechs solutions that can be used in the implementation of improved Integrated Water Resource Management (IWRM)

Besides, SHIPO has a long track record in Education and Health sectors, especially in Njombe and Ludewa districts. During the last strategic period SHIPO has managed to improve the school environment and quality of education in several schools in Njombe Region, including 20 primary schools in Ludewa district thanks to a large-scale project implemented during 3 years.

SHIPO has supported teachers by implemented 8 trainings to teachers in different subjects including active learning methodology, school management and leadership, pre-primary education and Montessori methods, English, Mathematics, Kiswahili, Science. At the same time SHIPO has completed 37 infrastructure interventions improving school facilities with new classrooms, teacher's offices, dining halls, kitchens, latrines and water points, including a rainwater harvesting system. SHIPO has provided books, teaching aid materials, furniture and sports equipment to the schools. SHIPO has also worked closely with the local education authorities in the implementation of awareness raising activities for pupils, parents and teachers on the right of girls to attend to school, and the importance of nutrition, and the importance of menstrual hygiene management in the schools. Finally, the organization has helped the schools to grow vegetable gardens. Growing vegetables is not only part of the learning curriculum of the children, but also a great way to improve their diet and their health status by using the grown vegetables as ingredients in the daily school meals.

In 2017, SHIPO has secured the continuation of their school improvement program for 3 more years. Future education interventions will continue improving the schools' infrastructure and teachers' teaching skills and capacities. But also, SHIPO will put strong emphasis on improving school governance by building the capacity of the local education authorities to supervise the schools as well as on strengthening the cooperation of the parents and the school. Similarly, in our new education interventions, SHIPO will also pay attention to the rights of the children and the prevention of cases of violence and abuse.

In the area of health SHIPO has been able to provide solar powered electricity supply and equipment to health care centres and has supported Children with a disability. SHIPO also provided education on nutrition to the schools and parents

Currently it can be seen that SHIPO activities in education and health increasingly focus and lead to improved Child Development. Besides, SHIPO recognises the need to add Child Protection as a component to its projects and has the capacity to do so. Therefore, in this new strategic plan, the SHIPO's education and health projects will be placed under the Intervention area of Child development and Child protection.

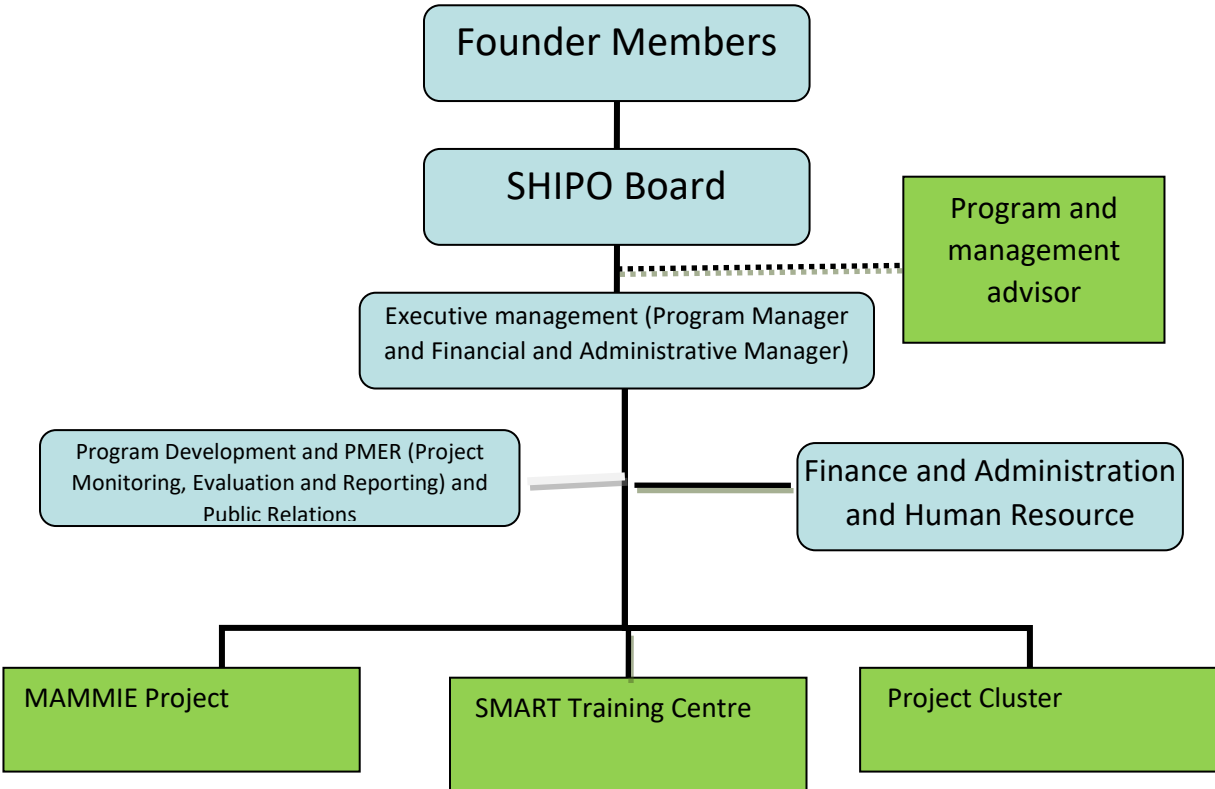
During the last years, it can be seen that, beside the implementation of development projects through the [SHIPO SMART Centre](#), SHIPO is growing in its role as capacity builder and facilitator of the private sector. During this strategic period SHIPO expects to continue to

support and work in cooperation with communities and the private sectors through Multiple Stakeholder Partnerships. It is expected that the registration of SHIPO Company Limited will provide increased opportunities for project and business development by using different finance mechanisms.

SHIPO's Organisational Structure

SHIPO is governed by a Board of 8 members. The Board members represent expertise in important sectors in Njombe Region like Law, Human Resource Management, Financial Accounting, Agriculture, Business and Community Development. The Secretary of the Board is the Deputy Program Manager of the Organisation.

SHIPO Management Team consists of the Program Manager, Finance and Administrative Manager and department managers. SHIPO has 21 permanent staff (2017)



Vision and Mission of SHIPO

Vision

SHIPO wants:

To obtain sustained improvement in the living standards of people in Tanzania.

Mission Statement

SHIPO exists

To facilitate and provide sustainably products and services to its customers and beneficiaries, which contribute effectively to improved capacity and behaviour, based on their demand, needs and capacities and through Multi Stakeholder Participation.

Rationale:

- SHIPO has a focus on sustainability, whether it concerns products and/or services it provides as an organisation or whether they are realized in the community or by service providers which have been trained by SHIPO
- The product and services provided are those that fit to the needs and demand of the target group /consumer which means products are SMART (Simple, Market based, Affordable, Repairable Technologies) and provide inclusive and equitable services.
- Capacity building (including training and coaching) of people in the community like entrepreneurs, committee members and local leaders will allow our beneficiaries and clients to develop and improve their livelihoods by gaining access to demanded products (e.g. a water pump) and services (e.g. for maintenance). In the same way, people will get opportunities to realize behaviour change (e.g. handwashing, drinking clean and safe water, etc.)
- SHIPO believes it can only achieve substantial and sustainable impact through the participation and the coordinated effort of multiple stakeholders

Organisational values and way of working

SHIPO 'values' are:

- *Ownership* (Commitment, Co-operation & Flexibility)
- *Pride* (Honesty, Integrity & Purpose)
- *Good Governance* (Accountability, Transparency and good Decision-making)

The SHIPO Way of Working can be characterized as follows:

SHIPO wants to be an organisation...

To have a stable NGO operating with a strong board, a Tanzanian Management (executive management and management team) and a multidisciplinary team of professional and motivated staff that can contribute effectively to sustained development

...combining hardware and software...

SHIPO uses an integrated approach for community development ; combining hardware (eg. construction of school and WASH facilities) and software (creating awareness, technical and business skills training, facilitation, access to credit, etc.). SHIPO will contribute effectively to improved livelihood of people and communities and will establish structures that sustainably provide products and services that enhance community development, ownership and income generation.

...that fully utilizes its Training Centre...

SHIPO Training Centre provides training and consultancy services on SMARTechs, IWRM and other subjects to people from communities, organizations, and private companies inside and outside Tanzania. The Training Centre also aims to brand its products and provide quality control on products and services which are especially provided through the trained private sector

...that works in networks and Multi Stakeholder Partnerships...

SHIPO wants to be/ remain engaged in networks and Multi Stakeholder Partnerships inside and outside Tanzania, to have a direct impact on poverty reduction as well as through its SMARTech Training Centre to provide people with knowledge, skills and an enabling environment for entrepreneurship. Cooperation with other stakeholders makes it possible to create leverage and to be able to attract funds to tackle major problems.

...properly compiles and documents results...

By using an online database system for project monitoring, evaluation and reporting (PMER) SHIPO wants to provide quality information about its projects, products and services. By analyzing data in an efficient way SHIPO can easily analyze development questions, anticipate problems and learn from them. Producing and sharing quality information will motivate and help communities, organizations and another stakeholder to work closely and efficiently together with SHIPO.

...considers cross-cutting issues...

Inclusion, gender, good governance, environmental conservation...

...and let people participate at all levels.

SHIPO will motivate their staff by including them in planning stages and making them responsible for their own tasks, exactly like we include communities in our programs.

SHIPO's Theory of Change

SHIPO's Intervention areas

The Theory of Change for SHIPO has been developed for two major intervention areas:

- Water Sanitation and Hygiene (WASH)
- Child Development and Child Protection.

SHIPO'S theory of change describes, for each intervention area the Long-term and Medium – term outcomes pursued by SHIPO and its activities.

Water Sanitation and Hygiene (WASH)

In the intervention area of WASH the ultimate goal is that:

People in Tanzania have access to, and increasingly make use of, Inclusive and SMART WASH technologies, products and services that contribute to improved livelihoods and practice of IWRM.

The WASH intervention area is divided into three pathways: WASH, IWRM and WASH entrepreneurship and marketing. Each Pathways is related to the following Medium-term Outcomes (benefits):

WASH: Improved health and income in households, schools and communities through a more inclusive access to adequate basic WASH services.

IWRM: Sustainable use of available water sources contributing to a more sustainable income and environmental conservation/

WASH entrepreneurship and marketing:The market for WASH self-supply technologies and services grows in Tanzania and entrepreneurs and clients earn an increased income through the construction and provision of quality SMART tech products and services.

**See Annex A: for the WASH ToC*

Child Development and Child Protection

In the intervention area of Child Development and Child Protection SHIPO aims at achieving the following Medium-Term Outcomes:

- Children grow up in a healthy environment
- Schools provide a conducive learning environment
- Inclusive access to basic services for Children with a disability
- Improved child protection and reduced cases of child abuse

**See Annex B: for the ToC for Child Development and Child Protection*

SHIPO's approaches

Generic approaches

The generic approaches applied by SHIPO in all its projects are:

1. The participatory approach

SHIPO merely helps communities, organised groups and small and medium entrepreneurs to help themselves in their efforts to raise their own living standards and alleviate poverty. We call it self-help or self-awareness. Based on the need and requests we link stakeholders with each other to secure efficient assistance.

2. Skills development

Project always contain skills development as a component of capacity building whether it is to empower individuals, entrepreneurs, groups in the communities or with other stakeholders

3. Multi Stakeholder Participation (MSP)

It is through Multi Stakeholder Participation that SHIPO SMARTechs and other interventions can be sustainably implemented. MSP is used in order to be able to work more efficiently and effectively, to participate in and contribute to the development of value and supply chains, to be able to tackle substantial problems and to create leverage and create opportunities for private sector development.

Specific approaches

SHIPO applies the following Specific approaches in the Intervention area of WASH:

Specific approaches	Explanation
SMARTechs , (Simple, Market based, Affordable, Repairable Technologies) skills development	includes MUS (Multiple Use Services) and water for irrigation, IWRM technologies, HWTS (Household Water Treatment and Storage) solutions,
IWRM (Integrated Water Resource Management)	includes protection of water sources, recharge/ 3R, MUS, reduced use, environmental conservation and rehabilitation, formation of entities for Operation & management of water structures (eg. COWSO)
CLTS (Community Lead Total Sanitation) and MTUMBA	Includes CLTS triggering, Open Defecation Free (ODF) communities, hygiene behaviour and practices on food hygiene and safety
SMARTech water and sanitation marketing	includes household and community (public) self-supply, provision of basic services, demand driven, affordable design,

WASH Entrepreneurship	including training of entrepreneurs and supply chain development
Water supply schemes	includes SHIPO implementing (larger and subsidized) WASH projects, Multi stakeholder, formation of entities for Operation & management of water structures
Productive sanitation and conservation agriculture	To improve food security & income generation
SMARTechs branding and quality control	through SMART Centre network and advocacy

SHIPO applies the following Specific approaches in the Intervention area Child Development and Child Protection:

Specific approaches	Explanation
TLM (Teaching and Learning Materials)	including capacity building of producers, marketing and dissemination of TLM, and training in the schools about Montessori approach and active learning methodology.
Productive schools	including vegetable gardening, entrepreneurship, selling avocados to finance the schools.
Improving school infrastructure and equipment	By building classrooms, latrines, changing rooms for girls, waterpoints, teachers offices, kitchens and dining halls and by improving the access of the schools to teaching materials, playgrounds and sports materials, furniture, books etc.
Supporting teachers for better teaching practices and school governance	With personalized coaching through academic officers visiting the schools and the teachers and with training good governance, leadership and curriculum implementation of selected subjects
Supporting school committees for further involvement of the parents in school governance	With personalized coaching and training on the roles of the school committees and with sensitization on the importance of parents participating and supporting the schools
Supporting local education authorities for better supervision and accountability	Providing to local education authorities with training and tools to successfully accomplish their duties (including support for transport and stationaries)

Improving school meals and pupils' health	Nutrition training, cooking training and school gardens for better nutrition meals at the school and with Menstrual Hygiene Management training for girls attending to school, their teachers and their parents
Sensitization campaigns for children rights for education, health and against violence and abuse.	Sensitizing parents, pupils and authorities about children rights, because creating a conducive learning environment is the duty of the entire school community
Measuring Quality education	Measuring performance through NECTA results and Uwezo test (sometimes school inspections)
Child to Child approach	includes school clubs, health and environmental clubs in the community, entrepreneurial skills
Disability inclusion	including support to children with a disability
Building up Child protection networks	Including violence and abuse, safety networks that know how to respond to diminish the risk and process cases.

Crosscutting themes

SHIPO considers the following crosscutting themes in its projects and activities:

1. Social inclusion

- Social inclusion considers the inclusion of vulnerable people (eg. Orphans) and specific groups like people living with HIV/AIDS or with a disability. It also includes gender equality and gender equity.

2. Good Governance

- Good governance training is provided to the project community members at the very beginning of a project implementation aiming to help them become responsible, accountable, transparent and fully participate in good decision making and thus make the project successful and in time advocacy

SHIPO's roles

In each project or programme SHIPO can have different roles.

SHIPO is best known fulfilling the following roles:

- SHIPO as a strong local implementing partner connecting donor organizations with beneficiaries. In the implementation of community development projects SHIPO has an extensive track record in the role of local partner for donor organisations, mobilizing communities, coordinating activities in the field, implementing capacity building and awareness raising activities as part of our projects.
- SHIPO SMART centre as a facilitator and provider of training for its customers (SME entrepreneurs) and beneficiaries (e.g.farmers) and mentor them
- SHIPO as a lead and/or partner, coordinating and/or participating in Multi Stakeholder Partnerships, and working with local authorities to ensure the smooth development of the projects as well as compliance with Tanzanian regulations

In this strategic period SHIPO will want to continue to keep above mentioned roles as well as to strengthen itself and focus on:

- Promotion and marketing of adequate and affordable products, services and approaches, mostly as part of a sustainable business approach
- Influencing through advocacy: e.g. the certification of SMARTech products, child protection & child rights
- Facilitate branding and quality control of SMARTechs

Besides SHIPO is in the process of registering SHIPO company Limited by Guarantee which will allow SHIPO as a social business to provide and scale up services for its customers and in cooperation with other stakeholder's role out sustainable business concepts.

Resource Mobilization

Strategy for resources mobilization within communities and local stakeholders:

- Mobilization of resources in the community
- Development of viable businesses

Strategy of SHIPO organisation and SMART Centre to mobilize resources:

- Marketing of SMARTechs products and parts
- Project proposal and business development in MSP's (including Public Private Partnerships). SHIPO will have a multi-disciplinary project team that identifies needs and fundraising and business opportunities as well as attract experts from outside to assist/cooperate in project/business development.
- Provision of short training courses and training trajectories
- Use of website and other social media
- Share SHIPO track record with (potential) stakeholders of > 15 years SHIPO
- Participation/ representation in local, regional and national events; eg. national level Nane Nane event and secure a stand at a strategic place

- Search for and strengthen relationship with development organisations in Tanzania in agriculture and WASH to market SMARTechs
- Importation from abroad, local assembling and/or sales of affordable SMART Techs parts and/or sets (eg. irrigation)
- Production and dissemination of Teaching and Learning Materials

Donors active in Tanzania to whom SHIPO intend to apply to and/or continue its cooperation:

- Stichting Karibu Tanzania
- Connect International
- Mammie program - We World
- Liliana fonds
- Heifer International
- USAID/WARIDI TANZANIA

Opportunities for Institutional fundraising:

- VOICE (EU in Tanzania)
- Foundation of Civil Society
- Sustainable Water Funds /FDW (RVO Netherlands, PPP project concept note 7thDec 2017)
- Partners for Water Netherlands (next calls sept 2017 and February 2018)
- Expected call from RVO for FDOV (PPP on food security)
- WARIDI call from USAID Tanzania with Tetrattech

Required Human Resource capacity

Currently SHIPO has a Management team represented by the head of departments. See Chapter 1.3 for the organigram and Annex D for an overview of the capability of the different departments.

The Program Manager and the Financial and Administrative manager are responsible for daily decision making together with the executive management (see organogram chapter 1.3)

During the last strategic period SHIPO managed to employ a Project Monitoring Evaluation and Reporting (PMER) officer responsible to oversees all PMER activities in the organization and to ensure quality reporting.

Recently, SHIPO has formed a project development team. The team is represented by people from different departments and have the task to:

- know/follow funding opportunities,
- identify and work out project ideas
- assist in project proposal writing and
- project and business development

In the context and when required, SHIPO will work with external consultants and experts in proposal writing and business development. These can be consultants who provide services on a no cure-no pay basis, people from organizations like PUM, Peace Corps, VSO or volunteers.

Budget

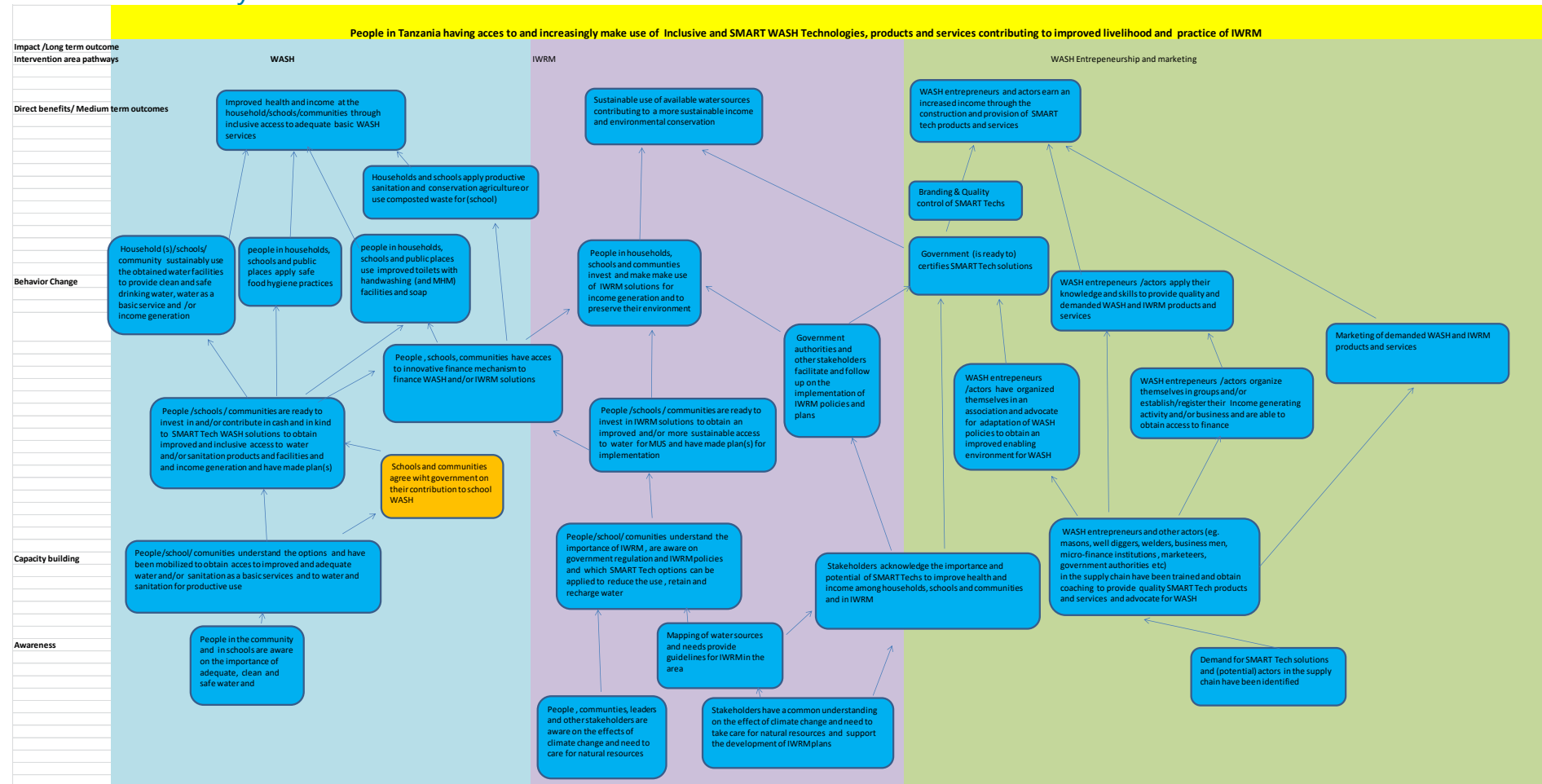
Expected Project Activities for 2017 – 2020

SHIPO PROJECT ACTIVITIES FROM 2017 TO DECEMBER 2018				
Nr.	Project	Planned activities	Expected time frame	Approved/Expected Budgets
TZPJ077D	WILDGEES/KARIBU TANZANIA	Construction of Madilu Boys dormitory in Madilu ward in Ludewa District	January 2017 to December 2018	131,142,000.00
TZPJ093G	ZH20 / SKAT FOUNDATION	Entrepreneurs training in affordable water and sanitation technology. (SKAT I)	January 2017 to December 2017	108,100,000.00
TZPJ093G	ZH20 / SKAT FOUNDATION	Entrepreneurs training in affordable water and sanitation technology. (SKAT II)	January 2018 to December 2018	106,950,000.00
TZPJ094E	WEWORLD TANZANIA	Improvement of Education in Mawengi Mlangali, and Milo wards in 20 primary schools in Ludewa District (MAMMIE I)	October 2014 to September 2017	2,085,500,000.00
TZPJ094G	WEWORLD TANZANIA	Improvement of Education in Mawengi Mlangali, and Milo wards in 20 primary schools in Ludewa District (MAMMIE II)	October 2017 to September 2020	1,500,000,000.00
TZPJ096B	KARIBU TANZANIA	Igomba rain water harvesting tank	Feb 2018 to May 2019	39,702,026.00
TZPJ099	HEIFER INTERNATIONAL TANZANIA	Mbozi Farmers Livelihood Initiatives (WASH Component – Software & Hard ware, COWSOs and Water infrastructure construction.	June 2014 to June 2019	506,081,250.00

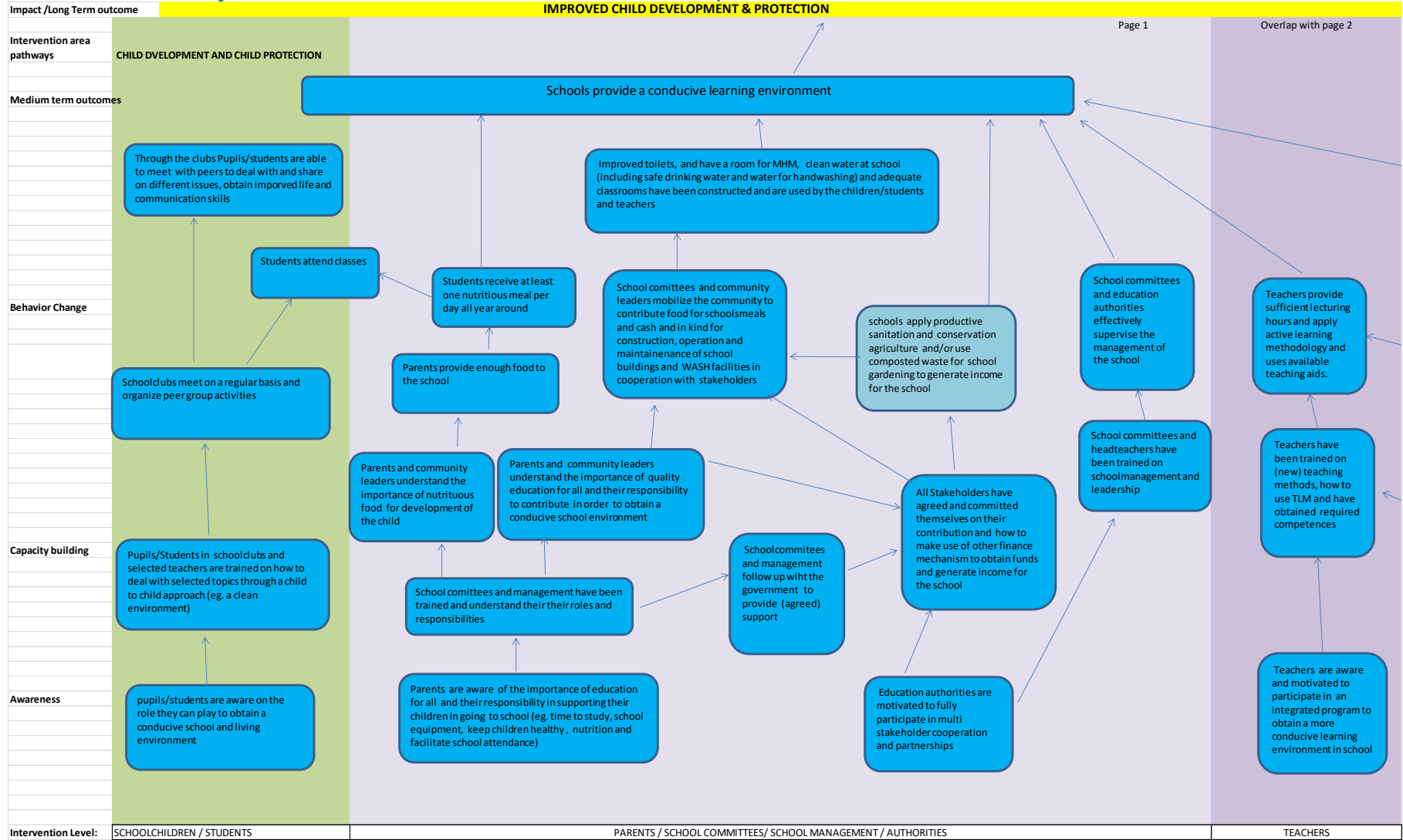
SHIPO PROJECT ACTIVITIES FROM 2017 TO DECEMBER 2018				
Nr.	Project	Planned activities	Expected time frame	Approved/Expected Budgets
TZPJ0102	CONNECT INTERNATIONAL/JAN VAN HOUTKADE	TLM Youth Group	June 2018 to August 2018	12,469,013.00
TZPJ0103	USAID/WARID PROJECT	Improvement I water supplies and health management through the support of community Owned water supply Organization (COWSO) in Njombe District Council	June 2018 to June 2019	255,239,774.00
TZPJ105	WINGS & ROOTS	Safe drinking water in 10 Villages in Mbozi District	January to November 2018	5,000,000.00
TZPJ106B	FRIEND OF TANZANIA	Latrine construction at Iyunguya Primary School	May to November 2018	11,000,000.00
TZPJ107B	KARIBU TANZANIA	Malombwe primary school rain water harvesting tank	November to December 2018	10,994,575.00

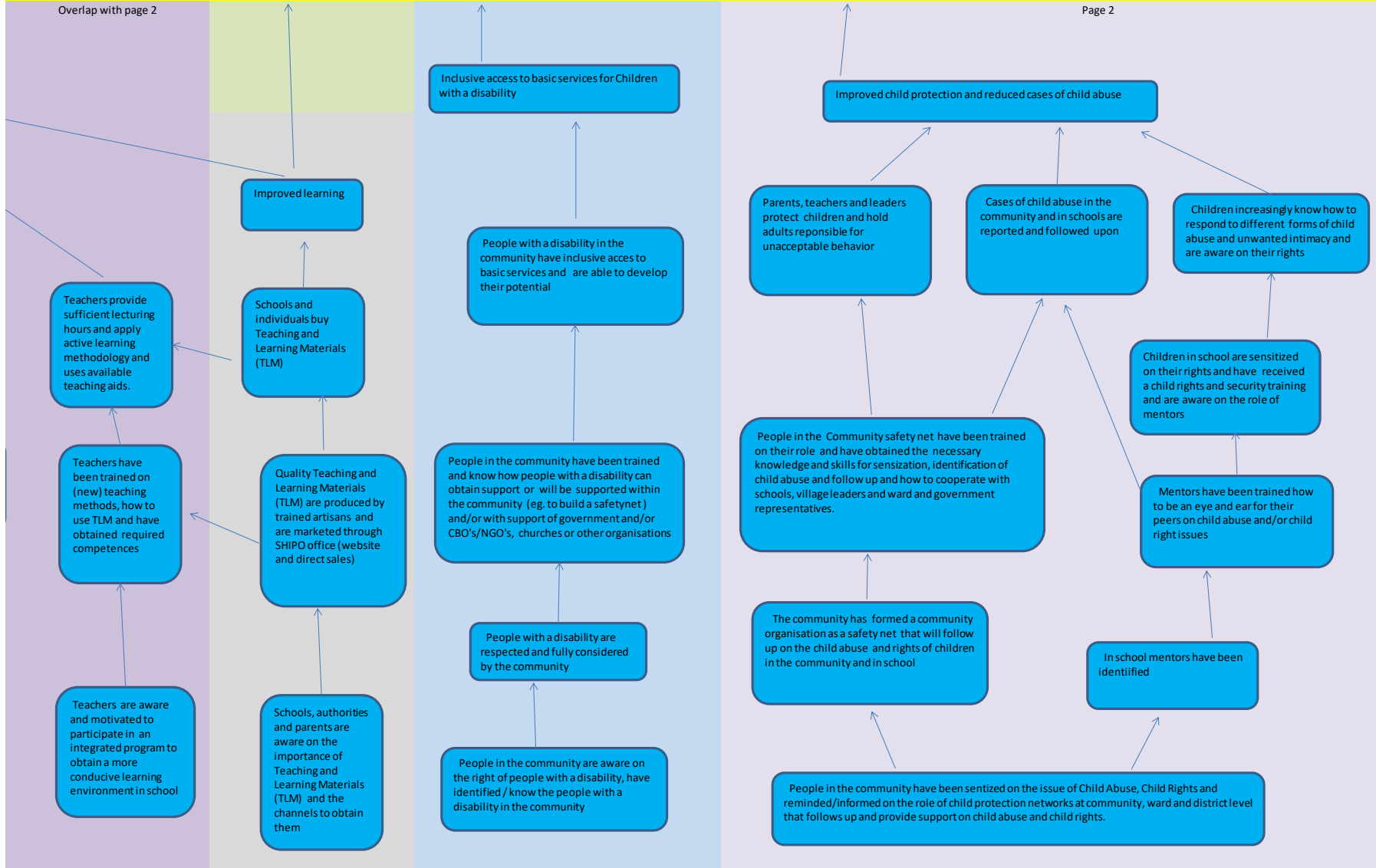
Annexes

Annex A: Pathways for Intervention area of WASH



Annex B: Pathways for Intervention area of Child Development and Child Protection





TEACHERS

TLM

DISABILITY INCLUSION

CHILD PROTECTION NETWORKS

Annex C: Collaboration with other institutions

NETWORKS	EQUAL PARTNERS
<ul style="list-style-type: none"> • SHIPO is a member of Tawasenet (Tanzania Water and Sanitation Network). • SHIPO and IDYDC together is starting up an umbrella organisation of organisations in the Southern Highlands • SHIPO is member of the umbrella organisation for NGO's in Njombe, NJORENGO • SHIPO is part of AKVO network • SHIPO is part of Rural Water Supply Network (RWSN) • SAGCOT (Southern Agricultural Corridor of Tanzania) • Staff and managers are part of other networks as a more personal interest. E.g., various relevant groups at Facebook, LinkedIn, Twitter, etc. as well as national networks for Accountants, Engineers, Technicians, etc. 	<ul style="list-style-type: none"> • CCAP and Mzuzu University in Malawi • MSABI (NGO) works together with SHIPO in the TAZAMO program in Morogo Region /Ifakara district. With MSABI and WinROCK, SHIPO will draw new proposal to USAID. • Incomet, an NGO in Mafinga, Mufindi District. • IDYDC in Iringa • Other organisations throughout the country and especially in the Southern Highlands and through TaWaSaNET.
DONATING/FUNDING PARTNERS	GOVERNMENT AUTHORITIES
<ul style="list-style-type: none"> • SHIPO has a memorandum of understanding with Connect International (CI) in the Netherlands. CI provides SHIPO with a lot of projects and other organisational assistance most of it funded by organizations in Holland. Through CI, SHIPO is partnering with: <ul style="list-style-type: none"> ○ Schumacher Foundation ○ Aqua 4 All ○ Water Right ○ Rabobank Foundation ○ St. Ludewa ○ St. Endelea ○ Vopak ○ St. Heijmerink • Winrock International. Is an organization worldwide, but SHIPO deals with Winrock Tanzania in Morogoro. • ACRA (Italian NGO) works in the same region as SHIPO; SHIPO has a partnership relation with ACRA. • WaterAID Tanzania. SHIPO has entered into a 3 year MoU with WaterAID for the establishment of water supply and sanitation, etc. in 4 villages. 	<ul style="list-style-type: none"> • District Authorities, Njombe, Ludewa, , Wanging'ombe and Mufindi • Town Councils Njombe, Makambako • Njombe Regional Authorities • Ministry of Water • VETA schools

<ul style="list-style-type: none"> • SNV • World Vision, Uganda • Malteser Foundation, Germany • Karibu Tanzania • Wilde Ganzen • Skat Foundation, Switzerland • Liliane Foundation • Raleigh Tanzania • AVIV company in Songea • PFP (Private Forestry Partnership) • GRL (Green Resource Limited) • We World International • Heifer International • A number of private people 	
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Annex D: Capability of SHIPO Departments

Following the presentation of the organizational structure in chapter 1.3 the capabilities of the different departments are as follows

Community development Department

SHIPO works close with communities to give them awareness about development activities and to ensure sustainability of the programs. Community Development Department is responsible for community sensitization, progress monitoring and evaluation of all projects run by the organization.

Preparation of new project areas, invitation of community requests to the organization, assisting community members to get an overview over their own situation, problems, needs, priorities and dreams (Community Self-Assessment) and facilitating communities to produce development plans that forms the basis for the activities which community will undertake to improve development and health of the community members.

Household surveys to get information about the health situation at family level in communities. Community meetings to obtain information about the development progress, intercommunity meetings for discussion about development progress and workshops on good governance to community coaches and village authority's leaders.

Support communities in implementation of projects e.g. manufacturing slabs, use of water filters and tippy tap, realization of borehole with rope pump etc. The department also select, train and coach community coaches, erect and train Village Action Groups (VAGs), as well as training of community committees. Even the leaders of the Wards and the Villages are trained during good governance training.

A training on revolving fund to give the people in rural area's the opportunity to get funds for SMARTechs like water filters, boreholes, rope pumps, slab latrines, etc.

Technical Department

Train people in building activities, like building schools, dispensaries, dormitories, teacher houses etc. When SHIPO starts a building activity in a village they always arrange a construction committee. Together with the construction committee the department arranges all the building activities. The village delivers masons and helpers with the goal to teach them how to build and how to maintain the building in the future.

Train people and private companies in making slab latrines, boreholes, rope pumps and other technical activities, etc. SHIPO provides trainers locally, nationally and internationally. The training is always tailor made.

Technical project designs and implementation.

Technical monitoring of implemented projects.

Program Development and PMER Unit

Has a central role to ensure formulations on future projects at SHIPO utilizing input from the various other Units.

Is responsible to collect monitoring data and arrange all data from various project activities in a collective way.

Trains other SHIPO Units in the collection and entering of M&E data

Provides an overview and ensure that SHIPO participates in relevant seminars, workshops, conferences, networks.

Is overall responsible for SHIPO Public Relations.

Finance and Administration Department

Central role to ensure that staff and projects for the organisation are effectively organised.

Responsible for all transactions which are supposed to be done at that particular time. Also the department is responsible for timely preparation of financial reports.

In collaboration with finance head of department and human resource officer the department ensures timely preparation of staff contracts, disbursement of materials for constructions and other financial logistics are allocated as requested by project officers.

Heading certain programs like Scholarship programs and Liliane Foundation: SHIPO is mediator for Liliane Foundation to help disabled children in Njombe Region by treatment in hospitals. SHIPO arranges the best treatment for the children and also arranges the follow up treatments.

Annex E: Internal SWOT Analysis

Strengths	Weaknesses
SHIPO has an excellent record in good governance and implementation of participatory approaches	SHIPO relies on donors for a major part of its revenue
SHIPO has a stable management and staff team with hard working, motivated and good skilled staff	Clear channels and procedures for communication with different stakeholders
In 2016 SHIPO has invested in new software and staff capacity for PMER (Visible Impact) and accounting (Quick Book) which will support SHIPO operations and enable the organization to realize improved reporting and self-learning	Lack of effective understanding of the projects among coordinators
SHIPO has a strong track record on relationships with local authorities, partners, NGO's and other stakeholders at grassroots, regional, nationally and internationally level	Limited in-house capacity and priority of staff to work on proposal writing and project and business development.
SHIPO works as a bridge between communities and donors, without discrimination to anybody	The implementation of smaller projects lead to relative more administration costs
SHIPO has been in operation for more than 15 years and the organization has solid experience in its field of operations. Past and ongoing activities and the application of best practice/lessons learnt.	
SHIPO earns more than 25% of its own income	
SHIPO operations comply with the government laws etc in implementation of activities e.g. taxes etc	
SHIPO is flexible and has the capacity to provide consultancy, operate and reach out to other CSO's/NGO's and into new areas	
Opportunities	Threats
Give higher priority to project and business development through MSP	Sustainability question: a major part of SHIPO income is outsourced from donor agencies. At the same time the flow of international donor funds is reducing
Branding and positioning of SHIPO products	Non-participatory approaches applied by other organizations seem to "overtake" the

	participatory approach in terms of meeting deadlines
To strengthen relationships with (previous) partners/donors and other stakeholders (e.g. Government authorities)	Lack of interest and attitudinal problem at community level
SHIPO Company can generate income for SHIPO NGO	Difficult to maintain sufficient high salaries to retain good staff before they find new opportunities
Favourable distribution of resources	Decrease in community participation in projects
Obtain support from media and advocacy organizations	Other NGOs operating in Njombe which implement same ideas as SHIPO or overpass SHIPO like TAHA
Use University/volunteer/internship programs ("Free "skills and knowledge) and international volunteers/interns like peace corps, PUM, VSO etc to increase capacity on business development and increase fundraising capacity	Limited networking and fundraising with local NGO's and other stakeholders for project and business development
Increase on income generating businesses e.g. training activities, selling CSR solutions to (big) companies, office rental, internship program, utilizing land in Mgala, Nundu and Malombwe.	It is a huge task to get and select good quality workers on all levels. Lots of under skilled manpower want to work with SHIPO
Scaling up and reach more entrepreneurs, customers and funders. SHIPO can expand its operations beyond the current areas as registration allows SHIPO to work all over the Tanzanian mainland	