

Education is the foundation for YOUTH-DRIVEN, COMMUNITY-LED DEVELOPMENT

OUR VISION

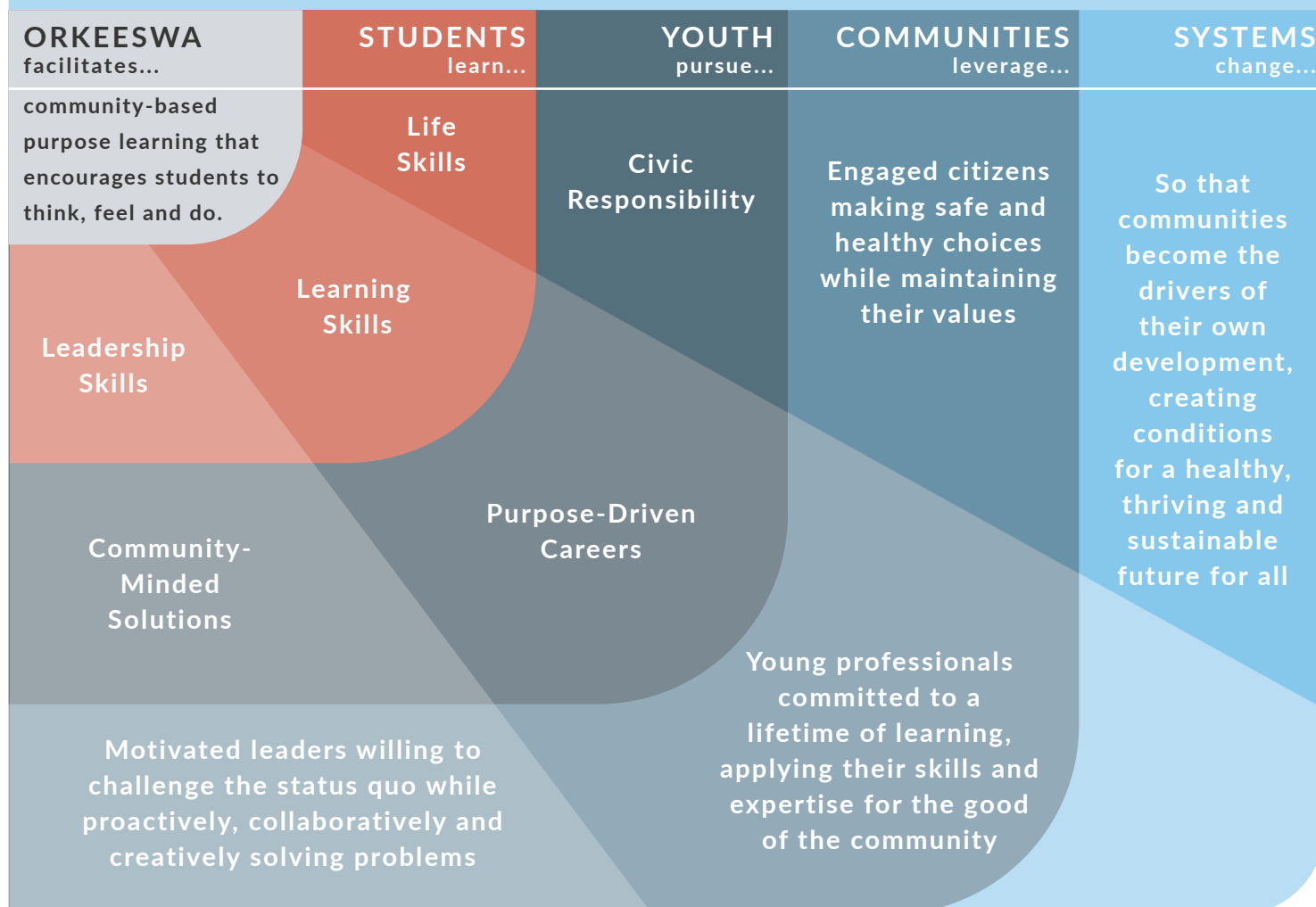
Young people proactively solve problems in their communities while preserving their own shared cultural values.

OUR MISSION

To cultivate thoughtful decision-makers and creative problem-solvers prepared to achieve their own vision for impact.

THEORY OF CHANGE

When young people experience learning designed to ignite their sense of purpose, they develop the life, learning and leadership skills necessary to impact their communities as engaged citizens, young professionals and motivated leaders.



OUR MODEL & STRATEGIC GROWTH GOALS

By the end of 2027, we aim to reach approximately

12,000 students in the Monduli District of Tanzania

with high-quality, holistic programming through Orkeeswa's Outreach, School and Incubator Programs.



OUTREACH

Orkeeswa Outreach utilizes trained and motivated Orkeeswa student and alumni leaders to run life skills, sports, extra-curricular and academic programming in local primary schools.

Growth Target:

Reach a cumulative total of approximately **11,000 primary school students** through partnership with a minimum of **10 government schools**.



SCHOOL

At the core of our model, Orkeeswa School provides high-quality academics, robust co-curricular programs, student wellness services, and community-based leadership opportunities through a holistic secondary school experience.

Growth Target:

Provide high-quality, secondary education for a cumulative total of approximately **1,000 students** and **expand campus infrastructure** to accommodate student body and program growth.



INCUBATOR

Orkeeswa Incubator supports the ongoing impact of alumni through professional development, higher education support, and small grants and mentorship for entrepreneurs.

Growth Target:

Expand high-quality programming to support approximately **560 Orkeeswa alumni** to reach their goals after secondary school.

STRATEGIC OBJECTIVE:

Facilitate youth-driven, community-led development.

Learning Skills

Goal One: Enable access to quality education for 12,000 students in the Monduli District of Tanzania.

- > **Outreach Target:** 97% of primary students demonstrate proficiency in literacy and numeracy skills by Class 6.
- > **School Target:** 75% of secondary students demonstrate proficiency in critical, analytical and creative thinking skills.
- > **Incubator Target:** At least 90% of our 560 alumni are in or have completed higher education.

Life Skills

Goal Two: Facilitate learning that ignites young people's sense of purpose, agency and civic responsibility for 12,000 students in Monduli District of Tanzania.

- > **Outreach Target:** Primary students report measureable improvement in positive social skills and healthy relationships.
- > **School Target:** Secondary students demonstrate a measurable improvement in self awareness, problem solving, and collaboration.
- > **Incubator Target:** Alumni demonstrate a measurable improvement in positive civic attitudes and behaviors.

Leadership Skills

Goal Three: Prepare youth to put their education into action for the good of the community.

- > **Outreach Target:** Increase cumulative number of student volunteer hours in community service program.
- > **School Target:** Measurable increase in the number of students and alumni holding leadership roles in their households, schools, workplaces, and communities.
- > **Incubator Target:** Reach a cumulative total of 150 youth-led community projects, businesses or organizations.

Community Impact

- > Demonstrate measureable increase in number of community members benefiting from youth-led initiatives.
- > Orkeeswa students and alumni demonstrate a significant qualitative impact on community members' lives.
- > Achieve a measurable change in perception around leadership, gender equity, youth and agency in the community.

* Specific targets contingent upon baseline data as part of the development of our new MEL strategy.

STRATEGIC OBJECTIVE:

Ensure organizational strength and stability.

Goal One: Enable financial growth, integrity and sustainability.

- > Increase revenue by 10-20% through donor retention, increased giving, and new revenue sources.
- > Maintain a 1-month cash buffer and add minimum of 5% of annual revenue to board-restricted cash reserves.
- > Develop and maintain strong financial systems prepared to meet standards of high-compliance funders.

Goal Two: Foster human resource development and learning.

- > Increase staff to support growth of programs.
- > Maintain a staff retention rate of 85%.
- > Achieve a measurable increase in individual staff growth in target skills according to Individual Growth Plans.

Goal Three: Cultivate a strong organizational health and culture.

- > Achieve 65% or greater in both female staff and female leadership to reflect gender ratio of student body.
- > Maintain 65% or greater of staff from the local community, including 50% representation of local staff in top or mid-level leadership.
- > Achieve a diversified balance of Board of Directors, including gender, country representation (TZ / international) and professional skill sets.

2027 Strategic Plan Expenses

	2024	2025	2026	2027	TOTAL
Operations Revenue Required	1,758,115	2,115,369	2,715,844	2,972,240	9,561,568
Capital Revenue Required	150,000	300,000	320,313	294,315	1,064,628
Total Revenue Required	1,908,115	2,415,369	3,036,157	3,266,555	10,626,196

* Revenue reflected in USD. Operations Revenue includes Strategic Plan costs + Base Operations with a 3% inflation assumption.