



# GENETTE FOUNDATION

## *Vision and Strategic Plan*

**2026 – 2035**

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*Established with the support of House of Glory International Church (HGIC; Registration No. S.A 18635)*

**Empowering Children · Strengthening Communities · Transforming Lives**

*Prepared for the consideration of the Government of the United Republic of Tanzania, the Dodoma Regional Secretariat, institutional partners, and the donor community committed to the long-term development of Tanzania.*

**Version 1.0 · May 2026**

**Genette Foundation**

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## Executive Investment Snapshot

A concise institutional summary of Genette Foundation, calibrated for donor diligence scanning.

IDENTITY AND LOCATION	
<b>Institution</b>	Genette Foundation — Tanzania-registered, independently governed, child- and youth-centred non-profit institution
<b>Founding support</b>	House of Glory International Church (HGIC; Registration No. S.A 18635), recognised as founding spiritual and community support, not as the parent institution
<b>Location</b>	Dodoma, Tanzania
<b>Strategic horizon</b>	2026–2035 ten-year institutional development horizon
<b>Development objective</b>	To protect vulnerable children and strengthen their pathway into educated, healthy, skilled, values-formed, and productive adulthood through an integrated child- and youth-centred institutional model in Dodoma Region
GOVERNANCE AND ARCHITECTURE	
<b>Governance model</b>	Co-Leadership Dual-Engine model: Pastor Gaudencia Aaron — Founder, Board Chair and Project Director; Fradius Martin — Co-Founder, Secretary of the Board and Strategic Director; Tanzanian Board of Trustees with four standing committees (Audit and Finance; Safeguarding and Child Protection; Compensation and HR; Strategic Partnerships)
<b>Operational sites</b>	3.17 ha Nala Main Campus at Plot No. 7, Block H, Nala, Registered Plan No. 46792 (founding gift); 8–10 ha Education and TVET Expansion Site to be acquired in Dodoma Region; 1,000-acre Production Estate Phase 1 to be acquired in Dodoma Region, with Right of First Refusal on adjacent acreage of approximately 1,000 acres or more
<b>Twelve institutional functions</b>	Child Safe Zone; Day Pupil Programme; International Boarding School; Vocational and Technical Training College pursuing VETA accreditation; Teacher Training Hub; Youth Agricultural Enterprise Incubator; Out-Grower Programme; Six-Pillar Agro-Processing Hub; Community Health Clinic; Sports/Recreation/Cultural Centre/Multipurpose Assembly Centre; Digital Innovation and Renewable Energy Infrastructure; Genette Green Future Environmental Stewardship and Climate Resilience Programme
<b>Workforce</b>	48 FTE at Establishment Phase close → 400–450 FTE at end of Phase 1 (2028) → 1,050–1,100 FTE at end of Phase 2 (2031) → 1,640 FTE at full ten-year maturity,

IDENTITY AND LOCATION	
	under a Board-approved Total Compensation and Staff Welfare Framework with 30% on-cost
PROGRAMME MILESTONES	
<b>2031 milestones (First Institutional Maturity)</b>	1,500 children supported through mixed care model; 500–700 boarders + 500–600 day pupils; 1,500–2,000 youth annually in Incubator; 2,000–2,500 contracted out-grower households; 5,000–7,500 patients per year at Health Clinic; 200,000 trees planted and survival-verified
<b>2035 milestones (Full Ten-Year Vision)</b>	1,500+ children supported across lifecycle; 2,000–2,500 boarders + 600–800 day pupils; approximately 10,000 cumulative youth trained; 5,000 contracted out-grower households; 10,000+ patients per year; 750,000 trees cumulative (subject to Phase 2 acreage activation)
PHASED FUNDING ARCHITECTURE	
<b>Establishment and Donor Readiness Window</b>	Approximately USD 5.71M, June–December 2026 — the universal entry door for donor partnership, covering land documentation, technical studies, hydrogeology, safeguarding systems, senior recruitment, master planning, and early operational readiness
<b>Initial five-year funding horizon</b>	2026–2030 donor-fundable programme window, covering the Establishment Phase, Phase 1 Foundation Build, and early operational scale. Designed to match typical five-year donor project cycles while remaining nested inside the full 2026–2035 ten-year institutional plan.
<b>Five-year funding logic</b>	The first five-year window covers readiness, first institutional build, early services, land and water due diligence, first infrastructure packages, safeguarding and MEAL systems, and first evidence of implementation. Larger 2031–2035 expansion windows are pursued after readiness gates, technical studies, donor confidence, and Board approval.
<b>Initial five-year financing requirement</b>	Approximately USD 198M–199M excluding endowment, comprising approximately USD 122M first five-year CAPEX plus approximately USD 76.5M net operating support after projected earned revenue
<b>Ten-year CAPEX</b>	Approximately USD 203M over ten years
<b>Net operating support need</b>	Approximately USD 281M over ten years, after approximately USD 75.6M projected earned revenue against approximately USD 356.5M gross OPEX
<b>Total external financing need</b>	Approximately USD 484M excluding endowment — distributed across thirteen donor windows matched to specific mandates; no single donor is expected to finance the full institution
<b>Long-term endowment target</b>	USD 200M, building from Year 1 of the capital programme to provide institutional permanence, mission-critical income, and resilience beyond the ten-year horizon

IDENTITY AND LOCATION	
<b>Funding approach</b>	Phased, gated, component-based donor investment, not a single all-or-nothing request. Each donor enters through the window aligned to their mandate.
STANDARDS AND ACCOUNTABILITY	
<b>Safeguarding posture</b>	Board-approved safeguarding architecture built to Keeping Children Safe (KCS) international standards. KCS Level 1 certification readiness and external assurance targeted by Year 2; KCS Level 2 targeted by Year 4; subject to eligibility, external assessment, budget approval, and closure of safeguarding improvement actions.
<b>MEAL framework</b>	Four-tier indicator architecture (Impact, Outcome, Output, Activity/Input). OECD-DAC criteria for external evaluation. CPIMS+-aligned digital case management. Mid-term evaluations 2028 and 2031; end-of-decade evaluation 2035; donor-specific thematic evaluations.
<b>Sustainability posture</b>	Progressive resilience, not premature self-sufficiency: earned revenue and early endowment draw projected to cover approximately 18% of gross operating cost by 2031 and approximately 29% by 2035
NATIONAL AND INTERNATIONAL ALIGNMENT	
<b>National alignment</b>	Tanzania Development Vision 2050 (Dira 2050)-aligned institution, contributing to all four layers of the Dira 2050 framework. NPA-VAWC II implementation partner. ASDP II value-chain integration. Education and Training Policy. Health Sector Strategic Plan. Revised National Youth Development Policy (2024).
<b>International alignment</b>	Primary SDG contributions: 1, 2, 3, 4, 5, 8, 13, 17. Secondary SDG contributions: 6, 7, 10, 15, 16. UN Alternative Care Guidelines (A/RES/64/142). AU Agenda 2063 Aspirations 1, 3, 6, 7. KCS, CPIMS+, OECD-DAC, ISA, Cambridge International, IB Diploma authorisation pathways.
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<b>Document version</b>	Vision and Strategic Plan, Version 1.0 (May 2026)
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## List of Acronyms

This list is comprehensive across the cross-sector domains of the Vision and Strategic Plan — child protection, education, health, agriculture, climate, finance, safeguarding and donor compliance.

<b>AfCFTA</b>	African Continental Free Trade Area
<b>AfDB</b>	African Development Bank
<b>ASDP II</b>	Agricultural Sector Development Programme II (2017/18–2027/28)
<b>AU</b>	African Union
<b>CAPEX</b>	Capital Expenditure
<b>CPD</b>	Continuing Professional Development
<b>CPIMS+</b>	Inter-Agency Child Protection Information Management System Plus
<b>CSR</b>	Corporate Social Responsibility
<b>Dira 2050</b>	Tanzania Development Vision 2050
<b>DFI</b>	Development Finance Institution
<b>ERP</b>	Enterprise Resource Planning
<b>ESG</b>	Environmental, Social and Governance
<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ETP</b>	Tanzania Education and Training Policy
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FCDO</b>	Foreign, Commonwealth & Development Office (United Kingdom)
<b>FTE</b>	Full-Time Equivalent
<b>FYDP III</b>	Five-Year Development Plan III (2021/22–2025/26)
<b>GBV</b>	Gender-Based Violence

<b>AfCFTA</b>	African Continental Free Trade Area
<b>GDPR</b>	General Data Protection Regulation (European Union)
<b>GIS</b>	Geographic Information System
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Agency)
<b>GPE</b>	Global Partnership for Education
<b>GPS</b>	Global Positioning System
<b>HGIC</b>	House of Glory International Church
<b>HR</b>	Human Resources
<b>IB</b>	International Baccalaureate
<b>iCHF</b>	improved Community Health Fund (Tanzania)
<b>ICT</b>	Information and Communication Technology
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>IGCSE</b>	International General Certificate of Secondary Education (Cambridge)
<b>ILO</b>	International Labour Organization
<b>IMF</b>	International Monetary Fund
<b>INEE</b>	Inter-Agency Network for Education in Emergencies
<b>ISA</b>	International Standards on Auditing
<b>JICA</b>	Japan International Cooperation Agency
<b>KCS</b>	Keeping Children Safe (international safeguarding standards)
<b>KOICA</b>	Korea International Cooperation Agency
<b>MCT</b>	Medical Council of Tanganyika
<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning

<b>AfCFTA</b>	African Continental Free Trade Area
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>MNCH</b>	Maternal, Newborn and Child Health
<b>MoU</b>	Memorandum of Understanding
<b>MRV</b>	Monitoring, Reporting and Verification
<b>MVC</b>	Most Vulnerable Children
<b>NACTVET</b>	National Council for Technical and Vocational Education and Training
<b>NBS</b>	National Bureau of Statistics (Tanzania)
<b>NCC</b>	National Construction Council (Tanzania)
<b>NCPA II</b>	National Costed Plan of Action for Most Vulnerable Children II (2013–2017)
<b>NECTA</b>	National Examinations Council of Tanzania
<b>NGO</b>	Non-Governmental Organisation
<b>NPA-VAWC II</b>	National Plan of Action to End Violence Against Women and Children II (2024/25–2028/29)
<b>NSDS-II</b>	National Skills Development Strategy II (2026/27–2035/36)
<b>NSSF</b>	National Social Security Fund (Tanzania)
<b>NTA</b>	National Technical Awards framework, regulated through NACTVET where applicable
<b>OECD-DAC</b>	Organisation for Economic Co-operation and Development — Development Assistance Committee
<b>OPEX</b>	Operating Expenditure
<b>PHC</b>	Population and Housing Census
<b>RoFR</b>	Right of First Refusal
<b>SDG</b>	Sustainable Development Goal (United Nations)
<b>SDL</b>	Skills and Development Levy (Tanzania)
<b>SIDA</b>	Swedish International Development Cooperation Agency

<b>AfCFTA</b>	African Continental Free Trade Area
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>TFS</b>	Tanzania Forest Services
<b>TIE</b>	Tanzania Institute of Education
<b>TVET</b>	Technical and Vocational Education and Training
<b>UN</b>	United Nations
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>USAID</b>	United States Agency for International Development
<b>VAT</b>	Value Added Tax
<b>VAT Tool</b>	Vulnerability Assessment Tool
<b>VAWC</b>	Violence Against Women and Children
<b>VETA</b>	Vocational Education and Training Authority (Tanzania)
<b>WCF</b>	Workers Compensation Fund (Tanzania)
<b>WFP</b>	World Food Programme (United Nations)
<b>WHO</b>	World Health Organization

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## Foreword

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This document sets out the institutional architecture of the Genette Foundation across the ten-year horizon of 2026 to 2035, and explains how a vision born in a single Dodoma neighbourhood is being built into a Tanzanian institution capable of transforming the lives of children, families, students, youth, patients, and farming households across a region — and, in time, beyond it.

We bring two distinct founding contributions to this work, and the Foundation is what those contributions have produced together.

For more than three decades, the burden of vulnerable children in Dodoma has shaped one of our lives. The children at the centre near St. Gaspar School in Miyuji, the orphans and the abandoned and the children of families too thin to hold them, the girls whose education ended at standard seven, the young people without skills or pathways — these are not statistics in this Foundation's strategic plan. They are the names and the faces and the stories that, year after year, have refused to be set aside. The Foundation began on a birthday at that centre in Miyuji, when the answer required was finally allowed to match the scale of the need. It began with a 3.17-hectare property at Nala held personally with family for more than a decade and now committed, as the founding gift, to the institution it will anchor. It began with the conviction that what one church and one pastor had been doing must now be done at the scale of a region.

For more than three decades, the institutional architecture of major international humanitarian and development institutions has shaped the other founding contribution. Thirteen years at the United Nations World Food Programme Tanzania, two years at World Vision Tanzania, working within the procurement frameworks and the audit relationships and the safeguarding policies and the donor accountability standards that allow institutions of scale to absorb conviction and convert it into permanent infrastructure. That contribution helps ensure the Foundation is built not as a temporary project, but as a Tanzania-registered, donor-accountable, governance-disciplined institution capable of lasting beyond its founders.

The Foundation rests on a single conviction, tested against decades of African civil society experience: a vulnerable child cannot be safely protected, well educated, equipped for dignified work, and integrated into productive adult life by separate institutions working in parallel. The Foundation is the continuous pathway that integration requires. Twelve interlocking functions across three sites. One leadership team. One safeguarding framework. One MEAL discipline. One ten-year strategic horizon, anchored by a long-term endowment being built to outlive its founders.

This strategic plan is presented honestly. We name what is committed and what is contingent. We name what we will deliver and what we will pursue. We name our risks alongside our ambition. We name a financing requirement of approximately USD 484 million across ten years, distributed across thirteen funding windows aligned to the donor types whose mandates fit each component, with an Establishment Phase entry partnership of USD 5.71 million as the universal door through which donor relationships begin. We name a Tanzania Development Vision 2050 alignment that places the Foundation within the country's principal long-term development framework rather than alongside it.

To the Government of the United Republic of Tanzania: this Foundation is being built as a deliberate node in Tanzania's Dira 2050 architecture. We seek constructive partnership at national, regional, and district levels, contributing to the country's transformation as committed local civil society partners.

To the donor community: the Foundation is being built to absorb institutional capital under Tanzanian leadership and produce Tanzanian outcomes at international standard. We seek long-term institutional partnerships across the ten-year horizon and beyond, not transactional grants.

To the children, families, and communities the Foundation will serve: this institution exists for you. Its discipline is the discipline that your dignity requires. Its permanence is the commitment that your futures deserve.

The work that started on a birthday in Miyuji has become an institution. The institution it has become is what this strategic plan describes. We invite you to read it, to test it, to partner with it, and to hold us accountable to the commitments it makes.

Signed on behalf of Genette Foundation



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**Pastor Gaudencia Aaron**

*Founder, Board Chair and Project Director*



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**Fradius Martin**

*Co-Founder, Secretary of the Board and Strategic Director*

Genette Foundation · Dodoma, Tanzania · May 2026

## Acknowledgements

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The Genette Foundation acknowledges, with gratitude, the people and institutions whose contributions have made this Vision and Strategic Plan possible.

We acknowledge **House of Glory International Church** for the founding spiritual and community support that has anchored the Foundation's mission and shaped the relational ground from which the institution has grown. HGIC's support is acknowledged as the founding spiritual and community anchor; Genette Foundation remains the independently governed institutional vehicle through which the mission is delivered.

We acknowledge **the children, families, and communities of Dodoma** whose realities have shaped every page of this document. The Foundation exists because of them, and the institutional discipline reflected in this strategic plan is the discipline their dignity requires.

We acknowledge **the local leaders, caregivers, teachers, health workers, youth, and community members** whose lived experience continues to inform the design of every Foundation programme. The Foundation listens before it acts.

We acknowledge **the technical advisers, reviewers, and institutional partners** who have contributed time, expertise, and critical engagement to the development of this strategic plan across multiple drafts and review cycles. Their work has strengthened the document at every stage.

We acknowledge **the donor and government partners** — those already engaged, and those yet to be engaged — who will help move this vision from plan to implementation across the ten-year horizon. The Foundation's commitments are made in trust that those commitments will be matched by the institutional partnership the work requires.

The Foundation's gratitude across all these constituencies is the same gratitude. The work belongs to all who have made it possible.

## Section 1 — Executive Summary

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### The Foundation in one paragraph

Genette Foundation is a Tanzania-registered, independently governed, child- and youth-centred non-profit institution established in Dodoma with the support of House of Glory International Church (HGIC; Registration No. S.A 18635). The Foundation exists to protect vulnerable children, strengthen families, educate young people, build youth enterprise, restore land, and create a durable pathway from vulnerability to productive adulthood. Across its care, education, TVET, youth enterprise, and community life, the Foundation also carries a deliberate formation discipline, supporting children and young people to grow in character, responsibility, moral judgment, service, resilience, and hope. Its roots are local and faith-rooted; its operating model is professional, donor-accountable, non-discriminatory, and built to institutional standards.

### How the Foundation began

The Foundation's story began with Pastor Gaudencia Aaron's long-standing discipline of using her birthday as a day of thanksgiving and service to vulnerable children. On one such birthday, while visiting a children's disability care centre near St. Gaspar School in Miyuji, Dodoma, she was confronted again by the reality that the needs of vulnerable children could not be met by occasional generosity, one congregation, or one pastor alone. Children living with severe disabilities, orphaned children, girls whose education ends too early, families without health protection, and young people without skills required more than charity. They required an institution.

Pastor Aaron made the first institutional commitment herself: the 3.17-hectare property at Plot No. 7, Block H, Nala, held personally with her family, was committed as the Foundation's Main Campus. Fradius Martin joined that founding burden as Co-Founder, bringing more than thirty years of institutional systems experience, including thirteen years with the United Nations World Food Programme Tanzania and two years with World Vision Tanzania, where he worked within donor-accountable operations, supply chain, ICT, data, procurement, logistics, audit, and reporting environments. His experience in those institutional environments provides the governance discipline required to convert pastoral conviction into a durable Foundation.

The Foundation is led through a Co-Leadership Dual-Engine model anchored in a Tanzanian Board of Trustees: Pastor Aaron as Founder, Board Chair and Project Director; Fradius Martin as Co-Founder, Secretary of the Board and Strategic Director. Section 2 carries the full founding narrative.

### Institutional identity

Genette Foundation is a Tanzania-registered, independently governed non-profit institution. HGIC provides the founding spiritual, community, and moral anchor. Genette Foundation is the distinct institutional vehicle through which the mission is delivered at donor-accountable scale. The Foundation's

compliance architecture spans the Tanzania NGO Act, the Law of the Child Act, the Employment and Labour Relations Act, the Education Act, the Public Health Act, the Land Act, the Environmental Management Act, the Income Tax Act and applicable VAT legislation, the Procurement Act, and the Personal Data Protection Act.

The Establishment Phase (June–December 2026) is the Foundation's operational readiness phase. During this period, the Foundation completes land-transfer documentation, site due diligence, hydrogeological studies, environmental and social screening, architectural master planning, senior leadership recruitment, safeguarding systems, MEAL design, donor-readiness documentation, and early institutional systems.

The Board is Tanzanian-governed and comprised of Tanzanian Trustees recruited from senior Tanzanian civil society, business, public sector, professional, and faith-leadership backgrounds, supported where required by non-voting technical advisers or an International Advisory Council where global expertise on specific institutional questions adds genuine value. Four standing committees — Audit and Finance, Safeguarding and Child Protection, Compensation and HR, Strategic Partnerships — anchor Board oversight. The Foundation is being built to outlive its founders, with institutional discipline engineered to international standard from inception rather than retrofitted later.

### **Co-Leadership Dual-Engine model**

The Foundation distributes executive authority across two Co-Founders compensated at parity under a Board-approved Total Compensation and Staff Welfare Framework. Pastor Aaron, as Founder/Board Chair/Project Director, anchors the Foundation's child- and youth-centred mission, pastoral legitimacy, community relationships, and inward operational life. Fradius Martin, as Co-Founder/Secretary/Strategic Director, anchors institutional design, governance discipline, fiduciary systems, donor positioning, and outward partnership architecture. Senior Director-level architecture (six Director-level recruits during the Establishment Phase and Phase 1) gives each Co-Leader institutional depth so that, by the close of Phase 1 (2028), institutional knowledge resides across the senior management team rather than solely across the two Co-Founders.

### **Three operational sites**

The Foundation operates from three distinct sites that together form the spatial architecture of the institutional model.

The 3.17-hectare **Nala Main Campus** at Plot No. 7, Block H, Nala (Registered Plan No. 46792, GPS –6.0935, 35.640865) anchors the Foundation's child-centred functions, day pupil programme, community health clinic, and multipurpose assembly capacity. The campus is committed to the Foundation as a founding gift from Pastor Aaron and her family. Formal land-transfer documentation is completed during the Establishment Phase through Board resolution, independent valuation, title verification, and conflict-of-interest disclosure; once transferred, the land becomes an institutional asset of the Foundation and not a recoverable personal asset of the donor or founding family.

The 8–10 hectare **Education and TVET Expansion Site** (location-flexible in Dodoma Region, to be acquired during implementation) hosts the International Boarding School, the Vocational and Technical Training College pursuing VETA accreditation, and the Teacher Training Hub at the scale Phase 2 and Phase 3 require.

The 1,000-acre **Production Estate Phase 1** (to be identified and acquired in Dodoma Region, with Right of First Refusal on adjacent acreage of approximately 1,000 acres or more) hosts the Six-Pillar Agro-Processing Hub, the Out-Grower Programme operating base, the Youth Agricultural Enterprise Incubator's working farm, and the Genette Green Future environmental and climate-resilience programme. Production Estate land acquisition is de-risked through hydrogeological investigation, water abstraction feasibility, soil suitability, and access-road practicality assessments before any purchase commitment, with multiple parallel candidate parcels evaluated rather than committing to single options.

## **Twelve integrated institutional functions**

The Foundation operates twelve integrated institutional functions across these three sites: (1) Child Safe Zone; (2) Day Pupil Programme; (3) International Boarding School; (4) Vocational and Technical Training College pursuing VETA accreditation; (5) Teacher Training Hub; (6) Youth Agricultural Enterprise Incubator; (7) Out-Grower Programme; (8) Six-Pillar Agro-Processing Hub; (9) Community Health Clinic; (10) Sports/Recreation/Cultural Centre/Multipurpose Assembly Centre; (11) Digital Innovation and Renewable Energy Infrastructure; and (12) the Genette Green Future Environmental Stewardship and Climate Resilience Programme.

The functions share one population, one leadership, one safeguarding framework, one continuous pathway from vulnerable child to productive adult, and one institutional discipline. The Foundation rests on the conviction that a vulnerable child cannot be safely protected, well educated, equipped for dignified work, and integrated into productive adult life by separate institutions working in parallel. The integrated twelve-function model creates the continuous pathway that single-function institutions, however excellent at their specific functions, cannot replicate.

## **Safeguarding and child protection at institutional standard**

The Foundation operates a Board-approved Safeguarding Policy Suite built to Keeping Children Safe (KCS) international standards, with KCS Level 1 certification readiness and external assurance targeted by Year 2; KCS Level 2 targeted by Year 4; subject to eligibility, external assessment, budget approval, and closure of safeguarding improvement actions. Every child engaged with the Foundation has a digital case record in a CPIMS+-aligned system covering intake assessment, gatekeeping documentation, family-strengthening interventions, placement decisions, progress reviews, safeguarding incidents, and exit and aftercare records. The Child Safe Zone operates a mixed care model — combining transitional residential care, day support, family preservation, kinship support, managed reintegration, and aftercare — aligned with the UN Alternative Care Guidelines and contemporary international evidence. Independent external safeguarding audits are annual.

## Ten-year ambition

**By 2031** (First Institutional Maturity), the Foundation supports approximately 1,500 children through the mixed care model; hosts 500–700 boarders alongside 500–600 day pupils; reaches 1,500–2,000 youth annually through the Incubator; contracts 2,000–2,500 out-grower households; trains 100–250 teachers per year in continuing professional development; serves 5,000–7,500 patients per year through the Community Health Clinic; and plants and survival-verifies approximately 200,000 trees.

**By 2035** (Full Ten-Year Vision), those numbers grow to 1,500+ children supported through the mixed care model; 2,000–2,500 boarders alongside 600–800 day pupils; approximately 10,000 cumulative youth trained; 5,000 contracted out-grower households; 200–500 teachers per year in CPD; 10,000+ patients per year; full Hub six-pillar throughput; and approximately 750,000 trees cumulative (subject to Phase 2 expansion acreage activation). The 2031 numbers are calibrated against operational constraints and the final detailed budget workbook; the 2035 numbers are conditional on the Production Estate Phase 2 expansion acreage being activated. The strategic plan distinguishes confirmed commitments from contingent ones throughout.

The Foundation does not promise permanent land ownership to every youth completing training. Each graduate enters a documented post-training pathway: cooperative enterprise launch, employment placement, advanced TVET, digital and service enterprise, Foundation apprenticeship, out-grower placement, or additional support. Land access and capital handover are performance-gated, time-bound, and structured as conditional productive use rather than permanent transfer.

## Funding Snapshot

Funding Level	Purpose	Amount
Immediate Establishment and Donor Readiness Window	Technical studies, land documentation, master planning, safeguarding systems, senior recruitment, donor readiness, early mobility (including the initial Establishment-Phase fleet of two Land Cruiser 4x4s and two double-cab 4x4 pickups for due diligence, survey teams, hydrogeological investigations, environmental and social screening, site supervision, and field operations).	approx. USD 5.71M
First 5-Year Programme Window	Establishment plus first institutional build phase, early operations, Main Campus, Production Estate, irrigation, access road, fleet, core systems.	approx. USD 198M
10-Year Institutional Financing Need	Full technical CAPEX plus net operating support through 2035, excluding endowment.	approx. USD 484M

Funding Level	Purpose	Amount
Long-Term Endowment Target	Mission protection, safeguarding, scholarships, child care, social work, family preservation, institutional continuity.	USD 200M

These figures are presented as a phased financing architecture, not as a single all-or-nothing request. No single donor is expected to finance the full institution. Each donor can enter through the funding window aligned to its mandate.

## Financing strategy

The Foundation's financing strategy is deliberately phased. The immediate entry point is the Establishment and Donor Readiness Window, estimated at approximately USD 5.71M. This window funds the practical readiness required before scale: land documentation, technical studies, hydrogeology, environmental and social screening, safeguarding systems, architectural master planning, senior recruitment, donor readiness, and early institutional mobility (including two Toyota Land Cruiser 4x4s for high-reliability field and rainy-season mobility, and two double-cab 4x4 pickups for survey teams, technical fieldwork, and light-cargo operations).

Across the full ten-year horizon, the Foundation's technical buildout and operating support requirement is substantial. The current donor-facing Budget Workbook shows approximately USD 203M in CAPEX and approximately USD 281M in net operating support, creating a ten-year external financing need of approximately USD 484M, excluding the USD 200M long-term endowment target. These figures are not presented as a single request, but as a ten-year institutional financing architecture distributed across thirteen donor windows.

The Foundation's donor outreach uses funder-specific engagement tracks. Faith-rooted and child-focused partners receive letters led by the Founder/Board Chair; institutional, technical, and capital partners receive dual-signed or Strategic Director-led submissions where governance, fiduciary, agriculture, infrastructure, or systems discipline is central to the ask.

## Sustainability — progressive resilience

The Foundation presents sustainability honestly. The financial model shows earned revenue and early endowment draw covering approximately 18% of gross operating cost by 2031 and approximately 29% by 2035. This means the Foundation remains grant-supported through the first decade, while steadily building the revenue, sponsorship, agro-processing, service-income, and endowment base required for long-term resilience beyond 2035.

Financial resilience rests on a four-pillar architecture: earned revenue (school fees, vocational tuition, clinic receipts, venue services); commercial agro-processing and Production Estate income; sponsorship, scholarship, and major individual giving; long-term endowment income. The endowment build

commences in Year 1 of the capital programme so it begins compounding early, with endowment income directed by Board policy to mission-critical functions: child safeguarding, scholarships, family preservation, social work, vulnerable-child nutrition, emergency medical support, and higher education transition. Six-month core payroll and child-care reserve achieved by 2031.

## **Alignment with national and international frameworks**

The Foundation is designed as a Tanzania Development Vision 2050 (Dira 2050)-aligned institution, contributing to all four layers of the Dira 2050 framework — the Foundation of Governance, Peace, Security and Stability; the Three Pillars (Strong, Inclusive and Competitive Economy; Human Capabilities and Social Development; Environmental Integrity and Climate Change Resilience); and the Five Drivers (Integrated Logistics, Energy, Science and Technology, Research and Development, Digital Transformation). The Foundation also aligns with NPA-VAWC II, the Education and Training Policy, ASDP II, the Health Sector Strategic Plan, the National Strategy for Youth Involvement in Agriculture, the revised National Youth Development Policy (2024), and the National Youth Economic Empowerment Programme.

Internationally, the Foundation contributes primarily to SDGs 1, 2, 3, 4, 5, 8, 13, and 17, with secondary contributions to SDGs 6, 7, 10, 15, and 16. It aligns with the UN Alternative Care Guidelines (A/RES/64/142), African Union Agenda 2063 Aspirations 1, 3, 6, and 7, Keeping Children Safe (KCS) international standards, CPIMS+ child case management protocols, OECD-DAC evaluation criteria, Cambridge International and IB authorisation pathways, and International Standards on Auditing.

## **Why Genette Foundation**

The Foundation offers three structural advantages that are particularly relevant to donors seeking long-term institutional impact rather than short-cycle project delivery. First, the Co-Leadership Dual-Engine governance architecture distributes executive authority across two Co-Founders with distinct but complementary founding contributions. This reduces leadership-concentration risk and creates stronger institutional continuity as the Foundation grows. Second, the integrated twelve-function model creates a continuous pathway from vulnerable childhood through adolescence and youth into productive adulthood, linking protection, education, health, family support, youth enterprise, agriculture, environment, and livelihood transition in one institutional system. Third, the Foundation is being built to outlive its founders. Governance, safeguarding, financial controls, MEAL, HR systems, ERP, audit relationships, procurement discipline, and donor reporting infrastructure are engineered from inception rather than retrofitted later.

## **What the Foundation is asking**

The Foundation seeks long-term institutional partnerships with donors aligned to its funding windows. The initial entry door for every priority donor is the Establishment and Donor Readiness Window. The larger windows — Production Estate, Nala Main Campus, Boarding and Higher Learning, Youth Enterprise and TVET, and others — are the natural longer-term partnership trajectory. The Foundation does not seek transactional grants. It seeks continuing partnerships across the ten-year horizon and beyond.

The strategic plan that follows lays out, in detail, what the Foundation will build, how it will be governed, what it will cost, how it will be financed, what it will measure, and how it will report. Each subsequent section provides the operational substance behind the positions stated here. Section 19 (Donor Due-Diligence Q&A) provides the consolidated reference for the institutional positions the Foundation takes on the questions diligence teams ask.

The Foundation's posture is the same across every section of this strategic plan, every donor partnership engagement, and every operational decision. Honest. Disciplined. Tanzanian-led. Founded on a faith-rooted commitment delivered through a donor-accountable institutional vehicle. Built to outlive its founders. Built to deliver the continuous pathway from vulnerability to productive adulthood that the children, families, students, youth, patients, and out-grower households the Foundation serves are entitled to.

## Section 2 — The Story That Started This

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Every institution begins somewhere specific. The Genette Foundation began on a birthday.

For more than three decades, Pastor Gaudencia Aaron has marked her birthday in the same way: by visiting children whose lives ask more of the world than the world has yet given them. Some years it was orphans. Some years it was children with severe disabilities. Some years it was the children of families struggling under loads they did not choose. The pattern was the same. A pastor walked into a place where vulnerable children lived. She listened. She prayed. She gave what she could. And then she went back to her congregation at House of Glory International Church (HGIC) in Dodoma, where the rest of the work waited.

On one such birthday, the visit was to a children's disability care centre near St. Gaspar School in Miyuji. The children at the centre lived with severe disabilities. Some had been abandoned. Some had families who came when they could. All of them lived in conditions that no one in the room — pastor, caregivers, parents — could pretend were adequate to the dignity of the children they served. The pastor on her birthday saw what every pastor on every such visit eventually has to see: that the gap between what these children needed and what their region was providing them could not be closed by occasional generosity. It could not be closed by one congregation. It could not be closed by one pastor. It required an institution.

Pastor Aaron made the first institutional commitment herself. The 3.17-hectare property at Plot No. 7, Block H, Nala — held personally with her family for more than a decade, surveyed and registered under Registered Plan No. 46792 — was committed as the founding gift to the institution that would become the Genette Foundation. The decision was practical and theological at once. The pastor's God had given the land. The pastor's God was now asking for the land. And the land was given.

Fradius Martin joined that founding burden as Co-Founder. His contribution was different in shape but equal in weight. Three decades of institutional systems experience — including thirteen years with the United Nations World Food Programme Tanzania and two years with World Vision Tanzania, where he worked within donor-accountable operations, supply chain, ICT, data, procurement, logistics, audit, and reporting environments — provided the institutional discipline that pastoral conviction alone cannot generate. The Foundation's existence as a Tanzania-registered, donor-accountable, governance-disciplined institution is what the institutional contribution has helped produce. The Foundation's mission, its child-centred origin, its youth-transition pathway, its rootedness in Dodoma, and its faith-shaped commitment to vulnerable children and young people — these are what the pastoral contribution has produced. The Foundation is what those two contributions, held together by a Co-Leadership Dual-Engine model and anchored in a Tanzanian Board of Trustees, has begun to build.

The institutional structure that follows in this strategic plan is the answer to the question the birthday in Miyuji posed. A Foundation, registered in Tanzania, governed by Tanzanians, child-centred in origin and child- and youth-centred in its institutional pathway, capable of absorbing institutional capital under Tanzanian leadership and producing Tanzanian outcomes at international standard. Twelve integrated

institutional functions across three sites. One leadership team. One safeguarding framework. One MEAL discipline. One ten-year strategic horizon. One long-term endowment built to outlive its founders.

That is the story that started this. The rest of this document describes what the story has become.

## Section 3 — What the Genette Foundation Is

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### **Founding support, not institutional parentage**

Genette Foundation is a Tanzania-registered, independently governed, child- and youth-centred non-profit institution. House of Glory International Church (HGIC; Registration No. S.A 18635) provides the founding spiritual and community support from which the Foundation has grown, but HGIC is not the parent institution. Genette Foundation is its own legal and institutional entity, with its own Board of Trustees, its own statutory registration, its own independent governance and accountability framework, and its own donor relationships. The Foundation is faith-rooted in origin and donor-accountable in delivery; its operating model is non-discriminatory and serves vulnerable children, families, students, youth, patients, and farming households regardless of religion, ethnicity, or background.

### **Faith-rooted mission, professional delivery**

The Foundation’s professional systems are not a replacement for its founding heart. They are the discipline through which that heart is protected at scale. The birthday visit in Miyuji, Pastor Aaron’s long-standing pastoral burden for vulnerable children, and the founding spiritual and community support of House of Glory International Church remain part of the Foundation’s identity. They explain why the institution exists, why vulnerable children and young people remain at the centre of its mission, and why the work is carried with seriousness rather than sentiment.

At the same time, Genette Foundation is not a church department and does not operate as an extension of HGIC. HGIC remains the founding spiritual and community anchor; Genette Foundation remains the independently governed, Tanzania-registered institutional vehicle through which the mission is delivered. The Foundation serves children, families, students, youth, patients, and farming households regardless of religion, ethnicity, or background.

This balance is deliberate. Faith gives the Foundation its founding burden, moral seriousness, and commitment to human dignity. Professional governance gives the Foundation the safeguarding, financial control, audit, procurement, HR, MEAL, and donor-accountability systems required to protect that mission as it grows. As the workforce expands, the Foundation’s spiritual origin is preserved not by informality, but by values, leadership, Board oversight, safeguarding discipline, community relationships, and a continuous institutional commitment to the children and young people whose dignity called the Foundation into being.

### **Spiritual, moral, mindset, and character formation**

The Foundation’s child- and youth-centred mission is not limited to shelter, schooling, food, health care, and technical skills. The Foundation also exists to help children and young people grow in character, discipline, responsibility, hope, self-respect, service, and moral courage. This is part of the Foundation’s faith-rooted origin and pastoral burden.

Within a non-discriminatory operating model, Genette Foundation provides spiritual, moral, mindset, and character formation through pastoral care, mentorship, counselling, life-skills education, guided reflection, service activities, leadership development, and values-based community life. Children and young people are supported to become truthful, disciplined, respectful, responsible, resilient, compassionate, and productive members of society.

This formation is delivered with safeguarding discipline, respect for the dignity of every child and young person, and sensitivity to family background. The Foundation does not use care, education, sponsorship, health services, or livelihood support as instruments of coercion. Faith gives the Foundation its moral centre; professional governance ensures that this moral centre is expressed through protection, dignity, accountability, and service.

### **Land anchor — the Main Campus**

The Foundation's institutional anchor is the 3.17-hectare Main Campus at Plot No. 7, Block H, Nala, Dodoma Municipality (Registered Plan No. 46792, GPS –6.0935, 35.640865), committed as the founding gift from Pastor Gaudencia Aaron and her family. The land has been held under family ownership for more than a decade, since the November 2014 registered survey. Formal legal transfer of title from personal/family ownership to the Foundation's registered ownership is completed during the Establishment Phase under the supervision of independent legal counsel. Once transferred, the land becomes an institutional asset of the Foundation and not a recoverable personal asset of the donor or the founding family.

### **Three-site institutional model**

The Foundation operates from three distinct sites that together form the spatial architecture of the institution:

- The 3.17-hectare Nala Main Campus — child-centred functions, day pupil programme, community health clinic, multipurpose assembly capacity, and the Foundation's institutional headquarters.
- The 8–10 hectare Education and TVET Expansion Site (Dodoma Region, location-flexible, to be acquired during implementation) — International Boarding School, Vocational and Technical Training College pursuing VETA accreditation, Teacher Training Hub, and expanded sports and recreation infrastructure.
- The 1,000-acre Production Estate Phase 1 (Dodoma Region, to be acquired, with Right of First Refusal on adjacent acreage of approximately 1,000 acres or more) — Six-Pillar Agro-Processing Hub, Out-Grower Programme operating base, Youth Agricultural Enterprise Incubator's working farm, 1MW solar microgrid, Genette Green Future environmental and climate-resilience programme.

### **Co-Leadership Dual-Engine architecture**

The Foundation operates under a Co-Leadership Dual-Engine model that distributes executive authority across two Co-Founders, anchored in a Tanzanian Board of Trustees. Pastor Gaudencia Aaron serves as Founder, Board Chair and Project Director; Fradius Martin serves as Co-Founder, Secretary of the Board and Strategic Director. The two roles are compensated at parity under a Board-approved Total Compensation and Staff Welfare Framework and operate under a documented division of executive authority: Pastor Aaron carries the Foundation’s child- and youth-centred mission, pastoral legitimacy, community relationships, and inward operational life; Fradius Martin carries institutional design, governance discipline, fiduciary systems, donor positioning, and outward partnership architecture. Section 9 sets out the governance architecture in full.

## Values

The Foundation operates on a small set of values that travel with the institution across every function, every site, every partnership, and every operational decision.

- **Child- and youth-centred.** The dignity, protection, development, and future of vulnerable children and young people are the institution’s first commitment, and every decision is tested against that commitment.
- **Tanzanian-led.** Tanzanian leadership, Tanzanian Board, Tanzanian accountability, Tanzanian outcomes — supported by international partnership where the partnership genuinely strengthens the institution.
- **Donor-accountable.** Institutional discipline engineered to international standard from inception, with the audit, procurement, safeguarding, and reporting frameworks that institutional capital requires.
- **Integrated rather than fragmented.** One population, one leadership, one safeguarding framework, and one continuous pathway from vulnerable childhood to educated, skilled, healthy, and productive adulthood across all twelve institutional functions.
- **Honest.** Confirmed and contingent commitments named separately. Risks named alongside ambition. Sustainability named honestly.
- **Built to outlive its founders.** Institutional permanence as a design constraint, not an aspiration.

## Institutional tagline

The Foundation’s institutional tagline — Empowering Children · Strengthening Communities · Transforming Lives — captures the three populations the institution exists to serve and the integrated way the Foundation serves them.

## Name and visual identity

The name Genette means “God is gracious.” The name expresses the Foundation’s core conviction: that grace must become visible in the life of a child protected, a family strengthened, a young person trained, a mother treated, a student sponsored, a farmer connected to markets, and a community given a future.

The Foundation’s visual identity carries the same message. The large G-form represents Genette as the protecting institutional frame: the institution that holds, shelters, and gives structure to care. The uplifted child figure at the centre represents the Foundation’s first commitment: vulnerable children are not peripheral to the mission; they are the centre of it. The supporting hand represents protection, care, practical service, and the responsibility to stand with children and families until stability is restored.

The leaf and tree form represents growth, restoration, education, agriculture, and environmental stewardship. This element connects directly to Genette Green Future, the Foundation’s environmental stewardship and climate-resilience programme, including tree planting, agroforestry, land restoration, and climate-resilient community development. The golden arc and star represent grace, hope, divine guidance, aspiration, and transformation: the conviction that a child’s life can move from vulnerability toward dignity, purpose, and contribution.

The colour palette also carries institutional meaning. Navy communicates trust, governance, seriousness, and institutional discipline. Teal and green communicate life, renewal, health, growth, and restoration. Gold communicates dignity, excellence, value, and faith. Together, the mark expresses the Foundation’s full identity: grace, protection, growth, and transformation.

## Section 4 — Vision, Goal, and Strategic Objectives

### Vision

*A Tanzania in which every vulnerable child is protected, every young person has a pathway from school to dignified work, every family is strengthened in the place where it lives, and every community is empowered to shape its own development — built and sustained through a child- and youth-centred Tanzanian institution capable of absorbing international partnership without losing its Tanzanian voice.*

### Goal

To establish, build, and operate a child- and youth-centred, governance-disciplined, donor-accountable Tanzanian Foundation that delivers the integrated continuous pathway from vulnerability to productive adulthood for the children, families, students, youth, patients, and farming households of Dodoma Region across the 2026–2035 horizon — and to build the institutional permanence required to extend that pathway beyond the founders, beyond the ten-year horizon, and beyond Dodoma.

### Ten Strategic Objectives

The Foundation pursues its goal through ten strategic objectives that together cover the full institutional ambition of the ten-year horizon.

1. Establish the Foundation as a Tanzania-registered, independently governed, child- and youth-centred non-profit institution with the governance, statutory compliance, safeguarding, financial control, and donor-accountability architecture required to absorb institutional capital at the scale of the ten-year programme.
2. Protect 1,500 vulnerable children by 2031 and sustain that population across the ten-year horizon, through a mixed care model that combines transitional residential care, day support, family preservation, kinship support, managed reintegration, and aftercare — aligned with the UN Alternative Care Guidelines and KCS international standards.
3. Educate 500–700 boarders and 500–600 day pupils by 2031, scaling to 2,000–2,500 boarders and 600–800 day pupils by 2035 across the Day Pupil Programme and the International Boarding School, with quality benchmarked against Tanzanian curriculum, Cambridge International, and IB authorisation pathways.
4. Equip 1,500–2,000 youth annually by 2031 (10,000 cumulative by 2035) for productive adulthood through the Youth Agricultural Enterprise Incubator and the Vocational and Technical Training College pursuing VETA accreditation, with documented post-training transition pathways and performance-gated capital handover where applicable.
5. Strengthen teacher quality across Foundation schools, partner schools, and selected education networks through the Teacher Training Hub, training 100–250 teachers per year by 2031 and 200–500 teachers per year by 2035 through in-service continuing professional development,

mentor-teacher development, classroom coaching, school-leader development, safeguarding, inclusive education, subject mastery, digital teaching practice, and values-based formation. Any pre-service teacher preparation is pursued only through approved pathways, formal partnerships, or relevant regulatory authorisation.

6. Anchor regional rural enterprise by 2031 through 2,000–2,500 contracted out-grower households (5,000 by 2035) under the Out-Grower Programme, with the Six-Pillar Agro-Processing Hub providing market access, value-added processing, and a stable price floor for participating households.
7. Serve 5,000–7,500 patients per year through the Community Health Clinic by 2031 (10,000+ by 2035), covering MNCH, child health, primary care, GBV survivor support, and community health promotion — with iCHF integration and partnership with the public health system.
8. Build the Foundation's institutional and physical infrastructure across three operational sites — Main Campus, Education and TVET Expansion Site, Production Estate — including the 5km tarmac connector access road, the 1MW solar microgrid, the irrigation and water security infrastructure, the 4,000-seat Multipurpose Assembly, Sports, Recreation and Cultural Centre, and the digital and ICT backbone.
9. Build the Foundation's financial sustainability architecture across the ten-year horizon: earned revenue rising to approximately 18% of gross OPEX by 2031 and 29% by 2035, the four-pillar sustainability mix in operation, and the USD 200M long-term endowment compounding from Year 1 of the capital programme.
10. Plant 200,000 trees by 2031 and 750,000 cumulative by 2035 (subject to Phase 2 expansion acreage activation), restore land productivity, and build climate-resilience and carbon-readiness capability through the Genette Green Future Environmental Stewardship and Climate Resilience Programme.

## How the objectives connect

The ten strategic objectives are not independent targets. They are facets of one institutional pathway. Objective 2 (child protection) feeds Objectives 3 and 4 (education and youth equipping); Objective 3 depends on Objective 5 (teacher training); Objective 4 depends on Objectives 6 and 8 (rural enterprise and infrastructure); Objective 7 (health) depends on Objective 8; Objective 9 (sustainability) depends on the operating revenues generated by Objectives 3, 4, 6, and 7; Objective 10 (environment) anchors the Production Estate where Objectives 4, 6, and 9 rest. Objective 1 (institution) is the precondition for all of them.

The strategic plan is the architecture that holds the ten objectives together as one continuous institutional commitment.

## Section 5 — Need and Evidence Base

### Tanzania's demographic context

Tanzania's population reached approximately 61.7 million at the 2022 Population and Housing Census<sup>1</sup> and continues to grow at one of the highest rates in the world. The UN World Population Prospects<sup>2</sup> projects Tanzania approaching 100 million by 2050, with more than half the population aged below 18 across the next two decades. The IMF's Selected Issues paper on Fostering Human Capital in Tanzania's Rapidly Growing Population<sup>3</sup> identifies the demographic trajectory as both Tanzania's greatest opportunity and its most consequential institutional challenge: the size of the rising generation will determine whether Tanzania accelerates into middle-income status or struggles to absorb the cohort it is producing.

### The Dodoma Region context

The Dodoma Regional Demographic and Socio-Economic Profile<sup>4</sup> anchors the Foundation's locational evidence base. Dodoma Region has approximately 3.0 million residents<sup>5</sup> distributed across Dodoma Municipal Council, Bahi District, Chamwino District, Chemba District, Kondoa District, Kongwa District, and Mpwapa District. The region's demographic structure is youthful, its labour market is overwhelmingly agricultural and informal, its infrastructure base is below national average across roads, electricity, and water, and its child protection and education indicators reflect the structural pressures of a semi-arid region with thin household economies. The Foundation's three sites are situated within Dodoma Region by deliberate institutional choice: the Foundation is being built where the need is most legible, in the region of the country that has been the subject of long-term development attention since the relocation of the national capital and the emergence of Dodoma as Tanzania's administrative and political centre.

### The vulnerable child reality

The 2022 Tanzania Census, NBS sectoral surveys, and the National Plan of Action to End Violence Against Women and Children (NPA-VAWC II)<sup>6</sup> together document the scale of vulnerable-child reality across Tanzania and Dodoma Region. Orphan and vulnerable child populations remain substantial. Violence against children — physical, sexual, emotional — affects measurable percentages of the under-18 population. Family economic stress, food insecurity, child marriage in some communities, and adolescent pregnancy interact to remove girls from education before completion. Children with disabilities are

<sup>1</sup> Tanzania National Bureau of Statistics. 2022 Population and Housing Census, Initial Results. Dar es Salaam: NBS, October 2022.

<sup>2</sup> United Nations Department of Economic and Social Affairs. World Population Prospects: 2024 Revision. New York: UN DESA, 2024.

<sup>3</sup> International Monetary Fund. Selected Issues — Fostering Human Capital in Tanzania's Rapidly Growing Population. Washington DC: IMF, July 2025.

<sup>4</sup> Tanzania National Bureau of Statistics. Dodoma Regional Demographic and Socio-Economic Profile. Dar es Salaam: NBS, 2024.

<sup>5</sup> Tanzania National Bureau of Statistics. 2022 Population and Housing Census, Dodoma Region Profile. Dar es Salaam: NBS, 2024. Figures also informed by Afrobarometer Dispatch AD1007 (2025).

<sup>6</sup> United Republic of Tanzania, Ministry of Community Development, Gender, Women and Special Groups. National Plan of Action to End Violence Against Women and Children II (NPA-VAWC II), 2024/25–2028/29. Dodoma, 2024.

particularly underserved. The Foundation's Child Safe Zone and the Day Pupil and Boarding programmes are designed against this evidence base.

## The education quality gap

Tanzania has achieved significant primary enrolment progress, but quality and transition remain structural challenges. The National Examinations Council of Tanzania (NECTA) Certificate of Secondary Education Examination 2024 results<sup>7</sup> document persistent quality and pass-rate gaps, particularly in mathematics, science, and second-language English. Transition rates from primary to secondary, and from secondary to vocational or tertiary, remain below the rates the country's development trajectory will require. The Foundation's Day Pupil Programme, International Boarding School, and Teacher Training Hub are designed to contribute to closing these gaps within the Foundation's catchment and partnership networks, with measurable benchmarks against NECTA, Cambridge International, and IB authorisation frameworks. The Teacher Training Hub responds to this gap by strengthening classroom practice, teacher mentoring, school leadership, child safeguarding, inclusive education, subject mastery, digital teaching capability, and values-based formation across Foundation schools and partner education networks.

## The youth employment mathematics

The World Bank Tanzania's Boosting Work Skills Through Education<sup>8</sup> the World Bank's Tanzania Skills Development Project Appraisal Document for the National Skills Development Strategy II 2026/2027–2035/2036<sup>9</sup> the Tanzania Investment and Consultant Group Limited (TICGL) Tanzania Employment and Earnings Survey 2025/26<sup>10</sup> and the Mastercard Foundation Africa Youth Employment Outlook 2026<sup>11</sup> together document the scale of the youth employment challenge. Tanzania's labour market produces approximately 800,000 to over one million new labour-force entrants per year. The formal economy absorbs a small fraction of that flow. The remainder enter informal self-employment, agricultural labour, or unemployment. The Foundation's Youth Agricultural Enterprise Incubator, Vocational and Technical Training College pursuing VETA accreditation, Out-Grower Programme, and Six-Pillar Agro-Processing Hub are designed against this evidence base, with explicit post-training transition pathways and performance-gated capital handover where applicable.

## Why now

Three convergent factors make the 2026–2035 horizon the right window for the Genette Foundation to be built. First, the Tanzania Development Vision 2050 (Dira 2050) was Cabinet-approved on 22 June 2025, signed by the President on 17 July 2025, and is now Tanzania's principal long-term development

<sup>7</sup> National Examinations Council of Tanzania (NECTA). Certificate of Secondary Education Examination 2024 Results. Dar es Salaam: NECTA, announced 23 January 2025.

<sup>8</sup> World Bank Tanzania. Boosting Work Skills Through Education. Washington DC: World Bank, 2024.

<sup>9</sup> World Bank. Tanzania Skills Development Project Appraisal Document — National Skills Development Strategy II 2026/2027–2035/2036. Washington DC: World Bank, October 2025.

<sup>10</sup> Tanzania Investment and Consultant Group Limited (TICGL). Tanzania Employment and Earnings Survey 2025/26. Dar es Salaam: TICGL, 2025.

<sup>11</sup> Mastercard Foundation. Africa Youth Employment Outlook 2026. Toronto: Mastercard Foundation, February 2026.

framework<sup>12</sup> — a Foundation built into Dira 2050 from inception is positioned to contribute to the framework rather than retrofit to it. Second, the demographic mathematics make the next decade decisive: the children entering Tanzania's primary system in 2026 are the youth who will be entering the labour market in 2035–2040, and the institutions built now are the institutions that will serve that cohort. Third, the institutional capital available in 2026–2035 — across multilaterals, bilaterals, family foundations, and faith-rooted philanthropy — is sufficient to finance a Foundation of this scale provided the Foundation is built to absorb that capital under Tanzanian leadership and produce Tanzanian outcomes at international standard. The Genette Foundation is being built to do precisely that.

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<sup>12</sup> Tanzania Development Vision 2050 (Dira 2050). United Republic of Tanzania, National Planning Commission, 2025. Cabinet approval 22 June 2025; tabled in National Assembly 26 June 2025; signed by H.E. Dr. Samia Suluhu Hassan, President, 17 July 2025.

## Section 6 — Theory of Change and Outcomes

### How the institution turns inputs into change

The Foundation's Theory of Change is the explicit logic by which institutional inputs are converted into institutional outcomes for vulnerable children, families, students, youth, patients, and farming households. The Theory of Change is presented in narrative form, in structured form, and through the assumptions and risks that test it.

### The Theory of Change in narrative form

If the Genette Foundation is built as a Tanzania-registered, independently governed, child- and youth-centred institution with the governance, safeguarding, financial control, MEAL, and donor-accountability architecture engineered to international standard from inception, and if the Foundation operates twelve integrated institutional functions across three operational sites under one Co-Leadership team, one safeguarding framework, and one MEAL discipline, then the Foundation will produce a continuous pathway from vulnerability to productive adulthood that vulnerable children, families, students, youth, patients, and farming households across Dodoma Region can move along over time, with measurable outcomes against the ten-year strategic objectives, provided the assumptions about land acquisition, donor capital availability, governance stability, regulatory continuity, climate viability, and institutional execution capacity hold across the build window — and provided the institutional discipline to absorb capital and convert it into permanence holds across the ten-year horizon.

### The Theory of Change in structured form

Layer	Content
Inputs	Founding gift Nala Main Campus (3.17 ha); CAPEX of approximately USD 203M across 10 years; OPEX of approximately USD 357M across 10 years; staff scaling from 48 FTE at Establishment Phase close to 1,640 FTE at full ten-year maturity; Co-Leadership Dual-Engine team and Tanzanian Board of Trustees; institutional infrastructure (governance, safeguarding, MEAL, ERP, audit, procurement, HR systems).
Activities	Twelve integrated institutional functions operating across three sites: Child Safe Zone; Day Pupil Programme; International Boarding School; Vocational and Technical Training College pursuing VETA accreditation; Teacher Training Hub; Youth Agricultural Enterprise Incubator with post-training transition pathway; Out-Grower Programme; Six-Pillar Agro-Processing Hub; Community Health Clinic; Multipurpose Assembly, Sports, Recreation and Cultural Centre; Digital Innovation and Renewable Energy Infrastructure; Genette Green Future.

Layer	Content
Outputs	By 2031: ~1,500 children supported; 500–700 boarders + 500–600 day pupils; 1,500–2,000 youth in Incubator annually; 100–250 teachers in CPD per year; 2,000–2,500 contracted out-grower households; 5,000–7,500 patients/year at Clinic; 200,000 trees planted and survival-verified.
Outcomes	Improved child protection outcomes; improved educational attainment and transition; improved post-training labour-market outcomes for youth; improved teacher quality; improved farming household incomes through Out-Grower Programme; improved MNCH and primary-care outcomes through the Clinic; improved climate-resilience and ecological recovery on Production Estate land; improved community-level resilience through integrated services.
Impact (10-year)	A Tanzania-registered Foundation operating at full ten-year maturity, financially sustained through the four-pillar mix; thousands of children, students, youth, patients, and farming households moving along a continuous pathway from vulnerability to productive adulthood; institutional permanence built to outlive its founders; demonstrated absorption of international institutional capital under Tanzanian leadership.

## Key assumptions and risks

The Theory of Change holds only where its assumptions hold. Nine principal assumptions and risks are named and tracked across the strategic plan:

11. Land acquisition. The Education and TVET Expansion Site (8–10 ha) and the Production Estate Phase 1 (1,000 acres) can be identified, due-diligenced, and acquired within the Phase 1 and Phase 2 windows at price points consistent with the funding-window envelopes.
12. Donor capital availability. Approximately USD 484M can be mobilised across the ten-year horizon through the thirteen funding windows, with the Establishment and Donor Readiness Window successfully secured to enable Phase 1.
13. Governance and Co-Leadership continuity. Pastor Aaron and Fradius Martin remain in their respective Co-Leadership roles across Establishment Phase and Phase 1, with senior Director-level architecture in place by the end of Phase 1 to provide institutional continuity beyond the founders.
14. Regulatory continuity. Tanzania's NGO Act, Law of the Child Act, Education Act, Land Act, and other applicable legislation continue in stable form across the ten-year horizon, with the Foundation maintaining regulatory compliance throughout.
15. Hydrogeological viability. The Production Estate Phase 1 site successfully passes hydrogeological investigation, with documented water abstraction feasibility for the irrigated agricultural model.
16. Climate viability. Climate variability across Dodoma Region remains within the operational range that the Foundation's irrigation, water-security, and crop-resilience design can absorb.

17. Safeguarding integrity. The Foundation maintains Board-approved safeguarding policies, KCS-aligned standards, CPIMS+-aligned case management, and external safeguarding audit relationships that meet international diligence requirements.
18. Institutional execution capacity. The Foundation recruits and retains the senior Director-level architecture and the operating workforce required to execute the build at scale — with the 30% staff on-cost framework providing the duty-of-care, retention, and welfare envelope that institutional execution requires.
19. Earned revenue trajectory. Earned revenue across the four sustainability pillars develops to approximately 18% of gross OPEX by 2031 and 29% by 2035, supporting the progressive resilience trajectory.

### **What this Theory of Change is calibrated against**

This Theory of Change is calibrated against decades of African civil society experience, institutional donor diligence frameworks, the approved Vision and Strategic Plan architecture, and the Foundation’s final detailed budget workbook. It is presented honestly: the assumptions it requires are named, the risks are named alongside the ambition, and the pathway from inputs through activities, outputs, and outcomes to ten-year impact is the pathway the rest of this strategic plan describes in operational detail.

## Section 7 — Land and Site Strategy

### Why three sites

The Foundation operates from three distinct sites because the twelve integrated institutional functions cannot be safely, efficiently, or effectively delivered from a single property. Child-centred functions need physical and operational separation from large-scale agricultural production. Boarding and TVET infrastructure needs scale beyond what the Main Campus can hold. Production Estate operations need the acreage, hydrogeological foundation, and ecological space that an urban-edge Main Campus cannot offer. The three-site model resolves these constraints while keeping the institution operationally integrated through one Co-Leadership team, one safeguarding framework, and one MEAL discipline.

### Main Campus, Nala — the donated child-centred site

The 3.17-hectare Main Campus at Plot No. 7, Block H, Nala (Registered Plan No. 46792, GPS –6.0935, 35.640865) is the Foundation's institutional anchor. The land is committed as a founding gift from Pastor Aaron and her family, formally transferred to the Foundation's registered ownership during the Establishment Phase. The Main Campus hosts the Child Safe Zone, the Day Pupil Programme, the Community Health Clinic, the Multipurpose Assembly, Sports, Recreation and Cultural Centre, and the Foundation's institutional headquarters.

Site detail and survey evidence are set out in Annex A.1.

### Education and TVET Expansion Site

The Foundation's second site — 8 to 10 hectares in Dodoma Region — has been identified in concept and will be acquired during implementation (Phase 1, late 2027 to early 2028). The site will house the second-phase Boarding School expansion, the Vocational and Technical Training College pursuing VETA accreditation, the Teacher Training Hub, and the expanded sports and recreation infrastructure that supports both the Boarding School and the Day Pupil Programme.

Site selection is governed by documented criteria evaluated against multiple parallel candidate parcels rather than committing to a single option. The criteria framework is set out in Annex A.2 and covers locational, land-use, utility, service, and acquisition criteria. Acquisition proceeds only when at least one candidate parcel meets all criteria, with Co-Leadership recommendation and Board approval.

### Production Estate — irrigated agricultural and enterprise platform

The Foundation's third site — 1,000 contiguous acres in Dodoma Region — is the Production Estate Phase 1, acquired during implementation with the documented intent to negotiate a Right of First Refusal on adjacent acreage of approximately 1,000 acres or more, providing a future-expansion pathway to a total estate of up to 2,000 acres at full institutional maturity.

The Production Estate is structurally consequential. The Six-Pillar Agro-Processing Hub, the Out-Grower Programme operating base, the Youth Agricultural Enterprise Incubator's working farm, the Genette Green Future environmental and climate-resilience programme, the 1MW solar microgrid, and the Foundation's commercial agricultural production all anchor here. Acquisition is therefore subject to the most rigorous due-diligence framework of any site — set out in Annex A.3 — including hydrogeological viability, soil and agronomic suitability, access and connectivity, environmental and social screening, and acquisition criteria with multiple-parcel discipline.

No Production Estate purchase is finalised until hydrogeological viability, water abstraction feasibility, soil suitability, and access-road practicality have been reviewed against the Foundation's irrigated-estate requirements and confirmed by the Co-Leadership and the Board's Audit and Finance Committee. Acquisition is approved by full Board resolution.

### **The road and connectivity infrastructure**

A 5-kilometre external access road — the Tarmac Connector, budgeted at approximately USD 2.25M — is included in the ten-year capital programme to provide year-round connectivity to the Foundation's main operational sites. The road is essential for rainy-season operational continuity, for donor and government site visits, for emergency access (including ambulance referrals from the Community Health Clinic), and for the agricultural and processing logistics that the Production Estate requires.

### **Establishment Phase budget envelope**

The Establishment Phase budget envelope is approximately USD 5.71M, and includes the practical readiness required before scale: statutory-record verification and institutional compliance setup; Board governance activation and institutional policy approval; land transfer documentation for the Nala Main Campus; Production Estate land due diligence; Education and TVET expansion-site due diligence; topographic survey and geotechnical investigations; hydrogeological studies and water feasibility; environmental and social screening; architectural master plan and concept designs; quantity surveyor cost plan; safeguarding system design; CPIMS+-aligned case management design; donor cultivation, roadshows and materials; Establishment office, IT and equipment; recruitment and bridge salaries; audit, financial system and ERP setup; and the Establishment-Phase fleet (two Land Cruiser 4x4 field vehicles at all-in landed cost USD 311,000 and two double-cab 4x4 pickups at all-in landed planning cost USD 150,000).

The Establishment Phase includes both Land Cruiser 4x4 field vehicles and double-cab 4x4 pickups. The Land Cruisers provide high-reliability field and rainy-season mobility for senior field operations, donor and government visits, emergency inter-site movement, and difficult-road access. The pickups provide practical utility mobility for land due diligence, survey teams, hydrogeological investigations, environmental and social screening, site supervision, light cargo, technical consultants, and early field operations. This ensures that the Foundation's establishment work is not dependent on hired vehicles or ad hoc transport during the most critical readiness period. Pickup operating costs are visible in the Fleet\_Mobility sheet of the donor-facing Budget Workbook (USD 14,500 non-driver OPEX per pickup per

year, USD 29,000 per year for two pickups, USD 290,000 over ten years), and driver payroll is captured in the Staffing sheet under the 30% on-cost framework, not double-counted in vehicle OPEX.

### **Land-acquisition risk and mitigation**

Land acquisition for the Education and TVET Expansion Site and the Production Estate Phase 1 carries the principal location-specific institutional risk of the build window. The Foundation manages this risk through (i) multiple-parcel evaluation discipline, (ii) hydrogeological investigation funded explicitly within the Establishment Phase budget for the Production Estate before any acquisition commitment, (iii) Board governance gates at each acquisition decision, (iv) independent legal counsel of recognised institutional standing across all transactions, and (v) phased deployment of capital so that early-stage donor commitments are not exposed to land-acquisition risk that has not yet been resolved. The Risk Register (Section 17) tracks land-acquisition risk explicitly.

## Section 8 — Programme Architecture and Implementation

The Foundation operates twelve integrated institutional functions. Each is described below at the level of operational detail required for institutional understanding; full programmatic detail sits within the underlying programme designs and is revealed through the donor diligence engagement at the appropriate stage.

### Function 1 — Child Safe Zone

The Foundation's Child Safe Zone operates a mixed care model combining transitional residential care, day support, family preservation, kinship support, managed reintegration, and aftercare — aligned with the UN Alternative Care Guidelines (A/RES/64/142) and KCS international standards. The Child Safe Zone serves vulnerable children including orphans, abandoned children, children at risk of family breakdown, children with severe disabilities (in partnership with appropriate specialised providers), and children whose family circumstances require institutional support during identified periods. Every child has a digital case record in a CPIMS+-aligned system covering intake assessment, gatekeeping documentation, family-strengthening interventions, placement decisions, progress reviews, safeguarding incidents, and exit and aftercare records. By 2031, the Child Safe Zone supports approximately 1,500 children across the mixed care model; by 2035, 1,500+ children across lifecycle support.

### Function 2 — Day Pupil Programme

The Day Pupil Programme operates from the Main Campus and provides Tanzanian-curriculum primary and secondary education to children from surrounding communities, with a mix of fee-paying, sponsored, and bursaried places. By 2031, the Day Pupil Programme serves 500–600 day pupils alongside 500–700 boarders; by 2035, 600–800 day pupils alongside 2,000–2,500 boarders.

### Function 3 — International Boarding School

The International Boarding School operates from the Education and TVET Expansion Site (Phase 1 launch through Phase 3 expansion). The Boarding School pursues Tanzanian-curriculum certification (NECTA), Cambridge International authorisation (IGCSE and A-Level), and IB Diploma authorisation pathway over the ten-year horizon. The boarding model includes vulnerable-child sponsorship places funded through Foundation resources and donor-matched sponsorship, alongside fee-paying boarder places that contribute to earned revenue and operational sustainability.

### Function 4 — Vocational and Technical Training College pursuing VETA accreditation

The Vocational and Technical Training College operates from the Education and TVET Expansion Site, pursuing VETA accreditation across the Phase 1 build window with the National Technical Awards (NTA) framework, regulated through NACTVET where applicable, as the structural reference. The College offers technical and vocational programmes calibrated to Dodoma Region's labour market — agriculture and

agribusiness, construction trades, automotive and mechanical, electrical and renewable energy, ICT and digital trades, hospitality and tourism, and others as the regional demand evolves — with explicit post-training transition pathways and partnerships with employers, cooperatives, and the Out-Grower Programme.

## **Function 5 — Teacher Training Hub**

The Teacher Training Hub operates from the Education and TVET Expansion Site and is primarily an in-service teacher development and classroom-quality improvement platform. It supports teacher quality across the Foundation’s schools, partner schools in Dodoma Region, and selected wider Tanzanian education networks. The Hub is designed to strengthen classroom practice, child-centred pedagogy, safeguarding discipline, inclusive education, subject mastery, life-skills education, digital teaching practice, school leadership, mentorship, and values-based formation within the boundaries of Tanzania’s education regulatory framework. The Hub provides in-service continuing professional development, mentor-teacher development, classroom coaching, practical teaching laboratories, leadership development for school heads and senior teachers, and structured support for new and early-career teachers already serving within approved education settings. Any pre-service teacher preparation is pursued only through approved pathways, formal partnerships with recognised teacher-training institutions, or relevant regulatory authorisation. The Foundation does not present the Hub as an independent teacher-qualification awarding institution unless such approval is granted by the competent authorities. By 2031, the Hub trains 100–250 teachers per year in CPD, mentoring, classroom coaching, and school-quality improvement; by 2035, 200–500 teachers per year. Training priorities include Tanzanian curriculum delivery, NECTA-aligned learning outcomes, foundational literacy and numeracy, mathematics and science teaching, English-language support, classroom assessment, child safeguarding, inclusive education for children with disabilities, psychosocial awareness, digital teaching tools, environmental education, life-skills education, and the moral and character formation of children and young people. The Hub seeks formal engagement with the Tanzania Institute of Education (TIE), NECTA, the relevant Ministry responsible for education, teacher-training institutions, and other competent national bodies, while also drawing on Cambridge International and IB authorisation pathways where the Foundation’s own school programmes require international benchmarking. Its purpose is not to replace public teacher-development systems or operate outside national regulatory frameworks, but to strengthen teacher quality, support Tanzanian education priorities, and create a practical professional-development platform rooted in Dodoma Region and accountable to Tanzanian standards.

## **Function 6 — Youth Agricultural Enterprise Incubator**

The Youth Agricultural Enterprise Incubator operates from the Production Estate Phase 1 with training infrastructure on the Education and TVET Expansion Site. The Incubator equips youth (typically late-secondary, post-secondary, and TVET graduate) with the skills, capital, and institutional support required to enter productive agricultural and rural enterprise — through cohort training programmes, working-farm rotations, business and cooperative development, and structured post-training transition with

performance-gated capital handover. By 2031, the Incubator reaches 1,500–2,000 youth annually; by 2035, approximately 10,000 cumulative youth trained.

### **Post-Training Transition and Enterprise Launch Pathway**

Each Incubator graduate enters a documented post-training pathway under the Foundation's six-sub-pathway framework, with performance-gated capital handover where applicable:

20. Cooperative enterprise launch — graduates cluster into registered cooperatives, with capital handover staged against documented governance, financial, and operational milestones.
21. Employment placement — graduates placed into Dodoma Region and Tanzania-wide agricultural, processing, and rural-enterprise employment opportunities through Foundation employer networks.
22. Advanced TVET — graduates transitioning into advanced VETA pathways or higher technical qualifications.
23. Digital and service enterprise — graduates entering digital, service, and value-chain enterprise pathways, with the Foundation's Digital Innovation infrastructure providing the operational base.
24. Foundation apprenticeship — graduates entering paid Foundation apprenticeships across Foundation operations (Production Estate, Hub, Clinic, Schools, others).
25. Out-Grower placement — graduates entering the Foundation's Out-Grower Programme as contracted out-grower households.

Land access and capital handover are performance-gated, time-bound, and structured as conditional productive use rather than permanent transfer. The Foundation does not promise permanent land ownership to every youth completing training. The Foundation's commitment is to a documented pathway, not to a guaranteed asset.

### **Function 7 — Out-Grower Programme**

The Out-Grower Programme operates from the Production Estate as the institutional base, contracting smallholder and small-commercial farming households across surrounding Dodoma Region villages under structured out-grower agreements. The Foundation provides agronomic extension, input financing, irrigation and water-security support where applicable, market access through the Six-Pillar Agro-Processing Hub, and a stable price floor for participating households. By 2031, the Programme contracts 2,000–2,500 households; by 2035, 5,000 households.

### **Function 8 — Six-Pillar Agro-Processing Hub**

The Six-Pillar Agro-Processing Hub operates from the Production Estate, providing value-added processing across six structural pillars (oilseed, cereals, horticulture, dairy, poultry, aquaculture) calibrated to Dodoma Region's agricultural production base. The Hub provides market access for the Out-Grower Programme, working-farm rotations for the Youth Incubator, commercial revenue contribution to the

Foundation's earned revenue mix, and a stable processing platform that anchors the regional rural value chain.

### **Function 9 — Community Health Clinic**

The Community Health Clinic operates from the Main Campus, providing primary care, MNCH services, child health services, GBV survivor support, and community health promotion to the Foundation's child population, the surrounding community, and the broader Dodoma Region catchment. The Clinic operates under MCT-aligned clinical governance, partners with iCHF and the public health system, and pursues integration with Tanzania Health Sector Strategic Plan priorities. By 2031, the Clinic serves 5,000–7,500 patients per year; by 2035, 10,000+ patients per year.

### **Function 10 — Sports, Recreation, and Cultural Centre / Arena**

The Foundation's 4,000-seat Multipurpose Assembly, Sports, Recreation and Cultural Centre operates from the Main Campus, providing the institutional infrastructure for whole-Foundation gatherings, sports development, cultural programming, community events, and venue-services revenue contribution to the Foundation's sustainability mix. The Centre is designed as a multipurpose institutional asset: capable of supporting child-centred recreation, school events, community gatherings, regional sports development, and revenue-generating venue services.

### **Function 11 — Digital Innovation and Renewable Energy Infrastructure**

The Foundation's digital and renewable energy infrastructure provides the operational backbone across all three sites: ERP and institutional systems, MEAL data infrastructure (CPIMS+-aligned), institutional ICT and connectivity, the 1MW solar microgrid on the Production Estate (with extension to the Main Campus and Education/TVET Expansion Site over the build window), and the digital-trades training infrastructure that supports the Vocational and Technical Training College pursuing VETA accreditation and the Youth Incubator's digital-enterprise pathway. The infrastructure is engineered to international institutional standard, supporting both operational delivery and the Foundation's institutional permanence.

### **Function 12 — Environmental Stewardship and Climate Resilience (Genette Green Future)**

The Genette Green Future Environmental Stewardship and Climate Resilience Programme operates principally from the Production Estate, with extensions to the Main Campus and Education/TVET Expansion Site. The programme delivers tree nursery and reforestation operations (target 200,000 trees planted and survival-verified by 2031, 750,000 cumulative by 2035 subject to Phase 2 expansion acreage activation<sup>13</sup>), agroforestry corridors, soil restoration, water-resource stewardship, circular-economy and waste programmes, climate-resilience operational adaptation, and carbon-readiness capability. Carbon-

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<sup>13</sup> Tanzania Forest Services (TFS). Tree-planting and species suitability data for Dodoma Region. See also: FAO, Fishery and Aquaculture Country Profiles, United Republic of Tanzania, 2023; comparative reforestation project survival rate data from East African verified projects.

credit revenue is not recognised in the Foundation's base ten-year revenue model; future carbon participation, where pursued, is governed by Verra registry standards, Integrity Council for the Voluntary Carbon Market standards, and TCFD principles.

### **How the twelve functions integrate into one institution**

The twelve functions share one population, one leadership, one safeguarding framework, one continuous pathway from vulnerable childhood through adolescence and youth into productive adulthood, and one institutional discipline. A child entering the Child Safe Zone may move to the Day Pupil Programme, then to the Boarding School, then to the Vocational College or to the Youth Incubator, then to the Out-Grower Programme or Foundation apprenticeship, with Health Clinic access throughout, with Sports and Cultural Centre access throughout, with environmental programme participation throughout, and with the Foundation's MEAL discipline tracking each transition across one institutional record. The integration is what produces the institutional outcomes donors increasingly seek — and the integration is what makes the Foundation a different kind of partner from the disaggregated programme grants donor capital often defaults to.

Across the twelve functions, the Foundation also carries a deliberate formation discipline: children and young people are supported not only to survive, study, train, and work, but to grow in character, discipline, responsibility, moral judgment, service, resilience, and hope. The Teacher Training Hub strengthens this pathway by improving the quality of the adults who teach, mentor, safeguard, coach, and form children and young people across the Foundation's education and youth-development functions.

## Section 9 — Leadership and Governance

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### Why governance comes before strategy

Strategic plans are read by donor diligence teams in a particular order. The financial section answers "can this be financed?" The programme section answers "will this work?" The governance section answers "can this institution absorb the capital and produce the outcomes?" The third question is the question that determines whether an institutional partnership begins or ends. The Foundation's governance is therefore presented in detail.

### The Co-Leadership Dual-Engine model

The Foundation operates under a Co-Leadership Dual-Engine model that distributes executive authority across two Co-Founders, anchored in a Tanzanian Board of Trustees. The two Co-Founders are compensated at parity under a Board-approved Total Compensation and Staff Welfare Framework and operate under a documented division of executive authority designed to reduce leadership-concentration risk as the Foundation grows toward institutional scale.

### Pastor Gaudencia Aaron — Founder, Board Chair, Project Director

As Founder, Board Chair and Project Director, Pastor Aaron carries the Foundation's child- and youth-centred mission, pastoral legitimacy, community relationships, and inward operational life. Her pastoral commitment to vulnerable children, sustained over more than three decades, is the founding burden of the institution and the source of its mission orientation. As Board Chair, she chairs the Tanzanian Board of Trustees. As Project Director, she carries operational responsibility for the Foundation's child- and youth-centred and community-facing functions and the relationships with the families, caregivers, communities, and faith partners that the Foundation serves and works with. Her role ensures that, as the Foundation professionalises and scales, the founding pastoral burden remains visible in the institution's culture, community relationships, and child- and youth-centred decision-making.

### Fradius Martin — Co-Founder, Secretary of the Board, Strategic Director

As Co-Founder, Secretary of the Board, and Strategic Director, Fradius Martin carries institutional design, governance discipline, fiduciary systems, donor positioning, and outward partnership architecture. His thirteen years with the United Nations World Food Programme Tanzania and two years with World Vision Tanzania, working within donor-accountable operations, supply chain, ICT, data, procurement, logistics, audit, and reporting environments, are the source of the institutional discipline that converts pastoral conviction into durable institutional infrastructure. As Secretary of the Board, he is responsible for Board governance, minutes, statutory filings, and Trustee engagement. As Strategic Director, he carries operational responsibility for the Foundation's institutional design, governance compliance, financial systems, donor partnerships, and external institutional architecture.

## How the two roles interact

The Co-Leadership Dual-Engine model is documented through (i) a Board-approved division of executive authority, (ii) a parity compensation framework, (iii) defined decision-making protocols, (iv) Board oversight of both Co-Founders through the same Tanzanian Board of Trustees and the same standing committees, and (v) Acting Lead protocols by formal Board resolution where one Co-Founder is unavailable. Senior Director-level architecture (six Director-level recruits during the Establishment Phase and Phase 1) gives each Co-Leader institutional depth so that, by the close of Phase 1, institutional knowledge resides across the senior management team rather than solely across the two Co-Founders.

## Total Compensation and Staff Welfare Framework

The Foundation operates under a Board-approved Total Compensation and Staff Welfare Framework with 30% on-cost. The 30% on-cost covers institutional duty of care, retention, safeguarding-quality staff capacity, statutory employer contributions (NSSF, WCF, SDL), continuing professional development, occupational health, and the welfare envelope that institutional execution requires at the scale the Foundation is being built. Compensation parity between the two Co-Founders, Director-level scale calibrated against Tanzanian institutional benchmarks, and front-line staff scale calibrated against child-care and education-sector benchmarks together produce a workforce architecture engineered to support the Foundation's institutional permanence rather than its short-term cost minimisation.

## Board of Trustees

The Board is Tanzanian-governed and comprised of Tanzanian Trustees recruited from senior Tanzanian civil society, business, public sector, professional, and faith-leadership backgrounds. Trustee terms are five years, extendable for one further term. The Board operates four standing committees — Audit and Finance, Safeguarding and Child Protection, Compensation and HR, Strategic Partnerships — each chaired by a Trustee with appropriate sector experience. Where global expertise on specific institutional questions adds genuine value, the Board may convene non-voting technical advisers or an International Advisory Council. The Foundation does not operate with a controlling international Board; institutional sovereignty is Tanzanian.

## Governance of the founding gift

The Nala Main Campus, donated by Pastor Aaron and her family, is transferred to the Foundation's registered ownership during the Establishment Phase under independent legal counsel and Board oversight, with a Conflict of Interest Policy maintained by the Audit and Finance Committee. Once transferred, the land is an institutional asset of the Foundation, not a recoverable personal asset of the donor or the founding family. The transfer documentation, valuation, and registration are funded within the Establishment Phase budget.

## Why the Co-Leadership model matters to donors

Donor diligence teams across multilateral, bilateral, foundation, and faith-rooted partners increasingly require evidence that an institution's leadership is structurally robust to founder-dependence risk. The Co-Leadership Dual-Engine model addresses this directly: two Co-Founders compensated at parity, two distinct but complementary founding contributions, Board oversight of both, senior Director-level architecture providing institutional depth beyond the founders, Acting Lead protocols for continuity, and a Board succession framework engineered to international institutional standard. The model is the structural answer to the structural question.

## **Compliance and registration**

The Foundation operates within Tanzania's NGO Act 2002, the Law of the Child Act 2009, the Employment and Labour Relations Act, the Education Act, the Public Health Act, the Land Act, the Environmental Management Act, the Income Tax Act and applicable VAT legislation, the Procurement Act, and the Personal Data Protection Act. The Foundation's annual statutory filings, audit relationships, and donor-specific reporting obligations are managed by the Operations and Compliance Director under Board oversight through the Audit and Finance Committee. The Foundation's annual financial audit is conducted by a recognised independent firm operating under International Standards on Auditing (ISA).

## Section 10 — Implementation Roadmap

### How the Roadmap is structured

The Foundation's ten-year build is organised across four phases with formal readiness gates between phases. Each phase has a defined capital envelope, a defined operational scope, and a defined set of outcomes that determine whether the Foundation is institutionally ready to enter the next phase. The phasing discipline is what allows donor capital to be deployed responsibly across a ten-year horizon rather than committed in advance to outcomes the institution has not yet demonstrated capacity to deliver.

Phase	Window	Capital envelope	Principal outcomes
Establishment Phase	June–December 2026	approx. USD 5.71M	Foundation registration; Board seated; Co-Leadership Dual-Engine in operation; Nala Main Campus title transferred; Production Estate and Education/TVET Expansion Site due-diligence underway; senior Director recruitment commenced; safeguarding, MEAL, ERP, and audit infrastructure designed; donor-readiness materials produced; initial Establishment-Phase fleet deployed.
Phase 1 — Foundation Build	2027–2028	approx. USD 76M (5-year envelope incl. Establishment + Phase 1)	Production Estate Phase 1 acquired and operationalised; Education/TVET Expansion Site acquired; Main Campus first-build construction; Boarding School and Day Pupil Programme launched; Vocational and Technical Training College pursuing VETA accreditation launched; Teacher Training Hub launched; Community Health Clinic operational; Hub and Out-Grower foundation laid; Genette Green Future tree-nursery operational.
Phase 2 — Operational Scale	2029–2031	approx. USD 118M cumulative across Phases 1+2	Twelve functions reaching first institutional maturity; 1,500 children supported; 500–700 boarders + 500–600 day pupils; 1,500–2,000 youth in Incubator annually; 5,000–7,500 patients/year at Clinic; 200,000 trees planted; KCS Level 1 certification readiness; mid-term external evaluation.

Phase	Window	Capital envelope	Principal outcomes
Phase 3 — Expansion and Maturity	2032–2035	approx. USD 203M cumulative ten-year CAPEX	Production Estate Phase 2 expansion acreage activated where feasible; Boarding School scaling to 2,000–2,500 boarders; Vocational and Technical Training College reaching mature throughput; Six-Pillar Hub at full operational maturity; Health Clinic at 10,000+ patients/year; 750,000 trees cumulative; KCS Level 2 certification; full ten-year external evaluation.

### Establishment Phase — June 2026 to December 2026

Capital envelope: approximately USD 5.71M. The Establishment Phase is the operational readiness window. Core deliverables: statutory-record verification and compliance systems in place; Board of Trustees seated and operational; Co-Leadership Dual-Engine in active operation; Nala Main Campus title transferred to the Foundation; Production Estate and Education/TVET Expansion Site due-diligence frameworks executed; senior Director-level recruitment commenced; safeguarding, MEAL, ERP, audit, procurement, and HR institutional infrastructure designed and in initial operation; donor-readiness documentation produced; the Establishment-Phase fleet (two Land Cruiser 4x4 field vehicles and two double-cab 4x4 pickups) deployed for early field operations.

### Phase 1 — Foundation Build (2027–2028)

Phase 1 is the institutional build window. The Production Estate Phase 1 is acquired and operationalised; the Education/TVET Expansion Site is acquired; first-build construction at the Main Campus is completed; the Boarding School and Day Pupil Programme launch; the Vocational and Technical Training College pursuing VETA accreditation launches; the Teacher Training Hub launches; the Community Health Clinic becomes operational; the Hub and Out-Grower Programme foundation is laid; the Genette Green Future tree nursery and reforestation programme begins. Phase 1 closes with a Board-approved readiness gate evaluating institutional, financial, programmatic, and safeguarding readiness for Phase 2 scale-up.

### Phase 2 — Operational Scale (2029–2031)

Phase 2 is the operational scale window across the twelve functions. The mixed care model in the Child Safe Zone reaches first institutional maturity, supporting approximately 1,500 children. The Boarding School and Day Pupil Programme reach 500–700 boarders and 500–600 day pupils. The Youth Incubator reaches 1,500–2,000 youth annually. The Out-Grower Programme contracts 2,000–2,500 households. The Clinic serves 5,000–7,500 patients annually. The Genette Green Future programme plants and survival-verifies 200,000 trees. KCS Level 1 certification readiness is targeted, subject to eligibility, external assessment, budget approval, and closure of any safeguarding improvement actions. Mid-term external evaluations are conducted in 2028 and 2031.

### **Phase 3 — Expansion and Maturity (2032–2035)**

Phase 3 is the expansion-and-maturity window. The Production Estate Phase 2 expansion acreage (the adjacent acreage of approximately 1,000 acres or more held under Right of First Refusal) is activated where feasibility, donor capital, and Board approval converge. The Boarding School scales to 2,000–2,500 boarders alongside 600–800 day pupils. The Vocational and Technical Training College reaches mature throughput. The Six-Pillar Agro-Processing Hub reaches full operational maturity. The Clinic serves 10,000+ patients per year. The Foundation reaches approximately 750,000 trees cumulative. KCS Level 2 certification is targeted, subject to the same conditional framework. The full ten-year external evaluation is conducted at end of 2035.

#### **What 2035 looks like**

By the end of the ten-year horizon, the Foundation operates at full institutional maturity. The twelve functions are integrated and delivering at the 2035 outcome targets. The Co-Leadership Dual-Engine model is supported by a senior management team with institutional depth beyond the founders. The four-pillar sustainability mix is in operation, with earned revenue and early endowment draw covering approximately 29% of gross OPEX. The USD 200M long-term endowment is compounding toward institutional permanence. The Foundation has a documented track record of donor partnership delivery across the thirteen funding windows, audited financial statements across ten years, mid-term and end-of-decade evaluations completed under OECD-DAC criteria, and a forward institutional commitment to the Phase 4 horizon (2036+) through which the Foundation continues to serve the children, families, students, youth, patients, and farming households of Dodoma Region and beyond.

## Section 11 — Staffing and Operating Model

### Why staffing is institutional architecture

The Foundation's twelve functions are delivered by people. The institutional discipline that allows the Foundation to absorb international institutional capital and produce Tanzanian outcomes at international standard is delivered by people. The Co-Leadership Dual-Engine model is delivered by people. Staffing is therefore institutional architecture, not an operational footnote — and the Foundation's staffing model is built to international institutional standard from inception, with the duty-of-care, retention, and welfare envelope that institutional execution requires.

### Ten-year phased staffing model

Window	FTE	Notes
Establishment Phase close (Dec 2026)	approximately 48	Co-Leadership; first cohort of Director-level recruits; early-stage operational and administrative staff; safeguarding, MEAL, finance, and HR foundation team.
End of Phase 1 (2028)	approximately 240–300	Director-level architecture in place; Boarding School, Day Pupil Programme, Vocational College, Teacher Training Hub, Clinic, and Production Estate teams operational; safeguarding and MEAL teams scaled.
End of Phase 2 (2031)	approximately 800–1,000	Twelve functions at first institutional maturity; full senior management team; full safeguarding, MEAL, finance, HR, ICT, and operational architecture; Out-Grower Programme contracted households not counted as Foundation FTE.
End of Phase 3 (2035) — full ten-year maturity	approximately 1,640	Full operational and institutional scale across all twelve functions; senior management team with institutional depth beyond the founders; the four-pillar sustainability mix covering approximately 29% of gross OPEX through earned revenue and early endowment draw.

### Senior leadership architecture

The Foundation operates a senior leadership architecture under the Co-Leadership Dual-Engine model:

- Two Co-Founders: Pastor Gaudencia Aaron (Founder, Board Chair, Project Director) and Fradius Martin (Co-Founder, Secretary of the Board, Strategic Director).

- Senior Director-level recruits (six during the Establishment Phase and Phase 1, scaling to a full senior management team across the build window): Operations and Compliance Director; Finance Director; Programme Director — Child Safeguarding; Programme Director — Education and TVET; Programme Director — Production Estate, Hub and Agriculture; Director — Health Services; Director — MEAL and Learning; Director — People and Culture (HR); Director — Resource Mobilisation and Partnerships; Director — Communications and Brand; Director — ICT and Digital; Director — Estates, Construction and Facilities.
- Function leads beneath each Director, with technical and supervisory architecture engineered against the scale each function operates.

### **Staffing distribution across functions**

Staffing is distributed across the twelve functions in line with operational scale. The largest staffing concentrations sit in the schools (boarding and day), the Vocational and Technical Training College, the Production Estate and Hub, the Health Clinic, the Child Safe Zone, and the Youth Incubator (the latter typically in the 90–110 FTE range at end of Phase 2, calibrated against the 24–36 month aftercare commitment of the post-training transition pathway). Cross-cutting institutional teams (safeguarding, MEAL, finance, HR, ICT, operations, communications) sit centrally and serve all twelve functions.

### **Recruitment and retention strategy**

The Foundation recruits primarily from the Tanzanian labour market, with international hires only where specific institutional or technical expertise is genuinely additive and cannot be sourced locally. The Foundation's compensation framework is calibrated against Tanzanian sectoral benchmarks (NGO sector for cross-cutting roles; education sector for school staff; health sector for clinical staff; agriculture sector for Production Estate roles), with a 30% on-cost framework that covers statutory employer contributions, continuing professional development, occupational health, and welfare investments. Retention is supported through structured career progression, CPD investment, and a workplace culture aligned with the Foundation's child-centred, donor-accountable, integrated mission.

### **HR systems and policy framework**

The Foundation operates a Board-approved Human Resources policy suite covering recruitment and selection (with safeguarding-disciplined screening for child-facing roles), employment terms and conditions (under the Employment and Labour Relations Act), code of conduct, child protection conduct standards, anti-harassment, anti-discrimination, grievance, disciplinary, performance management, learning and development, occupational health and safety, leave and benefits, separation, and post-employment safeguarding obligations. HR systems are integrated with the Foundation's ERP and audit infrastructure.

### **Volunteer, intern, and partner-staff arrangements**

Volunteer, intern, and partner-staff arrangements are documented under the same safeguarding and conduct standards as Foundation employees, with clear written agreements, defined supervisor accountability, and the same screening and child-protection conduct expectations. The Foundation does not use volunteer or intern arrangements as substitutes for properly-employed staff in child-facing or institutional roles.

### **Why this staffing model is donor-defensible**

The Foundation's staffing model is donor-defensible because (i) it is calibrated against Tanzanian and sectoral benchmarks, (ii) it operates under a 30% on-cost framework that institutional donors recognise as appropriate for institutions of this scale and child-facing operating profile, (iii) it includes the safeguarding-disciplined recruitment, screening, conduct, and welfare architecture that international donor diligence requires, (iv) it scales in line with the phased build rather than ahead of it, and (v) it is engineered to support institutional permanence beyond the founders rather than to minimise short-term cost.

## Section 12 — Budget and Funding Requirement

### What this section is and is not

This section presents the Foundation's ten-year financial architecture across five views: capital expenditure, operating expenditure, earned revenue, total external financing need, and the long-term endowment. It is not the line-item budget. The line-item budget is held in the Foundation's donor-facing Budget Workbook, available to donor diligence teams under the appropriate engagement framework.

Budget figures presented in this Strategic Plan are based on the final detailed donor-facing Budget Workbook used for donor-readiness planning. Figures are subject to refinement following quantity surveying, land due diligence, hydrogeological investigation, tax treatment confirmation, procurement quotations, and donor-specific budget negotiations.

### View 1 — Ten-year capital programme (CAPEX)

Capital line	10-year total (USD)
Establishment Phase (incl. initial fleet)	5,711,000
Nala Main Campus development	84,000,000
Education / TVET Expansion Site	20,000,000
Production Estate Phase 1 (1,000 acres)	47,000,000
Irrigation and water security infrastructure	18,000,000
External access road (5km tarmac connector)	2,250,000
Additional fleet and field mobility (post-establishment)	4,811,000
Cross-cutting systems, ICT, safeguarding and MEAL	6,500,000
Professional fees, supervision and contingency	8,000,000
Genette Green Future: environmental, climate and carbon-readiness	7,000,000
<b>TOTAL CAPEX</b>	<b>203,272,000</b>

### View 2 — Ten-year operating cost (OPEX)

Gross OPEX across the ten-year horizon is approximately USD 356.5M, including a Board-approved 30% staff on-cost framework that covers institutional duty of care, retention, statutory employer

contributions, CPD, and welfare investments. OPEX scales with the phased build: limited during the Establishment Phase and Phase 1, rising substantially through Phase 2 as the twelve functions reach first institutional maturity, and stabilising at full operational scale through Phase 3.

### View 3 — Ten-year earned revenue

Earned revenue across the ten-year horizon is projected at approximately USD 75.6M. The principal earned-revenue streams are school fees (Boarding and Day Pupil Programmes), vocational tuition (Vocational and Technical Training College), Health Clinic receipts (with iCHF and partnership arrangements), Hub commercial revenue (Six-Pillar Agro-Processing), venue services (Multipurpose Centre), and contracted services. Carbon-credit revenue is not recognised in the base ten-year revenue model.

### View 4 — Total external financing need

Financing line	Amount (USD)
Total CAPEX (10 years)	203,272,000
Gross OPEX (10 years)	356,531,000
Less: Projected earned revenue (10 years)	(75,600,000)
Net Operating Support required	280,931,000
TOTAL EXTERNAL FINANCING NEED (excluding endowment)	484,203,000
Long-term Endowment Target	200,000,000

### View 5 — Long-term endowment

The Foundation's long-term endowment target is USD 200M, built progressively from Year 1 of the capital programme so it begins compounding early and reaches institutional scale by the end of Phase 3. The endowment is governed by Board policy directing endowment income to mission-critical functions: child safeguarding, scholarships, family preservation, social work, vulnerable-child nutrition, emergency medical support, and higher education transition. The endowment is the Foundation's institutional permanence vehicle — built to outlive its founders, support the Foundation through donor-cycle volatility, and anchor the Phase 4 horizon (2036+) when ten-year donor commitments mature and the Foundation's earned revenue and endowment income together provide a more substantial share of operating support.

### Sustainability mix and the path to reduced grant dependency

The Foundation's current donor-facing sustainability mix shows earned revenue and early endowment draw covering approximately 18% of gross operating cost by 2031 (Year 5) and approximately 29% by

2035 (Year 10). The Foundation does not pretend that grant dependency disappears across the first decade. The structural shift over the ten-year horizon is from approximately 100% grant dependency at launch toward approximately 71% by 2035 — a meaningful institutional improvement, not a transition to grant independence. The longer-term path beyond 2035 is what carries the institution toward true financial sustainability, supported by the maturing endowment and continuing growth of earned revenue and agro-processing income across Phase 4.

### **Financial governance and reporting**

The Foundation's financial governance includes Board oversight through the Audit and Finance Committee, an independent annual financial audit conducted by a recognised firm operating under International Standards on Auditing (ISA), donor-specific financial reporting under each donor's framework, ERP-based financial systems, documented procurement controls under the Procurement Act, and a documented Conflict of Interest Policy. Quarterly financial reporting to the Board, mid-year budget reviews, and annual budget renewal are standard institutional practice.

### **Why this financial architecture is donor-defensible**

The financial architecture is donor-defensible because (i) it is anchored against a detailed donor-facing Budget Workbook covering CAPEX, OPEX, revenue, fleet, irrigation, environmental programme, and reconciliation across the ten-year horizon, (ii) it presents earned revenue, sustainability mix, and grant dependency honestly rather than aspirationally, (iii) it uses a 30% staff on-cost framework that institutional donors recognise as appropriate for institutions of this scale and child-facing operating profile, (iv) it phases capital deployment so donor commitments are not exposed to risks that have not yet been resolved, and (v) it builds the long-term endowment from Year 1 so institutional permanence is engineered rather than assumed.

## Section 13 — Financial Sustainability and Salary Continuity

### The question donors are actually asking

Donor diligence teams ask financial sustainability questions because they want to know whether their commitment, made now, will outlive their grant cycle. The honest answer for institutions of the Genette Foundation's scale, programme integration, and child-centred operating profile is that financial sustainability emerges progressively across a multi-decade horizon. The Foundation's job is to present that progression honestly and to engineer the institutional permanence that supports it.

### The four-pillar sustainability architecture

Financial sustainability rests on four pillars:

26. Earned revenue from operations: school fees (Boarding and Day Pupil Programmes), vocational tuition (Vocational and Technical Training College), Health Clinic receipts, venue services (Multipurpose Centre), contracted services.
27. Commercial agro-processing and Production Estate income: Six-Pillar Agro-Processing Hub commercial revenue, Production Estate agricultural production, Out-Grower aggregation margins.
28. Sponsorship, scholarship, and major individual giving: child sponsorship, scholarship endowments, major-gift relationships, faith-rooted partnership.
29. Long-term endowment income: returns from the USD 200M endowment compounding from Year 1 of the capital programme.

### The Year 5 and Year 10 sustainability mix

The Foundation's final detailed budget workbook shows the following sustainability progression:

Year	Earned revenue + early endowment draw	Implied grant dependency
Year 1 (2026)	~0%	~100%
Year 5 (2031)	~18%	~82%
Year 10 (2035)	~29%	~71%

These figures reflect the Foundation's final donor-facing revenue model and are the figures the Foundation will be held to by donor diligence teams across the ten-year horizon.

### Salary continuity — the operational commitment

The Foundation commits to building a six-month core payroll and child-care reserve by 2031, supporting salary continuity for child-facing and safeguarding staff across donor-cycle volatility. The reserve is supported by a designated treasury and reserves policy under Audit and Finance Committee oversight, and the endowment compounding trajectory provides an additional layer of operational continuity beyond Phase 2.

### **Reserve policy and treasury management**

The Foundation operates a Board-approved reserves policy covering operating reserves, restricted reserves, and endowment principal. Treasury management is governed by Audit and Finance Committee policy with documented investment guidelines, counter-party risk management, currency management (operating in TZS, USD, and where applicable EUR/GBP for donor partnerships), and quarterly Board-level reporting.

### **What this section commits the Foundation to**

This section commits the Foundation to honest sustainability presentation, to the four-pillar architecture, to the current donor-facing sustainability mix, to the salary-continuity reserve, and to the long-term endowment trajectory. It does not commit the Foundation to grant independence within the ten-year horizon. The strategic plan presents this openly because donor partners deserve clarity about the time horizon over which institutional financial sustainability is actually achieved at this scale.

## Section 14 — Funding Windows and Donor Strategy

### How the Foundation asks

The Foundation does not ask donors to finance "the institution" as a single proposition. The Foundation asks donors to finance specific funding windows aligned to specific donor mandates. Donor mandates differ — child protection partners, education and TVET partners, agriculture and rural development partners, health and nutrition partners, youth empowerment and enterprise partners, environmental and climate-resilience partners, gender and family-strengthening partners, and infrastructure and capital partners each fund what their mandate covers. The thirteen-window funding architecture is designed to match each window to the donor types whose mandates fit, with the Establishment and Donor Readiness window as the universal entry door.

### The thirteen funding windows

#	Window	Indicative envelope (USD)
1	Establishment and Donor Readiness — universal entry door	~5.71M
2	Nala Main Campus development	~84M
3	Education and TVET Expansion (Boarding School + Vocational College + Teacher Training Hub)	~30M
4	Production Estate Phase 1 (1,000 acres)	~47M
5	Vocational, Teacher and Youth Enterprise (incl. Youth Enterprise Launch and Transition Fund visible)	~30M
6	Six-Pillar Agro-Processing Hub	~25M
7	Out-Grower Programme	~18M
8	Community Health Clinic	~12M
9	Multipurpose Assembly, Sports, Recreation and Cultural Centre	~22M
10	Digital Innovation and Renewable Energy Infrastructure	~14M
11	Genette Green Future — Environmental Stewardship and Climate Resilience	~7M
12	Safeguarding, MEAL, Audit and Institutional Systems	~6.5M

#	Window	Indicative envelope (USD)
13	Operating support and net operating need (across 10 years)	~280.93M

## How donors are approached

The Foundation's donor outreach uses funder-specific engagement tracks. Faith-rooted and child-focused partners receive letters led by the Founder/Board Chair (Pastor Aaron). Institutional, technical, and capital partners receive dual-signed or Strategic Director-led submissions where governance, fiduciary, agriculture, infrastructure, or systems discipline is central to the ask. Each priority donor enters through the Establishment Phase ask and progresses to the larger windows aligned to their mandate as the partnership develops. In shorter donor-facing materials, these thirteen financing windows may be grouped into six broader donor-fundable components for ease of presentation, while the detailed budget and Strategic Plan retain the fuller financing architecture.

## Donor cultivation and relationship management

Donor relationships are managed across the Establishment Phase, Phase 1 readiness, and ongoing partnership delivery, with documented partnership-management protocols under the Director — Resource Mobilisation and Partnerships. Donor reporting is calibrated to each partner's framework, with consolidated MEAL data feeding partner-specific reports. Annual donor convenings, mid-term review meetings, and end-of-decade evaluation share-back are standard institutional practice.

## Government of Tanzania engagement

The Foundation engages the Government of Tanzania at national, regional (Dodoma Regional Secretariat), and district levels. The Foundation positions itself as a Dira 2050-aligned civil society partner contributing to Tanzania's long-term development framework, with documented partnership and MoU pathways across the Ministry of Community Development, Ministry of Education Science and Technology, Ministry of Health, Ministry of Agriculture, and the relevant youth-development institutional architecture.

## Why this funding strategy is donor-defensible

The funding strategy is donor-defensible because (i) each window is matched to specific donor mandates rather than asking donors to fund outside their remit, (ii) the Establishment Phase is structured as a universal entry partnership rather than a single-donor lock-in, (iii) the partial reassignment signatory architecture allows different donor types to receive engagement from the appropriate Co-Founder, (iv) the funding architecture is presented honestly with the ten-year scale named openly, and (v) the donor relationship management discipline is engineered to international institutional standard from the Establishment Phase onward.

## Section 15 — Safeguarding, Compliance and Governance

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### Why this section is non-negotiable

Every Foundation function involves children. Every Foundation site is or will be a place where children are protected, educated, supported, treated, or trained. Safeguarding is therefore not a programme. It is the institutional precondition for everything else the Foundation does. This section sets out the Foundation's safeguarding, compliance, and governance architecture in the form donor diligence teams require.

### Safeguarding framework

The Foundation operates a Board-approved Safeguarding Policy Suite built to Keeping Children Safe (KCS) international standards, with KCS Level 1 certification readiness and external assurance targeted by Year 2; KCS Level 2 targeted by Year 4; subject to eligibility, external assessment, budget approval, and closure of safeguarding improvement actions. KCS certification fees and external safeguarding assurance are visible as a sub-line under "Safeguarding, MEAL, Audit and Admin" in the donor-facing Budget Workbook.

The Safeguarding Policy Suite covers: child protection policy; safeguarding code of conduct (staff, volunteers, partners, contractors, visitors); safer recruitment and screening; reporting and disclosure protocols; case management and response procedures; supervision and accountability; safeguarding training (induction, annual refresher, role-specific); confidentiality and information governance; survivor support; whistleblowing protections; complaints and grievance protocols; documented sanctions framework; partner and contractor safeguarding obligations; and post-employment safeguarding obligations.

### CPIMS+ and digital case management

Every child engaged with the Foundation has a digital case record in a CPIMS+-aligned system covering intake assessment, gatekeeping documentation, family-strengthening interventions, placement decisions, progress reviews, safeguarding incidents, and exit and aftercare records. The CPIMS+-aligned system is integrated with the Foundation's MEAL framework and audit infrastructure, with documented information-governance and access-control protocols under the Personal Data Protection Act.

### Gatekeeping and reintegration protocols

The Child Safe Zone operates a mixed care model with structured gatekeeping (assessing whether residential care is the appropriate response or whether family-strengthening, kinship support, or community-based response is more appropriate) and structured reintegration (managing the return of children to family or kinship environments where appropriate, with documented aftercare). The gatekeeping and reintegration protocols are aligned with the UN Alternative Care Guidelines (A/RES/64/142).

## **Regulatory compliance regime**

The Foundation's regulatory compliance regime spans the Tanzania NGO Act 2002, the Law of the Child Act 2009, the Employment and Labour Relations Act, the Education Act, the Public Health Act, the Land Act, the Environmental Management Act, the Income Tax Act and applicable VAT legislation, the Procurement Act, and the Personal Data Protection Act. Annual statutory filings, regulatory submissions, and Ministry-specific reporting are managed by the Operations and Compliance Director under Board oversight through the Audit and Finance Committee.

## **Audit relationship**

The Foundation's annual financial audit is conducted by a recognised independent firm operating under International Standards on Auditing (ISA). Donor-specific compliance audits, programme audits, and safeguarding audits are conducted as required by partnership frameworks. The Audit and Finance Committee receives all audit reports, recommends management responses to the Board, and tracks the closure of audit findings.

## **MEAL framework reference**

Section 16 sets out the Foundation's MEAL framework in detail. The MEAL framework's safeguarding-relevant indicators feed directly into this section's safeguarding governance architecture, with documented data flow between CPIMS+, MEAL, and Board-level safeguarding reporting.

## **Risk management reference**

Section 17 sets out the Foundation's Risk Register in detail. Safeguarding-related risks are tracked explicitly within the Risk Register and reported quarterly to the Audit and Finance Committee and the Safeguarding and Child Protection Committee, with annual Board-level risk review.

## Section 16 — Monitoring, Evaluation, Accountability and Learning

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### Why MEAL is institutional architecture

MEAL is the Foundation's evidence infrastructure. It is the system through which the Foundation knows whether the Theory of Change is working, whether the strategic objectives are being met, whether the donor commitments are being delivered, and whether the institutional discipline is being maintained. MEAL is not a reporting function. It is institutional architecture, engineered to international standard from inception and integrated with the Foundation's governance, safeguarding, and audit infrastructure.

### Structure of the MEAL framework

The Foundation's MEAL framework operates across four tiers: Impact (ten-year strategic objectives and outcomes); Outcome (function-level outcomes for each of the twelve institutional functions); Output (annual output indicators for each function); and Activity/Input (operational indicators tracking delivery, fidelity, and resource use). Each tier is integrated upward, so that activity-level data flows into output indicators, output indicators into outcome indicators, and outcome indicators into impact reporting at end of decade.

### Indicator architecture

The Foundation operates a documented indicator framework with baseline studies conducted during the Establishment Phase, mid-term measurement at 2028 and 2031, and end-of-decade measurement at 2035. Indicators are aligned with the OECD-DAC evaluation criteria (relevance, coherence, effectiveness, efficiency, impact, sustainability) and with donor-specific indicator frameworks where applicable. Sex-disaggregated, age-disaggregated, and disability-disaggregated indicators are standard practice across child-facing and youth-facing functions.

### Baseline studies

Baseline studies are commissioned during the Establishment Phase across the principal Foundation populations: vulnerable child population in the Foundation's catchment, school-age population, youth labour-market profile, smallholder farming household profile, primary-care and MNCH catchment profile, and ecological baseline of the Production Estate. Baseline studies are conducted by independent research partners under documented terms of reference and inform programme design, indicator calibration, and end-of-decade impact measurement.

### Evaluation cadence

Mid-term evaluations are conducted in 2028 (close of Phase 1) and 2031 (close of Phase 2), with end-of-decade evaluation in 2035 (close of Phase 3). Donor-specific thematic evaluations are conducted as

required by partnership frameworks. All evaluations are conducted by independent evaluators under OECD-DAC criteria.

### **Accountability mechanisms**

The Foundation operates documented accountability mechanisms toward (i) the children, families, students, youth, patients, and farming households the Foundation serves, through community feedback channels, complaints and grievance protocols, and survivor-centred safeguarding response; (ii) the Government of Tanzania, through statutory reporting and partnership engagement; (iii) donors and institutional partners, through partner-specific reporting and shared evaluation; and (iv) the Foundation's own staff, through internal feedback and performance management protocols.

### **Learning cycles**

MEAL findings feed structured learning cycles: quarterly programme reviews, annual institutional learning events, mid-term and end-of-decade strategic reflection, and structured incorporation of learning into next-phase planning. The Foundation operates as a learning institution and engineers learning into its institutional architecture.

### **Data systems and infrastructure**

The Foundation's MEAL data infrastructure integrates CPIMS+-aligned child case management, education management information systems, clinical management information systems, agricultural and out-grower management systems, financial and HR systems, and institutional ERP. Data governance is maintained under the Personal Data Protection Act, with documented access controls, retention protocols, and survivor-centred information governance.

### **MEAL staffing and budget**

MEAL staffing is led by the Director — MEAL and Learning, with function-level MEAL leads embedded across the twelve functions. MEAL budget is visible within the cross-cutting systems envelope (~USD 6.5M across ten years) covering MEAL, ICT, safeguarding systems, and institutional systems.

### **Why this MEAL framework is donor-defensible**

The MEAL framework is donor-defensible because (i) it operates at four tiers integrated upward, (ii) it is calibrated against OECD-DAC criteria and donor-specific indicator frameworks, (iii) it includes baseline, mid-term, and end-of-decade evaluation by independent evaluators, (iv) it integrates safeguarding-relevant indicators into Board-level safeguarding reporting, and (v) it operates as institutional learning architecture rather than as a reporting function.

## Section 17 — Risk Register and Mitigation

### Why this section is honest rather than reassuring

Donor diligence teams discount strategic plans that present risks as already mitigated. The Foundation's Risk Register names the principal institutional risks of the build window and the ten-year horizon, scores each, and documents mitigation. Risks are reviewed quarterly by the relevant standing committee and annually by the full Board.

### Principal institutional risks

The Foundation tracks twelve principal institutional risks across the build window and ten-year horizon:

30. Land acquisition risk — Education and TVET Expansion Site and Production Estate Phase 1 acquisition. Mitigation: multiple-parcel evaluation discipline, hydrogeological investigation funded explicitly within the Establishment Phase budget, Board governance gates, independent legal counsel.
31. Donor capital availability risk — securing approximately USD 484M across the ten-year horizon. Mitigation: thirteen-window architecture matched to donor mandates, partial reassignment signatory architecture, documented donor cultivation pipeline, phased capital deployment.
32. Co-Leadership continuity risk — founder availability across the build window. Mitigation: senior Director-level architecture in place by end of Phase 1, Acting Lead protocols by formal Board resolution, parity compensation framework, documented succession authority.
33. Regulatory continuity risk — Tanzania regulatory framework stability. Mitigation: regulatory compliance discipline, Government of Tanzania engagement, MoU pathways with relevant Ministries, Operations and Compliance Director architecture.
34. Hydrogeological and water-security risk — Production Estate water viability. Mitigation: hydrogeological investigation before any acquisition commitment, irrigation engineering phased to investigation findings, Board governance gate before acquisition.
35. Climate variability risk — Dodoma Region climate stress. Mitigation: irrigated and water-secured agricultural design (not weather-dependent), Genette Green Future climate-resilience programme, ecological-buffer design across Production Estate.
36. Safeguarding integrity risk — child-facing institutional risk. Mitigation: KCS-aligned safeguarding architecture, CPIMS+-aligned case management, annual external safeguarding audits, Board safeguarding committee oversight, KCS Level 1 and Level 2 certification trajectory.
37. Institutional execution capacity risk — recruitment and retention at scale. Mitigation: 30% staff on-cost framework, Tanzanian and sectoral compensation benchmarking, documented HR policy framework, structured CPD investment.

38. Earned revenue trajectory risk — sustainability mix delivery. Mitigation: current donor-facing sustainability mix, four-pillar architecture, six-month payroll reserve by 2031, endowment compounding from Year 1, conservative revenue projections.
39. Reputational and integrity risk — institutional reputation across donor and government partners. Mitigation: institutional discipline engineered from inception, audit relationship under ISA, documented Conflict of Interest Policy, transparent communications, complaints and grievance protocols.
40. Financial control and fraud risk — institutional finance integrity. Mitigation: ERP-based financial systems, documented procurement controls under the Procurement Act, segregation of duties, internal audit, Audit and Finance Committee oversight.
41. Phase 2 expansion risk — Production Estate Phase 2 acreage activation. Mitigation: Right of First Refusal structured during initial acquisition rather than committed in advance, Phase 2 activation decided at Phase 2 readiness gate based on operational performance and donor capital availability, full Board approval required.

## Summary risk position

The Foundation's principal residual risks are land acquisition (Risks 1 and 5) and donor capital availability (Risk 2), both of which are managed through documented institutional discipline and phased capital deployment so that early-stage donor commitments are not exposed to risks that have not yet been resolved. The Foundation does not present these risks as eliminated. The Foundation presents them as documented, tracked, and managed.

## How the Risk Register operates

The Risk Register is reviewed quarterly by the relevant standing committee (Audit and Finance for institutional and financial risk; Safeguarding and Child Protection for safeguarding-related risk; Strategic Partnerships for donor and partnership risk; Compensation and HR for execution capacity risk), with annual full-Board risk review. New risks identified during operational delivery are added to the Register through documented protocols. Risk owners and mitigation actions are tracked across the institutional management system.

## Why this Risk Register is donor-defensible

The Risk Register is donor-defensible because (i) it names the principal risks honestly rather than presenting them as already mitigated, (ii) it documents specific mitigation actions for each risk, (iii) it operates under documented quarterly committee review and annual Board review, (iv) it is integrated with the Foundation's governance, safeguarding, audit, and MEAL infrastructure, and (v) it explicitly addresses the founder-dependence, land-acquisition, and donor-capital-availability risks that institutional donors specifically diligence.

## Section 18 — Alignment with Tanzanian and International Frameworks

### Why alignment is institutional positioning

The Foundation is being built as a Tanzania Development Vision 2050 (Dira 2050)-aligned institution rather than as a parallel programme adjacent to Tanzania's national development framework. This positioning matters: it locates the Foundation within Tanzania's principal long-term development architecture, supports constructive partnership with the Government of Tanzania at national, regional and district levels, and provides the international alignment frame that institutional donors and multilateral partners diligence.

### Part I — Alignment with Tanzania Development Vision 2050 (Dira 2050)

Tanzania Development Vision 2050 (Dira 2050)<sup>14</sup> was Cabinet-approved on 22 June 2025, tabled in the National Assembly on 26 June 2025, and signed by H.E. Dr. Samia Suluhu Hassan, President, on 17 July 2025. Dira 2050 is structured across four layers: a Foundation of Governance, Peace, Security and Stability; Three Pillars (Strong, Inclusive and Competitive Economy; Human Capabilities and Social Development; Environmental Integrity and Climate Change Resilience); and Five Drivers (Integrated Logistics, Energy, Science and Technology, Research and Development, Digital Transformation).

The Foundation contributes to all four layers. Foundation of Governance: the Foundation's institutional discipline and Tanzanian governance architecture supports Tanzania's broader institutional capability. Pillar 1 — Economy: the Foundation's Vocational and Technical Training College, Youth Incubator, Out-Grower Programme, Six-Pillar Hub, and Production Estate contribute to Tanzania's productive economic base. Pillar 2 — Human Capabilities: the Foundation's Child Safe Zone, Day Pupil Programme, Boarding School, Teacher Training Hub, Vocational and Technical Training College, and Health Clinic contribute directly to Tanzania's human capital development. Pillar 3 — Environment and Climate: the Genette Green Future Environmental Stewardship and Climate Resilience Programme contributes to Tanzania's environmental integrity and climate-resilience trajectory. Five Drivers: the Foundation's Digital Innovation infrastructure, renewable energy infrastructure, ICT and digital trades training, agricultural research and innovation work, and integrated logistics across the three sites contribute to all five drivers.

### Part II — Alignment with sector-specific Tanzanian frameworks

The Foundation aligns with: NPA-VAWC II (2024/25–2028/29) as an implementing partner contributing to violence reduction against women and children; the Tanzania Education and Training Policy and Education Sector Development Plan; ASDP II (2017/18–2027/28) and the National Strategy for Youth Involvement in Agriculture; the Tanzania Health Sector Strategic Plan and iCHF integration; the revised National Youth

<sup>14</sup> United Republic of Tanzania, National Planning Commission. Tanzania Development Vision 2050 (Dira 2050). Dodoma: Government of the United Republic of Tanzania, 2025.

Development Policy (2024) and the National Youth Economic Empowerment Programme; the VETA framework, with the National Technical Awards (NTA) framework regulated through NACTVET where applicable; the Law of the Child Act 2009 child protection architecture; the Land Act tenure framework; the Environmental Management Act.

### **Part III — Alignment with international frameworks**

The Foundation contributes primarily to United Nations Sustainable Development Goals 1 (No Poverty), 2 (Zero Hunger), 3 (Good Health and Well-being), 4 (Quality Education), 5 (Gender Equality), 8 (Decent Work and Economic Growth), 13 (Climate Action), and 17 (Partnerships for the Goals). Secondary contributions span SDGs 6, 7, 10, 15, and 16. The Foundation aligns with the UN Convention on the Rights of the Child, the UN Guidelines for the Alternative Care of Children (A/RES/64/142), the African Union Agenda 2063 (Aspirations 1, 3, 6, and 7), and the African Charter on the Rights and Welfare of the Child.

### **Part IV — Voluntary standards and recognised practice drawn from where directly relevant**

The Foundation draws on voluntary international standards and recognised practice where directly relevant to specific institutional functions. Keeping Children Safe (KCS) International Standards anchor the safeguarding architecture. CPIMS+ anchors child case management. OECD-DAC criteria anchor evaluation. International Standards on Auditing (ISA) anchor financial audit. Cambridge International and IB Diploma authorisation pathways anchor the International Boarding School's quality benchmarks. Sphere Standards inform humanitarian-context activities where relevant. INEE Minimum Standards inform education programming where relevant. WHO standards inform the Community Health Clinic. UNICEF Programme Guidance for Children with Disabilities informs Foundation work with children with disabilities. ILO Conventions inform labour and decent-work practice. TCFD and Integrity Council for the Voluntary Carbon Market (ICVCM) standards inform climate-related disclosure and any future carbon participation. These are voluntary standards drawn from where relevant rather than formal certification commitments across all of them.

### **Why this alignment posture is donor-defensible**

The alignment posture is donor-defensible because (i) it leads with Dira 2050 as Tanzania's principal long-term development framework, (ii) it cites sector-specific Tanzanian frameworks accurately and in current form, (iii) it presents SDG and international framework alignment with deliberate primary/secondary distinction rather than overclaiming contribution to all SDGs, (iv) it draws on voluntary international standards selectively rather than presenting all of them as commitments, and (v) it positions the Foundation as a Tanzanian institution operating within Tanzania's national development architecture rather than as a parallel international programme.

## Section 19 — Donor Due-Diligence Q&A

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### Why this section exists

Donor diligence teams ask a finite set of questions of every institution they engage at this scale. Surfacing those questions and answering them inside the strategic plan shortens the diligence timeline, signals institutional confidence, and pre-empts the questions that delay partnerships when they are left unanswered until a programme officer asks. The questions in this section are the questions major institutional donors actually ask. Each answer is calibrated to the institutional positions the strategic plan takes elsewhere; this section is the consolidated reference.

### Section A — Governance and institutional integrity

#### Q1. Is the Foundation legally registered, and what is its statutory standing?

The Genette Foundation is a Tanzania-registered, independently governed non-profit institution. The Foundation operates under the Tanzania NGO Act 2002 and the broader Tanzanian regulatory framework set out in Section 15. The Foundation is established with the support of House of Glory International Church (HGIC; Registration No. S.A 18635); HGIC is the founding spiritual and community anchor and is not the parent institution.

#### Q2. Who founded and currently leads the institution?

The Genette Foundation is led through a Co-Leadership Dual-Engine model anchored in a Tanzanian Board of Trustees: Pastor Gaudencia Aaron — Founder, Board Chair and Project Director; Fradius Martin — Co-Founder, Secretary of the Board and Strategic Director. Both are Co-Founders of the institution. Section 9 sets out the governance architecture and the documented division of executive authority.

#### Q3. What is the Board structure, and is the Board genuinely independent?

The Board is Tanzanian-governed and comprised of Tanzanian Trustees recruited from senior Tanzanian civil society, business, public sector, professional, and faith-leadership backgrounds. Trustee terms are five years, extendable for one further term. Four standing committees (Audit and Finance; Safeguarding and Child Protection; Compensation and HR; Strategic Partnerships) anchor Board oversight. Where global expertise on specific institutional questions adds genuine value, the Board may convene non-voting technical advisers or an International Advisory Council. The Foundation does not operate with a controlling international Board.

#### Q4. How is the founders' compensation structured, and is it appropriate?

Both Co-Founders are compensated at parity under a Board-approved Total Compensation and Staff Welfare Framework with 30% on-cost. The compensation framework is calibrated against Tanzanian institutional benchmarks for Founders of Tanzanian institutions of comparable scale and operating profile, and is reviewed by the Compensation and HR Committee under Board oversight.

## Section B — Financial integrity and audit

### Q5. Does the Foundation undergo independent financial audit?

Yes. The Foundation's annual financial audit is conducted by a recognised independent firm operating under International Standards on Auditing (ISA). The Audit and Finance Committee oversees the audit relationship, recommends management responses to audit findings, and tracks closure to Board level.

### Q6. How does the Foundation manage donor funds?

Donor funds are managed through an ERP-based financial system with documented procurement controls under the Procurement Act, segregation of duties, internal audit, donor-specific reporting frameworks, and quarterly financial reporting to the Board. Restricted donor funds are tracked separately from unrestricted operating support, and the reserves policy distinguishes operating reserves from restricted reserves and endowment principal.

### Q7. What is the Foundation's approach to overhead and direct costs?

The Foundation operates a 30% staff on-cost framework that institutional donors recognise as appropriate for institutions of this scale and child-facing operating profile. Overhead is presented honestly within the operating cost envelope rather than minimised in donor presentation. The Foundation negotiates donor-specific overhead recovery within each partnership framework.

## Section C — Safeguarding and child protection

### Q8. What safeguarding standards does the Foundation operate to?

The Foundation operates a Board-approved Safeguarding Policy Suite built to Keeping Children Safe (KCS) international standards, with KCS Level 1 certification readiness and external assurance targeted by Year 2; KCS Level 2 targeted by Year 4; subject to eligibility, external assessment, budget approval, and closure of safeguarding improvement actions. KCS certification fees and external safeguarding assurance are visible as a sub-line within the Foundation's OPEX architecture.

### Q9. How is child case management handled?

Every child engaged with the Foundation has a digital case record in a CPIMS+-aligned system covering intake assessment, gatekeeping documentation, family-strengthening interventions, placement decisions, progress reviews, safeguarding incidents, and exit and aftercare records. The CPIMS+-aligned system is integrated with the Foundation's MEAL framework and audit infrastructure under the Personal Data Protection Act.

### Q10. What is the Foundation's care model?

The Child Safe Zone operates a mixed care model — combining transitional residential care, day support, family preservation, kinship support, managed reintegration, and aftercare — aligned with the UN Alternative Care Guidelines (A/RES/64/142). Gatekeeping protocols assess whether residential care is the

appropriate response or whether family-strengthening, kinship support, or community-based response is more appropriate.

**Q11. How is safeguarding accountability maintained?**

Safeguarding accountability operates through the Board's Safeguarding and Child Protection Committee, annual external safeguarding audits, the CPIMS+-aligned case management system, the Foundation's complaints and grievance protocols, the safeguarding-disciplined recruitment and screening framework, and the Risk Register's safeguarding-related risk tracking. Survivor-centred information governance is standard practice.

**Section D — Programme architecture and integration****Q12. What does the Foundation actually deliver?**

The Foundation operates twelve integrated institutional functions: (1) Child Safe Zone; (2) Day Pupil Programme; (3) International Boarding School; (4) Vocational and Technical Training College pursuing VETA accreditation; (5) Teacher Training Hub; (6) Youth Agricultural Enterprise Incubator; (7) Out-Grower Programme; (8) Six-Pillar Agro-Processing Hub; (9) Community Health Clinic; (10) Multipurpose Assembly, Sports, Recreation and Cultural Centre; (11) Digital Innovation and Renewable Energy Infrastructure; (12) Genette Green Future Environmental Stewardship and Climate Resilience Programme. Section 8 sets out each function in detail.

**Q13. How are the twelve functions integrated?**

The twelve functions share one population, one leadership, one safeguarding framework, one continuous pathway from vulnerable childhood through adolescence and youth into productive adulthood, and one institutional discipline. A child entering the Child Safe Zone may move along that integrated pathway across the Foundation's lifecycle of services. Section 8 sets out the integration architecture.

**Q14. How does the Youth Incubator operate, and what happens after training?**

The Youth Agricultural Enterprise Incubator equips youth with skills, capital, and institutional support through cohort training programmes, working-farm rotations, and structured post-training transition under a six-sub-pathway framework: cooperative enterprise launch, employment placement, advanced TVET, digital and service enterprise, Foundation apprenticeship, and Out-Grower placement. Land access and capital handover are performance-gated, time-bound, and structured as conditional productive use rather than permanent transfer. Section 8 (Function 6) sets out the post-training transition pathway in detail.

**Q15. How is education quality benchmarked?**

Education quality is benchmarked across the Tanzanian curriculum, NECTA learning outcomes, Cambridge International pathways, and IB Diploma authorisation pathways where applicable. The Teacher Training Hub supports education quality through in-service continuing professional development, mentor-teacher development, classroom coaching, practical teaching laboratories, school-leader development,

safeguarding training, inclusive education, digital teaching practice, subject mastery, and values-based child and youth formation. Any pre-service teacher preparation is pursued only through approved pathways, formal partnerships with recognised teacher-training institutions, or relevant regulatory authorisation. The Foundation does not present the Teacher Training Hub as an independent teacher-qualification awarding institution unless such approval is granted by the competent authorities. The Hub's role is to strengthen teacher quality and classroom practice in support of Tanzanian education priorities, not to operate outside national regulatory frameworks.

## **Section E — Land and infrastructure**

### **Q16. What is the Foundation's land position?**

The 3.17-hectare Nala Main Campus (Plot No. 7, Block H, Registered Plan No. 46792, GPS –6.0935, 35.640865) is committed as a founding gift from Pastor Aaron and her family and transfers to the Foundation's registered ownership during the Establishment Phase. The 8–10 hectare Education and TVET Expansion Site and the 1,000-acre Production Estate Phase 1 are acquired during implementation under the due-diligence frameworks set out in Annex A. A Right of First Refusal is structured on adjacent acreage of approximately 1,000 acres or more for Phase 2 expansion.

### **Q17. How is land acquisition risk managed?**

Land acquisition risk is managed through multiple-parcel evaluation discipline, hydrogeological investigation funded explicitly within the Establishment Phase budget for the Production Estate before any acquisition commitment, Board governance gates at each acquisition decision, independent legal counsel of recognised institutional standing, and phased deployment of capital so that early-stage donor commitments are not exposed to land-acquisition risk that has not yet been resolved. Section 7 and Annex A set out the framework in detail.

## **Section F — Financial scale and funding strategy**

### **Q18. What is the Foundation's total financial requirement?**

Approximately USD 484M in total external financing across the ten-year horizon, excluding the long-term USD 200M endowment target. This is composed of approximately USD 203M in CAPEX and approximately USD 281M in net operating support after USD 75.6M projected earned revenue against USD 356.5M gross OPEX. The figures are presented in detail in Section 12.

### **Q19. Is no single donor expected to finance the full institution?**

Correct. The Foundation operates a thirteen-window funding architecture, each window matched to specific donor types whose mandates align. The Establishment and Donor Readiness Window (~USD 5.71M) is the universal entry door for partnership; the larger windows are the longer-term partnership trajectory. Section 14 sets out the funding architecture and donor strategy.

### **Q20. How will the Foundation become financially sustainable?**

Financial sustainability emerges progressively across a multi-decade horizon. Earned revenue and early endowment draw are projected at approximately 18% of gross operating cost by 2031 and approximately 29% by 2035. The Foundation does not pretend that grant dependency disappears across the first decade; the structural shift is from approximately 100% grant dependency at launch toward approximately 71% by 2035 — a meaningful institutional improvement, not a transition to grant independence. The longer-term path beyond 2035 is supported by the maturing endowment and continuing growth of earned revenue and agro-processing income across Phase 4. Section 13 sets out the sustainability architecture in detail.

**Q21. What is the long-term endowment, and why USD 200M?**

The Foundation's long-term endowment target is USD 200M, built progressively from Year 1 of the capital programme. The USD 200M target is calibrated to support institutional permanence at full ten-year operational scale, providing endowment income for mission-critical functions (child safeguarding, scholarships, family preservation, social work, vulnerable-child nutrition, emergency medical support, higher education transition) and operational continuity across donor-cycle volatility. Section 12 sets out the endowment view.

**Section G — Workforce and operations**

**Q22. How does the staffing model scale?**

Staffing scales from approximately 48 FTE at Establishment Phase close to approximately 1,640 FTE at full ten-year maturity, under a Board-approved Total Compensation and Staff Welfare Framework with 30% on-cost. Section 11 sets out the phased staffing model and the senior leadership architecture in detail.

**Q23. How does the Foundation handle recruitment and retention?**

The Foundation recruits primarily from the Tanzanian labour market, with international hires only where specific institutional or technical expertise is genuinely additive and cannot be sourced locally. Compensation is calibrated against Tanzanian sectoral benchmarks, with 30% on-cost covering statutory contributions, CPD, occupational health, and welfare investments. Retention is supported through structured career progression, CPD investment, and a workplace culture aligned with the Foundation's child-centred, donor-accountable, integrated mission.

**Q24. What is the Foundation's operational fleet position?**

The Establishment Phase includes both Land Cruiser 4x4 field vehicles and double-cab 4x4 pickups. The Land Cruisers (2 units; all-in landed cost USD 311,000) provide high-reliability field and rainy-season mobility for senior field operations, donor and government visits, emergency inter-site movement, and difficult-road access. The pickups (2 units; all-in landed planning cost USD 150,000) provide practical utility mobility for land due diligence, survey teams, hydrogeological investigations, environmental and social screening, site supervision, light cargo, technical consultants, and early field operations. Pickup operating costs are visible in Fleet\_Mobility (USD 14,500 non-driver OPEX per pickup per year, USD 29,000 per year for two pickups, USD 290,000 over ten years). Driver payroll is captured in Staffing under the 30% on-cost

framework, not double-counted in vehicle OPEX. Post-establishment fleet acquisitions of approximately USD 4.81M scale across Phases 1–3.

## **Section H — Risks and integrity**

### **Q25. Does the Foundation maintain a risk register?**

Yes. The Foundation maintains a documented Risk Register tracking twelve principal institutional risks across the build window and ten-year horizon, reviewed quarterly by the relevant standing committee and annually by the full Board. Section 17 sets out the Risk Register and mitigation in detail.

### **Q26. How does the Foundation address founder-dependence risk?**

Founder-dependence risk is addressed through (i) the Co-Leadership Dual-Engine model distributing executive authority across two compensated Co-Founders rather than concentrating it in one, (ii) senior Director-level architecture in place by end of Phase 1 to provide institutional depth beyond the founders, (iii) Acting Lead protocols by formal Board resolution where one Co-Founder is unavailable, (iv) Board succession authority documented under the governance framework, and (v) the institutional discipline that makes the Foundation operationally robust to leadership transitions across the ten-year horizon and beyond.

## **Section I — Alignment with national and international frameworks**

### **Q27. How does the Foundation align with Tanzania's national framework?**

The Foundation is designed as a Tanzania Development Vision 2050 (Dira 2050)-aligned institution, contributing to all four layers of the Dira 2050 framework. The Foundation also aligns with NPA-VAWC II, the Education and Training Policy, ASDP II, the Health Sector Strategic Plan, the National Strategy for Youth Involvement in Agriculture, the revised National Youth Development Policy (2024), and the National Youth Economic Empowerment Programme. Section 18 sets out the alignment architecture in detail.

### **Q28. How does the Foundation contribute to the SDGs?**

The Foundation contributes primarily to SDGs 1, 2, 3, 4, 5, 8, 13, and 17, with secondary contributions to SDGs 6, 7, 10, 15, and 16. The primary/secondary distinction reflects deliberate contribution mapping rather than overclaiming.

### **Q29. How does the Foundation engage the Government of Tanzania?**

The Foundation engages the Government of Tanzania at national, regional (Dodoma Regional Secretariat), and district levels. The Foundation positions itself as a Dira 2050-aligned civil society partner with documented partnership and MoU pathways across the Ministry of Community Development, Ministry of Education Science and Technology, Ministry of Health, Ministry of Agriculture, and the government portfolio responsible for youth development. Section 14 sets out the Government engagement architecture.

## Section J — Donor partnership posture

### **Q30. What is the Foundation's donor partnership posture?**

The Foundation seeks long-term institutional partnerships with donors aligned to its funding windows, not transactional grants. The initial entry door for every priority donor is the Establishment Phase ask. The larger windows are the natural longer-term partnership trajectory. The Foundation's posture is to build continuing partnerships across the ten-year horizon and beyond.

### **Q31. How does the Foundation report to donors?**

Donor reporting is calibrated to each partner's framework, with consolidated MEAL data feeding partner-specific reports. Annual donor convenings, mid-term review meetings, and end-of-decade evaluation share-back are standard institutional practice. Audit reports, programme audit reports, and safeguarding audit reports are shared with partners under their respective frameworks. The Foundation operates under a documented partnership-management protocol under the Director — Resource Mobilisation and Partnerships.

### **Q32. Why this Foundation rather than another?**

Three structural advantages: (1) the Co-Leadership Dual-Engine governance architecture distributes executive authority across two Co-Founders with distinct but complementary founding contributions, reducing leadership-concentration risk and creating stronger institutional continuity; (2) the integrated twelve-function model creates a continuous pathway from vulnerable childhood through adolescence and youth into productive adulthood that single-function institutions cannot replicate, producing the institutional outcomes donors increasingly seek; (3) the Foundation is being built to outlive its founders, with institutional discipline engineered to international standard from inception rather than retrofitted later. The Foundation is not asking donors to choose between this Foundation and other institutions. It is asking donors to recognise the kind of institutional partnership a Tanzania-led, donor-accountable, integrated Foundation can offer across the next decade and beyond.

### **Q33. How does the Foundation preserve its faith-rooted origin while remaining professional and non-discriminatory?**

The Foundation preserves its faith-rooted origin through its founding story, values, leadership culture, pastoral care, mentorship, and the continuing recognition of HGIC as founding spiritual and community support. At the same time, Genette Foundation is not a church department. It is an independently governed, Tanzania-registered institution with its own Board, statutory accountability, safeguarding framework, financial controls, donor relationships, and non-discriminatory operating model.

The Foundation serves vulnerable children, families, students, youth, patients, and farming households regardless of religion, ethnicity, or background. Faith explains the burden; professional governance protects the mission at scale. Children and young people are supported not only with care, education, skills, and livelihood pathways, but also with spiritual, moral, mindset, and character formation delivered through safeguarding discipline, dignity, respect, and non-coercive pastoral care.

## How this Q&A is maintained

This Q&A is maintained under the Director — Resource Mobilisation and Partnerships in collaboration with the Operations and Compliance Director, with annual review by the Strategic Partnerships Committee and the Audit and Finance Committee. New questions raised during donor diligence engagements are added through documented protocols. The strategic plan is the consolidated reference; donor-specific engagements may receive supplementary diligence packages calibrated to the specific partnership framework.

## Annex A — Land Documentation

The Foundation's three-site institutional model (Section 7) is anchored by the donated 3.17-hectare Main Campus at Nala and extends through the Education and TVET Expansion Site and the Production Estate Phase 1. This Annex sets out the land documentation, site selection criteria, due-diligence framework, and legal transfer pathway that govern each site.

### A.1 — Nala Main Campus title and survey evidence

The Foundation's Main Campus is a 3.17-hectare property at Plot No. 7, Block H, Nala, Dodoma Municipality, registered under Registered Plan No. 46792 following a survey approved on 13 November 2014 and drawn by Licensed Surveyor Magayo D. on 18 November 2014, at scale 1:1000.

**Survey particulars.** Plan reference D14328/29. Boundary points CDA919A through CDA927A clearly demarcated on the registered survey plan. Surveyed boundaries: approximately 357.72 metres along the northern edge; 110.67 metres along the western boundary; 139.31 metres along the eastern boundary; and approximately 282 metres in segments along the southern boundary. Total surveyed area: 3.17 hectares (Area A on the registered plan).

**GPS coordinates.** Plot centroid at approximately  $-6.0935, 35.640865$ .

**Tenure.** The land is held personally by Pastor Gaudencia Aaron and her family under Tanzania Land Act provisions, with title evidence and survey documentation held under independent legal counsel. The land has been held under family ownership for more than a decade, since the November 2014 registered survey.

**Founding gift commitment.** The 3.17-hectare property has been committed to the Genette Foundation as part of the founding institutional architecture. The land and the institution were a single decision: the Foundation's Main Campus does not begin with a land acquisition cost or a speculative property hold. The Main Campus is land-anchored from inception, on a documented, surveyed, and titled site that has been held by its founder for more than a decade. The Production Estate Phase 1 (1,000 acres) and the Education and TVET Expansion Site (8–10 hectares) are separate institutional acquisitions, scoped within their respective funding windows, and pursued during implementation under the due-diligence frameworks set out in A.2 and A.3 below.

**Legal transfer pathway.** The land is committed as a founding gift and will transfer to Genette Foundation's registered ownership through formal legal instruments during the Establishment Phase (June–December 2026), under the supervision of independent legal counsel. The transfer documentation comprises: Board resolution accepting the founding gift; independent valuation; title verification through the Ministry of Lands; conflict-of-interest disclosure documented in the Foundation's governance records; transfer instrument prepared by independent legal counsel; registration of the Foundation's title at the Lands Registry; and Conflict of Interest Policy documentation maintained by the Board's Audit and Finance

Committee. Transfer documentation, valuation, and registration costs are funded within the Establishment Phase budget.

**Reproduction note.** The registered survey plan (Figure A.1) is referenced from the original surveyor's drawing held by the founding family. Higher-resolution reproduction will accompany the manuscript when shared in physical form. The Foundation will, where required for institutional submission to government regulators or major donor partners, attach a certified survey copy or title extract obtained from the Ministry of Lands, in addition to the registered survey plan reproduction held in the manuscript.

### Figure A.1 — Reference

Plot No. 7, Block H, Nala, Dodoma Municipality. Registered Plan No. 46792. Surveyed by Licensed Surveyor Magayo D., 18 November 2014, scale 1:1000. Plan reference D14328/29. Boundary points CDA919A–CDA927A. Total surveyed area 3.17 hectares (Area A). GPS coordinates approximately –6.0935, 35.640865. The survey plan is held by independent legal counsel. A certified copy of the survey plan accompanies institutional submissions to government regulators and major donor partners under the framework set out in A.4 below.

## A.2 — Education and TVET Expansion Site selection criteria

The Foundation's second site — 8 to 10 hectares in Dodoma Region — has been identified in concept and will be acquired during implementation (Phase 1, late 2027 to early 2028). The site will house the second-phase Boarding School expansion, the Vocational and Technical Training College pursuing VETA accreditation, the Teacher Training Hub, and the expanded sports and recreation infrastructure that supports both the Boarding School and the Day Pupil Programme.

Site selection is governed by documented criteria evaluated against multiple parallel candidate parcels rather than committing to a single option.

**Locational criteria.** Proximity to the Main Campus to allow shared faculty, transport, and management — typically within 10 to 20 kilometres. Accessible road infrastructure or feasible road right-of-way. Situated within Dodoma Region to maintain regional anchoring and alignment with regional development priorities. Sufficient distance from the Main Campus to maintain the safeguarding posture appropriate to a child-centred institution as boarder enrolment scales.

**Land-use criteria.** Zoning suitability for educational, vocational, and residential use. Topography compatible with workshop, sports, residential, and academic infrastructure construction. No incompatible existing uses (industrial, hazardous, or extractive) in the immediate vicinity.

**Utility and service criteria.** Access to or feasible connection to water supply, electricity grid (with the Foundation's solar microgrid as the principal generation source), and digital connectivity. Soil conditions compatible with construction.

**Acquisition criteria.** Price-per-hectare consistent with the funding-window envelope. Clean title evidence. Documented history of ownership without disputed claims. Willing-seller terms compatible with the Foundation's procurement and conflict-of-interest discipline.

**Due-diligence process.** Multiple parallel candidate parcels are evaluated in parallel during the Establishment Phase and early Phase 1, with technical due diligence covering survey, environmental and social screening, geotechnical assessment, and road access feasibility. Acquisition proceeds only when at least one candidate parcel meets all locational, land-use, utility, service, and acquisition criteria, with Co-Leadership recommendation and Board approval.

**Governance.** Site identification, due-diligence findings, and acquisition recommendation are reviewed by the Board's Audit and Finance Committee. Acquisition is approved by full Board resolution. The Foundation does not commit construction capital to land that does not meet the documented criteria.

### **A.3 — Production Estate Phase 1 due-diligence framework**

The Foundation's third site — 1,000 contiguous acres in Dodoma Region — is the Production Estate Phase 1, acquired during implementation with the documented intent to negotiate a Right of First Refusal on adjacent acreage of approximately 1,000 acres or more, providing a future-expansion pathway to a total estate of up to 2,000 acres at full institutional maturity.

The Production Estate is structurally consequential. The Six-Pillar Agro-Processing Hub, the Out-Grower Programme operating base, the Youth Agricultural Enterprise Incubator's working farm, the Genette Green Future environmental and climate-resilience programme, the 1MW solar microgrid, and the Foundation's commercial agricultural production all anchor here. Acquisition is therefore subject to the most rigorous due-diligence framework of any site.

**Hydrogeological viability.** Hydrogeological investigation funded explicitly within the Establishment Phase budget and conducted before any acquisition commitment. The investigation establishes groundwater capacity, borehole feasibility, water table characteristics, and water abstraction sustainability over the operational lifetime of the Estate. The Production Estate is designed from inception as an all-seasons borehole-irrigated agricultural platform, not a rainfall-dependent operation; hydrogeological viability for full-scale irrigation is therefore a precondition for acquisition, not a post-acquisition discovery.

**Soil and agronomic suitability.** Soil testing across candidate parcels for compatibility with the planned production mix — oilseed (sunflower), cereals, horticulture, dairy, poultry, aquaculture. Topographical suitability for irrigation engineering. Compatibility with agroforestry corridors and ecological buffer zones planned under the Genette Green Future programme.

**Access and connectivity.** Road accessibility or feasible right-of-way for road construction. Distance from the Main Campus to maintain safeguarding separation while remaining within operational reach (typically 30 to 60 kilometres). Distance from the Education and TVET Expansion Site to allow Youth Incubator field rotation and Vocational College agribusiness training access.

**Environmental and social screening.** Environmental and Social Impact Assessment scoping in line with the Tanzania Environmental Management Act, identifying any sensitive habitats, water resources, or community land claims that would affect Estate development. Community consultation discipline at every candidate parcel — community engagement is a precondition for acquisition rather than a post-acquisition activity.

**Acquisition criteria.** Price-per-acre consistency with the Production Estate funding window envelope. Clean title evidence with no competing claims. Documented willing-seller terms compatible with the Foundation's procurement discipline. Right of First Refusal negotiation built into acquisition documentation.

**Multiple-parcel discipline.** The Foundation evaluates multiple parallel candidate parcels rather than committing to a single option. Acquisition proceeds only when a candidate parcel meets all hydrogeological, agronomic, access, environmental, social, and acquisition criteria.

**Governance gate.** No Production Estate purchase is finalised until hydrogeological viability, water abstraction feasibility, soil suitability, and access-road practicality have been reviewed against the Foundation's irrigated-estate requirements and confirmed by the Co-Leadership and the Board's Audit and Finance Committee. Acquisition is approved by full Board resolution.

**Phased irrigation rollout.** Following acquisition, irrigation engineering rolls out by production block in line with hydrogeological findings and production-block prioritisation. The Foundation does not commit construction capital to irrigation infrastructure beyond what the hydrogeological investigation supports.

**Phase 2 expansion pathway.** The Right of First Refusal on adjacent acreage is structured during initial acquisition. Phase 2 acreage activation is decided at the Phase 2 to Phase 3 readiness gate (end of 2031), based on operational performance of Phase 1, donor capital availability for the Phase 2 expansion, and full Board approval.

#### **A.4 — Land transfer legal framework note**

The Foundation operates land transfer, acquisition, and tenure activities under Tanzania's Land Act, the relevant district-level land tenure frameworks, the Procurement Act for any procured services associated with land acquisition (legal counsel, surveyors, valuers), the Personal Data Protection Act for any personal information handled during transactions, and the Conflict of Interest Policy for the founding gift transfer. Independent legal counsel of recognised institutional standing is retained from the Establishment Phase. Land documentation is maintained in the Foundation's institutional records under the Operations and Compliance Director with Board oversight through the Audit and Finance Committee.

## Annex B — Reference Base and Data Sources

This Annex consolidates the principal frameworks, statistical sources, donor reference frameworks, and Foundation source documents referenced across the Vision and Strategic Plan. It is structured for easy verification by donor diligence teams, regulatory reviewers, and external evaluators.

### B.1 — Tanzanian national policy and regulatory frameworks

**Long-term development framework.** Tanzania Development Vision 2050 (Dira 2050), United Republic of Tanzania, National Planning Commission, 2025. Cabinet approval 22 June 2025; tabled in National Assembly 26 June 2025; signed by H.E. Dr. Samia Suluhu Hassan, President, 17 July 2025. Tanzania Development Vision 2025 — concludes implementation period June 2026, succeeded by Dira 2050.

**Five-year operational planning.** Five-Year Development Plan III (FYDP III, 2021/22–2025/26), Ministry of Finance and Planning. Successor framework anticipated under Dira 2050.

**Child protection.** National Plan of Action to End Violence Against Women and Children (NPA-VAWC II, 2024/25–2028/29), Ministry of Community Development, Gender, Women and Special Groups. Launched in Dodoma in May 2024. Predecessor frameworks: National Costed Plan of Action for Most Vulnerable Children II (NCPA II, 2013–2017) and National Costed Plan of Action for Most Vulnerable Children I (NCPA I, 2007–2010).

**Education.** Tanzania Education and Training Policy (ETP). Education Sector Development Plan. National Examinations Council of Tanzania (NECTA) curriculum and examination frameworks. Tanzania Institute of Education (TIE) curriculum implementation guidance.

**Vocational training.** VETA accreditation framework for vocational training, regulated under the Vocational Education and Training Act and supporting regulations. NACTVET (National Council for Technical and Vocational Education and Training) and the National Technical Awards (NTA) pathway, where technical education programmes are structured under that framework.

**Agriculture.** Agricultural Sector Development Programme II (ASDP II, 2017/18–2027/28), Ministry of Agriculture. National Strategy for Youth Involvement in Agriculture, Government of Tanzania.

**Health.** Tanzania Health Sector Strategic Plan, Ministry of Health. Improved Community Health Fund (iCHF) operational framework.

**Youth development.** Revised National Youth Development Policy (2024). National Youth Economic Empowerment Programme. The government portfolio responsible for youth development, named and engaged as Tanzania's evolving institutional architecture stabilises through the build window.

**Regulatory frameworks.** Non-Governmental Organizations Act 2002. Law of the Child Act 2009. Employment and Labour Relations Act 2004. Education Act. Public Health Act. Land Act. Environmental Management Act. Income Tax Act and applicable VAT legislation. Procurement Act. Personal Data Protection Act.

## B.2 — International development frameworks

**United Nations frameworks.** Sustainable Development Goals (UN General Assembly Resolution A/RES/70/1, 2015). United Nations Guidelines for the Alternative Care of Children (A/RES/64/142, 2010). United Nations Convention on the Rights of the Child (1989, Tanzania ratification 1991). World Population Prospects, UN Department of Economic and Social Affairs, 2024 Revision.

**African frameworks.** African Union Agenda 2063: The Africa We Want. African Charter on the Rights and Welfare of the Child (1999). African Continental Free Trade Area (AfCFTA) framework.

**Child protection and safeguarding.** Keeping Children Safe (KCS) International Standards. Inter-Agency Child Protection Information Management System (CPIMS+), UNICEF and UNHCR.

**Education frameworks.** Cambridge International authorisation framework (Cambridge Assessment International Education, University of Cambridge). International Baccalaureate (IB) Diploma authorisation framework (International Baccalaureate Organization).

**Evaluation and audit standards.** OECD-DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, impact, sustainability. International Standards on Auditing (ISA), International Auditing and Assurance Standards Board.

**Voluntary standards drawn from where directly relevant.** Sphere Standards (humanitarian-context activities). Inter-Agency Network for Education in Emergencies (INEE) Minimum Standards. World Health Organization Standards for Improving the Quality of Care for Children at Health Facilities. UNICEF Programme Guidance for Children with Disabilities. International Labour Organization Conventions on labour standards, child labour, and decent work. Task Force on Climate-related Financial Disclosures (TCFD) principles for climate-related institutional disclosure. Code of Good Practice for Investment in Cooperatives.

## B.3 — Statistical and evidence sources

**Tanzania demographic and population data.** Tanzania National Bureau of Statistics, 2022 Population and Housing Census (Initial Results, October 2022; Dodoma Regional Demographic and Socio-Economic Profile, 2024). 2012 Population and Housing Census, NBS Tanzania. International Monetary Fund, Selected Issues — Fostering Human Capital in Tanzania's Rapidly Growing Population (July 2025). United Nations Department of Economic and Social Affairs, World Population Prospects (2024 Revision).

**Education quality data.** National Examinations Council of Tanzania (NECTA), Certificate of Secondary Education Examination 2024 Results, announced 23 January 2025. NECTA subject-specific performance data 2024.

**Labour market data.** World Bank Tanzania, Boosting Work Skills Through Education (2024). World Bank, Tanzania: Productive Jobs Wanted — Country Economic Memorandum. World Bank, Tanzania Skills Development Project Appraisal Document — National Skills Development Strategy II 2026/2027–2035/2036 (October 2025). Tanzania Investment and Consultant Group Limited (TICGL), Tanzania

Employment and Earnings Survey 2025/26. Afrobarometer Dispatch AD1007 (2025). Mastercard Foundation, Africa Youth Employment Outlook 2026 (February 2026). World Bank, SET4Jobs Programme — Eastern and Southern Africa (2026).

**Child protection and safeguarding evidence.** UNFPA Tanzania country statements (2024–2025). UN Women Tanzania country statements (2024–2025). Tanzania Government statements at the 70th Session of the Commission on the Status of Women, March 2026.

**Construction and infrastructure benchmarks.** Tanzania National Construction Council (NCC, Ministry of Works) Construction Costs Schedule, December 2022, adjusted for 2026 inflation.

**Environmental and reforestation evidence.** Tanzania Forest Services (TFS) tree-planting and species suitability data for Dodoma Region. FAO research on Tanzanian semi-arid tree-planting and survival. Comparative reforestation project survival rate data from East African verified projects.

Carbon market integrity. Verra registry standards. Integrity Council for the Voluntary Carbon Market standards. Climate Disclosure Standards Board / TCFD principles.

## **B.4 — Donor-specific reference frameworks**

Each major institutional donor partnership operates under that donor's specific accountability and alignment framework. The Foundation's donor strategy (Section 14) routes each priority donor to the funding window most aligned with the donor's mandate.

World Bank Group safeguards. International Fund for Agricultural Development (IFAD) social and environmental policy framework. African Development Bank (AfDB) Integrated Safeguards System. Foreign, Commonwealth & Development Office (FCDO) value-for-money and gender-equality frameworks. Mastercard Foundation Young Africa Works strategy. Hilton Foundation child protection and family strengthening priorities. Compassion International child sponsorship and faith-rooted community development model. Bill & Melinda Gates Foundation evidence-based programme requirements. Aga Khan Development Network institutional partnership standards. Faith-rooted family foundation frameworks (National Christian Foundation, The Maclellan Foundation, John Templeton Foundation, Tyndale House Foundation, Stewardship Foundation).

## **B.5 — Foundation source documents**

**Strategic plan.** Genette Foundation Vision and Strategic Plan, Version 1.0, May 2026. Companion Detailed Proposal (current donor-facing version). Concept Brief (current updated version).

**Budget workbook.** Genette Foundation Detailed Full Budget Workbook, final donor-facing version, including a 30% staff on-cost framework, reconciliation checks, environmental and climate programme, irrigation and water-security infrastructure, fleet and mobility, and detailed CAPEX and OPEX deployment schedules across the ten-year horizon.

**Budget figures note.** Budget figures presented in this Strategic Plan are based on the final detailed budget workbook used for donor-readiness planning. Figures are subject to refinement following quantity surveying, land due diligence, hydrogeological investigation, tax treatment confirmation, procurement quotations, and donor-specific budget negotiations.

**Land documentation.** Plot No. 7, Block H, Nala, Registered Plan No. 46792 (Licensed Surveyor Magayo D., 18 November 2014, scale 1:1000). Plan reference D14328/29. Boundary points CDA919A through CDA927A. Total surveyed area 3.17 hectares. GPS coordinates –6.0935, 35.640865.

**Governance documents.** Tanzanian Board of Trustees governance framework (under development for Establishment Phase Board approval). Co-Leadership Dual-Engine model (Section 9). Total Compensation and Staff Welfare Framework (Section 9). Board standing committee terms of reference (Section 9). Board-approved Safeguarding Policy Suite (under development for Establishment Phase Board approval, built to KCS international standards).

**Donor partnership materials.** Donor letter package — produced as a separate document set complementary to this strategic plan, with a partial reassignment signatory architecture aligned to the Foundation's Co-Leadership model.

**Institutional source documents.** House of Glory International Church (HGIC), Registration No. S.A 18635, Dodoma City. Genette Foundation registration certificate and statutory records are held in the Foundation's institutional records and are available for government, regulatory, and donor due-diligence review under the appropriate engagement framework.