



GSM FOUNDATION

ANNUAL IMPACT & PERFORMANCE REPORT 2025

Delivering Inclusive and Sustainable Development Aligned to Tanzania Development Vision 2050

Introduction

GSM Foundation is a Non-Governmental, Non-business and Non-Partisan Organization, a subsidiary of GSM Group of companies with registration certificate number ooNGO/R/7961 issued in January 2025

Overall Goal

Fostering sustainable and inclusive economic growth by supporting initiatives in education, healthcare, economic empowerment, sports development, environmental conservation, and other charitable initiatives.

VISION

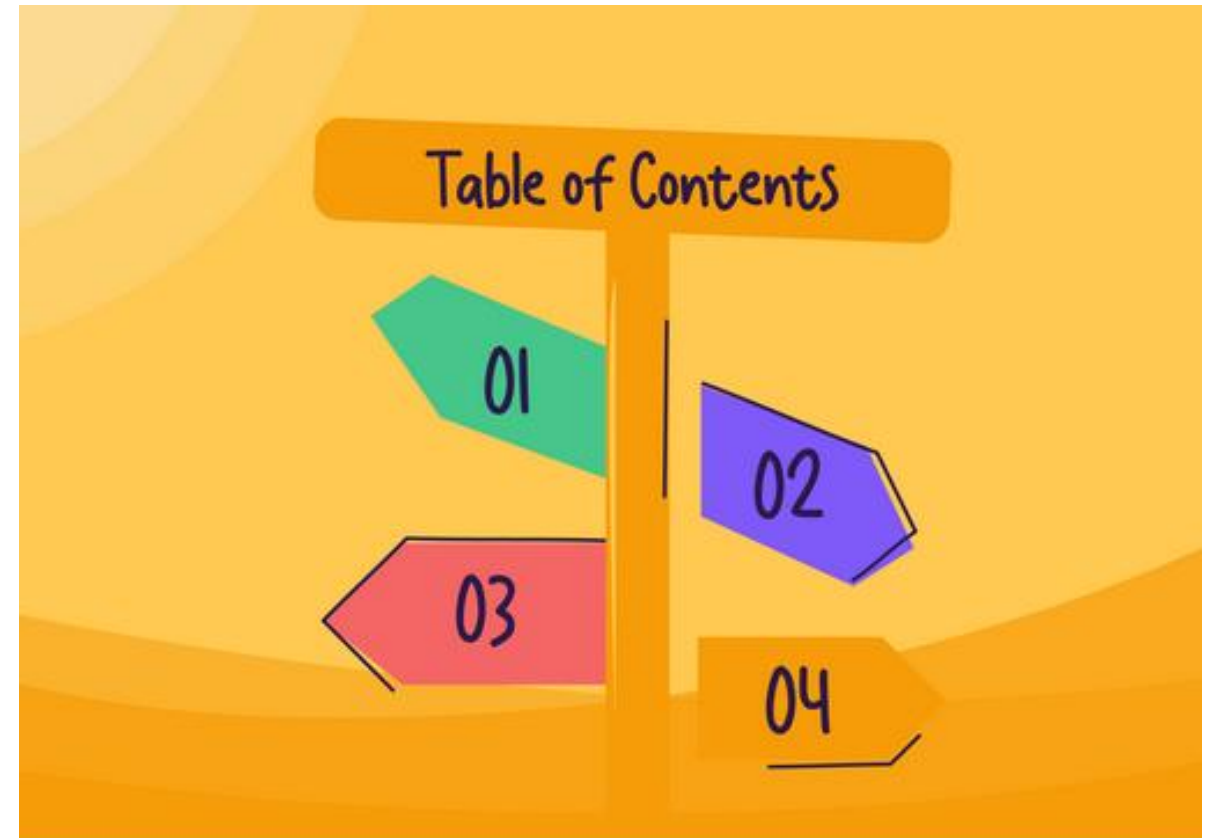
To build an inclusive society where vulnerable populations thrive through sustainable community development.

MISSION:

To create, find, and support programs that uplift vulnerable populations; engage in long-term charitable activities that aim to promote social welfare, community-driven socio-economic development and create sustainable impact

CONTENTS

- 2025 operating context
- Strategic focus & alignment
- Impact overview
- Thematic performance highlights
- Partnerships & stakeholder engagement
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- Key learnings, challenges & recommendations



2025 OPERATING CONTEXT

- Tanzania sustained **~6% GDP growth** amid macroeconomic pressures.
- **General Election 2025** reinforced political stability and continuity
- Launch of **Tanzania Development Vision 2050**
- Persistent challenges:
 - Maternal & child health gaps
 - Rising NCDs
 - Youth unemployment
 - Climate and environmental risks
- **Implication:** Need for integrated, community-centered interventions

2025 STRATEGIC ALIGNMENT

GSM Foundation programs aligned with:

- Tanzania Development Vision 2050
- Sustainable Development Goals (SDGs)
- Paris Agreement on Climate Change
- National policies and strategies including Environmental, Clean Energy, Education and health

2025 Key Result Areas (KRAs): (5 areas)

- Health
- Education
- Environmental Sustainability
- Social Protection & Community Support
- Sports Development

2025 AT-A- GLANCE IMPACT

TZS 475M+ mobilized for social impact through various initiatives including Marathons, fundraising dinner and charity matches.

20,000+ direct beneficiaries reached including students, teachers, elderly, orphans, women and other community members.

5 thematic areas implemented nationwide across various interventions.

800+ Health insurance coverage

5 thematic areas implemented nationwide across various interventions.

41+ strategic partners engaged.

Strong alignment with government current priorities and development partners.

1,100+ Beneficiary via free medical camp

A stethoscope is positioned diagonally across the frame, with its chest piece resting on a surface. In the background, there are several blue, stylized human figures of varying sizes, suggesting a family or a community. The overall image has a dark, muted color palette.

IMPROVING HEALTH SERVICES

- Key objective of improving health services is to ensure improved community health outcomes by promoting access to quality healthcare; delivery of essential medical services to vulnerable communities; and supporting innovative health programs.

- Intervention implemented includes;



1. Support Ocean Road Hospital walk to raise awareness about cancer on World Cancer Day - 4th February.

- raise awareness about cancer prevention, early detection, and treatment while fostering a supportive community for those affected by the disease.
- The theme for this year's celebration was “**United by unique**” in Kiswahili “**Ungana kwa Upekee**”.
- **Approximately 1,200 people participated**
- Dr. Nassor Mzee – Director of reproductive and maternal Health was the GoH representing Hon. Minister Jenister Muhagama- MoH
- Various stakeholders including Government officials, Healthcare professionals, 18 cancer-related organizations, volunteers, community members & media participated.
- GSM Foundation Supported
 - 1000 T-shirts
 - 120 cartons of GSM water
 - Coverage -15 media houses





2. Fundraising Iftar gala to raise awareness and funds for treatment of clubfoot for 400 children in Tanzania.

- GSM Foundation in partnership with CCBRT ,YANGA football club , MoH, media houses (Azam & Clouds) organized a fundraising Iftar gala to
- Goal was to raise awareness and 588,734,800 TZS for treatment of clubfoot for 400 children.
- 500+ people participated (corporate companies, Gvt officials & other stakeholders)
- GoH was Dr. Emmanuel Nchimbi, the Secretary general and Running mate for Presidency of CCM Party in 2025.
- We managed to raise a total of 574M+ TZS (some cash collected & pledges)







3. Donated 100,000,000 TZS to Amana Hospital

- GSM Foundation, in collaboration with Yanga Sports Club, officially handed over a TZS 100 million cheque to support the renovation and enhancement of the Neonatal Ward at Amana Hospital.
- This contribution aligns with the GSM Foundation commitment to improving maternal and child healthcare services and addressing key healthcare challenges in Tanzania.

4. Launching of construction to Kibaigwa HC

- GSM Foundation has donated Tanzanian Shillings Sixty-Eight Million Nine Hundred Twenty-Six Thousand Six Hundred (Tshs.68,926,600.00/=) to Kibaigwa to support the following
 - Construction of the Walkways.
 - Construction of the waiting bay.
 - Construction of the Water Well.
- Last year November, GSM Foundation donated the said amount, and signed parties MoU during the 1st Quoter commenced construction. .
- 70% currently



5. Supported WAPE TABASAMU CAMPAIGN 2025.

In Morogoro region, GSM Foundation collaborated with the WAPETABASAMU Foundation to extend health insurance coverage to 500 vulnerable individuals in the Morogoro Region. The program specifically aimed to protect 250 children and 250 elderly people, ensuring these high-risk groups have sustained access to medical care.

This was achieved through sponsoring the WAPE TABASAMU charity Match, Morogoro region activation and Gala dinner to collect funds for the health care coverage.



6. Organized Free Medical Camp in partnership with Amana Referral Hospital.

The GSM Foundation organized a comprehensive non-communicable disease (NCD) screening camp in partnership with Amana Hospital.

Over 1,000 community members received free screenings and consultations with specialized doctors, while an additional 100 individuals benefited from full body composition analysis, promoting early detection and management of chronic conditions like diabetes and hypertension.

Additionally, the foundation committed to provide health insurance to 300 underprivileged individuals (children, the elderly, and women) as part of the initiative.



7. Supported pediatric heart treatment in partnership with Yanga by supporting Jakaya Kikwete Cardiac Institute (JKCI)

- The GSM Foundation partnered with the Young Africans Sports Club (Yanga SC) to provide critical support for pediatric cardiac care at the Jakaya Kikwete Cardiac Institute (JKCI).
- *The 50 million Tanzania shilling provided to support treatment of 13 children.* This initiative focused on improving access to life-saving heart treatments for children, addressing a significant gap in specialized healthcare services for vulnerable pediatric populations in Tanzania.





8. Donation of essential medical supplies to Muhimbili National Hospital

To bolster the capacity of key national referral health centers, GSM Foundation donated essential medical supplies valued at over TZS 25 million to Muhimbili National Hospital (MNH). This contribution supported the hospital's operations in delivering critical care to patients from across the country



9. Mobilized communities through blood donation drives and sponsored marathons intended to improve health services.

- The GSM Foundation for 2025, leveraged large-scale community events, including sponsored marathons and organized blood donation drives, to mobilize public participation in health promotion and mobilization of resources. These activities served dual purposes: raising critical resources (like blood supplies, funds) and increasing nationwide awareness about preventive healthcare and healthy lifestyles. In partnership with Young Africans, organized blood donation activity. Also, GSM Foundation sponsored the NBC Marathon, CRDB Marathon and disbursed fund for Msoga Marathon both intended to improve the health services.
- NBC Marathon aimed to raise funds and awareness for critical health initiatives in Tanzania, primarily focusing on maternal and child health. The 2025 marathon successfully raised an impressive TZS of 700 million. GSM Foundation Committed to support the scholarships to 300 health care providers in partnership with NBC Bank (expanding midwifery support to 200 midwives and starting a program to educate 100 nurses for children with autism in Tanzania). A total of 12,000 community members attended.
- CRDB Marathon 2025 aimed to raise funds for health, education, and community empowerment initiatives in Tanzania. The specific causes supported includes heart Surgeries for Children: Funding operations for children with congenital heart defects through Jakaya Kikwete Cardiac Institute (JKCI) and provision of treatment and care for expectant mothers experiencing high-risk pregnancies at the CCBRT hospital. A total of 16,000+ community members attended.
- Msoga Marathon set to raise funds to improve healthcare services for mothers and children in the community. A goal was to collect 700 million Tanzanian Shillings specifically for essential medical equipment (*Postponed*)

GSM FOUNDATION
Kila Tone ni Uhai
 Toa Damu, Okoa Maisha

Tukishirikiana na Yanga, tunawaalika wadau na washirika wetu kushiriki katika kuchangia damu wiki ya mwananchi 2025

Jumanne,
 9 Septemba 2025

Makao makuu ya Yanga mtaa wa Jangwani/Twiga Dar es salaam, Tanzania



Health intervention impact summary 2025

Focus Area	Initiative / Activity	Partners	Investment / Funds	Beneficiaries	Health Impact
Pediatric Heart Care	Pediatric heart treatment at JKCI	Yanga SC, JKCI	TZS 50 million	13 children	Life-saving cardiac treatment for vulnerable children
Pediatric Orthopedic Care	Clubfoot treatment program	CCBRT	TZS 575+ mobilized	400+ children	Improved mobility and long-term physical development
Maternal & Neonatal Health	Neonatal ward renovation	Amana Hospital	TZS 100 million	1,000+ newborns	Improved neonatal care infrastructure and reduced mortality
Cancer Awareness	World Cancer Day campaign	ORCI	In-kind support (1000 kits and beverages)	1,000 participants	Increased awareness, early detection, reduced stigma
Community Health (NCDs)	Free screening & medical camp	Amana Hospital	Program support	1,000+ community members	Early detection of diabetes, hypertension & chronic illnesses
Preventive Health	Medical camp+Full body composition analysis	Amana Hospital	Program support	100 individuals	Improved preventive health assessment
Health Insurance Access	Insurance coverage support	Amana Hospital	In kind support	300 vulnerable people	Sustained access to healthcare services
Medical Infrastructure	Donation of medical supplies	MNH	TZS 25M+	National referral patients	Enhanced capacity for critical care
Blood Donation	Community blood drives	Young Africans SC	In-kind support	Nationwide	Increased blood availability for hospitals
Health Fundraising	NBC Marathon 2025	NBC Bank	TZS 300 million sponsorship	12,000 participants	Funds for maternal & child health and training healthcare workers
Health Fundraising	CRDB Marathon 2025	CRDB Bank	100Million sponsorship	16,000+ participants	Pediatric heart surgeries & high-risk maternal care
Health Fundraising	Msoga Marathon	Local partners	50Million sponsorship	Postponed	postponed
Health Insurance	Vulnerable population coverage	WAPE TABASAMU	50 million sponsorship+ Program support	500 people (250 children, 250 elderly)	Improved access to healthcare in Morogoro Region
Construction	Walkways, waiting bay and the Water Well.	Kibaigwa HC	Tshs.68,926,600.0	Community members	Improved health services

A group of children in a classroom, with many hands raised in the air, indicating an interactive activity. The children are smiling and looking towards the camera. The background is dark, and the foreground shows a brick wall.

EDUCATION SECTOR

The following activities implemented in education sector.

1. Inclusive change4children in schools for environmental sustainability.

- GSM Foundation implemented the inclusive change for students on environmental education in which 2 schools reached namely Bwawani Primary School and Mtoni Kijichi Primary School in Temeke Region and abled to foster environmental awareness and stewardship among young learners, empowering them to become future eco-leaders.
 - 5,000+ students and 50+ teachers reached. Also, essential waste management tools distributed including waste bins, in class dustbins, and wheelbarrows.
-



2. Menstrual Hygiene Management (MHM).

- GSM Foundation supported 1,800+ adolescent girls with comprehensive MHM education. 2 schools benefited namely Bwawani Primary School and Mtoni Kijichi Primary School in Temeke Region.
- Through experienced trainers, adolescent girls trained about breaking taboos, promoting health and dignity, and enabling girls to stay in school with confidence. Additionally, 200 boxes of re-usable sanitary pads were donated.



3. Donation of assistive devices to dis-abled students

- To enhance accessibility, inclusion, reduce the learning gap and learning outcomes for students with diverse needs, the GSM Foundation distributed assistive learning aids to dis-abled students around Bwawani Primary School.
- 4 wheelchairs donated to 4 identified students, 10 boxex of adult sanitary pads and 10 hearing devices.



4.Sponsoring the Bunge Marathon 2025.

- As the main sponsor of Bunge Marathon 2025, the GSM Foundation participated in Bunge Marathon 2025 with the main aim of mobilizing funds to support construction of Bunge Boys Secondary School around Kikombo area, Dodoma.
- GSM Foundation ensured the procurement of all kits and beverages to all participants in which 5,000 runners participated.



5. Annual visitation to Wama na Kayama Secondary School



- In a continued commitment to community social support, GSM Foundation, in partnership with Yanga Sc, visited Wama Na Kayana Girls' Secondary School in Nyamisati Ward, Kibiti District, Pwani Region for a special Iftar gathering with orphaned and underprivileged students.
- During the visit, GSM Group and GSM Foundation, under the patronage of Ghalib Said Mohammed, provided essential supplies to support the students. All more than **310** students were able to get essential supplies including **40** teachers.
- In addition to the meals and medicine support that GSM Foundation has been offering to this school since 2010, we donated a token of 10 Mil TZS to teachers and staff of Wama na Kayama sec school in honor of the great efforts.



6. Educational support to Bagamoyo Secondary School

- As part of its ongoing commitment to support the education sector in Tanzania, GSM Foundation participated in the Form Six graduation ceremony at Bagamoyo Secondary School on February 6, 2025.
- During the ceremony, GSM Foundation committed a contribution of TZS 10 million aimed at improving the school's Information and Communication Technology (ICT) resources and infrastructures. This support is intended to enhance the learning environment and digital capacity of both students and teachers, aligning with the Foundation's mission to promote quality education





7.Improvement of education infrastructures to Kongwa district

- GSM Foundation donated Tanzanian Shillings Forty Million Nine Hundred Ten Thousand (Tshs.40,910,000/=) to Mzogle primary school, Kibaigwa Ward, Kongwa district to support the renovation of two classrooms (finishing, floor, roofing, windows and doors), procurement of 280 desks for students, construction of two latrines and procurement of 13 chairs and tables for teachers.
- 100% completed.

Education intervention Impact summary

Intervention area	Key activities / Inputs	Investment / Fund	Impact achieved	Beneficiaries reached	Partners involved
Environmental Education Programs	Environmental education sessions	Educational materials	Improved environmental awareness and stewardship; promotion of responsible waste management	5,000+ students and 50+ teachers	Primary schools (Bwawani & Mtoni Kijichi)
Menstrual Hygiene Management (MHM)	MHM training; donation of reusable sanitary pads	200 boxes of reusable sanitary pads	Improved health, dignity, school attendance, and confidence among adolescent girls	1,800+ adolescent girls	Local schools; trained facilitators
Support to Students with Disabilities	Distribution of assistive learning devices	4 wheelchairs; 10 hearing devices	Enhanced inclusion, accessibility, and learning outcomes for PWDs	PWDs at Bwawani Primary School	Local schools
Education Fundraising – Bunge Marathon 2025	Sponsorship of marathon; provision of kits and beverages	Event sponsorship; participant kits and beverages	Mobilized resources for construction of Bunge Boys Secondary School	5,000 marathon participants; future students	Bunge Marathon organizers
Support to Orphaned & Underprivileged Students (Wama & Kayama)	Donation of essential supplies; long-term food support; teacher motivation	Learning materials; food supplies; TZS 10 million teacher incentive	Improved student welfare, retention, emotional well-being, and teaching motivation	350+ students; 40+ teachers	Yanga SC; WAMA Foundation
Education Infrastructure Development – Kongwa District	Classroom renovation; desks, latrines, teachers' furniture	TZS 40,910,000	Improved learning environment, sanitation, and student comfort	Students and teachers at Mzogole Primary School	Local authorities
Support to Bagamoyo Secondary School	ICT support; commitment for sports equipment and books	TZS 10 million	Enhanced teaching and learning facilities; improved access to educational resources	1,000+ students	Bagamoyo Secondary School

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Through school-based interventions, community engagement, and policy advocacy, the Foundation complements government efforts to promote sustainable waste management, climate resilience, and clean energy adoption. GSM foundation activities contribute to building environmentally responsible communities while supporting national and global sustainability frameworks. The following activities implemented in education sector.

1. Distribution of waste management facilities to schools.

- In 2025, GSM Foundation supported environmental sustainability programs in schools by distributing 70+ waste management tools, including 20 waste bins, 50 classroom dustbins, 100 educational posters, and 4 wheelbarrows to two schools in Dar es Salaam.
- This intervention aimed to strengthen proper waste disposal practices and promote environmental awareness among students and teachers. These programs resulted in improved school cleanliness, enhanced understanding of school waste management practices, and the development of positive environmental behaviors to learners, supporting long-term sustainability within school environments

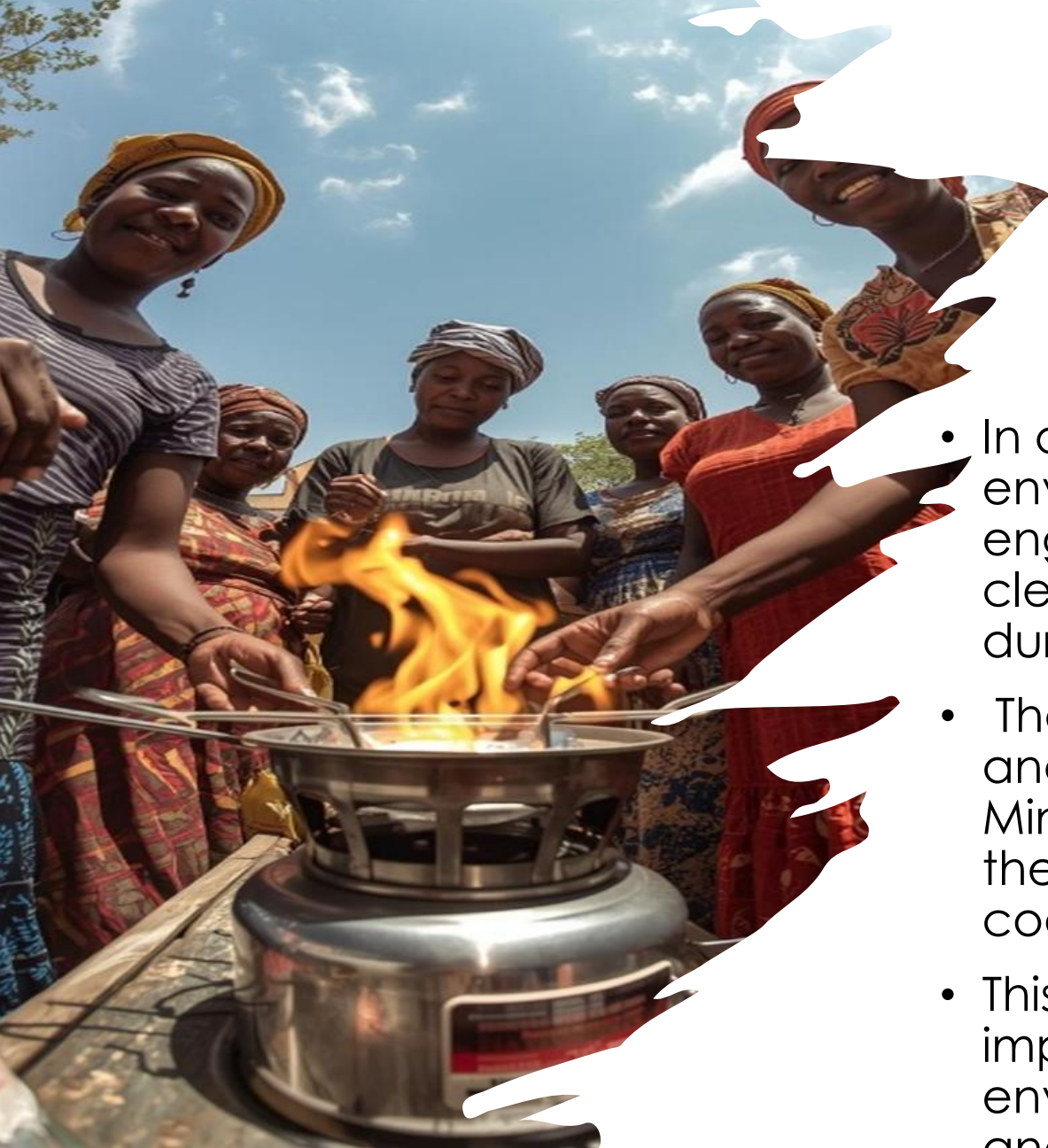




2. Community clean-up and tree planting.

- GSM Foundation in partnership with Young Africans sport club organized a large-scale clean-up and tree-planting exercise around Kawe Local Market in Kawe Ward, Kinondoni, in 2025.
- The activity brought together more than 1,000 community members and volunteers, during which over 300 trees were planted to improve green cover and environmental resilience.





3. Clean Energy and Eco-Friendly cooking advocacy.

- In alignment with national clean energy and environmental protection goals, GSM Foundation engaged in advocacy and strategic planning for clean energy and eco-friendly cooking solutions during 2025.
- The Foundation participated in consultative meetings and program development discussions with the Ministry of Energy and relevant stakeholders to support the transition away from environmentally harmful cooking methods.
- This groundwork is expected to lead to program implementation in 2026, contributing to reduced environmental degradation, improved public health, and increased adoption of sustainable energy solutions..

Environmental sustainability intervention summary

Focus Area	Key Outputs (KPIs)	Inputs / Investment	Impact Indicators
School Waste Management- (sWM)	2 schools supported	70+ waste tools (20 waste bins, 50 dustbins, 100 posters, 4 wheelbarrows)	Improved school cleanliness; strengthened waste management practices; increased environmental awareness among students
Community environmental action	1 community clean-up conducted	Tree planting & clean-up logistics	300+ trees planted; 1,000+ community members engaged; enhanced urban green cover and environmental hygiene
Clean Energy & Eco-Friendly Cooking Advocacy	1 national advocacy initiative	Policy engagement & stakeholder consultations	Program framework developed; foundation laid for clean energy adoption in 2026
Partnerships for Sustainability	2 strategic partners engaged	Collaborative implementation (Ministry of Energy and LGAs)	Strengthened multi-stakeholder approach to environmental sustainability



SOCIAL PROTECTION, CHARITY & COMMUNITY SUPPORT



In 2025, GSM Foundation provided direct humanitarian aid to vulnerable groups as aligned with Tanzania Social Protection Framework (NSPF) and National Strategy for Inclusive Growth.

- Visitation to Tabata Segerea Women's Prison to commemorate International Women's Day (IWD-2025), where the foundation distributed food, water, clothing, health kits, and gifts to inmates and their children.
- Extending support to 20+ orphanage centers, hospitals, and community centers in partnership with Young Africans Sports Club, delivered essential supplies and psychosocial support to 2,000+ vulnerable individuals, reinforcing the foundation's commitment to inclusive social welfare.
- Donation of 2 sewing Machine to empower orphans to Al-Muumin Orphanage Center.



Drilling boreholes

- In addition to the 14 drilled boreholes drilled in Morogoro, Pemba , and Dodoma.
- These boreholes have been drilled at various parts of the community including, schools, Masjids and Hospitals.
- This initiative is part of the Foundation's ongoing efforts to ensure that communities and service areas have access to reliable and clean water sources.



Community support intervention impact summary

CSR Focus Area	Key Outputs (KPIs)	Inputs / Support Provided	Impact Indicators
Humanitarian Support to Vulnerable Women (IWDs)	1 institutional visit conducted	Food, water, clothing, health kits, and gifts	Improved welfare, dignity, and psychosocial well-being of women inmates and children
Community & Institutional Support	20+ Orphanage center supported 14+ water boreholes	Essential supplies and psychosocial support Water security	2,000+ vulnerable individuals reached; strengthened inclusive social protection and water security
Livelihood Empowerment	1 orphanage supported	2 sewing machines donated	Skills development and income-generation opportunities for orphans
Strategic Partnerships	1 key partner engaged (Yanga)	Joint outreach initiatives	Expanded reach and effectiveness of community support interventions



SPORTS DEVELOPMENT

GSM FOUNDATION during 2025, utilized sports in two mechanisms;

- a) As the strategic partner to advance sports development.
- b) Using sports as a platform for Fundraising and social Mobilization.



Strategic sports partnerships.

- During the reporting period, GSM Foundation leveraged strategic partnerships with leading sports institutions and events, including Young Africans Sports Club (Yanga SC, CRDB Marathon, NBC Marathon, and the Bunge Marathon, to advance sports development and social impact initiatives. These partnerships strengthened the Foundation's ability to engage diverse audiences, expand outreach, and integrate social causes into high-visibility sporting platforms.

Sports as a Platform for Fundraising and social mobilization,

GSM Foundation utilizes sports platforms as effective mechanisms to mobilize communities, raise funds, and promote health and education-related causes. GSM Foundation participated and supported the Wape Tabasamu charity Match, Jerusalem Marathon and Kigamboni All Stars Match, as the intervention to channel sports engagement toward charitable and development outcomes. These interventions increased public participation, strengthened community cohesion, and demonstrated the power of sports in supporting sustainable development and fundraising social impact programs.




2025 STAKEHOLDERS ENGAGEMENTS

During 2025, the GSM foundation engaged with 41+ partners and positioned organization in 2+ high level stakeholders

Partners engaged

Stakeholder category	No. Engag ed	Key Partners
Government & Public Institutions	10	Ministry of Health; Ministry of Education, Science & Technology; Ministry of Energy; Tanzania Parliament (Bunge); Local Government Authorities (LGAs); National Blood Transfusion Service; Amana Referral Hospital; Muhimbili National Hospital (MNH); Jakaya Kikwete Cardiac Institute (JKCI); Ocean Road Cancer Institute (ORCI)
Development Partners & International Organizations	6	UNESCO Tanzania; UNESCO–China Fund-in-Trust; Equity for Growth; Tanzania Bora Initiative; TACAIDS; UNCDF
Private Sector & Corporate Foundations	8	Vodacom Tanzania Foundation; Stanbic Bank; CRDB Foundation; NBC; GALCO Insurance Brokers; PUMA Energies; Shananga Ltd; Anuflo Industries Ltd
Civil Society Organizations & NGOs	10	Wape Tabasamu Foundation; Local & International NGOs (CSO Week engagements); Orphanage Management Organizations; Environmental CSOs; Youth & Women-Focused NGOs
Academic & Research Institutions	4	University of Dar es Salaam (UDSM); Mbeya University of Science & Technology (MUST); UNESCO Education & Research Network; Primary & Secondary Schools
Sports & Community Platforms	5	Young Africans Sports Club (Yanga SC); NBC Marathon; CRDB Marathon; Bunge Marathon; Jangwani Marathon

Institution positioning

Engagement Platform	Date	Purpose	Key Outcomes & Strategic Value
CSO Week 2025 – “Pathway to Progress” 	June 2025	Strategic networking and sector learning	Strengthened partnerships, knowledge exchange on economic equity, youth financing, governance, and resilience; identified priority intervention areas (Longido, Karatu, Geita, Dar es Salaam, Kagera); enhanced insight on CSO roles in policy advocacy, women empowerment, climate resilience, and youth leadership
UNESCO–China Fund-in-Trust (FIT) Phase III Closure	November 2025	Education and research collaboration	Initiated engagement with UNESCO Tanzania; strengthened collaboration with UDSM, MUST, and Ministry of Education; identified opportunities in education systems strengthening, scientific research, scholarships, and regional education equity; aligned GSM Foundation with UNESCO’s 2024 commitment to AU education priorities



KEY LEANINGS, CHALLENGES, RECOMENDATION AND CONCLUTION



KEY LEARNINGS

- **Partnerships significantly amplify impact and resource mobilization.**

In 2025, The Foundation's collaboration with government institutions, development partners, private sector actors, sports platforms, and civil society proved to be a decisive success factor. Strategic partnerships enabled GSM Foundation to mobilize substantial financial and in-kind resources; such as over TZS 1.2 billion for clubfoot treatment and large-scale health and education fundraising through marathons while extending reach to vulnerable populations nationwide. This demonstrates that the implementation of ESG and PPP as multi-sector partnerships is essential for scaling impact and achieving sustainability in complex development contexts.

- **Integrated, multi-sector programming enhances community-level outcomes.**



The combination of health, education, environmental sustainability, social protection, and sports-for-development interventions created reinforcing benefits at community level. For example, sports platforms supported health fundraising, education infrastructure, and social protection simultaneously, while environmental education strengthened both learning outcomes and climate awareness. This integrated approach validated the Foundation's strategy of addressing interconnected social challenges rather than operating in isolated thematic silos.

- **Community-centered interventions improved relevance and ownership.**

Programs designed around direct community engagement; such as medical camps, school-based interventions, clean-up campaigns, and social welfare outreach; resulted in high participation and visible behavior change. Community ownership, particularly in environmental sustainability and health prevention activities, emerged as a critical driver of program effectiveness and long-term impact.

- **Institutional visibility and policy engagement strengthen organizational positioning.**


Participation in high-level platforms such as CSO Week 2025 and the UNESCO–China Fund-in-Trust Phase III Closure enhanced GSM Foundation's profile as a credible development partner. These engagements enabled policy alignment, knowledge exchange, and strategic positioning within national and international development ecosystems, laying out the groundwork for expanded influence and regional collaboration.

CHALLENGES ENCOUNTERED 2025

- ***Inadequate investment in staff development and knowledge management.***

Limited structured training, mentorship, and internal learning systems hinder institutional learning and cross-program synergies. This reduced the organization's ability to systematically apply lessons learned, standardize implementation approaches, and strengthen sustainability across interventions.

- ***Complexity of approval processes combined with limited financial resources.***



Lengthy approval chains across multiple chains often delayed implementation timelines, particularly for time-sensitive health and community interventions. At the same time, constrained budgets and limited predictable funding reduced flexibility in scaling successful programs, responding rapidly to emerging community needs, and investing adequately in institutional capacity. These constraints underscored the need for streamlined decision-making mechanisms and more diversified, sustainable financing models to support timely and effective program delivery.

- ***Impact measurement systems remained underdeveloped.***

While outputs and activities were well documented, comprehensive outcome and impact measurement; particularly long-term behavioral and systems change—remain limited. This constrained evidence-based decision-making and reduced the Foundation's ability to demonstrate value-for-money and long-term results to stakeholders and donors.

STRATEGIC RECOMMENDATIONS

- ***Invest in institutional capacity strengthening and human capital development.***

Management is encouraged to prioritize structured staff development through regular training, technical specialization, and leadership development programs. International best practice, as reflected in the OECD Development Co-operation Principles, emphasizes that strong institutions are foundational to sustainable impact. Investing in quarterly capacity-building and mentorship programs will improve coordination, accountability, and program quality.

- ***Strengthen monitoring, evaluation, and learning (MEL) systems.***

Adopting a robust MEL framework aligned with results-based management approaches; such as those used by UNDP and the World Bank, will enable GSM Foundation to better track outcomes, assess impact, and inform strategic decision-making. Introducing digital data collection tools and standardized indicators across programs will enhance transparency and reporting quality.

- ***Formalize partnership and resource mobilization strategies***

Building on successful collaborations, the Foundation should develop a formal partnership strategy that clearly defines value propositions, roles, and long-term engagement models. Evidence from public-private partnership (PPP) frameworks globally shows that structured partnerships improve sustainability, accountability, and shared ownership of development outcomes.

- ***Scale integrated, prevention-focused and systems-level interventions.***

2026 programming should increasingly emphasize preventive and systems-strengthening approaches; such as primary healthcare, environmental behavior change, youth skills development, and education system support that aligned with Tanzania Development Vision 2050 and the Sustainable Development Goals (SDGs). International experience demonstrates that prevention-focused investments yield higher long-term social and economic returns than reactive interventions.

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CONCLUSION



During 2025, GSM Foundation demonstrated strong institutional growth, strategic alignment with national and global development priorities, and measurable impact across health, education, environmental sustainability, social protection, and sports development. Through effective partnerships and community engagement, the Foundation delivered inclusive, people-centered interventions that addressed both immediate needs and long-term development challenges.

While progress was significant, the year also highlighted key operational constraints, including limited staff capacity training, complex approval processes, and constrained financial resources. These challenges underscored the importance of strengthening internal systems, investing in human capital, and diversifying funding streams to sustain and scale impact.





Thank you!