WINNING SPIRIT

TZS 800 MILLION
DEVELOPMENT AND LEGACY CAMPAIGN

Strengthened Campaign Concept Strategy

CAMPAIGN PROPOSITION
INVEST ONCE. CHANGE LIVES FOR 15 YEARS.

CAMPAIGN TARGET

TZS 800 MILLION

BUILD • MOVE • EMPOWER • PLAY

STATUS
DRAFT FOR VALIDATION — All school data, planning figures and commitments remain subject to validation, approved designs, BOQs, quotations, statutory approvals and financial projections.

Executive Summary

Winning Spirit Primary and Secondary School proposes a TZS 800 million development and legacy campaign to complete priority facilities, improve safe access to education and restore its founding ambition as an education and sports academy with a deliberate focus on girls. The campaign will finance an administration block, approximately five school buses and a safe girls' dormitory. The school will convert these capital investments into a longer social return through a transparent scholarship programme with a cumulative published value of at least TZS 800 million over 15 years, subject to approval of the financial sustainability conditions in this strategy.

THE PROMISE
Partners strengthen the school today; the school uses that strength to expand education opportunity for vulnerable children and talented girls over the next 15 years.

Decisions required before public launch

- Validate the school profile, enrolment, performance, infrastructure gaps, beneficiary demand and evidence of need.
- Approve final designs, BOQs, statutory approvals, current bus quotations and a fully costed implementation and cash-flow plan.
- Approve a conservative 15-year scholarship financial model that identifies reliable annual funding sources and protects the capital projects from unfunded promises.
- Confirm governance, delegated authority, procurement, safeguarding, complaints, assurance and donor-reporting arrangements.
- Approve operating and maintenance plans for buses, the dormitory, administration block and sports academy.
- Secure anchor commitments and confirm that the campaign prospect pipeline is sufficient before public mobilisation.

Campaign at a glance

Pillar	Capital priority	Intended change
BUILD	Administration block	Stronger leadership, finance, admissions, records and school management.
MOVE	Approximately five school buses	Safer and more reliable access for learners and sports teams.
EMPOWER	Girls' dormitory	Safe accommodation, study time and access for girls from distant and underserved communities.
PLAY	Girls' sports pathway	Education-linked athletics and football development, financed through a separate operating plan.

1. Background and Case for Support

1.1 School profile and evidence to validate

Winning Spirit Primary and Secondary School was established to provide education alongside structured sports development. Before this strategy is released externally, the school will complete and approve an evidence pack containing the information below. This protects the campaign from unsupported claims and enables donors to assess need, reach and expected value.

Evidence area	Information required before launch
Identity and location	Legal name, registration status, ownership, physical location, year established and communities served.
Learners	Current capacity and enrolment by level, sex, disability and residence; boarding and day-student numbers; waiting list and recent trends.
Education results	Attendance, retention, completion and examination results for at least three years, with appropriate comparison and explanation.
Vulnerability	Number and profile of learners requiring financial support; distance and transport barriers; verified demand for girls' boarding.
Facilities	Existing buildings, vehicles, sports facilities, safety gaps, utilisation and condition assessment.
Track record	Education, athletics and football achievements; partnerships; alumni outcomes; governance and audited financial history.
Beneficiary voice	Consultations with learners, parents, staff and communities, including girls and learners with disabilities.

1.2 Development challenge

The campaign responds to interconnected constraints: incomplete management infrastructure; unsafe or unreliable transport; limited safe accommodation for girls from distant communities; financial barriers facing vulnerable families; and weak, fragmented pathways through which talented girls can combine education with athletics or football. The validated evidence pack will quantify each constraint and establish the baseline against which campaign results will be measured.

1.3 Strategic and policy alignment

The campaign is positioned as a practical contribution to Tanzania's long-term ambition for inclusive human development, a skilled and productive population, stronger private-sector participation and expanded economic opportunity. It also supports the Education and Training Policy of 2014, 2023 Edition, particularly its emphasis on access, equity, quality, relevant skills and development of learners who can contribute to national development. The campaign will operate within applicable education, child-protection, transport, building, labour, sports and data-protection requirements.

- Education and equity: improve safe access, retention and completion for children who face financial, distance, disability or household vulnerability barriers.
- Girls' participation: create safe accommodation and deliberate pathways for girls to participate, learn and progress in sport without compromising education.

- Talent and skills: combine academic learning, coaching, life skills, discipline, teamwork and career guidance.
- Private-sector engagement: provide transparent opportunities for companies to contribute finance, assets, expertise, maintenance, mentorship and employment pathways.
- Employment and economic development: support the longer-term sports ecosystem, including opportunities for coaches, officials, facility managers, drivers, health professionals, media practitioners and event-service providers.

2. Campaign Concept and Objectives

2.1 Campaign concept

Winning Spirit seeks to mobilise TZS 800 million to complete essential facilities, improve safe access and establish the institutional platform needed to expand education and sports opportunities. The campaign combines a time-bound capital investment with a conditional 15-year scholarship legacy for vulnerable learners.

2.2 Objectives

- Complete and equip a functional administration block that strengthens leadership, finance, admissions, records, safeguarding and school management.
- Acquire approximately five roadworthy school buses, subject to route analysis, specifications and quotations, to improve safe and reliable access.
- Construct, furnish, staff and safely operate a girls' dormitory, especially for learners from distant and underserved communities.
- Re-establish structured education-linked athletics and football pathways for girls, with qualified coaching and robust safeguarding.
- Establish a transparent and financially sustainable scholarship programme for highly vulnerable learners.
- Demonstrate credible private-sector participation in education, girls' development and sports-linked social and economic opportunity.

2.3 Core message

CORE MESSAGE
Winning Spirit is inviting partners to build a stronger and safer school that will keep opening doors for disadvantaged children—and create protected education and sports pathways for girls—long after the capital projects are completed.

3. Investment and Cost Validation

Investment area	Planning amount	Share	Purpose
Administration block	TZS 200m	25.0%	Complete and equip the management centre.
Approximately five buses	TZS 350m	43.75 %	Acquire buses, subject to route needs, specifications and current quotations.
Girls' dormitory	TZS 220m	27.5%	Construct, furnish, secure and prepare the facility for operation.
Campaign assurance and contingency	TZS 30m	3.75%	Administration, communications, reporting, independent assurance and limited contingency.
TOTAL	TZS 800m	100%	Capital campaign envelope.

3.1 Budget safeguards

- Public fundraising will begin only after approved BOQs, designs, statutory approvals, taxes, delivery costs and current vehicle quotations have been verified.
- The Steering Committee will approve a costed cash-flow plan and identify which project components may commence at different funding levels.
- The contingency and campaign-cost provision will be retested after quotations and assurance needs are known. Any shortfall will be resolved before launch, not transferred silently to project quality.
- In-kind donations will be accepted only when needed, technically compliant, independently valued and accompanied by a clear ownership and maintenance arrangement.
- Campaign reports will distinguish pledges, conditional pledges, cash received, in-kind value, expenditure and available balance.

3.2 Lifecycle affordability

Approval of any capital investment will depend on the preparation and approval of a realistic five-year operating and maintenance plan. The plan will demonstrate how the school will finance, operate, maintain and eventually replace each campaign-funded asset without disrupting teaching, scholarships or other essential school services.

It will provide annual cost estimates and confirmed funding sources for bus drivers, fuel, insurance, licences, routine servicing, major repairs and vehicle replacement. For the girls' dormitory, it will cover staffing, food, water, electricity, sanitation, security, cleaning, safeguarding, health support and building maintenance. It will also include the costs of operating the administration block, including personnel, ICT systems, internet services, office equipment, utilities, security and routine repairs.

The plan will assign responsibility for each cost, identify the school budget or partner contribution that will finance it, and establish adequate maintenance and asset-replacement reserves. It will also consider inflation, unexpected repairs and possible changes in enrolment or school income.

No building, vehicle or equipment will be purchased, constructed or put into use until the school demonstrates that it has the financial resources, qualified personnel, safety arrangements and management capacity required to operate and maintain it throughout its useful life.

4. Fifteen-Year Scholarship Legacy

CONDITIONAL LEGACY PLEDGE
Subject to approval of the financial model and annual affordability tests, the school will award scholarships with a cumulative published nominal value of at least TZS 800 million over 15 years—an average planning value of approximately TZS 53.3 million per year.

4.1 Financial sustainability conditions

The scholarship promise will not be marketed as unconditional until the governing body approves a 15-year model. The model will show annual sources and uses of funds, fee and inflation assumptions, award mix, administration costs, downside scenarios, reserve policy and the effect on the school's core operations.

Funding source	How it will be managed	Rationale
School surplus	Use only after the school has paid essential costs, including salaries, maintenance, taxes and other statutory obligations.	This protects the quality and continuity of the school's core services.
Sponsors and donors	Record funds only after they are received or confirmed through a signed agreement. Do not treat unconfirmed pledges as available funds.	This prevents the school from awarding scholarships based on funds that may not be received.
Endowment or scholarship reserve	Establish clear rules for managing, investing, using and reporting the funds. Protect the main fund as approved.	This provides a reliable and sustainable source of scholarship funding over the 15-year period.
Named scholarship funds	Use funds according to the donor's agreed conditions and report separately on their use and beneficiaries.	This ensures donor conditions are respected and strengthens transparency and accountability.
Events and community contributions	Use realistic fundraising estimates and report the amount remaining after deducting event and fundraising costs.	This ensures that scholarship planning is based on the actual amount available rather than total collections.

- The model will specify whether the TZS 800 million pledge is nominal or inflation-adjusted. The current planning basis is nominal until formally changed.
- Each annual budget will set an affordable award envelope; unfinanced awards will not be issued.
- Any annual shortfall will be carried forward with a publicly approved recovery plan, without diverting restricted capital funds.
- The governing body may adjust the annual award mix—but not the approved cumulative commitment—when necessary to protect education quality and school solvency.
- An independent provider will verify the annual and cumulative scholarship value and any recovery plan.

4.2 Eligibility and selection

- Support may include full, partial, boarding, sports or emergency education assistance under an approved policy.
- Eligibility will define geography, age, enrolment status, financial hardship, orphanhood, disability, unsafe living conditions, distance and other documented vulnerability.
- The policy will distinguish need-based scholarships from talent-development support so that vulnerable children are not required to demonstrate sports performance.
- Published criteria, verified applications, independent scoring, conflict-of-interest declarations, confidential appeals and data-protection controls will apply.
- Renewal, suspension, withdrawal, safeguarding and academic-support conditions will be stated in advance.
- Reports will publish applications, awards, value, student-years, attendance, retention and completion without revealing confidential personal information.

Average package per student-year	Approx. student-years over 15 years	Approx. awards per year
TZS 1.5m	533	35–36
TZS 2.0m	400	26–27
TZS 2.5m	320	21–22
TZS 3.0m	267	17–18

Student-year means one student supported for one academic year. These figures are illustrations, not final promises; the approved financial model and scholarship policy will determine the award mix and number.

5. Girls' Sports Academy and Talent Pathway

The academy will identify and develop girls with potential in athletics and football while safeguarding academic progress, health and wellbeing. Education remains the primary foundation because only a minority of young athletes progress into professional sport.

5.1 Programme model

- Transparent talent identification by age group and catchment area, with published criteria and a documented appeals route.
- Qualified, screened and appropriately accredited coaches; codes of conduct; safe coach-to-athlete ratios; and ongoing professional development.
- Protected study time, academic monitoring, tutoring where needed and clear rules for balancing training, travel and examinations.
- Life skills, career guidance, financial literacy and pathways that include sport and non-playing occupations.
- Safe transport and accommodation; menstrual health support; nutrition; pre-participation screening; injury prevention, referral and return-to-play procedures.
- Competition exposure and formal links with schools, clubs, recognised federations, colleges, scholarship providers and potential employers.
- Participation arrangements for girls with disabilities where appropriate and safe.

5.2 Separate operating plan

The TZS 800 million campaign is allocated to capital priorities and campaign assurance. Recurring academy costs—including coaches, equipment, nutrition, medical support, travel, competitions and safeguarding—will be financed through a separately approved annual operating plan and confirmed partnerships. The academy will not enrol more participants than its funded staffing, safety and operating capacity can support.

6. Fundraising and Partnership Strategy

Donor group	Likely interest	Campaign offer
Companies and banks	Education, workforce, visibility and social impact	Capital component, scholarship cohort, academy partnership, skills or mentorship.
Construction and transport firms	In-kind capability and brand visibility	Compliant materials, services, vehicle discount, maintenance, insurance or fuel.
Foundations and education partners	Girls' education, equity and measurable results	Dormitory, scholarship, safeguarding, learning or disability-inclusion package.
Sports organisations	Participation, talent and athlete pathways	Coaching, accreditation, kits, equipment, competitions and progression.
Parents, alumni and diaspora	Legacy and direct connection	Monthly giving, student-year sponsorship, referrals and challenge campaigns.
Community donors	Collective ownership	Verified mobile giving, events and small-donor drives.

6.1 Donor packages and ethical recognition

- Develop defined contribution levels with a clear ask, eligible use, recognition, reporting frequency and duration.
- Approve naming rights, branding boundaries and expiry rules before soliciting support. Recognition will never give a sponsor access to children or influence over beneficiary selection.
- Screen prospective partners for legal, ethical, safeguarding and reputational risks. Decline funding that conflicts with the school's values or children's interests.
- Use written agreements for restricted gifts, in-kind support, sponsorship benefits, data use and public communications.
- Provide tailored proposals to 20–30 qualified priority prospects and maintain a documented engagement and stewardship plan.

6.2 Fundraising scenarios

Scenario	Planning assumption	Management response
Conservative	Slower mobilisation; few large gifts; 12–18 month campaign.	Phase projects by safety and readiness; protect quality; maintain donor stewardship.
Base	Mixed major gifts, corporate support and community giving; 6–12 months.	Use the approved campaign sequence and monthly pipeline reviews.
Accelerated	Early anchor gifts and matching support; 4–6 months.	Advance procurement only after cash, approvals and operational readiness are confirmed.

The Campaign Secretariat will maintain a probability-weighted pipeline showing prospect, relationship owner, potential value, ask, decision date, restrictions, probability and next action. Forecasts will distinguish cash received from pledges.

7. Mobilisation and Implementation

Phase	Indicative timing	Priority actions	Decision or milestone
Validation and readiness	Weeks 1–6	Validate evidence; approve governance, BOQs, quotations, operating plans, scholarship model, safeguarding and donor materials.	Launch gate approved.
Quiet phase	Weeks 7–12	Approach owners, governing body, parents, alumni and anchor prospects; test proposition and packages.	Minimum TZS 100m in cash or high-confidence written commitments, subject to governing-body approval.
Public mobilisation	Months 4–6	Launch media, campaign page, ambassadors, major-donor meetings and community channels.	Monthly cash and pipeline review.
Major partnerships	Months 4–9	Tailored proposals, due diligence, site visits and sponsorship agreements.	Probability-weighted target coverage maintained.
Close and transition	Months 9–12+	Giving days, matching gifts, final asks; publish outcome and implementation schedule.	Funding threshold and project start decisions.

7.1 Project sequencing rules

- Do not sign contracts or place orders without available funds, approved specifications, procurement authority and a cash-flow provision for the full commitment.
- Prioritise safety, statutory compliance and operational readiness when deciding which component starts first.

- Use milestone-based payments, technical certification, defect-liability provisions and documented handover.
- If costs exceed the approved envelope, seek governing-body approval to rescope, mobilise additional funds or defer a component; do not reduce essential quality or safety standards.
- Commission each asset only after staffing, insurance, licences, maintenance, safeguarding and operating budgets are in place.

8. Governance, Safeguarding and Accountability

Body or role	Core responsibility
School governing body	Approve mandate, legal commitments, budget, scholarship pledge, policies, appointments and major changes.
Campaign Steering Committee	Protect campaign purpose; oversee delivery, risks and performance within delegated authority.
Campaign Secretariat	Manage prospects, communications, donor stewardship, records, complaints routing and reporting.
Finance and Procurement Team	Control accounts, receipts, reconciliation, procurement, contracts, assets and financial reporting.
Technical Project Team	Manage specifications, BOQs, approvals, supervision, certification, safety and handover.
Scholarship Committee	Manage eligibility, verification, scoring, awards, renewal, appeals and reporting independently.
Sports Academy Lead	Manage programme quality, coaching, safeguarding, partnerships and athlete progress.
Safeguarding focal person	Receive concerns, coordinate safe response and referral, maintain confidential records and report trends.
Independent assurance provider	Verify campaign finances, procurement, projects and reported scholarship value.

8.1 Minimum controls

- An official school-controlled campaign account and approved mobile-money channels; no personal accounts.
- Separation of approval, payment, recording and reconciliation duties; official receipts and monthly bank reconciliation.
- Written delegated-authority and procurement thresholds, competitive processes, conflict declarations and a gifts register.
- Restricted-gift register; no reallocation without written donor consent.
- Quarterly public campaign reports and annual scholarship, academy and assurance reports.
- A confidential complaints and whistleblowing channel with non-retaliation, escalation and closure rules.
- Safeguarding rules for recruitment, student stories and images, transport, accommodation, training, travel and partner access.

- Data minimisation, consent, secure storage and controlled disclosure of learner and donor information.

9. Results, Learning and Reporting

The school will approve baselines and annual targets during the readiness phase. Public reports will explain performance, variance, corrective actions and lessons rather than reporting activities alone.

Result area	Core indicators	Frequency / owner
Fundraising	Cash received; pledges; in-kind value; donor conversion; average gift; fundraising cost ratio; pipeline coverage.	Monthly / Secretariat and Finance
Capital delivery	Procurement status; cost and schedule variance; certified completion; defects closed; operational readiness.	Monthly during works / Technical Team
Safe access	Routes, users by sex and disability; punctuality; licences; maintenance; incidents and resolution.	Termly / Operations
Dormitory	Capacity and occupancy; users by geography and vulnerability; WASH; staffing; safeguarding compliance and incidents resolved.	Termly / School Management
Scholarships	Applications, awards, value, student-years; sex, disability and geography; attendance, retention and completion.	Termly and annual / Scholarship Committee
Sports pathway	Girls enrolled; attendance; academic standing; competitions; progression; injuries; safeguarding and pathway outcomes.	Termly / Academy Lead
Accountability	Reports issued on time; audit findings; procurement exceptions; complaints; corrective actions closed.	Quarterly / Steering Committee

9.1 Evaluation questions

- Did the campaign deliver safe, functional assets within approved cost, time and quality parameters?
- Did transport and boarding reduce distance-related barriers and improve attendance, retention and completion?
- Did scholarships reach the intended vulnerable learners fairly and sustainably?
- Did girls participate and progress in sport while maintaining education, health and wellbeing?
- Did partnerships create additional capability, employment exposure or pathways beyond financial contributions?
- Were donor funds, learner information and safeguarding concerns managed transparently and responsibly?

10. Risk and Safeguards Framework

Priority risk	Mitigation and trigger	Owner
Fundraising below target	Use scenarios and phased scope. Do not commit unfunded expenditure. Review strategy if probability-weighted pipeline falls below approved coverage for two months.	Steering Committee
Cost escalation or delay	Verify BOQs and quotations; contingency; milestone contracts; monthly variance review. Rescope or pause if forecast exceeds approved funds.	Technical Team
Scholarship funding shortfall	Approve 15-year model, annual affordability test, reserves and recovery plan. Do not use restricted capital funds.	Governing Body
Asset operating costs unaffordable	Five-year operating plan and annual budget before acquisition or commissioning; adjust fleet or timing if coverage is insufficient.	School Management
Transport accident or misuse	Qualified drivers, route controls, insurance, maintenance logs, incident protocols and child-supervision rules. Suspend vehicle if safety conditions fail.	Operations Lead
Safeguarding incident	Screen staff, codes of conduct, reporting and referral pathway, survivor-centred response and independent escalation. Pause affected activity where safety cannot be assured.	Safeguarding Focal Person
Procurement fraud or conflict	Competitive procurement, declarations, segregation, audit trail, whistleblowing and independent assurance. Suspend process when an exception is unresolved.	Finance and Procurement
Academic harm from sport	Protected study time and termly academic review; reduce training or travel if agreed education thresholds are not met.	Academy and Academic Leads
Sponsor reputational risk	Partner due diligence, ethical acceptance criteria and termination clauses. Decline or end relationships that threaten children or school integrity.	Steering Committee
Low dormitory demand or exclusion	Validate demand; equitable criteria; phased occupancy; monitor affordability and disability access.	School Management

11. Launch Gate and Immediate Action Plan

Action	Evidence of completion	Lead	Timing
Validate school case for support	Approved school profile, baseline, needs assessment, consultations and evidence pack.	School Management	Weeks 1–3
Validate capital scope and costs	Designs, BOQs, approvals, quotations, taxes, delivery and contingency review.	Technical Team	Weeks 1–5
Approve financial architecture	Campaign budget, cash flow, account, controls, restricted-gift rules and operating plans.	Finance / Governing Body	Weeks 2–5
Approve scholarship legacy	15-year model, funding sources, policy, selection, appeals, privacy and reporting templates.	Governing Body	Weeks 2–6
Approve sports and safeguarding plans	Costed annual academy plan, pathway partners, coaching and safeguarding framework.	Academy / Safeguarding	Weeks 2–6
Prepare mobilisation tools	Evidence pack, case for support, proposal, pitch deck, campaign page, packages and prospect pipeline.	Secretariat	Weeks 4–7
Secure anchor commitments	Written commitments meeting the approved quiet-phase threshold.	Campaign Leadership	Weeks 7–12
Authorise public launch	Signed launch-gate checklist and recorded governing-body decision.	Governing Body	End of quiet phase

PUBLIC LAUNCH RULE
The campaign will launch publicly only when the governing body confirms verified need, reliable costs, sound governance, child safety, operational affordability and a credible funding pathway for the 15-year commitment.

12. Validation Schedule and Assumptions

This strategy deliberately identifies information that must be confirmed rather than presenting assumptions as facts. The Campaign Secretariat will maintain a validation register showing the item, source, responsible person, due date, approval and any resulting change to the strategy or budget.

Item to validate	Current planning position	Required decision
School location, registration and profile	Not included in source draft.	Insert verified details and supporting documents.
Learner and gender data	Not included in source draft.	Approve baseline disaggregated by level, sex, disability, geography and vulnerability.
Five-bus requirement	Indicative.	Confirm route analysis, capacity, type, specification, cost and lifecycle affordability.
Dormitory size and demand	Indicative.	Confirm needs assessment, capacity, design, staffing and operating cost.
Administration block cost	Indicative.	Confirm scope, BOQ, equipment, utilities, approvals and supervision.
TZS 800m scholarship value	Conditional planning pledge.	Approve sources, nominal/inflation basis, scenarios, reserve and annual affordability rules.
Academy operating model	Separate plan required.	Approve participant targets, staffing, safeguarding, annual cost and partners.
Campaign timetable and milestones	Indicative.	Approve based on tested prospect pipeline and anchor-gift readiness.

Final Invitation

INVITATION
BUILD THE SCHOOL. MOVE CHILDREN SAFELY. EMPOWER GIRLS. LET THEM PLAY—AND KEEP OPENING DOORS FOR 15 YEARS.

Campaign contact	Official donation channels
[Name / title] [Telephone] [Email] [Official website]	[Insert verified bank account and mobile-money details only after approval]