
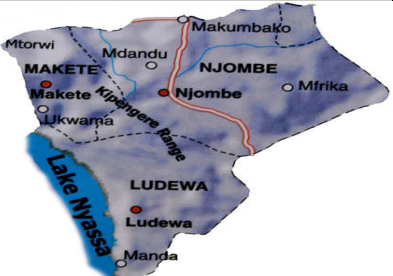


**NJOMBE USAWA WOMEN ASSOCIATION  
STRATEGIC PLAN  
FOR FY 2011/2012-2015/2016**

|   |   |
|---|---|
| Name of the Organization  | NJOMBE USAWA WOMEN ASSOCIATION (NUWA)   |
| Headquarter of the Organization   | NJOMBE  |
| Emblem / logo of the Organization   |    |
| Contact person, including address (postal address, tel./mob phone no., fax and email) | <p>Pendo Mbilinyi,<br/>P.O. Box 919, Njombe, Iringa<br/>Mobile Phones : 0718755975<br/>E-Mail: <a href="mailto:pendo.mbilinyi@nuwa.or.tz">pendo.mbilinyi@nuwa.or.tz</a><br/>Website: <a href="http://www.nuwa.or.tz">www.nuwa.or.tz</a></p>   |
| Mission   | Our mission is to empower rural women and local institutions, and build their capacity to work effectively together to reduce HIV/AIDS spreading and to promote women's rights to property ownership and inheritance.   |
| Vision  | Seing a free society where women have free and equal opportunities in participating to enhance social welfare   |
| Objectives  | <ul style="list-style-type: none"> <li>• Building women's capacity in property ownership and inheritance</li> <li>• To engage in national women's policy review and change/ammendments</li> <li>• Empowering women affected/infected by HIV/AIDS toward self reliance</li> <li>• To insist co-operation among jornalists and educational institutions while researching women based issues</li> <li>• Empower reliability of women's legal assistance.</li> <li>• To protect and defend women against gender based violence, isolation and discrimination in the context of HIV/AIDS and reproductive health.</li> <li>• Bring a positive society's mind set toward women position in the society.</li> </ul> |

|  |   |
|--|---|
| <p>Activities or area of focus/specialization of the organization</p>                          | <p>NUWA has identified the following areas that need immediate intervention in the next five years:</p> <ul style="list-style-type: none"> <li>• Water and sanitation</li> <li>• Human rights</li> <li>• Environment conservation including alternative energy</li> <li>• Promotion of Health</li> <li>• Micro finance/ Income generating Activities</li> <li>• Education</li> <li>• Sustainable Agriculture</li> </ul> |
| <p>Coverage (places the organization implementing or has implemented projects)</p>             | <p>NUWA's coverage has a vision to be national organization but we have presently put emphasis in</p> <ul style="list-style-type: none"> <li>• Njombe</li> <li>• Makete</li> <li>• Ludewa</li> </ul>  |
| <p>Njombe Regional map</p>   |   |
| <p>Partners the organization working with i.e. CBOs, local and international organizations</p> | <p>NUWA also collaborates and working with other local, national and international NGOs such as:</p> <ul style="list-style-type: none"> <li>• TGNP</li> <li>• White ribbons</li> <li>• TDT</li> <li>• Hilden Charitable Funds</li> </ul>  |

**ACCRONIMS**

|         |   |
|---------|---|
| AMREF   | African Medical Research Foundation   |
| CBO     | CBO Community Based Organisation  |
| COWSO   | COWSO Community Owned Water Supply Organisation   |
| CSO     | CSO Civil Society Organisation  |
| CY      | Calendar Year   |
| DHS     | Demographic and Health Survey   |
| ED      | Executive Director  |
| FCS     | Foundation for Civil Society  |
| FY      | Financial Year  |
| GTZ     | German Technical Cooperation Agency   |
| HBS     | Household Budget Survey   |
| IT      | Information Technology  |
| LGA     | Local Government Authority  |
| MDG     | Millennium Development Goal   |
| MKUKUTA | Mpango wa Kukuza Uchumi na Kupunguza Umaskini (National Strategy for Growth and the Reduction of Poverty) |

|           |   |
|-----------|---|
| nth       | Month                                     |
| NGO       | Non-Governmental Organisation             |
| NUWA      | Njombe Usawa Women Association            |
| SMS       | Short Message Service                     |
| TAWASANET | Tanzania Water and Sanitation Network     |
| TDT       | Tanzania Development Trust                |
| TGNP      | Tanzania Gender National Program          |
| TMF       | Tanzania Media Fund                       |
| WEDC      | Water, Environment and Development Centre |
| WPM       | Waterpoint Mapping                        |
| WSDP      | Water Sector Development Programme        |
| WSP       | Water and Sanitation Programme            |
| Yr /yrs   | Year(s)                                   |

## **I. Background Information**

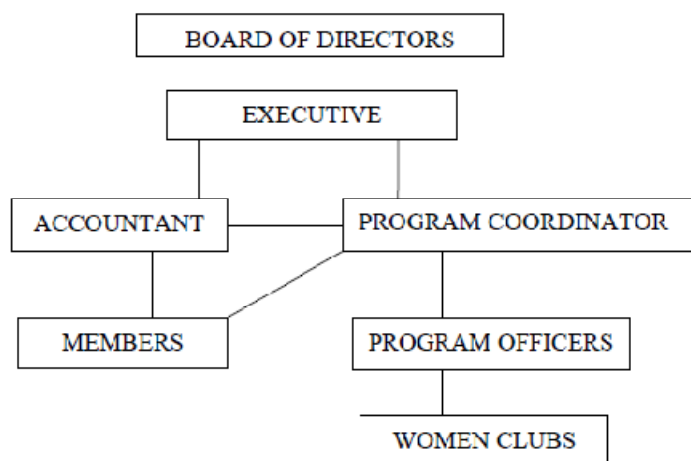
NUWA was established in the year 2010 as a group of few women who saw the threat of women in Njombe of getting even more marginalized due to national and customary issues concerning the position of women in the society. Early 2011 NUWA registered by the Ministry of Home Affairs, with No S.A 17207 under the societies Act. Cap 337 (R.E 2002). It has its head office in Njombe.

NUWA recognizes that, women, youth and children as the most vulnerable victims of conflict, disaster and underdevelopment. Therefore, our primary focus is the woman, youth and the child. All our work is designed to bring hope and a future to the women, youth and children of Tanzania.

Through an integrated community based development approach, we build community capacity to meet the needs of women, youth and children in the areas of primary health, education, food security, water, and environmental protection, advocacy, human rights, culture, disaster management and income generation. The group of people that the organization targets are in rural and semi-urban areas of Njombe.

The Organisation's overall development goal is to empower the poor and vulnerable mainly who are women, youth and children to acquire knowledge, education, skills, and information sharing and credit facilities for improving their socio-economic status.

## 1. Organizational structure



**Fig 1: NUWA organization structure**

## 2. Our approach

At the core of our work are efforts to end gender based violence and women discrimination, provision of legal support to affected women, provision of health care support to needy women (*especially women affected by HIV/AIDS*), and capacitating women with entrepreneurship skills in becoming economically self reliant. We work to

- i) Strengthen scrutiny of local government policies, plans and performance by citizens, councillors, the media and civil society, create space for citizens' (*women's*) voices to be heard, and provide platforms for public debate on women's rights. This is supported by raising awareness of citizens' and local government rights and responsibilities under a decentralised government framework.
- ii) In some cases, we also work to build the capacity and empowerment of local government to listen and respond to women's requirements and priorities.
- iii) An important function of our work is therefore to develop and demonstrate innovative models of promoting responsive local government for replication by others, including both sector-specific models (such as our projects) and more locally-intensive multi-sectoral approaches. We therefore put high priority on innovation, monitoring, learning and sharing.
- iv) The final component of our work recognises that many of the obstacles to responsive local government stem from national policies and practices. We use our presence and experience working at local level to conduct research on how national policies and practices affect local governance and responsiveness in practice, and use this research to advocate for national policies and practices that support responsive local governance.

To ensure that our work is deeply rooted in rural life, NUWA is based in Njombe region. Njombe and the surrounding area will act as a testing ground for our ideas before they are scaled up – either by NUWA itself or by partners.



*Fig 2: NUWA uses IEC materials such as fliers, brochures, cartoons & story books*

### 3. Strategies

This strategic plan aims to address a number of NUWA’s activities and areas of interventions in the next five years. This includes the following areas:

#### i. **Advocacy, capacity building and empowering**

NUWA will continue with advocacy of various issues concerning women such as policy making, amendments or changes. NUWA will be conducting projects related to building women’s capacity and empowerment;

- Mass conferences/rallies will be used to build awareness to the whole society on women’s rights and the effects of violating them. It will help the people living with/around the affected women live humbly with them and avoid violent acts against them, or discriminate them.
- Flyers, posters and documentaries will be produced and disseminated, displayed and shown to help educating the society on effects of gender based violence and what actions to be taken in dealing/addressing it as well as what to do when they experience or witness violent acts against women.
- Workshops and seminars will be conducted for building local leaders capacity to deal with violent acts against women as well as helping the efforts against gender based violence and provision of education to their citizens.

More women in groups/clubs are to be reached. By 2015, a total number of 5,000 women will have been reached.

#### ii. **Health System strengthening and capacity development**

NUWA will be helping widows affected with HIV/AIDS and their families. NUWA will focus at various areas such as counselling, medical accessibility, food accessibility, child care facilities and home based care. NUWA will engage in identifying, understanding and helping the most vulnerable women and children. By 2011, NUWA will start children’s program that will be for Orphanage Vulnerable Children (OVCs) and will involve home visiting, bringing at their hands food, clothing, sheltering, health care facilities, and educational facilities, clean and safe water.

#### iii. **Community mobilization and participation**

NUWA will form groups of ten women at various villages of Njombe region. These groups will be for women in healthy, legal and gender needs. The groups will be empowered and capacitated to establish small income-generating activities so as to enable them to become self reliant. NUWA will form 24 groups of ten women at three districts of Njombe (*Njombe, Ludewa and Makete*).

NUWA will mobilize the society to accompany these women rather than discriminating and isolating them. Different programs will be raised to enable the community to end gender based violence and to promote women's rights to property ownership and inheritance.

iv. **Fostering partnership**

NUWA will be cultivating partnership and networking with other organizations or/and programs, locally and internationally, in order to bring down the required social services to the ground society especially women and children.

Media partnership will be our first priority. NUWA will work with the media to create a platform for public debate and increase accountability pressures on local government and community. This component will be designed to ensure that the voices of citizens engaging with women affairs are heard as clearly as possible by local government, and made impossible to ignore. It will also serve as a mechanism to highlight and praise successful efforts of local government and rural communities to address gender equality, gender equity and women's empowerment.

In particular, NUWA will develop partnerships with national radio stations and print media to encourage regular coverage and debate on gender equality, gender equity and women's empowerment. On radio, for example, this could involve bringing together citizens and councillors from villages with critical gender based cases with district social welfare officers to ask, or to discuss various gender-based related issues as raised through the SMS feedback mechanism. The same programmes could include reports and interviews highlighting positive performance by local government. In the print media, it could involve facilitating journalists to report on interesting stories emerging from the SMS-based feedback mechanism, such as reports from citizens about several breakdowns undergoing in the process of healthy assistance to women or legal assistance to women in a particular area, or of effective actions taken by local government to address a particular problem.

NUWA will employ a range of tactics to maximise the accountability potential of these media partnerships. For example, this could include regular awards for the most successful examples of taking action and for the most responsive LGAs, or could produce annual league tables of districts (or even MPs constituencies) publicising those districts that have been most (and least) successful in terms of access, equity, sustainability and responsiveness. To encourage local media (and local civil society) to engage with the programme, NUWA will develop a portfolio of simple programme formats. These will be compiled into a "toolkit" guide for local radio participation in the programme and supplemented by a small amount of NUWA-produced syndicated content. Some training for local journalists may also be provided.

**Organizational partnership structure:**

– **Media partners**

NUWA will work closely and in collaboration with local radio station (Uplands FM) in producing and broadcasting special radio programs that tells the society and the local government violent conducts against women in Njombe area. NUWA will also work close with TMF

– **Legal experts**

Local and national legal experts will be used in working with NUWA in provision and dissemination of legal education to the society.

– **Medical experts**

Local media will be used consulted in disseminating education to the society. Organizations such AMREF will be our advisors.

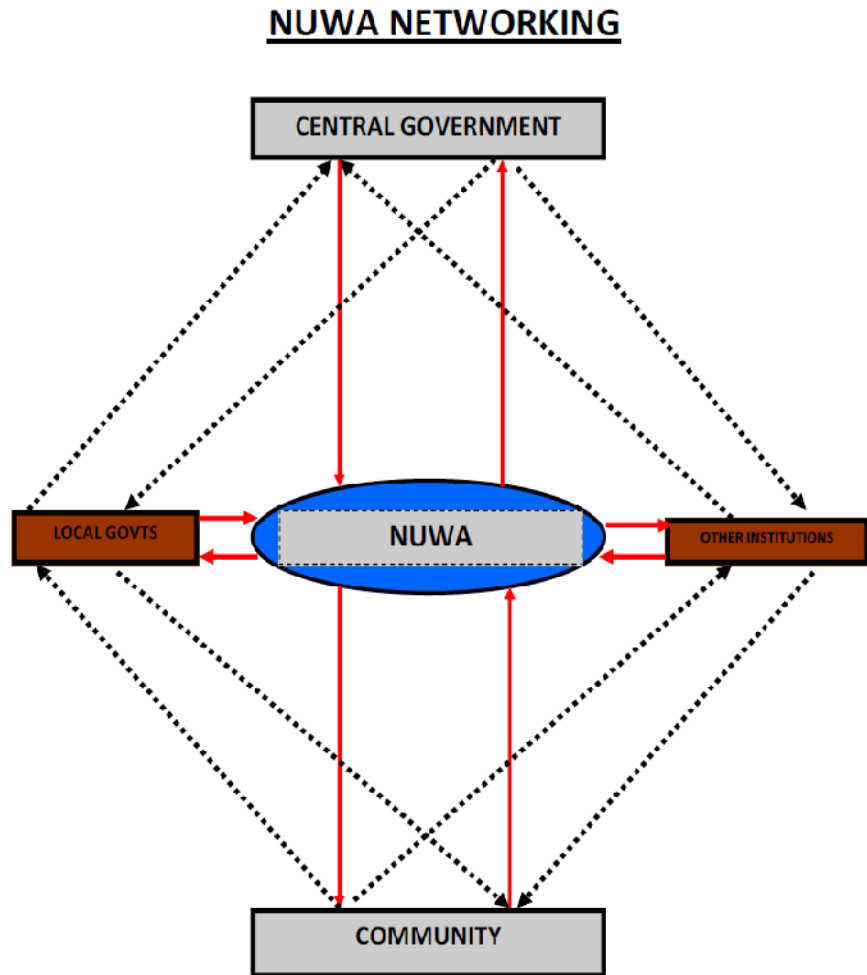
– **Religious institutions**

Various religious institutions will be consulted to help NUWA to fight against gender based violence, discrimination and alienation/property appropriation

– **Local government officials (LGAs)**

Local government officials will be consulted in mobilizing people and in providing education concerning gender based violence as well.

*Fig 3: NUWA collaborates with the central government (via ministry), local governments (via local authorities), other institutions e.g. media houses, legal experts and religious institutions) and the beneficiaries in general but specifically women and children*



v. **Information, education and communication /behavioural change communication (IEC/BCC).** NUWA will become a centre of information, education and communication. To speed up its effectiveness and cover a large number of people and area per time, NUWA will do the following:

- By 2012, NUWA will establish an Informational-Educational Centre (IEC). The centre is to be called **MWANAMKE HOUSE** (*house for women*). Various informational materials concerning Gender Based issues, STDs, HIV/AIDS, Behavioral change communication (BCC), family planning, legal issues and assistance, Human rights and women’s rights will be placed. Women and other members of the society will be invited, encouraged and allowed to visit the centre. Some of the materials from the centre will be provided freely so as to allow the spread of information. By 2014, NUWA plans to develop this centre to be a mobile one.
- The centre will include an internet café which serve the women’s accessibility to internet and networking to the other world.
- By 2012, NUWA will establish a magazine for women that will be called **MWANAMKE SHUJAA** (*a brave woman*). The magazine will be an investigative and will be touching various women’s issues in the aspect of social, cultural, political, economical, and technological development.

- By 2012, NUWA will Conduct **SMS-BASED FEEDBACK PROGRAM** which will have three purposes:
  - To end Gender based violence and discrimination. Local communities will be allowed to report any gender based violence or discrimination via sms to NUWA's identified special number where automatically, this sms report will be forwarded direct to legal institutions and media houses for further steps of investigation and legal processing.
  - To get various information concerning reproductive healthy. Via sms, one will be able to get any information per request concerning reproductive related issues.
  - To speed up the accessibility of healthy services to pregnant women during delivery time. This will help village women to be near at healthy services at the time of delivering babies.

**N.B** The reporter will be allowed to sms again to inquire clarification if there are no any steps taken.

- By 2013, NUWA will develop **MWANAMKE SHUJAA TV PROGRAM**. This will be a game-like program that will include recruitment process, various competitions and quizzes; finally three winners will be announced and awarded. The contestants will be required to stay at one place for twelve consecutive weeks where they will be supposed to undergo tasks proposed by the organizers. To get the winners, viewers will be voting to send out contestants who will not be performing to high standards and efficiency while fulfilling the proposed tasks. The program will be for women living in southern highland regions.

#### 4. Experience and capacity

NUWA is a relatively young organisation, but has already conducted several projects, either ourselves or as a contribution to the work of others. This includes the following:

##### Completed projects and sponsors for those projects

| Name of the project  | Dates               | Working areas/districts    | Sponsor (s)                               | Stage of implementation |
|--|---------------------|----------------------------|---|-------------------------|
| <b>Mwanamke na Maendeleo:</b> An investigative radio program for building women's capacity and citizens' agency against domestic violence in Njombe. | Sept 2010– Oct 2010 | Njombe Districts           | Organization's members/Uplands Radio FM   | PILOT                   |
| Mwanamke ni Afya Workshop  | Nov 2010            | Uwemba, Njombe District    | Done voluntarily by Organizational Staff  | PILOT                   |
| Mwanamke ni Afya Workshop  | December 2010       | Ramadhani, Njombe District | Contributions from Organizational members | PILOT                   |





*Fig 4: Women being trained in workshop (groups' discussion) at Uwemba*

**Ongoing projects and sponsors**

| Name of the project  | Working areas/districts | Sponsor (s)  | Stage of implementation |
|--|-------------------------|--|-------------------------|
| Uwemba women Pig project (Community Empowerment on generating income in Uwemba).     | Njombe District         | TDT, Hilden Charitable funds and Contributions from Organizational members | PILOT                   |
| Ramadhani poultry project (Community Empowerment on generating income in Ramadhani). | Njombe District         | Contributions from Organizational members                                  | PILOT                   |



*Fig5. Piglets are feed*



*Fig 6: Uwemba women feeding the piglets*



*Fig7: Ramadhan woman feeding the chickens*

**Awaiting projects**

| Name of the project   | Working areas/districts | Sponsor (s)                      | Stage of implementation       |
|---|-------------------------|----------------------------------|-------------------------------|
| Magoda tree project (Community Empowerment on generating income in Magoda). | Njombe District         | To be confirmed before September | PILOT ON ENVIRONMENTAL ISSUES |

## **5. Research, Monitoring and Evaluation**

Monitoring will be conducted by NUWA administrators including the Executive Director and the programme manager who will be overseeing activities conducted by the project under NUWA. Evaluation will be done internally and externally.

- Capacity building for conducting operational research will be strengthened at all levels. Projects officers will be encouraged and advised to identify research priority areas according to their needs. The following is to be done:
  - Short courses for strengthening projects' staffs capacity will be arranged in hand with interventions
  - Projects' staffs will be advised, encouraged and promoted to update their educational profiles.
- Essential monitoring tools and indicators will be developed and mainstreamed into the HMIS. Data will be generated periodically to monitor the milestones and improvement of services provided at health facilities. NUWA will establish monitoring and evaluation department. The department will have a responsibility of setting organizational monitoring and evaluation data base.
- Activities conducted will be reviewed regularly to check if they are performed correctly as planned and if they yield the expected results. Evaluation would be done from time to time at the middle period of implementation and end of each activity. Periodic reviews and reporting will be carried out every two years to assess progress. A mid-term review will be conducted between 2012 – 2013, and an end of term review will be conducted in 2015 to report on the attainment of the ODGs (Organizational Development Goals)

## **6. Innovation**

The projects invented by NUWA will be very helpful to the society of Njombe. NUWA believes that the technological projects are more powerful, easy to implement and reach a large number of people per time. NUWA will at all costs and sacrifices implement the mentioned projects to ensure a well informed society in order to create a friend-conducive environment for women.

## **7. Learning and sharing**

The projects are expected to be sustainable even when the period of direct funding is over through the skills imparted to local women who will now be able to take care of their needs through the knowledge they have got and periodical consultations to NUWA staffs and medical as well as legal experts. The entrepreneurship skills provided to them and women club-owned income earning projects are expected to meet women's medical, health and legal costs and other living costs with no more need of direct funding and financial support from the project/association (NUWA).

The lesson learned during implementation of various activities will be stored in both soft copies and hard copies. The stored information will be kept for sharing with our partners and any other who will be interested to know what we have in our database.

## **8. Sustainability**

The projects are expected to be sustainable even when the period of direct funding is over through the skills imparted to local women who will now be able to take care of their needs through the knowledge they have got and periodical consultations to NUWA staffs and medical as well as legal experts. The entrepreneurship skills provided to them and women club-owned income earning projects are expected to meet women's medical, health and legal costs and other living costs with no more need of direct funding and financial support from the project/association (NUWA).

## 9. **Risks and Assumptions**

There are lots of challenges that NUWA expects to face in its implementation of the projects as outlined here with the way NUWA will deal with them to ensure effective implementation of the projects:

- i.** Among the challenge is shortage of skilled manpower especially on the field of health and legal affairs. This will be tackled by using external personnel (non-members) inside and outside Njombe.
- ii.** The other challenge is fund shortage. This is expected to be met by the expected contributions from various funding/donor individuals and agencies within and outside Njombe apart from relying on membership contribution and income-generating activities of NUWA alone.
- iii.** Another challenge expected is the response of the people to the projects. Much emphasis will be put on educating the general society on the benefits to be brought up by the projects and thus ensured support from them.
- iv.** Another challenge is recognizing who really need special attention and support concerning medical and health support by the projects. This will be dealt with by conducting a special household survey to realize who really need the support.