



**WOMEN
FUND
TANZANIA**
Empowering Local
Women Heroes

"IN SOLIDARITY"

WOMEN FUND TANZANIA

STRATEGIC PLAN 2016-2020

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ABBREVIATIONS AND ACRONYMS

AGM	Annual General Meeting
ACWF	Africa Chapter of Women’s Rights Funds
AGN	African Grant makers Network
AWID	Association of Women’s Rights In Development
CSO	Civil Society Organization
CSW	Committee on the Status of Women
FLOW	Funding Leadership and Opportunities for Women
GBV	Gender Based Violence
GM	Grant making
HRM	Human Resource Manual
HIV/AIDS	Human Immunodeficiency Virus Infection/Acquired Immune Deficiency Syndrome
ICT	Information and Communication Technology
INWF	International Network of Women’s Funds
JD	Job Description
LM&E	Learning, Monitoring and Evaluation
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
SAB	Strategic alliance building
SP	Strategic Plan
SRH	Sexual and reproductive health
SWOO	Strengths, Weaknesses, Opportunities and Obstacles
VAW	Violence against women
WFT	Women Fund Tanzania
WfWP	Women for Water Partnership

FOREWORD

To our friends, partners, allies and supporters

There is tremendous power when women work together; a profound sense of community and support. We at WFT are convinced that the immense power of the women's movement arises from combining engagement platforms, experiences, and collaborative processes that harness the insights, knowledge, skills and ingenuity of organizations, individuals, groups and activists working in different settings in the country.

We are still young with limited resources and at the same time we are aware that women's rights issues in Tanzania and Africa are huge. Inevitably, we will make some mistakes, but our aim is not to 'boil the ocean' but instead identify 'well springs' of co-creation that make strategic sense in the Tanzanian and African context and then build requisite capabilities to evolve over time towards a more formidable collective that addresses issues of women and girls' justice, dignity, peace, empowerment and equality.

We make the path by walking it. Ours is not just any kind of walking, but walking mindfully, listening to different voices and issues and responding in the best way we can with the resources we have.

In collaboration with our dynamic network of national women's rights organizations, local grantees, international women's funds, and with your support, we hope to be a model of social justice and social change. And we hope that in this second WFT Strategic Plan 2016 - 2020, we can share with you some of our hopes and dreams for the future we see ahead of us.

It's a long journey but together; we'll reach our destination.

In solidarity,

Chairperson

EXECUTIVE SUMMARY

Women Fund Tanzania (WFT) is Tanzania's first and only women's rights fund, started in 2007 by women who live and work within the women's movement in Tanzania. We started WFT having realized the major challenges women's movements, organizations, and groups face in accessing funding and thus in making their voice and work visible, especially women in local communities. As women who were centrally located within the women's movement, we knew this from our work with women's rights organizations across the country, who were struggling to make ends meet for their important work, including strengthening movement-building strategies. We also knew this from a feasibility study we conducted in 2010, putting together the needs of women's rights organizations in rural and remote settings throughout Tanzania. With all this groundwork done, WFT was registered in Tanzania as a non-governmental organization (NGO) in September 2008 after which we set up our Board and its committees. We became operational in January 2011 and launched ourselves as a fully-fledged women's fund in September 2013. In the same year, we simultaneously launched our first Strategic Plan 2013 – 2015 which served as our primary guiding tool in fulfilling our mission and vision, and also now serves as the foundation for our current and second Strategic Plan 2016 – 2020.

From the outset, we believed it was important for WFT to promote a grant-making model, which offers an inclusive package of support to give voice and visibility to marginalized women on controversial issues. We do this through a two-pronged approach focusing on local level grant-making and on strategic national coalition building. This complementary and mutually reinforcing approach not only strengthens the women's movement in Tanzania in unprecedented ways, but also is rapidly becoming an important driver in organizing for change through the coalitions under our strategic alliance-building program.

We focus on funding critical women's rights issues such as violence against women with a particular focus on sexual corruption/sexortion issues; economic rights of women including within the extractive industry; environmental justice including raising voices of women in addressing climate change, land grabbing, land rights and water issues; networking and coalition building strategies to strengthen women's movement(s) in Tanzania with a particular focus on young women and minority groups (women living with disabilities, HIV-AIDS, elderly women, etc.); political and leadership rights of women constitutional rights with a particular focus on young women, next to their participation and representation in and post elections, least but last adopting a programming focus for documenting '*her-stories*' of women's stories and processes for their visibility and impact tracking.

In our new SP 2016-2020, our **overall goal** remains the same that is to contribute towards women's rights and empowerment, and to women's and feminist movement building through implementing a functional and empowering funding mechanism for women in Tanzania.

WFT's Strategic Plan 2016-2020 comes at a time when we have learned significant lessons from our first five operational years in delivering on a mandate to support and drive the feminist and women's rights movement in Tanzania through a dual approach of grant making and movement building. Though we are

relatively young, we have been through several years of program development, planning, and reflection - particularly on our previous Strategic Plan 2013 - 2015. Through an internal process of reflection, driven by explicitly participatory processes, and through external consultations with grantees, partners, donors and our closest allies, we have developed this new Strategic Plan that builds on, consolidates and deepens objectives that we set for ourselves in 2013. In the process of reflection, we found that much of our mandate and programmatic mission continue to be highly relevant now, and, we anticipate, into the future. As you will see outlined below, our Objectives and Strategic Actions for 2016 - 2020 are not a significant departure, but rather continue to build on our previous Strategic Plan 2013-2015.

Our Strategic Plan 2016 – 2020 thus delivers four Core Program Areas and Strategic Objectives. Each of these Strategic Objectives are also accompanied by Key Strategic Actions (detailed in Chapter 9) which give life to and provide details on how we will deliver on our strategic objective commitments.

Core Program One: Grant Making and Capacity Strengthening

Strategic Objective One: To make grants accessible to women’s movement(s), women’s organizations, women’s groups and individual women at the local level, contributing to enhanced capacity, and better-equipped stakeholders in order to protect and promote women's rights.

Core Program Two: Strategic Alliance Building

Strategic Objective Two: To strengthen strategic alliances and links between women’s rights organizations and women’s movement (s) in Tanzania and beyond for collective action in achieving women's rights.

Core Program Three: Resource Mobilization

Strategic Objective Three: To mobilize resources, locally, regionally and internationally, supporting the protection and promotion of women’s rights and feminist movement building in Tanzania

Core Program Four: Institutional Strengthening

Strategic Objective Four: To maintain and continuously improve a healthy and sustainable organizational base for realizing and delivering on WFT’s vision and mission and for delivering on WFT’s mandate.

WOMEN FUND TANZANIA'S HER-STORY

From the outset, we believed it was important for WFT to promote a grant-making model, which offers an inclusive package of support to give voice and visibility to marginalized women on controversial issues. We do this through a two-way approach focusing on local level grant making and on strategic national coalition building. This complementary and mutually reinforcing approach not only strengthens the women's movement in Tanzania in unprecedented ways, but also is rapidly becoming an important driver in organizing for change through the coalitions under our strategic alliance-building program.

As movement builders, and as an activist and feminist organization, WFT's overall goal is to contribute towards women's rights and empowerment, and to women's movement building through implementing a functional funding mechanism for women and young girls in Tanzania.

In the years between 2011 and 2013 we set up our first pilot grant-making model under a pilot set of tools and systems, ensuring that our initial grant-making mechanisms were in place. Under the pilot grant-making program, WFT made only 3 pilot grants in 2011, 5 in 2012 and 27 in 2013. After our launch in September 2013, WFT held its first public call for proposals in 2014, receiving 87 applications and making 52 grants. Early in 2015, WFT's second public call for proposals received over 900 applications from all over the country and making 62 grants.

Since 2012, WFT has initiated, facilitated and raised funds for 2 strong Coalitions, the Women and Constitution/ Elections Coalition (initiated in October 2012) and the Anti Sextortion Coalition in Tanzania (initiated in May 2014). The first Coalition came about after WFT organized a national convening involving more than 120 women representing diverse voices and interests in the Tanzanian women's rights movement, who as a consequence of the discussions at the Convening, saw the need to develop a more active, organized and focused coalition. The Women and Constitution/Elections Coalition today involves more than 65 women's rights organizations from all regions of Tanzania. This Coalition is very well organized, documented, and informed civil society initiative in the country that has realized measurable results in advocating for the inclusion of crucial women's rights provisions in the proposed Constitution in October 2014 through the anchoring of 11 gender equality principles within the Proposed Constitution, which now awaits for a Public Referendum. The Coalition continues to engage and work towards getting the proposed Constitution adopted and on advocacy in post-election processes to implement effective gender interpretations and outcomes of these two important national processes.

The Anti Sextortion Coalition involves more than 20 women's rights organizations and networks from different levels of Tanzanian civil society. This is the first initiative in the country to bring key stakeholders together for sharing, learning, tracking and collecting relevant information on facts of corruption and harassment affecting women; putting up briefing reports for sharing with the public through the media and other channels; strategizing on trends, issues, discussions and (lack of) policies on sextortion for the purpose of undertaking joint action to break the silence around sextortion; and to advocate for zero tolerance. The ultimate goal is to ensure that critical women's rights issues such as their right to political leadership/participation in free and fair elections, access to socio-economic opportunities and access to sexual and reproductive health rights are safeguarded. Both Coalitions join forces wherever necessary.



In our Strategic Alliance Building program we have been and will continue to take our rights-based approach to the center of the women's movement, increasing cohesion, unity and capacity, especially on transformation agenda. This will require strengthening, facilitating and funding both Coalitions, next to initiating, facilitating and funding the development of new platforms (where necessary) in eradicating inequality for women across Tanzania. We will participate in timely funding of topical women's rights struggles such as the inclusion of women in political processes and elections, the eradication of discrimination in the Tanzanian Constitution, and ensuring that when the new Tanzanian Constitution is in place, duty-bearers are held accountable for electoral promises and the implementation of the new Constitution, ensuring that our successes are well documented and shared with strategic audiences and allies.

In promoting solidarity and sisterhood, since November 2011, WFT has been an active and committed member of the Africa Chapter of Women's Rights Funds (ACWF) under the International Network of Women's Funds (INWF). Some of the background and conceptual thought in WFT's Strategic Plan 2016 - 2020 borrows from the collective work already created by WFT and her African sister funds in putting together their Strategic Plan 2013-2015. That is because it represents so beautifully what triggered WFT's co-founders to start building WFT since 2007 in the first place; because of the importance WFT attaches to being a strategic partner now, and even more so in the future of an African collaborative of women's rights funds.

At the implementation level, WFT has invested in collaborative efforts and partnerships with strategic allies not only in Tanzania, but also beyond. For instance: in 2011, WFT as a member of INWF mentioned above, visited close allies including Urgent Action Fund – Africa (Nairobi) and African Women's

Development Fund (Ghana) in 2012 to develop and refine our own capacity, thinking and models in grant-making and capacity strengthening. In 2012 we became members of the Association of Women's Rights in Development (AWID), in September 2013 of the African Grant makers Network (AGN), in January 2015 of the Women for Water Partnership (WfWP) and in August 2015 of the Women's Funding Network (WFN). In 2014, WFT played a pivotal role in the Strategic Plan development of the African Chapter Women's Rights Funds (ACWF) under INWF.

In 2008 we established ourselves in the digital space with a basic but functional website, later also setting up our own Facebook page and Twitter handle. In 2011, we set up our first office on the ground floor of a centrally located building in Dar es Salaam, and since November 2013 WFT has been able to rent both floors of the same office building to expand its working space. This enables WFT to not only accommodate its team but also to provide a much needed safe space where women and women's rights organizations are welcome and can meet for strategizing and collective action.

On the financial sustainability side, having started from a purely voluntary base since 2007, WFT's financial base has grown steadily from US\$ 63,000 in 2011, US\$ 141,000 in 2012, US\$ 335,000 in 2013, US\$ 881,000 in 2014, and finally to US\$ 730,000 in 2015 from different donors within the country, African continent and internationally. Approximately 85% of the budget is restricted to project activities on an annual basis. Since 2011 WFT has been able to bring in staff on a modest scale to carry forward its agenda.

In our work we are concerned about future generations and hence we inspire young women to participate in creating a better world than the one they inherited.

The work required is huge and WFT is still in its youth. We are not trying to 'boil an ocean' but to identify the 'well-springs' of co-creation as opportunities that make strategic sense to our work. From there we build the capabilities required to evolve over time towards a more effective women's rights fund and member of ACWF.

WFT has come a long way in a short time, and we have learnt many lessons along the way, together with our African sister funds, such as:

- An undeniable sense of commitment and discipline has kept us going even when, at times, things have seemed to be difficult.
- We need to document '*her-story*' of the emergence and growth of WFT (and African women's funds) to capture our lessons learnt.
- Funding requires building an expanded network that goes beyond the traditional boundaries of organizations. This helps in tapping each other's resources, and widening the competence base of innovation and bringing new perspectives in the innovation process.
- Caliber of leadership in women's rights funds has to model fresh and interesting approaches.

- Without good governance that ensures some of the fundamentals such as financial viability and setting a clear strategic direction are in place, a fund might not be sustainable.
- Building a sustainable network takes time, energy, continuous willingness to go the extra mile and commitment. On the road to a transformative dream, one can't expect a speedy trip. There will be roadblocks, detours, potholes, and traffic.

OUR STRATEGIC PLANNING PROCESS

This strategic plan has come from a number of years of learning, doing, dialogue and implementing a living Strategic Plan. As stated in initial discussions, our first Strategic Plan covered the period from 2013 to 2015 and was developed when WFT was much younger and smaller. It involved deep thinking and testing the waters through our reflective *learning by doing* approach.

During the process of developing our second Strategic Plan 2016 – 2020, we undertook a number of exercises engaging ourselves, our partners, and stakeholders in probing our current strategic goals and objectives and also assessing our achievements and lessons learned in order to provide a frame to move forward. We consulted donors, partners, our Board of Directors, Board Committees and embarked on an in-house participatory workshop to explore our work so far, gauge changes in our operating environment and collectively plan for the years ahead.

In consulting stakeholders outside the secretariat of WFT and throughout our own review and planning efforts we aimed to understand:

- What has WFT achieved that has been ambitious, targeted, effective and successful?
- What have been significant changes in our political, funding and operating environment that need to be taken into account whilst developing a new Strategic Plan for ourselves?
- Which of our strategic objectives have stood the test of time, and how do we change and adapt our work to increase our reach and effectiveness in seeing equality for women realized in Tanzania and beyond?

In the process of conducting an exercise on Participatory Strengths, Weaknesses, Opportunities and Obstacles (SWOO), we found that:

Our Strengths are such that:

- WFT was started by its co-founders on a 100 % voluntary basis with no funding scenarios in place and coming from passion and committed action.
- As a fairly young organization approaching five years since establishment we have much to celebrate.
- We have a set of vision, mission and values that have stood the test of time, and continue to still be relevant to our goal of achieving women's equality in Tanzania.
- We have invested in institutional development and strengthening activities that have resulted in a solid number of policies and procedures including a Grant-making Manual, a Management Framework & Finance Policy, a Resource Mobilization Strategy, a Communication Strategy, Annual Work Plans and Reports.
- We have a well-established office with modest but functional infrastructure.

- Collectively we are a youthful, energetic and growing team that is guided by engaged, committed and supportive co-founders.
- Within the limits of our resources and means, we have managed to achieve huge accomplishments in all areas of our programs.
- Our grant-making program operates with well-functioning policies and systems, and we have been able to make 149 grants across all regions of Tanzania between 2011 and 2015.
- We have built and led two coalitions that have re-invigorated the Tanzanian women's movement and produced tangible results including getting women's rights and equality issues into the draft of the new Tanzanian Constitution.
- Besides being the hub of our programmatic work, our office now serves as a safe-space and resource center for the women's rights movement and activists.
- We are building accountable and long-lasting relationships with a growing body of funders and strategic partners.
- We have mobilized resources at an exponential rate, though we still have much growth required in this area.
- Our strategic two-way approach has boosted the growth of the women's rights movement in tangible and unprecedented ways.
- We were and still are Tanzania's only women's rights fund.

Weaknesses and internal growth opportunities we have identified:

- We are working within a context of finite human and financial resources that have led to repercussions on recruitment and retention of adequate and skilled staff.
- Our current staff members are juggling multiple portfolios and activities leading to unhealthy working hours and heavily ambitious workloads.
- Whilst we embrace a culture of learning and staff development, we have had limited opportunities to engage in formal learning activities, team-building events or to participate in staff retreats.
- We have had limited opportunity for formally documenting our lessons learned, or feeding them back into the organization through a systematized LM&E process.
- As a growing organization, formalizing our internal communication and reporting systems and tools is a work in progress, including inculcating a culture of formal coordination. As we grow, we need to update our old systems, and develop new ways of coordinating, reporting and communicating internally.
- One priority is to set up a well-managed database that will serve as a vessel for the information we have collected since our inception that is relevant to our work, particularly for information on key stakeholders such as grantees, partners, allies and donors, and for effective management.
- Our capital investments have space for growth. For example, with our fast-paced and geographically diverse work, we are in need of a car and driver. We need to explore longer term how we can create sustainability for WFT, its work, and its team.

Externally, we gauged our environment and assessed the following obstacles that might hamper our progress:

- A recent change in government that could potentially be less supportive on gender equality processes than previous regimes. We have already noted indications of this with the abolition of the Ministry of Gender and in selection of relatively limited numbers of women in political and administrative posts, which for us this could mean adapting our advocacy messages and 'reconceptualizing' how we, and the women's movement in the country, relate to and work with the Tanzanian government.
- The threat of growing religious and cultural fundamentalisms that hamper our progress in women's rights, and also have impact on how we engage and include minority and marginalized groups and individuals.
- Elevated expectations and increasing reliance from grantees and members of the coalitions in terms of our funding and support capacities.
- Increased competition even between allied and aligned civil society organizations (CSOs) for funding. In particular we have noticed an increasing trend of international non-profits applying for similar sources of funding next to a limited understanding of the importance of women's rights and explicitly feminist initiatives within Tanzanian context generally, but particularly in the private sector and with donors leading to decreased prioritization of funding for our core work.
- A growing portfolio of donors necessarily also entails a growing list of very specific and individualized reporting frameworks and reports. In addition many of our sources of funding are restricted to only programmatic activities, which lead to deficits in resources for strengthening our institutional and human resource base.

Whilst acknowledging potential obstacles for us to promote our women's rights work, we also see these obstacles as potential opportunities and areas for reflection and growth:

- We recognize the need to be a source of information, education, sensitization and advocacy in making positive changes to how the private sector and donors in Tanzania support and fund explicitly women's rights and feminist causes, especially at the local levels.
- This presents an opportunity to better engage, and seek out new allies and donors in Tanzania and beyond with private sector foundations and donors.
- We are actively exploring other mechanisms for financial sustainability including the feasibility of a WFT Endowment Fund.
- After a phase of significant growth, we are in a place where we need to assess how fast we want to grow, and also how to mediate this growth with planned phases of consolidation and reflection.
- Striving for the right balance in our work between grant-making and capacity strengthening, strategic alliance building and resource mobilization, which are all vital for a strong women's rights movement, but are taxing in terms of our human and financial resources.

- Ensuring that we are expanding the reach of our grant-making and capacity strengthening work by identifying and engaging with new grantees particularly in rural and remote regions of Tanzania, whilst staying alert to the feasibility of expanding our grant-making in the region.
- With a growing reputation for quality, timely and effective women's rights programs, we have the opportunity to consolidate our current donor base, and invest in building relationships with a wider range of national, regional and international donors.
- Building on our current relationships with Tanzanian, regional and international civil society organizations to ensure we play an important role in both the “mainstream” human rights, and the women's rights movement.
- Actively embracing new/social media and finding meaningful ways to engage in positive and progressive campaigns that place youth at the center.
- Apply our leverage as an established expert on women's rights and constitutionalism in Tanzania to advance women's rights and movement building across the country.

We see our series of Strategic Plans much like a set of stepping stones reflecting growth and building on previous work towards where we see ourselves five years from now. These objectives and key strategic actions are expressed below.

CONTEXT UNDER WHICH THE STRATEGIC PLAN WILL BE OPERATIONALIZED

Contextual Analysis

In the area of women's rights Tanzania, like many countries on the African continent has made progress, but also seen challenges in the area of women's rights. Indeed, many things have happened to promote women's rights and perspectives in various development processes. To mention but a few:

Women in Political Leadership Positions: Women have made significant political gains all around Africa; indeed, the most successful social movement in Africa in recent decades has been the women's movement, particularly in policy and legislation. Malawi and Liberia have female heads of state, and in 2013 Senegal elected its first female prime minister, Aminata Touré. Also, the African Union Chair is female for the first time in the organization's history. The first female Deputy Secretary General of the UN was from the African continent, as was the first President of the African Union Pan African Parliament (now retired). Africa's legacy of female leaders is a hugely positive statement about the continent's direction.

In Tanzania, 30% of seats in Parliament are constitutionally allocated to women, which have resulted in improved articulation of women's issues and positive legislative changes for women as stipulated in the Constitution (Strachan, A., 2015). For the first time during the General Elections in October 2015, women have broken through a political glass ceiling at the highest level of leadership, which now includes a female Vice-President in the country. However, we have also taken several steps backwards. The previous Tanzanian administration supported a separate Ministry of Gender, which has been abolished with the change in government. Gender now sits on under the Ministry of Community Development, Gender and Children. As the government is new, we have yet to understand the full implications of the change of government on gender, or the government's stance on gender equality or how gender concerns will be promoted in the new government's policies, budgets and development frameworks. However, our work since 2012 as initiator, facilitator and fundraiser of the Coalition on Women and the Constitution/Elections has not only led to an unprecedented move in women's movement building, but has also proven to be able to adapt its agenda and advocacy activities to the changing political climate. This Coalition is at present the only well-organized and well-documented civil society initiative in the women's movement, which has managed to achieve measurable results in the proposed New Constitution (October 2014) through the inclusion of 12 crucial women's rights issues.

Women's Funds: WFT sits in a family of several supportive women's funds on the African continent born with the goal of addressing injustices and the imbalance of power women face in today's societies and cultures. These funds create relationships with prospective and current grantees based on trust and responsibility in order to produce long-term results that are sustainable and mutually beneficial. Within Tanzania, WFT remains the first and currently the only women's rights fund.

Increase in the use of ICT especially mobile phones: Although use of the Internet is not as widespread as that of mobile telephones, its reach is growing. More and also younger people are using online

platforms including Facebook, Twitter and WhatsApp and cellular network providers continue to find new ways to get people online. A large percentage of Tanzanian youth are now using mobile phone technology, and innovations in this area are promising for including women, and particularly young women in rural and remote areas of Tanzania, in the women's rights movement.

A promising global development: In September 2015 the UN adopted the Sustainable Development Goals. The cross cutting fifth goal “Achieve Gender Equality and Empower all Women and Girls” is very important to us and as a fund we will track, and when necessary engage with the Government of Tanzania on its commitments, contributions, and progress. For now it is imperative that we monitor how the Tanzanian government, women's rights funders and allies work towards policies with attending resources that address implementation of these Goals.

On the other hand, Africa is still struggling because of some or all of the following reasons:

A monster of violence: Progress is being made but at the same time, we see a monster of violence, of lack of form, lack of accountability, of corruption, of the disintegration of public services, of increasing poverty and increasing restlessness about this poverty, of a failed education system, of unmet promises, of growing ethnicity, of massive unemployment, of the politics of fear, of the loss of the politics of inclusion and of complete neglect of women’s sexual and reproductive rights. The failing systems of governments have contributed to a fragmented and alienated society; few are ‘struggling’ for humanity, there is a scramble for power and riches; there is an exclusive process taking place which is ignoring the marginalized: we have lost the politics of inclusion; we live in a predominant culture of denial which affects women’s empowerment and effective gender equality.



Violence against Women (VAW): This remains one of the main violations of human rights and the biggest barrier to gender equality in Africa and in Tanzania. The formal measures and policies to combat it generally do not address structural gender inequalities embedded in socio-economic, political, institutional and cultural/religious dynamics. Patriarchal power relations and their incorporated ideologies reproducing gender subordination create the conditions for these violations of women’s human rights.

The growing economic classes and the resulting higher levels of poverty has been related to an increase in VAW in the country. More recently, political crises and multi-party conflicts have also been associated with new and increasing forms of political motivated violence in the form of sexual violence and sexual corruption, disproportionately affecting women and girls, particularly in both rural and urban areas.

In spite of commitments made by the Government, including ratification of international and regional instruments to promote gender quality and to combat VAW, many of them are still awaiting domestication in national law, and much remains to be done at implementation level. Important legislations to end violence have been hampered by gaps in the implementation.

Furthermore, it is yet to be fully realized that individuals and groups of different socio-cultural, ethnic, religious, ideological backgrounds experience VAW differently. At the same time, VAW is being sustained, reproduced and exerted diversely in the intersection of imbalances and dynamics of power relations and access to and control of resources across structural dimensions of social life such as gender, class/socio-economic status, race, ethnic group and age. Patriarchal ideologies are embedded and reconstructed, as well as contested and resisted, in formal and informal institutions, laws, norms, values and social practices across the socio-economic divide. One of these fields of power relations is the interaction of specific forms of statutory law and customary law and the different ways people live, experience and interact within these fields, particularly in rural areas.

In Tanzania, a particular form of gender based violence; sextortion or sexual corruption is on the increase. This is a practice where superiors in a variety of places such as the workplace, schools (from primary schools to tertiary education), hospitals, places of worship, etc. demand sexual acts and favors for informal or formal work opportunities, promotions, or other types of advancement outside of the professionalized system.

Fundamentalisms: Religious, cultural and political extremists are increasingly wielding social and political influence with women's bodies and sexuality as a key battleground. For example, the social media channels have been using extreme retrogressive ideologies to reducing women and girls' dignity through various means demonstrating applying degrading languages and images. Yet often they go free of charges. Similarly, mutilating of women's and young girls' bodies (circumcision) is still an issue for addressing despite efforts from both government and CSOs' in combating this situation in the country. Within this context, sexuality and sexual and reproductive rights remain framed in terms of religion, nationalism, culture and tradition, morality and fear (related to HIV/AIDS and unwanted pregnancies) rather than in terms of women's freedom and empowerment. This has prompted women's organizations to address issues of 'fundamentalisms'.

In Tanzania, like in many countries in Africa, sexual and reproductive rights as well as orientation is not included among the rights protected by national constitutions. Through obtained national statistics and researches, evidence reveals some very disturbing truths about the precarious situation of pregnant women and girls dying during birth giving. Furthermore, the rights of sex workers and other sexual minorities are not only non-recognized, but violations of these rights are often unpunished. The prevailing patriarchal hegemony at state and community level creates an environment of exclusion, fear and hatred with severe consequences in terms of poverty, denial of access to public social services and safety.

The Disabled women community has gained space for their organizations, but they are continuously harassed and cannot work freely. Moreover, within the Disabled people movements/organizing initiatives, there tends to be more funding for programs targeting men. As a result, men have more access to services and programs than women in this area.

Members of Disabled women organizations are predominantly from the middle and lower socio-economic strata. Upper middle class women and young girls with disability do not generally participate in these organizations as they may have a lot more at stake (socially and professionally). However, the biggest information gap on the situation of Disabled women concerns the rural areas. In Tanzania, few organized Disabled women organizations exist, or are able to openly advocate for their rights. For example, they are not strongly organized and they can usually not denounce abuse (from security officials, clients, service providers) unless they get help from support organizations. WFT have supported these women organizations since 2011, working to create funding windows, and safe spaces for them to voice their concerns, gain self-confidence and access legal and psychosocial support as well as access to SRH services. In this way, WFT's grant making and coalition building efforts are inclusive of these and other minority women groups/organizations.

Other Marginalized Groups of Women and Girls: There are many vulnerable groups, including, trafficked women especially young girls, cross border traders, farm worker communities including those at export processing zones, domestic workers, women in conflict and post-conflict areas, women in local markets, child mothers, elderly women, landless women, child heads of household, street girls and those who live in orphanages. WFT seeks to identify and collaborate with these various groups, to ensure that they are also able to find the space(s) to live with the same freedoms and dignity as others do.

Women, Land and other Resources: Contestations over resources: women fighting to own land; resisting land grabbing by outside investors; and ongoing struggles by communities surrounding large scale mining for example in the Tanzanian context, against environmental degradation, privatization of arable land arising from mining, horticulture, manufacturing and tourist industries. These shifts have monetized land and farming, moving them dangerously into male domains. Further, in Tanzania, though land rights for women are well articulated in the 1999 Land Act, implementation is weak, and further blurred by the Constitutional recognition of customary law, which hinders full access to land rights particularly in rural settings.

Climate Change and Environmental Justice: Climate change and environmental disasters, both natural and man-made, create profound instability for women and girls. Mainly women and girls have felt the resulting food crisis, particularly as men have taken over food security protection issues from women, in more professionalized, and sometimes in militarized ways. This has resulted in women having smaller and smaller decision-making roles with regard to food security. Instances of food riots have been recently witnessed in various countries, such as Mozambique and Uganda. Severe drought has been witnessed in Kenya and Sudan, while in countries such as Senegal and Burkina Faso flooding has cost

lives and displaced many. Food shortages and inflation in Tanzania have resulted in severe instability for women, phenomena which is only likely to increase in the coming years.

Limited funding: Funding for sustained advocacy for programs to tackle systemic factors hampering structural transformations in women's rights, especially at local levels, is lacking in spite of the establishment of funds devoted to gender equality work such as the United Nations Global Fund, USAID's Gender Equality Trust, MDG 3 (promote gender equality and empower women), Funding Leadership and Opportunities for Women (FLOW) funds of the Dutch Government, UN Women, and the Committee on the Status of Women (CSW). The recent global financial crisis has also necessitated adoption of tough austerity measures by donor countries. This has negatively impacted women and a girl funding in the country (and beyond) as in most cases the axe falls heavily on the gender budgets.

WFT's OVERALL GOAL, VISION, MISSION AND VALUES

As Tanzania's first and only women's rights fund, our overall goal is to contribute towards women's rights and empowerment, and to feminist and women's movement building, through implementing a functional and empowering funding mechanism for women in Tanzania.

WFT's vision is to see a Tanzanian society where women realize their full potential and engage fully in the transformation of their communities in order to achieve empowerment and social justice.

WFT's mission is to contribute to the building of a strong women's movement in Tanzania through making grants, strengthening women's capacity, and building strategic alliances.

WFT stands for the following values:

- The unconditional recognition of human rights for women regardless of class, ethnicity, race, sexual orientation, disability and age
- A universal culture of acknowledgement, respect and encouragement
- Leadership based on feminist¹ values and principles
- Transparency, accountability and integrity
- Professional excellence

¹Feminist values and principles stand for achieving equity and giving equal space and opportunity to women by eradicating all forms of oppression, discrimination and exploitation of women, perpetuated by patriarchy, class, fundamentalism and traditionalism.

WFT CORE STRATEGIC OBJECTIVES AND KEY STRATEGIC ACTIONS

WFT's vision is to see a Tanzanian society where women realize their full potential and engage fully in transformation of society to achieve empowerment and social justice. As movement builders and as an activist and feminist organization, WFT's mission is to contribute to achieving women's rights and empowerment and to women's movement building. We do this through implementing a fully-fledged funding mechanism created for and by women, through grant making, strengthening the capacity of women's rights organizations, building strategic alliances and mobilizing resources.

After much thought, consultation and reflection, and taking guidance from our previous SP, over the next five years we will be focusing our work on four core programs. These four core programs as outlined in this SP are directly linked to four strategic objectives as described below and attending strategic actions we will be undertaking. They are mutually reinforcing and achieved together they make us more powerful, more impactful, and more effective.

Core Program One: Grant Making and Capacity Strengthening

Strategic Objective One: To make grants accessible to women's movement(s), women's organizations, women's groups and individual women especially at the local level, contributing to enhanced capacity, and better-equipped stakeholders in order to protect and promote women's rights.

Key Strategic Actions:

1. Provide grants for strategic women's rights initiatives through set models for enhanced feminist discourse, voice and visibility and for collective action for transformation.
2. Continuously monitor and strengthen institutional strategies and systems for a functional funding mechanism.
3. Adopt an explicitly strengths-based and demand-driven approach to assessing and enhancing the capacity of women's rights organization grantees through organizational assessments, formal training opportunities and continuous mentoring.
4. Deepen partnerships with women's rights organizations, allied organizations, and feminist mentors across Tanzania with a clear focus on capacity strengthening.
5. Strengthen, maintain and utilize a regularly updated database of current and potential grantees, ensuring that grant-making tools and processes include best practice in capturing, disseminating, and communicating significant changes in women's rights.
6. Monitor important feminist and women's rights issues for strategic targeting in funding.
7. Continue to learn from and adopt best practice methodologies and tools in the philanthropy sector, including women's funds.
8. Document, engage in learning on, and communicate widely our own experiences, best practices, methods and tools.
9. Selectively expose our grantees to funding and capacity development opportunities by facilitating their relationships with our networks of donors and allies.

Core Program Two: Strategic Alliance Building

Strategic Objective Two: To strengthen strategic alliances and links between women’s rights organizations and women’s movement(s) in Tanzania and beyond for collective action in achieving women's rights objectives.

Key Strategic Actions:

1. Play a (pro) active role in linking up with and funding like-minded women’s rights organizations and networks in Tanzania through active participation, joint action and learning.
2. Contribute to movement building strategies in Tanzania leading to coalitions and collective action to support strategic developments in strengthening, documenting and “visibilizing” local women’s rights initiatives and women’s movement(s) in critical areas. These include violence against women, with a particular focus on sexual corruption/sexortion issues; economic rights of women including extractive industries; environmental justice including raising voices of women in addressing climate change, land grabbing, land and water rights issues; networking and coalition building strategies to strengthen women’s movement(s) in Tanzania with a particular focus on young women and minority groups (women living with disabilities, HIV/AIDS, elderly women, etc.); political and leadership rights of women with a particular focus on young women; documenting *her-stories* of women’s constitutional rights, and in women's participation and representation in election and post-election processes.
3. Contribute to the further growth of an effective body of knowledge and analysis in feminism and women’s rights issues in Africa and beyond.
4. Facilitate, organize and fund Convening/s that stimulate thought leadership and collective action on new and progressive issues that promote the women's rights agenda in Tanzania.
5. Develop and implement a strategy for widening and deepening the women's rights movement locally, including developing a more explicit focus on engaging and including marginalized organizations and minority groups such as sex workers, women with disabilities, domestic workers, elderly women, and young women.
6. Advance the women's rights agenda through deepened ties with international and regional women’s rights, feminist and allied movements.
7. Document, learn from and communicate successes and lessons in our strategic alliance building work.
8. Strengthen, maintain and utilize a regularly updated database of stakeholders relevant to our work in Strategic Alliance Building.
9. Strengthen working relationships and advance new opportunities with the media through regular communication and information sharing.

Core Program Three: Resource Mobilization

Strategic Objective Three: To mobilize resources, locally, regionally and internationally, for supporting the protection and promotion of women’s rights and feminist movement building in Tanzania.

Key Strategic Actions:

1. Employ innovative resource mobilization strategies, systems, and procedures for creating a robust, sustainable and diverse resource base.
2. Stay abreast of calls for proposals and new funding mechanisms whilst also ensuring quality and timely development of regular proposals and reporting activities.
3. Maintain and expand strategic relationships with existing and potential funders; in particular engaging with the private sector, foundations and donors in Tanzania, and beyond.
4. Ensure long-term financial sustainability for WFT through exploring the feasibility of and initiating a financial sustainability strategy through mechanisms such as a WFT endowment fund.
5. Engage in fundraising partnerships with allied women's rights and human rights organization for joint fundraising activities.

Strengthen, maintain and utilize a regularly updated database of key (potential and current) funders/donors and partners locally and internationally.

Core Program Four: Institutional Strengthening

Strategic Objective: To maintain and continuously improve a healthy and sustainable organizational base for realizing and delivering on WFT's vision and mission and for delivering on WFT's mandate.

Key Strategic Actions:

1. Strengthen and manage governance and consultative structures as a critical resource for conceptual leadership, strategic direction and accountability;
2. Expand membership base for WFT;
3. Review, update and develop (new) key organizational frameworks and policies for ensuring a strong institution including a Constitution, Conflict of Interest Policy, Management Framework & Finance Policy, Grant-Making Manual, Resource Mobilization Strategy, Communication Strategy, LM&E Plan, Human Resource Manual, and Organogram.
4. Strengthen systems and tools for sound financial and administrative management that promotes accountability, transparency and integrity;
5. Strengthen WFT's ability to monitor, track, document and share achieved results and impact;
6. Refine internal planning and communication mechanisms and establish routine systems for ensuring a coordinated and smooth functioning secretariat.
7. Ensure that WFT is continuously improving communication and branding strategies for promoting WFT's objectives and raising its profile through an easily navigable website, and active social media presence.
8. Deepen transparent and effective strategies for acquiring and sustaining human and financial capital and goods in line with well-articulated policies and procedures.
9. Develop, maintain and utilize a well-managed data management system.
10. Recruit and retain staff in line with WFT's new institutional framework and organogram.
11. Ensure regular and continued development, learning and growth opportunities for WFT staff and members of WFT's governance and consultative structures.
12. Conduct a mid-term Strategic Plan review and final evaluation.

13. Deepen, steward, and coordinate annual planning and reporting that ensures that internal and external narrative and financial reports including audits are of high quality and delivered in timely fashion.
14. Ensure inclusive human resource management processes.

OUR PROGRAMS APPROACH

Based on lessons learned since our inception, we will shepherd the realization of our objectives through four core-programming areas:

1. Grant making and Capacity Strengthening
2. Strategic Alliance Building
3. Resource Mobilization
4. Institutional Strengthening

As a consciously feminist fund, we understand our mandate to include several key ways of working:

- Applying feminist principles based on trust, accountability and mutual respect to all of our relationships and areas of work
- Nurturing and providing support to women, particularly at the local level to increase their voice, visibility and impact.
- Modeling inclusion and a rights-based approach in ensuring women and groups from the margins of the movement (e.g. sex workers, women with disabilities etc.) are central to all areas of our work.
- Prioritizing funding, capacity strengthening and mentoring processes for undeserved and marginalized, and rural and remote women's groups and organizations.
- Playing a pivotal role in ensuring that feminist and women's rights issues are well articulated and advocated in Tanzanian development structures and processes.

We will ensure that this Strategic Plan guides our activities by committing to it as a living document to be revisited on annual basis, ensuring that the Strategic Plan as well as the accompanying Five Year Log Frame guides our daily activities and decisions. We will build into our implementation structure adequate financial, material and human resources so that we are able to fulfill our mandate and programmatic commitments. We will revisit on an annual basis our Strategic Plan and Log Frame to ensure that we stay true to the path we embarked upon when the Strategic Plan 2016 - 2020 was written and adopted. Our Annual Planning processes and tools will use this Plan as a guide for key actions. We will plan for regular internal and external report; produce communiqués and briefs outlining our progress against our Strategic Objectives and Actions, ensuring we are engaging in meaningful conversations about our work, how and why it is being done.

IMPLEMENTING THE STRATEGIC PLAN 2016 - 2020

Over the next five years we shall deepen our commitment and reach in four key program areas; focusing on grant provision and capacity strengthening by reaching further across Tanzania to remote and rural areas in order to reach women's rights groups and organizations that have had little or no access to funds. We aim to initiate, support and sustain bold activities that ensure women's and girls' rights are being vocalized and enacted at the local level. We will deliberately support and strengthen women's rights and girls rights groups that are marginalized due to social, cultural and historical stigma including women with disabilities, sex workers, and rural communities. We also plan to ensure that we serve as a role model for inclusion in our other programs, in our research and communication work (and indeed within our own structures and human resources).

In our Strategic Alliance Building program we intend to take our rights based approach to the center of the women's movement, increasing cohesion, knowledge of feministic principles, unity and capacity in strengthening and initiating coalitions, and funding the development of new platforms (where applicable) in eradicating inequality for women across Tanzania. We will participate in timely and topical women's rights struggles such as the inclusion of women in political processes and elections, the eradication of discrimination in the Tanzanian Constitution, and ensuring that when the new Tanzanian Constitution is place, duty-bearers are held accountable for Constitutional promises on equality, amongst others issues. We shall ensure that our successes are well documented and shared with strategic audiences and allies in order to build on the body of knowledge available. Another example of our work in strategic alliance building that we aim to take forward, in May 2014 WFT initiated the coming into existence of the Anti-Sextortion Coalition. This is the first initiative in the country to bring together key stakeholders for sharing, learning, tracking and collecting relevant information on facts of sexual corruption and harassment affecting women; in addition to this the Anti-Sextortion Coalition put up briefing reports for sharing with the public through the media and other channels, strategized on trends, issues, discussions and (lack of) policies on sextortion for the purpose of undertaking joint action to break the silence around sextortion, and to advocate for zero tolerance.



Our programs will be supported by a creative and innovative resource mobilization strategy where we will be strengthening ties with our existing donors, developing fruitful new relationships and planning

long-term for a sustainable financial base. In addition we shall be solidifying and strengthening our institutional base through rigorous finance and administration processes, all driven by a nimble, capable and committed WFT team.

Underlying our work is a commitment to continuous learning, monitoring and evaluation that is entrenched within a five-year log-frame. Along with this Strategic Plan, we will take this Log Frame as our institutional guide for growth and programmatic rigor in ensuring our commitment to women's rights and gender equality in Tanzania.

WFT's INSTITUTIONAL FRAMEWORK

During the next five years, WFT will learn from, and continue building on previous gains vis a vis our institutional core. Currently our Board of Directors is answerable to the Annual General Meeting (AGM), which is the highest overseeing and policy-making organ made up of WFT members, and from other fields of knowledge in the country. Our Board of Directors comprises a powerful team of experts that are reputed nationally, regionally, and internationally in the women's rights movement, academia, development, financial management and resource mobilization.

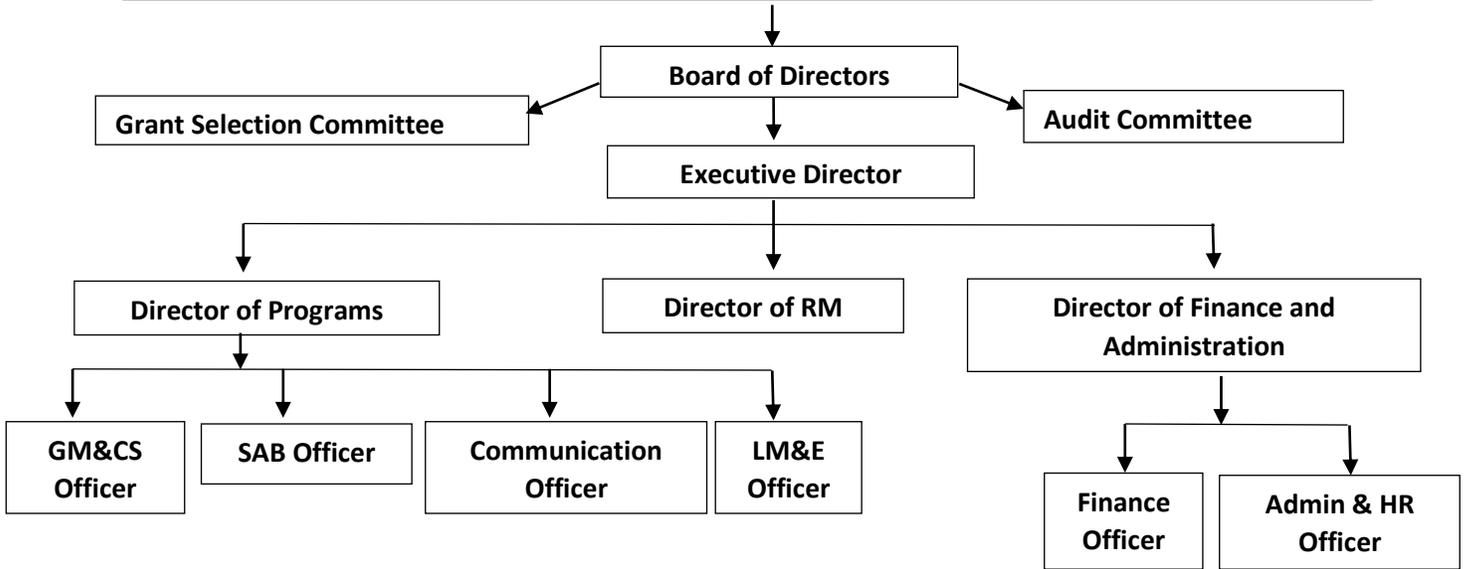
An Audit Committee, which is aimed at enhancing the work of the Secretariat and the Board in applying rigorous financial accountability and transparency mechanisms in order to enhance the financial health and sustainability of the Fund support the Board. The Board is also supported by a Grant Selection Committee that focuses on our feminist grant making programs by providing leadership and oversight in grant making and in learning, monitoring and evaluation of the grant making process and outcomes.

The Executive Director heads the Secretariat of WFT, who, when all positions are filled in will be assisted by the Directors of 3 Units: 1. Programs Coordination, 2. Resource Mobilization, and 3. Finance and Administration. Staff members with both a strong gender/women's rights knowledge and technical expertise in their programmatic area (will) support each Unit.

The heads of the 3 Units, along with the Executive Director will comprise the Management Team for providing oversight over implementing the Strategic Plan, and Annual Planning processes as well as rigorous LM&E. The Management Team will work under a formal coordination process ensuring that all programmatic activities are streamlined and are mutually reinforcing.

This new institutional framework has been developed, after much thought, in order to build a larger and more cohesive structure, which reflects the growth of WFT since the development of its previous strategic plan, and is outlined in the organogram on the next page.

AGM: Members= Co-Founders + Individual Members



Support Staff:

- Administrative Assistant
- Program Assistant ED & Coalitions
- Programs Assistant(s)
- IT Technician
- Office Attendant
- Driver

HOW WE DO OUR LEARNING, MONITORING AND EVALUATION

We plan for furthering our LM&E systems to become dynamic; building on feedback received from grantees and Coalition members, on analysis, on periodic assessment of our Annual Plan versus implementation targets/outputs, and on the Board's biannual and annual assessment of implemented interventions in all areas of WFT programs. The LM&E portfolio is being developed at present to ensure that our LM&E structures and data collection systems are sound. We plan to further ensure that these are integrating INWF's qualitative LM&E tools and that members of the Secretariat have enough knowledge and tools to conduct regular learning, monitoring and evaluation activities.

WFT's present Learning, Monitoring and Evaluation Plan will be updated to reflect the Strategic Plan 2016 – 2020 and five-year Log-frame. The then updated LM&E plan will be implemented to generate and disseminate high quality, relevant, timely and strategic information that guides us and our stakeholders to improve the human rights of women reached by WFT in Tanzania.

LM&E at WFT is based on the following objectives:

- To measure changes achieved on a regular basis, against our Strategic Plan and Annual plans in terms of key achievements and quality of our outputs.
- To capture and document effective processes and strategies which can be used to strengthen programming for WFT activities.
- To identify and document working strategies and lessons learnt in order to enhance learning and programming.
- To generate information for being accountable to stakeholders in WFT's work including our donors, our grantees, our partners and other stakeholders.
- To generate and avail evidence for advocating for policy change, budget allocation, and effective program design for women's rights and participation.
- To measure gaps in actions and resources required for WFT to effectively implement its mandate.

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