



SASA Foundation

For community empowerment through enhanced women's and child's socio-economic rights

Strategic Plan

July 2021–June 2024

Gender Equality and Women and Girls Empowerment

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ACRONYMS

(NB: SASA =is a Swahili word that Stands for “NOW”; meaning that ‘current moment is a foundation for future’)

AGA	Annual General Assembly (of SASA Foundation)
AWEAPON:	African Women’s Economic Policy Network
CSO	Civil society organisation
DPO	Development Partner Organizations
EAC	East Africa Community
FEMNET	African Women’s Development and Communication Network
GBV	Gender-based violence
GDP	Gross Domestic Product
LG	Local government
KNCU:	Kilimanjaro Native Cooperative Union
NGO:	Non-government organization
ODW:	Organisation of Disabled Women
SDGs:	Sustainable Development Goals
TGNP:	Tanzania Gender Networking Program
TOT:	Training of Trainers
WEE:	Women’s Economic Empowerment
WFT	Women Fund Tanzania Trust

1.0 Background

SASA Foundation, a Non Governmental Organisation (NGO) in Tanzania intends to extend and deepen its Programmes in enhancing Women empowerment and children's (especially girls') Socio-economic rights through a three year Strategic Plan (2021 July to 2024 June). The target geographical areas, but not limited to, includes Babati district (Manyara region), Longido and Arusha CC/DC districts (Arusha region) and Moshi Rural (Kilimanjaro region). The aim of this Strategic Plan is to enhance conducive environment for women and children to their capacity in addressing socio-economic challenges that impede productivity, access to / exploit opportunities and peaceful environment towards attaining standards of living and development.

According to many studies, women lag behind in development processes particularly in economic juncture, innovation and technology, access to information and freedom to interact due to confinement to care-work or reproductive roles. This scenario exacerbates women's deprivation from leadership role and decision making processes across levels. The situation continued to depress women's confidence to deal with their personal and children affairs hence regression of well-being of families. In that discourse our work since 2013 focused on empowering women economically and conceptually through a Women Economic Empowerment (WEE) Programme, to enable them build confidence and productive capacity to address their socio-economic challenges. Either, SASA Foundation established link between women empowerment and child's development by initiating a system that required women groups to integrate and articulate child's education and protection as they revise their reproductive and care roles while engaging in economic activities. In addition, SASA identified girl's empowerment as a foundation for women's empowerment as they will grow empowered and conceptually capable to engage in decision making at all levels.

Therefore, SASA Foundation has conducted series of direct and indirect capacity building on technical aspects and business skills, leadership, gender and organising skills to more than 14,000 women. In order to facilitate women engage in productive roles effectively, SASA operationalized daycare concept by establishing a daycare center and enrolled 9 daycare facilities through women groups. Moreover, SASA created links with 9 primary schools and 3 secondary schools to promote life skills to girls and boys, that they may grow up with changed mind on gender equality and hence instill conducive environment to both a woman and a man on earth.

1.1 The 3 year-plan is drawn on the basis of the previous results

- ❖ Increased women's innovations and productive capacity with special attention to young women, single mothers and families with disabled persons (particularly women and children) in selected wards of Arusha CC/DC, Longido, Babati and Moshi Rural. Initially, the very first phase (2011 to 2017) of Women Economic Empowerment (WEE) based on mobilizing, facilitating women to organize in groups and support to engage and strengthen individual's or groups' economic activities. Lately, SASA focused more on enabling (developing vocational and communication skills) rather than providing solutions as it was in the beginning.



Picture1: Young women group in vocational training by SASA

- ❖ Improved day care service and life skills in primary and secondary schools through innovative teaching and participatory techniques. The day care services is aligned to economic programme to help mothers get time for productive activities as well as provide child protection while the mothers are away. The day care centers and sessions in primary/secondary are highly linked to the promotion of life skills to boys and girls but also to observe girls empowerment



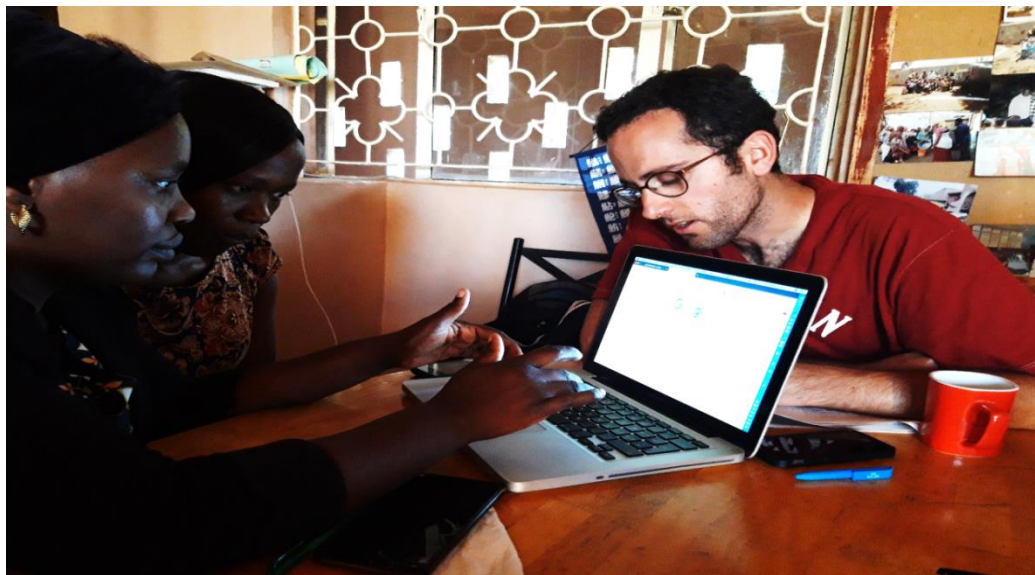
Picture 2: SASA Foundation Day Care Center

- ❖ Improved women's and girls' conceptual understanding of gender, confidence and leadership capacity to enable them participate in decision making and development processes at family, village, ward and district levels



Picture3: Women in leadership training course

- ❖ Enhanced organisational capacity of SASA Foundation and women groups' daycare centers through partnerships and resource mobilization to implement, monitor, document results for each activity and evaluate change in socio-economic and standard of living in year three of the Strategic Plan



Picture4: SASA staff trained on excel programme by a volunteer from France

1.2 Rationale of the Strategic Plan

The women and girls situation is not just observed by SASA, but also through many studies such as “The State of the World’s Children 2007; The Double Dividend of Gender Equality, New York, 2006” as well as the Beijing +20 Report by CSOs and the Government of the United Republic of Tanzania. The studies gave more information and data on women status indicating that patriarchal system and care work burden suppress women’s mobility, exploration and innovation, access to information, freedom and decision making even on their health and spaces. Other issues that constrain women’s ability to make up for productivity and income from farming activities is limited access to land, limited knowledge on climate change and environmental conditions, poor technological capacity and access to quality education (life and vocational skills) for girls. For example the reports shows that only ten percent of women farmers (75 percent of women population in Tanzania) who own land unlike their counterparts male who are trusted as land owners

In order to intensify achievements through deepen and broadening the work of SASA Foundation which is built in the above four outcomes, strategic partnerships and alliances need to be cultivated and strengthened. So far, SASA has formed strong alliances with women groups, women organizations, CSOs, local community leaders and local government which, in a way facilitated acceleration of conceptual understanding of stakeholders on women and children issues. Our experiences on WEE and day care operations is our strength and basis to improve operationalization of this Strategic Plan. The pictures above are some of our targets and achieved results in the previous plans and projects and therefore, the results set benchmark for this SP

1.3 Short Description of SASA Foundation

SASA Foundation is a Non Governmental Organisation registered under NGO Act No 24/2002 in 2013 with No 00NGO/00006637. SASA main office is located at Moshono in the suburb of Arusha City. The initiative to start SASA was an idea and collective effort of 11 members including 8 women and 3 men (List and qualifications attached as annex 1). Among the members, 5 (4 women and a man) form governing board of directors, usually selected by all members to serve the board for 4 years per term (See SASA organisational structure Annex 2). The list of the current Board and qualifications of the directors is attached as annex 3

Through WEE programme and the education mission, SASA realized that, women, particularly young single mothers and elderly women have multiple problems that constrain them to engage effectively in economic activities and restrict them to provide necessary care and welfare (clothing, housing and health facilities/nutrition) to their children and grandchildren respectively. Besides economic related support, those women need psychological and material support to enable them adjust and fulfill reproductive roles and build resilience to participate in economic groups that are established as a measure to capacitate women in productive roles. As a result, SASA revisited the mission and instituted the WEE to women and girls empowerment to transform socio-economic systems in their families and communities

SASA Mission statement

SASA Foundation seeks to strengthen capacity and ability of women of different categories mainly from poor families and communities inclusively to engage in productive socio-economic ventures to enable them shape their livelihoods and transform the society they live into gender responsive structures, norms and systems equitably and inclusively

Our Vision

SASA Foundation sees a better future of poor families with special attention on children, women, and persons with disabilities as they attain quality education and productive capacity to achieve well being and sustaining standard socio-economic status

Our General Goal

To strengthen capacities of SASA in improving education to children and productive capacity of the women groups to contribute in transformation of socio- economic status of women and girls and realization of sustainable development of communities in Tanzania and beyond.

Our core values

Mutual respect, community attachment/responsive, sharing and learning

Our Approach

i) Mapping and Scooping: Pre-assessment and needs identification per location

Before any intervention, we source to get prior knowledge on constraining factors at a particular moment and location, participatory and animation techniques are applied to enable target groups to facilitate women and children self-assessment of strength, weakness, opportunities and risks involved in addressing development issues. Thereon, they simulate actions in a participatory manner with enhanced conceptual understanding of gender and their rights

ii) Promoting access to quality education, information and productive resources across levels

Besides initiatives to operationalize Daycare centers, SASA facilitate women groups to access resources and information to help them deal with issues constraining wellbeing of children and families. Issues of disability inclusion are also analyzed and promoted.

iii) Community Participatory and Partnership

SASA applies community participatory monitoring (CPM) and partnerships or collaboration with potential development partners and other organizations for a more extensive work and techniques support. The CPM facilitate in monitoring issues of abuse to women and children as well as support in improving quality of education in a broad sense of understanding of issues such as women and girls rights, climate change, technological and environmental aspects that impede progress and development of children, women, persons with disabilities and communities.

iv) Resource Mobilization to Implement, monitor and document progress, outcome and impact

In the past, SASA Foundation relied on financial support from individual members and non-member (from Tanzania and overseas), conventional donors including DANIDA through African Women's Economic Policy Network (AWEPON), Global Call for Action on Poverty (GCAP), SWISS Barakah, Voice German, Women Fund Tanzania (WFT) and Ecumenical Disability Advocacy Network (EDAN). There has been impediments towards effective resource mobilization and hence stalled our plans. COVID-19 has been major obstacle. SASA is now soliciting partnership from different angles to support our plans.

2.0 The Context

2.1 The National Context

SASA Foundation works with the influence of external environment which, by length is availed in legal and socio-economic situation

According to the World Bank records 2020 Tanzania is assumed to have economic growth around 6-7 percent, despite the global financial crisis and the COVID-19 pandemic. Nations records indicate that participation in education has increased, health indicators have improved, and there has been a reduction in mortality rates for children under five years old. The overall poverty incidence which has a bearing on the status of women is on the decline; from 34.4 per cent (2007) to 28.2 per cent (2012).

Nevertheless, the progress in the recent past records according to Land matrix, an international database capturing the land deals all over the global, Tanzania has experienced large-scale commercialization of land and natural resources resulting in adverse effects on significant segments of the poorest of the rural population. In 2016 alone Tanzania entered 36 land transfer deals with foreign investment companies. This could probably due to limited technological skills to enable locals to engage or work for the investors.

The Tanzanian Gender Mainstreaming Working Group on Macro-Policy, headed by the Ministry of Health Community Development Gender and Children in collaboration with the UN Women Tanzania, is working towards ensuring that national policies reflect the government intention on Global Agenda and priorities as well as supporting implementation of same.

In that way, operating environment for civil society organizations in Tanzania has to contribute to implementing the 17 goals of the Global Agenda 2030, which SASA is committing to address goal 4 on Education and goal 5 on gender equality and women empowerment.. Despite of the financial constraints, SASA and many other Civil Society Organisations (CSOs) improves day after day to work for communities and marginalised groups to enable them address and uproot their socio-economic prospects

3.0 The Strategic Objectives Outcomes and Activities of the Strategic Plan 2021 July - 2024 June

This strategic Plan is drawn to enable SASA Foundation contributes to the improvement of quality education to children at different levels and enhancement of social-economic power and inclusion of women, girls and persons with disabilities in rural and poor communities for sustainable development in Tanzania.

3.1 The Outcomes and Strategic Objectives guiding Implementation of the three year Plan:

3.1 Outcome 1:

Increased women's and girls' technical and productive capacity with special attention to young mothers, disabled women and mothers of disabled children with low income in selected wards of Arusha CC/D, Longido, Babati and Moshi Rural

3.1.1 The Strategic Objective 1

To enhance technical and productive capacity of young women, women with disabilities and mothers of children with disabilities to engage in productive activities confidently in selected wards of the four districts

3.1.2 Activities

- Mapping Needs and baseline in selected wards and the districts
- Conduct sensitization sessions to women, teachers and community leaders on gender and importance of inclusion in socio-economic matters through different forum including organized workshops, meetings and church congregations
- Facilitate participatory dialogue on ways to strengthen child care and protection systems with women groups in urban settings in Arusha CC
- Conduct SWOT analysis for the Women's Economic Groups in a participatory manner and
- Draw participatory action plans with old and new mobilized groups on economic programmes for women, girls and disabled persons
- Develop training materials and conduct training on business skills and marketing to new women groups
- Initiate and provide technical support (e.g. food processing, tailoring and grains storage) to improve value chain of products dealt with young women and so on
- Introduce concept of in-house care services for young mothers in rural areas

3.1.3 Output for the activities

- Report on mapping exercise for each locality / district available
- 4000 women sensitized on organizing to promote inclusiveness and socio-economic rights in the 4 districts

- 60 teachers and 40 community leaders from four districts trained on gender and disability inclusion to redress sexual and gender harassment and harassment in and out of school.
- 300 households identified (50 living with persons with disabilities) to support them in accessing productive assets such as land, technology/devices/tools, knowledge/skills, micro savings and credit schemes and markets
- Training materials developed and in use for women in business
- 400 women supported to improve value chain of a product (upon their choices)
- Materials and guiding manuals for child care services developed and applied in centers.
- At least 2 daycare centers established in each districts with the women groups in rural communities

3.2 Outcome 2

Enhanced women's, girls' and persons with disabilities leadership and analytical capacity on gender and rights of women, girls and persons with disabilities to promote inclusiveness and human rights through organizing and women movement building

3.2.1 The strategic objective

To strengthen conceptual understanding of gender, confidence and leadership capacity of the women groups to enable them form movement and actions to advance gender agenda, rights of women, children and persons with disabilities,

Activities

- Train women leaders of the groups, communities and other potential young women as may be identified at ward and from schools/colleges
- Identify schools to engage in our girls and boys empowerment programme to pave way for girls' leadership
- Assess and introduce aspects of disability inclusion in the schools
- Facilitate the trainees on leadership to organize district level workshop with women groups to form district level alliance on women and child rights
- Conduct a meeting of women leaders from the five districts to help them build a platform for sharing and campaigning for women's and child's rights
- Conduct assessment and enforce movement building on disability inclusion with gender considerations
- Use the assessment report to train further women leaders to be able to organize fellow women to address issues of concerns especially early marriage, returning girls to school, child and women abuse, disability inclusion and any others as may be identified

Output for each activity

- Train 100 women leaders of groups and other potential as may be identified (25 from each district) on leadership and movement building skills
- A report and action points of the meeting for 250 women in each district to form alliance

- A report and action points of the four districts meeting of 1000 women available and enforced for campaign and advocacy to mitigate women's and child's sexual abuse and violence
- At least three primary and secondary schools in each district identified and enrolled in the programme to introduce life skills for empowering girls and boys
- A report on assessment of possibility of disability inclusion in those schools and call for action
- Available Action Plan from the districts' meetings on disability inclusion with gender considerations

3.3 Outcome 3

Developed community participatory monitoring and strengthened partnerships

3.3.1 Strategic Objective

To improve community participatory monitoring and expand partnerships and collaboration with different stakeholders to facilitate information sharing and technical and resource support to all programmes and activities

3.3.2 Activities

- Train community leaders in each area of project to understand essence of SASA work and buy in to engage in participatory monitoring
- Recruit volunteers to support implementation of the activities from within and outside the country through strengthened strategic partnership
- Strengthen collaboration with potential organisations to learn new ways to empower women, girls and persons with disabilities
- Produce Information Education and Communication (IEC) materials as a way to disseminate
- SASA work and cultivate partnerships through website, social media, community radio etc
- Spot information resource center for each locality to ensure target groups understand issues of concern regarding access and share of economic and women's and disability issues

Output

- Number of outreach activities facilitated to community leaders and women groups
- Number of documentaries / videos visualized by women and community leaders on other cultures, language exposure, global policies (SDGs, Beijing Platform of Action and Convention on the rights of persons with disabilities)
- Number of partnerships created and volunteers received for different activities
- Number of information centers initiated and developed
- Website for SASA running
- Alliances and networks forged as a result of IEC and website running.

3.4 Outcome 4

Organizational development and improved capacity to carry out the Strategic Plan

3.4.1 Strategic Objective

To mobilize resources for the organization to build capacity for implementation of the strategic plan

3.4.2 Activities

- Prepare concept notes and proposals for different programmes and activities quarterly
- Recruit consultant(s)/facilitator(s) and volunteers to support SASA in resource mobilization and operationalizing the Strategic Plan
- Recruit programme personnel for effective management of the women, children and disability inclusion programmes
- Preparation of reports and document output and outcome for publication quarterly
- Tack good practices and case studies to further popularize impact of SASA work and
- Monitor, validate and evaluation performance quarterly and support women groups, partners and the organization to celebrate achievements and
- Re-organising in case of challenges
- Produce visual material, such as videos and brochures, as a resource to promote the plight and potential of women, as well as the work of SASA Foundation

Output

- Number of concepts notes and proposals developed and marketed
- Number of recruited personnel
- Reports quarterly and Annually
- 1000 IEC materials, leaflets and brochures produced
- Audited and evaluation reports

LOGICAL FRAMEWOK OF THE PLAN

THE OUTCOME 1				Year of Implementation			
Increased women’s and girls’ technical and productive capacity with special attention to young mothers, disabled women and mothers of disabled children with low income in selected wards of Arusha CC/D, Longido, Babati and Moshi Rural							
Strategic objectives 1	Activity	Output	Requirement	2021 July - Dec	2022	2023	2024 Jan - June
To enhance technical and productive capacity of young women, women with disabilities and mothers of children with disabilities to engage in productive activities confidently m selected wards of the four districts	Mapping Needs and baseline in selected wards and the districts	Report on mapping exercise for each district on socio-economic status	Transport, financial and human resource	x	x	x	
	Conduct sensitization sessions to women, teachers and community leaders on gender and importance of inclusion in socio-economic matters	4000 women, 160 teachers and 120 community leaders sensitized on organizing to promote inclusiveness and socio-economic rights in the 4 districts	=do=	x	x	x	
	Conduct training and participatory dialogue on ways to strengthen child care and protection systems with teachers and women groups in urban settings in Arusha CC	Reports on training and dialogues available Lists of participants and Action points /resolutions	=do=	x	x	x	x
	Conduct SWOT analysis for the Women’s Economic Groups in a participatory manner and facilitate access to productive assets such as land, technology/devices/tools, business knowledge/skills markets and micro credit schemes	300 households identified (50 living with persons with disabilities) assessed and facilitated	=do=	x	x	x	x

	Draw participatory action plans with old and new mobilized groups on economic programmes for women, girls and disabled persons	Action plans in place	=do=	x	x		
	Conduct value chain analysis of products dealt with women in business and marketing	-400 women engaged in analysis and linked to value chain of a product (upon their choices) -reports available	=do=		x	x	x
	Initiate and provide technical support (e.g. food processing, tailoring and grains storage) to improve value chain of products dealt with young women and so on	Number of young women and disabled trained and supported	=do=		x	x	x
	Introduce concept of in-house care services for young mothers in rural areas	At least 2 daycare centers established in each districts with the women groups in rural communities	=do=	x	x	x	x

THE OUTCOME 2				Year of Implementation			
Enhanced women's, girls' and persons with disabilities leadership and analytical capacity on gender and rights of women, girls and persons with disabilities to promote inclusiveness and human rights through organizing and women movement building							
Strategic objectives 1	Activity	Output	Requirement	2021 July - Dec	2022	2023	2024 Jan - June

To strengthen conceptual understanding of gender, confidence and leadership capacity of the women groups to enable them form movement and actions to advance gender agenda, rights of women, children and persons with disabilities	Train women leaders of the groups, communities and other potential young women as may be identified at ward and from schools/colleges	Report on training for each district Lists of trainees	Transport, financial and human resource	x	x	x	
	Identify schools to engage for girls and boys empowerment programme to pave way for girls' leadership	Schools identified Reports available	=do=	x	x	x	
	Assess and introduce aspects of disability inclusion in the schools	reports	=do=	x	x	x	x
	Facilitate the trainees on leadership to organize district level workshop with women groups to form district level alliance on women and child rights	Reports and lists Action plan in place Alliances formed	=do=	x	x	x	x
	Conduct a meeting of women leaders from the five districts to help them build a platform for sharing and campaigning for women's and child's rights	reports	=do=	x	x		
	Conduct assessment and enforce movement building on disability inclusion with gender considerations	Reports and action plans available	=do=		x	x	x
	Use the assessment report to train further women leaders to be able to organize fellow women to address issues of concerns especially early marriage, returning girls to school, child and women abuse, disability inclusion and any others as may be identified	Reports available	=do=		x	x	x

