

NAFGEM

Five Years Strategic Plan 2018 -2021

Approved and issued/reviewed by the Executive Committee of NAFGEM Tanzania on the

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List of Abbreviations

- AGM: Annual General Meeting
- AIDS: Acquired Immune Deficiency Syndrome
- AU: African Union
- CSO: Civil Society Organization
- CRC: Convention on the Rights of the Child
- CSO: Civil Society Organization
- D-by-D: Decentralization-by-Devolution
- FBO: Faith Based Organization
- FGM: Female Genital Mutilation
- GBV: Gender Based Violence
- HBC: Home-Based Care
- HIV: Human Immunodeficiency Virus
- IEC: Information, Education and Communication
- LGA: Local Government Authorities
- LGRP: Local Governments Reform Program
- MDG: Millennium Development Goals
- MoU: Memorandum of Understanding
- NAFGEM: Network Against Female Genital Mutilation
- NSGRP: National Strategy for Growth and Reduction of Poverty
- NGO: Non-Governmental Organization
- OCA: Organizational Capacity Assessment
- RH: Reproductive Health
- SDG: Sustainable Development Goals
- STI: Sexually Transmitted Infections
- SOAWR: Solidarity for African Women Right
- ToR: Terms of Reference
- UN: United Nations

1. Introduction

1.1 Background

NAFGEM Tanzania is a network of individual members and Civil Society Organizations (CSOs) working towards total elimination of FGM, child marriage and other forms of GBV. Abbreviated as NAFGEM Tanzania, the Network Against Female Genital Mutilation is a non-governmental organization founded by a group of women human rights activists in late 1998 with a focus on promoting the human rights of women for dignity and integrity.

On 04th February 1999, the organization was officially registered to operate in Tanzania Mainland in accordance with the Society Ordinance of 1954. A registration certificate no. SO. NO. 9471 was awarded to NAFGEM followed by a certificate of compliance no. 00001386 of 23rd December 2010.

NAFGEM Tanzania is gradually expanding to cover all regions in the northern zone which are with the highest Female Genital Mutilation (FGM) prevalence rates of above 70% compared to other zones in Tanzania. Northern zone include Tanga, Kilimanjaro, Arusha and Manyara regions with shared similarities in the socio-cultural practices. FGM is directly linked to child marriage and other types of Gender Based Violence (GBV) to women and girls which NAFGEM Tanzania is ambitious to eradicate.

The NAFGEM's 2018-2021 strategic plan enables the organization to work towards achieving the set objectives while reflecting on national, regional and international commitments in ending these scourges. In so doing, NAFGEM Tanzania shall therefore, capture existing political, economical, social and religious opportunities to overcome expected challenges. NAFGEM intends to gradually expand into potential areas of harmful traditional practices against women, addressing needs of Most Vulnerable Children (MVC) and empowering youths. In implementing these activities, NAFGEM will intensify networking and collaboration with other stakeholders at all levels.

2.2 Context Analysis

2.2.1 Background

The United Republic of Tanzania ratified international and regional instruments for the protection of women and children against abuse of their rights. It recognizes women rights being human rights as stipulated in the UN Universal Declaration of Human rights (UDHR, 1948), the Convention on the Eliminate all Discriminations Against Women (CEDAW, 1979) reinforced by various instruments demand women to be treated with respect and dignity.

Furthermore, the Declaration on the Rights and Welfare of the African Child adopted by the Assembly of Heads of State and Government of the Organization of African Unity, at its Sixteenth Ordinary Session in Monrovia, Liberia, from 17 to 20 July 1979, recognized the need to take appropriate measures to promote and protect the rights and welfare of the African Child. Article 21 (1 and 2) clearly call for state parties to protect children against harmful traditional practices including child marriages. Another regional commitment on elimination of FGM is the Maputo Protocol which was originally adopted by the "Assembly of the African Union" in Maputo, Mozambique on July 11, 2003. The official document is titled "Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (ACHPR).

From the instruments and the related ones which Tanzania has ratified, there are initiatives being taken by the government to ensure compliance. On other hand, Civil Society Organizations (CSOs) and human rights activists continues to support the government while holding it accountable to its obligations. Human rights of women and children are clearly reflected in the constitution of the United Republic of Tanzania. Furthermore, there are various laws such as the Sexual Offences Special Provision Act (SOSPA) of 1998 in Penal Code section 169A (1) and the Law of the Child 2009 – section 13(1) prohibit any cruel practices to children including Female Genital Mutilation. In other hands, the government has translated its commitments through policies, laws and systems to promote and protect the rights of women and children. However, the dissemination and implementation is far from being realized due to various challenges including less priority and prevailing scanty resources.

During the February 2016 commemoration of International Zero Tolerance against FGM in Dodoma and Singida the Minister of Health, Community Development, Gender, Children and Elderly echoed government’s commitment to support the campaigns against FGM and child marriage. The government expressed the readiness to develop, disseminate and implement a coordinated national strategy to end Violence Against Women and Children (VAW/VAC) including FGM and child marriages. The plan will be developed in collaboration with all partners from sister government ministries, Education, Higher Learning and Vocational Training, Internal Affairs, Local Government Authorities and Constitution and Judicial Affairs ministries. The Civil CSO such as NAFGEM Tanzania will continue to complement government’s initiatives and advocate for the fulfillment of the international, regional and local obligations.

NAFGEM Tanzania is a member of the National Coalition against FGM, also a member of the National Anti-child Marriage Network. At Africa regional level, the organization is a member of Solidarity for African Women’s Rights (SOAWR) also elected member of its Steering Committee. This coalition comprises 47 CSO members in 24 African countries working to promote and protection of women’s human rights in Africa.

In the northern zone of Tanzania, incidences of abuse of the women and children human rights are prevalent in most communities. However, FGM and child marriage incidents are rampant in the nomadic communities who strictly embrace their traditional practices, some of them affecting the dignity and integrity of women and girls. In these ethnic groups, the patriarchal systems deprive women and children’s human rights greatly. This life style give strong socio-economic powers to men used to subdue their counterparts. Despite of hard work for their families and the community, women and children have no voice neither powers to decide on matters affecting them. NAFGEM believes in multiple approaches for total transformation of the societies.

2.2.2 Mandates

NAFGEM Tanzania is a not for profit organization established in late 1998 and registered under the Society Ordinance Act of 1954 in 1999. The main focus of the organization is to practically and strategically campaign to end harmful traditional practices against women and girls notably female genital mutilation, child marriage and other types of gender based violence in Tanzania Mainland. Generally, its functions are geared to the protection and support of women, children and youths of their human rights through holistic approaches.

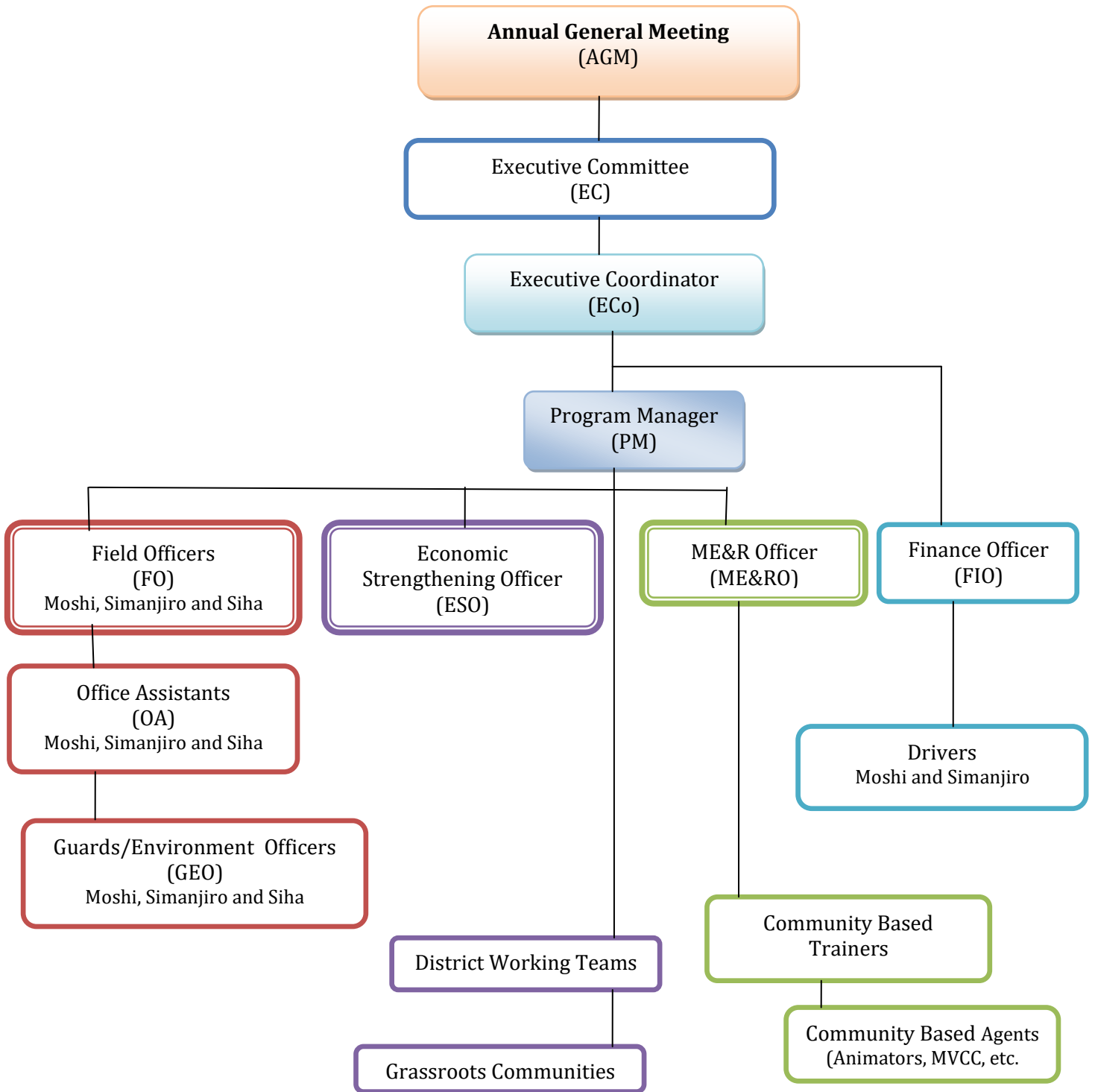
The organization is ambitious to establish itself into a model institution in the campaigns to end violence against women and children. It is committed into developing and conducting studies on FGM, child marriage and GBV in Tanzania. Expansion of its activities will be gradual from the current sites to needy areas within Tanzania Mainland.

2.2.3 NAFGEM Organization structure

NAFGEM is a not for profit organization formed by mostly women community members in Kilimanjaro and Manyara regions. The supreme organ is Annual General Meeting (AGM) of all members. Active NAFGEM members form the District Working Teams (DWT) in the areas of its operation. The chairpersons of the DWTs who are elected by district members in tenures of 3 years with a maximum of two terms, automatically form the NAFGEM Executive Committee which is responsible for day to day running of the organization.

The Executive Coordinator is the Chief Executive responsible to the Executive Committee on the running of the organization. Other NAFGEM staffs include a Programme Manager, Field Officers, ME&R Officer, Economic Strengthening Officer, Finance Officer, Office Assistant, Drivers and Guards/environment staff. There are also volunteers who are from the DWTs and community groups working to monitor and support NAFGEM's program activities at grassroots. The staffing positions will changed according to program needs.

Organization Structure of NAFGEM Tanzania



2.2.4 Internal environment

NAFGEM Tanzania campaigns to create awareness to all social groups on the prevalence and effects of FGM, child marriages and GBV to the practicing societies. It intends to promote and enforce the human rights of the marginalized social groups especially women and children. Through community engagements in groups, individuals and institutions, the levels of awareness are uplifted and transformation from the harmful practices is gradually taking place. The organization is seeing itself with the following:-

Strengths

- NAFGEM has over 15 years of experience in resource mobilization locally and internationally for anti-FGM, anti-child marriage/early pregnancies, MVC and youths support programs.
- The organization maintains internationally recognized financial management structures and systems such as finance policy and guidelines, bank accounts and annual external audits.
- Maintains government and donor acceptability and trusts in handling resources reflected in increased levels of support over years, managing strategic grants and investing in fixed assets to support the NAFGEM programs.
- The organization has staff and volunteers with some resource mobilization skills which includes obtaining grants information, writing concept notes and writing grants applications.
- NAFGEM is a member of local and international networks and coalitions with opportunities for joint resources mobilization, information sharing on grants and willing to offer technical support in grants applications.
- NAFGEM runs successful IGAs including bracelets, tie and dye and organic soap making contributing to women and girls socio-economic empowerment.
- NAFGEM acquired fixed asset such as 3 plots of land - Lekrimuni which is 5 acres with fence and buildings, Orkesument/Simanjiro which is 3 acres with buildings and Kisangiro which is 10 acres not yet developed.

Weaknesses

- NAFGEM Tanzania is still donor dependent on for all program resources.
- Questionable sustainability due concentration on traditional donors who may shift priorities or reduce the funding levels.
- NAFGEM Tanzania lacks effective mechanisms to attract and reactivate members. Individual community members apply to become members, assessed and approved at district, Executive Committee level and with the Annual General Meeting but less follow up is done on them.
- Lack of staff, volunteers or specific team of individuals assigned the resource mobilization tasks. Exiting fundraising committee does not have adequate skills and time to pursue the task.

- NAFGEM Tanzania does not have a number of administration tools including policies and resource mobilization strategy.

2.2.5 External environment

NAFGEM Tanzania operates in situation where external factors affect its program designs and implementation. The political, socio-economic, legal and technology factors beyond the organizations control offer opportunity in one way but others cause challenges to the realization of the organization mission. NAFGEM Tanzania intends to continue to exploit the local, national, regional and international prevailing opportunities and operate strategically to address the challenges ahead. The appraisal of NAFGEM Tanzania external environment contributes into the identification, analyze, interpreting the prevailing factors that present opportunities or challenges towards the accomplishment of the NAFGEM Tanzania mission.

2.2.5.1 Opportunities

- **Political**

Currently, there are national and international concerns on women, youths and child protection against FGM, child marriage and GBV. The existing UN instruments such as the UDHR, CEDAW, CRC and the Sustainable Development Goals are binding to the state governments. There are also regional commitments such as the African Charter on Human and People's Rights (ACHPR) referred to as Maputo Protocol, the East African Court of Justice which are some opportunities in favour of NAFGEM's mission. The commitment is also reflected in the Tanzania GBV Operation plan, Tanzania Third National Multi-sectoral Strategic Framework on HIV and AIDS, VAC/VAW, Child Act 2009 and SOSPA among others.

The government is showing its willingness to listen and take actions in improving policies and structure to support implementation of interventions for women and the protection of children. Through relevant Ministries there are deliberate efforts such as the development of a National Action Plan to fight against women and child violence, the Police Gender Desks, free education to all, women social, political and economic empowerment initiatives.

- **Legal**

Tanzania has criminalized FGM in the Sexual Offence Special Provision Act of 1998 in its penal code 169A. Further, in the Child Act of 2009 in its section 13(1) prohibits all acts of torture and degrading practices including cultural practices which are dehumanizing and injurious. Even though all these laws do not specifically sight FGM and or GBV, neither do they mention the protection of women in the acts, it is indeed an opportunity for the human rights organizations including NAFGEM to seize this opportunity. However, the organization will continue to advocate for improvement of the laws including the Law of Marriage section 13 (1) on the marriage restrictions which discriminate age of marriage. This section contravenes the standard definition of a child by allowing girls to marry at the age of 15.

- **Socio-economic**

Initiatives to improve socio-economic wellbeing of individuals, families and groups of marginalized community members are being promoted in Tanzania. In recent years, initiatives on micro-entrepreneurships have grown to involve many women and youths in

towns and villages. Through Village Community Banking (VICOBA) SACCOS or LIMCA groups, members generate income and access to small loans which uplift their economic status. The groups also offer an opportunity for social interactions with psychosocial support. The government implements a program under Tanzania Social Action Fund (TASAF) directed to very poor families. However, District Councils are required to contribute 10% of their budgets into women and youths empowerment funds.

- **Technology**

Most families have mobile phones and/or radio which can be used to transmit various anti-FGM/child marriage messages. Working with the government and mobile companies shall enhance transmission of messages to more community members.

2.2.5.2 Challenges

- **Political**

Most local leaders in the FGM and child marriage practicing areas are custodians of the traditional practices. To obtain and maintain such positions requires being a good supporter of such practices including protecting the perpetrators. The leaders do not have the courage to speak against the practices in their societies despite of being the formulators of policies and laws.

- **Legal**

Implementation of the anti FGM and child marriage laws is complicated with difficulties obtaining timely reports, arrests of perpetrators and the judicial process which is often long and bureaucratic. On other hand, prosecutions fall short of testimonies from the victims who are minors and unwilling to have their family members punished.

- **Socio-economic**

FGM and child marriages are rampant in rural areas than in towns. In several studies it is observed that these practices are linked to financial and material gains to both the mutilators and the victims. In this regards, there should be alternative means of income or gains for them to shift from the current practices. Further, men's mindsets on demands for FGM and dowry should be prompted to change.

- **Resources/coverage**

NAFGEM Tanzania depends on donor support to implement anti-FGM and child marriage programs. However, the limited funds obtained from current interested supporters are not sufficient to meet needs of the organization. Meanwhile, the area of coverage is limited to some areas which are also influenced by the neighboring communities without such interventions not to transform in the expected paces.

2.2.6 Stakeholders

S/N	Type of stakeholder	Needs	Expectation
1	Women and girls	<ul style="list-style-type: none"> - Information - Systems and mechanisms for prevention and responses to FGM, child marriage and GBV. - Education - Socio-economic empowerment - Improved social and health services. 	<ul style="list-style-type: none"> - Respect and dignity - Prevalence of FGM and child marriage reduced. - Complications related to FGM and child marriages eliminated. - Participation in socio-economic activities. - Girls competing in schools with boys.
2	Community members	<ul style="list-style-type: none"> - Information and frequent feedback. - Capacity building - Networking - Timely responses to incidents - Safe shelters 	<ul style="list-style-type: none"> - Changed attitudes towards - Enhanced involvement in the campaigns to end FGM and child marriage. - Improved gender equality - FGM, child marriage and GBV monitored and reported. - Increased community actions to end
3	Competitors	<ul style="list-style-type: none"> - Information sharing - Networking and collaboration 	<ul style="list-style-type: none"> - Improved partnership and collaboration - Strengthened network - Increased information sharing
4	Employee	<ul style="list-style-type: none"> - Capacity building - Technical support 	<ul style="list-style-type: none"> - Increased motivation and satisfaction - Career developed - Staff competence enhanced
5	NAFGEM members	<ul style="list-style-type: none"> - Capacity building through meetings, trainings and workshops. - Supportive supervision - Update information 	<ul style="list-style-type: none"> - Increased commitment in the campaigns against FGM, child marriage and GBV - Enhanced participation in ending FGM, child marriage and GBV - FGM, child marriage and GBV incidents monitored, documented and reported
6	Donors	<ul style="list-style-type: none"> - Accountability and transparency - Results based reports - Program sustainability 	<ul style="list-style-type: none"> - Increased support to NAFGEM - Maintained trust and confidence - Promoted NAFGEM program and image.
7	Local Government	<ul style="list-style-type: none"> - Capacity building - Information sharing - Networking 	<ul style="list-style-type: none"> - Increased collaboration - NAFGEM initiatives supported. - Enhanced commitments in children and women protection.

SWOT Analysis

Strengths	Weaknesses	Opportunities	Challenges	Strategies
NAFGEM has over 15 years of experience in resource mobilization locally and internationally for anti-FGM, anti-child marriage/early pregnancies, MVC and youths support programs.	NAFGEM is donor dependent for all program funds.	National and international concerns for women, children and youths human rights protection against FGM, child marriage and GBV. - reflected in the Tanzania GBV Operation plan, National Multi-sectoral Action Plan, VAC/VAW), Child Act, SOSPA and Internationally – the UDHR, CEDAW, CRC, Maputo Protocol	Diversified donor priorities	Grants applications <ul style="list-style-type: none"> - Use of internal and external grant writers - Expand donor scope
The organization applies internationally recognized financial management structures and systems such as finance policy and guidelines, bank accounts and annual external audits.	Fear on program sustainability due concentration on traditional donors who may shift priorities or reduce the funding levels.	Existing supportive policies and legal frameworks on women, children, youths protection and support	High expectations from served communities and government	Internal capacity building <ul style="list-style-type: none"> - Strengthen systems and mechanisms - Create resource mobilization team - Adopt and effect resource mobilization plan - Create mechanisms to recruit volunteers internally and abroad.
Maintains government and donor acceptability and trusts in handling resources reflected in increased levels of support over years, managing strategic grants and investing in fixed assets to support the NAFGEM programs.	Perceptions by members that NAFGEM receives lots of resources which should also benefit them not only the beneficiaries.	NAFGEM is recognized by individuals, institutions, the communities served, the government and some	Low responses from government where NGOs are actively involved	Networking and collaboration <ul style="list-style-type: none"> - Strengthen networking with local and international partners - Explore partnerships with institutions with social responsibilities. - Engage technical advisors locally and abroad. - Participation in local and international events

The organization has staff and volunteers with some resource mobilization skills which includes obtaining grants information, writing concept notes and writing grants applications.	NAFGEM Tanzania lacks effective mechanisms to attract and reactivate members. Individual community members do apply, assessed and approved by the Annual General Meeting but less follow up is done on them.	Donor's and contributor's interest in fight for human rights and gender equality	Complicated processes on grants application.	Fundraising - Strengthen Executive Committee, DW Teams and Members - Engage members and volunteers - Promote visibility (communications, social media,
NAFGEM is a member of local and international networks and coalitions with opportunities for joint resources mobilization, information sharing on grants and willing to offer technical support in grants applications.	Lack of staff, volunteers or specific team of individuals assigned the resource mobilization tasks. A fundraising committee was formed but does not have adequate skills and time to pursue the task.	Possibilities for partnerships with reputable institutions interested in supporting marginalized communities and the human rights course.	Grants limitations by amounts, duration and scopes.	IGAs - Explore own funding sources - Promote VICOBA, LIMCA and IGAs - Enhance consultancy services.
NAFGEM runs successful IGAs including bracelets, tie and dye and organic soap making contributing to women and girls socio-economic empowerment.	NAFGEM does not have resource mobilization strategy or an existing plan	Availability of local volunteers from local schools and university graduates.	Rigidity from some community members who prevent transformation	
NAFGEM acquired fixed asset such as 3 plots of land - Lekrimuni which is 5 acres with fence and buildings, Orkesument/Simanjiro which is 3 acres with buildings and Kisangiro which is 10 acres not yet developed.		Community members committed to eliminate FGM and child marriage.		
		Local markets for products to be produced by NAFGEM.		
		Banking programs including VICOBA, shares and bonds		
		Availability of local funding institutions - Foreign Embassies in Tanzania, WiLDAF and FCS		

2.3. Achievements from Previous Strategic plan

Since its establishment in 1998, NAFGEM has been engaging communities and other stakeholders in Kilimanjaro and Manyara regions to contribute into eliminating the FGM practice.

NAFGEM organized anti-FGM meetings, workshops and trainings to various social groups including traditional leaders, religious leaders, government leaders, women groups, men groups, youths, teachers, school children, police, traditional birth attendants, health workers and the circumcisers. These sessions created awareness to the targeted communities on the practice and the effects to enlighten them for total transformation. The program assessment done on 2010 shows that 40% of the community members received anti FGM education. However, the messages through dialogues, local radios and poster messages are spreading beyond the targeted communities to influence sustainable changes.

Working with and for the community enabled NAFGEM Tanzania to realize at least eleven (11) significant achievements namely:-

- Built capacity of staff and volunteers in the design, planning, implementing, monitoring and evaluating NAFGEM program activities.
- Winning community trust and acceptance in the areas of operation.
- Coverage extended from six districts to 13 in Kilimanjaro and Manyara regions.
- Over 300 women who identify themselves as female circumciser surrendered FGM tools and vow in public not to continue in performing the procedure.
- With girls in primary schools, children camps were conducted in Rombo, Same, Hai and Simanjiro districts involving 1500 pupils. In the camps, girls had opportunity to learn and exchange information and ideas on FGM and strategies to prevent themselves from being subjected to the practice. NAFGEM is confident that though this group FGM education has spread to over 3500 children in the program areas.
- Special programs such as the Maasai anti-FGM, Village Animators and Children Camps brought an enormous change in the targeted communities. The activities in the programs sparked community dialogue on such a tradition with intention to quit the practice deeply rooted in their customs.
- Enhanced collaboration with local, regional and national institutions working to eliminate FGM and other forms of GBV.
- NAFGEM Tanzania is a member of Africa Region Coalition against FGM and child marriage (SOARW), National Coalition Against FGM and a member of National Child Protection network.
- In collaboration with village administration NAFGEM Tanzania acquired land in Lekrimuni in Siha district where a day care centre was build to accommodate pupils who should have not been in schools.
- Rescued and supported 34 girls to access protection and education in quality primary and secondary schools.
- Remarkable institutional growth in governance, programs, expanding funding base and acceptable resource management standards.

In this strategic plan, NAFGEM Tanzania will focus on strengthening its capacity to engage a wide range of key stakeholders for their pro-active contributions in extending coverage to places where anti-FGM interventions are nonexistent. The capacity building of its members at district and village levels together with likeminded institutions favors the Decentralization-by-Devolution (D-by-D) policy in Tanzania. Under this policy, the government and its development partners improve the capacities of local organizations and promote resource sharing to maximize the output. As such, capacity building could potentially be an important niche for NAFGEM members, government institutions and CSOs, especially given the expected demand for capacity building by local governments under the Capital Development Grant system.

D-by-D policy, which is operationalized through Local Governments Reform Program (LGRP), also provides an opportunity for civil society participation in delivery of pro-poor services and strengthening of our capacities to engage more effectively. While a more limited role for CSOs was desirable and perhaps even appropriate during the initial stages of decentralization reform, in order to consolidate the progress made on the local government reform agenda it is increasingly important for LGAs to be more inclusive and participatory in the delivery of pro-poor services.

Not surprisingly, NAFGEM aims at strengthening the capacity of its members in carrying out lobbying and advocacy campaigns in their areas of jurisdictions. This is expected to improve local governance, an important aspect of the war on local corruption. Given the widespread leakage of public funds in LGAs and its negative impact on the quality of responses to FGM and other forms of GBV, addressing the governance question will be given an overriding importance by NAFGEM. In fact, good governance has been recognized by the National Strategy for Growth and Reduction of Poverty (NSGRP); the Mkukuta, as a prerequisite for poverty reduction.

NAFGEM also aims at ensuring the rights of children, girls and women within the contexts of FGM and other forms of GBV are not compromised and appropriately protected. The Tanzania National Plan of Action to accelerate the elimination of FGM and other Harmful Traditional Practices (2011-2015) is an indication of a commitment to make the practice a history. This plan is under review by the relevant ministry for inclusion of other key sectors and expands the scope. Final plan will be adopted and implemented by NAFGEM as it aligns with the mission. Further, the government has enacted several laws to prohibiting FGM and other forms of GBV including sexual offences, early/forced marriage. It provides a framework on responses to the FGM and other forms of GBV and its effects on these groups. Strategies and programs developed under these frameworks focus on the protection of women and girls against FGM and all forms of GBV should be accelerated and effective at all level as it is within NAFGEM's mandate.

It is also important to recognize that FGM and other forms of GBV infringe the human rights of women and girls. The international human rights guidelines define parameters of a rights-based response to the practices. For instance, the Universal Declaration of Human Rights 1948 (UDHR) in its article 5 clearly states that 'No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment'. The statement is also reflected in the constitution of Tanzania and the national law against cruelty to children section 169A as amended in SOSPA – 1998 and made to become The Law of the Child Act, 2009 section 13 (1). Further, the Convention on the Elimination of All Forms of Discrimination against Women 1979 commits states to take measures to modify the social and cultural patterns of conduct of men and women, with a view to achieving the elimination of prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women; (article 5). The International Covenant on Economic, Social and Cultural Rights 1996 is the pre-eminent international treaty dedicated to the protection of economic and social rights. Article 9 recognizes the right of everyone to social security and Article 11 recognizes the right to an adequate standard of living, including adequate food, clothing, and housing, and to the continuous improvement of living conditions. Further, Convention on the Rights of the Child (CRC), provides a framework that guides programs for all children to ensures the rights of children to survival, development, protection from abuse and neglect; the right to freedom from discrimination; the right to have a voice and be listened to; and that the best interests of the child should be of primary consideration. There are also documents from the African Union providing guidance regarding the FGM and other forms of GBV. These include the AU Charter, article 16 on the protection against child abuse and torture; and article 21 Protection against harmful social and cultural practices. Various AU protocols such as the Dakar and Maputo protocols will also be relevant in developing activities to end FGM and other forms of GBV.

Global policy initiatives also provide a framework for responses undertaken by NAFGEM and its partners. For instance, community education on FGM and its effects, engaging various social groups in changing the behavior and practice, advocacy for the protection of women and girls and improving Reproductive Health as they are in line with the health related UN Sustainable Development Goals (SDGs), such as *Goal 3. Ensure healthy lives and promote well-being for all at all ages*, *Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all* and *Goal 5. Achieve gender equality and empower all women and girls*

2.4 Justification of the Interventions

This strategic plan replaces the previously existed document 2010-2015. The idea for formulation of the new strategic plan was conceived from the fact that NAFGEM's operating environment - politically, economically and socially - has changed significantly since its founding. Similarly, findings from the Institutional Assessment and field observations on women, children protection and youths empowerment reveal significant number of areas in need for NAFGEM's interventions and improvement. This plan will guide NAFGEM Tanzania in enhancing local networks lead by its members to ensure women and children receive information and required protection services against abuse of their rights.

NAFGEM Tanzania will strengthen the District Working Teams (DWT) and Village Animators who are operating at grassroots to respond to FGM, child protection and other forms of GBV. The NAFGEM Tanzania teams at village and district levels will engage communities at grassroots to ensure ownership and sustainability of the interventions while applying culturally appropriate approaches. Technical support and capacity building will be provided to the teams to ensure effectiveness. NAFGEM Tanzania will ensure proper coordination and standardization of its services in the areas of operation.

2.5 Methodology and Approach

Participatory approach was central in the development of this strategic plan. Through workshops with the DWTs, Executive Committee members and consultations from individuals helped in shaping the plan to fit into the environment in which NAFGEM shall operate. Since all governance structures and members were part of the process, their contributions herein form a consensus in this strategic plan. In developing a sustainable plan reference was made to Tanzania development vision 2025, the Sustainable Development Goals (SDGs), MKUKUTA, different UN human treaty and also inputs were obtained from self assessment on strategic development, the organization development and the NAFGEM strategic plan of 2010-2015. In the process of developing this plan, current documents on internal and external environment of the organization were critically analyzed.

3.0 The Plan

3.1 Vision

A society free from FGM, child marriage and other forms of GBV including violation of the human rights of youths and MVC

3.2 Mission

Elimination of FGM, child marriage and other forms of GBV including violation of the human rights of youths and Most Vulnerable Children (MVC) through community engagement for sustainable socio-cultural transformation towards protection of the rights of women, children and youths.

3.3 Core Values

The NAFGEM Tanzania core values are central in the achievement of this strategic plan. The organization shall uphold the following values of team work and team spirit, networking, transparency, accountability, good governance, integrity and professionalism, commitment, hard work and coordination.

NAFGEM Tanzania is committed to a five year strategic plan beginning 2016 to 2021. The key strategic areas of focus in the five years are summarized here below, and in the logical framework summarized as objectives.

- Improve planning, implementation and evaluation of anti-FGM/child marriage, youths empowerment, child protection and GBV activities in Kilimanjaro and Manyara region.
 - Organize relevant training to all NAFGEM staff at twice annually.
 - Conduct capacity building workshops to members of the Executive Committee twice annually.
 - Conduct quarterly capacity building to members of the DWTs in each district.
- Facilitate and undertake lobbying and advocacy on children and women protection issues related to FGM and other types of GBV.
 - Organize lobbying and advocacy training to all staff and NAFGEM members every six months.
 - Support/conduct lobbying and advocacy on thematic issues.
 - Organize/participate in exhibitions on anti-FGM and GBV during local, regional and national events.
 - Participate in reviewing policies and laws on FGM, child marriage and other types of GBV.
- Empower communities in NAFGEM operations areas to change behavior and practice on FGM, child marriage, child protection and other types of GBV.
 - Hold quarterly meetings with 40 community change agents on FGM, child marriages, child protection and GBV in each district of Kilimanjaro and Manyara.
 - Establish anti-FGM, child marriages, child protection and GBV dialogue groups at family, village and ward levels.
 - Facilitate support to MVC, women and girls seeking protection against FGM, child marriage and GBV at village, ward and district levels.
 - Disseminate anti-FGM, child marriage, child protection and GBV messages through meetings, workshops, leaflets, posters, storytelling, video playbacks and radio programs.

- Document anti-FGM, child marriage, child protection and anti-GBV best practices in the NAFGEM operation sites.
- Promote networking with likeminded organization and institutions at village, ward, district, regional, national and international levels.
 - Establish a profile of likeminded organizations/institutions at village, ward, district, regional, national and international levels.
 - Hold/participate in quarterly meeting with likeminded organizations/institutions at local, national and international levels.
 - Establish and maintain links with likeminded institutions at all levels for women and children protection.
- Conduct studies on FGM, child marriages, child protection and GBV thematic areas in Manyara and Kilimanjaro regions.
 - Establish extent of FGM, child marriage, child abuse and other types of GBV in the NAFGEM program sites.
 - Identify and support 10 women with post delivery complications associated with FGM, child marriage or GBV annually.
 - Study the psychological effects related to FGM on women and married men.
 - Determine the effectiveness of the laws on women and children protection against FGM and other forms of GBV.
- Strengthen the capacity of NAFGEM Tanzania for protection and response needs of women, children and youths in the northern zone of Tanzania.
 - Improve and maintain NAFGEM Tanzania administration systems and procedures.
 - Identify organization capacity gaps and address them accordingly.
 - Create environment for sustainability by owning fixed assets such as land, office premises etc.
 - Develop Resource Mobilization strategy for NAFGEM Tanzania.
- Increase NAFGEM's visibility/publicity at local, national and international levels.
 - Maintain 4 billboards with NAFGEM logo, anti-FGM, child marriage, child protection and GBV messages in areas of NAFGEM operation.
 - Print and distribute IEC materials (calendars, brochure, posters, T-shirts, caps, umbrellas, tyre covers etc.) with NAFGEM logo, anti-FGM, child marriages, GBV and child protection messages.
 - Maintain NAFGEM websites and facebook in different languages ie. Swahili, English, German and Spanish.
 - Disseminate messages on anti-FGM, child marriages, child protection and GBV through local radios, news papers and television stations
 - Produce and disseminate anti-FGM, child marriage and child protection and GBV features in local news papers.

2.4 Objectives and Strategies

No.	Main activity	Sub-activities
Objective 1: Improve planning, implementation and evaluation of anti-FGM/child marriage, youths empowerment, child protection and GBV activities in Kilimanjaro and Manyara region.		
1.	Organize relevant training to all NAFGEM staff at twice annually.	<ul style="list-style-type: none"> • Conduct training needs assessment to all NAFGEM staff. • Establish staff training funds. • Identify relevant courses for the staff and the organization (project management, M&E, leadership and governance, conflict resolution etc). • Send/organize staff training twice annually.
2.	Conduct capacity building workshops to members of the Executive Committee twice annually.	<ul style="list-style-type: none"> • Assess the capacity of NAFGEM members in planning, implementing and evaluating anti-FGM activities. • Organize/conduct relevant training (resource management, leadership and governance, fundraising, information management, etc) to NAFGEM members. • Conduct regular field monitoring and supervision of NAFGEM members at least quarterly. • Plan and implement joint anti-FGM/GBV activities at village and district levels at least annually.
3.	Conduct quarterly capacity building to members of the DWTs in each district.	<ul style="list-style-type: none"> • Organize quarterly DWT meetings for evaluation and reviewing work plans and assign members roles and responsibilities. • Assess members' commitments in eliminating FGM and other forms of GBV. • Conduct FGM/GBV area mapping exercise. • Share anti-FGM, child protection and GBV best practices.

No.	Main activity	Sub-activities
Objective 2: Facilitate and undertake lobbying and advocacy on children and women protection issues related to FGM and other types of GBV.		
1.	Organize lobbying and advocacy training to all staff and NAFGEM members every six months.	<ul style="list-style-type: none"> • Train staff and members on advocacy skills • Train staff and members on community mobilization and sensitization on human rights, FGM, child marriages, child protection and GBV. • Sensitize member organizations on relevant policies and laws on FGM, child marriages, child protection and GBV. • Orient staff and members on national, regional and international instruments on rights of women, youth and children.
2.	Support/conduct lobbying and advocacy on thematic issues.	<ul style="list-style-type: none"> • Raise awareness within societies to create an environment that enables support to girls and women vulnerable FGM, GBV and other harmful traditional practices. • Lobbying for appropriate bylaws, policies, legal and programmatic frameworks and essential protection and support services to the vulnerable groups. • Engage CSOs to mainstream anti-FGM, child marriages, child protection and GBV in their activities.
3.	Organize/participate in exhibitions on anti-FGM, child protection and GBV during local, regional, national and international events.	<ul style="list-style-type: none"> • Develop a schedule of local, regional and national events. • Prepare exhibition materials. • Identify resources for exhibitions. • Participate in anti-FGM, child marriage, GBV exhibitions during parliamentary and district councils' sessions. • Participate in special public events i.e. 16 days of activism against violence, women/children's day, Zero tolerance day. • Hold quarterly press releases on the status of interventions against FGM, child marriage and GBV
4.	Participate in reviewing policies and laws on FGM and other types of GBV	<ul style="list-style-type: none"> • Obtain all policies, laws and bylaws on FGM, child marriages, child protection and GBV. • Form a policy/law review committee to analyze and make recommendations as appropriate. • Disseminate policies, laws and bylaws to staff, members and partners including beneficiaries.

No.	Main activity	Sub-activities
Objective 3: Empower communities in NAFGEM operations areas to change behavior and practice on FGM, child marriage, child protection and other types of GBV.		
1.	Hold quarterly meetings with 40 community change agents in each district.	<ul style="list-style-type: none"> • Identify at least 2 community change agents in each village with high FGM, child marriage, child protection and GBV prevalence rates. • Assess their capacities and commitment to become change agents against child marriage, child protection and GBV. • Conduct monthly field training on human rights, FGM, GBV and mechanisms to protect and support the beneficiaries. • Collect monthly reports on FGM, child marriage, child protection and GBV trends in NAFGEM area of operation. • Pay field incentives to community change agents
2.	Establish anti-FGM/child marriages, child protection and GBV dialogue groups at family, village and ward levels.	<ul style="list-style-type: none"> • Organize anti-FGM/child marriages, child protection and GBV sessions in all learning institutions in the NAFGEM program sites, Kilimanjaro and Manyara. • Conduct children’s camp activities in areas prone to FGM, child marriages and child protection needs once annually. • Create anti-FGM, child marriages, child protection and GBV dialogue groups and support their sessions at family, village and ward levels. • Monitor and evaluate anti-FGM, child marriages, child protection and GBV community dialogues.
3.	Facilitate support to girls/women seeking for protection against FGM, child marriages, child protection and GBV at village, ward and district levels.	<ul style="list-style-type: none"> • Establish village, ward and district protection and support teams (criteria for selection, guidelines, codes of conduct, links etc.). • Create safe shelters including establishing girls’ boarding schools and community center for women and girls. • Identify law and social institutions or individuals for collaboration in the support of women and girls vulnerable to FGM, child marriages, GBV and other human rights abuses.
4.	Disseminate anti-FGM, child marriages, child protection and GBV messages through meetings, workshops, leaflets, posters, storytelling, video play backs and radio programs.	<ul style="list-style-type: none"> • Organize anti-FGM/GBV meetings with different social groups including local leaders, religious leaders, women leaders, government leaders, women, men, youths, teachers, politicians etc. • Develop/print and disseminate quarterly newsletters, posters and leaflets. • Compile and share stories on anti-FGM, child marriage, child protection and GBV from the NAFGEM’s operation sites. • Develop local video with anti-FGM, child marriages, child protection and GBV messages for dissemination to the communities. • Develop radio programs on anti-FGM, child marriages, child protection and GBV for dissemination through local radios at weekly.
5.	Document anti-FGM, child marriages, child protection and GBV best practices in the NAFGEM operation sites.	<ul style="list-style-type: none"> • Collect and analyze all anti-FGM, child marriages, child protection and GBV best practices in NAFGEM’s operation areas. • Share best practices with members and all partners.

No.	Main activity	Sub-activities
Objective 4: Promote networking with likeminded organization and institutions at village, ward, district, regional, national and international levels.		
1.	Establish a profile of likeminded organizations/institutions at village, ward, district, regional, national and international levels.	<ul style="list-style-type: none"> • Develop a profile of all likeminded CSOs and institutions in each village, ward, district and region with NAFGEM activities. • Establish a list and links with institutions and/or individuals with human rights, anti-FGM/GBV focus.
2.	Hold/participate in quarterly meeting with likeminded organizations/institutions at local, national and international levels.	<ul style="list-style-type: none"> • Organize quarterly coordination meetings on anti-FGM, child marriages, child protection and GBV with partners at ward, district and regional levels. • Participate in anti-FGM, child protection Coalition Meeting and Human Rights Commissions as required. • Attend all internationally invited anti-FGM, child protection meetings/workshops.
3.	Establish and maintain links with likeminded institutions at all levels for women and children protection.	<ul style="list-style-type: none"> • Develop a list of available services with partners working on human rights, legal, medical, social, protection and economic services to women, youths and children. • Establish referral systems for survivors of FGM, child marriages, child protection and GBV to partner institutions. • Monitor and evaluate protection and other services to women and girls survivors of FGM, child marriages, child abuse and other forms of GBV.

No.	Main activity	Sub-activities
Objective 5: Conduct studies on FGM, child marriages, child protection and GBV thematic areas in Manyara and Kilimanjaro regions.		
1.	Establish extent of FGM, child marriage, child abuse and other types of GBV in the NAFGEM program sites.	<ul style="list-style-type: none"> • Conduct a baseline study on FGM, child marriage and GBV in the program areas. • Identify reasons for the persistence of FGM, child marriage and GBV. • Disseminate findings to NAFGEM and other stakeholders.
2.	Identify and support 10 women with post delivery complications associated with FGM, child marriage or GBV annually	<ul style="list-style-type: none"> • Assess the physical and psychological impact of FGM to girls, women and men in Kilimanjaro and Manyara. • Establish a list of delivery posts and MCH clinics in the areas of NAFGEM operation. • Identify all TBA agents in the NAFGEM intervention sites. • Obtain data from midwives and clinics on post delivery complications. • Share information with the community and other partners.
3.	Assess effectiveness of the laws on women and children protection against FGM and other forms of GBV.	<ul style="list-style-type: none"> • Assess the implementation of laws against FGM/GBV at ward and district levels. • Train law enforcers (Traditional leaders, Ward Executive Officers, Police and Magistrates) on anti-FGM/GBV laws and procedures. • Collect information on the application of the laws on FGM/GBV from traditional leaders, WEO, Police and the Court.
4.	Establish one trauma service centers for women and girls affected with FGM, child marriages and GBV.	<ul style="list-style-type: none"> ▪ Recruit 2 female trauma therapists ▪ Equip 2 trauma therapists to offer services to survivors of FGM, child marriages and GBV. ▪ Provide facility to offer trauma services in Kilimanjaro and Manyara regions.

No.	Main activity	Sub-activities
Objective 6: Strengthen the capacity of NAFGEM Tanzania for protection and response needs of women, children and youths in the northern zone of Tanzania.		
1.	Improve and maintain NAFGEM Tanzania administration systems and procedures.	<ul style="list-style-type: none"> • Update existing NAFGEM policies. • Develop and adopt new policies to improve internal systems and procedures. • Evaluate staff performances and recommend appropriately • Disseminate NAFGEM Tanzania policies and procedures to staff and members.
2.	Identify organization capacity gaps and address them accordingly.	<ul style="list-style-type: none"> • Assess internal organization capacity. • Develop and implement plans to address observed organization gaps.
3.	Create an environment for sustainability by owning fixed assets such as land, office premises etc.	<ul style="list-style-type: none"> • Solicit fixed assets for the organization. • Design office, women/girls protection and vocational training center structure. • Solicit funds for construction of office, women/girls protection and vocational training center • Strengthen structures for office, women/girls protection and vocational training center in Moshi, Lekrimuni and Orkesumet.
4.	Develop Resource Mobilization strategy for NAFGEM Tanzania.	<ul style="list-style-type: none"> • Review resource mobilization activities within NAFGEM Tanzania. • Develop and disseminate resource mobilization strategy for NAFGEM Tanzania. • Expand donor scope to address children, youths and women protection and support programs.

No.	Main activity	Sub-activities
Objective 7: Increase NAFGEM's visibility/publicity at local, national and international levels.		
1.	Maintain 4 billboards with NAFGEM logo, anti-FGM, child marriage, child protection and GBV messages in areas of NAFGEM operation.	<ul style="list-style-type: none"> • Review billboards with NAFGEM logo and anti-FGM, child marriage, child protection and GBV messages. • Follow up and maintain the billboards.
2.	Print and distribute IEC materials (calendars, brochure, posters, T-shirts, caps, umbrellas, tyre covers etc.) with NAFGEM logo, anti-FGM, child marriages, GBV and child protection messages.	<ul style="list-style-type: none"> • Solicit funding for IEC materials. • Develop different anti-FGM, child marriage, child protection and GBV messages for calendars, brochure, posters, T-shirts, caps, umbrellas, tyre covers etc.) with NAFGEM logo annually. • Produce the IEC materials. • Disseminate IEC materials in all areas of operation in Kilimanjaro and Manyara regions.
3.	Maintain NAFGEM Tanzania website in different languages ie. Swahili, English, Germany and Spanish.	<ul style="list-style-type: none"> • Review NAFGEM website to accommodate different languages i.e Swahili, English, Germany and Spanish. • Update/maintain NAFGEM website monthly.
4.	Disseminate messages on anti-FGM, child marriages, child protection and GBV through local radios, news papers and television stations	<ul style="list-style-type: none"> • Prepare and participate in press release to the local and national media quarterly. • Procure radios for families in high prevalence of FGM/GBV. • Monitor and evaluate radio and television programs.
5.	Produce and disseminate anti-FGM, child marriage and child protection and GBV features in local news papers.	<ul style="list-style-type: none"> • Train at least 40 local media personnel on anti-FGM, child marriage, child protection, GBV and human rights. • Produce and disseminate anti-FGM, child marriage, child protection, GBV and human rights quarterly. • Document in booklets the anti-FGM, child marriage, child protection, GBV and human rights experiences in Kilimanjaro and Manyara

3. Detailed Strategic Plan

Overall Goal: To promote socio-economic status of women, children and youths in ending FGM/child marriages/ GBV and meeting needs of MVC in Kilimanjaro and Manyara regions by the year 2021.

Overall objective: To strengthen human rights protection and response mechanisms for women, children and youths in Kilimanjaro and Manyara regions.

Outputs/Main Activities	Indicators	Means of Verification	Assumption/Risks
<p>Output 1: Improved planning, implementation and evaluation of anti-FGM/GBV activities in Kilimanjaro and Manyara regions.</p>	<ol style="list-style-type: none"> 1. Monthly work plans developed and adhered to by all staff and members. 2. M&E plan developed and utilized. 3. Conflict resolution mechanisms are in place in all NAFGEM sites. 4. Member organizations have basic governance systems and use them. 5. 100% of members understand the women and girls protection and support against FGM/GBV. 6. Consensus agreed on issues and approaches and no wasteful duplication of resources. 	<ol style="list-style-type: none"> 1. Training manuals 2. List of participants 3. Training reports 4. Copies of agreements 5. Letters 6. Management reports 7. Field reports 8. Progress reports 	<ol style="list-style-type: none"> 1. Resources will be available. 2. Members will be cooperative 3. No major conflict amongst members
<p>Main Activities</p> <ol style="list-style-type: none"> 1.1 Organize relevant training to all NAFGEM staff at least twice annually. 1.2 Conduct capacity building workshops to members of the Executive Committee at least twice annually. 1.3 Conduct quarterly capacity building to members of the DWTs in each district. 1.4 Procure at least 4 pelvic models for demonstration during anti-FGM trainings/workshops 			

<p>Output 2: Facilitated and undertook lobbying and advocacy on children and women protection issues related to FGM and other types of GBV.</p>	<ol style="list-style-type: none"> 1. Number of workshops on advocacy skills conducted per annum 2. Children Act and other laws on FGM and GBV are understood by 100% of members. 3. 70% of girls understand the relevant policies and laws protecting them from FGM and demand their rights. 4. 50% of women understand the relevant policies and laws and demand their rights 5. Rights-based approaches to programming for vulnerable groups realized and applied 	<ol style="list-style-type: none"> 1. Training manuals 2. List of participants 3. Training reports 4. Minutes of meetings 5. Revised policies 6. Media articles and reports 7. Simplified version of Children's Act 	<ol style="list-style-type: none"> 1. Commitment and governments political will to support. 2. Socio-cultural pressure.
<p>Main Activities</p> <ol style="list-style-type: none"> 2.1 Conduct lobbying and advocacy training to all staff and NAFGEM members every six months. 2.2. Support/conduct lobbying and advocacy on thematic issues. 2.3. Organize/participate in exhibitions on anti-FGM and GBV during local, regional and national events. 2.4. Participate in reviewing policies and laws on FGM and other types of GBV 			
<p>Output 3: Empowered communities in NAFGEM operations areas to change behavior and practice on FGM and other types of GBV.</p>	<ol style="list-style-type: none"> 1. Number of meetings with village animators. 2. Information shared are utilized by the animators to benefit their communities. 3. Number of dialogue groups formed and performing actively. 4. Number of women and/or girls protected against FGM or other forms of GBV. 5. Types of anti-FGM/GBV messages developed and disseminated and the mode, 6. List of anti-FGM/GBV best practices from the NAFGEM's operation sites. 	<ol style="list-style-type: none"> 1. Field progress reports 2. Soft and hard copies of anti-FGM/GBV messages developed. 3. Booklet with anti-FGM/GBV best practices 	<ol style="list-style-type: none"> 1. Commitment from animators as they are expected to volunteer throughout. 2. Willingness from adults to participate in the dialogue meetings.
<p>Main Activities</p> <ol style="list-style-type: none"> 3.1 Hold quarterly meetings with 20 village animators in each district. 3.2 Establish anti-FGM/GBV dialogue groups at family, village and ward levels. 3.3 Facilitate support to girls/women seeking for protection against FGM/GBV at village, ward and district levels. 3.4 Disseminate anti-FGM/GBV messages through meetings, workshops, leaflets, posters, storytelling, video play backs and radio programs. 3.5 Document anti-FGM and anti-GBV best practices in the NAFGEM operation sites. 			

<p>Output 4: Promoted networking with likeminded organization and institutions at village, ward, district, regional, national and international levels.</p>	<ol style="list-style-type: none"> 1. Profile of likeminded organizations in place 2. Number of meetings with likeminded institutions. 3. List of names and organizations participating in meetings with likeminded institutions. 4. Types of links with the likeminded institutions. 	<ol style="list-style-type: none"> 1. Meeting schedule 2. Meeting report 3. MOUs 	<ol style="list-style-type: none"> 1. Willingness and commitment from the organizations. 2. High expectations from the institutions.
<p>Main Activities</p> <p>4.1 Establish a profile of likeminded organizations/institutions at village, ward, district, regional, national and international levels.</p> <p>4.2 Hold/participate in quarterly meeting with likeminded organizations/institutions at local, national and international levels.</p> <p>4.3 Establish and maintain links with likeminded institutions at all levels.</p>			
<p>Output 5: Conduct studies on thematic areas</p>	<ol style="list-style-type: none"> 1. FGM prevalence 0-14 years 2. Number of women with post delivery complications. 3. Types of complications associated with FGM. 4. Number of institutions aware of the laws on FGM and GBV. 5. Number of FGM/GBV incidents reported to WEO, police and court. 6. Outcomes of FGM/GBV cases reported to WEO, police and Court. 	<ol style="list-style-type: none"> 1. Study reports 2. Delivery reports 3. Field reports 4. Progress reports 	<ol style="list-style-type: none"> 1. Accessibility to information 2. Readiness from partners to collect information
<p>Main Activities</p> <p>5.1 Establish prevalence rates of FGM from 0 – 14 years of age in areas of NAFGEM operations.</p> <p>5.2 Identify women with post delivery complications associated with FGM.</p> <p>5.3 Determine the effectiveness of the laws on women and children protection against FGM and other forms of GBV.</p>			

<p>Output 6: Organizational capacity built</p>	<ol style="list-style-type: none"> 1. Number of NAFGEM staff recruited. 2. Number of donors contributing to NAFGEM interventions. 3. Fundraising strategies in place. 4. Land offer for NAFGEM office 5. Number of information/protection centers. 6. Number of pupils participating in day care and community information centers 	<ol style="list-style-type: none"> 1. Human resource report. 2. Contracts and MOUs between NAFGEM and donors. 3. Fundraising report. 4. Center reports 	<ol style="list-style-type: none"> 1. Availability of resources 2. Willingness from donors to support or work with NAFGEM.
<p>Main Activities</p> <ol style="list-style-type: none"> 6.1 Recruit/establish positions of Program Coordinator, Program Officers, Program Assistants and Research/M&E Officer. 6.2 Expand donor scope. 6.3 Develop fundraising strategies for NAFGEM and the DWTs 6.4 Obtain land for office development and a women/girls protection and vocational center. 6.5 Establish information and protection centers on FGM/GBV at NAFGEM head office at Moshi and Simanjiro 6.6 Maintain the day care and community information centers at Mikocheni and Lekrimuni villages. 			

Output 7: Promoted NAFGEM’s visibility and publicity in Kilimanjaro and Manyara.

Main Activities

- 6.1 Develop and install at least 2 billboards with NAFGEM logo, anti-FGM/GBV messages in each district where NAFGEM operates.
- 6.2 Print IEC materials (calendars, brochure, posters, T-shirts, caps, umbrellas, tyre covers etc.) with NAFGEM logo and anti-FGM/GBV messages.
- 6.3 Maintain NAFGEM websites in different languages ie. Swahili, English, German and Spanish.
- 6.4 Disseminate messages on anti-FGM/GBV; children and women rights through local radios and televisions.
- 6.5 Produce and disseminate anti-FGM/GBV features in local news papers.

- 1. Number of billboards installed with anti-FGM messages.
- 2. Number and types of IEC materials developed, printed and disseminated
- 3. Types of updates in NAFGEM website
- 4. Number of anti-FGM/GBV messages aired through radio and TV.
- 5. Number and types of features on anti-FGM/GBV produces

- 1. Field reports and observations
- 2. Progress reports
- 3. Website reports
- 4. Radio program reports.
- 5. Newspaper features on anti-FGM/GBV

- 1. Availability of sufficient resources (funds and competent personnel).

4.0 MONITORING AND EVALUATION PLAN

Objectives	Strategies	Indicators	Means of Verification	Frequency	Responsible person(s)
1.	Staff trainings	<ul style="list-style-type: none"> - List of staff training needs - Annual staff training plan - No. of staff trained and type of training. 	<ul style="list-style-type: none"> - Assessment report - Staff training plan - Staff training reports 	Quarterly	Executive Coordinator
	Workshops with NAFGEM members	<ul style="list-style-type: none"> - Capacity gap of NAFGEM members - NAFGEM members attended capacity building workshops 	<ul style="list-style-type: none"> - List of capacity gaps - Activity reports 	Quarterly	Program Manager
	Technical supervision	<ul style="list-style-type: none"> - Work plans by members - Monitoring and supervision plan - No. of members supervised 	<ul style="list-style-type: none"> - Supervision reports 	Quarterly	Program Manager
2.	Lobbying and advocacy	<ul style="list-style-type: none"> - List of issues for lobbying and advocacy - Advocacy plan 	<ul style="list-style-type: none"> - Activity report with outcomes 	Quarterly	Executive Coordinator
	Exhibitions	<ul style="list-style-type: none"> - Exhibition plan 	<ul style="list-style-type: none"> - Activity report 	Quarterly	Executive Coordinator
	Child and women law reforms	<ul style="list-style-type: none"> - List of child and women protection law for reform 	<ul style="list-style-type: none"> - Activity report 	Quarterly	Executive Coordinator
3.	Organize community meetings	<ul style="list-style-type: none"> - Work plans 	<ul style="list-style-type: none"> - Activity report 	Quarterly	Program Manager
	Developing and distribution of IEC materials	<ul style="list-style-type: none"> - Types and messages on anti FGM, child marriage developed and disseminated 	<ul style="list-style-type: none"> - Activity Report 	Quarterly	Program Manager
	Report and documentation of FGM and child marriage	<ul style="list-style-type: none"> - Types and number of incidents of FGM and/or child marriages - List of best practices on anti FGM and child marriage programs 	<ul style="list-style-type: none"> - Progress report 	Quarterly	Program Manager

Objectives	Strategies	Indicators	Means of Verification	Frequency	Responsible person(s)
4.	Networking	<ul style="list-style-type: none"> - Updated profiles of likeminded institutions - Types and number of network meetings 	<ul style="list-style-type: none"> - Networking reports 	Quarterly	Executive Coordinator
5.	Studies on thematic areas	<ul style="list-style-type: none"> - Number and type of studies 	<ul style="list-style-type: none"> - Study reports with findings 	Annually	Executive Coordinator
6.	Staff and members trainings	<ul style="list-style-type: none"> - Training plans for staff and members - % of staff and members trained. - Supervision plan and number of staff/members supervised 	<ul style="list-style-type: none"> - Activity reports 	Quarterly	Executive Coordinator
	Expanding donors scope	<ul style="list-style-type: none"> - # of donors approached - List of current donors – local and international. - # of successful grants applications - Strategy for Resource mobilization 	<ul style="list-style-type: none"> - Activity report - Resource Mobilization strategy document - Signed contracts 	Quarterly	Executive Coordinator
	Maintain safe shelters for women and girls	<ul style="list-style-type: none"> - # and type of women and girls activities at safe shelter. - # and types of services offered to women and girls at NAFGEM safe centers. 	<ul style="list-style-type: none"> - Center reports 	Monthly	Field Officers
7.	Visibility	<ul style="list-style-type: none"> - Updated website, facebook, instgram and twitter accounts. - # and sites installed with billboards - # and type of media activities (local newspapers, features and press releases, TV and radio programmes) - # of newsletters issued 	<ul style="list-style-type: none"> - Progress reports 	Quarterly	Executive Coordinator

4.0 Projected Budget for 2016 - 2021

Interventions	2016	2017	2018	2019	2020	2021	Total
FGM prevention and responses	145,000,000	177,000,000	205,000,000	225,000,000	245,000,000	290,000,000	1,287,000,000
Child marriage and early pregnancies	40,000,000	70,000,000	92,000,000	115,000,000	140,000,000	155,000,000	612,000,000
Gender Based Violence	57,000,000	73,000,000	87,000,000	100,000,000	108,000,000	116,000,000	541,000,000
Most Vulnerable Children	180,000,000	235,000,000	280,000,000	325,000,000	345,000,000	360,000,000	1,725,000,000
Networking and collaboration	55,000,000	70,000,000	77,000,000	84,000,000	91,000,000	98,000,000	475,000,000
Institutional capacity building	97,500,000	110,500,000	116,500,000	117,500,000	118,500,000	119,500,000	680,000,000
Grand total	574,500,000	735,500,000	857,500,000	966,500,000	1,047,500,000	1,138,500,000	5,320,000,000