

PRACTICES FOR GIRLS AND WOMEN CAREER DEVELOPMENT FOUNDATION (PGWOCADE)



**PGWOCADE
FOUNDATION**

STRATEGIC PLAN 2024 - 2028

29TH APRIL, 2024

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Participants of the strategic planning workshop at PGWOCADe Offices



LIST OF ABBREVIATIONS

AFHS:	Adolescent-Friendly Health Services
AGYW:	Adolescent Girls and Young Women
AIDS:	Acquired Immune Deficiency Syndrome
ASDP:	Agricultural Sector Development Programme
FBO:	Faith-based Organization
FGM	Female Genital Mutilation
GBV:	Gender-Based Violence
HIV:	Human Immunodeficiency Virus
HR:	Human Resources
HSSP:	Health Sector Strategic Plan
HSHSP:	Health Sector HIV and AIDS Strategic Plan
KPIs:	Key Performance Indicators
LGA:	Local Government Authority
M&E:	Monitoring and Evaluation
MHM:	Menstrual Hygiene Management
NAIA-AHW:	National Accelerated Action and Investment Agenda for Adolescent Health and Wellbeing
NBS:	National Bureau of Statistics
NGO:	Non-Governmental Organization
NSGRP:	National Strategy for Growth and Reduction of Poverty
NPA-VAWC:	National Plan of Action to End Violence Against Women and Children in Tanzania
PEST:	Political, Economic, Social and Technical Analysis
PGWOCADe:	Practices For Girls and Women Career Development Foundation
PO-RALG:	President's Office, Regional Administration and Local Government
RAS:	Regional Administrative Secretary
SDGs:	Sustainable Development Goals
SDPs:	Service Delivery Points
STI:	Sexually Transmitted Infection
SWOT:	Strengths, Weaknesses, Opportunities and Threats
ToC:	Theory of Change
UNICEF:	United Nations Children's Fund
VAC:	Violence Against Children
WHO:	World Health Organization

FOREWORD

The PGWOCADÉ 2024 – 2028 Strategic Plan demonstrates the institutional commitment by PGWOCADÉ to undertake her organizational mandates in a systematic manner. PGWOCADÉ being a gender focused and female led organization is aware of the fact that increased economic, social, cultural and political transformation in the 21st Century has increased the welfare protection challenges and amplified the demand for such services particularly to adolescent girls and young women countrywide. Adolescent girls and young women (AGYW) play a crucial role in shaping the future of any nation or region.

Despite making up 12% of the world’s population, AGYW often face significant challenges and social barriers that hinder their inclusion and equitable access to resources and services. This reality is manifested globally. It is a fact that to adequately address the experienced challenges, notable local actions should be taken. This situation makes it necessary for organizations like PGWOCADÉ to strategically position herself in making sure that delivery of social welfare services, health and nutrition education as well as community development initiatives to these marginalized segments of the society are undertaken with noticeable changes at community level.

You will agree with me that much as the preparation of this Strategic Plan is timely, it is very challenging for both PGWOCADÉ and her stakeholders to accomplish what is planned for the coming five years. As the Board Chairperson and presenting the position of all Board members, we do affirm our committed to oversee the implementation of this strategic plan and realization of its anticipated outputs and outcomes. We therefore call upon all our stakeholders to provide their most needed collaboration and support to our organization in order to ensure that this strategic plan is implemented.

Adv. WALTA CARLOS

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CHAIRPERSON, BOARD OF DIRECTORS

ACKNOWLEDGEMENTS

The preparation of this Strategic Plan has involved a number of stakeholders and collaborators in a participatory process that enriched the contents of the document. Each contribution is highly appreciated by PGWOCODE. We wish to register our appreciation for the financial support provided by the Rukwa Foundation through which PGWOCODE could engage a competent consultant (Prof John F. Kessy) to facilitate the strategic planning process. The services rendered by the consultant are appreciated.

In our journey towards the five years (2024-2028) of growth and impact, I want to express my gratitude to our esteemed team of Board of Directors, staffs and partners. Your commitment and contributions towards our mission in advancing adolescent girls and young women rights to education, health and nutrition have been the driving force behind our impact and achievements.

I wish to acknowledge the contribution of PGWOCODE staff who actively participated in the strategic planning workshop and in drafting sections of this strategic plan document. Particularly, I acknowledge the contributions made by Ms Mary Chipeta (Program Manager), Ms Aziza Mmanga (Finance Manager), Mr. Felix Zumba (Human Resource Officer), Mr. Shukuru Mwasaka (Procurement Officer), Mr. Erick Angelo (M&E Officer), Ms Getrude Geoffrey (Project Coordinator), Mr. Robinson Ombewa (Communication & Social Media Officer) and Mr. Joseph Mwakabanga (Office Assistant and Store Keeper). I am confident that we will continue to innovate, collaborate, and make meaningfully impact to aid women and girls right and promote equality.

DR. JACKLINE A. TUNG'OMBE

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EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

This is the Strategic Plan for PGWOCADÉ for the 2024 – 2028 period. The document was prepared through a participatory process which involved most of the key stakeholders. This document will guide activities and resource allocation within the organization for the specified period in order to attain organizational vision and mission.

PGWOCADÉ Vision:

A Society Integrating Girls and Women in National Development Agenda

PGWOCADÉ Mission:

To empower and promote girls and women in realization of their goals through capacity building, development support, access to education, health and nutrition

Core Values: *Integrity, Accountability, Equality, Inclusion and Confidentiality*

The strategic plan is focused on four major areas of intervention translated to Strategic Objectives (SO1 – SO4). These include:

SO1: *Governance structures, leadership and management systems for PGWOCADÉ strengthened for effective service delivery*

SO2: *PGWOCADÉ promotes girl's and women's education and career development*

SO3: *Sexual reproductive health, community health and nutrition enhanced*

SO4: *Integration of adolescent girls and young women in national development agenda improved*

Under each strategic objective are sets of strategies, planned activities and key performance indicators. The document contains a result based logical framework analysis (Appendix 3) to assist in developing M & E system. In the log frame each activity has specific targets, indicators, means of verification and relevant assumptions. In total, the strategic plan has 17 key performance indicators distributed over the five strategic objectives and summarized in section 4.2.2 for monitoring and evaluation purposes. The cost estimates for implementing the strategic plan are summarized in Appendix 5. PGWOCADÉ shall engage in a number of resources mobilization activities to generate the required resources for implementation of this strategic plan.

1. INTRODUCTION

1.1 Background

It has been estimated that there are 1.8 billion young people aged 10-24 in the world, making it the largest youth population ever. Among them, 600 million are adolescent girls and young women who often face gender-based discrimination, marginalization, and violence¹. In many parts of the world, girls and young women continue to carry the double burden of being both young and female. The challenges experienced by girls and young women are normally interconnected and compound each other. Many young girls face barriers to accessing quality education due to factors such as poverty, cultural norms and early marriage limiting their opportunities for personal development and economic empowerment. Adolescent girls often lack access to reproductive healthcare, including contraception and information about sexual and reproductive health. This puts them at a higher risk of suffering from maternal mortality, sexually transmitted infections, and gender-based violence². It is a fact that girls and young women are at risk of various forms of gender-based violence, including domestic violence, sexual harassment, and human trafficking, often with long-lasting physical, psychological, and social consequences. Child marriage remains a significant issue in many parts of the world, depriving girls of their childhood, education, and future opportunities. It has been observed that adolescent girls and young women are disproportionately affected by poverty and economic inequality. They often have limited access to decent work, financial resources, and opportunities for skill development and entrepreneurship. Deeply entrenched gender norms and stereotypes perpetuate discrimination against girls and young women, limiting their autonomy, choices, and opportunities for leadership and participation in decision-making processes³. It is for this reasons that global attention has been directed to support adolescent girls and young women specifically towards establishing a society that recognize, respect and defend gender equality.

PGWOCADÉ was founded in 2015 with the mission to promote girls and women right, as a local non-governmental organization operating in Tanzania mainland. The aim of PGWOCADÉ is to serve as a voluntary movement with the purpose of promoting girls' education, health and career development in Sumbawanga, Rukwa region and Tanzania mainland through capacity building, advocacy and awareness raising interventions. PGWOCADÉ stands out as a female led organization registered as a non-governmental organization with registration number NGO/0009617 under NGO Act 2002, to actively

¹ <https://www.unwomen.org/en/digital-library/publications/2017/5/youth-leap-into-gender-equality>

² <https://www.unaids.org/en/resources/documents/2014/Adolescentgirlsandyoungwomen>

³ <https://www.unicef.org/reports/adolescent-girls-programme-strategy-2022-2025>

promote women and girl's right. Since its establishment, the organization had not developed a comprehensive strategic plan to guide her interventions over years. This strategy document covering the 2024 –2028 period is therefore the first of its kind for the organization.

1.2 Deployed methodological approach

The strategic planning process was closely guided by the provisions of the Pact strategic planning toolkit, which suggests best practices in facilitating participatory planning, and capacity building processes to partners. The process involved gaining commitment and buy in from the PGWOCADÉ leadership, collecting the right information through situational analysis, identifying strategic objectives, strategies and action plans with targets and proper documentation including provisions for monitoring and evaluation. The consultant engaged with the PGWOCADÉ team and reviewed existing documentation before conducting interviews with key stakeholders, facilitating an in-house consultative session where key strategic planning processes and practices were shared. During these sessions, PGWOCADÉ staff in collaboration with the consultant conducted situational analysis including SWOT analysis and stakeholder's analysis and developed critical areas of intervention to be used in developing strategic objectives for the organization.

1.3 The layout of the strategic plan

The strategic plan is organized into four main chapters. Chapter One covers introduction which summarises background information including global concerns about the challenges facing adolescent girls and women and what PGWOCADÉ intends to achieve. The methods deployed in developing the strategy are also summarized. The second chapter covers situational analysis reviewing global frameworks, national demographics on youth, national policies, strategies and the planning environment in the country. The chapter also contains internal and external environment scan, stakeholders' analysis and a summary of thematic areas prioritized by the plan and the organizational theory of change. The third chapter contains the contents of the strategic plan. It starts with vision and mission statements plus the core values of PGWOCADÉ. It then summarizes the main strategic objectives, strategies, activities and key performance indicators for various strategies adopted for implementation. The fourth chapter focuses on the implementation of the strategic plan including the costing of the plan, issues of resources mobilization, monitoring and evaluation. The last part of the document consists of several appendices.

2 SITUATION ANALYSIS

2.1 The Global Context

The United Nations 2030 Agenda for Sustainable Development, which was adopted by all United Nations Member States in 2015 represents a global commitment to sustainable development and provides a framework for collective action by governments, businesses, civil society, and individuals to build a better future for all. The 17 Sustainable Development Goals (SDGs)⁴, which cover a broad range of social, economic, and environmental dimensions of sustainable development constitute the major framework for the Agenda providing the global context for priority actions. The Sustainable Development Goals (SDGs) set several priorities for adolescent girls and young women, aiming to ensure their well-being, empowerment, and equal opportunities. One of the main priorities for adolescent girls and young women is achieving gender equality and empowering all women and girls as presented in Goal 5. This involves ensuring equal access to education, healthcare, economic opportunities, and participation in decision-making processes at all levels. The SDGs further emphasize the importance of providing quality education for all, including adolescent girls and young women (Goal 4). This includes ensuring access to primary, secondary, and tertiary education, as well as promoting vocational training and lifelong learning opportunities to girls and women. Additionally, Goal 3 puts emphasis on issues of the health and well-being of adolescent girls and young women. This includes access to sexual and reproductive health services, information, and education, as well as addressing issues such as maternal mortality, HIV/AIDS, and other reproductive health concerns.

Poverty disproportionately affects women and girls, making it crucial to address poverty eradication as a priority as promoted by Goal 1 which aims at ending poverty. The goal calls for promotion of economic empowerment, access to productive resources, financial services, and ensuring equal pay for equal work to both gender with particular support to girls and women. Goal 5 aims at ending violence against women and girls. The aim is to eliminate all forms of violence and discrimination against women and girls as well as to address issues such as domestic violence, trafficking, harmful practices like child marriage and female genital mutilation, and ensuring access to justice and support services for survivors. Goal 6 promotes improved access to clean water and sanitation including essential sanitation facilities for the health and well-being of adolescent girls and young women, particularly in ensuring menstrual hygiene management and reducing the burden of waterborne diseases. This quick review of the global context and priorities for adolescent

⁴ <https://www.undp.org/sustainable-development-goals>

girls and women confirm the fact that the objectives and activities of PGWOCADe are actually anchored on issues that are of global significance.

2.2 The Youth Population in Tanzania

According to the 2022⁵ national population census, the population pyramid for mainland Tanzania (figure 1) is characterized by a young age structure, with a large proportion of the total population found in the young and/or youthful ages (42.9 percent of total population are below 15 years and 34.4 percent are between 15 and 35 years inclusive). The broad-based pyramid indicates young population caused by high fertility rates among women of reproductive age and high mortality rates.

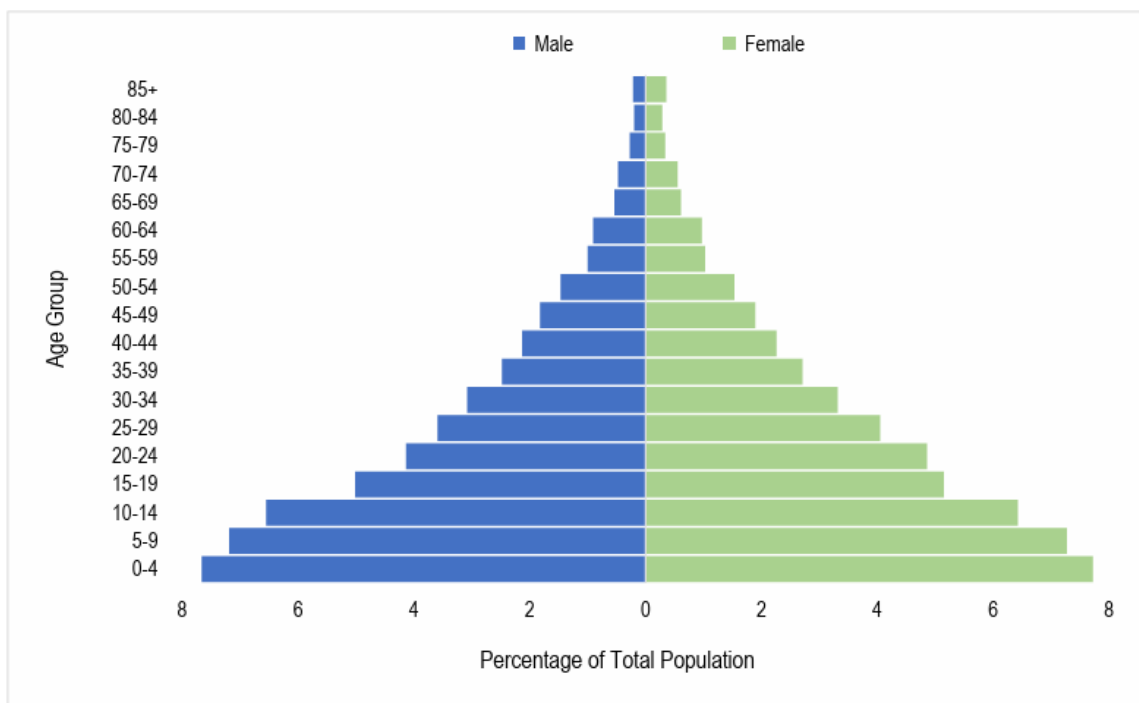


Figure 1: Population Pyramid (Five-Year Age Groups) for Tanzania Mainland

The proportion of population below 15 years of age declined from 43.9 percent in 2012 to 42.9 percent in 2022. Among other factors, this moderate decline indicates a slow pace of fertility decline in the country during the period as depicted by the decrease of the population under one year. The percentage of population below 18 years of age for Tanzania Mainland is 49.1 percent. The proportion of population declined from 50.6 percent in 2002 to 49.1 percent in 2022. The National Youth Development Policy of 2007, defines youth as all young men and women aged 15 to 35 years. Consequently, according to the 2022 census, the proportion of population aged 15-35 years for Tanzania Mainland was 34.4 percent, it slightly decreased from 35.6 percent in 2002. According to the international

⁵ <https://www.nbs.go.tz/index.php/en/census-surveys/population-and-housing-census/852-2022-population-and-housing-census-administrative-units-population-distribution-and-age-sex-reports>

definition, youths are all persons aged 15 to 24 years. The youth represent an important stage of the life cycle, both demographically and socially. The results of the 2022 census show that, the proportion of youth to total population in Tanzania Mainland using the international definition has decreased from 19.6 in 2002 to 19.2 in 2022. All in all, the 2022 national population census has demonstrated the fact that the population of the youth in the country is substantial and that the situation calls for youth specific interventions in areas of social, economic, health and development.

2.3 National Policies, Strategies and Action plans

2.3.1 National Youth Policy

The National Youth Development policy of 2007⁶ focuses on youth development issues which include economic empowerment, environment, employment promotion, youth participation, HIV and AIDS, gender, arts and culture, sports, adolescent reproductive health and family life issues. The policy emphasizes that youth development is a crosscutting issue, which requires multi-sectoral approach for effective implementation and calls for mainstreaming of youth development issues in all Ministries' policies and other stakeholders' development programs. The policy envisions to have empowered, well-motivated and responsible youth capable of participating effectively in social, political and economic development of the society. Its mission is to create an enabling environment for youth empowerment and enhancement of employment opportunities and security. One of its specific objectives is to enhance establishment and utilization of youth friendly social services including reproductive health services. The policy is supportive of interventions geared towards addressing common challenges facing the youth in the country and clearly states that the government in collaboration with other development partners shall promote the establishment of youth friendly health services at all levels. It elaborates further that the government in collaboration with other stakeholders shall put a mechanism to coordinate the provision of reproductive health education to the youth as stipulated in various strategic documents including the Reproductive Health strategy, Education Policy and Family Life Education Program.

The youth policy recognizes challenges associated with youth unemployment and supports employment creation through entrepreneurship skills training, empowerment of youth, educational and gender equity programs. The policy further ascribes to the fact that underemployment and unemployment in Tanzania require an integrated employment-oriented development framework to adequately address these challenges. It is pointed out in the policy that despite the fact that a good proportion of the youth in the country are

⁶<https://www.kazi.go.tz/uploads/documents/en-1599494965-sw1573207670-NATIONAL%20YOUTH%20DEVELOPMENT%20POLICY.pdf>

self-employed they face a lot of problems in implementing their activities. Such problems include the lack of working capital, equipment and technical know-how or necessary skills. The youth policy appreciates that changes in economic and social aspects as well as globalization have changed peoples' lifestyles and brought about economic hardships. On the other hand, responsible parenthood in communities has disintegrated and youth upbringing has been left in the hands of teachers and institutions dealing with youth development. Consequently, youth encounter many health problems related to physical, mental, maternal and reproductive health. These include escalation of sexually transmitted infectious diseases including HIV/AIDS, malnutrition which causes amongst other things blood deficiencies (anemia) and low birth weight, the use of drugs and substance abuse which causes mental instability and delinquency, female genital mutilation to young women and children, early marriages and pregnancies, in-appropriate use of leisure time and sports for health development, inadequate youth friendly health services and information. Most of these challenges that require attention have been prioritized by the PGWOCODE as areas that require attention in the coming five years.

2.3.2 National Adolescent Reproductive Health Strategy

Recent Tanzania Demographic Health Survey reports have confirmed the existence of serious reproductive health challenges to adolescent girls and young women. In the year 2005 it was confirmed that two-thirds of women were married before their 20th birthday and about a quarter (23%) of girls aged 15-19 had begun childbearing. The situation is a reflection of limited access to sexual and reproductive health information, among other factors. Teenage pregnancies have a major negative impact on the education of young girls in school and their lives in general. Other consequences include complications arising from early child bearing, unsafe abortion, and spread of HIV and other sexually transmitted infections (STIs). These problems are exacerbated by existence of negative socio-cultural factors such as gender norms, early marriage, forced marriage and female genital mutilation (FGM), which constrain young people's access to their sexual and reproductive health rights. To that effect, the government of Tanzania has reaffirmed her commitment to support delivery of comprehensive health services to adolescents through a number of policies, strategies and programs. This commitment has been of great impetus to implementation of various adolescent reproductive health programs in the country through the implementation of the National Adolescent Reproductive Health Strategy.

The National Adolescent Reproductive Health Strategy (2011 – 2015)⁷ served as an important guiding document in addressing the various sexual and reproductive health needs of adolescents in the ever-changing social environment. The needs include information and

⁷ [National-Adolescent-Reproductive-Health-Strategy-2011-2015.Tanzania.pdf \(prb.org\)](#)

advice; services; rights; providers' competence; policies and management systems; organization of service delivery points (SDPs); as well as community and parental support. The strategy envisions healthy adolescents living in an environment that enables them to access quality information, services and life skills for the realization of their full potential. The primary objective of the strategy is to contribute to improvement of sexual and reproductive health status of adolescents and their general wellbeing. The specific objectives include to (i) create an enabling policy environment and legal framework that facilitates successful implementation of interventions which make it possible for adolescents to exercise their sexual and reproductive health rights; (ii) provide an implementation framework for essential interventions that are geared towards increasing adolescents' access to participation and utilization of friendly sexual and reproductive health information, education and services; (iii) promote positive attitudes and practices among adolescents, parents, guardians and other key actors at the household and community levels regarding adolescent sexual and reproductive health needs; and (iv) strengthen coordination under the government's leadership by providing a framework for fostering partnerships with all relevant stakeholders both in the public and private sectors, as well as the adolescents, their parents and guardians.

The strategy outlines several key principles to guide implementation of various interventions and activities to promote adolescent sexual and reproductive health. These include the following (i) Adolescents are a heterogeneous group with different sexual and reproductive health needs; (ii) Reproductive health services are a basic human right for all people including adolescents; (iii) Participation and involvement of adolescents in planning, implementation, monitoring and evaluation of programs that focus reproductive health and development, is critical to ensuring that their needs are fully addressed; (iv) Community involvement and parental support are crucial for sustainable adolescent reproductive health programs; (v) Adolescent reproductive health services should encompass preventive, curative and rehabilitative care; (vi) Adolescent reproductive health services must promote gender equity and equality; (vii) Effective and sustainable adolescent reproductive health services require human resources development, strategic leadership, knowledge management and dissemination of lessons learnt alongside institutional capacity development; and that (viii) Given the diverse reproductive health needs of adolescents, effective mechanisms for networking and collaboration among various stakeholders are essential in addressing the needs holistically. Most of these principals and recommendations are closely followed by PGWOCADe in the designing and implementation of interventions targeting adolescent girls and young women.

2.3.3 National Plan of Action to End Violence Against Women and Children

The Five-year National Plan of Action to End Violence Against Women and Children (NPAVAWC 2017/18 – 2021/22)⁸, was developed by consolidating eight different action plans addressing violence against women and children to create a single comprehensive, National Plan of Action to eradicate violence against women and children in the country. Violence against women and children is a daily reality for large number of women and children. In Tanzania its prevalence is high hence addressing it, is a central development goal in its own right and key to achieving other development outcomes for women, their families, communities and the nation. The NPA-VAWC emphasizes the actions needed for both preventing and responding to violence and recognizes that investing in violence prevention initiatives has a positive impact on inclusive growth. Through the NPA-VAWC, Tanzania has consolidated the prevention of violence agenda into one document that recognizes that violence occurs on a continuum, that violence in childhood has an impact on a person's health and well-being well into adulthood, that violence is cyclical and that addressing violence in childhood will also reduce violence against women, that violence is interpersonal as well as intergenerational, and impacts individual, family, and community health and well-being. The NPA-VAWC envisions a Tanzania where women and children enjoy their right to an environment free from all forms of violence. PGWOCODE is committed to end violence against women as clearly strategized under strategic objective 4.

2.3.4 National Accelerated Action and Investment Agenda (NAIA-AHW)

The National Accelerated Action and Investment Agenda for Adolescent Health and Wellbeing 2021/22 – 2024/25 (NAIA-AHW)⁹ builds on the National Adolescent Health and Development Strategy and lays down catalytic and accelerated actions and investments, The NAIA-AHW anchors on six pillars (figure 2)

⁸ <https://www.unicef.org/tanzania/media/496/file/tanzania-2016-NPA-VAWC.pdf>

⁹ https://www.jamii.go.tz/uploads/publications/en1654074235-NAIA-AHW%202021.22%20-%202024.25_%20Final.pdf



Figure 2: The Six Pillars prioritized by the NAIA-AHW

The six pillars include (1) Preventing HIV; (2) Preventing Teenage Pregnancies; (3) Preventing Sexual, Physical and Emotional Violence; (4) Improving Nutrition; (5) Keeping Boys and Girls in School; and (6) Developing Skills for Meaningful Economic Opportunities. These pillars (figure 2) represent issues that affect adolescents disproportionately; areas where interventions are limited in their targeting of adolescents; and/or adolescent programs that are not at scale.

The pillars outline priority areas for investments that can ensure a productive cohort and, ultimately, a productive nation. Besides, there are cross-cutting interventions, which have the potential to achieve more than two pillars. None of these pillars should be implemented separately; although each pillar has a particular objective, the pillars are interconnected, and form one comprehensive agenda, and the combined effect of all six pillars will in the short to medium term have a positive, lasting impact on adolescent health and wellbeing.

In this strategic plan, PGWOCODE has some strategic interventions and activities addressing all the six pillars as priorities priority areas.

2.3.5 Other important strategies and programs

Health Sector Strategic Plan (HSSP)¹⁰ outlines the government's strategy for improving health outcomes in Tanzania and provide guidance on national priorities that should receive attention when developing sub national level strategic plans. The HSSP aims to improve

¹⁰ <https://mitu.or.tz/wp-content/uploads/2021/07/Tanzania-Health-Sector-Strategic-Plan-V-17-06-2021-Final-signed.pdf>

access to quality health services, reduce morbidity and mortality rates, and increase the overall health status of Tanzanians. Other important policies and programs include the Agricultural Sector Development Program (ASDP)¹¹ which is a sectoral program that aims to modernize and transform the agricultural sector in Tanzania. The ASDP is designed to increase agricultural productivity, improve food security, and reduce poverty in rural areas thereby enhancing the health of her citizens. The education and training policy provides a framework for the development of education and training in Tanzania. It aims to provide quality education and training to all Tanzanians, from primary school to tertiary education.

2.4 The national planning context

The Tanzanian government has established several national planning frameworks to guide its development agenda. They provide a roadmap for the country's development and help guide policy and resource allocation decisions. In this section some of these national level policy frameworks are briefly reviewed to elaborate the national planning context in which the PGWOCADE strategic plan is anchored.

Tanzania Development Vision 2025¹² outlines the country's development goals and aspirations up to the year 2025. The plan identifies a number of priority health and livelihood issues that the government aims to address in order to achieve its development goals. These include improving access to healthcare whereby the government aims to improve access to healthcare services by increasing funding for the sector, expanding health infrastructure, and training more healthcare workers. The development vision also puts priority in reducing the burden of communicable diseases by reducing the incidence and impact of these diseases through a range of interventions. The government's development plan aims to improve food security by promoting sustainable agriculture practices, improving access to credit and markets for farmers, and investing in infrastructure such as irrigation systems.

The national five year development plans are medium-term plans that cover a period of five years and are designed to achieve the goals outlined in the Vision 2025. The current Five-Year Development Plan (FYDP III) covers the period from 2021 to 2026 and sets out the government's priorities for achieving its development goals. The plan focuses on several key areas, including agriculture, industry, social services, infrastructure, and governance all of which have a bearing on the health status and livelihoods of the Tanzanian society.

¹¹ Agricultural Sector Development Program, Ministry of Agriculture, 2017

¹²<http://www.tzonline.org/pdf/theTanzaniadevelopmentvision.pdf>

National Strategy for Growth and Reduction of Poverty (NSGRP)¹³ is another policy document that guides strategic planning processes in the country. This is a poverty reduction strategy that aims to reduce poverty in Tanzania by half by 2025. The NSGRP is implemented through a series of sectoral strategies and programs. In other words the National Strategy for Growth and Reduction of Poverty, popularly known as MKUKUTA articulates the countries shorter term national goals and is viewed as a vehicle to scale up national ownership of the development process toward the attainment of the national development agenda articulated in the Vision 2025 and subsequent policy initiative. The strategy encourages participatory mechanisms at national and local levels. It seeks to be more inclusive by explicitly taking on board the various contributions of all actors.

2.5 Historical Scan

PGWOCODE FOUNDATION was founded in 2015 and registered in 2018 under the NGO ACT, 2002 as a national organization working Tanzania mainland with the vision A Society Integrating Girls

and Women in National Development Agenda. Our mission is “To empower and promote girls and women in realization of their goals through capacity building, development support, access to education, health and nutrition, as an organization our broader objective is to create an equal world which aids women and girls right and promote equality “Opportunities lie in Community trust, Government will, Stakeholders support, Partnership, Donor fund, and capacity development. We have responded to those opportunities through Community engagement in implementation of our programs, Advocacy, strategic litigation, collaboration, enforcement of government laws and policy implementation. Strengthen the capacity of stakeholders, collaborate and use them as an agent of change we want to create through our project activities we have learned from others, form coalition with like-minded organization, resource utilization and minimization and movement building through partnership. To support organization capacity building, administration running cost and project implementation through donor funded project activities and strengthen capacity of our organization, improve policy, review and develop new policies and strategies through capacity development and support we have received from donors and partners.

Our organization has faced different challenges including Shortage of resources (underfunded), bureaucratic procedures which leads to implementation delays, Lack of clear organization strategy for the past 9 years, high staff turnover, Lack of resource mobilization strategy, inadequate transparency among partners, lack of financial policy and program implementation. As an organization we respond to those challenges in a different ways including apply for more funding, use available funds to attract other donors through our impacts, Development of clear strategic plan 2024 - 2028, We continue organization

¹³ <https://faolex.fao.org/docs/pdf/tan208184.pdf>

capacity development to staff, create good environment for staff and build organization culture, We are planning to develop resources mobilization strategy and other important strategy after having SP, We identify good partners and ensure we are strictly to our policy implementation in our Memorandum Of Understanding and We continue to enforce the implementation of government policy through periodic review and follow up.

The following aspects from our historical background have influence in our organization's future, so we want to improve them through developing organization resource mobilization strategy, monitoring and evaluation strategy, communication strategy, increased fund applications, presence of good political will, increasing stakeholders' engagement and support. We see our organization has grown and become a strong growing organization through the processes we have passed since our founding in 2015 to date, we have been able to secure funds, implement projects and reach more people from our target population, we are able to analyse the challenges and address them.

2.6 PEST Analysis

PEST analysis is a strategic tool used by organizations to analyse and understand the external macro-environmental factors that can impact their operations and decision-making. The acronym PEST stands for Political, Economic, Social, and Technological factors¹⁴. These factors are examined during the strategic planning process to identify potential opportunities and threats that may affect the organization's performance and future prospects. By conducting a PEST analysis, organizations aim to gain insights into the external factors that may influence their strategic decisions, market positioning, and long-term success. Political factors often refer to the influence of government policies, regulations, and political stability on the business environment. This includes aspects such as taxation policies, trade regulations, government stability, political ideology, and the overall legal framework. Political factors can significantly impact industries such as healthcare, energy, and infrastructure, among others. Economic factors take into consideration the broader economic conditions within which the organization operates including for example economic growth rates, inflation, exchange rates, interest rates, unemployment levels, and overall economic stability. Social factors often relate to demographic trends, cultural norms, lifestyle changes, and societal values that influence consumer behaviour and market demand. Technological factors refer to the impact of technological advancements and innovation on the business environment. PEST Analysis for PGWOCADÉ was conducted during the strategic planning process and the outcomes of the analysis are summarized in table 1. The analysis was used to generate some of the activities included in the document.

¹⁴ <https://www.pactworld.org/library/strategic-planning-pact-organizational-development-toolkit>

Table 1: PEST Analysis results for PGWOCADÉ

Trend Description	Impact on PGWOCADÉ
Political Factors	
Bureaucratic procedures	<ul style="list-style-type: none"> Resulted from Poor governance and networking, through complex rules and rigid procedures limiting our NGO to accomplish our activities at a right time e.g. Slow decision on provision of permit to launch the project There is rare engagement of local government leaders in different projects e.g. Some leaders only engage with us for their own benefits and not for the PGWOCADÉ targets
Antagonistic Political Parties	<ul style="list-style-type: none"> Interference from political issues particularly during election period limit some people to engage with us and sometimes they do not provide the permit on time to conduct our activities in some areas
Economic Factors	
High inflation rate	<ul style="list-style-type: none"> Inadequate fundraising support from the government and donors hence cause limited capacity to implement and fulfil our mission and vision. The change in price of goods/products and services over a period of time affects our budget especially when purchasing those tools and necessities needed in a project field. E.g. burners, engagements from social Medias.
High taxation	<ul style="list-style-type: none"> High taxation and annual fees set by a government to NGOs
Social Factors	
Uncertainty on possible occurrence of Epidemic diseases	<ul style="list-style-type: none"> Leading to poor collaboration on implementation of projects caused by pandemic diseases like Covid19, cholera, floods etc.
Cultural beliefs and traditions	<ul style="list-style-type: none"> Non supportive cultural beliefs from some of the societies in areas where projects are implemented eg. Antagonism on early marriage and priority to girl's education.
Technological Factors	
Presence of digital platforms	<ul style="list-style-type: none"> Improvement in digital skills e.g. Use of computer i.e. E-mails, basic website, social media platform and online payments instead of cash payments.

2.7 Internal and external environmental scan

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis was conducted as a means to scan both the internal and external environments for PGWOCADÉ. The analysis of strengths and weaknesses examined the internal environment while the analysis of opportunities and threats considered the external environment. The entire SWOT analysis is presented in table 2.

Table 2: SWOT Analysis Results for PGWOCADÉ

Strengths	Weaknesses
<ul style="list-style-type: none"> ● PGWOCADÉ is a legally established organization, registered since 2018; with established organization structure & management systems. ● Existence of comprehensive policy documents eg. the Constitution, Gender policy, child policy ● Well respected, recognized and trusted organization which has worked for nine years. ● Highly competent and experienced Team capable of generating independent views. ● Strong and unique organization structure with well-defined chain of command. ● We have engaged with over 50,000 individuals from our target population, thereby making lasting impacts on our community's. ● We have been able secured donor funds and implement different project both donor funded and non funded. 	<ul style="list-style-type: none"> ● Weak financial base and support from key stakeholders. Hence is donor dependent. ● High staff turnover due to low payment. ● Lack of a permanent office place. ● Inadequate working tools like computers, printers. ● Lack of some of useful important organization manual and plans resource mobilization strategy, communication strategy, M&E plan
Opportunities	Threats
<ul style="list-style-type: none"> ● Existence of a conducive political and policy environment for addressing public needs of the population. ● Existence of one national language for dissemination of public information ● Receptive communities for education and health information. ● Existence of potential donor support to project and organization activities such as, Diocese of Munster, Her Voice Fud Global, The Rukwa Foundation. ● Favorable perception and goodwill from the Government, Civil Societies and the Private Sector, for collective public actions 	<ul style="list-style-type: none"> ● Changing of the Epidemiological profiles including emerging and reemerging epidemics such as CORONA, Cholera, and NCDs. ● Cultural beliefs, social norms and practices with negative impact on public health eg forced and early marriage and patriarch system. ● Natural disasters like floods have a negative impact on public health. ● Changing political leaders and their political ideologies like re-entry policy. ● Changing donors funding conditions ● Remoteness of some areas

2.8 Stakeholders analysis

Stakeholder analysis is a process used by organizations to identify and understand the various individuals, groups, or entities that may have an interest in or be affected by a particular project, decision, or action. Normally stakeholders can be affected by decisions made by the organization but can also affect realization of outcomes from planned activities by the organization. As such, the purpose of stakeholder analysis is to assess the interests, concerns, influence, and potential impact of these stakeholders on the organization's goals and activities. It helps organizations to effectively engage with stakeholders, manage relationships, and make informed decisions that take into account the needs and expectations of all relevant parties. Stakeholder analysis is a valuable tool for organizations

to proactively manage relationships, mitigate risks, build trust, and ensure that decisions are made in a manner that considers the interests and concerns of all relevant stakeholders. It helps organizations to navigate complex stakeholder landscapes and foster collaborative partnerships that contribute to the success and sustainability of their initiatives. During the strategic planning process, a stakeholder's analysis for PGWOCADÉ was conducted taking into consideration the roles played by different actors in support of organizational interventions. The results from the conducted analysis are summarized in Appendix 1.

2.9 Strategic focus and Theory of Change

The situational analysis guides towards the identification of broad thematic areas of intervention that can provide strategic focus for the organization. Four major areas of strategic focus were identified and were used to develop strategic objectives for this plan. The thematic areas include: (1) Strengthening PGWOCADÉ governance structures, leadership and management systems for effective service delivery; (2) Promoting girl's and women's education and career development; (3) Enhancing sexual reproductive health, community health and nutrition; and (4) Improving the integration of adolescent girls and young women in national development agenda. The PGWOCADÉ Theory of Change (ToC) as summarised in figure 3 is grounded in these thematic areas.

The PGWOCADÉ theory of change suggests that **IF** governance structures, leadership and management systems for PGWOCADÉ are strengthened and **IF** the organization implements activities geared towards promoting girls and women education/career development, enhancing sexual reproductive health, community health and nutrition, **THEN** remarkable improvement in integration of adolescent girls and young women in the national development agenda shall be realized at the society level. The required institutional strengthening for realization of these outcomes includes having a functional Board that meets regularly as scheduled, acquisition of the required organizational staff as suggested by the revised organogram, having the capacity to undertake resources mobilization activities and acquire the needed resources to implement planned activities and having effective communication with key stakeholders as analysed in the stakeholder's analysis (section 2.8).

The Theory of Change (ToC) demonstrates the existing linkages between prioritized goals, strategic objectives and planned activities in contributing to the organizational mission in a systematic and logical way. The Theory of Change assumes that there are cause-and-effect relationships between planned activities for implementation and the desired outcomes contributing to the mission of the organization. The ToC further assumes that planned interventions shall be implemented with flexibility and give room for learning through existing feedback systems and emerging evidence. Since social change often require time to produce significant results, the ToC assumes that progress may occur gradually over the

long term and that it is possible to measure and evaluate progress towards the desired outcomes using specified indicators and various data collection methods.

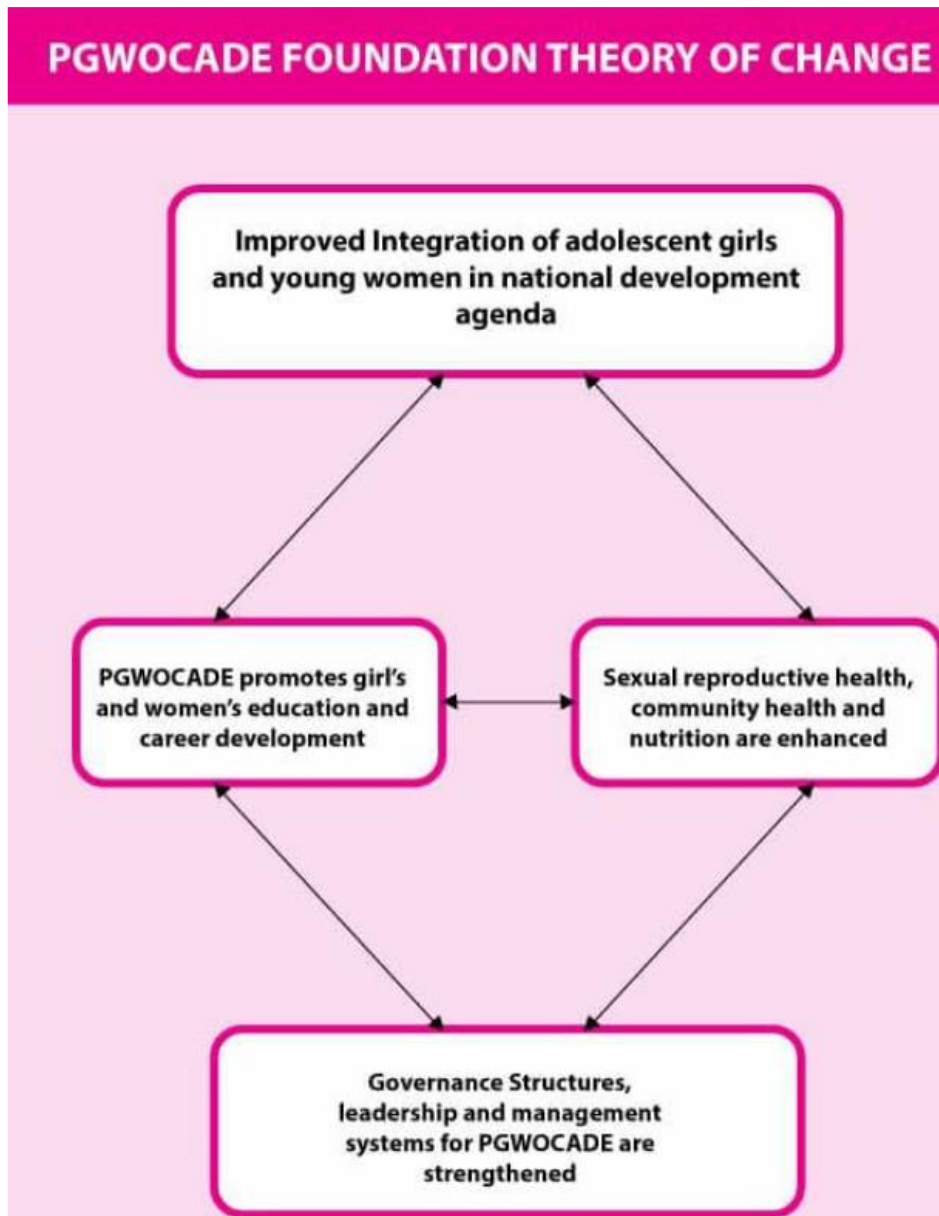


Figure 3: The PGWOCAD Theory of Change

3.1 Vision, Mission and Values

3.1.1 Vision

A Society Integrating Girls and Women in National Development Agenda

3.1.2 Mission

To empower and promote girls and women in realization of their goals through capacity building, development support, access to education, health and nutrition.

3.1.3 Core Values

INTERGRITY: PGWOCADÉ value upright behavior and operate with complete transparency and lack of ambiguity. Our actions are legal, clear, consistent, honest and truthful. PGWOCADÉ have zero tolerance for corruption and hidden agendas.

ACCOUNTABILITY: PGWOCADÉ is accountable to its Donors and stakeholders in all. We manage our resources responsibly and use them efficiently to provide value for money. We are fully responsible for all our actions and track all we do as well as the results with appropriate documentation. We learn from our mistakes and acknowledge and celebrate our successes.

EQUALITY: PGWOCADÉ value that all people must be treated equally, fairly, with dignity and be able to embrace opportunities

INCLUSION: We amplify women and girls voice to increase their visibility and expand their reach to power and decision-making bodies.

CONFIDENTIALITY: We respect confidential information entrusted by PGWOCADÉ, Beneficiaries and partners.

3.3 Strategic Objectives

In this strategic plan, strategic objectives, strategies, activities and key performance indicators were developed to address the key organization challenges and priorities which were identified during situational analysis. Additionally, the strategic objectives were developed to reflect the key functions and roles of PGWOCADÉ. The organization is challenged in a number of cross cutting issues including for example issues of governance,

systems and structures and access to resources for accomplishing her mandates. The strategic plan puts in place strategic objectives to address some of these cross-cutting issues.

In total, this strategic plan has four strategic objectives which include the following:

SO1: Governance structures, leadership and management systems for PGWOCADE strengthened for effective service delivery

SO2: PGWOCADE promotes girl's and women's education and career development

SO3: Sexual reproductive health, community health and nutrition enhanced

SO4: Integration of adolescent girls and young women in national development agenda improved

3.4 Strategies, activities and key performance indicators

Strategic Objective 1: Governance structures, leadership and management systems for PGWOCADE strengthened for effective service delivery

Rationale:

PGWOCADE recently reviewed her organizational structure and staffing levels (Appendix 4). However, the implementation of the revised structure has not been optimally done. Some positions are yet to be staffed for the structure to be fully operational. Further, the organization has a governing Board which needs to meet regularly in order to provide the needed organizational oversight for PGWOCADE. However, due to financial constraints, the Board cannot meet regularly as stipulated in the continuation. Further PGWOCADE has a number of systems that are not optimally functioning and need to either be developed, finalized or operationalized. Equally, the organization needs to put in place regulations, guidelines and policy documents that will guide organizational behaviour and performance. Finally, the implementation of this strategic plan and the overall performance of the organization is very much dependent on availability of resources. PGWOCADE needs to develop a resources mobilization strategy that itemizes sets of interventions aimed to increase organizational access to resources for implementing planned activities. It is important that PGWOCADE takes deliberate efforts to mobilize adequate resources for the implementation of this strategic plan and undertaking other pertinent activities for sustaining the organization. The organization also needs to have effective communication with her key stakeholders.

Strategy 1: Strengthen governance structure for PGWOCADÉ FOUNDATION

Activities:

- To implement the revised and amended organization structure.
- Conducting board meeting quarterly, report and approve, annual plan, policies, and budget, assess performance of senior staff and board function
- Recruitment and institutionalization of new board members

Key performance Indicator:

- All PGWOCADÉ Board positions are filled and the Board meets quarterly as per constitution by December 2024
- The revised organization structure is fully staffed and operational by December 2025

Strategy 2: Strengthen PGWOCADÉ managerial systems and internal capacity

Activities:

- To develop, review and updating essential PGWOCADÉ policies (i.e HR and Financial manuals, resources mobilization, M&E strategy)
- To develop a legal compliance framework.
- To develop stakeholder engagement plans and procedures.
- Create guidelines on how decisions are made and disseminated
- Staff capacity development
- Training on proposal writings and fundraising/resources mobilization skills
- Updating staff and the organization on new technological innovations
- Support application of IT in PGWOCADÉ activities
- Improving staff welfare to reduce staff turnover
- Acquisition of land and construction of permanent offices for PGWOCADÉ

Key performance indicator:

- All essential policies and manuals in place and operational by December 2025.

Strategic Objective 2: PGWOCADÉ promotes girl's and women's education and career development

Rationale:

It is globally accepted that economic empowerment for the female gender and gender equity are critical for realization of sustainable development. Promoting girl's and women's education and career development contributes significantly to their economic

empowerment and gender equity. Educating and supporting women in their careers increases their earning potential, which in turn improves their economic independence and overall financial well-being. This benefits not only individual women but also their families and communities, contributing to poverty reduction and economic growth. Further, education and career opportunities are fundamental rights for all individuals. By promoting girls' and women's education and career development, societies can work towards achieving gender equality, breaking down barriers that limit women's participation in various fields and ensuring equal opportunities for all. Additionally, empowering women economically through education can improve access to healthcare services and resources for themselves and their families. Educated women are more likely to participate in civic and community activities, advocate for social change, and contribute positively to the development of their societies. They are more likely to invest in the education/well-being of their children, creating a positive cycle of intergenerational progress and development. Through a commitment to the girl's education, PGWOCADÉ will provide community sensitization and awareness to equip girls and women with the values, skills and intellectual discipline that will enable them to make a positive contribution to society. The overall goal of the strategic plan is to enable girls and young women to become a reputable class that is responsive to national, regional and global development needs.

Strategy 1: Community sensitization and awareness creation

PGWOCADÉ shall strategically strive to create awareness to parents, strengthen protection of adolescent girls to keep them in school, enforce government accountability through the school re-entry policy and improve school facilities to make them stay in school.

Activities:

- Conduct educational workshops and seminars
- Facilitate awareness campaigns at community level.
- Creating awareness through distribution of educational materials like brochures.
- Facilitate training sessions.
- Supporting actions towards child protection, education and health through social media.
- Undertake community outreach programs
- Organize interactive media sessions

Key performance indicator:

- Percentage increase in number of community members reached by PGWOCADÉ by December 2028

Strategy 2: Support career development activities.

Activities:

- To conduct awareness campaigns promoting the importance of gender equality and youth inclusion
- Facilitate self-assessment and goal setting sessions for adolescent girls and young women
- Facilitate skill development training workshops.
- Support career forum and networking initiative
- To start enterprise re usable sanitary pads production company that employs women and support their economic development

Key performance indicator:

- Percentage increase in number of girls and women with income generating employment (including self-employment) by December 2028

Strategic Objective 3: Sexual reproductive health, community health and nutrition enhanced

Rationale:

To enhance sexual reproductive health rights and services accessibility for adolescent girls and young women in Tanzania, particularly marginalized communities, through comprehensive education, advocacy, and improved healthcare services and infrastructure focusing on the following key components; Comprehensive education, Advocate for laws and policies, enhancement of healthcare services and Infrastructure, build partnership and conduct monitoring and evaluation. Community health and nutrition are critical components of comprehensive public health and social development strategies, addressing key determinants of health, well-being, and equity across diverse populations and settings. By investing in education, prevention, and support services in these areas, communities can improve health outcomes, enhance social cohesion, and advance human rights and social justice. But also, it is important for women's general health and wellbeing. Furthermore, it justifies ensuring food security and promoting healthy eating habits that may combat health issues such as obesity and Cholera.

Strategy 1: Support disease prevention and mitigation interventions

Activities:

- Awareness campaigns on common sexually transmitted infections (STIs), cancer and prevention methods.

- Increase awareness in mental diseases/illness end stigma and strength treatment, services and care for people with mental illness
- Providing information on vaccination programs.
- Promoting hygiene practices to prevent the spread of infection.
- Monitoring and evaluation.

Key performance indicators:

- Percentage change in the spread of STIs in the target population annually.
- Increased number of adolescent girls vaccinated against cervical cancer.
- Increased number of people screened and receive early treatments.
- Reduced number of disease transmission on preventable diseases which are transmittable.
- Increase number of people receiving vaccine for preventable diseases

Strategy 2: Provision of nutrition education at community level

Activities

- Nutrition workshops covering topics like balanced diets.
- Collaborating with nutritionists for personalized advice.
- Initiatives to address food insecurity in the community.
- Monitoring and evaluation.

Key performance indicators:

- Changes in participants' dietary habits and consumption of nutritious foods.
- Increase in knowledge about balanced diets and healthy eating practices.
- Reduced numbers of stunting and malnutrition in the community

Strategy 3: Increase access to sexual reproductive health rights and services

Activities

- To implement programs to educate individuals, especially youth, on sexual reproductive health rights, including information on contraception, family planning, STI and HIV prevention, and consent.
- To advocate for policy reforms and legal frameworks that protect and promote sexual reproductive health rights, aiming to reduce stigma, discrimination, and barriers to access.
- To collaborate with local authorities and healthcare providers to improve the accessibility and quality of sexual reproductive health services, ensuring availability

of contraceptives, skilled healthcare professionals, and confidential counselling services.

- To build partnerships with government agencies, community leaders, and healthcare organizations to strengthen capacity, share resources, and amplify impact in advancing sexual reproductive health rights and services.
- To establish and conduct monitoring and evaluation mechanisms to track progress, measure impact, and adapt strategies as needed, ensuring accountability and sustainability of interventions.

Key performance indicator:

- Percentage increase in number of girls and women with access to sexual reproductive rights and services annually

Strategy 4: Increase access to sex education at community level

Activities:

- To conduct workshops and seminars on reproductive health, contraception methods, and healthy relationships.
- Interactive sessions with guest speakers discussing different topics concerning sex education
- To advocate for implementation of comprehensive sexuality education in formal education curriculum in Tanzania national education curriculum.
- Distribution of educational materials to increase knowledge on sex education such as fliers and pamphlets.
- Monitoring and evaluation

Key performance indicators:

- Percentage increase of young women and girls, knowledge about sex education annually

Strategy 5: Support HIV/AIDS Prevention, Treatment, and Care interventions

Activities:

- Distribution of condoms and educational materials about HIV/AIDS transmission and prevention.
- Support groups for individuals living with HIV/AIDS and their families through counseling services.
- Advocacy efforts to reduce stigma and discrimination against people living with HIV/AIDS.
- Monitoring and evaluation

Key performance indicators:

- Percentage increase number of individuals receiving counseling services annually.
- Percentage change in the rate of condom use among high-risk populations annually.
- Percentage increase of HIV-positive individuals linked to treatment and care services.

Strategy 6: Support Family Planning interventions**Activities:**

- Providing access to contraceptives and family planning resources.
- Counseling sessions for individuals on family planning options.
- Collaborations with reproductive health clinics for comprehensive family planning services.
- Advocacy for policies supporting reproductive rights and access to family planning services.
- Monitoring and evaluation

Key performance indicators:

- Percentage increase number of individuals accessing family planning services and contraceptives annually.
- Percentage change/decrease in unintended pregnancies in the target population annually.

Strategy 7: Increase awareness and access to mental disease treatment and care**Activities:**

- To conduct seminars and workshops on increasing awareness on mental disease
- Strengthen capacity of health centres on provision of mental diseases treatment and care..

Key performance indicator:

- Percentage increase number of individuals accessing mental diseases treatment and care

Strategic Objective 4: Integration of adolescent girls and young women in national development agenda improved**Rationale:**

Integration reduces inequalities and improves development outcomes for the next generation, hence help to overcome unpredictable circumstances which may lead to national development imbalance. But also, activities such as educational initiatives, skills training programs, mentorship opportunities and advocacy campaigns can all contribute to

empowering young women and enabling them to actively participate in and contribute to their community development.

Strategy 1: Support gender specific advocacy work

Activities:

- Capacity building and awareness campaign through media, seminars, workshops, training and movement.
- Policy lobbying and advocacy for the government and policy makers to include gender topics and sexuality education in education curriculum starting from primary schools.
- Monitoring and evaluation.

Key performance indicator:

- Gender policies enacted or amended to promote gender equality by December 2028

Strategy 2: Prevention of Gender-Based Violence

Activities:

- To conduct workshops on gender equality and respectful relationships.
- Supporting services for survivors of gender-based violence, including counselling and legal assistance.
- Educational programs in schools and communities to challenge harmful gender norms such as Physical violence
- Collaboration with law enforcement such as judiciary, gender desk, police and social services to improve response to gender-based violence.
- Awareness campaigns to raise public consciousness about the issue and promote community involvement in prevention efforts.
- Awareness campaigns on ending child marriage and teen pregnancies
- Strengthening capacity of stakeholders on their role to end child marriages and teen pregnancies.
- Strategic litigation on age of a child, child protection, and GBV laws.
- Monitoring and evaluation.

Key performance indicator:

- Percentage change/decrease in incidences of GBV in the target population annually

4 IMPLEMENTATION OF THE PLAN

4.1 Development of annual work plans/budgets and projects

PGWOCADÉ shall use this strategic plan as the basis for developing annual operational plans including annual work plans and budgets. The annual plans shall be costed to provide realistic cost estimates of implementing the strategic plan and shall be approved by the Board before implementation. Additionally, PGWOCADÉ shall use this strategic plan as a fund-raising tool. In order to implement the strategic plan, the organization shall endeavour to develop several projects on various thematic areas contained in the strategic plan and submit to various donors and partners including the private sector for funding consideration. The actual costs of implementing this strategic plan shall be established during the final evaluation of the strategic plan in 2028 and provide lessons to be used in developing a new strategic plan.

4.2 Monitoring & Evaluation

4.2.1 The need for M&E Framework document and electronic database

Monitoring and Evaluation form an important component in ensuring that strategic plans are implemented. Monitoring shall help the management of PGWOCADÉ and stakeholders to track the utilization of inputs and realization of strategic plan targets. It will also assist the management to make informed decisions with regards to deployment of resources and taking corrective measures when necessary. On the other hand, evaluations help stakeholders to assess the realization of targets and objectives in relation to resources utilized. In so doing efficiency and effectiveness in implementing the strategic plan can be assessed. Both monitoring and evaluation facilitate learning through performance by examining success cases and failures that have been experienced during implementation of the strategic plan.

A monitoring and evaluation framework document for the strategic plan shall be prepared after the official launching of this strategic plan. The document shall present detailed descriptions on how each indicator will be monitored and evaluated. For efficient and effective monitoring of organizational performance, PGWOCADÉ shall endeavour to develop an electronic database for M&E purposes. The database shall be used to store, retrieve and generate summaries, queries and reports for decision making. The PGWOCADÉ monitoring and evaluation process shall endeavour to collect and analyse information related to the realization of anticipated outcomes summarized by the key performance indicators contained in this strategic plan as presented in section 4.2.2

4.2.2 Summary of Key Performance indicators

In total the strategic plan has 17 key performance indicators distributed in the four strategic objectives as presented in this section.

Strategic Objective 1: Governance structures, leadership and management systems for PGWOCADÉ strengthened for effective service delivery

Key performance Indicators

- All PGWOCADÉ Board positions are filled and the Board meets quarterly as per constitution by December 2024
- The revised organization structure is fully staffed and operational by December 2025
- All essential policies and manuals in place and operational by December 2025.

Strategic Objective 2: PGWOCADÉ promotes girl's and women's education and career development

Key performance indicators

- Percentage increase in number of community members reached by PGWOCADÉ by December 2028
- Percentage increase in number of girls and women with income generating employment (including self-employment) by December 2028

Strategic Objective 3: Sexual reproductive health, community health and nutrition enhanced

Key performance indicators

- Percentage change in the spread of STIs in the target population annually.
- Changes in participants' dietary habits and consumption of nutritious foods.
- Increase in knowledge about balanced diets and healthy eating practices.
- Percentage increase in number girls and women with access to sexual reproductive rights and services annually
- Percentage increase of young women and girls, knowledge about sex education annually
- Percentage increase number of individuals receiving counseling services annually.
- Percentage change in the rate of condom use among high-risk populations annually.
- Percentage increase of HIV-positive individuals linked to treatment and care services.
- Percentage increase number of individuals accessing family planning services and contraceptives annually.
- Percentage change/decrease in unintended pregnancies in the target population annually.

Strategic Objective 4: Integration of adolescent girls and young women in national development agenda improved

Key performance indicators:

- Gender policies enacted or amended to promote gender equality by December 2028
- Percentage change/decrease in incidences of GBV in the target population annually

APPENDICES

APPENDIX 1: PGWOCODE STAKEHOLDERS' ANALYSIS

STAKEHOLDERS	OPPORTUNITIES / AREAS OF COLLABORATION
GOVERNMENT MINISTRIES <ul style="list-style-type: none"> ● Ministry of Health ● Ministry of education ● Ministry of constitution and laws ● Ministry of Gender, community development, Women, Elderly, children, and social welfare 	<ul style="list-style-type: none"> ● The Government can provide supportive fund for NGO ● The government can share relevant data relating to our activities like statistics of pregnant girls who dropout from school. ● Policy development and advocacy ● Formal endorsement and registration
Local government authorities (LGAs)	<ul style="list-style-type: none"> ● They provide valuable local data which help us to work with the government to address the key issue affecting the target population. ● Sustainability of action beyond project ● Access of local resource, example infrastructure, venues
Donors	<ul style="list-style-type: none"> ● Funding Opportunities ● Collaboration ● Bring expertise and management skill
International partners and Networks (UN, TENMENT, Women Human Right Defenders), DADARISE and RRDs	<ul style="list-style-type: none"> ● Access to technical expertise ● Funding opportunities ● Collaboration.
Volunteers	<ul style="list-style-type: none"> ● They provide Time and skills for the NGO ● They raise awareness about the organization's cause, its profile and what it does.
Village government	<ul style="list-style-type: none"> ● Formal endorsement ● Good community relationship ● Valuable local knowledge

STAKEHOLDERS	OPPORTUNITIES / AREAS OF COLLABORATION
Beneficiaries	<ul style="list-style-type: none"> ● To participate in NGOs activities ● Utilization of resources
Media (Local, National and International)	<ul style="list-style-type: none"> ● They raise awareness about their cause, and help the NGO connect with their targeted beneficiary and inspire action. ● They provide unique opportunities for non-profit organizations to cultivate relationships with donors, volunteers and supporters. ● They enable nonprofits organizations to measure the impact, refine their strategies and optimize their outreach efforts.
Traditional and Religious leaders	<ul style="list-style-type: none"> ● They provide potential to be key advocates for the organization and end the epidemic of gender-based violence in society. ● They create awareness and shape the society culture and summon the conscience of their members to awaken their ambition and inspire them to do what is right.
Courts and Judiciary	<ul style="list-style-type: none"> ● They strengthen the crime prevention and criminal justice responses to violence against young girls and women. ● They protect girls' rights and provide punishment to the offenders of girls and women's rights.

APPENDIX 3: RESULT BASED LOGFRAME

PGWOCADE STRATEGIC PLAN (2024 – 2028) RESULT BASED LOGFRAME MATRIX				
Objectives/Activities	Indicators	Means of Verification	Targets	Assumptions
Vision: A Society Integrating Girls and Women In National Development Agenda				
Strategic objective 1: Governance structures, leadership and management systems for PGWOCADE strengthened for effective service delivery				
Strategy 1: Strengthen governance structure for PGWOCADE FOUNDATION				
Activities				
<ul style="list-style-type: none"> To implement the revised and amended organization structure. 	Number of staff employed	Employment records	December 2024	Availability of staff and required resources
<ul style="list-style-type: none"> Conducting board meeting quarterly, report and approve, annual plan, policies, and budget, assess performance of senior staff and board function 	Number of Board meetings conducted annually	Board meeting records	Annually	Availability of financial resources
<ul style="list-style-type: none"> Recruitment and institutionalization of new board members 	Number of new Board members recruited	Board members recruitment records	Annually	Willingness of potential Board members
Strategy 2: Strengthen PGWOCADE managerial systems and internal capacity				
Activities				
<ul style="list-style-type: none"> To develop, review and updating essential PGWOCADE policies (i.e HR and Financial manuals, resources mobilization, M&E strategy) 	Essential policies in place and operational	Policy documents	Annually	Availability of resources and required expertise
<ul style="list-style-type: none"> To develop a legal compliance framework. 	Legal compliance framework in place	Framework document	Annually	Availability of resources and required expertise
<ul style="list-style-type: none"> To develop stakeholder engagement plans and procedures. 	Stakeholders' engagement plan and procedures in place	Engagement plan document	Annually	Availability of resources and required expertise
<ul style="list-style-type: none"> Create guidelines on how decisions are made and disseminated 	Guidelines on decision making and dissemination procedures in place	Guidelines document	Annually	Availability of resources and required expertise
<ul style="list-style-type: none"> Staff capacity development 	Number of staff trained	Training reports	Annually	Availability of resources and required expertise
<ul style="list-style-type: none"> Training on proposal writings and 	Number of staff trained	Training reports	Annually	Availability of resources

PGWOCAD E STRATEGIC PLAN (2024 – 2028) RESULT BASED LOGFRAME MATRIX				
Objectives/Activities	Indicators	Means of Verification	Targets	Assumptions
fundraising/resources mobilization skills				and required expertise
<ul style="list-style-type: none"> Updating staff and the organization on new technological innovations 	Number of staff trained	Training reports	Annually	Availability of resources and required expertise
<ul style="list-style-type: none"> Support application of IT in PGWOCAD E activities 	Number of activities supported by IT	Activity reports	Annually	Availability of resources and required expertise
<ul style="list-style-type: none"> Improving staff welfare to reduce staff turnover 	Number of staff retained	Staff records	Annually	Availability of incentives for staff motivation
<ul style="list-style-type: none"> Acquisition of land and construction of permanent offices for PGWOCAD E 	Acquired land in place and secured	Acquired land	Annually	Availability of resources
Strategic Objective 2: PGWOCAD E promotes girl's and women's education and career development				
Strategy 1: Community sensitization and awareness creation				
Activities				
<ul style="list-style-type: none"> Conduct educational workshops and seminars 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Facilitate awareness campaigns at community level. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Creating awareness through distribution of educational materials like brochures. 	Number of materials created	Activity report	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Facilitate training sessions. 	Number of community members trained	Training reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Supporting actions towards child protection, education and health through social media. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Undertake community outreach programs 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Organize interactive media sessions 	Number of community	Activity reports	Annually	Availability of resources

PGWOCAD E STRATEGIC PLAN (2024 – 2028) RESULT BASED LOGFRAME MATRIX

Objectives/Activities	Indicators	Means of Verification	Targets	Assumptions
	members reached			and willingness of community members
Strategy 2: Support career development activities				
Activities				
<ul style="list-style-type: none"> To conduct awareness campaigns promoting the importance of gender equality and youth inclusion 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Facilitate self-assessment and goal setting sessions for adolescent girls and young women 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Facilitate skill development training workshops. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Support career forum and networking initiative 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
Strategic Objective 3: Sexual reproductive health, community health and nutrition enhanced				
Strategy 1: Support disease prevention and mitigation interventions				
Activities				
<ul style="list-style-type: none"> Awareness campaigns on common sexually transmitted infections (STIs), cancer and prevention methods. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Providing information on vaccination programs. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Promoting hygiene practices to prevent the spread of infection. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Monitoring and evaluation 	Documented outputs and outcomes in place	M&E reports	Annually	Availability of resources
Strategy 2: Provision of nutrition education at community level				
Activities				

PGWOCAD E STRATEGIC PLAN (2024 – 2028) RESULT BASED LOGFRAME MATRIX

Objectives/Activities	Indicators	Means of Verification	Targets	Assumptions
<ul style="list-style-type: none"> Nutrition workshops covering topics like balanced diets. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Collaborating with nutritionists for personalized advice. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Initiatives to address food insecurity in the community. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Monitoring and evaluation. 	Documented outputs and outcomes in place	M&E reports	Annually	Availability of resources
Strategy 3: Increase access to sexual reproductive health rights and services				
Activities				
<ul style="list-style-type: none"> To implement programs to educate individuals, especially youth, on sexual reproductive health rights, including information on contraception, family planning, STI and HIV prevention, and consent. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> To advocate for policy reforms and legal frameworks that protect and promote sexual reproductive health rights, aiming to reduce stigma, discrimination, and barriers to access. 	Number of policy and legal frameworks revised	Activity reports	Annually	Availability of resources and expertise
<ul style="list-style-type: none"> To collaborate with local authorities and healthcare providers to improve the accessibility and quality of sexual reproductive health services, ensuring availability of contraceptives, skilled healthcare professionals, and confidential counselling services. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> To build partnerships with government 	Number of partnerships	Activity reports	Annually	Availability of resources

PGWOCAD E STRATEGIC PLAN (2024 – 2028) RESULT BASED LOGFRAME MATRIX

Objectives/Activities	Indicators	Means of Verification	Targets	Assumptions
agencies, community leaders, and healthcare organizations to strengthen capacity, share resources, and amplify impact in advancing sexual reproductive health rights and services.	and coalitions established			and Willingness of potential partners
<ul style="list-style-type: none"> To establish and conduct monitoring and evaluation mechanisms to track progress, measure impact, and adapt strategies as needed, ensuring accountability and sustainability of interventions. 	Documented outputs and outcomes in place	M&E reports	Annually	Availability of resources
Strategy 4: Increase access to sex education at community level				
Activities				
<ul style="list-style-type: none"> To conduct workshops and seminars on reproductive health, contraception methods, and healthy relationships. 	Number of community members reached	Activity reports	Annually	Availability of resources and expertise
<ul style="list-style-type: none"> Interactive sessions with guest speakers discussing different topics concerning sex education 	Number of community members reached	Activity reports	Annually	Availability of resources and expertise
<ul style="list-style-type: none"> Distribution of educational materials to increase knowledge on sex education such as fliers and pamphlets. 	Number of community members reached	Activity reports	Annually	Availability of resources and expertise
<ul style="list-style-type: none"> Monitoring and evaluation 	Documented outputs and outcomes in place	M&E reports	Annually	Availability of resources
Strategy 5: Support HIV/AIDS Prevention, Treatment, and Care interventions				
Activities				
<ul style="list-style-type: none"> Distribution of condoms and educational materials about HIV/AIDS transmission and prevention. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Support groups for individuals living with HIV/AIDS and their families through counseling services. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members

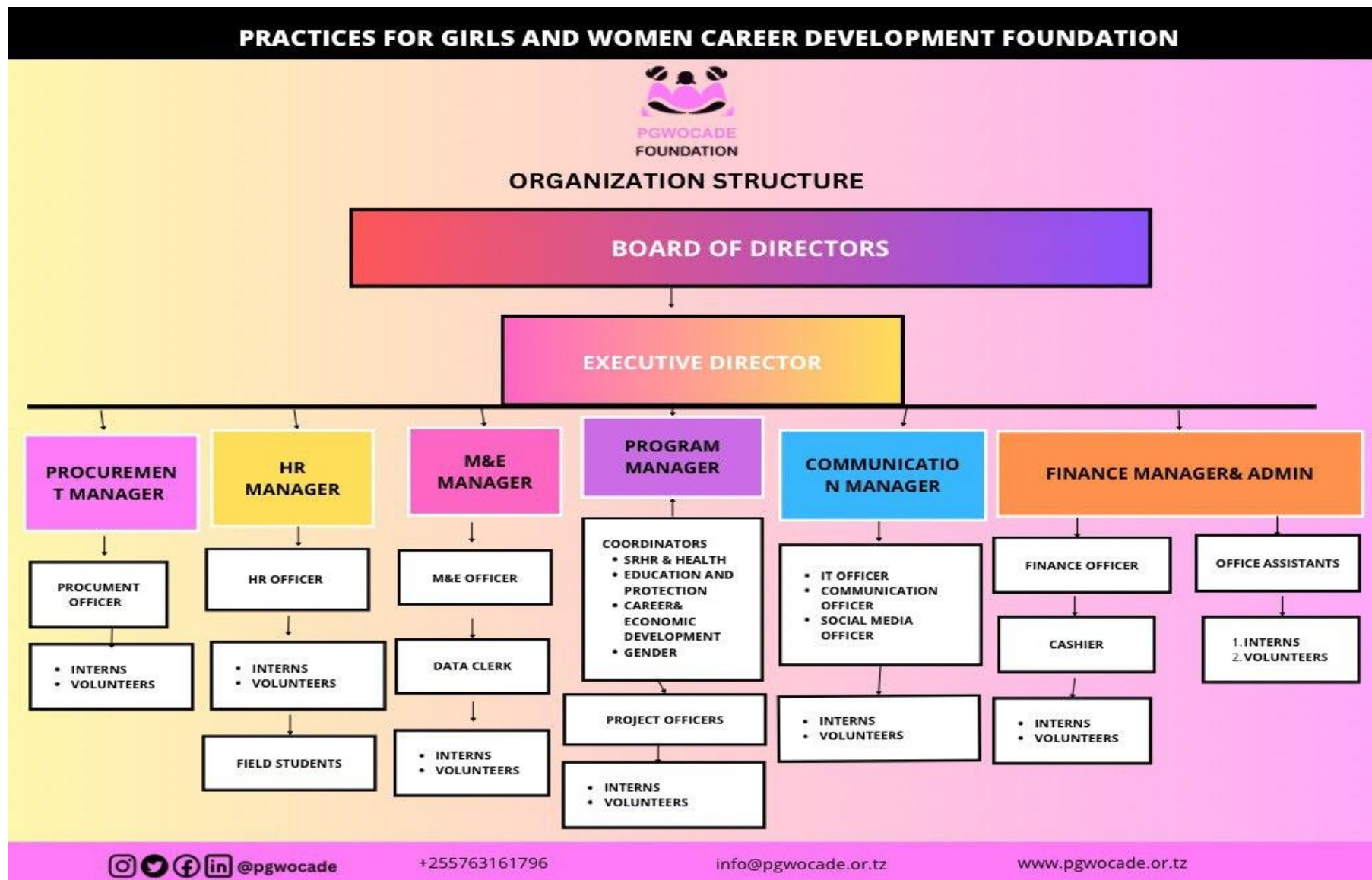
PGWOCAD E STRATEGIC PLAN (2024 – 2028) RESULT BASED LOGFRAME MATRIX

Objectives/Activities	Indicators	Means of Verification	Targets	Assumptions
<ul style="list-style-type: none"> Advocacy efforts to reduce stigma and discrimination against people living with HIV/AIDS. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Monitoring and evaluation 	Documented outputs and outcomes in place	M&E reports	Annually	Availability of resources
Strategy 6: Support Family Planning interventions				
Activities				
<ul style="list-style-type: none"> Providing access to contraceptives and family planning resources. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Counseling sessions for individuals on family planning options. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Collaborations with reproductive health clinics for comprehensive family planning services. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Advocacy for policies supporting reproductive rights and access to family planning services. 	Number of policies revised	Activity reports	Annually	Availability of resources and expertise
<ul style="list-style-type: none"> Monitoring and evaluation 	Documented outputs and outcomes in place	M&E reports	Annually	Availability of resources
Strategic Objective 4: Integration of adolescent girls and young women in national development agenda improved				
Strategy 1: Support gender specific advocacy work				
Activities				
<ul style="list-style-type: none"> Capacity building and awareness campaign through media, seminars, workshops, training and movement. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Policy lobbying and advocacy for the government and policy makers to include gender topics and sexuality education in education curriculum starting from primary schools. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members

PGWOCAD E STRATEGIC PLAN (2024 – 2028) RESULT BASED LOGFRAME MATRIX

Objectives/Activities	Indicators	Means of Verification	Targets	Assumptions
<ul style="list-style-type: none"> Monitoring and evaluation. 	Documented outputs and outcomes in place	M&E reports	Annually	Availability of resources
Strategy 2: Prevention of Gender-Based Violence				
Activities				
<ul style="list-style-type: none"> To conduct workshops on gender equality and respectful relationships. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Supporting services for survivors of gender-based violence, including counselling and legal assistance. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Educational programs in schools and communities to challenge harmful gender norms such as Physical violence 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Collaboration with law enforcement such as judiciary, gender desk, police and social services to improve response to gender-based violence. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Awareness campaigns to raise public consciousness about the issue and promote community involvement in prevention efforts. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Awareness campaigns on ending child marriage and teen pregnancies 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Strengthening capacity of stakeholders on their role to end child marriages and teen pregnancies. 	Number of community members reached	Activity reports	Annually	Availability of resources and willingness of community members
<ul style="list-style-type: none"> Strategic litigation on age of a child, child protection, and GBV laws. 	Number of cases litigated	Court files	Annually	Availability of resources and expertise
<ul style="list-style-type: none"> Monitoring and evaluation. 	Documented outputs and outcomes in place	M&E reports	Annually	Availability of resources

APPENDIX 4: CURRENT ORGANIZATION STRUCTURE FOR PGWOCODE







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APPENDIX 5: COSTING OF THE STRATEGIC PLAN

COSTING OF THE PGWOCAD E STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
Strategic objective 1: Governance structures, leadership and management systems for PGWOCAD E strengthened for effective service delivery							
Strategy 1: Strengthen governance structure for PGWOCAD E FOUNDATION							
Activities							
<ul style="list-style-type: none"> To implement the revised and amended organization structure. 	Stationery cost, Venue, Transport	1,400,000/=	700,000/=	0	0	0	700,000/=
<ul style="list-style-type: none"> Conducting board meeting quarterly, report and approve, annual plan, policies, and budget, assess performance of senior staff and board function 	Stationery, Venue, Transport, per diem, food and refreshment	60,200,000/=	12,040,000/=	12,040,000/=	12,040,000/=	12,040,000/=	12,040,000/=
<ul style="list-style-type: none"> Recruitment and institutionalization of new board members 	Stationery, venue, transport, food and refreshment.	9,000,000/=			9,000,000/=		
Strategy 2: Strengthen PGWOCAD E managerial systems and internal capacity							
Activities							
<ul style="list-style-type: none"> To develop, review and updating essential PGWOCAD E policies (i.e HR and Financial manuals, resources mobilization, M&E strategy) 	Stationery, venue, transport, food and refreshment.	10,000,000/=		5,000,000/=		5,000,000/=	
<ul style="list-style-type: none"> To develop a legal compliance framework. 	Stationery	500,000/=	100,000/=	100,000/=	100,000/=	100,000/=	100,000/=
<ul style="list-style-type: none"> To develop stakeholder 	Venue, Per	6,850,000/=		6,850,000/=			

COSTING OF THE PGWOCAD E STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
engagement plans and procedures.	diem, Stationery, food and refreshment, Transport refund and consultant fee						
• Create guidelines on how decisions are made and disseminated	Stationery and food	1,000,000/=		1,000,000/=			
• Staff capacity development	venue, Per diem, stationery, food and refreshment, transport refund and consultant fee	19,400,000/=	3,880,000/=	3,880,000/=	3,880,000/=	3,880,000/=	3,880,000/=
• Training on proposal writings and fundraising/resources mobilization skills	venue, Per diem, stationery, food and refreshment, transport refund and consultant fee	30,000,000/=		7,500,000/=	7,500,000/=	7,500,000/=	7,500,000/=
• Updating staff and the organization on new technological innovations	Stationery and facilitation fee.	12,000,000/=		6,000,000/=		6,000,000/=	
• Support application of IT in PGWOCAD E activities	Zoom fee, Canvas, Google drive, camera and internet bundle	25,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=

COSTING OF THE PGWOCODE STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
<ul style="list-style-type: none"> Improving staff welfare to reduce staff turnover 	Staff allowance, Overtime, Staff salary, Gratuity and retreat.	480,000,000/=	96,000,000/=	96,000,000/=	96,000,000/=	96,000,000/=	96,000,000/=
<ul style="list-style-type: none"> Acquisition of land and construction of permanent offices for PGWOCODE 	Land fees and construction	250,000,000/=			250,000,000/=		
Strategic Objective 2: PGWOCODE promotes girl's and women's education and career development							
Strategy 1: Community sensitization and awareness creation							
Activities							
<ul style="list-style-type: none"> Conduct educational workshops and seminars 	Venue, Per diem, Stationery, food and refreshment, Transport refund and consultant fee	73,000,000/=	14,600,000/=	14,600,000/=	14,600,000/=	14,600,000/=	14,600,000/=
<ul style="list-style-type: none"> Facilitate awareness campaigns at community level. 	Public announcement (music, sports and games), Stationery.	20,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=
<ul style="list-style-type: none"> Creating awareness through distribution of educational materials like brochures. 	Transport, food, purchase learning materials	50,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=
<ul style="list-style-type: none"> Facilitate training sessions. 	Per diem for staff, stationery,	7,000,000/=		7,000,000/=			

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
	transport refund						
<ul style="list-style-type: none"> Supporting actions towards child protection, education and health through social media. 	Public announcement (music, sports and games), Stationery. Radio session	11,000,000/=		3,000,000/=	2,000,000/=	3,000,000/=	3,000,000/=
<ul style="list-style-type: none"> Undertake community outreach programs 	Public announcement (music, sports and games), Stationery.	20,000,000/=		7,000,000/=	5,000,000/=	5,000,000/=	3,000,000/=
<ul style="list-style-type: none"> Organize interactive media sessions 	Media tour and online subscription, and influencer allowance.	25,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=
Strategy 2: Support career development activities							
Activities							
<ul style="list-style-type: none"> To conduct awareness campaigns promoting the importance of gender equality and youth inclusion 	Media adverts, community meetings, Transport fees and food, subscription and influencers allowance	50,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=
<ul style="list-style-type: none"> Facilitate self-assessment and goal setting sessions for adolescent girls and young women 	Venue, materials, refreshment, facilitators, stationery	12,000,000/=	4,000,000/=	2,000,000/=	2,500,000/=	2,000,000/=	1,500,000/=

COSTING OF THE PGWOCAD E STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
<ul style="list-style-type: none"> Facilitate skill development training workshops. 	Consultant, hiring, material, venue, food and refreshment, stationery	20,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=
<ul style="list-style-type: none"> Support career forum and networking initiative 	Venue, transport, per diem, Teachers allowance, staff allowance, stationery package.	16,000,000/=	4,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=
<ul style="list-style-type: none"> Reusable sanitary pad product enterprises 	Materials, consultancy, venue, participants, food and refreshment	60,500,000	3,000,000/=	10,500,000/=	10,000,000/=	10,000,000/=	10,500,000/=
Strategic Objective 3: Sexual reproductive health, community health and nutrition enhanced							
Strategy 1: Support disease prevention and mitigation interventions							
Activities							
<ul style="list-style-type: none"> Awareness campaigns on common sexually transmitted infections (STIs), cancer and prevention methods. 	Stationery, per diem, Transport cost, venue, Testing event cost,	18,000,000/=	4,000,000/=	3,000,000/=	3,500,000/=	3,500,000/=	4,000,000/=

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
	facilitation cost						
<ul style="list-style-type: none"> Providing information on vaccination programs. 	facilitation materials on vaccination, facilitation cost, venue, food and refreshment, transport cost, per diem	25,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=
<ul style="list-style-type: none"> Promoting hygiene practices to prevent the spread of infection. 	Stationery, per diem, Transport cost, Venue.	10,000,000/=	3,000,000/=	1,500,000/=	1,500,000/=	3,000,000/=	2,000,000/=
<ul style="list-style-type: none"> Monitoring and evaluation 	Per diem for staff, stationery, transport refund	5,000,000/=	1,000,000/=	1,000,000/=	1,000,000/=	1,000,000/=	1,000,000/=
Strategy 2: Provision of nutrition education at community level							
Activities							
<ul style="list-style-type: none"> Nutrition workshops covering topics like balanced diets. 	Facilitation fee, per diem, stationery, participants, venue, food and refreshment,	27,000,000/=		15,000,000/=		12,000,000/=	
<ul style="list-style-type: none"> Collaborating with nutritionists for personalized advice. 	Participants, collaborative, staff per diem,	2,200,000/=		7,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
	venue, food and refreshment, stationery cost						
<ul style="list-style-type: none"> Initiatives to address food insecurity in the community. 	Transport, per diem, collaborative leaders	12,000,000/=		4,000,000/=	4,000,000/=	4,000,000/=	
<ul style="list-style-type: none"> Monitoring and evaluation. 	Per diem, transport, stationery cost	15,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=
Strategy 3: Increase access to sexual reproductive health rights and services							
Activities							
<ul style="list-style-type: none"> To Implement programs to educate individuals, especially youth, on sexual reproductive health rights, including information on contraception, family planning, STI and HIV prevention, and consent. 	stationery, media tour cost, venue, contraceptive materials, per diem, transport cost, food and refreshment, influencer cost, sponsored social media cost.	24,000,000/=	6,000,000/=	5,000,000/=	4,000,000/=	5,000,000/=	4,000,000/=
<ul style="list-style-type: none"> To advocate for policy reforms and legal frameworks that protect and promote sexual reproductive 	venue, transport, food and refreshment, per diem,	30,000,000/=	10,000,000/=	7,000,000/=	5,000,000/=	4,000,000/=	4,000,000/=

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
health rights, aiming to reduce stigma, discrimination, and barriers to access.	policy reviewers' cost,						
<ul style="list-style-type: none"> To collaborate with local authorities and healthcare providers to improve the accessibility and quality of sexual reproductive health services, ensuring availability of contraceptives, skilled healthcare professionals, and confidential counselling services. 	venue, transport cost, per diem, food and refreshment, facilitators allowance	18,000,000/=	5,000,000/=	4,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=
<ul style="list-style-type: none"> To build partnerships with government agencies, community leaders, and healthcare organizations to strengthen capacity, share resources, and amplify impact in advancing sexual reproductive health rights and services. 	venue, stationery, food and refreshment, per diem, transport cost	14,000,000/=	5,000,000/=	3,000,000/=	3,000,000/=	1,500,000/=	1,500,000/=

COSTING OF THE PGWOCAD E STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
<ul style="list-style-type: none"> To establish and conduct monitoring and evaluation mechanisms to track progress, measure impact, and adapt strategies as needed, ensuring accountability and sustainability of interventions. 	Per diem for staff, stationery, transport refund	15,000,000/=	5,000,000/=	3,000,000/=	2,000,000/=	3,000,000/=	2,000,000/=
Strategy 4: Increase access to sex education at community level							
Activities							
<ul style="list-style-type: none"> To conduct workshops and seminars on reproductive health, contraception methods, and healthy relationships. 	stationery, venue, food and refreshment, transport cost, per diem	20,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=
<ul style="list-style-type: none"> Interactive sessions with guest speakers discussing different topics concerning sex education 	venue, food and refreshment, transport cost, per diem, stationery	13,000,000/=	3,000,000/=	2,000,000/=	3,000,000/=	3,000,000/=	2,000,000/=
<ul style="list-style-type: none"> Distribution of educational materials to increase knowledge on sex education such as fliers and pamphlets. 	stationery, per diem, transport cost	15,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=
<ul style="list-style-type: none"> Monitoring and evaluation 	Per diem for staff, stationery, transport refund	12,000,000/=	2,000,000/=	2,000,000/=	2,000,000/=	2,500,000/=	2,000,000/=

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
Strategy 5: Support HIV/AIDS Prevention, Treatment, and Care interventions							
Activities							
<ul style="list-style-type: none"> Distribution of condoms and educational materials about HIV/AIDS transmission and prevention. 	Stationary, transport cost, per diem, condoms cost.	14,000,000/=	4,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	1,000,000/=
<ul style="list-style-type: none"> Support groups for individuals living with HIV/AIDS and their families through counseling services. 	Venue, transport cost, per diem, victims allowance, facilitation cost, food and refreshment.	25,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=
<ul style="list-style-type: none"> Advocacy efforts to reduce stigma and discrimination against people living with HIV/AIDS. 	Per diem for staff, stationery, transport refund	5,000,000/=		3,000,000/=			2,000,000/=
<ul style="list-style-type: none"> Monitoring and evaluation 	Per diem for staff, stationery, transport refund	35,000,000/=	7,000,000/=	7,000,000/=	7,000,000/=	7,000,000/=	7,000,000/=
Strategy 6: Support Family Planning interventions							
Activities							
<ul style="list-style-type: none"> Providing access to contraceptives and family planning resources. 	contraceptive materials, venue, per diem, transport cost	11,000,000/=	3,000,000/=	2,500,000/=	2,500,000/=	2,000,000/=	1,000,000/=

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
• Counseling sessions for individuals on family planning options.	facilitators cost, venue transport, per diem, food and refreshment	15,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=
• Collaborations with reproductive health clinics for comprehensive family planning services.	venue, transport, stationary, per diem, food and refreshment	10,000,000/=	3,000,000/=	1,500,000/=	2,500,000/=	2,000,000/=	1,000,000/=
• Advocacy for policies supporting reproductive rights and access to family planning services.	venue, transport, stationary, food and refreshment, facilitation cost	20,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=
• Monitoring and evaluation	Per diem for staff, stationery, transport refund	35,000,000/=	7,000,000/=	7,000,000/=	7,000,000/=	7,000,000/=	7,000,000/=
Strategic Objective 4: Integration of adolescent girls and young women in national development agenda improved							
Strategy 1: Support gender specific advocacy work							
Activities							
• Capacity building and awareness campaign through media, seminars, workshops, training and movement.	Venue, media tour cost, stationery, food and refreshment, influencer cost,	50,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=	10,000,000/=

COSTING OF THE PGWOCAD E STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
	transport, social media sponsored cost.						
<ul style="list-style-type: none"> Policy lobbying and advocacy for the government and policy makers to include gender topics and sexuality education in education curriculum starting from primary schools. 	stationery, venue, food and refreshment, per diem, transport,	30,000,000/=	6,000,000/=	6,000,000/=	6,000,000/=	6,000,000/=	6,000,000/=
<ul style="list-style-type: none"> Monitoring and evaluation. 	Transport, staff per diem and stationery cost	15,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=
Strategy 2: Prevention of Gender-Based Violence							
Activities							
<ul style="list-style-type: none"> To conduct workshops on gender equality and respectful relationships. 	Venue, stationery, transport, food and refreshment, per diem	9,000,000/=	3,000,000/=	2,000,000/=	1,500,000/=	1,500,000/=	1,000,000/=
<ul style="list-style-type: none"> Supporting services for survivors of gender-based violence, including counselling and legal assistance. 	venue, facilitators allowance, survivors allowance, food and refreshment, transport,	45,000,000/=	10,000,000/=	9,000,000/=	8,000,000/=	9,000,000/=	9,000,000/=

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
	legal assistance cost						
<ul style="list-style-type: none"> Educational programs in schools and communities to challenge harmful gender norms such as Physical violence 	media tours cost, sports bonanza, stationery, transport, food and refreshment, per diem	15,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=	3,000,000/=
<ul style="list-style-type: none"> Collaboration with law enforcement such as judiciary, gender desk, police and social services to improve response to gender-based violence. 	facilitation cost, venue, transport, food and refreshment, per diem	18,000,000/=	5,000,000/=	4,000,000/=	4,000,000/=	3,000,000/=	2,000,000/=
<ul style="list-style-type: none"> Awareness campaigns to raise public consciousness about the issue and promote community involvement in prevention efforts. 	media tour cost, sports bonanza, stationery, influencer cost, transport, food and refreshment	25,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=	5,000,000/=
<ul style="list-style-type: none"> Awareness campaigns on ending child marriage and teen pregnancies 	sports bonanza, media tour cost, transport, per diem, food and	12,000,000/=	3,000,000/=	2,000,000/=	2,000,000/=	3,000,000/=	2,000,000/=

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
	refreshment, stationery						
<ul style="list-style-type: none"> Strengthening capacity of stakeholders on their role to end child marriages and teen pregnancies. 	venue, transport, food and refreshment, stakeholders allowance, stationery	20,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=	4,000,000/=
<ul style="list-style-type: none"> Strategic litigation on age of a child, child protection, and GBV laws. 	Venue, stationery, food and refreshment, transport, stakeholders allowance, per diem.	15,000,000/=	4,000,000/=	3,000,000/=	3,000,000/=	2,500,000/=	2,500,000/=
<ul style="list-style-type: none"> Monitoring and evaluation. 	Data collection, group discussion, transport, per diem, data analysis, data storage, information reporting and utilization, M&E staffing and capacity building, M&E	200,000,000/=	40,000,000/=	40,000,000/=	40,000,000/=	40,000,000/=	40,000,000/=

COSTING OF THE PGWOCADÉ STRATEGIC PLAN 2024 – 2028							
Objectives/Activities	inputs	Cost Estimate	2024	2025	2026	2027	2028
	work plan, food and refreshment						