



PWC

STRATEGIC PLAN

2020 – 2024



Letter from the Board Chair



Over 20 years ago, ten Maasai women came together under a sacred *osiki* tree in a remote village in northern Tanzania to discuss how they could improve their lives. Many of them were widows, struggling to feed

their children. They had been refused education and were frustrated that their culture forbade them to speak publicly about important issues that affected them. They wanted the next generation of Maasai women to have control over their lives and have equal opportunities

to advance their lives and that of their families and communities. Together, they formed the Pastoral Women's Council (PWC) to help pastoralist women and girls have their voices heard and their rights respected.

In October 2018, we marked our 20th anniversary, and more than 1,500 women - young and old - celebrated our enormous achievements together. For us as PWC, we also used this time to reflect on our successes and growth, how 10 women coming together under a tree planted the seeds of a growing movement of women across northern Tanzania today.

In 2019, we spent a lot of time thinking about what the future holds, in particular what we want our growth to look like 5 years from now. We have been listening to our members about their current needs and priorities as well as consulting our government and other partners when considering the changing landscapes and external pressures affecting pastoral communities.

After all our listening and reflection, I am proud to share the next Strategic Plan for PWC - setting our sights on where we want to be in the next five years and giving us guidance on how we can get there. As we move into the next stage of PWC's journey, we continue to prioritize the needs of the most vulnerable pastoralist women and children in northern Tanzania. We aim to provide a more rounded, holistic set of interventions in the communities where we are already working so we can help women and girls bring about the societal transformation that they wish to see, particularly in relation to negative social norms. We believe these negative social norms are at the heart of the problems our beneficiaries face. Some highlights from this strategy include:

- **Climate change resilience and adaptation:** Climate change continues to present new challenges, thus we will ensure that our work helps women and their communities increase their resilience and adaptation to an increasingly changing climate, including through the provision of water, sustainable and diversified economic activities and climate smart pastoralism.

- **Rights and negative social norms change:** We are excited about the successful approach we have developed and piloted over the last couple of years in transforming negative social norms, an approach that engages men as much as women. We look forward to expanding this work throughout our programming over the next five years to ensure that the rights of more women and girls are protected.
- **Child and adult safeguarding:** We will continue to build on our child protection work and scale up our efforts against violence against women and girls in the districts we work in. PWC's work will be aligned to Tanzania's National Plan of Action to End Violence Against Women and Children 21/22.
- **Scaling up our education work:** As always, education is a key component for helping to ensure the next generation of women live happy, healthy and productive lives. After 15 years of working in Longido district we will for the first time bring our education interventions to schools in the district.
- **Expanding successful economic empowerment projects:** With almost 20 years' experience in building women's capacity to engage in microcredit activities and entrepreneurship, we are proud of our immensely successful VICOBA (women's micro-credit groups) and Energize project (renewable energy project). In the next 5 years we want to ensure more of our members have access to these life-changing initiatives. Tanzania's current National 5-Year Development Plan

is in part strategically focused on ensuring that economic growth is broad-based and inclusive of all communities and a larger part of the country's population, including micro businesses. In support of the Government of Tanzania's, and our honorable President, Dr. John Pombe Joseph Magafuli's, vision on economic transformation, our economic empowerment projects will focus on value addition and the growth of women-led businesses. One of our strategies to help women engage successfully in these projects will be to establish new 30 Adult Education classes in Ngorongoro and Longido districts.

I am amazed at how much PWC has grown and evolved as an organization over the last 20 years. We have strong professional management, and staff with specialized skills in diverse areas from monitoring and evaluation, to women's economic empowerment. However, we will not achieve our goals unless PWC continues to grow and increase its capacity to deliver its mandate. We need to deepen our funding partnerships, and build new ones, if PWC is to have the people and resources needed to bring about long-term societal transformation.

Thank you to everyone who will be supporting us on this exciting journey, from our government partners to our donors to our members who we exist to serve.

In solidarity,

Sion Kereine, PWC Board Chair

The UN's Global Sustainable Development Goals seek to reach the communities furthest behind. We share that same goal.

We work within remote, rural pastoralist communities to:

- End poverty through inclusive, sustainable economic growth;
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- Promote peaceful and inclusive societies for sustainable development;
- Provide access to justice for all and build effective, accountable and inclusive institutions at all levels;
- Achieve gender equality and empower of all women and girls;
- Ensure availability and sustainable management of clean water; and
- Improve access to healthcare.

Organizational History and Achievements

1998



First PWC Women's Solidarity Boma founded in Mondorosi village, Loliondo

1999



PWC is formally registered

2000



Women's Action Groups raise funds to start microcredit activities in two villages in Loliondo

2002



PWC organizes first community fundraiser to support girls' education leading to the construction of **5** primary schools in Loliondo

2006



72 traditional leaders ask PWC to take over the management of Emanyata Secondary School, Loliondo

2009



Economic Empowerment program expands to four villages in Longido district benefiting **3,000** women

2012



New funding allows the expansion of the Education and Rights programs into Ngorongoro Conservation Area, targeting some of Tanzania's most remote and disenfranchised women and girl-children

2014



Education project expanded to 10 schools in Monduli District reaching **2,000** students

2016



88% of girls who took part in the Pre-Form 1 Program reported that they felt less pressure to marry while still children

2016 - 2019



Supported drilling of **5** deep water boreholes, **4** in Ngorongoro district and **1** in Longido district. Boreholes have reduced the time women and girls spend collecting water every day, work that is arduous and unpaid, and increased access to clean water for communities

2017



PWC starts to train Community Health Workers in Loliondo to provide information to women on Sexual and Reproductive Health services within local communities

2017 - 2019



Established **8** women's Adult Literacy classes in Ngorongoro district

2018



87% of girls in PWC supported schools, passed their Form 4 national examinations

2018



Women's Groups generated over **\$250,000** of income for some of the poorest, most vulnerable women in northern Tanzania

2018



PWC celebrates its 20th Anniversary with over **1,500** people in attendance

2019



Over **1,250** women allocated land by village governments, improving food security for themselves and their families

2019



20 years after it was registered, PWC has over 5,500 members and works in:

56 villages in Ngorongoro District;

25 villages in Longido District; and

15 villages in Monduli District.





Problem Statement

Pastoralist women in Tanzania are subject to discrimination and marginalization due to the patriarchal nature of their societies. Deep-rooted social norms and traditional practices deny women and girls equal rights to education, property, and participation in economic and social processes and decision making.

Women and girls are often victims of physical and sexual violence.

In the remote, arid landscape of northern Tanzania, communities lack access to quality basic services, including education, water, health, and sanitation services. The lack of quality services has a disproportionate burden on women, who often spend much of their day working to offset the lack of water and other basic services.

Women's disenfranchisement contributes to the social and economic marginalization of pastoralist communities.

Externally, women share in the vulnerability of pastoralist villages throughout northern Tanzania to the growing range of pressures and threats to their traditional livelihoods linked to climate change, acquisition and encroachment of their land. While pastoral communities as a whole are suffering from increased problems due to these pressures, women are disproportionately affected by these challenges as they are often left to care for their families while men migrate to seek economic opportunities elsewhere.



Context

EXTERNAL THREATS AND RISKS

A number of complex issues are impacting pastoralist communities in northern Tanzania as well as organizations that work to support them. These have the potential to complicate or undermine our work:

- **Climate Change:** Climate change is already an existing threat as drought becomes more frequent, impacting beneficiaries through decreasing access to water and pasture, thereby disrupting livestock-based livelihoods and threatening food security.
- **Changing Donor Priorities:** Scholarship funding is limited in today's global funding environment. Donors are also less willing to provide unrestricted funding.
- **Evolving Laws and Policies:** New Government policies can create a risk to our work on the ground, such as policy around the reintegration of teenage mothers into the formal schooling system.

OPPORTUNITIES

Developments in our context and sector can generate a range of opportunities that we can leverage and build on to increase our impact:

- **Strategic Engagement of Men:** PWC already works with men; however, in many of our activities this could be increased (for example, in our work on Sexual and Reproductive Health and Rights) as more male champions in communities would have huge benefits for women. Engaging more men is critical as their support is often essential to changing negative social norms that discriminate against women and girls and therefore project success.
- **Increase Funding:** There is a constant and growing demand for our work, thus presenting PWC an opportunity to diversify our funding sources, such as through large institutional funders and high net worth individuals. There are currently opportunities for collaborative funding within Africa.
- **New and Stronger Partnerships:** Establishing new, and building upon existing, relationships with organizations can bring funding opportunities, sources of capacity building, and provision of additional services to beneficiaries. Partnerships can also provide space for collaborative problem solving, with forums such as Girls Not Brides tackling early marriage and Female Genital Cutting (FGC).
- **National and Global Movements:** There are opportunities to tap into networks beyond the pastoral rights movement in northern Tanzania. Two such opportunities include:
 - » **Women's Rights Movement:** PWC could support increased self-organization among pastoralist women by strengthening links with the women's rights movement in Tanzania and internationally.
 - » **Indigenous people's rights movements regionally and globally:** PWC has opportunities to broaden network and alliances with other networks and indigenous groups. Making new alliances and connections could increase effectiveness in national advocacy as well as communications and fundraising.
- **Reform of the Public Service:** Under the tenure of President Magafuli, there is an energetic and effective fight against corruption within public services and a strong push for the proper management of public funds. This provides us with an opportunity to help communities to advocate for the provision of basic services and funding for sustainable development in pastoral communities.
- **Leverage Supportive Policies:** The changing policy environment presents some challenges, but it also provides us with some opportunities. For example, current pro-poor policies are supportive of women's economic empowerment and entrepreneurship, something that PWC can align with more in our programming.
- **Digital Learning:** With an explosion of education tools online, there is potentially an opportunity to get numeracy and literacy learning tools to beneficiaries engaged in education and economic empowerment projects through smartphones, rather than relying on more traditional, expensive models that are less scalable.

ORGANIZATIONAL STRENGTHS

The success that we have had in helping women and girls to transform their lives reflects a number of our key organizational strengths:

- **Trust and Respect from Women and Communities:** PWC staff have built a high level of trust in areas where they work through demonstrating commitment, professionalism, and a willingness to really listen to communities in order to understand and respond to their needs. The large membership gives PWC a solid, authentic, grassroots base. Almost the entire PWC team are from these communities and in many cases have been through similar struggles as the women and girls they serve.
- **Tangible Impact:** PWC is delivering on its mission with tangible achievements over the last 20 years. For example, VICOBAs (women micro-credit groups) provide economic empowerment to women; water provision through boreholes increases dry season resilience and reduces women's workload; women own their own plots of land and livestock, increased education facilities and infrastructure; the prevention of violence against women and girls; and vulnerable girls finding safety and accessing quality education.
- **Providing Critical Services:** Members particularly value the fact that PWC provides services, and offers sanctuary, in the most remote rural areas where no one else does. PWC's programs tackle pertinent issues (e.g.

rescuing girls from early childhood marriages, provision of water by drilling boreholes) affecting the most vulnerable pastoralist girls and women on a daily basis, making us unique and invaluable to our members.

- **Holistic Impact Model:** With six programmatic intervention areas our impact model aims to be holistic and tackle the causes of pastoralist women's and girls' poverty and disenfranchisement from multiple entry points, making it more effective and comprehensive.
- **Effective Government Partnerships:** While evolving policy and laws remain a risk, PWC has nonetheless managed to build cooperative relationships with government officials at the local and district levels. This has not only allowed us to successfully implement activities, but has led to additional support to communities from local authorities in areas such as education infrastructure, women's micro-credit and prevention of violence against women and girls.
- **Passionate, Committed Leadership and Team:** PWC's hardworking senior management, and our entire team, maintains focus despite personal risks and challenges, and manage to ensure the on-time delivery of our projects. PWC's charismatic leaders engender the trust of communities and donors.



- **Strong, Supportive Governance:** We are a membership organization that is deeply rooted in the communities we serve and our board always maintains its accountability to the membership. PWC's current board was carefully selected for their diverse skills, experience, and expertise, ensuring that both grassroots and professional board members can make significant contributions to PWC's strategic direction while providing technical support to programming where needed.

INTERNAL CHALLENGES

PWC's growth is driven by increased demand for our services. Yet several challenges have the potential to impact our effectiveness and efficiency:

- **Geographic Coverage Gaps for Holistic Intervention Approach:** Although PWC has a strong and holistic impact model, we have not yet been able to deliver those support services together in one area. Instead, due in large part to the geographic expanse of our work, PWC's programs would benefit from greater integration across the board.
- **Limited Funding for Staff and Other Resources:** PWC's holistic impact model requires a range of skills and expertise, which requires sufficient funding for those salaries. In turn, there is a need for more staff with specialized skills in some areas (e.g. education, health, behavioral change). Staff are dedicated but they are also overstretched.

Members are also concerned that PWC's lack of resources, such as vehicles, creates challenges for field implementation.

- **Communicating for Impact:** PWC could invest in more targeted communications to different stakeholders, including donors. This is an opportunity for government and other stakeholders at all levels to have an improved understanding of PWC's work, leading to increased support and better relations.
- **Monitoring and Evaluation:** PWC has invested time and resources in significantly strengthening our Monitoring, Evaluation, Accountability and Learning (MEAL) systems; however, we know that we must continue to build on this. Having more impact data would improve relations with Government. More detailed analysis could also provide more evidence to use in program design and provide more tangible evidence of impact to members and partners.
- **Limited Culture of Learning and Using Evidence in Program Design:** PWC has a wealth of internal knowledge and information that we are not fully optimizing to shape our work. We would benefit from taking more time to learn from our work, to analyze our data (and research from the wider sector), and adapt our approaches based on those lessons.

- **Sexual and Reproductive Rights Program Still Developing:** There is a lack of knowledge and understanding about the new Sexual and Reproductive Health and Rights (SRHR) program among all PWC's stakeholders. As it is a relatively new program, there is still a need to refine our approach and then communicate this clearly. Members are particularly keen for PWC to develop an approach regarding FGC that they themselves can utilize in their communities without fear of ostracization.
- **Resilience and Sustainability:** PWC needs to continue to increase our organizational resilience by bringing on board more skilled team and department leaders, particularly in areas where gaps have been identified. In addition, building leadership internally will be key for PWC's ability to sustain our impact into the future.

Our Strategy

OUR VISION

PWC's vision is a developed, inclusive and equitable society, which respects women's and girl's rights and voices.

OUR MISSION

PWC's mission is to sustainably empower pastoralist women and girls in northern Tanzania to ensure their rights and voices are respected, they are economically empowered, and they have access to quality social services.

OUR VALUES

"Umoja ni nguvu utengano ni udhaifu"

–Solidarity is strength, division is a weakness (Swahili proverb)

- **Solidarity:** Since our inception, solidarity has been a fundamental principle of PWC and the bedrock of all our interventions. The team believes that solidarity within and with communities is necessary to bring meaningful change.
- **Empowerment:** PWC believes in facilitating and enabling pastoral women and girls with the tools and confidence to grow, stand for themselves, and have their voices heard. Within this context, changing negative social norms is at the core of our work.

"Everybody wants development; but not everybody understands and accepts the basic requirements for development. The biggest requirement is hard work".

–Julius Kambarage Nyerere, first President of the United Republic of Tanzania

- **Commitment** - PWC's commitment to the communities it serves shines through in its day-to-day activities. With a strong ethos of teamwork, we work tirelessly to ensure that lives are transformed for the better.
- **Trust** – Through respect, openness, and collaboration PWC has earned a high degree of trust among our members and beneficiaries. Without this trust we would not be able to carry out our work effectively.

"If real development is to take place, the people have to be involved."

–Julius Kambarage Nyerere

- **Inclusivity:** PWC has always been guided by a belief in equality and the importance of working with all members of the community.
- **Integrity:** PWC demonstrates integrity in all our dealings, we and believe in the importance of transparency and accountability to our members and partners.
- **Safeguarding:** PWC members, board, and staff strive to ensure the prevention of violence against adults and children at all times.



OUR VALUE PROPOSITION

“PWC has helped many women, and me personally, to promote our voices. If PWC ended, women would become like orphans again, they wouldn’t have a place to run to.”

–Noongipa Alais, Sakala village (pictured left)

PWC is a women-led and focused organization that finds ways to support, mobilize, and enable pastoral women and girls to achieve better lives for themselves, their families, and their communities. We seek out pastoral women and girls in the most remote areas of northern Tanzania who lack access to essential services and help them to become self-reliant and take control of their own development. Our passionate membership base of pastoralist women, and our membership driven approach, means we listen and respond to the members we serve.

PWC addresses the root causes of poverty, exclusion, and injustice by empowering women to engage in the development of their communities as equals. We use a rights-based approach, meaning that women and girls know their rights and are able to claim their rights where necessary. We understand the complexities and intersectionality of pastoral women and girls’ marginalization and therefore aim to offer a holistic range of solutions that have proved successful in transforming established gender relations in remote pastoralist areas.



SCOPE OF WORK

Going forward, PWC will have six thematic areas that we will organize our programmatic work around:

- Women’s Rights and Leadership
- Women’s Economic Empowerment
- Inclusive and Quality Education
- Access to Clean Water
- Reproductive Health and Hygiene
- Climate Change Resilience and Adaptation

PWC serves Ngorongoro, Longido, and Monduli Districts in Arusha Region, northern Tanzania. Together the districts cover 28,337 square kilometers with a population of over 450,000 people living in 180 villages. The majority of these villages are located in remote, rural areas where most women and girls lack basic services and organizations that they can turn to for help. In the next five years, PWC will work to increase our range of programming and interventions in these three districts in order to reach more women and girls and ensure that those communities have the intensive, holistic support they need. In practice, we are aiming to ensure that quality education, economic, water, health and rights needs are all met in our working areas so that there is lasting societal transformation and sustainable development.

Our Impact Model



Outcomes

Pastoralist women are equal decision makers in their society. Pastoralist women and girls have the knowledge, skills, education, services, and support from their families and communities, needed to enjoy a dignified and empowered future.

Pastoralist women and girls' rights and voices are upheld and respected, and they participate in decision making processes

Changes

Pastoralist women and girls have confidence, knowing they have equal rights

Pastoralist girls have self-belief and motivation to obtain an education and parents equally support girls' education

Pastoralist men no longer view women and girls as property and support women to own and manage property and land

Pastoralist women vocally engage in community decision-making

PWC's Work

Enhance the ability of pastoralist women to claim their rights by challenging social norms and strengthening formal and informal community structures

Improve access to quality, safe education for girls by building the capacity of communities and schools and rescuing the most vulnerable



A developed, inclusive and equitable society, which respects pastoralist women and girls rights and voices

Pastoralist women and girls have access to quality education, clean water, and reproductive health services and society (men and women) understands why this is key to sustainable development of their community

Pastoralist women are knowledgably and effectively participating in, and benefitting from, climate resilient development and economic empowerment processes

Pastoralist communities are aware of, and effectively advocate for, rights to quality social services

Pastoralist women actively and successfully engage in climate resilient and adaptative development processes and business activities with men's support

Pastoralist communities believe women and girls are important and have potential

Pastoralist women and girls no longer suffer from negative cultural practices such as early and forced marriages and disinheritance

Women and children, including those with disabilities, are safeguarded at school and within their communities

Facilitate access to clean water and improved hygiene through water provision and community sensitisation.

Advocate for, inform, and sensitize communities to their rights to Sexual & Reproductive Health Services

Provide pastoralist women with the knowledge, skills (including literacy skills) and means required to engage in climate resilient pastoralism and economic activities

Strategic Goals, Strategies and Targets

PWC's work and focus over the next five years will be structured according to six strategic components, which will serve as the basis for organising work and responding to key opportunities and challenges in the external environment.



Goal 1: TO ENHANCE THE ABILITY OF PASTORALIST WOMEN TO CLAIM THEIR RIGHTS

This goal aims to help women achieve equality as decision-makers with equal rights to men within pastoralist societies. We understand that when women are empowered so are households and communities. At PWC, we believe we can bring about this change in three ways:

1. Positively Transform Discriminatory Social Norms: Over the years, PWC's work has focused on addressing deep rooted patriarchy and transforming social norms to ensure systemic changes for pastoralist women and girls. Since 2016, PWC has sought to positively change social norms by working with partners to develop and pilot social norms curricula for men and women. Under this strategy, PWC will scale up this work to two more districts and, in acknowledgement of the fact that negative social norms are a barrier to all PWC's beneficiaries achieving success, mainstream social norms change approaches throughout all PWC programs.

"The issue of girls' inheritance is due to our tradition, but now I know that it was just a box we decided to lock ourselves in."

–Luka Ndoros, Orkeju village

2. Strengthen Formal and Informal Rights Women-Led Structures and Access to Justice: In the past, the ability of women to influence public decision making in Maasai communities was limited. Today, in the areas where Women's Rights and Leadership Forum's (WRLF's) are active, women are speaking in public and have strategically increased their influence in their communities by obtaining seats in local government and by collaborating with the customary leadership. PWC will strengthen and expand the WRLFs so that women continue to challenge leaders on issues of rights, take leadership positions themselves and change how community matters are handled, particularly those related to land and other property ownership. Under this goal, PWC will also continue to support individual cases challenging women's rights violations through Legal Aid provision by Community Paralegals.

"The knowledge we have gained through the WRLFs is gradually changing the mindset of our people, it is no longer a taboo for a woman to own land."

–Masek Letema, Meirugoi village

Ngorongoro Conservation Area (NCA) is a unique part of Tanzania, where the NCA Authority (NCAA) has control of the area. The area frequently suffers from food insecurity and women are particularly marginalized. PWC will continue to work to ensure that a strong women’s Community Based Organization (CBO) is able to deliver independently and effectively on its mandate and mission in NCA. A strong women’s CBO can help strengthen cooperation between Ngorongoro Conservation Area Authority, Ngorongoro Pastoral Council, and women to improve food security, rights, livelihood enhancement and benefit sharing in Ngorongoro Conservation Area.

One major lesson learned from helping women to establish and run the women’s CBO in NCA is that it provides a critical space for women’s empowerment, where they can meet and work together to address challenges in their communities. Based on our experience, PWC believes that more women should have similar structures in their communities where they can take charge of their own development, one important step in our eventual exit strategy. Therefore, under this strategy PWC will work to establish four more women’s CBO’s – in Lake Natron, Loliondo, Monduli and Longido. In Lake Natron there is already a registered women’s boma in place that provides an existing structure for this initiative.

“Personally I am touched with the fact that we women are great leaders, and we have been exercising our leadership skills in various ways, but we have never been appreciated and recognized as leaders. From today, I will carry myself as a leader with complete confidence.”

–Naomi Ngelelei, Kakesio village

Strategy 1.1 Positively Transform Discriminatory Social Norms

- **By 2020**, train all PWC staff on the social norms approach and relevant curriculum
- **By 2021**, mainstream social norms change approaches in all PWC programs and interventions including within VICOBA groups as well as paralegal, CHW and WRLF training
- **By 2024**, 240 women and 240 men are advocating for gender equality and equitable property ownership in 15 villages in three districts

Strategy 1.2 Strengthen Formal and Informal Women-Led Structures

- **By 2022**, 1,500 women will access, own and control land in WRLF villages Longido, Monduli and Ngorongoro districts
- **By 2023**, 50% of women will be actively demanding their rights and holding local leaders accountable in 35 WRLF villages in three districts

- **By 2024**, there will be an 8% increase in the number of women on Village Councils in 35 WRLF villages
- **By 2024**, 20 women gain decision-making positions at the ward and district levels in three districts
- **By 2024**, 70 Paralegals will have provided 350 women with legal aid services in three districts
- **By 2024**, the Women’s CBO in Ngorongoro Conservation Area (NCA) will be fully functional and well-managed
- **By 2024**, four Women’s CBO’s will be established in Lake Natron, Loliondo, Longido and Monduli



Goal 2: TO ECONOMICALLY EMPOWER PASTORALIST WOMEN

"[A] man is developing himself when he grows, or earns, enough to provide decent conditions for himself and his family; he is not being developed if someone gives him these things."

–Julius Kambarage Nyerere

When women have access to and control over money, they are better off. PWC seeks to identify interventions where we can make this happen. These interventions can lead to:

- better access to education and health care;
- the development of local food markets; and
- women having more of a say in family and community decision-making.

In order to achieve these outcomes, PWC will implement five strategies aimed at economically empowering women:

1. Establish and Strengthen VICOBA Groups:

PWC will continue to scale up our successful VICOBA and Engishon Fund Ltd model so that more women benefit. Engishon Fund is social enterprise registered in 2017 to enhance access to affordable and flexible loans to pastoralist communities. This means bringing the work to

new villages and districts that we work in, while strengthening our approach further and increasing recognition and support from government in current target communities. PWC will help women assess the business options that are most sustainable and climate resilient, as climate change is increasingly negatively impacting community livelihoods.

"Our VICOBA has improved the income of the women and as a result it is now possible for women to feed their children, send their children to school and access health services."

–Nemburis Embapa, Alaililai village

2. Enhance the Integration of Young Pastoralist Women into the Labor and Business Markets:

Despite good progress in supporting PWC sponsored alumnae to enter different professions, there remains a challenge in integrating all PWC sponsored alumnae in the labor and business markets. This challenge has two key causes: 1) a mismatch between the skills training provided within the formal education system and skills demand within the 21st century labor market; and 2) a lack of career-preparedness training and coaching. In today's labor market a young professional or entrepreneur requires skills that are often not adequately taught in the formal education system in Tanzania.

PWC's strategy for tackling this has two components. The first is to scale up the Energize Project, a model that has proven to be hugely successful. This project helps young women join the sustainable energy value chain and has succeeded in part due to its holistic approach that provides language, SRHR, financial literacy, IT and life skills to participants.

Another significant factor in its success is due to its partnership with the private sector, who provide young women with technical skills in domestic biogas and solar energies that allow them to find employment or start a business in the sustainable energy sector. These combined approaches have proved critical in increasing the project's sustainability.

“At the beginning I thought this was a joke - I mean how cow dung can produce energy?! However, after witnessing the young women coming back with the skills and confidence to successfully engage in various income generating activities I know this Energize project works.”

–Said Kutuk, Chairperson Endim sub-village

The second approach PWC will take is to establish a women-friendly residential training and leadership academy in Arusha, Tanzania. This location is geographically central to the five Maasai districts of northern Tanzania and therefore ideal for inter-district collaboration and the sharing of best practices in training and leadership development. The academy will provide short-term residential training to young and committed pastoralist women on, amongst other topics, language skills, career-preparedness training and coaching (including professional writing and speaking skills), entrepreneurship, transformative leadership and service, advocacy, and other relevant technical and vocational skills geared towards addressing challenges within pastoralist communities.

3. Build the Literacy of Women Engaging in Economic Empowerment Activities: Adult literacy and numeracy is a critical skill for ensuring women can engage successfully in economic processes. There is a significant demand from our members for adult literacy classes. PWC will continue to support this approach in areas where we are also carrying out economic empowerment activities, as experience has

shown that this is where women are most motivated and have a productive use for their newly acquired skills.

4. Establish and Strengthen Women's Solidarity Bomas: Livestock are the main livelihood source for pastoralist communities; however, women are usually denied rights to access this important resource. The ownership and management of cattle by women is particularly powerful in creating attitude change within patriarchal pastoralist societies. In order to bring about change to women's economic and social status, PWC will expand the number of Women Solidarity Boma's (WSB's) to six. This will ensure the sustainability of the existing four WSB's and establish another two. The WSB's have always been successful at challenging social norms around women's ability to own and manage cattle, but under this strategy, PWC will focus more on how the economic benefits of the model can be amplified among members. This will be done through revolving livestock projects and helping WSB's to ensure they are climate resilient, for example through the production of hay and improving pasture.

“PWC is deep in my heart, I can't describe how I feel. Everyone now respects me; they see how hard I've worked. My children are healthy and more confident. My three eldest are in school, I am now able to pay my school contributions. PWC is like a milking cow, I want it to survive forever.”

–Kimererio Moson, Mondorosi WSB



Strategy 2.1 Establish and Strengthen VICOBA Groups

- **By 2024**, establish 400 new functioning VICOBA groups in three districts
- **By 2024**, 200 groups (5,000 people) access financial services from the Engishon Fund Ltd in Longido and Ngorongoro districts
- **By 2024**, 1,000 PWC members have newly acquired entrepreneurship skills that they are practicing within their VICOBA groups
- **By 2024**, 60% of group members will have profitable small and medium size climate smart businesses
- **By 2024**, 15% of all PWC members will be part of the value chains and acquired skills to add value to their products

Strategy 2.2 Enhance the Integration of Young Pastoralist Women into the Labor and Business Markets

- **By 2024**, reach 200 more beneficiaries with the Energize model in Ngorongoro and Longido districts
- **By 2024**, a grassroots Training and Leadership Centre is running sustainably in Arusha

Strategy 2.3 Improve the Literacy of Women Engaging in Economic Empowerment Activities

- **By 2024**, 2,000 women are functionally literate and can easily participate in economic activities in Ngorongoro and Longido districts

Strategy 2.4 Establish and Strengthen Women's Solidarity Bomas

- **By 2024**, PWC members manage 6 functioning WSB's in Longido and Ngorongoro districts
- **By 2024**, 400 PWC members benefiting from revolving livestock through the WSB's



Goal 3: TO IMPROVE ACCESS TO QUALITY AND INCLUSIVE EDUCATION

“Education is not a way of escaping poverty, it is a way of fighting it.”

–Julius Kambarage Nyerere

The chances of Tanzanian primary school students making it to the end of the primary school cycle are low and of those who sat the Primary School Leaving Examination in 2013, only 50.6% passed. According to the Draft National Strategy for Inclusive Education an estimated 2.5 million adolescents do not attend secondary school in Tanzania and the drop-out rate among girls rises more rapidly than boys starting at age 13, with the gap continuing to widen throughout secondary school. Adolescent childbearing remains common especially in rural communities and among girls without secondary education.

Improved access to quality education helps girls escape from negative cultural practices, such as early and forced marriages and it gives them, and by extension their families and communities, hope of a dignified and empowered future. The strategies under this goal aim to achieve positive outcomes in both the access to, and quality of, educational opportunities for girls by holistically addressing the myriad barriers to pastoralist girls' education. PWC's education interventions will have four key components:

1. Ensure Students Graduating from Emanyata Secondary School are Equipped to Succeed: We aim to ensure that Emanyata Secondary School (ESS) is a center of academic excellence and a model for providing a high-quality education in a pastoralist context. PWC will focus its scholarship support to ESS female students and graduates, and help the school work towards financial and management self-sufficiency. With a view to providing psycho-social support to female students (a majority of whom have experienced gender based violence) and inspire confidence and positive behavior change in the students, PWC will support the establishment of a comprehensive life skills, guidance and counseling program that will run all year round at the school. By helping girls heal their emotional and psychological scars, we believe we can better help them to realize their academic potential.

“I escaped a forced marriage and was able to go to school. I am an Accountant Assistant - my life is completely different because of PWC.”

–Nemta Loongo, Piyaya village



2. Protect Vulnerable Girls Through the Girl's Rescue Centre: PWC will continue to provide a safe haven for girls and young women who are at risk of sexual and physical violence. In order for girls to prepare to transition out of the centre, they will receive resilience and life skills development. They will then receive educational support, either through formal schooling or vocational skills training, depending on their individual needs.

3. Build the Capacity of Primary and Secondary Schools in Three Districts to Provide Pastoralist Girls with a Safe, High Quality Education: Effective learning and quality of education delivered in schools is problematic across the country, and most especially in marginalized communities. The push factors contributing to this situation include: inadequate teaching materials and school infrastructure; poor teacher training especially around student-centered pedagogies and inclusive classroom management; poor adoption of English from Kiswahili as the language of instruction by teachers at secondary level; poor comprehension of English and Science subjects by students; and inadequate psychosocial support and life skills training and mentorship for students.

Our approach to tackling these challenges will include a functional literacy program through remedial classes in early primary education as experience and research has shown that without the right educational start, girls struggle to catch up throughout the rest of their schooling.

PWC has developed a low-cost approach to ensuring young primary children have access to beacon schools (temporary schools established by local communities), with teachers provided and funded by the government.

We will also work to improve learning and quality of education in project schools. Scaling up capacity building interventions that have proved successful in schools in the past, such as training school committees and improving teachers pedagogies, are important elements of this approach. We will conduct annual Early Grade Reading and Mathematics Assessments (EGMA and EGRA) in primary schools to improve transition and performance. PWC will identify teachers skills gaps and facilitate teacher trainings with the aim of improving learning in project schools.

“The remedial classes program in Mairowa and Mondorosi Primary Schools has solved the problem of poor numeracy and literacy skills for Standard 2-4 pupils. With their new skills, teachers now assist students who are lagging behind by specifically focusing on their individual challenges and maximizing the use of teaching aids, games and role play to facilitate learning. This has helped over 80% of pupils who had difficulties to master the 3Rs.”

–Julius Alaipukoi, Ngorongoro District School Quality Assurer

We believe that students themselves also have to be empowered to take charge of their future and engage proactively in their education.

We facilitate this by helping schools to establish School Clubs in both primary and secondary schools. The Clubs build students capacity in life skills, including information on SRHR, and leadership. They also enhance students' awareness of their rights and safeguarding mechanisms. The Clubs are run by the students themselves with the oversight and support of teachers, who act as Matrons and Patrons of the Clubs. Having already successfully established 32 School Clubs, we plan to expand the number of Clubs in the next five years in order to reach more schools and benefit more students.

“Introducing the School Club has helped the girls to have more self-confidence which has improved their academic performance. A few years ago, the top student in the whole district in the Form 2 National Exams was a girl. This student was the Chair of the school Club and she said her improvement was down to her involvement in the Club.”

–Mwalimu Nkunai, Headmaster, Sale Secondary School

Evidence suggests that school-going children experience violence at the school and community level, which leads to drop-out and trauma that affects the ability of the child to pursue life goals. In 2019, PWC commissioned a baseline to establish the rate of violence against women and girls in eight secondary schools and surrounding communities. The study showed women in the community (including female teachers), and female students are often physically assaulted

by people in different roles in their lives. Among community women, the most common source of physical and sexual abuse is caused by their husbands. Female students, however, are most often physically abused by teachers and fellow students, and sexually abused by relatives. To address this, PWC will facilitate the development and operationalization of safeguarding frameworks (including a confidential digital reporting mechanism) within project schools.

“Before teachers would beat us like donkeys and even use abusive language. But recently I haven't seen a teacher beating students or using abusive language. The headmaster told us to report any issues like this directly to him”

–Happiness, Form 3 student, Emanyata Secondary School

4. Build Support for Quality Education for Pastoralist Girls: Negative social norms are still a major barrier to girls safely accessing a quality education. Therefore, community sensitization on the importance of girls' education and child protection is an important approach in communities where PWC's education work is new. PWC cannot, and should not, attempt to replace the state in providing quality facilities in schools. Therefore, communities must also be sensitized to advocate for quality schools, including adequate numbers of teachers and teaching resources. We will work closely with local leaders, district and national government to ensure better resources for these schools.

We are members of the Tanzania Education Network (TEN/MET) and will also work within this network to advocate for increasing quality resources for schools.

We have found traditional forms of Maasai communication such as songs, dance and drama a powerful and effective tool to engage and sensitize communities on the issue of girls' access to education. Girls in project schools and neighbouring communities will be trained to advocate (using powerful messages) for their own education by creating songs, dance and drama about their struggles in pursuit of education and empowerment.

“Before PWC sensitized the community, 60% of the students were either not going to school or not finishing the school day when food was absent. Now, parents are contributing food for the students and this has reduced absenteeism to only 2%.

–Mr Mwakagile, Headmaster, Arkaria Primary School

Strategy 3.1 Ensure Students Graduate from Emanyata Secondary School Equipped to Succeed

- **By 2022**, establish a comprehensive life skills, guidance and counseling program for ESS girl students
- **By 2024**, 90% of ESS students will be obtaining Division 1 to 3 in Form 2 and 4 national examinations
- **By 2024**, ESS enrollment increased by 30%
- **By 2024**, ESS drop-out rate maintained at 0%
- **By 2024**, sanitation system, staff and guest housing and student dining facilities improved at ESS
- **By 2024**, 70% of ESS students are paying their own school fees
- **By 2024**, sensitize community members on the benefit of enrolling, and paying for, their children to attend Pre-Form 1 so that ESS is sustainably running its Pre-Form 1 program without support from PWC
- **Sponsor** 50 girls a year to ESS who are academically able
- **Sponsor** a total of 50 high-performing female ESS graduates a year to tertiary education who would not be able to attend otherwise
- **Building capacity** of local traditional leaders structure to better support ESS
- **By 2024**, over 100m TZS of food crops are harvested annually from the farm to offset school food expenses with a net profit of 50m TZS each year

- **By 2024**, profits from income generating activities (excluding donations) exceeds 40m TZS per year (8-fold increase from 2019)
- **By 2024**, 3 new income generating activities are created that are net profitable within 3 years of commencing
- **By 2024**, projects as a whole will become self-sustaining (profitable) without depending on donations or staff salaries being paid by PWC
- **By 2024**, 80% of projects profits will be reinvested to expand projects, 20% will be used for bursaries & scholarships for vulnerable girls

Strategy 3.2 Protect Vulnerable Girls Through the Girl's Rescue Centre

- **By 2020**, legally register the Rescue Centre
- **By 2024**, increase accommodation capacity at the Rescue Centre by 20%
- **By 2024**, all girls at the Rescue Centre have an educational or vocational training plan in operation to prepare them for graduating from the Centre safely

Strategy 3.3 Build the Capacity of Schools to Provide Pastoralist Girls with a Safe, High Quality Education

- **By 2024**, establish beacon schools in 30 communities to provide literacy classes to Standard 1 to 3 students in three districts, thereby improving girls' functional literacy in early primary education
- **By 2024**, establish and strengthen 60 School Clubs through training and activity programs in three districts
- **By 2024**, build the capacity of 900 teachers within 60 schools in improved participatory teaching methodologies so that they are using effective pedagogies that are student centered
- **By 2024**, train 60 School Committees on their roles and responsibilities, with school management action plans in place and implemented in 3 districts
- **By 2024**, establish advanced, operating reporting mechanisms for child protection cases (including an online reporting system to the district social welfare office) in 60 schools in three districts
- **By 2024**, conduct annual literacy assessments (EGMA and EGRA) in primary schools to improve transition and performance

Strategy 3.4 Build Support for Quality Education for Pastoralist Girls

- **By 2022**, train girls in 60 communities to advocate for their own education by creating songs, dance and drama about their struggles in pursuit of education and empowerment.
- **By 2024**, sensitize 60 communities on the importance of education for both girls and boys, with child protection policies signed in three districts
- **By 2024**, 30% increase in reported child abuse cases being followed up in three districts
- **By 2024**, sensitize 60 communities to advocate for quality education in their schools with advocacy action plans in place in three districts
- **By 2024**, Quality Assurance reports written for 60 Schools and submitted to School Committees as well as relevant Ward, District and regional level bodies in 3 districts, resulting in increased budgets in at least 20% of schools





Goal 4: TO IMPROVE WOMEN'S HEALTH THROUGH FACILITATING ACCESS TO ESSENTIAL REPRODUCTIVE HEALTH SERVICES AND IMPROVED HYGIENE AND SANITATION

Sexual and Reproductive Health is explicitly linked to pastoralist women and girls' access to education, economic empowerment opportunities, and meaningful participation in leadership and decision-making bodies. Early forced marriages and early child birth lead to immense personal suffering, as well as to the continued poverty cycle within the pastoralist community. PWC recognises that the lack of Reproductive Health Services (RHS) therefore undermines its other goals and that it is a priority issue for many of its members. Under this strategy, PWC will address SRHR in two ways:

1. Build Capacity of Community Health Workers and Sensitize Communities: While PWC is not a health care provider, we have successfully piloted an approach of providing women with information and linking them to counselling and testing using Community Health Workers (CHW). Under the next phase of the strategy, PWC will further capacitate the CHW's to sensitize communities to advocate for better services. CHW's will also provide women with information on improved sanitation and hygiene, such as how to avoid outbreaks of infectious diseases such as cholera by separating livestock and human water points. PWC shall also advocate for CHW's to receive material and technical support from the district government.

"As a Community Health Worker, my role is to sensitize the community, especially women, to deliver at health centres. Beneficiaries of my work are mostly women, particularly expectant mothers, children and babies but I also help men. I follow up on patients suffering from chronic diseases to ensure that they get drugs on time. I regularly visit the primary schools and women's micro-credit groups in my village to provide education on sexual and reproductive health. I also use village meetings to sensitize and advise the community about health issues especially about HIV prevention and safe delivery. Previously, many women died during delivery but so far the number has decreased significantly. This year there have been no deaths of women during delivery in my village. Many men are also attending clinics with their wives unlike before. Some men still don't believe in sexual and reproductive health and sometimes when I visit households they insult me and chase me away. They have given me the nickname 'enoshi kitok nadung' ingulie' (the women who plans for others) but I am not discouraged, I will continue with my work as I am very passionate about it. Next year I plan on working closely with traditional leaders as they are very influential to changing community norms and practices."

–Sarah Toroge, Enguserosambu village

2. Develop and Pilot FGC Prevention

Approaches: As a right-based organization, PWC opposes the practice of Female Genital Cutting (FGC). Since the inception of the WRLF model, PWC has trained WRLF members, and by extension the wider communities about the legalities and potential legal repercussions of carrying out FGC on girls. We have also trained CHW's on the health implications of FGC.

In year one of this strategy, PWC will start to expand our anti-FGC programming in two ways. Firstly, we will continue to train CHW's on FGC and its impact on girls and women's health, so they can provide information to women and girls. Secondly, we will undertake research about successful alternative rituals and community sensitization approaches used in other parts of Tanzania and Kenya, particularly in pastoralist communities, and develop and design an approach that can then be piloted.

PWC members wish to address the issue of FGC, but are understandably cautious that an unsuccessful approach could leave them ostracized and isolated within their communities. Therefore PWC will take great care and consideration in how we develop and pilot this second intervention.

"I am a traditional birth attendant so I assist women to deliver safely. I have received training from PWC on sexual and reproductive health including the prevention and dangers of Female Genital Cutting (FGC). Apart for ensuring safe delivery, I also assist and support girls not to undergo FGC. In the past, we supported this practice because our culture supports it. I am happy to say in 2019, there are no cases of girls' circumcision in Oloipiri village. Most girls are enrolled in primary and secondary school and we are very proud of this. I will continue sensitizing my community until this practice is completely eliminated."

–Nashuku Alais, Oloipiri village

Strategy 4.1 Capacitate Community Health Workers and Sensitize Communities

- **By 2020**, research and learn from organizations with specialist experience of delivering SRHR and sanitation and hygiene projects in pastoralist areas and train 15 Community Health Worker's (CHW's) in Ngorongoro district on relevant approaches
- **By 2024**, 60 Community Health Workers in Ngorongoro and Longido Districts have sensitized communities to their reproductive and sexual health rights and linked community members to SRHR services and HIV counseling and testing where appropriate

- **By 2024**, 60 Community Health Workers from Ngorongoro and Longido Districts have sensitized communities to advocate for better health services from their elected leaders
- **By 2024**, 60 Community Health Workers from Ngorongoro and Longido Districts have sensitized communities regarding good hygiene practices such as building latrines, and preventing infectious through better hygiene
- **By 2024**, District budgets and plans increase support for CHW's in Ngorongoro and Longido

Strategy 4.2 Develop and Pilot FGC Prevention Approaches

- **By 2020**, develop a clear, culturally appropriate approach for addressing FGC that incorporates learning from other models in Tanzania and Kenya and provides communities with an alternative ritual
- **By 2020**, train 15 CHW to raise community awareness on the health impact of FGC
- **By 2021**, sensitize communities to the legalities of FGC through the WRLFs
- **By 2022**, pilot and evaluate the newly developed FGC alternative intervention in one district



Goal 5: TO FACILITATE ACCESS TO CLEAN WATER

PWC has many years' of experience providing water to communities, be it through building dams, improving water catchment, drilling boreholes or laying pipelines. Access to clean water has a particularly transformative positive impact over women and girls' daily lives, ending hours of drudgery and physical labor that stops them from engaging in educational or economic activities. Taking this into account, and in acknowledgement of the increasing effects of climate change, PWC has recognised that facilitating access to clean water needs to be a larger, more explicit focus of its work in the next five years. We will address this in two ways:

1. Provide Water to the Most In Need

Communities: The focus for water provision will be Ngorongoro and Longido districts, as they have some of the most remote communities living in the driest areas of northern Tanzania. PWC will target communities to contribute to their own projects, in order to ensure buy-in and ownership. Water Management Committees (formally called Community Owned Water Supply Organizations) will be established and have their capacity built to manage the water project sustainably going forward. The Committees will also be registered and connected to District authorities.

"Before we had no water so women did not get time for business activities, we had to collect water because we are responsible for looking after large families. Now because of this water borehole from PWC, we can focus much on income generating activities through our VICOBA group and our economic status will improve."

-Meshuko Karia, Empopong'i village

2. Sensitize Communities to Advocate for

Better Water Provision: While focusing on where the need is greatest, PWC recognises that there are many more communities who need water than we will be able to assist. Therefore, PWC will also sensitize communities to advocate for better water provision and to hold their local leaders accountable. WRLF's will also be able support the process of holding leaders accountable where they overlap with these efforts.

"The presence of this water project has brought healing to my people. Previously people were using waste water used by livestock and other animals and this caused a lot of disease and suffering among people"

-Danika Leitura, Chairman Empopong'i village

Strategy 5.1 Provide Water to the Most In Need Communities

- **By 2024**, provide clean water to 6 needy communities in Ngorongoro and Longido districts
- **By 2024**, train 6 Water Management Committees in order that water projects are sustainably managed by in two districts

Strategy 5.2 Sensitize Communities to Advocate for Better Water Provision

- **By 2022**, sensitize 20 communities to advocate for better water provision and hold leaders accountable in two districts
- **By 2024**, 20 Village Councils and two District Councils have approved budgets and plans for water projects



GOAL 6: TO BUILD PASTORAL COMMUNITIES' RESILIENCE AND ADAPTATION TO CLIMATE CHANGE

In the districts we shall work in we shall scale up our work collecting data and views from women and communities on how they can better adapt to climate change. We will then work with local communities, leaders and district governments to develop Community Climate Change Action Plans that will include climate smart pastoralism. We shall provide technical support to communities to implement these plans and closely monitor their implementation. We will ensure that women are the engaged in entire process as we believe their meaningful participation is crucial to ensuring a successful and sustainable outcome. We will continue longstanding partnerships with Ujamaa Community Resource Team (UCRT) and The International Institute for Environment and Development (IIED) to ensure communities benefit from their skills and expertise in rangeland management and climate change adaptation.

Strategy 6.1 Build Resilience and Adaptation to Climate Change

- **By 2024**, 40% of PWC's target communities will have knowledge of climate change adaptation and coping strategies
- **By 2024**, Climate Action Plans integrated into local government plans and implemented in three districts

Cross-cutting Approaches

Building Climate Change Resilience and Adaptability:

Climate change has increased the frequency and severity of extreme weather events, such as drought. Although pastoralist men and women might be equally exposed to climate shocks and stress, women have less freedom to find alternative sources of food and income. PWC will mainstream climate resiliency and adaptation efforts into its work, to ensure that women and girls have the information and skills they need to adapt and thrive.

Changing Negative Social Norms:

Social norms determine which rights a woman can exercise freely, for example, women may have a right to use a parcel of land but not the customary right to bequeath it through inheritance, a right which is limited to their brothers and husbands. Women and girls are not valued or seen as equal due to a deep-rooted cultural belief that a girl-child is born inferior and is a man's property to control and use how he pleases. Without tackling the negative cultural beliefs that lead to women's oppression, PWC will never see lasting change in pastoralist societies. Therefore, PWC will start to build the capacity of all our staff in social norms change, and ensure that this work becomes an integral part of all our programming.

Enhancing Awareness of Rights:

Building awareness about women's and girls' rights has always been at the heart of everything PWC does throughout our work. PWC will continue to mainstream awareness on rights in the next five years, as we recognise that knowledge on rights is a critical part of building confidence in women and girls, and supporting social norms change.

Safe-Guarding Women and Children:

According to the National Survey on Violence against Children in Tanzania (2009), nearly 3 out of every 10 women and girls aged 13 to 24 in Tanzania reported experiencing at least one incident of sexual violence before turning 18. Incidences commonly occur while travelling to or from school or at school. With regards to physical violence, almost three-quarters of both girls and boys reported experiencing physical violence by a relative, authority figure (such as teachers), or an intimate partner by the age of 18. The vast majority of this abuse was in the form of being punched, whipped, or kicked. If not prevented or mitigated this violence contributes to trapping women and girls in a cycle of poverty and oppression. The problem of violence against women and girls is further amplified within marginalized pastoralist communities because of the prevalence of oppressive negative social norms and patriarchal practices within these communities.

The PWC staff, board and members are all committed to safeguarding women and children within our project communities. PWC will work with schools, communities and local and district level National Plan of Action Violence Against Women and Children (NPA-VAWC) committees. PWC is currently working closely with these structures at local and district level and will continue working with them under this strategy. We shall also integrate this in our policies, procedures and programming.

Engaging Men and Male Youth Strategically:

Societal transformation is only possible if a significant number of men are supportive of women's struggle for equality. PWC has always strategically included positive male champions in its work, for example having a few influential men as members of the WRLFs. Under this strategy, PWC will ensure that men are consciously and tactically engaged in all our programming, in the most strategic way for each program to reach its goals. Male youth have been identified as an important section of the male pastoralist population to specifically target, as in many cases younger men are in practice the most resistant to women and girls' fight for equality.

Strategy Implementation

Strengthening PWC's internal operations is necessary for us to scale our impact across our working areas. Adequate funds and a skilled, committed staff are the fuel that drives successful organizations. PWC needs to be better funded to ensure there are sufficient field and core operational staff who are fairly remunerated to implement PWC's activities.

External communications is a priority for our organizational development as we work to build relationships with government, partners and funders. Therefore, an immediate priority under this strategy is to strengthen our communications capacity internally.

Evidence of impact is a critical component to feed into our communications. PWC has worked hard over the last three years to successfully build an overarching Monitoring, Evaluation and Learning system that helps us to understand and communicate the impact of our work. However, there is still scope to refine and improve the system further, and to build in more time for reflection and learning into our work, in order to deliver even stronger projects for our members and beneficiaries.

Under this strategy, PWC will focus on the following organizational development priorities:

Grow and diversify PWC's funding base and team

- **Increase fundraising network** and diversify donor funding
- **By 2022**, increase skilled field staff by 40%
- **By 2022**, increase core funding for staff, such as Communications and Fundraising Officer, by 30%
- **By 2024**, receive regular annual unrestricted income from different sources, including the PWC Leadership Centre in Arusha

Strengthen external communications

- **By 2020**, hire a skilled Communications and Fundraising Officer that will implement our Communications and Resource Mobilization Strategies including the development of different communication products

Continue to improve PWC's organizational performance monitoring

- **By 2020**, review and refine MEAL system against new strategic plan
- **By 2020**, develop a results matrix against the new strategy targets
- **By 2021**, PWC is regularly conducting detailed data analysis that lead to annual learning, reflection and adaptation of programming
- **By 2022**, PWC's MEAL system is operating through a customized online database

Enhance staff capacity development plans

- **By 2020**, conduct staff audit and establish robust professional development plans



Partnerships and Networks

No organization can achieve significant change alone and PWC recognises that productive partnerships are a key component for success. Relationships with partner CSO's and funders remain critically important. While PWC will maintain long-running, fruitful collaborations, we will also work to build new partnerships where it will either enhance our learning or provide much needed resources.

PWC has a long-track record of strong and constructive partnership with government at the district, ward and village level. In this next

stage of its growth, PWC will work to foster new working relationships at the regional and national level.

While we are already partners of the Tanzania Stand for Her Land Campaign and CIVICUS and active members of TEN/MET, PINGOS and Tanzania Land Alliance (TALA), we will increase our engagement in national and international networks, as another approach to amplify the voice of our members.

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Glossary

Beacon Schools: temporary schools established by local communities with teachers provided and funded by the government. They provide Standard I to III classes to children who are too young to travel the long distances required to reach government primary schools.

Climate Smart Pastoralism: traditional pastoralism that adapts to climate change effects. This includes breeding drought resistant livestock, rain harvesting and storage and better pasture and rangeland management practices.

CIVICUS: a global alliance of civil society organizations and activists dedicated to strengthening citizen action and civil society throughout the world.

Community Health Workers: members of a community who are chosen by community members or organizations to provide basic health and medical care to their community capable of providing preventive, promotional and rehabilitation care within these communities.

Community Paralegals: members of a community who are trained in basic law and in skills like mediation, organizing, education, and legal advocacy. They form a dynamic, creative frontline that provide a bridge between the law and real life and can engage formal and informal institutions alike.

Early Grade Reading Assessment (EGRA) & Early Grade Mathematics Assessment (EGMA): assessment mod-

els designed to provide simple, low-cost measures of literacy and numeracy.

Emanyata Secondary School (ESS): Emanyata Secondary School (ESS) is located in the village of Ololosokwan, bordering the Serengeti National Park. PWC has been managing ESS since the Aigwanak Trust, a body representing the customary leaders of the district, handed it control in 2006 when the school was considered to have been at risk of collapse due to poor management.

Energize Project: a project aimed at providing technical and life skills to out of school pastoralist girls to improve their livelihoods. Technical skills are provided by corporations and institutions on renewable energy specifically; construction of domestic biogas plants and installation and maintenance of domestic solar energies.

Engishon Fund Ltd: a social enterprise established by PWC in 2017 aimed at providing affordable and flexible loans to pastoralist community members.

Female Genital Cutting (FGC): the illegal ritual cutting or removal of some or all of the external female genitalia.

Girls Not Brides: a global partnership of 1000+ civil society organisations committed to ending child marriage and enabling girls to fulfil their potential.

Girl's Rescue Centre: a temporary shelter established in 2016 and run by PWC to provide a safe haven for pastoralist girls and young women escaping gender based violence such as FGC, forced marriage and domestic violence.

Maasai Women Development Organization (MWEDO): aims to empower Maasai women economically and socially through improved access to education, health services, enterprise development and through promotion of human and cultural rights.

Monitoring, Evaluation, Accountability and Learning (MEAL): involves tracking the progress of programs, making adjustments and judging the impact made on the lives of those with whom we are working to ensure and improve the quality of our work. A MEAL system also helps us to be accountable to our stakeholders through information sharing and developing a complaints or feedback mechanism which can help to guide program implementation.

Ngorongoro Conservation Area (NCA): established in 1959 as a multiple land use area, designated to promote the conservation of natural resources, safeguard the interests of NCA indigenous residents and promote tourism. The 2009 Ngorongoro Wildlife Conservation Act placed new restrictions on human settlement and subsistence farming in the Crater, impacting Maasai pastoralists, most of whom had been relocated to Ngorongoro from their ancestral lands to the north when the British colonial government established Serengeti National Park in 1959.

Ngorongoro Conservation Area Authority (NCAA): administers the Ngorongoro Conservation Area and is an arm of the Tanzanian government. The mission of the NCAA is to strive to maintain the status of NCA as a World Heritage Site.

Ngorongoro Pastoral Council (NPC): a section of NCAA working as its own entity to pursue the NCAA

organizational strategic plan through the department of community development. Its function is to oversee the actual needs of the pastoral communities living in NCA.

Pastoralists Indigenous Non-Governmental Organizations (PINGOS):

a national membership organisation for pastoralists and hunter-gatherers, with 53 member NGOs and CBOs throughout Tanzania. Established in 1994, it endeavors to foster the interests of pastoralists and hunter-gatherers by advocating for change through good governance and human rights.

School Clubs: give students a confidential space to discuss issues such as HIV, domestic violence, forced marriage and early pregnancy.

School Committees: a group of persons who oversee the management of a school.

Sexual and Reproductive Health and Rights (SRHR): is the concept of human rights applied to sexuality and reproduction.

Social norms: are regarded as collective representations of acceptable group conduct as well as individual perceptions of particular group conduct. They can be viewed as cultural products (including values, customs, and traditions) which represent individuals' basic knowledge of what others do and think that they should do

Stand for Her Land Campaign: works to strengthen land rights for women around the world by closing the gap between law and practice and helping fulfil promises of gender equality.

Sustainable Development Goals (SDGs): a collection of 17 global goals designed to be a "blueprint to achieve a better and more sustainable future for all." The SDGs, set in 2015 by the United Nations General Assembly and intended to be achieved by the year 2030.

Tanzania Land Alliance (TALA): a member-based organisation representing the leading land rights civil society organisations in Tanzania. TALA plays a unique role in giving local communities and members a voice to policy makers.

Tanzania Education Network (TEN/MET): a national network of non-state actors in education founded in April 1999 by 39 NGOs. Members have a common concern of the promotion of quality education in Tanzania. The core objective is to work and link with other actors in education so as to influence policies and practices on basic education for all in Tanzania in a collective and informed manner.

Ujamaa Community Resource Team (UCRT): works to empower marginalised people in northern Tanzania to secure rights to their natural resources and land. UCRT's mission is to promote and enhance communities' capacity to improve their livelihoods and to sustainably manage their natural resources.

Village Community Banking (VICOPA): is the reflection of Grameen bank model of Bangladesh and Sewa Bank of India, structured in such a way that people especially in rural areas are organised in groups, trained self-awareness, entrepreneurship skills, financial literacy, and other skills, then given loans, for income generation activities and investment to create growth.

Water Management Committees: manage community water systems by overseeing day-to-day operations and setting policies. They are essential to ensure the sustainability of community water systems.

Women's Action Groups (WAGs): was the original structure established by PWC for women's economic empowerment activities. PWC no longer organises its activities according to this model.

Women's Community Based Organization (CBO): a non-profit organization that is representative of women within the community and works to meet community needs.

Women's Rights and Leadership Forum's (WRLF's): grassroots forums comprised primarily of women, with a few supportive influential male members. All members and leaders are democratically elected by women in their village and comprise of a maximum of 30 people. The aim of WRLF is to strengthen the role of women in leadership and mobilise communities to address women's rights, particularly land and civil rights.

Women's Solidarity Boma (WSB): facilitate their members (women) to gain property rights and generate income through the ownership of property and revolving livestock projects. This is important in the context of Maasai society where women currently do not ordinarily own cattle in their own right.

