



5-YEAR STRATEGIC PLAN

2020 – 2025



Table of Contents

Introduction

Executive Summary

Mission Statement

Statement of Core Values

Organization Profile and History

Strategic Thinking

Strategic Issues – Priorities

Strategic Goals and Objectives

Succession Fundraising Plan

List of Appendices

A - Current Member List

B - Operational Activities

C - List of Accomplishments

D - Planning Principles

INTRODUCTION

In Tanzania a total of 6,739,330 are people with disabilities-based on 2012 population and housing census, calculated using WHO formula that 15% of a given population are people with disabilities (PWDs). People with disabilities in Tanzania face lots of challenges that if left unchecked achievement of national vision 2025 and other national, regional and global goals are not possible. It is against this factual evidence that FUWAVITA's working with deaf women in Tanzania is very important.

The FUWAVITA's strategic plan envisions a society that highly values the lives and continually enhances the wellbeing of deaf women in Tanzania including enabling full participation of disabled people in all issues pertaining to their wellbeing.

This strategic plan has been developed in consultation with the members and the wider disability reference therefore it reflects disability-lived experience especially from the deaf women.

The FUWAVITA Strategic Plan, 2020 – 2025 which follows is the result of hard work and meetings by the FUWAVITA members and the input and guidance of the External Consultant, Mathew Kawogo. The process began in April 2019 when the consultation process was made both internally and externally by the Chief Executive Officer and began to review the previous planning process. The leadership also used internal meeting as a way of updating members and invitees on goals and objectives accomplished and recommendations for action items needing to be completed. During such meetings, the leadership of FUWAVITA decided to seek the services of a consultant to guide the Strategic Planning process and involve the members. Later, the members and leadership of FUWAVITA met with Consultant Mathew Kawogo for a day of pre-planning and agenda creation. The meeting took place at FUWAVITA offices whereby Consultant issued a briefing to the FUWAVITA members in the presence of the Care Taker at to present about the process and the importance of the strategic planning for FUWAVITA operations and future fundraising plans.

This meeting was helpful for updating on future FUWAVITA direction, focusing on issues and goals and reaffirming the purpose and future direction of FUWAVITA as an organization. Lauren Schmidt the Matron of FUWAVITA then spearheaded the process of briefing about the needs and priorities of FUWAVITA. This was followed by the technical discussion led by the CEO, Ms Aneth Gerana Isaya. I would like to thank the External Consultant Mr. Mathew Kawogo, Martha Ngambi –Global Peace Foundation Tanzania, members of FUWAVITA and Emmanuel Warsai for their roles in this making this strategic plan process success.

EXECUTIVE SUMMARY

First, I would like to thank FUWAVITA members for their commitment to this planning process, for their patience and good humor, and for their fortitude in seeing it through to the end. Thanks also to the matron and guardians who participated in the facilitated planning day at FUWAVITA office, and to Mathew Kawogo for the guidance and insight he provided to all of us.

The members who participated in this process on regular occasion included:

1. Aneth Gerana
2. Mwajuma Ally
3. Judith Killo
4. Janeth Michael
5. Glory Minani
6. Happiness Thomas
7. Sarah Kandila
8. Bill Bosco Muna
9. Michael Mwita
10. Watchulu Bosco

Strategic planning keeps an organization on track over time, and allows the organization to respond to change while remaining faithful to their mission and vision. The process itself may have as much value to the organization as the final plan, since so much can be learned from surveying both the position of the organization and the state of the environment in which the organization operates. For FUWAVITA, this is particularly true.

The opportunity to step back and scrutinize, evaluate, consider and question our activities is crucial, and not afforded by the daily pace of the organization. As a dynamic organization that represents the interests of many members in Tanzania, (see current member list in the Appendix A), relies heavily on the voluntary participation of its members, and who rarely have the luxury of time for reflection. Having made that time during this process will prove to be invaluable to the life of the FUWAVITA.

This process was quite different from our last planning process in the year 2015-2019. However, the year 2015-2019 process resulted in some tools that continued to serve us this time around. First, our original planning principles have once again guided us as a committee (see Appendix D). Second, the core values we identified also still endure.

Our last plan established that the CEO would be charged with chairing the planning process. Therefore the responsibility fell to me and I worked tirelessly to see this process through. I assembled the planning materials required by the consultant and guided key meetings for facilitating the process. One of such meetings was a reflection meeting with the Consultant conducted in Dar es Salaam in April of 2019 . Another series of meetings happened and those helped to realize that, given FUWAVITA's maturity as an organization, it was time for a more comprehensive look at the organization. In 2015-2019 years, FUWAVITA has grown from local national to international level . We needed to examine our mission and our programs and be sure we were still on a trajectory that the members supported.

With that goal we decided to adopt a different approach to our planning process. Our focus in year 2020-2025 had been to gain consensus from among the member through a series of meetings. Each member at those meetings engaged in analysis and discussions. The results were eventually digested to arrive at the final plan. This time it was felt that the full participation and buy-in of the caretakers was most important to the process. We engaged the services of an experienced consultant, Mathew, to help guide us through the process to reach a satisfactory result. Through several meetings with Mathew, (at his office and FUWAVITA) Mathew guided the process in preparation for our full consultation, gathered key documents and interviewed most of us. Following such meetings the consultant drafted this plan, which captures the FUWAVITA's intentions and expectations based on the work that was accomplished during the process.

In conclusion, the strategic plan provides a framework to guide the implementation of FUWAVITA's interventions grouped in specific thematic areas, of Deaf Women's capacity building, economic empowerment through entrepreneurship, mainstreaming disability; aid, health, HIV and AIDS, awareness creation including influencing for developing inclusive policies and practices as well as creating inclusive cultures at all levels that appreciates diversity, challenges prejudices and promotes the right-based approach to deaf women in Tanzania.

It will address exclusion of PWDs' in all aspects of socio-economic life, thus significantly contributing towards building an inclusive society that understands disability as part and parcel of human diversity and ensures that all development activities should ensure, provide for and benefits all, including PWDs.

Aneth Gerana Isaya

Director - FUWAVITA

MISSION STATEMENT

FUWAVITA as a national organization has a mission to build self-reliance of deaf women for their own development so that they can stand on their own with minimal assistance and support relieving them from dependency. This shared mission aims to reflect FUWAVITA's motto that "DISABILITY IS NOT INABILITY"

Behind this mission statement is a responsibility of developing professional entrepreneurship among marginalized deaf women through training them to do hand-work and skills in commerce that will equip them to establish sustainable business scale and manufacturing. This will enable them generate income to improve their living conditions by maintaining the home needs including paying school fees for their children.

VISION

FUWAVITA has a vision is to provide opportunities to deaf women in creating strategies that will bring revolution towards elimination of poverty trap, which put their lives in adverse condition.

FUWAVITA's vision brings accountability to 1) enhance the capacity that will enable deaf women to participate in various aspects especially entrepreneurship to meet their basic necessities; 2) to promote public awareness on deaf women's capacity and 3) promote public awareness on deaf women's priorities and their challenges

STATEMENT OF CORE VALUES

- FUWAVITA is a member-driven organization.
- FUWAVITA exists to maximize the resources mobilized for the benefit of its members in accordance with the organization's vision and mission statements.
- FUWAVITA, originally a regional organization, now has members from across the country and now is well known Internationally .Our aim forward is to have members throughout the world.

As FUWAVITA members, we fulfill our duties and responsibilities by first ensuring we are coordinated by FUWAVITA as an organization aiming to serve deaf women. We do this through training Deaf women by giving them Economic generation skills and Leadership education.

In recognizing, understanding and needing change, we have realized that until now, there are no deliberate, strategic and/ or specific efforts made by different actors, institutions or associations in

developing and supporting deaf women's entrepreneurship in the country. We have a feeling that we lack access to opportunities and enabling environment and thus needing the formation of our own organization with a vision of enhancing the entrepreneurship development among deaf women in Tanzania.

While our intent is to serve the membership, we are aware that FUWAVITA's actions may have implications beyond the group of deaf women. In an effort to be thoughtful, careful and visionary about decision-making within FUWAVITA we feel it is important to set forth the core values of the organization.

- 1) **LEADERSHIP** -- FUWAVITA strives to be on the leading edge of resource sharing and collaboration between and among deaf women in Tanzania.
- 2) **COOPERATION & COLLABORATION** -- FUWAVITA recognizes the benefits that accrue to our member institutions on disability, our staff and our distinct user groups when we share our resources, expertise, time and energy.
- 3) **ADAPTABILITY** -- FUWAVITA intends to be a nimble, flexible and dynamic organization, able and willing to adapt to the evolving needs of deaf women and the shifting landscape of technology to support them.
- 4) **DIVERSITY** -- FUWAVITA members include deaf women, both at regional and national geography, who serve a diverse population including children, students and the public as well as those who defend the rights and entitlements of deaf women. FUWAVITA recognizes that their members may have diverse missions, disparate resources and distinct needs. Decisions undertaken on behalf of the organization are made with the greatest respect and support of these differences among members at individual and up to national level.
- 5) **EDUCATION AND TALENTS**-- FUWAVITA uses and values the robust knowledge and talents of members including ideas both among and between our own constituents and with those outside of the organization with whom we may consult for support.

ORGANIZATION HISTORY AND PROFILE

Introduction

Furaha ya Wanawake Wajasiriamali kwa Viziwi Tanzania (FUWAVITA) is a non-governmental organization (NGO) established in 2008, and was officially registered and recognized by the registrar of Non-Governmental Organizations in Tanzania with Reg. No. 17120. FUWAVITA was founded after a survey conducted with support from ADD International, a UK-based development agency working as an ally to the disability movements in Africa and Asia. The survey was conducted by one of the founding members on the living condition faced by people with hearing impairment in various institutions.

The research indicated that 49% of the deaf women in Tanzania are being oppressed and are under sexual abuse. They live in critical conditions due to joblessness; employment elsewhere is limited which has affected them in poverty. Deaf people have been excluded from being competent members of society. Those unfortunate deaf women have families who are expecting them to help, but they are incapable to assist them due to these negative circumstances. Thus FUWAVITA was born to bring hope into the lives of deaf women so they can defend their rights and to compete in entrepreneurship. FUWAVITA affirms that it does not discriminate on the grounds of race, color, age, marital status, and nationality origin. It will depend on working with other groups with a view and philosophy that Keep control of their lives according to the National Policy for persons with disabilities amended on July 2004 Section 2.2 which provides priorities for specific groups such as Women, Children, Elderly, and People with Disabilities and empower them to fight for their justice through law number 10 of 2010 amendment.

FUWAVITA goal is to build self reliance for deaf women for their own with minimal assistance. FUWAVITA believes that all people have the access to equal right in society to determine on their own affairs which include present and future objectives that affecting their lives. And that everyone has the right to receive: Adequate food, clean water, accommodations and good relations. It is aimed providing opportunities to deaf women in creating strategies that will bring revolution toward elimination of the poverty trap, which adverse their lives and community.

VISION

To provide opportunities to women with disability in creating strategies that will bring revolution toward elimination of the poverty trap, which adverse their lives and community. FUWAVITA has accountability to enhance the capacity that will enable them to participate in various fields of political, economic, Health accessibility and socially. to promote public awareness on women with disability and their challenges and priorities.

OBJECTIVES

1. To mobilize women with disability to aware of their rights and enforce Tanzania government and other stake holders to including women with disabilities in all sphere of life which are economic, socially and political field..
2. To bring awareness on Sexual Reproductive health issue and those dangerous diseases like HIV/AIDs, Malaria, TB and others disease to women with disabilities.
3. To provide education on entrepreneurship and vocational skills to our members, and advertise their activities marketable.
4. To organize our members exhibition platform for their products.
5. To provide consultancy services to members in order to build inclusive society and invest resources to strengthen their entrepreneurial and expand the quality of their lives.

IMPROVEMENT OF FUWAVITA SERVICE

FUWAVITA focuses on its business operational; evaluating the assessment to ensure that programs are executed properly and the fund is used according to designed purpose, and allocated by the deadlines. The organization will monitor if there is essential social change. Plans and all reports should be in statistic. The project must prove of its accomplishment, and also the results of the program and its value.

FUWAVITA has aimed to establish training to enhance skills and try to ensure that the training is provided in partnership with other partners. The evaluation and exercise the training regularly will help FUWAVITA to improve the future plans in improving the life of women with disability based Economic empowerment , Political participation and health accessibility on the field.

ASSOCIATES OF FUWAVITA

FUWAVITA is committed to empower women with disability and work together as a group of people with disability from the age of production. Those women with disability are being isolated from the community. This is the way to bring women with disability to work together in various parts of the country.

FUWAVITA affirms that it does not discriminate on the grounds of race, color, age, marital status, and nationality origin. It will depend on working with other groups with a view and philosophy that promote the mission of FUWAVITA. We cordially invite local and international organizations to partner with us.

HEADEQUATER

FUWAVITA office is located in Dar es Salaam, a biggest region and commercial hub in Tanzania. We are developing strategies to reach a development climax and eventually to expand our entrepreneurship. FUWAVITA has planned to open branches in other regions depending on its financial capability. The organization will play a significant role to foster those marginalized deaf women to be dramatic and use their creative skills to compete in business.

EMPOWERMENT AND PURPOSE

1. To build the capacity of members to improve their lives.
2. To develop a partnership / friendship with a group of people with disabilities in the community that is often neglected.
3. To strengthen our members the ability to advertise and represent their interests through lobbying, especially in activities of their preferences.
4. To empower our partners with skills to be self-development.
5. To train our members on making or establishing a small business and provide them capital to develop the projects.
6. To provide information on aid, health, HIV and AIDS.

THE ROLE OF FUWAVITA

Our members are encouraged to be influential; FUWAVITA will work with them cooperatively to improve their skills through entrepreneurship in order to:

- Build their ability and inspire them to be confident in their rights.
- Enhance capacity to promote independent life.
- Keep control of their lives according to the National Policy for persons with disabilities amended on July 2004 Section 2.2 which provides priorities for specific groups such as Women, Children, Elderly, and People with Disabilities.
- Empower them to fight for their justice through law number 10 of 2010 amendment.

FUWAVITA will influence women with disability to sit together in groups to discuss the realities which are facing them, and to understand and knowing the reason and source of their being poor and oppression.

3

When such groups or the existence of deaf is in active; FUWAVITA will provide assistance in order to enable them to operate their activities independently in accordance to their arrangements.

FUWAVITA is not a liability that its role is to provide services or work that can be done by the government or other institutions.

All precautions are being taken to ensure that liability of FUWAVITA is to increase capacity and strengthen at existing networks for the deaf women groups, to ensure that their statement is sound through entrepreneurship.

IMPLEMENTATION

FUWAVITA believes in self-development more than donor dependency whenever possible and to form groups of deaf women to work together in the spirit of cooperation and good approach and right care for development.

The performance must be sustained and for this reason we give priority to a better implementation plans, supervised and verified by the members themselves.

FUWAVITA has implemented different project since it started in 2010 in partnership with some local and international organization like: In 2011 FUWAVITA with collaborated with Abilis Foundation of Finland to conduct food processing project where 15 women with disabilities benefited with the project and now they are produce products and earn money for a living. Again in 2013, 2014 and 2015 FUWAVITA collaborated with The Civil Society Foundation to implement HIV/AIDS awareness, ownership of properties to women with disability and Awareness on participation on national general election to women with disabilities. In 2016 FUWAVITA with collaborate with **AKIBA** Commercial Bank conducted International week for the Deaf where women with disabilities were trained on entrepreneurship program, staff from open university and Akiba Commercial Bank were trained on Sign Language manual and FUWAVITA team did community activities by clear Mwanamanyala Hospital environment. In 2016 to date FUWAVITA is working hand in hands with The Tanzania Presidential Trust (**TPF**) conduct project on mobilizing women with disability to full engage on economic production by empowering them through Entrepreneurship skill manual .In 2017 FUWAVITA cooperated with National Micro Finance Bank(**NMB**) to implement International week for the Deaf where by women with disabilities were trained on economic generation and exhibited their products. Aqua water fountain joined hands with fuwavita to offer 400 liter of clear water to pregnant women at Mwanamanyala Hospital during 2017 International week for the Deaf. In 2018 FUWAVITA collaborated with Global Peace Foundation (**GPF**)to conduct empowerment project to 75 women with disability in Morogoro. In 2018 FUWAVITA in partnership with The Open Society For Eastern Africa (**OSIEA**) Implemented International week for the Deaf where 1000 people were trained on awareness of disability matter and 600 people received free ears examination.

Again in 2017 FUWAVITA collaborated with Global Peace Foundation where over 300 People with disabilities from Dar Es Salaam and Morogoro Empowered by giving them entrepreneurship skills and now they have succeeded to hire themselves.

In 2019 FUWAVITA started official to work in partnership with Global voice to implement a Leadership program to Deaf women from Morogoro and Dar Es Salaam. The project aims to increase

capacity for Deaf women to be able to participate in political roles in the forthcoming elections local and central governments, which at the moment is very low .We aim at seeing a Deaf woman in our parliament to represent our issues of concern. The project is going well and we have already conducted two workshop .The first one held in Morogoro June 2019 where 30 Deaf women trained on Leadership roles and mobilized to full engage in election process either by voting or making campaign for different position. The second workshop held in Dodoma October 2019 where Deaf

women meet with Member of Parliaments and discussed on Disability National Agenda .The Dialogue went well and Member of Parliaments promised to give equal opportunity to Deaf women on Political sphere .Also Deaf women promised to full engage in election process.

In 2019 September FUWAVITA in collaboration with the Legal Aid Facilities (LSF) succeeded to implement the 2019 International Week for the Deaf. FUWAVITA received funds from LSF and implemented 2019 commemoration of International for the Deaf where the theme was **“The right of use sign Language is a Solution to delivery legal aid for Deaf Women in Tanzania ”**

.The event took place from September 23th to 28stSeptember at Mwananyamala ground Kinondoni Dar Es Salaam.. FUWAVITA in cooperation with various stakeholders, partners, academic institutions, civil society, disabled people organizations, private sectors and the government managed to bring 800 people to the event and commemorated together through a number of designed activities and raised awareness and promoted the rights and perspectives of persons with Disability around the world

However FUWAVITA itself does not have enough resources due to its limited capacity. Resources can only be available from a small contributions of members, thus we depend on donors and charitable people in some way. FUWAVITA must secure resources from its members before contacting donors for aid

CHALLENGES.

1. **Discrimination.** Most of African societies including Tanzania still discriminate women with disabilities in many way, first they discriminate them due to their gender and second due to their disability. This poses challenge to women with disability from engaging in various field of economic, political and socially.
2. **Communication problem.** FUWAVITA face communication problem as we don't have fund to hire permanent interpreter to easy communication through Sign Language.
3. **Lack of enough capital .**FUWAVITA do not have enough capital to produce many goods enough to all Regions in Tanzania.
4. **Lack of enough skill on entrepreneurship from abroad,** FUWAVITA would like to travel out of Tanzania and learn more on food processing technology in Japan or other developed countries .It will help to improve our goods and hence bring competition to the international market
- 5.**Lack of permanent donor .**FUWAVITA doesn't have permanent donor ,this lead to the challenge of implementing our yearly plan .

FUWAVITA's strategic thinking is driven by the major question in the country that, *when will discrimination end for disabled people?* There are many disabled people who face discriminations in many aspects of life including and FUWAVITA aims to address the problems. The expectation is to collaborate with development actors and deaf women and share resources to cut down the increasing cost of living among deaf women.

Since its founding in 2008, FUWAVITA members have found numerous ways to leverage their collaborative advantage. An enumeration of many of these accomplishments can be found in Appendix B. These initiatives reflect the rapidly changing political, social and technological environment of the last few years in Tanzania as well as the nimble and progressive response by FUWAVITA in working with other organizations and experts to perceived needs of deaf women. In 2010, that is the registration year, FUWAVITA became a registered membership ¹organization, consisting of 1000 members in Tanzania in six zones of Tanzania as follows:

1. Lake Zone

- Mwanza
- Mara
- Kagera
- Shinyanga

2. Central Zone

- Dodoma
- Tabora
- Singida

3. Western Zone

- Kigoma

4. Southern Highlands

- Mbeya
- Iringa
- Ruvuma

5. Northern Zone

- Arusha
- Kilimanjaro
- Manyara
- Tanga

¹ The constitution of FUWAVITA explains the details of the membership.

6. Eastern Zone

- Dar es Salaam
- Morogoro
- Pwani

7. Southern Zone

- Lindi
- Mtwara
- Rukwa

Since its registration and before, FUWAVITA has worked to change the lives of deaf women through organizing different learning sessions like workshops and seminars. It is still hoped that, individual development actors and institutions will be touched by our efforts and help to make positive change for many deaf women in the country and globally. Those aiming to do so are highly invited to contact FUWAVITA.

FUWAVITA believes that all people are equal and have equal rights in the society to improve their wellbeing through having access to opportunities related to:

- Adequate food, clean and safe water
- Accommodation and good relations

STRATEGIC THINKING

FUWAVITA members believe that, thoughtful planning will shape and guide the organization for the future. The purpose is to help the organization do a better job, to focus its goals and to work together towards those goals². In order to achieve this ideal, the FUWAVITA, through thoughtful process and facilitated brainstorming, identified the following primary strategic questions.

- 1) Are the current activities of the organization assisting members in maximizing resources and supporting the missions and vision of their FUWAVITA? Should current activities be continued, expanded or abandoned? What, if any, new activities should be considered?
- 2) Should FUWAVITA actively pursue strategies that would widen the appeal of FUWAVITA and increase multi type participation and engagement? What role should leaders, members, global deliberations and legal framework both national and international play in

² *Adapted from Bryson's Strategic Planning in Public and Nonprofit Organizations*

FUWAVITA development? What effect would continue growth have on the administration of FUWAVITA, the quality of the services provided and sense of community and camaraderie so important to the organization and its members?

- 3) How can communication, networking and sharing be improved – both within the organization itself as well as with the various constituency members that comprise the driving force of our FUWAVITA widely in the country?
- 4) How can we assure the efficient and effective administration of the organization? If management vacancies occur, what policies and procedures should be implemented to ensure a smooth transition and minimize any loss of efficiency for the organization? How can members with different skills and ability become absorbed to apply their skills and make FUWAVITA be a leading agency in providing opportunities to disabled? Deaf women in particular?

Answering these questions is critical in ensuring survival, development and suitability of FUWAVITA as an organization.

STRATEGIC ISSUES – PRIORITIES

1. Deaf women's economic empowerment through skills training and entrepreneurship using ICT technology.
2. Mainstreaming deaf women's priorities through lobbying and advocacy
3. Health, HIV/ AIDS ,Covid-19 pandemic and Reproductive health
4. Awareness creation for aid and support including influencing for developing inclusive policies and practices
5. Communication and networking for improvement, learning and sharing

STRATEGIC GOALS AND OBJECTIVES

I. GOALS

Goal A: *To improve the economic and social wellbeing of members through entrepreneurship and cooperation*

Objectives

- 1) To maximize the benefits of membership and efficient use of resources by providing concessional loans with minimal conditions
- 2) To conduct cooperate with other partners and provide series of training to enhance entrepreneurship skills of members
- 3) To evaluate and assess the social change among deaf women for ensuring realistic change

Goal B: *To maximize the benefits of membership and efficient use of resources in improving the functioning of FUWAVITA*

Objectives:

- 1) Reaffirm collective responsibility for collective acquisitions as a core function of FUWAVITA, and continue implement planned activities relating to the mission and vision of the organization.
- 2) Explore and review key roles and opportunities for growth of FUWAVITA in promoting open access to information and resources for implementing model programmes.
- 3) Partner with other initiatives such a Travel a tree that grows, Global Voice, Presidential Trust Fund, Nmb Bank, Equity Bank, Global Peace Foundation, Legal Service Facilities, Urgent Action Fund, World Federation of the Deaf, International African Deaf Forum, ADD International, AUCD Professional Fellowship Program for Disability Inclusive, African Disabled Network ,Tanzania US State Alumni Association, Dar Es Salaam City Council, Therapy Global and The East Africa Philanthropy Network that expand access to information and resources.
- 4) Research various strategies and develop a business plan for maintenance and sustainability. Includes consideration and assessment of subscription fees from members.
- 5) Consider diverse meeting environments, both virtual and actual, to encourage greater participation by members for presenting their views.
- 6) To re-emphasize FUWAVITA's commitment to vision and planning and its dedication to increased value for money spent on behalf of its members.
- 7) Determine role, composition and growth of the organization. Present to the Board recommendations and establish committees within the organization which will encourage and support opportunities for collaboration as well as improve the functionality of the organization. The committees are:

Standing Committees

- *IT Committee* / Interest group or standing committee to confer / advise on technology and internet issues of interest to the organizations – focus on globalization, funding opportunities on internet, etc.
- *Finance Committee* / Treasurer and designated nominees to periodically review the financial structure of the organization, make recommendations as to investments and investigate credit purchases that would return reward points/ cash back for each dollar spent.
- *Strategic Planning Committee* /The Managing Director, together with selected members of the organization, to annually chart the progress of the Strategic Plan and to reassess and develop a plan for the future every three years.

Ad hoc committees

- *Succession Committee* / To develop a succession plan which would ensure a smooth continuation, clarify authority and decision making, as well as maintain stability in the event of a planned or unplanned absence of the Executive Director.
- *Stimulation Task Force* -- To stimulate membership and maximize incentives for encouraging new members to join FUWAVITA.
- *“Best Practices” and Research Committee* - to investigate innovative and effective practices that provide proven solutions to challenges faced by deaf women.

Goal C: To assess various growth strategies for FUWAVITA that meets the needs of the members.

Objectives:

- 1) Continue to encourage, accept and welcome new members
- 2) Study whether affiliate member participation should remain limited to collective acquisitions or if other areas of involvement should be considered. Explore what other benefits of FUWAVUTA could be afforded to affiliates to stimulate membership and increase satisfaction.
- 3) Determine policy and procedures to follow in the event of the resignation by a full member.

- 4) Recognizing that organizational growth results in increased administrative costs and responsibilities, consider the impact of growth on structure as well as the infrastructure of the organization.
- 5) Mobilize resources to hire a new office building with furniture, bigger space for meeting and a store.
- 6) Develop partnership and friendship with at least 3 new partners with shared values and vision
- 7) Lobby for inclusion of deaf women's priorities within public and private sector planning and budgeting

Goal D: *To open and expand communication channels among all members of FUWAVITA.*

Objectives:

- a. As a priority, develop a **Communication Strategy like monthly email** that will guide the communication
- b. Institute visits by the Managing Director to at least two zones annually.
- c. Continue to implement planned activities while periodically evaluating the need for new projects aiming at eliminating discrimination, abuse and poverty among deaf women.
- d. Establish mechanism for members to brainstorm on topical issues related to their wellbeing. Allow a topic of interest to be raised, the topic shared among members and call a conference / meeting/ training and facilitation to seek solutions and exchange ideas.
- e. Consider and develop a FUWAVITA website and social media pages like Facebook, instagram and twitter to allow members and others to interact and keep informed of FUWAVITA activities and provide a vehicle to distribute information, gather feedback and build FUWAVITA.
- f. Utilize meetings and mobile phones to maximize member involvement and communication.
- g. Establish a means of communication through Mobile-SHARE messaging on key issues.

Goal E: *To advocate for early identification and intervention on deaf children.*

Objectives:

- 1) Lobby and mobilize resources for early assessment at childhood and identify deaf children
- 2) Ensure information delivery to members on health priorities and strategies including access to health services and medication

- 3) Advocate for health inclusive policies and practices including government allocation of qualified health personnel who are disability sensitive

II. Management/Operations Goals

Goal A: *Establish the fundraising task of the position of Managing Director beyond administration.*

Objectives:

- 1) Weigh the advantages and disadvantages associated with the establishment of a permanent address for FUWAVITA.
- 2) Evaluating the roles of the Managing Director and members in resource mobilization.
- 3) Develop a Succession Fundraising Plan which outlines the procedures to be followed in the event of the new funding opportunities. This should lead to development of a Fundraising Strategy
- 4) Ensure a smooth transition from one project to another. Formulate steps necessary to choose a viable succession project.
- 5) Develop a contingency plan to maintain the activities of the organization in the absence of funds from donors.
- 6) Investigate best form for long-term administrative structure of FUWAVITA, including the potential for additional staff and the possibility of recruiting members to become paid staff of FUWAVITA.
- 7) Organize a fundraising training to enable FUWAVITA to understand and apply the skills.

Goal B: *Clarify and formalize best practices within the organization*

- 1) Charge the Executive Committee with establishing standards as well as a process for formal performance evaluation of the organization and Managing Director. A report with recommendations agreed to by the Executive Committee shall be presented to the Board of Trustees at their meeting aiming at improving the functioning of FUWAVITA.
- 2) Develop and implement a Code of Conduct and Protection Policy for deaf women in Tanzania.
- 3) Develop and implement a lobbying and advocacy strategy that responds to the advocacy issues of this strategic plan

SUCCESSION FUNDRAISING PLAN

FUWAVITA understands that NGOs often get lost when they have to start planning to raise funds for their projects and programs. As soon as one project ends, NGOs quickly need to look around for more funding to sustain their work. But funding may not be immediately available for them to grab it. Besides, with so much competition, it is not easy enough to get hold of the desired support from donors all the time.

In order to counter such a situation, FUWAVITA will in future develop a Fundraising Strategy. For the first 2 years of this Strategic Plan, FUWAVITA fundraising process will be guided by a simple plan. During the 3rd year, whereby a skills workshop will be done, FUWAVITA will develop a Fundraising Strategy. This Strategy will help to provide a holistic guide to FUWAVITA growth by:

- Supporting future fundraising activities
- Providing increased confidence to prospective funders of FUWAVITA
- Engaging all FUWAVITA stakeholders in its mission, and
- Providing competitive advantage to stand out in the busy donor market

Here, we will provide simple and short guide to help FUWAVITA fundraise to sustain the ongoing work in a strategic manner.

Main fundraising goal of FUWAVITA

The goal of fundraising shall be to secure sufficient resources for the FUWAVITA to achieve its objectives in the long term – to be ‘sustainable’. This requires a planned and structured approach that will enable the FUWAVITA to operate effectively and achieve its mission. Chasing funding indiscriminately is poor practice and can result in an organization drifting from its mission and objectives in order to obtain income. This is called *strategic delinquency* or *mission drift*. and FUWAVITA shall always work hard and strategically to avoid this situation.

Objectives of a succession fundraising plan:

- 1) To guide and clarify the general resource mobilization process
- 2) To outline the procedures to be followed in the event of the new funding opportunities a
- 3) To guide on developing smooth transition from one project to another.
- 4) To formulate steps necessary to choose a viable succession project.
- 5) To develop a contingency plan to maintain the activities of the organization in the absence of funds from donors.
- 6) To investigate the fundraising strategy as a long-term fundraising structure of FUWAVITA.

Process

A: Develop a list of funding sources. Here are some of the main sources you might consider:

- Individual donors
- Fundraising events
- Private businesses and Corporations
- Trusts, foundations and other grant-making agencies
- Events with celebrities endorsement

- National governments' ministries and agencies
- Religious organizations

B: Prioritise the sources of funds (above) basing on their funding cycles, availability of funds, relationship, etc.

C: Develop foundations for fundraising

The following diagram summarize the foundation of FUWAVITA's fundraising



During the next two and a half years of FUWAVITA operation, the effort will be to ensure the organization has a strong **direction, leadership, and infrastructure** (governance and management systems and processes) so as to have a clearer, more attractive and **engaging case** for donors and funders to support it. Good leadership and strong infrastructure are critical in an economic climate in which voluntary and membership organisations like FUWAVITA are expected to survive or grow.

D: Develop a target amount: The target amount as budget for the next five years shall be \$ 300,000.00 giving an annual budget at an average of \$ 60,000.00 a minimum.

APPENDIX A – CURRENT MEMBER LIST

- Full Members
- Affiliate Members
- Honorary members

APPENDIX B – OPERATIONAL ACTIVITIES

The following FUWAVITA activities will continue to be part of the regular business of the organization. While beneficiaries will benefit from all organizational plans in a given geographical location, not all members benefit from every activity of the organization. Some collaborative opportunities will be available only to full members, while others will be available for both full and affiliate members. Some of these activities are reiterated in the goals and objectives of the strategic plan as they directly address a specific strategic issue identified during the planning process. Others are not included in the plan.

Operations management

The Managing Director is responsible for the daily operations of the organization. Delegation of various duties to the Administrative Assistant is left to the Director's discretion. The daily operations of the organization shall include:

- Manage FUWAVITA budget
- Manage membership welfare and inquiries
- Handle all correspondence via mail, e-mail, telephone, and fax.
- Maintain office and equipment (presently located at Mwanamanyala kwa Kopa –Kinondoni Dar Es Salaam.
- Develop Public Relations Materials, develop and maintain website
- Monthly report of activities to the Executive Committee Regular meetings/conferences attended by the Managing Director

In addition to numerous ad hoc, committee and task force meetings and organization programs, the Managing Director is expected to attend the following meetings and conferences each year:

- Board meetings
- Three interest group/ collaborators' annual meetings – eg. Inclusive Education Networking meeting organized by ADD International
- Interested DPOs meetings
- International Week For The Deaf Conference every year September
- Any other relevant meeting – invited

Web development plan and management

FUWAVITA will develop a website (<https://www.facebook.com/FUWAVITA/>) which will be an important source of information and communication for members, partners, donors, collaborators and interested parties. The site will be completely designed and its appearance and functionality greatly enhanced. FUWAVITA will continue to:

- Post new information
- Post news or information of interest to the membership, donors, collaborators and partners
- Update and maintain web page content
- Work to enhance site efficiency, functionality, design and content

Professional development programs and training opportunities

Often, FUWAVITA shall organize training or programs that are relevant to the membership and not widely available from other quarters. FUWAVITA shall continue to:

- Fundraise and coordinate training opportunities
- Work with organizations which offer programs on relevant and timely issues, such as disaster planning, IGA skills, organizational management and grant writing.
- Exchange information and share knowledge and expertise with colleagues in other organizations.

APPENDIX C – FUWAVITA LIST OF ACCOMPLISHMENT

Since its establishment and registration, FUWAVITA members have found numerous ways to leverage their collaborative advantage. Below is a sampling of the many initiatives and accomplishments of FUWAVITA

- Register the organization to the government of Tanzania
- Acquire a formal office space in Mwanamanyala kwa Kopa –Kinondoni Dar Es Salaam offering the Managing Director and Administrative Assistant a professional working environment and members a functional meeting space.
- Successful submission of a grant request to Global Peace Foundation, Global Voice ,Africa Women Development Fund, Tanzania Women Fund, Urgent Action Fund, US Embassy Tanzania, Her Voice Foundation, VIVA Girls, Therapy Global ,United Nations ,FES – Tanzania,

Abilis Foundation,Dar Es Salaam City Council,Legal Service Facilities and The Open Society For Eastern Africa , a total of \$ 200 was successfully secured from donors.

- Having attained almost ten years since it was established in 2010 FUWAVITA has increased its membership from 15 women to 1,000 women.
- FUWAVITA has been involved deeply in creating entrepreneurship opportunities for deaf women who are often times marginalized and exploited because of their disability. Some of the achievements include the following:
- 500 young women with a disability have become successful business women through entrepreneurship and Leadership life skills program supported by Global Voice, Global Peace Foundation (USA),Tanzania Presidential Trust Fund, Dar Es Salaam City Council and Abilis Foundation (FINLAND) conducted by FUWAVITA.
- FUWAVITA conducted several successful programs, like assessment of hearing organ sensitivity by reaching over 1000 women through the program collaboration with OSIEA-the Open Society Initiative for Eastern Africa, NMB Bank and Legal Service Facilities (LSF)
- In 2019 Aneth Gerana, the Founder and Director of FUWAVITA, successfully attended the YALI program funded by USAID and received an special Award as the best Deaf role mode in Tanzania and Africa who influenced PWDs to join the YALI course in Africa .

- In 2020 Aneth Gerana became a Public Relation to Tanzania United States Alumni Association (TUSAA) 2020-2023 and it has proven that disability is not inability and it is possible for a disability person to lead an inclusive society.
- In 2020 on the International Women Day, Aneth received two awards. One from International Rotary club of Pugu and the other from the Embassy of Netherlands as an African Deaf Woman Feminist in recognition her positive contributions to women and girls with disabilities in Tanzania and making the World a better place for all.

APPENDIX D – PLANNING PRINCIPLES

- Inclusiveness
- Responsiveness
- Creativity
- Reality
- Critical analysis
- Confidentiality
- Humor
- Honest
- Accountability