



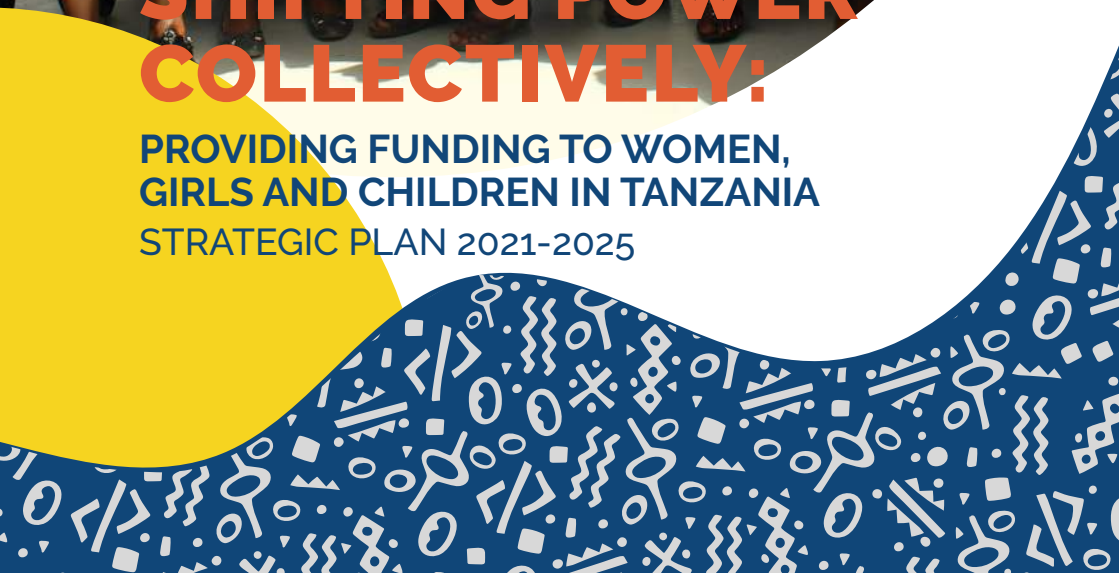
**WOMEN  
FUND  
TANZANIA  
TRUST**  
Empowering Local  
Women Heroes



# SHIFTING POWER COLLECTIVELY:

**PROVIDING FUNDING TO WOMEN,  
GIRLS AND CHILDREN IN TANZANIA**

**STRATEGIC PLAN 2021-2025**





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STRATEGIC PLAN 2021-2025

# FOREWORD

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## To our friends, sisters, partners, allies and supporters

The Registered Trustees of Women Fund Tanzania (WFT Trust) believe that there is tremendous power when women, girls, children, and other social groups work together; a profound sense of community, empowerment, and support. WFT Trust is convinced that the immense power of the women's and other social movements, including children's rights movement, arises from investing in enabling strategies, which include combining engagement platforms, experiences, and collaborative processes that harness the insights, knowledge, skills and application of the feminist agenda, ingenuity of women rights organizations, feminist movements, young girls and children's rights movements, individuals, groups and activists working in different settings in the country.

We are the first and only feminist women's fund in the country with genuine intentions of breaking the myth of funding and resourcing so that funding can reach all types of women and girls, Women Rights Organizations (WROs), Children, and other related social movements, especially those who are hard to reach and are underfunded. We do this by a willingness to share power, promote thought leadership, and nurturing of WROs, feminist movements, girls, children, and individual actors who play a catalytic role in promoting the feminist agenda and building a stronger feminist conscious movement. With our partners and grantees, we promote strategic collective actions aimed at disrupting all forms of power, including patriarchy leading to discrimination, exploitation, and exclusion of women, girls, children, and other marginalized social groups.

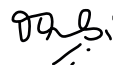
We are aware that women, girls, and children's rights issues in our communities, both national and local are huge, that is why we will continue to support grassroots WROs, feminist activists, and other marginalized social groups, they are experts on their communities' problems and have local solutions that work, they make significant impactful wellsprings in areas which address issues of women, girls, and children's justice, dignity, peace, empowerment, and transformative leadership.

As we move forward for the next 5 years, we shall continue to make the path by walking it. Ours is not just any kind of walking, but walking mindfully, listening to different voices and issues and responding in the best way we can with the resources we have. As we do this, we shall continue to collaborate with our dynamic network of national women's, girls', and children's rights organizations, local grantee-partners, regional and international women's funds, and other supportive partners. And with your support, we hope to continue building a model of transformative social justice and changes through our feminist funding mechanisms. These dreams and hopes for a strong feminist future we see ahead of us are shared through this fourth WFT Trust Strategic Plan (SP) 2021-2025 Document. It's a long journey but together we will reach our destination.

**In solidarity,**



Prof. Ruth Meena  
**Chairperson**



Mary Rusimbi  
**Executive Director**

## EXECUTIVE SUMMARY

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The Registered Trustee of Women Fund Tanzania (WFT Trust) is the first national feminist Women's Fund in the country and the only funding support mechanism. The Fund operates a co-creation approach with women and selected stakeholders, through their organizations and movements at both local and national levels. WFT Trust was initially registered in September 2008 as a Non-Government Organization (NGO) under Companies Act 2002 as a Company Limited by Guarantee. In 2019, through operation of the law, WFT Trust transformed its registration from Company Limited by Guarantee under BRELA to a Trusteeship under RITA. The transition from NGO to a Trust has not changed the feminist agenda and approaches, but has strengthened strategies and enabled WFT Trust to navigate turbulent social economic contexts. Since its inception, WFT Trust has continued to seek achieving lasting feminist gains by addressing the root causes of unequal power relations, including gender inequalities, and other oppressive systems, attitudes, and social norms.

WFT Trust fulfills its vision and mission through a two-pronged approach: grant-making, with a focus on the local-level, and promoting strategic coalition building at the national level for enhanced feminist movement building that is intersectional, intergenerational, inclusive,

**“We make the path by walking it. Ours is not any kind of walking, but walking mindfully, listening to different women’s voices and issues, and responding in the best way we can with the resources we have.”**

and empowering. This complimentary and mutually reinforcing approach strengthens feminist movement building and enhances a collective organizing power and voice for active transformation through various platforms.

The fourth Strategy defines WFT Trust's strategic direction towards achieving key milestones in our mission and vision objectives of attaining a Tanzanian society where women, girls, and children realize their full potential and engage fully in the transformation of their communities in order to contribute towards their empowerment, social justice and feminist agenda for the coming 5 years (2021-2025).

The strategy builds on the gains and experiences WFT Trust has gathered since its inception and takes a more transformative approach and commitment to the purpose for which it stands.

The 2021-2025 strategic plan development is a result of a series of consultative and inclusive processes that included: mid-term review of WFT Trust SP 2016-2020; Contextual analysis and Visioning exercise; Literature review and analysis of information from key document; Board of Trustees reflections; and Board of Trustees approval of the draft SP 2021-25.

The development of the new SP has been richly informed by key achievements and results from the implementation of the last SP which in summary evidences a more vibrant and diverse women movement, positive changes in discourses that uplift women's dignity, enhanced collaborations between different women rights actors, increased funding base, and a more ideologically clear constituent. It is from this realization that we validate our mission and vision as being still relevant and that there is a need to continue to push for its advancement in the next SP. Anchored in our Theory of Change which articulates the pathways of change that work in tandem to bring about sustainable and transformative results in the next five years, WFT Trust will focus on four main areas of change which are contributing to the overall goal for this SP (2021-2025), which remains that of contributing towards empowering women, girls, and children's rights, and to strengthen feminist and women's movement building, through implementing a functional and empowering funding mechanism in Tanzania.

- 1.** The work and agency of feminist WRO's, groups and

movements are resourced

2. WROs have strong, healthy, resilient and sustainable feminist institutional bases.
3. There is a strong feminist movement and the visibility, voice and agency of women, girls and children in their diversity is amplified
4. Power structures and systems as well as norms and beliefs are shifted in favour of women, girls and children to enhance their rights.

All of the changes above will contribute towards transformative changes for women and girls in Tanzania.

To underpin the work and agency of our mandate as a feminist women's fund, we shall continue to focus on undertaking well-thought out and working strategies towards resource mobilization and sustainability promotion. Given the increased funding needs from WROs, feminist/women's movements, and other marginalized groups demonstrated especially over the last 5 years, our fundraising targets for the coming 5 years are ambitious but we are determined to fulfill this obligation. We will achieve this through a concerted focus in implementing the developed 30-year Organizational Financial Sustainability Plan, sustaining and creating new partnerships, inviting more individual philanthropists and the private sector within and beyond our country to collaborate with us.

The successful implementation of WFT Trust's SP for 2021-2025 will require a budget of 18.4 million USD. WFT Trust has already been able to fundraise for 60% of the total implementation budget for the first 3 years while plans are already underway to fill in the deficit gap of 40% and beyond. WFT Trust will continue to resource mobilize throughout the implementation period of this SP.



## OUR IDENTITIES



### VISION

A Tanzanian society where women, girls, and children realize their full potential and engage fully in the transformation of their communities in order to contribute towards their empowerment, social justice and feminist agenda.



### MISSION

Contribute to the building of a strong feminist women's movement in Tanzania through grant making, mobilizing resources, strengthening women's ideological and institutional capacity, and building strategic alliances that are intersectional, inter-generational, and inclusive.



### VALUES

- The strong belief that women's rights/feminist agenda will not be achieved without dismantling unjust and patriarchal systems of power, which continue to oppress and exclude our stakeholders
- The unconditional recognition of human rights for women, girls, and children regardless of class, ethnicity, race, sexual orientation, disability and age
- A universal culture of acknowledgement, respect and encouragement
- Leadership based on feminist values and principles
- Transparency, accountability and integrity
- Professional excellence



## OUR FEMINIST PRINCIPLES AND APPROACHES

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As a feminist women's fund, we aim to support, and build capacities and organize the power of Tanzanian actors of the women's movement to commit to advancing a feminist agenda that advances the rights and dignity of women, girls, and children.

As a consciously feminist fund, we understand our mandate is based on feminist principles that have always guided and will continue to guide our ways of working:

- Applying feminist principles based on trust, accountability and mutual respect to all of our relationships and areas of work.
- Nurturing and providing support to women, particularly at the local level to increase their voice, visibility and impact.

**How we Define Feminism:** As articulated in the Charter of Feminist Principles for African Feminists, Feminism is the struggle against patriarchal power. Our ideological task is to understand patriarchy as a system of male authority, which legitimizes the oppression of women through political, social, cultural and religious institutions. Our political task is to end it by challenging other systems and structures of oppression and exploitation, which frequently mutually support each other. We are also part of a global feminist movement against patriarchal oppression in all its manifestations. Our focus is fighting against patriarchy as a system rather than fighting individual men or women. Therefore, we define our work as investing individual, collective, and institutional energies in the struggle against all forms of patriarchal oppression and exploitation.

- Modeling inclusion and a rights-based approach in ensuring women and groups from the margins of the movement (e.g., LGBTQI individuals, sex workers, women with disabilities etc.) are central to all areas of our work, with intersectional, intergenerational, and inclusiveness frame.
- Prioritizing funding, capacity strengthening and mentoring processes for undeserved and marginalized, and rural and remote women's groups and organizations.
- Playing a pivotal role in ensuring that feminist and women's rights issues are well articulated and advocated in Tanzanian development structures and processes.



## OUR THEORY OF CHANGE (TOC)

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The following Theory of Change informs our new SP 2021-2025.

As Tanzania's First Feminist/Women's Rights Fund, we believe that...

**IF** we continue to establish ourselves as a strong organization with a transformative feminist agenda,

**AND** from this base resource, support, and connect feminist and women's rights organizations to take individual and collective actions to dismantle patriarchy in all its forms and other harmful power relations,

**AND** combine this with collaborations around strategic opportunities that advance our political agenda (enabling us to sustain a dynamic community of highly effective feminists, who champion social change for a just and secure Tanzania and beyond,

**THEN** we will have a strong feminist conscious women, girls and children's movement whose contributions lead to transformative outcomes and shift of power posts.

**ALL OF THIS WILL THEN CONTRIBUTE TOWARDS** dismantling all forms of power structures, which include legislative and policy frameworks, harmful norms, perceptions, and discourses; through enhanced agency, voice, and a strengthened feminist women, girls, and children's rights movements.

### DESIRED CHANGE: (THE CHANGE WE WANT TO SEE)

In the coming 5 years, we want to continue contributing towards a strengthened feminist women's, girls and children movement(s) which are inclusive, intersectional, intergenerational, and proactively, innovatively and collectively influence transformative changes in fundamental (gender) inequalities inherent in power structures and systems that can bring about transformative outcomes in legal and policy instruments, social norms/attitudes, practices and discourses. To contribute towards this change we believe that it is key for both WFT Trust and women and children's rights organizations, to be well resourced, have strong capacities, and stronger organizing and movement building. We there have the following potential transformative change we want to realize.

"We make the path  
by walking it."



# PROGRAM OUTCOMES

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## OVERALL GOAL

Our overall goal for this SP (2021-2025) remains that of contributing towards empowering women, girls, and children's rights, and to strengthen feminist and women's movement building, through implementing a functional and empowering funding mechanism in Tanzania.

This overall goal will contribute to our vision, mission and guided by our values, and we will therefore have the following main change outcome areas of potential transformative change that we want to realize:

**Program Outcome 1:**  
The work and agency of feminist WRO's, groups and movements are resourced.

*WROs, grassroots groups, women and children's movements are innovatively resourced to deliver on their mandates. In addition, this resourcing will support the capacity and sustainability of their organizations.*

**Program Outcome 2:**  
WFT Trust & WROs have strong, healthy, resilient and sustainable feminist institutional bases.

*We would like WROs, grassroots groups and women's movements to have the capability to mobilize, protect and sustain transformative changes individually and collectively (including across movements). To ensure this, it is critical that WFT Trust is a strong organization with a transformative feminist agenda and feminist leadership, so that it can contribute towards strong feminist organizations and movements*

### **Program Outcome 3:**

There is a strong feminist movement and the visibility, voice and agency of women, girls and children in their diversity is amplified.

*We believe that a strong feminist movement is needed in order to catalyze and sustain change. Furthermore, a strong movement can ensure that women, girls and children's voices and agency are amplified, ensuring that they influence progressive change in the systems and structures which impact their lives.*

### **Program Outcome 4:**

Power structures and systems as well as norms and beliefs are shifted in favor of women, girls and children rights.

*Transforming the formal institutions, structures and systems which oppress girls, women and children is vital in addition to challenging value systems which position girls, women and children as 'subordinate' is critical in creating a society where women, girls and children realize their full potential. This is the ultimate change we seek to catalyze.*



# KEY PROGRAM STRATEGIES FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN

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In order to achieve the stated change outcome areas, WFT Trust will continue to work on building on the previous work and experiences through the five key programming strategies over the next five years. These key programming strategy areas are: Grant making and management, capabilities strengthening and learning, strengthening the feminist and children's movement, resource mobilization and financial sustainability, and strengthening and sustaining a healthy and growing women's Trust Fund. By continuing to focus on these objectives, we intend to adapt a programming approach towards deepening what has worked and addressing what has not worked for more impactful results of our work. As we do this, we shall strategically review and update our thematic areas in the cause of implementation of our strategies that add value towards achievements of our broader goal of strengthening feminist movements that are intersectional, intergenerational, and inclusive.

## PROGRAM STRATEGIC AREA ONE: GRANT MAKING AND MANAGEMENT

### ***Strategic objective 1:***

***To resource Women's, children's and other social justice organizations/movements (with a focus on grassroots-based organizations) through grant making and management and serve as a catalyst to deepen and accelerate sustain transformative changes in women's and children's rights protection, feminist movement building, amplifying their voice, visibility, and agency.***

WROs, grassroots groups, women and children's movements are innovatively resourced to deliver on their mandates for transformative social shifts/changes. In addition, this resourcing will support the capacity and sustainability of their organizations and movements.

The Fund, in particular, uses grant-making as the engine that propels the other strategies of WFT Trust. The reason for our being is to make grants accessible to women's movement(s), women's organizations,



women's groups and individual women especially at the local level, contributing to enhanced capacity, and better-equipped stakeholders in order to protect and promote women's rights. In practical terms, this decision has meant an ongoing and considerable investment in grant-making infrastructure and support to ensure that the Fund is able to live up to this aspiration whilst building capacities and strengthening women-led solutions within the women's movement. In many ways, this resourcing approach to women, girls and children's rights forms the basis for the ways in which WFT Trust nurtures and supports strategic and innovative initiatives by women and girls to transform their own realities, particularly at the local level to increase their voice, visibility and impact.

### **Key Strategic Interventions:**

- 1.** Periodically, conduct internal reviews from our funding streams to deepen our understanding, measure efficiency and functionality of the Grant Making model in order to strengthen our strategies and systems in addressing emerging contextual needs for women, girls, children and the movement.
- 2.** Engage in and monitor feminist discourse for in-depth analysis to identify new areas of working amid changing contexts and strategically target in grant making.
- 3.** Periodically review, update and develop institutional systems and approaches to increase grants accessibility to key stakeholders, especially those in the grassroots and in the margins.
- 4.** Play a proactive role in providing conceptual leadership to influence ongoing debates and discourses to strengthen the grant-making ecosystem and transform (GM structures) grantee-partners' perception of and capacity in transformative grant making at national, regional and global spaces.
- 5.** Continually assessing and updating our grant making model and approaches to champion feminist philanthropy agenda and objectives through partnerships and linkages with like-minded organizations in Tanzania and beyond.
- 6.** Deepen strategies towards ensuring maintenance, utilization and regularly update a functioning database of grantees, partners and

ensure that grant making tools and processes including capturing best practices in collecting, disseminating and communicating significant changes in women rights.

7. Develop, update, and implement strategies for continued documentation, communicating, learning from and adopt best practices, methodologies, and tools and in grant making.
8. Provide strategic and innovative grants to women's rights, women's groups, children's rights, and other social justice initiatives/organizations to advance the feminist and social justice agenda and women-led solutions and building linkages and partnerships that address root causes of inequality.

## **PROGRAM STRATEGIC AREA TWO: CAPABILITIES STRENGTHENING AND LEARNING**

### ***Strategic objective 2:***

*To catalyze and strengthen capabilities of women's organizations and other social justice movements through mentorship, shared learning and training that supports ideological clarity on feminism, movement building, and activism and promotion of viability, sustainability, leadership and effective institutions whose work is collaborative and visibly contributes towards transformative changes in society.*

WROs, grassroots groups, women's and other social movements, including children have relevant and feminist-based capability to mobilize, protect and sustain transformative changes/social shifts individually and collectively. To ensure this, it is critical that WFT Trust is a strong organization with a transformative feminist agenda and feminist leadership, so that it can contribute towards strong feminist organizations and movements.

Under this strategic objective, we aim at deepening our implementation processes towards investing more in supporting our grantee-partners and movement actors to live on feminist values and principles, as well as grow more functional and feminist organizations. We shall thus actively work closely with these actors to enhance their own feminist ideological and conceptual clarity on the agenda they working on, which is key in informing their feminist work and outcomes. Furthermore, we shall also continue to focus on supporting

growth of feminist leadership of WROs and women's movements, to work towards strengthening their organizations and movements to ensure feminist values and systems are strong in working more collaboratively for intergenerational, intersectional, and inclusive outcomes.

**Key Strategic Interventions:**

1. Update, conduct, and implement results of the needs assessments and strategies to strengthen WROs and other social justice organizations and movements' capabilities in applying the feminist agenda in their work.
2. Update/develop (new) strategies towards facilitating and backstopping innovative, strategic training, mentorship programs, accompaniment, and other growth support services for grantees, partners and selective movement actors to effectively contribute in building and strengthening their organizations and the movement at different levels.
3. Deepen strategies towards strengthening mentors' and other resource persons' capabilities and skills in agenda setting, proposal writing, results-based monitoring, assessment, and application, and exposure to WR issues.
4. Deepen strategies towards strengthening grantees, partners, and other identified movement actors for enhanced programming performance and institutional growth in leadership, viability, and sustainability (to organize and mobilize).
5. Deepen strategies towards ensuring maintenance, utilization and regularly update a functioning database of resource persons and mentors and ensure that capability enhancement tools and processes including capturing best practices in capturing, disseminating harmful power structures and relations.

## PROGRAM STRATEGIC AREA THREE: STRENGTHENING THE FEMINIST AND CHILDREN'S MOVEMENT

### **Strategic objective 3:**

*Facilitate and promote transformative strategies to strengthen and deepen the adoption of a feminist agenda, approaches, and collective actions within the women's rights organizations and social justice organizations, groups, platforms, coalitions, networks and across movements, generations, and national borders that contribute to dismantling patriarchal norms and narratives, structures and systems for substantive social justice outcomes.*

Since our inception, we have been articulating the role of funding feminist women's movement building processes, as that of supporting and nurturing stronger and feminist-based organizations, networking and coalition building strategies, as well as documenting or "herstory" women and girls' narratives for visibility, voicing and amplifying contributions of various actors within the women's movements in transforming positional power and patriarchy in different ways. As part of this, WFT Trust continues to be playing a thought leadership role which is, when necessary, about funding spaces or convenings for WROs and women's rights movements to reflect, share, learn and unlearn from each other – both locally, nationally and within the sectors for enhanced clarity on the agenda they are working on. All these range of strategies applied in feminist movement building are critical ingredients for supporting WROs, Women Movements and activists to go deep in their strategies for raising their voice collectively and promoting inclusiveness in their implementation processes for building and sustaining their agenda/work at different levels.

For us, feminist movement building entails investing in, among others, the following:

- Deepening feminist political analysis and consciousness (in particular grassroots groups and nation Women organizations);
- Create spaces and opportunities for setting collective strategic agendas to advance the change agenda paradigm;

- Support alliance building and bridging between women rights sectors as well as with other sectors (intersectionality approaches in agenda setting as well as implementation);

We continue to believe that building collective work through women's movements is an instrumental strategy for knowledge sharing, collective action, and deconstructing power between women, girls, and children, and beyond in different contexts.

A strong feminist movement and other social movements including children's movement are critical in order to catalyze and sustain transformative change. Furthermore, a strong movement will ensure that women, girls and children's agenda, voices, and agency are collectively engaged for influencing progressive change in the systems and structures that impact their lives.

All of the changes above will contribute more deeply towards the following shifts in posts of power for women, girls, children, and other marginalized groups in the country:

### **Key Strategic Interventions:**

1. Update, conduct, and implement results of the needs assessments and strategies to strengthen WROs and other social justice organizations and movements' capabilities in adopting and applying the feminist agenda in their work and movement building approaches.
2. Strategically support advancement of feminist consciousness discourse to women movement actors to ensure that the movement is inclusive, intersectional and intergenerational.
3. Contribute to deepening feminist political analysis and consciousness of movement actors including grassroots, WROs, CROs, women movements, cross border movements and groups through evidence-based research, review of policies and legal frameworks for collective advocacy in improving women and children rights.
4. Play a proactive role in developing and updating strategies for strengthening links and networks within the movement(s), WROs, Like-minded Organizations and other actors at national, regional and global level for joint learning, strategizing,

collective agenda setting to achieve transformative social change.

5. Resourcing strategic and innovative platforms/spaces and opportunities for strategic feminist agenda setting that is inclusive, intersectional and intergenerational to promote, protect and advance women and children rights.
6. Facilitate, organize and fund convening(s) that stimulate thought leadership and collective action on new and progressive issues that promote women's rights agenda in Tanzania.
7. Contribute to the growth of feminist knowledge, document Herstories to empower, profile, and enhance voice & visibility of individual women, WROs, and other social justice movements so that women's narratives are centered to influence media representation, social attitude, norms and public discourse.
8. Document, learn from and communicate successes and best practices, lessons and results in feminist movement strengthening to enhance visibility on various media platforms.
9. Regularly update, maintain and utilize an innovative database of stakeholders relevant to our work in feminist movement strengthening drawing from the diverse base of movement actors to ensure key aspects such as inclusivity, intergeneration and intersectionality are achieved.
10. Advance the women's rights agenda through deepened ties with regional and international women's rights, children's rights, sexual & reproductive health rights, feminist, and allied movements.
11. Strengthen strategic alliances and links between women's rights organizations and women's movements in Tanzania and beyond for collective action in achieving women's rights.

## PROGRAM STRATEGIC AREA FOUR: RESOURCE MOBILIZATION AND FINANCIAL SUSTAINABILITY

### ***Strategic objective 4:***

***To mobilize resources locally, regionally and internationally to build and maintain a diversified and sustainable resource base to support, protect and promote feminist/women and children's rights agenda in Tanzania.***

Funding and supporting WROs, women's and other social movements to transform selected formal and informal structures, systems, and institutions which continue to deny the rights of women, girls, children, and other social groups is vital. In addition, such support enables the challenging of the value systems, which often position women, girls, children, and other marginalized groups as second-hand citizens, a situation which hinders the creation of a Tanzania society where women, girls, children, and other marginalized groups realize their full potential. This is the ultimate shift of power we seek to catalyze.

Given that we are a Fund, WFT Trust shall continue to focus on undertaking well-thought and working strategies towards its resource mobilization and sustainability promotion. This means that as a Fund we have to be able to further grow our own institutional capacity as well as that of our donor partners, as funding is critical for well resourcing WROs and feminist movements' work.

Given the increased funding needs from WROs, feminist/women's movements, and other marginalized groups, demonstrated especially over the last 5 years, our fundraising targets for the coming 5 years are ambitious but we are determined to fulfill this obligation. For us, this will call for a deeper implementation focus in institutional areas, including: adopting more vigorously implementation processes of the developed Organizational Financial Sustainability Plan for the coming 30 years, sustaining and creating new partnerships, inviting more individual philanthropists and the private sector within and beyond our country to collaborate with us. Further, we shall focus more deliberately in making our work and results from the field more visible through planned interventions, including growth of our current feminist communications unit and agenda.

Moreover, through our partnerships and collaborative work with women/feminist funds and other like-minded funds, we shall continue to engage in promoting our donor-influencing work where we aim to learn, share, and collectively contribute towards shifting money power to more feminist work and with improved 'decolonized' nature of funding.

### **Key Strategic Interventions:**

- 1.** Update and conduct assessments of the funding landscape to regularly inform and strengthen innovative resource mobilization strategies as per Organizational Financial Sustainability Plan.
- 2.** Employ innovative feminist-based resource mobilization strategies, systems and procedures for maintaining a robust, sustainable and diverse resource base.
- 3.** Communicate WFT Trust's and its grantee-partners' impact in order to inform and attract new funding opportunities from Foundations, Donors, Like-minded Partners and Cooperate/ Private Sector in Tanzania and beyond.
- 4.** Maintain and build new strategic relationships with existing and potential funders including the private sector, foundations, philanthropic funds, bilateral & multilateral organizations and other donors in Tanzania and beyond.
- 5.** Strengthen, maintain and utilize a regularly updated database of key potential and current funders/donors and partners locally and internationally.
- 6.** Engage in fundraising partnerships with allied WROs and other social justice movements for joint fundraising activities within the funding ecosystem in Tanzania and beyond.
- 7.** Selectively expose our grantee-partners and other key movement actors to funding and learning opportunities to enhance their resource mobilization capabilities.
- 8.** Play a proactive role in identifying opportunities to collaborate with sister funds (Women Funds) and like-minded organizations for collective resource mobilization for donor influencing and educating.



9. Update and deepen implementation strategies towards WFT Trust's operationalization of the sustainability plan that includes functioning of endowment and reserve funds.

## **PROGRAM STRATEGIC AREA FIVE: STRENGTHENING AND SUSTAINING A HEALTHY AND GROWING WOMEN'S TRUST FUND**

### ***Strategic objective 5:***

***To maintain and continuously improve a healthy and sustainable organizational base for realizing and delivering on WFT Trust's vision and mission and for delivering on WFT Trust's mandate.***

Institutional strengthening strategy is aimed at maintaining and continuously improving a health and sustainable organizational base for realizing and delivering on WFT Trust's vision and mission for delivering its mandate.

We have and continue to appreciate that institutional support and capacity building is an integral part for ensuring delivery and sustainability of the SP priority areas and therefore requires investments and should not be under-looked. With this in mind, we have continually been investing in building key foundations for the Fund to play its key roles with feminist, efficiency, effectiveness, and impactful approaches.

We facilitate and promote transformative strategies to strengthen and deepen the adoption of a feminist agenda, approaches, and collective actions within the women's rights organizations and social justice organizations, groups, platforms, coalitions, networks and across movements, generations, and national borders that contribute to dismantling patriarchal norms and narratives, structures and systems for substantive social justice outcomes.

For us, building a sustainable and healthy Fund entails investing in, among others, the following:

- Board and staff development;
- Strengthen systems and structures and technology (HR, grant

making, finance);

- Sustainability Promotion;
- Learning;
- Communication and sharing- Share the outcomes of (our) analysis and learning.

### **Key Strategic Interventions:**

- 1.** Strengthen, manage and assess governance and consultative structures and systems, as well as succession plans for growth of deeper and sustainable feminist leadership that provides strategic direction in the agenda setting and promotes accountability in implementation and outcomes.
- 2.** Periodically review, update and implement existing organizational frameworks, policies and strategies for ensuring a strong institutional base including facilitating Organizational Development processes and key selected policies (including the Feminist Charter, Grant Making manual, Resource Mobilization and Sustainability Strategy/Plan, MEL plan, Disaster Preparedness Policy, Security Policy, Procurement Policy).
- 3.** Maintain and utilize a well-managed organizational data management system (Database).
- 4.** Recruit and retain a highly skilled human resource base in line with WFT Trust's relevant institutional framework and organogram.
- 5.** Strengthen WFT Trust's ability to monitor, track, document, and celebrate key milestones, results, and impact (e.g., 10-year anniversary and other selected milestones).
- 6.** Provide leadership and facilitate effective internal planning, MEL, communication mechanisms and routine systems for a coordinated, efficient and functional secretariat.
- 7.** Support and provide opportunities for continued staff development, learning and capabilities growth for board of trustee's members and other key stakeholders.

8. Develop, update, and operationalize strategies for improved Trust membership programs including expanding membership base and selected other issues.
9. Monitor progress and conduct timely assessments in preparation for the mid-term and final evaluation of the Strategic Plan.
10. Provide strategic direction and leadership to ensure that WFT Trust is continuously improving its communication functions and branding strategies for promoting WFT Trust objectives and raising its profile through different online and offline media platforms.
11. Systematically strengthen feminist theory and practice through all tiers of the fund by fostering a sustainable feminist leadership that drives a feminist conscientious agenda of transformation and sustainable change.
12. Develop relevant systems and tools towards the creation of Communications Unit.
13. Operationalization of the sustainability plan. To mobilize resources locally, regionally and internationally to build and maintain a diversified and sustainable resource base to support, protect and promote feminist/women and children's rights agenda in Tanzania.








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