



# Moving forward with courage to 2018

UZIKWASA STRATEGY 2014 - 2018





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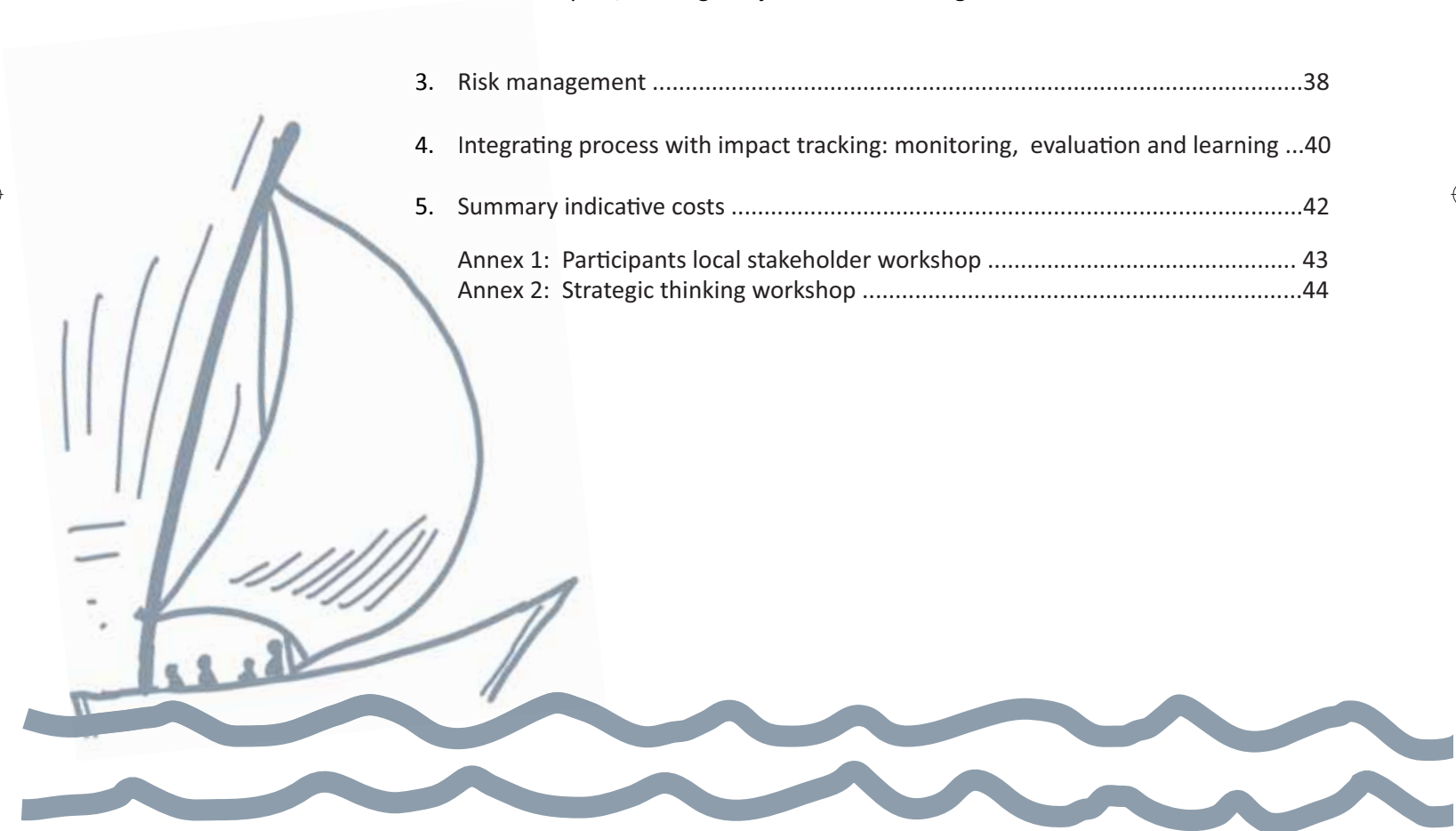
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# 1. Background

**UZIKWASA** is a civil society organization that has been unique in pioneering creative and innovative grass roots interventions in Pangani district, Tanzania. The organisation was established in 2004 to reach out, listen and encourage a voice amongst rural communities. It has grown organically in direct response to lessons learned along the way, grounded in the conviction that real and lasting change depends on commitment, ownership and self-reflection. It is this ethos that underlies the shape of UZIKWASA's strategic vision and which has moulded its practice and approaches. Having developed organically in response to identified needs during the past five years strategic period (2009-2013) UZIKWASA has been operating within four integrated programme areas 1) HIV/AIDS, Gender and Transformative Leadership, 2) Culture; 3) Communication & Partnership Building 4) Organizational Development & Sustainability. Key interventions within these programme areas have involved empowering women and men towards driving and owning their development through advocacy and training towards good leadership practices, promotion of local culture and heritage awareness and through behaviour change approaches that are community owned and embedded in the local socio-cultural context.

UZIKWASA has also facilitated learning in the communities that it serves based on the recognition that knowledge must change to reflect the dynamic social context in which it works. The use of "action learning" became a pivotal process that provided space for sharing knowledge and creating awareness toward ownership and responsibility-taking by partner communities receiving programme support from UZIKWASA.

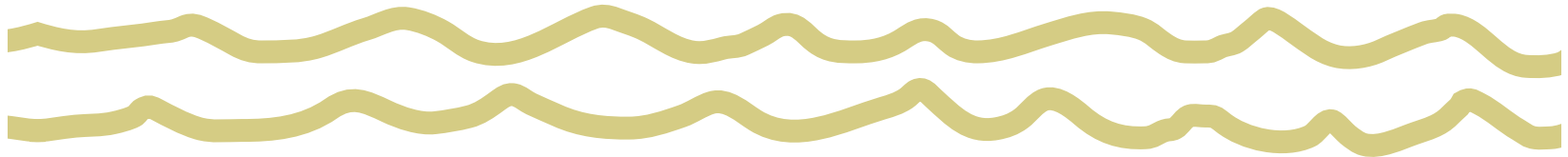
UZIKWASA's development work in communities, as well as its advocacy work to leverage facilitative policies and governance practices is guided by a keen interest in how change works in human situations. Our own capacity development has focused, therefore, on building qualities of emotional intelligence in UZIKWASA staff, and specific skills in applying approaches that create awareness, generate ownership and motivate people to take responsibility for their behaviour. A particular "turning point" for UZIKWASA in that regard was its participation in a collaborative global action-research initiative that ran between 2011 and 2012. This made us recognize the need for increased collaboration,



knowledge sharing and strategic partnerships toward improving practice and effectiveness in social change activities.

This document represents UZIKWASA's third strategic plan (2014-2018). The second plan was implemented from 2009 - 2013 and came to a close amidst much celebration of the learning and programme innovations that it introduced and sustained in UZIKWASA's life and work. The new strategic plan starts with expressions of UZIKWASA's institutional commitments, i.e. core values, vision, mission and theory of change. The content and formulation of these guiding statements have also been informed by the learning from previous programme implementation and extensive consultation with local partners and stakeholders.

The process, participation and learning tools that were used to develop the new strategy are equally well outlined in this document. The new "strategy map" (2014-2018), for instance, is elaborated in detail and describes driving forces in the current environment, planned strategic responses, functional areas in UZIKWASA embedded with human capacities and resources to take the plan forward, as well as expected results, which includes strategic objectives, outcomes and impact.



## 2. Third Strategic Plan 2014-2018

### 2.1 Institutional commitments

#### Vision

Pangani district is a place where women, men, and their children live and work together in mutual respect, enjoy their human rights and take charge of their own development.

#### Mission

UZI KWASA supports communities to take charge of their own development through participatory programme approaches, promotion of gender justice, strengthening transformative leadership practices and strategic partnerships for a transformed and self aware society where mutual respect, gender and human rights prevail.

#### Core Practice Values

- i. Belief in the effectiveness of participation and self-reliance for ownership and sustainability
- ii. Belief in the value of creative interactive communication, progressive culture and heritage approaches/strategies for community development
- iii. Belief in the power of self-awareness and openness for conscious learning and responsibility-taking by community members
- iv. THINKING DEEP for sustainable strategic relevance in complex and changing community situations
- v. Appreciating the interplay of competing interests in communities for effective responsiveness to varying needs of diverse community members

Influencing local and national policies and governance practices for sustained human rights, relevance and effectiveness.

## 2.2 Theory of Change influencing UZIKWASA's approaches to working with communities

UZIKWASA is a civil society organization driven and motivated by clear sets of values, principles and strategies that facilitate social and community development through transformative interventions in its service and advocacy work. UZIKWASA's theory of change outlined below highlights 1) its beliefs and values that inform its strategies; 2) interventions profile derived from its convictions; 3) methodologies that translate its convictions and values into practical engagement and influence on the lives of individuals and communities.

1. *Specific core convictions* that influence UZIKWASA's activities and methodology including:

- Transformation of society is possible through building a culture of continuous community and stakeholder dialogue (pressure from below) to hold each other and leaders accountable.
- Change starts with the "self"- and conscious self-development.



- Effective and responsible leadership is built on the foundation of *personal commitment and self-awareness*.
- Developmental interventions are necessarily *values-based* and are therefore able to build sustainable integrity and accountability in both leaders and community members.

Technical skills development for leaders should include *training and coaching* to strengthen values and capacities that give them transformational qualities, i.e., better listeners, more appreciative and facilitative in their interaction with others. Transformative leadership skills are developed through reflective training and coaching practices where the use of participatory, appreciative and image based learning channels (Alternative Language Channels) enable people to “see” their leadership questions, minimize resistance and increase self-awareness. Such an approach to training leads to ownership and responsibility-taking for self-development. Leaders and community facilitators who are developing to increase their *self-awareness* and *commitment* become instrumental in building trust and confidence, which minimizes self-stigma by vulnerable community members.

2. *UZIKWASA’s outreach* is implemented through transformative methodologies that address individual and collective behaviour change. In its specific intervention processes, approaches preferred by UZIKWASA reflect its strong convictions about the critical roles of reflective learning, bottom up planning, collective implementation and monitoring, plus equitable relations in empowering women and men to take charge and drive their development for a better life.

3. *Methodologies* listed below are entrenched and consistently applied in UZIKWASA’s service and advocacy activities.

- The use of interactive media and community radio has raised collective awareness, supported continuous community dialogue and promoted a culture of responsibility taking through increased ownership of social and gender justice issues.
- Promoting access to knowledge and applying practical information about civic and gender rights in the local context has increased mutual accountability and positive change in people’s realities.
- Knowledge exchange between villages through organized competitions in good leadership practice, have stimulated community members to act; motivated by the



- realisation that change is possible because others have done it before.
- A strong gender focus has created an environment where men and women are supported together to understand, internalise and apply principles of gender justice and equality to respond to gender and leadership related challenges in their respective villages.
- Rigorous monitoring and evaluation through continuous impact and process tracking; research and reflective learning has informed UZIKWASA program and practice development and ensured continuous relevance to changing community needs.

**How the core values of UZIKWASA have fostered change and development in communities during the past 5 years.**

- Thinking deep with intensive implementation focus on one district** - grounded UZIKWASA in the community it serves to monitor results of its activities, analyse intervention processes applied and respond swiftly to lessons learnt. This has led to dynamic interventions and readiness to adapt to new emerging needs identified by local communities.

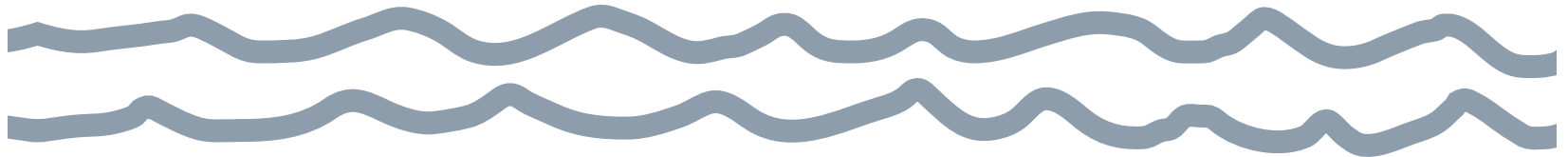


- ii. **Addressing community needs with awareness and responsiveness to complexity and diversity** - enabled UZIKWASA to work effectively with local knowledge, respond to different needs of diverse community members with information, training and targeted empowerment methodologies.
- iii. **Belief in the effectiveness of participation for sustainable development** - UZIKWASA staff used participatory methodologies to great effect to enable widespread involvement and create ownership and responsibility-taking among women and men when planning and implementing community development activities and in creating facilitative learning structures related to gender, leadership and individual growth. The same approaches used in UZIKWASA itself have enabled sustainable team collaboration in programme development and design, as well as ongoing team learning. Finally, participation and consultation at all levels involving UZIKWASA management, board and communities has enhanced the organization's credibility and accountability among donors and stakeholders.
- iv. **Empathetic listening to real needs of community members transforms local capacities promoting personal growth and increased self-reliance** - UZIKWASA raised awareness through its use of various transformative skills. This enabled responsibility-taking by community members in the processes of needs identification, local resource mobilization and holding the district government accountable for providing funding for HIV/AIDS and other local development activities.
- v. **Belief in the value of appropriate communication in the context of culture and community development** - UZIKWASA recognises the power of identity reinforcement through progressive culture and heritage awareness to unite people and support them to live peacefully together. UZIKWASA has successfully used *theatre for development* to strengthen community capacity to critically reflect, identify, and fight traditions that are harmful or violate basic human and gender rights. Theatre for development has also been widely applied in UZIKWASA programs as a tool for participatory village planning and district wide behaviour change campaigns.
- vi. **Facilitating national policy effectiveness and relevance to the needs and peculiarities of local situations** - National policies can be effective if underpinned by continuous capacity strengthening and regular follow up. UZIKWASA has spearheaded the implementation of national policies at the



district level. For example in line with the TACAIDS act 2003 the organisation has successfully developed a model for participatory village HIV/AIDS action planning and has strengthened Village Multi-sectoral AIDS Committees and Council Multi-sectoral Committees to lead an effective response to HIV/AIDS, gender and leadership challenges. Due to UZIKWASA's efforts, Pangani has been among few if not the only District where this policy was successfully sustained to date.

### 2.3 **Lighting up the path for 2014-2018-** Strategic planning process, participation, and methodologies



### Process and Participation

This document is the result of an extensive consultation process with a wide network of stakeholders and partners including: 1) a participatory team evaluation of the previous Strategic Plan (2009-2013) in September 2013. 2) a local stakeholders workshop held in October 2013 involving community members, village leaders, district council representatives from all sectors, the District Commissioner, the district magistrate and religious leaders. Local CSOs were represented by members of Pangnet (Pangani CSO network).

During consultations participants reviewed the past five years of UZIKWASA work identifying successes as well as challenges and noting areas for improvement. Recommendations for increased effectiveness of UZIKWASA programs include specific solutions to enhance overall efficiency and increase stakeholder collaboration. Regarding the latter, it was noted that while the strategy of “Thinking deep...” worked well and leveraged competence in responding to complex local issues, UZIKWASA was then challenged by the increasing demand from partner organisations to share the unique approaches and methodologies that it has applied so successfully in grassroots development contexts. The third strategic plan for 2014-2018 will therefore outline new strategies for UZIKWASA towards enhanced networking and outreach and opening up opportunities for joint actions and shared learning.

The findings of the UZIKWASA team evaluation and local stakeholder consultation further informed the strategic thinking processes during a five day workshop in November 2013 in which Board and founding members, program staff and one of UZIKWASA’s International partners participated. The workshop was facilitated by EASUN (East African Support Unit for NGOs) and involved a rich thinking and planning process for the next strategic phase that will run from 2014-2018. A key feature of the new plan, in direct response to recommendations from the participatory consultation processes described, will be to strengthen UZIKWASA’s own institutional development by creating opportunities for reinvigorated effectiveness and enhanced partnerships with Pangani communities and other institutions working in the district.



The strategic thinking workshop process included a review of UZIKWASA's institutional commitments, including its core values and statements of mission and vision. These have an essential bearing on the core process that informs UZIKWASA's practice, methodologies and commitment to facilitating sustainable development in local communities.

During five days of strategic thinking and planning, participants i) highlighted what UZIKWASA was already currently doing well in its outreach programmes; ii) raised new strategic questions ; iii) identified UZIKWASA's organizational capacity development needs in relation to its current phase of development; iv) examined the scope of current institutional relationships and identified opportunities for collaboration that will strengthen UZIKWASA's advocacy work and opportunities for sharing its innovative practices and successful initiatives; v) identified current opportunities and threats to its mission and work. Information generated from these processes was applied to develop a new strategic direction for UZIKWASA. The immediate output of this strategic thinking workshop was a Strategy Map for the coming five years 2014-2018.

### Methodology

UZIKWASA's strategic thinking process was designed to allow the creative, innovative and courageous spirit of UZIKWASA to thrive. The workshop was participatory and involved experiential learning and shared decision-making methodologies, which enabled each participant to share his/her experiences and questions with regard to the life, work and services of UZIKWASA. Extensive small group work sessions enabled the full participation and meaningful contribution of all. Participatory learning and planning processes facilitated organization wide ownership and strengthened UZIKWASA's new strategy with the authenticity and legitimacy required to leverage real ownership and active participation of local communities and institutions across Pangani District.

The overall methodology used in the strategic thinking exercise additionally enabled UZIKWASA members to:

- Learn together in ways that generated insight, self-awareness and commitment to the values and practices that underpin the ethos of UZIKWASA.
- Articulate a "theory of change" to inform UZIKWASA's interventions process, motivate its members, and inspire others to support the continuity of practices that



- have generated positive outputs and impact in the last 5 years.
- Examine, affirm and document ideas, activities and practices that have worked well for UZIKWASA in the last 5 years.
  - Raise critical questions to motivate innovativeness, creativity and courage to break down boundaries that impose limits on the possibility of transforming governance and improving the lives of women and men in local communities
  - Identify UZIKWASA's key organizational capacity development needs.

#### 2.4 Strategy map 2014-2018

A strategy map developed in the last two days of the workshop captured in one simple picture the outcomes of the strategic thinking process. This will act as a road map to direct annual work plans for activity implementation and monitoring & evaluation over the next five years. The map highlights the following:

1. Driving forces, that reflect threats and opportunities in the current internal and external environments of UZIKWASA and that impact on effectiveness and its capacity to sustain its organizational purpose;
2. Strategic responses that will enable UZIKWASA to respond appropriately to each of the driving forces in order to minimise threats and maximise opportunities;
3. Four functional areas, each of which combines a range of resources that will be leveraged by UZIKWASA to pursue its work in the context of four overarching strategic objectives;
4. Strategic objectives defining the aims of each strategic response within each functional area.
5. Specific outcomes or indicators of impacts that UZIKWASA expects to see when the strategic responses are fulfilled;
6. Overall goal or impact UZIKWASA expects to have contributed to at the end of the 5 years.

The sequenced layout of the map will provide staff and the board of UZIKWASA with one common model and reference point that illustrates the connections between each critical component. This will promote a more conscious use of the strategy. Finally, broad activities were developed from the strategic responses (Table 1) which will form the basis for detailed annual activity planning over the course of the strategic period 2014-2018.



UZIKWASA Strategy map 2014-2018						
	Driving forces					
	1. Recognizing the value of effectively using progressive culture and heritage for people's socio-economic development will promote local ownership.	2. Contextualized participatory methodologies and practice will transform UZIKWASA into a learning site that offers creative and inclusive grassroots development interventions.	3. Organizational learning and training will empower staff and board with capacities to exercise leadership and create strong team performance	4. Active partnership that enables shared learning and collaborative work will create synergy and enhance UZIKWASA's impact in the communities.	5. Well structured and documented policies and procedures will increase UZIKWASA's effectiveness and adherence to its values of justice and equity	
Functional areas	Strategic responses to driving forces					Strategic objectives
<b>A. REFLECTIVE LEARNING AND PLANNING</b>	A.1 Use media for development as a tool to promote progressive culture and local identity for sustainable development in Pangani	A.2. Develop a comprehensive intervention model for grassroots development	A.3. Develop systems that sustain culture for team learning, transformational leadership and shared decision-making	A.4.Introduce and implement processes for learning with partners through experience sharing and knowledge exchange	A.5. Establish a system of organisational policies and procedures that are reflective of UZIKWASA's values and principles	Community members, partner groups and UZIKWASA team are empowered through a strong culture of facilitative leadership
<b>B. CAPACITY DEVELOPMENT AND AWARENESS RAISING</b>	B. 1. To adapt UZIKWASA participatory planning model to support Pangani leaders and communities in developing and managing cultural heritage.	B. 2 Promote equitable gender access to leadership and community dialogue toward inclusive development opportunities	B 3. Provide technical capacity building and leadership development opportunities for staff in line with organisational needs.	B 4. Develop staff skills and organisational capacities for documenting, packaging and sharing innovative interventions and their impact in communities supported	B 5. To develop staff capacity in establishment of institutional financial sustainability mechanisms	Enhanced performance, productivity and financial capacity at institutional and community level with due regard to progressive culture and gender equity.
<b>C. GOVERNANCE, INTERNAL LEADERSHIP AND SUSTAINABILITY</b>	C. 1 Strengthen Pangani Stakeholders to facilitate ownership and good governance of culture and heritage	C.2 Strengthen UZIKWASA governance bodies in support of learning site development	C. 3 Develop UZIKWASA's leadership capacity to realize its values and principles and effectively sustain its organisational purpose.	C.4 Enhance the visibility of UZIKWASA as a sustainable Learning site for innovative collaboration in empowering grassroots interventions.	C. 5 Strengthen UZIKWASA staff skills and culture for developing, managing and working through systems effectively	UZIKWASA's work is sustained through skilled team performance and facilitative leadership by its governing bodies and stakeholders
<b>D.SHARING AND NETWORKING</b>	D. 1 Empower local community to take ownership of their cultural heritage	D. 2 Develop creative model interventions for shared learning with partners	D. 3 Promote networking forums for advancing organisational learning	D.4 Promote strategic partnership for collaborative operations	D. 5 Develop strategy for sharing and networking	Stronger impact and wider reach through increased knowledge, expertise and effective partnerships
<b>OUTCOMES</b>	<b>Pangani community actively engaged in influencing their development agenda and utilizing available resources sustainably</b>	<b>Self-aware, gender sensitive and committed leadership at community, district and institutional level.</b>	<b>Governance systems and leadership practices that foster organizational learning culture</b>	<b>Strong collaborative partnerships for mutual benefit and support</b>	<b>Increased efficiency and effectiveness in implementation of UZIKWASA programme</b>	<b>Empowered communities improve their lives through embodying gender justice, committed leadership and effective collaboration with partners</b>

<b>Table I: Broad Activities</b>			
<b>Functional area</b>			
<b>A. Reflective Learning and Planning</b>	A.1 . Use media for development as a tool to promote progressive culture and local identity for sustainable development in Pangani	A.2. Develop a comprehensive intervention model for grassroots development	A
	A.1.1 Design interactive multimedia communication campaigns to create a culture of accountability and reflective leadership in Pangani	A.2.1 Develop and share dynamic grassroots interventions based on new learning and changing community needs	A
		A.2.2 Develop holistic responses to violence against women and girls (VAWG) that recognize the complex interaction of social processes that drive gender based violence and inequalities.	A
		A.2.3 Develop interactive and creative communications programs that enhance the impact of UZIKWASA activities	
		A.2.4 Carry out synergistic interventions that facilitate community and stakeholder dialogue to hold leaders accountable and strengthen leadership performance and awareness through technical and facilitative leadership capacity building.	
		A.2.5 Establish a comprehensive research program for process monitoring and impact tracking to enable adequate program adaptation and re-planning	
		A.2.6 Widely disseminate research findings and monitoring results through regular regular publications	
<b>B. Capacity Development and Awareness Raising</b>	B.1. To adapt UZIKWASA participatory planning model to support Pangani leaders and communities in developing and managing cultural heritage.	B.2 Promote equitable gender access to leadership and community dialogue toward inclusive development opportunities	B
	B.1.1 To support local leadership and communities effectively using their culture and heritage as an opportunity for peace building and development.	B.2.1 Build womens' capacity to confidently hold leadership positions	B
	B1.2 Develop a marketing strategy for Pangani unique history and cultural heritage	B.2.2 Create a conducive environment for enhancing women's capacity including leadership	B
	B.1.3 Establish a dynamic knowledge body on local culture and heritage	B.2.3 Strengthen local capacity to effectively respond to key development challenges in Pangani District including HIV/AIDS	
	B.1.4 Purchase antique building and fully rehabilitate it for accommodating Pangani FM and Pangani Telecommunication centre		
	B.1.5 Establish and operate Pangani Heritage Education and Telecommunication Centres		
<b>C. Governance, Internal Leadership and Sustainability</b>	C.1 Strengthen Pangani Stakeholders to facilitate ownership and good governance of culture and heritage	C.2 Strengthen UZIKWASA governance bodies in support of learning centre development	C
	C.1.1 Familiarize leaders and stakeholders with the value of culture and heritage for development and peace.	C.2.1 Orient UZIKWASA board on the new thinking of working with open boundaries including the learning site concept and develop governance strategies and a policy frame work supportive of it.	C
			C
<b>D. Sharing and Networking</b>	D.1 Empower local community to take ownership of their cultural heritage	D.2 Develop creative model interventions for shared learning with partners	D
	D.1.1 Develop a forum and network for Pangani local actors collaboration and sharing (knowledge, resource, information and experience)	D.2.1. Explore opportunities for joint action and collaboration with other organizations	D



**Driving forces**

A.3. Develop systems that sustain culture for team learning, transformational leadership and shared decision-making	A.4. Introduce and implement processes for learning with partners through experience sharing and knowledge exchange	A.5. Establish a system of organisational policies and procedures that are reflective of UZIKWASA's values and principles
A.3.1 Establish regular learning opportunities for staff in facilitative leadership and organisational development.	A.4.1 Share with key partners principles of facilitative leadership and strengthen their capacity for good leadership practice	A.5.1 Review /update essential organisational policies, guidelines and plans
A.3.2 Promote staff learning through learning forum and modern learning resource centre.		A.5.2 Develop and implement leadership transition plans in line with organisational needs
B.3. Provide technical capacity building and leadership development opportunities for staff and board in line with organisational needs.	B.4. Develop staff skills and organisational capacities for documenting, packaging and sharing innovative interventions and their impact in communities supported	B.5. To develop staff capacity in establishment of institutional financial sustainability mechanisms
B.3.1 Provide board trainings to strengthen board capacity towards	B.4.1 Develop training package for documentation of UZIKWASA program interventions	B.5.1 Provide capacity building activities in financial management, program marketing and fund raising
B.3.2 Provide technical capacity building for staff in line with organisational needs	B.4.2 Establish institutional memory database	
	B.4.3 Establish effective system for process monitoring in conjunction with continuous impact tracking, (to ensure adequate program adaptation and re-planning	
C. 3 Develop UZIKWASA's leadership capacity to realize its values and principles and effectively sustain its organisational purpose.	C.4 Enhance the visibility of UZIKWASA as a sustainable Learning site for innovative collaboration in empowering grassroots interventions	C. 5 Strengthen UZIKWASA staff skills and culture for developing, managing and working through system effectively
C.3.1 Train staff in facilitation of organisational learning	C.4.1 Use modern media, social network and information technology as a platform to enhance UZIKWASA visibility	C.5.1 Put in place systems that ensure all staff are oriented on organisational policies and implement them.
C.3.2 Facilitate regular events and meetings with all staff to share about UZIKWASA values, principles and interventions	C.4.2 Develop marketing strategy to enhance visibility of model grass root interventions and related learning opportunities.	
D. 3 Promote networking forums for advancing organisational learning	D.4 Promote strategic partnership for collaborative operations	D. 5 Develop strategy for sharing and networking
D.3.1 D: Establish forums for networking, sharing and partnership for organizational learning	D.4. 1 Develop strategic partnerships to complement and enhance impact of UZIKWASA interventions	D.5.1 Operationalize sharing and networking strategy

## 2.5 Impact, strategic objectives and strategies

The **overall goal or impact** that UZIKWASA expects to accomplish within the next 5 years is that:

*Empowered communities improve their lives through embodying gender justice, committed leadership and effective collaboration with partners.*

In pursuit of the overall goal four **strategic objectives** will be targeted, each of which summarises a set of strategic responses within a defined functional area.

1. *Community members, partner groups and the UZIKWASA team are empowered through a strong culture of facilitative leadership*
2. *Enhanced performance, productivity and financial capacity at institutional and community level are promoted with due regard to progressive culture<sup>1</sup>, and gender equity*
3. *UZIKWASA's work is sustained through optimising skilled team performance and facilitative leadership amongst its governing bodies and stakeholders*
4. *Stronger impact and wider reach is achieved through increased knowledge sharing, expertise and effective partnerships*

UZIKWASA will work across four functional areas in order to meet these objectives:

- A. *Reflective learning and planning;*
- B. *Capacity Development and Awareness raising;*
- C. *Governance, internal leadership and sustainability; and D. Sharing and networking.*

These functional areas will define resource requirements and inputs in support of staffing, operations and capital investment. The following section presents each objective and its strategic responses by functional area:

### **Functional area A: Reflective learning and planning:**

*Strategic objective 1. Community members, partner groups and the UZIKWASA team are empowered through a strong culture of facilitative leadership.*

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<sup>1</sup>



*Strategy A.1 : Use Media for development to promote progressive culture<sup>2</sup> and local identity for sustainable development in Pangani*

This involves the design and production of a range of interactive and coordinated multimedia communication campaigns using innovative communication channels that effectively stimulate community dialogue, participation and social engagement. For example, Community Participatory Theatre or Theatre for Development engages people in identifying and analysing key socio-cultural factors that underlie a particular social problem. A variety of audience participation techniques are applied including initial community research, collaborative production design and a final theatre performance that involves the audience throughout the play. The theatre play reflects community-identified challenges and empowers people to voice, analyse and address their own problems. In the past, UZIKWASA

<sup>2</sup> Progressive culture is about the empowering and transformative aspects of culture, rather than culture as a value per se.





has successfully used theatre for development in behaviour change communication campaigns and as a popular tool for data collection and community feedback during village participatory HIV/AIDS action planning. Since its establishment, UZIKWASA has trained and worked with a large number of local community theatre groups in the production of numerous shows, each of which addresses locally relevant socio-cultural, behavioural and leadership problems. The broader UZIKWASA coordinated media approach also includes public debates facilitated through interactive radio programs, a radio drama series and village cinema shows combining feature-length and short films





alongside video spots. UZIKWASA believes in the power of targeted messages embedded in stories reflecting locally relevant issues, designed to provoke strong emotions through identification with story characters. To date, UZIKWASA's extensive theatre program, linked film and radio drama productions have impacted strongly on people in Pangani because they focus on touching narratives that remain true to local experience.

Multimedia communication campaign messages are interlinked and mutually re-enforcing through repeated message exposure in order to stimulate a continuous social dialogue within the community and gradually effect lasting transformation at the individual, interpersonal, community and societal level. Media for development approaches have been instrumental in assisting people to differentiate between harmful and progressive cultural attitudes and practices and to recognise that heritage issues have the potential to enhance social identity, promote unity and encourage community development. Interactive community radio programs have been especially valuable in supporting individuals to recognise their own social responsibility as well as enhancing mutual



accountability and respect among Pangani communities including leaders. Through inspirational radio programs Pangani FM will continue to promote these values and to support communities towards self-reflection and transformation. Facilitative leadership



practices such as in-depth listening, dialogue and collective decision-making will be actively promoted and consolidated through Pangani FM and increasing technical focus on airing through the internet will ensure maximum exposure of these messages amongst the global Swahili speaking diaspora.

*Strategy A 2: Develop a comprehensive intervention model for grass roots development.*

One of the substantial lessons of previous interventions was the realization that leadership and good governance were more fundamental components of behaviour change than was previously recognized. To effect change it is not sufficient for communities to 'speak out' alone; rather the effectiveness of interventions with regards to behaviour change integrally relies on leaders' willingness to interact with and respond to the community.



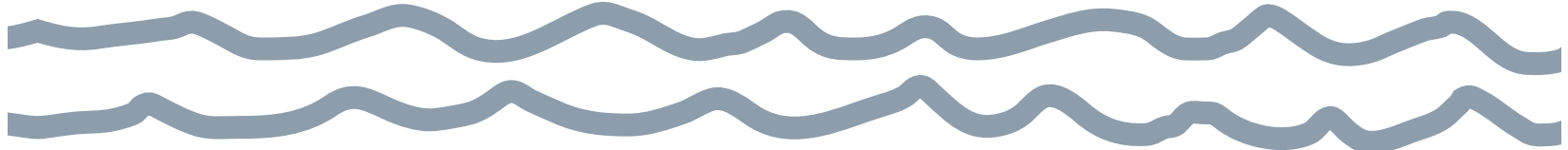
Initially there was substantial resistance among local leaders in addressing some of the development challenges identified through community action. The need to develop deeper level approaches to enhance leadership skills in order to foster sustainable change and transformation became obvious.

UZIKWASA will continue to develop packages of integrated grassroots interventions whose components complement each other and create synergy. Particular emphasis will be given to supporting leaders to develop their technical capacity and individual skills development, strengthening competence and recognition of their responsibilities. This will include technical as well as reflective leadership trainings and coaching of village leadership coalitions. Whilst intervention packages will prioritise leadership and gender challenges, communities will also be encouraged to do their part. For example, communities will be sensitised on the need to actively practice their responsibilities as citizens e.g. as parents, teachers, students, as they speak up, demand their rights and hold their leaders accountable. Participatory methodologies are applied to promote active citizenship in identifying and addressing the most pressing development needs. UZIKWASA's successful model for community participatory HIV/AIDS action planning<sup>3</sup> will be adapted to accommodate a wide range of development priorities across sectors and to strengthen local capacity for effective responses. These may include education, health, environment, nutrition and other key development areas. The continuation of creative and interactive communication programs using media for development will reinforce community participatory planning and public accountability through the provision of regular feedback on community achievements and challenges in implementing village development activities. Through the use of multimedia channels with integrated messages the impact of activities will be enhanced through widely disseminating village experience across the district and beyond and maintaining a continuous dialogue among community members, leaders and other district partners from the government and CSO sectors. To promote collective learning and inspire communities and their leaders to optimise development performance a range of approaches will be implemented including village exchange visits, annual leadership competitions and public awarding of best performers.

Strong efforts will focus on developing systematic responses to violence against women and girls (VAWG), with emphasis on the complex interaction of social processes that drive gender based violence and inequalities within the District. These responses will introduce

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<sup>3</sup> HIV/AIDS Village Participatory Planning Tool, UZIKWASA 2011



a strong gender power relation perspective towards UZIKWASA's package of grassroots interventions and working across community, interpersonal and individual levels. Pangani FM community radio and other linked interactive media will play a key role in message dissemination and, through stimulating continuous public dialogue, contribute to building critical mass to inspire social change.



UZIKWASA will adapt and improve its in-built learning and parallel M&E approaches to understand, monitor and document change through an integrated process and impact monitoring system. This will continue to include mechanisms for tracking attitudinal and behavioral trends over time through community-based diarists, triangulated with quantitative monitoring tools such as Serial Participatory Action Research (SPAR). This method facilitates quantification of particular indicators of change. A rich case study



database provides further (more anecdotal) information about attitudinal trends over time. Finally, Pangani FM community radio will play a greater role in the collection of community feedback on the broader UZIKWASA programme through phone calls, SMS and Focus Group Discussions with listener groups.

Frequent peer program reviews reporting on field experiences will facilitate reflection on UZIKWASA programme successes and failures. These reviews will focus on both the emergence of new community needs and reflection on the relevance of current interventions to promote conscious adaptation of intervention approaches. Through collaboration with international research institutions, a thorough inductive analysis of UZIKWASA's rich collection of qualitative and quantitative impact data will be conducted to inform the development of meaningful, effective and sustainable future change programs in the District and beyond.

UZIKWASA will share its rich learning experiences with stakeholders including CSOs, District government and a wider circle of development partners through the publication of process, monitoring and research findings and through exploiting practical learning opportunities in the field.

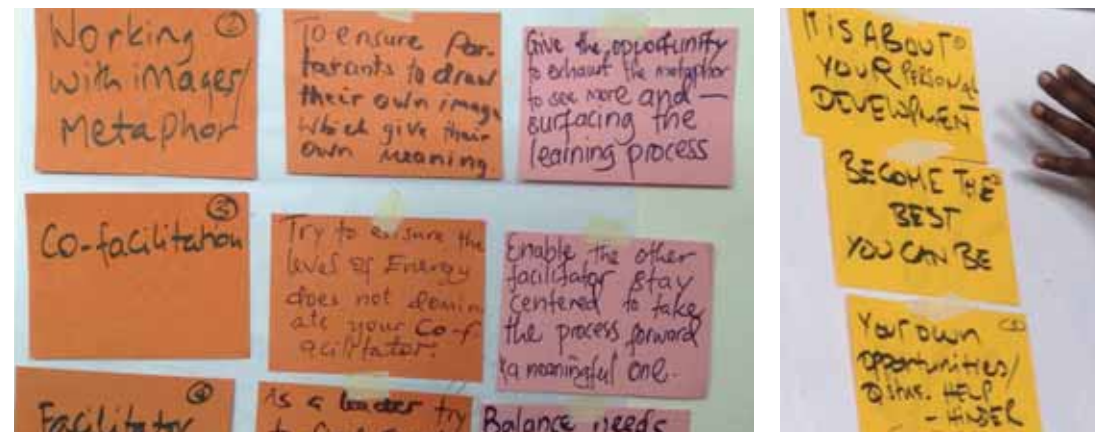
*Strategy A 3. Develop systems that sustain a culture of team learning, transformational leadership and shared decision-making*

UZIKWASA's commitment to transformation through conscious learning calls for its staff to undergo the same transformative processes that it facilitates amongst community members and leaders.

*“This is the first leadership training since I was elected VMAC member. Since yesterday I learnt so much and I am beginning to work with my feelings consciously through listening to different people rather than to my own thoughts alone....”*

For example staff have previously participated in a series of trainings, each of which has been integral to organizational transformation and growth. These included an intensive course in the Facilitation of Organizational Development (FOD) through a partner organization, EASUN in Tanzania. This three module course was designed for non-governmental organizations to enable their staff to facilitate organizational diagnosis and manage resistance in the development and change processes. New skills were applied immediately through a series of 'back home projects' in which the entire UZIKWASA team participated. Staff focused skills were enhanced during facilitation of reflective leadership workshops for village leaders, expanding the number of staff who have become competent leadership facilitators. Constant reinforcement of this learning has been achieved through 'listening partnerships' where staff share and assist each other to address individual challenges.

UZIKWASA will provide regular team learning platforms for nurturing individual growth and self-development for its staff. These will include more training opportunities for senior staff in facilitation of organisational learning, reflective team building workshops, and maintaining structures for mutual support among all staff. Coaching through both in-house and external OD practitioners and extended job appraisals will enable staff to assess themselves effectively on technical performance, leadership skills and team competencies including their ability to contribute to and share the purpose and values of the organisation. Staff will be supported to confront their personal challenges, identify and address their individual questions as a route to transformation into committed and credible leaders of change.



Staff learning will be further enhanced through the establishment of a learning resource centre and e-library to enable access to a broader, global knowledge base through information technology and the internet.

*Strategy A 4. Introduce and implement processes for learning with partners through experience sharing and knowledge exchange*

Supporting communities in their diverse development needs requires a network of development partners from all sectors with a wide range of expertise and complementary professional skills. UZIKWASA will identify and work with partner organisations best suited to meet identified community needs and fill service gaps. Organisations advocating for education rights, providers of legal aid, livelihood and income generation initiatives, partners concerned with population, health and environment will be invited to collaborate and contribute to a strong, coordinated and comprehensive local service network. Radio Pangani FM will play a pivotal role in promoting partner interventions and disseminating lessons and community feedback.

UZIKWASA will initiate a continuous learning process jointly with development partners and district government representatives and create regular forums for sharing knowledge and experience gained from a diverse spectrum of interventions. Collective observations and lessons will be documented to inform re-planning and design of new programs across the network.

Principles of facilitative leadership will be shared with partners who will be given the opportunity to participate in reflective leadership workshops for community leaders and district representatives. For more in-depth learning a training program on effective grassroots leadership interventions will be developed that includes practical learning opportunities in the field for partners who wish to actively participate in and learn from UZIKWASA fieldwork for longer periods of time. UZIKWASA will continue to work with a professional organisational learning institution in the development and fine tuning of the intervention package and training program. Key processes and tools that form an effective grassroots leadership intervention package will be identified including the selection of a set of reflective workshop tools, coaching processes and content outline for interactive radio programs that promote good leadership practices and reinforce the need to take responsibility. Protocols for trainee selection and contracting will be established alongside a package of practical field exercises.

*Strategy A 5. Establish a system of organizational policies and procedures that are reflective of UZIKWASA's core values and principles*

UZIKWASA's commitment to transformation and change requires management systems and practices that reflect these values and an ethos of justice and equity in its day-to-day operations. The organisation will promote the adoption of a management style driven by practices and processes that strengthen organisational learning and promote accountability and individual responsibility. Embodying UZIKWASA core practice values and convictions the organisation will ensure regular reviews and updating of its management systems, essential policies, procedures and practices.

This will also involve the development of mechanisms to maintain organizational commitments at the top management level through effective leadership transition plans, clearly defined milestones for succession and the gradual handover of management positions.

**Functional area B. Capacity Development and Awareness Raising:**

*Strategic objective 2: Enhanced performance, productivity and financial capacity at institutional and community level with due regard to progressive culture, and gender equity*

*Strategy B1. To adapt the UZIKWASA participatory planning model to support Pangani leaders and communities in developing and managing cultural heritage*

This strategy will be informed by UZIKWASA's successful model for community participatory action planning in HIV/AIDS, Gender and Transformative leadership. It will facilitate community engagement and action in the areas of culture and heritage through the identification of existing resources and cultural development opportunities across 20+ ethnic groups in Pangani District. Communities will be assisted in the establishment of a comprehensive inventory of intangible and tangible heritage based on specific village contexts. This process also involves a critical analysis of the benefits and potential harms of identified traditions and practices with regards to health, human rights and gender justice. Communities will be encouraged to emphasise cultural activities that can be implemented with their own resources or with minimal external



support. The planning process will involve a series of participatory data collection, sharing and reflection methods including the creation of theatre for development productions on culture and heritage issues.

Recent achievements in the promotion and management of Pangani heritage are evidenced by increasing community involvement and active support from leaders towards Pangani's heritage agenda. For example with the help of community elders a comprehensive inventory record of historic resources was completed and the district government has begun to introduce legal protection for key buildings and sites in Pangani. UZIKWASA's own radio station Pangani FM has provided an on-air platform for people to discuss their culture and traditions and share knowledge about Pangani history and heritage through interactive radio programmes.

UZIKWASA will strengthen village leadership coalitions to effectively exploit development opportunities arising from their culture through the implementation and monitoring of culture activities and management of cultural heritage in each village. Most importantly, local leadership and communities will be supported to make effective use of their culture and heritage as an opportunity for resolving conflicts and building peace through fostering mutual understanding among the diverse ethnic and interest groups in the District.

A dynamic body of knowledge on local culture and heritage will be established from information obtained during the continuous village planning process and displayed in the UZIKWASA owned historic Rehema Abdul House in Pangani Town. The building



has been fully restored to accommodate the Pangani Heritage Multimedia Learning Centre which will play a significant role in helping the people of Pangani to access historic documents, and learn about indigenous knowledge and cultural activities. The knowledge base hosted within the centre will be updated regularly and expanded through ongoing community involvement and the collection of information from Pangani villages. Pangani FM radio will play a key role in collecting new information related to local heritage and organizing public debates on new knowledge through interactive radio programs. Drawing on UZIKWASA's strengths in communication the Heritage Multimedia Education Centre will use modern Information Technology (IT) and media resources to open access to heritage in new and accessible ways, especially attractive to young people. The centre would, for the first time, acknowledge the role of culture in instilling social identity, unity, pride and a sense of belonging; truly giving Pangani's heritage back to the people.

UZIKWASA, in collaboration with local partners and stakeholders, will develop a marketing strategy to promote the uniqueness of Pangani history and cultural heritage. Promotional activities may include the establishment of an Annual Village Culture festival, exhibitions and Radio programs such as "Urithi wa Pangani" (Pangani's Heritage").

In an effort to achieve independence from landlords and rising rental costs for our current radio building UZIKWASA intends to purchase a second antique building and to rehabilitate it in order to accommodate Pangani FM community radio station for the long-term. The building will also house training facilities, an e-library and a fully equipped telecommunication centre which will be accessible to and used by the entire community. In addition, the building will be used as a workshop venue for sharing learning with like-minded development partners.

*Strategy B 2. Promote equitable gender access to leadership and community dialogue towards inclusive development opportunities*

Transformation in society is possible through building a culture of commitment and responsibility taking among the entire community. Searching for innovative and sustainable approaches towards this goal UZIKWASA has been developing a unique process for reflective leadership trainings to village and district leaders and stakeholders. During these reflective leadership workshops, women and men together undergo an intensive process of self-discovery during which they learn to open up,



listen to each other, build trust and effectively manage relationships. This helps leaders to identify and work on their own questions and eventually develop good leadership practices. This learning process has been established and sustained through ongoing coaching activities, enabling both women and men to respect each other and to work together to overcome norms and biases related to traditional gender roles.



Women traditionally have little access to leadership positions and in the rare cases where they do, they often lack confidence to stand their ground and make their voices heard. Through interventions that specifically target women with leadership potential, UZIKWASA will foreground its efforts to boost women's confidence and develop personal skills for self-efficacy. For example, through a voluntary mentorship system involving experienced female role models for leadership who are willing to share their skills and expertise, women will be supported to become self-confident, effective and accountable leaders. Both

men and women will be encouraged to critically reflect on inequitable gender norms in society and supported to challenge these norms.

These combined efforts will create an environment conducive to promoting women in leadership positions, re-enforced by a comprehensive communication campaign that maintains a continuous community dialogue about gender equality and rights. Multimedia channels including short films, feature films, theatre for development and interactive radio programs will disseminate synergistic messages in support of equal development opportunities for women and men in society.

*Strategy B 3. Provide technical capacity building and leadership development opportunities for staff in line with organisational needs*

Following the inception of the leadership programme in 2011 UZIKWASA recognised that, in order to be effective leaders of change, its staff must undergo the same transformative processes internally that it facilitates externally amongst the Pangani community. This is particularly the case in the area of leadership development where a series of trainings have been introduced to the organization, each of which has been vital to the development of the organization. Taking these principles of organisational learning as its foundation, UZIKWASA will continue to provide opportunities for staff to enhance technical and leadership capabilities. Organisational priorities and individual staff needs, established during participatory staff appraisal sessions, will be taken into account in planning and implementing staff capacity building activities.

*Strategy B 4. Develop staff skills and organisational capacities for documenting, packaging and sharing innovative interventions and their impact in communities supported*

UZIKWASA's transformation into a learning site for grassroots development interventions requires a high level of skills for staff to conceptualize and effectively manage the wealth of monitoring and process data. Staff will be trained in applying this information strategically to establish what does and does not work. Staff skills in processing qualitative and quantitative data and the need for triangulation across methods will be further strengthened with a particular focus on the UZIKWASA monitoring and evaluation team. This capacity development will also include the effective use of databases and a large set of complementary monitoring tools.

Comprehensive skills are also required to capture and document implementation processes, including observations and findings obtained during field monitoring activities. Through strengthening staff facilitation skills for applying process facilitation tools effectively e.g. during village leadership coaching, staff will be able to explore and capture subtle trends in leaders' individual development progress and support them to respond to emerging development questions. In addition, staff will be supported in developing strong analytical skills for accurate interpretation of field information including case studies. Strategic use of the information collected will be encouraged through the creation of meaning and documenting the learning process. Opportunities for training in writing skills for scientific papers, proposal and technical writing, will be sourced and provided to staff. With this skill profile in place UZIKWASA will be ideally situated to document and share



evidence on the impact of its program, as well as the learning processes undergone during the course of implementation. This will build organisational capacity for developing and sharing learning programs for like-minded partners on the core components of UZIKWASA's successful programming for transformation and change in grassroots settings.

*Strategy B 5. To develop staff capacity to establish sustainable institutional financial mechanisms*

Financial sustainability calls for a strong funding base from a diverse range of income sources. Staff capacity to identify strategic fundraising and partnership opportunities will be strengthened. This will be reinforced through skills strengthening in pro-active programme marketing and developing effective mechanisms for sharing lessons with a wide network of like-minded partner and donor institutions. Given the challenges entailed in exclusive dependence on donor funding, UZIKWASA will focus on diversifying its funding base through opportunities to raise income through various programme activities. For example, in-house capacity will be strengthened through promotion of a diverse set of marketable skills including production and airing of radio programmes, films and TV spots and the development of training programmes for partners interested in grassroots leadership development willing to learn from the implementation of UZIKWASA model interventions targeting women's empowerment and transformative leadership.

UZIKWASA will maintain strong financial management capacity among its accounts staff and support programme staff to further strengthen financial management skills in order to competently implement organisational policies and ensure adherence to its strong internal control system for accountability and responsible use of funds

**Functional area C. Governance, internal leadership and sustainability**

*Strategic objective 3: UZIKWASA's work is sustained through skilled team performance and facilitative leadership from its governing bodies*

*Strategy C 1. Strengthen Pangani Stakeholders to facilitate ownership and good governance of culture and heritage*

Culture and heritage has often been considered merely as a means for attracting tourism in the expectation of economic development. This almost exclusive focus on tourism has the potential to alienate community from a heritage that has often been associated

with divide or enmity during pre- colonial and colonial times. UZIKWASA recognises the potential of culture and heritage in generating social identity, unity and peace. Leaders and stakeholders will be sensitised about the value of using culture and heritage for peace building. Leadership trainings will emphasise the capacity to listen and build relational bridges between all community groups, irrespective of differences with regards to gender, ethnicity and cultural heritage. Further, Village Leadership Coalitions (VLC) will be supported to facilitate community participatory processes towards identifying and implementing activities that promote culture and heritage as a means to unify intra and inter village development.

*Strategy C 2. Strengthen UZIKWASA governance bodies in support of learning site development*

UZIKWASA's expansion from an implementing organisation for grass root interventions to a site for sharing and joint learning with other development partners will continue to require the board to support the transition process and acknowledge its implications for UZIKWASA's governance strategies and organisational policies. UZIKWASA's shift towards a team-based organization, driven by the concepts and practices of shared leadership and participatory governance started in 2009 with the review of its constitution, followed by a joint team and board training in 2010 when a new board came into place. The training was planned as part of conscious transition management emphasizing the need for leadership and governance performance to be primarily accountable to the purpose of the organization. The training resulted in board and management to engage with each other, share and own the new thinking concerning UZIKWASA's organisational purpose. With the Strategic Thinking Workshop in 2013 the transition process was taken further and resulted in a new 5 years strategy (2014-2018) that cemented the organisation's commitment towards its transformation into a functioning learning site. During the coming 5 years more joint trainings will strengthen board, membership and staff towards working with open boundaries including the learning site concept and developing effective governance practices and a policy frame work that is supportive of it.

*Strategy C.3 Develop UZIKWASA's leadership capacity to realize its values and principles and effectively sustain its organisational purpose*

By the end of 2013 two senior UZIKWASA staff had qualified as certified facilitators of organisational learning and development. Their training resulted in remarkable personal growth and visible change, specifically with regards to their ability to assist others

to identify their own questions and areas for growth. More importantly, the spirit of transformational leadership was shared with the rest of the team through repeated “Back home projects (BHP)”. During these the entire team was encouraged to share in the overall organisational purpose and embrace their role in achieving these goals. Through the facilitation of reflective leadership workshops with village leadership coalitions (VLC) and District leaders, more staff gained the opportunity to learn and practice facilitation of transformational processes. These opportunities have had a tremendous impact on the entire organisation and have resulted in UZIKWASA’s gradual transition to a self-aware organisation for transformational leadership. During this new strategic period it is envisaged that all key staff will benefit from further training in facilitation of organisational learning to become credible change agents and ensure conscious pursuit of the overarching organizational purpose and values. This training will be reinforced through regular team learning events where staff are able to share their views on UZIKWASA values, principles and interventions. Staff will also be encouraged to provide mutual support through listening partnerships, through which they will take turns to coach each other and consciously work on individual development questions and strengthen individual capacity to effectively facilitate learning and development of their partner.

*Strategy C 4. Enhance the visibility of UZIKWASA as a sustainable learning site for innovative collaboration in empowering grassroots interventions*

Given the new organisational identity of UZIKWASA as a learning site for empowering grass root interventions and as a member of a growing movement for transformation in Tanzania, UZIKWASA strives to enhance the visibility of its unique approaches through



creative communication channels and modern media. This initiative will promote access of program related information to potential partners and stakeholders and inspire them to disseminate learning through initiating similar change processes in their respective areas of operation. The use of social media and an improved organisational website will provide a platform for sharing and facilitate access to training opportunities for

partners through access to a comprehensive body of information including intervention tools, impact and process reports and approaches. Further access to a wide range of UZIKWASA's communication products will be provided including radio drama, feature films, audio and TV spots, comic books and other IEC materials. Pangani FM's popular interactive radio programs will be disseminated through internet radio to the global Swahili speaking diaspora.

*Strategy C.5 Strengthen UZIKWASA staff skills and culture for developing, managing and working through systems effectively*

UZIKWASA has taken a conscious path to becoming a learning organisation; a process that requires the team to engage in reflective learning with community, partners and stakeholders as well as within the organisation. This requires leadership to ensure accountability not only to integrate organizational purpose, values and identity, but also to promote adherence to organisational policies and systems.

It is UZIKWASA's belief that a management culture can be adopted that is driven by practices and processes that support and strengthen learning and continuous improvement. Such management culture needs staff to recognise the need for effective organisational systems and policies and to actively engage in systems development. This approach will foster enhanced ownership amongst staff, more voluntary adherence and less need for disciplinary action. New staff who have not been part of these processes will participate in a carefully designed induction programme to encourage them to take responsibility for the smooth functioning of the organisation by internalising and adhering to organisational policies and systems. Sporadically UZIKWASA will review the organisational relevance of its management systems and practices.

**Functional area D: Sharing and Networking**

*Strategic objective 4: Stronger impact and wider reach through increased knowledge, expertise and effective partnerships*

*Strategy D.1 Empower local community to take ownership of their cultural heritage*

Networking and movement building is key for effective use of culture and heritage in managing local conflicts and develop lasting peace across diverse groups in Tanzania. In Pangani, UZIKWASA will support village communities to share knowledge about local culture and identify activities related to culture and heritage in recognition of the

opportunity to foster mutual understanding and enhance socio-economic development. Sub-committees of the VLC will be formed, responsible for sustaining moves towards developing a shared cultural identity and promoting unity among all villagers. At the district level they will link with local government and CSO actors for enhanced collaboration, sharing and peace building. This new District taskforce will work to ensure that village information gathered through the sub-committees is documented and accessible through the Pangani Multimedia Heritage Learning Centre. UZIKWASA will facilitate the design and development of databases and creative exhibitions to share experiences and success stories around mutual learning, common understanding and joint community action towards building a shared cultural identity for all in Pangani. Pangani FM will support this initiative through dissemination of network activities and outcomes. It will strengthen the movement towards peace and unity by embracing cultural diversity and maintaining community dialogue on key issues through its interactive radio programmes.

*Strategy D. 2 Develop creative model interventions for shared learning with partners*

In the previous strategic period UZIKWASA achieved a strong, integrated, grass roots development programme that evolved from effective application of participatory methodologies within a defined socio-cultural context. Strong team collaboration ensured that each intervention was not developed in isolation but rather in alignment with and informing others. This was made possible through regular joint leadership workshops facilitated by all programme staff and an underlying team spirit that ensures individuals are able to adapt and apply their skills to support other areas of the programme. This integrative approach is reflected at the level of the community. The radio has become central to this cross-programme approach; to facilitate information sharing about different programmes, amplifying impact of individual components.

Whilst recognition of the success of this unique, synergistic programme has attracted an increasing number of partner organizations wishing to share the Pangani experience, there is an increasing need for UZIKWASA and potential partners to explore collaboratively opportunities for shared learning and joint interventions to address multiple development needs in the community effectively. UZIKWASA will identify like-minded partners with diverse expertise across different sectors and who are keen to collaborate in the implementation of creative and transformative grass roots development interventions.

### *Strategy D.3 Promote networking forums for advancing organizational learning*

Real and lasting change must come from within, both at the individual and institutional level. This calls for more opportunities for organisational learning in Tanzania, particularly for the grass roots. UZIKWASA will contribute to the establishment of forums for networking, sharing and partnership for organizational learning locally as well as beyond Pangani district.

### *Strategy D.4 Promote strategic partnerships for collaborative operations*

UZIKWASA maintains strategic partnerships with like-minded institutions when pursuing a common goal. For example, UZIKWASA's long term partnership with EASUN – Centre for Organisational Learning - has been mutually beneficial. EASUN has been able to reach out to and learn from the grass roots whilst UZIKWASA has strengthened its transformative leadership capacity, of particular benefit in its development as a learning and sharing organization. UZIKWASA will also benefit from EASUN's capacity building programme which works with a large network of learning organisations in East Africa. This collaboration is expected to increase demand for practical grass root leadership trainings at the Pangani learning site. Interested network partners wishing to learn from UZIKWASA intervention models are likely to need capacity building in organisational development before engaging in grassroots leadership development activities. Partnerships, such as that with EASUN, are likely to enhance the impact of UZIKWASA's work in Pangani and potentially catalyse a growing movement for transformation at grassroots, national and regional levels.

### *Strategy D.5 Develop strategy for sharing and networking*

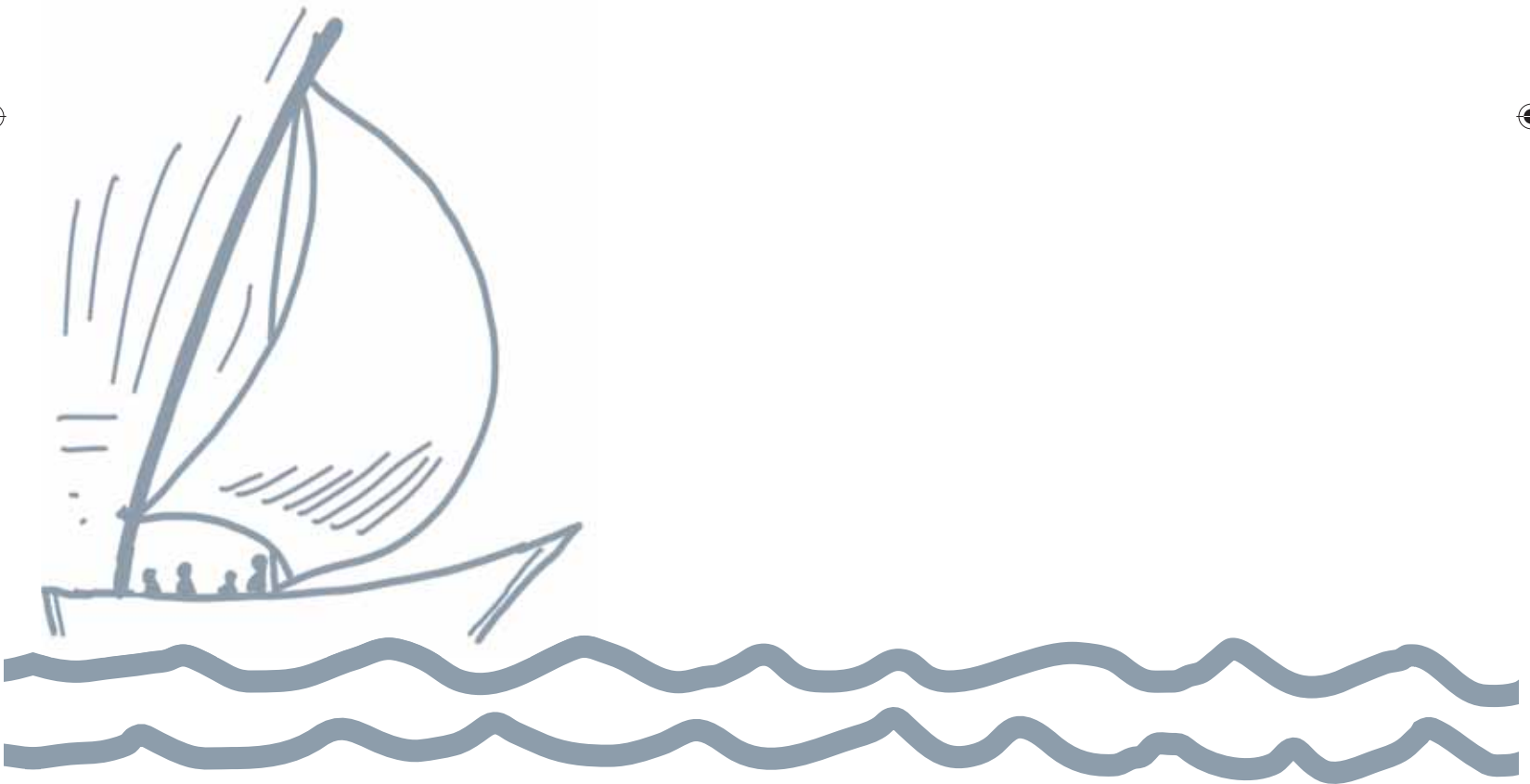
Well-managed institutional relations and networks increase organizational capacity through opportunities for synergy, referrals and outsourcing. In recognition of this, UZIKWASA conducted a critical analysis of its current institutional environment, establishing criteria for assessing relational closeness that included: similarity of vision, mission and goals; frequency of interaction; sharing of skills, financial and other resources; joint planning and implementation; and whether it is a one or two way relationship.

Findings showed that UZIKWASA relates to a large number of potential organizations, but well-defined relationships had rarely been developed (see Strategy 4 above). This has reinforced the need for renewed efforts to ensure the creation of a more rewarding institutional relations profile and a clearly defined strategy for sharing and networking.



Development and operationalization of this strategy will be guided by the following questions that emerged during the analysis:

- To what extent are existing partners utilized adequately?
- How much has been done to explore other potential partners?
- How can potential partners who are currently distant, be brought closer if needed?
- How can UZIKWASA optimise the wealth of partners around it?
- How much is UZIKWASA benefiting from these partnerships?
- Did UZIKWASA choose these partners or did they choose UZIKWASA?



## 3. Risk management

The following section gives an overview of potential risks for the successful realization of UZIKWASA strategy 2014-2018, the risk level or likelihood of occurrence of such risks and possible measures for risk mitigation:

**1. Increasing demand for collaboration with community radios amongst multiple development partners offering capacity building in exchange for programme production responsive to their own strategic priorities may be a threat to UZIKWASA's own programme;**

*Risk level: Medium*

Mitigation measures:

- Maintain strong programmatic focus
- Careful selection of partnerships to ensure mutual benefit
- Ability to say "NO" to opportunities unaligned to the UZIKWASA programme

**2. Government may want to restrict UZIKWASA/Pangani FM operations if seen as threat.**

*Risk level: Low*

Mitigation measures:

- Adhere to principals of balanced, fair and evidence based journalism
- Support community to take ownership
- Actively build working relations with government representatives and engage them in community interventions
- Support District council with reflective leadership training for increased understanding and self-awareness
- Ensure UZIKWASA credibility as a role model for the community in ethical leadership
- Build strong network of partners and collaborators



- Work with donors and international collaborators that are respected by the government

### **3. Vulnerability to landlords of UZIKWASA office premises especially Pangani FM building**

*Risk level: Medium*

Mitigation measures:

- Acquire own buildings initially prioritizing the accommodation of the radio station

### **4. Development of Pangani learning site is hampered by low partner demand**

*Risk level: Medium*

Mitigation measures:

- Establish strategic partnerships
- Create strong visibility of UZIKWASA programme and training opportunities

### **5. Sudden cuts in donor funding due to global economic challenges and increasing competition for scarce resources**

*Risk level: Medium*

Mitigation measures:

- Diversify funding base including generation of own income and private sector support
- Establish effective and sustainable business plans, particularly for the radio station

## 4. Integrating process with impact tracking: Monitoring, Evaluation and Learning

Focus on participation, innovation and true reflection has informed the way that UZIKWASA monitors the impact of its work, reflecting its programme approach.

Recognizing the limitations of standard monitoring and evaluation approaches UZIKWASA's unique monitoring system comprises a range of innovative community-based, qualitative and quantitative tools including a community-based diary study, a Serial Participatory Action Research (SPAR) study, the collection of case studies reported to the team during community visits and most recently radio monitoring tools. Evaluation focuses on both process and impact monitoring.

Process monitoring enables UZIKWASA to track the implementation of planned activities and provides comprehensive documentation of the implementation process, including community response and feedback at regular intervals. Regular joint programme meetings facilitate critical reflection on the learning process, brings new insights and highlights emerging questions. The M&E team, supported by the program team, ensures that all these processes are captured, shared and analyzed and that appropriate programmatic action is taken when required. Regular stakeholder meetings and active involvement of all players within the District contribute to this process by providing continuous feedback for adaptation of intervention approaches. All tools combined ensure that turning points and shifts in community response are identified and addressed in a timely manner and high program relevance at any given time. For example, the "Banja Basi" communication campaign's primary focus was initially on empowering communities to speak up. After realizing this achievement, recognition that communities had begun to blame their leaders, the government and others for village problems rather than realising their own obligation to contribute to the solution for local development problems. This highlighted the need to adopt a more reflective approach to engage community members at a personal level and facilitate self-reflection for transformation.

Impact monitoring focuses on longitudinal tracking of trends in attitudes through community diaries, acknowledging that attitudinal changes precede behaviour change and



that social and community norms affect individual behaviour. The diary study was developed for regular completion by community members to capture the subtleties of impact that may not be captured otherwise. The benefits of recruiting 'insiders' as research collaborators have been identified elsewhere<sup>4</sup> and have also focused on the dynamics of social interactions<sup>5</sup> and identified the benefits of conversational journals as a means to capture the way that meaning is produced and reproduced in everyday life<sup>6</sup>. Since meaning is collective and dynamic and behaviour change can only be understood *in situ*, these journals provide a method for studying behaviour change in action.

The community diary study findings are triangulated with qualitative data from other sources such as case studies and with results from a Serial Participatory Action Research approach providing quantitative data to monitor impact. These activities involve diverse community groups of all ages. An additional data source is provided through community feedback to interactive radio programs through sms and call-ins and via focus group discussions with listener groups.

In addition to this comprehensive monitoring and learning package, UZIKWASA ensures high quality approaches through commissioning external evaluations at intervals of three to five years. These determine the extent to which set programme objectives have been achieved as well as the relevance of the intervention design and content to influence social dynamics and reflect changing community needs over the course of program implementation. Key lessons and recommendations from the intervention and monitoring approaches will determine their potential for replication in similar rural settings.

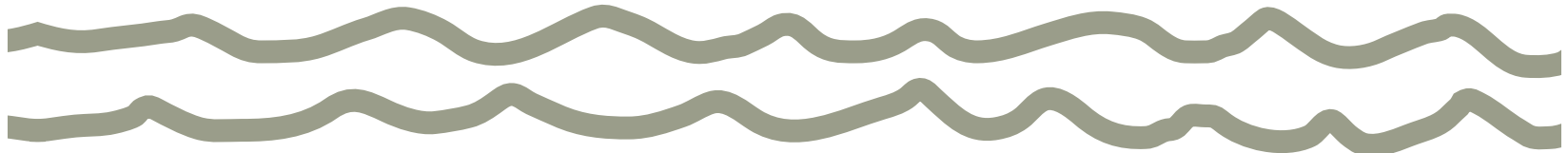
Finally, M&E for UZIKWASA is about learning; learning for themselves as development practitioners and for the people they work with. 'UZIKWASA will share its rich learning experiences with stakeholders including CSOs, District government and a wider circle of development partners through the publication of process, monitoring and research findings and through exploiting practical learning opportunities in the field. This learning defines both the organisation and its approach.

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4 see Price & Hawkins 2002

5 Fine 2003

6 see Watkins & Swidler



## 5. Summary indicative costs

### Strategic Plan Budget (2014 - 2018)

	Year 1	Year 2	Year 3	Year 4	Year 5	Total (TSH)	USD
<b>1 PROGRAM COSTS</b>							
A Reflective Learning and Planning	44,835,650	111,700,000	119,355,000	112,165,250	153,583,513	541,639,413	338,525
B Capacity Development and Awareness Raising	497,435,792	325,600,000	280,805,000	625,842,750	756,782,388	2,486,465,930	1,554,041
C Governance, Leadership and Organisational Development	43,495,200	55,000,000	37,775,000	55,358,750	67,551,688	259,180,638	161,988
D Sharing and Networking	13,675,000	34,000,000	31,000,000	30,000,000	21,000,000	129,675,000	81,047
Program Staff	253,502,800	349,850,000	383,062,500	458,735,625	480,592,406	1,925,743,331	1,203,590
	852,944,442	876,150,000	851,997,500	1,282,102,375	1,479,509,994	5,342,704,311	3,339,190
<b>2 OPERATIONS</b>							
Administrative and Support Staff	158,037,771	181,700,000	189,825,000	198,356,250	207,314,063	935,233,084	584,521
Running Costs	360,118,383	223,800,000	216,320,000	228,146,000	220,883,300	1,249,267,683	780,792
Equipment and Other Assets	11,750,000	251,100,000	25,500,000	34,500,000	25,500,000	348,350,000	217,719
	529,906,154	656,600,000	431,645,000	461,002,250	453,697,363	2,532,850,767	1,583,032
<b>TOTAL</b>	<b>1,382,850,596</b>	<b>1,532,750,000</b>	<b>1,283,642,500</b>	<b>1,743,104,625</b>	<b>1,933,207,356</b>	<b>7,875,555,077</b>	<b>4,922,222</b>

**Appendix 1:**

Participants Stakeholder Workshop - October 29, 2013,  
Pangani

S/N	NAME	FROM
1	Nina Kisando	<i>District Antiquities Officer Pangani</i>
2	Samwel M. Tukay	<i>H/W PANGANI</i>
3	Rogath R. Magodi	<i>OCD Pangani</i>
4	Leucadia Nyaki	<i>Roman Catholic Church</i>
5	Tabu Yahaya Aly	<i>Village Executive Officer Mzambarauni</i>
6	Ordination L. Lyandala	<i>Village Executive Officer Jaira</i>
7	Comfort Mshana	<i>Village Executive Officer Mwembeni</i>
8	Kham J. Nyika	<i>Pangani Police</i>
9	Shehoza Hassani	<i>Councilor Bushiri</i>
10	Omari Kibwanga	<i>Village Executive Officer Langoni</i>
11	Mwanahaji Mohamed	<i>Chairperson Kwakibuyu Village</i>
12	Lameck Yohana	<i>Village Executive Officer Mseko</i>
13	Saimoni Fema	<i>Village Executive Officer Mkwajuni</i>
14	Abeid A. Mohamed	<i>District Community Development Officer</i>
15	Selemani Ally Athumani	<i>Village Executive Officer Sange</i>
16	Tumwagile Nsule	<i>Police Gender and Children Desk</i>
17	Joseph Komba	<i>District Legal officer</i>
18	Martin Nekwa	<i>Integrity Coordinator Pangani</i>
19	Hafsa Mtasiwa	<i>District Commissioner Pangani</i>
20	Pilica S. Kasanda	<i>Acting District Administrative Secretary</i>
21	Mnyamis Akida	<i>Village Executive Officer Kigurusimba</i>
22	Daudi Mlahagwa	<i>District Environment Management Officer Pangani</i>
23	Hamisi Rashid	<i>District Sheikhe Bakwata</i>
24	Ngaromba Denis	<i>District Medical Officer</i>
25	Waziri Mohamed	<i>Acting District Human Resource Officer Pangani</i>
26	Ole Sepere Ngoilenya	<i>Pangani Hospital</i>
27	Joseph Peniel	UZIKWASA
28	Salvata Kalanga	UZIKWASA
29	Shainel Temu	UZIKWASA
30	Rehema Kilapilo	UZIKWASA
31	Novatus Urassa	UZIKWASA
32	Kamuhanda Method	UZIKWASA
33	Saumu Sakala	UZIKWASA
34	Pili Mlindwa	UZIKWASA
35	Raphael Wamjungu	UZIKWASA
36	Richard Katuma	UZIKWASA
37	Ibrahim Moleli	UZIKWASA
38	Abdulah Mfuruki	UZIKWASA
39	Hilda Marco	UZIKWASA

**Appendix 2:**

Participants Strategic Thinking Workshop, 13th November, 2013  
Mkoma Bay Pangani

	UZIKWASA team and members	
1	Vera Pieroth	<i>Executive Director</i>
2	Joseph Peniel	<i>M&amp;E Officer</i>
3	Abdullah Mfuruki	<i>Communications Program Manager</i>
4	Method Kamuhanda	<i>IT Manager</i>
5	Oscar Adios	<i>Accountant</i>
6	Mlule Emanuel	<i>Community outreach coordinator</i>
7	Mohamed Hammie	<i>Radio presenter</i>
8	Hilda Marco	<i>Accountant</i>
9	Novatus Urassa	<i>Program Manager HIV/AIDS, Gender and Transformative Leadership</i>
10	Rehema Kilapilo	<i>Administrator</i>
11	Raphael Wamjungu	<i>M&amp;E assistant</i>
12	Zainabu Yassini	<i>Radio presenter</i>
13	Sayuna Makassy	<i>Radio presenter</i>
14	Richard Katuma	<i>Radio editor</i>
15	Salvata Kalanga	<i>Gender coordinator</i>
16	Saumu Sakala	<i>Radio presenter</i>
17	Nickson Lutenda	<i>Community outreach coordinator</i>
18	Shainel Temu	<i>Driver</i>
19	Mary Rusimbi	<i>UZIKWASA Member</i>
20	Leonard Sekibaha	<i>UZIKWASA Member</i>
21	Frown Nyoni	<i>Board member</i>
22	Rashid Masimbi	<i>Chairperson UZIKWASA General Meeting</i>
23	Juma Ali Bakari	<i>UZIKWASA Member</i>
24	Victor Msinde	<i>UZIKWASA Member</i>
25	Patrick Sekhibaha	<i>UZIKWASA Member</i>
26	Teresa Yates	<i>Oxfam Tanzania</i>
27	Doreen Mwisigye	<i>EASUN Arusha</i>
28	Mosi Kisare	<i>EASUN Arusha</i>







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