



TANZANIA NETWORK OF WOMEN LIVING WITH HIV (TNW+)

STRATEGIC PLAN 2017/2018-2021/2022

Preface

Tanzania Network of Women Living with HIV (TNW+) is pleased to present its Strategic Plan for 2017/2018 –2021/2022. This plan sets our course for the next five years towards sensitization of the community to reduce the spread of HIV and create conducive environment for women living with HIV to live their lives happily and peaceful. The Strategic Plan for TNW+ 2017/2018 –2021/2022 provides the strategic direction towards reducing HIV&AIDS its associated effects. It identifies key issues affecting women and girls living with HIV and provides strategies to reinforce the vision and values of TNW+.

Our current vision is to envision a Tanzania where women and girls living with HIV can live free of gender oppression, realizing and claiming our full rights inclusive of sexual, reproductive, legal, social and economic rights. This vision is supported by our core values of Mutual Respect, Honest, Integrity and Confidentiality, Commitment, transparency, honest, accountability and self-determination.

The process of developing this strategic plan, started by having an intensive internal organizational analysis to identify TNW+ current position in terms of achievements and challenges. This was followed with stakeholders meetings whereby different individuals and organizations especially beneficiaries were contacted to get their inputs and feedback. All stakeholders’ workshops were convened under the assumption that, *every person is important and has a right to be heard and their opinion valued*. The process of developing this strategic plan have considered such questions as “where are we now?” and “where would we like to be in 5 years’ time?” in various areas of operation. We thought about our strengths and weaknesses and our current or potential opportunities and threats.

It is with no doubt that this Plan builds on our past achievements and clearly articulates our direction for the next five years. TNW+ looks forward to working in partnership with the community, government and other stakeholders who are directly or indirectly engaged in community sensitization against HIV.

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Joan Chamungu
TNW+ Executive Director

Executive summary

The TNW+ strives to understand and better serve women and girls living with HIV in their diversity and the community at large. Our successes hinge on our VISION, VALUES and our ACTIONS described here in our STRATEGIC PLAN. It is argued that;

“Vision without Action is merely a dream ...

Action without Vision is just passing time ...

Vision with Action can change the world.”

The basic building blocks of our organization include our dedication to our vision and Values; as well as our commitment to our members and the community through our actions as described in our Strategic Plan. The Strategic Plan for 2017/2018 – 2021/2022 of TNW+ has been prepared by putting into consideration different national initiatives including the current Third National Multi-Sectoral Strategic Framework for Mainland Tanzania 2013/14-17/18 (NMSF III) which recognizes that while the national average adult HIV prevalence rate has declined over the last ten years, HIV transmission rates among key populations, women, and in certain regions are not being adequately controlled. Also the government of Tanzania in NMSF III recognizes that the comprehensive needs of People Living with HIV (PLHIV) are often not being met; stigma and discrimination still prevail; and the coordination of the national response is not resulting in all necessary services being available to those who need them. It is with this in mind that the NMSF III aims towards the long term goals of elimination of new HIV infections, deaths from HIV, and HIV- associated stigma and discrimination.

It is in light of this reality, the developed TNW+ strategic plan 2017/2018 –2021/2022, aims at ensuring that Women and Girls living with HIV receive great attention, care and support in all their diversity through promoting their reproductive health rights, fighting against gender based violence in all its forms and against stigma and discrimination. Also the developed strategic plan also provides a room for building a strong network of women and girls living with HIV who are skilled and knowledgeable in all areas concerned their lives.

In realizing these intended objectives, this strategic plan is built on two major goals; advocacy and movement building. We believe that, with our everlasting desires and self-commitment as a network and in collaboration with other key stakeholders from inside and outside the country, we will realize our long living dream of a three zero as it has been the vision of our government.

ABBREVIATIONS AND ACRONYMS

AGM	Annual General Meeting
AIDS	Acquired Immunodeficiency Syndrome
AMWAVU	Akinamama Waishiona Virusivya UKIMWI na UKIMWI
ARV	Antiretroviral
AWITA	Association of AIDS Widows in Tanzania
CEO	Chief Executive Officer
HIPWA	HIV Positive Women in Action
IEC	Information, Education, Communication
KIWAUI	Kikundi cha Wanawake Waishio na virusi vya UKIMWI
NACP	National AIDS Control Programme
NGO	Non-Governmental Organization
NMSF	National Multisectoral Strategy Framework
PLHA	Person Living with HIV
SIWOLIHA	Singida Women Living with HIV
TACAIDS	Tanzania Commission for AIDS
TAWOLIHA	Tanzania Women Living with HIV and AIDS
TB	Tuberculosis
TWAFABA	Tanzania Women Action Fighters Against HIV/AIDS
TWED	Tanga Women Empowerment and Development
UNAIDS	United Nations Programme for AIDS
UNDP	United Nations Development Programme
USD	United States Dollar
VCT	Voluntary Counseling and Testing
WAWULU	Wanawake Wanaoishina Virusivya UKIMWI, Lushoto
WAYAWAVI	Wanawake na Yatima waishio na virusi vya UKIMWI
WHO	World Health Organization
YOWOFA	Young Women Fighting HIV/AIDS
WLHIV	Women Living with HIV

CHAPTER ONE

1.1 Introduction

Just like other women living with HIV in the world, Tanzanian women (in their diversity) living with HIV face a number of difficulty challenges. Despite a number of efforts and strategies invested by the government and other stakeholders to sensitize the community in order to combat the problem to women, statistics shows that the problem is still persisting. According to UNAIDS report of 2015, women in Tanzania are burdened with HIV whereby 780,000 women aged 15 and over are living with HIV. According to the 2011-12 Tanzania HIV/AIDS and Malaria Indicator Survey (THMIS), the most recent available, HIV prevalence for women was 6.2%, compared to 3.8% for men. Women aged 23-24 were also twice more likely to be living with HIV than men of the same age. HIV prevalence among women ranged from 1% among those aged 15-19 to 10% among women aged 45-49.

Among factors contributing to higher prevalence to women and girls are gender inequality and gender based violence. The National Response report (2012) asserts that, Tanzania Mainland is experiencing a generalized HIV epidemic; on the other hand the epidemic is much concentrated among the Key Population groups. HIV prevalence varies with age and sex, therefore increases with age for both women and men aged 15-49 years at all age cohorts. The most forms of gender based violence are physical, psychological, sexual and economic violence. The Tanzania Demographic and Health Survey (2010) revealed that 39% of women in the age 15-49 years have experienced physical violence at least once in their lives. There are also cultural practice that perpetuates high HIV prevalence and violence among women and girls.

Evidence suggests that key populations are at increased risk for HIV infection particularly among the injecting drug users (IDUs), men who have Sex with Men (MSM), and females sex workers (FSW). Several studies have found high rates of HIV infections among IDUs and female bar workers and female sex workers. For example, among Female Sex Workers in Dar es Salaam, HIV prevalence has been found to be as high as 31.4% (BSS 2010).

TNW+ through its strategic plan (2017/2018-2021/2022) appeals to all stakeholders, development partners, CSOs and the general Tanzania public to join hands in implementing interventions as proposed in this plan so as to create peaceful environment for everyone regardless of his/her, gender, sexual behaviors and health status.

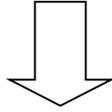
1.2 Background information and organization structure of TNW+

Tanzania Network of Women Living with HIV and AIDS (TNW+) is the first network in Tanzania which started its operations in Nov, 2014 with registration S.O.NO.13146. It is a network which was established and run by women living with HIV from four NGOs and 19 CBOs made up of marginalized women of all diversity.

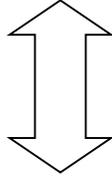
As a part of International Community of Women Living with HIV East Africa and Global, TNW+ stands as a voice of women which aims at helping marginalized women and girls who lives with HIV in all their diversity to enjoy their lives like any other human being. With the central focus in advocacy, capacity building, resources mobilization, treatment literacy, empowerment, HIV prevention and counseling to women and girls, TNW+ works in collaboration with the government through National Council of People Living with HIV (NACOPHA) and other local and international organization to realize its vision.

ORGANIZATION STRUCTURE

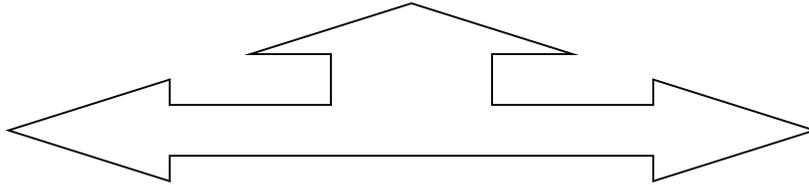
GENERAL ASSEMBLY



GOVERNING BOARD



SECRETARIAT

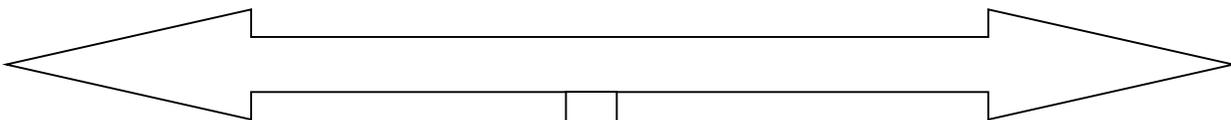


**Finance and
Administration**

**Program
and
Research**

**Monitoring
and
Monitoring**

**Advocacy
Networking
Coordination**



WLHIV NGOS, CBO and Supporting Groups, Allies

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Introduction

Based on the analysis of the TNW+ present capabilities and performance and the evaluation of the relevant strategic external environment, it has been possible to identify the major SWOTs (Strengths, Weaknesses, Opportunities and Threats), which must be considered by the plan for the period 2017/2018 to 2021/2022. It is through this analysis that this new strategic plan lays its foundation.

2.1 Achievements

Since its establishment, TNW+ has recorded a number of achievements which worth to be known as follows

- i. Establishment of 55 CBOs and 1 NGOs for marginalized women living with HIV in various part of Tanzania.
- ii. Developed TB/HIV IEC materials targeted women of all diversity at the grass root.
- iii. Involved fully on Parliamentarian Women Health program
- iv. Capacity building on SRHR for female sex workers and developing relevant IEC materials targeting female sex workers access to friendly health services and addressing stigma
- v. Participating on National and International forum
- vi. Meaningful involvement at policy making bodies such as TNCM, TACAIDS
- vii. Social skills building and educational intervention for WLHIV
- viii. Hosting Key population groups to advocate for domestic resources for Key population interventions.
- ix. Conduct Treatment literacy to 450 WLHIV under support from RFE Round 6.
- x. Engaging street Local authority – 230 HIV and AIDS Committee members from Kiwalani, Manzese and under funds from DFID/AMREF – Haki za wananchi Project
- xi. Nutrition Literacy to 30 primary beneficiaries And 1200 secondary beneficiaries from Iringa, Mufindi district, Mafinga under GF Round 8
- xii. Comprehensive HIV project in 7 district of Tabora Municipal, Sikonge, Urambo, Simiyu, Shinyanga rural and urban, Nzega and reached out 8000 PLHIV on Legal literacy, Out of school and in school HIV education to 1890 young women and boys.

- xiii. Empowering 40 WLHIV on Cervical Cancer Screening advocacy under UNAIDS/THPS Support and reached out 1200 WLHIV in Pwani, Mtwara, Singida, Ruvuma, Mpwapwa and Shinyanga.

2.2 SWOT Analysis

The SWOT analysis was undertaken to critically assess the Strengths and Weaknesses, Opportunities and Threats in respect of the internal and external environmental factors affecting the organization.

Table 2.1: SWOT Analysis

Internal environment	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> i. Strong leadership ii. A good number of active members from individual to organizational levels iii. Role models/Expert Patients exist among the community of WLHIV iv. Credibility with potential donors v. 	<ul style="list-style-type: none"> i. Lack of financial security ii. Inadequate working space iii. Lack of Expertise to run the organization iv. Insufficient knowledge on HIV and AIDS and its intervention among staff
External environment	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> i. Existing National structures to support the implementation of TNW+ strategic plan ii. Availability of national Bodies such as NACOPHA and TACAIDS iii. Willingness of experience CSOs to partner with less experience CSOs/Networks of WLHIV 	<ul style="list-style-type: none"> i. System support ii. Political instability iii. Government budgetary constraints

2.2 NEEDS AND EXPECTATIONS OF STAKEHOLDERS

As stated earlier the development of this strategic plan take into consideration the need for all key stakeholders to be involved and give out their views and suggestions as they are in one or the other affected by the activities performed by TNW+.

Name of stakeholder	Expectations	Priority	Potential impact if not meeting expectations
Women and girls living with HIV (SIWOLIHA TAWOLIHA TWAFABA TWED WAWULU)	<ul style="list-style-type: none"> i. Increased access to health and care services ii. Increased access to reproductive health and related services iii. Reduction of stigma and discrimination among women living with HIV iv. Reduction of gender based violence 	High	<ul style="list-style-type: none"> i. Increased hardships among women and girls living with HIV, early deaths and humiliations ii. Increased marginalization and suffering of women and girls living with HIV iii. Increased women living with HIV engaged on risky behavior as a means of earning income for family
Community	<ul style="list-style-type: none"> i. Reduction of the new HIV infections to the community 	High	Increased new infections
The government	<ul style="list-style-type: none"> i. Proportion of eligible PLHIV on care and treatment increased and sustained. ii. Increased access and quality of HIV Testing and Counseling iii. Elimination of Mother to Child Transmission iv. Increased male and female condom use by men and women during risky sex. v. Elimination of blood borne transmission of HIV 	High	<ul style="list-style-type: none"> i. Increased number of new HIV infections ii. Poor access to quality HIV services and testing

CHAPTER THREE

VISION, MISSION, VALUES, PRINCIPLES AND GOALS

3.1 Vision of TNW+

In the next five years, TNW+ is led by the following vision;

The vision of TNW+ is to envision a Tanzania where women and girls living with HIV can live free of gender oppression, realizing and claiming our full rights inclusive of sexual, reproductive, legal, social and economic rights.

3.2 Mission of TNW+

The Mission of TNW+ states that;

We are the network of women which leads the efforts in securing and improving the quality of life of women and girls living with HIV through mobilizing, organizing, advocating, mentoring and raising consciousness on the issues that directly affects our lives

3.3 Core Values

As a part of global network of women living with HIV, TNW+ upholds the core values of ICW global

- i. Mutual Respect, Honest, Integrity and Confidentiality:** As a network of women living with HIV throughout the country, TNW+ is based on the mutual respect, honesty and integrity of its members, as well as on the assurance of confidentiality.
- ii. Commitment to advocacy:** Ensuring that women living with HIV have a voice and meaningful participation in relevant decision and policy-making bodies on issues important to our lives.
- iii. Accountability:** TNW+ and its policies should aim to be for the benefit of all members regardless of culture, age, religion, sexuality, social or economic status/class and race. TNW+ must be accountable to our members for our actions, use of funds, and for fulfilling any of our legal obligations.
- iv. Self-determination:** TNW+ values the transformative power of women living with HIV self-determined lives. Such action is essential to attainment of all of our human rights.

We value peer support and mentoring as ways to enable our peers to become more self-determined in their lives.

- v. **Diversity:** inclusive of all irrespective of gender, tribe and race
- vi. **Integrity:** Our actions are consistent with our mission. We are honest and transparent in what we do and say, and accept responsibility for our collective and individual actions.
- vii. **Commitment:** We work together effectively to serve the larger community
- viii. **Excellence:** We constantly challenge ourselves to the highest levels of learning and performance to achieve greater impact.

3.4 TNW+ Standards and Principles

TNW+ follows a set of Principles in all its interventions. These principles are aligned with those of many National and international CSOs:

- Promote empowerment
- Partnership
- Gender Equality
- Social Transformation
- Ensure accountability and promote responsibility
- Address Stigma and discrimination
- Transformative leadership
- Seek sustainable results

We are the network of women which leads the efforts in securing and improving the quality of life of women and girls living with HIV through mobilizing, organizing, advocating, mentoring and raising consciousness on the issues that directly affects our lives

3.5 TNW+ STRATEGIC GOALS

In realizing the stated vision and mission for the 2017-2021 strategic plan, TNW+ has set two important goals

Advocacy: *To improve the lives of women and girls living with HIV in Tanzania by paying attention to specific issues, resources mobilization and a policy and legal environment that respects and promote women rights. In this area of advocacy, TNW+ is prepared to focus in the following areas*

- i. Sexual and reproductive health and rights
- ii. Violence against girls and women living with HIV and AIDS
- iii. Stigma against girls, women and the key population living with HIV and AIDS
- iv. Access to safe and equitable treatment, care and support
- v. Increase the access to cervical cancer diagnosis, treatment and care for WLHIV in Tanzania

Movement building: *To develop a strong network with effective leadership that represents women and girls living with HIV in Tanzania. In the next five years the focus will be on*

- i. Developing and strengthening TNW+ membership organizations
- ii. Developing a cadre of strong leaders among girls and women living with HIV and AIDS

CHAPTER FOUR
OBJECTIVES, STRATEGIES, TARGETS & INDICATORS

4.1 **OBJECTIVE A:** To advocate for sexual and reproductive health rights for women and girls in their diversity living with and affected by HIV

STRATEGY	TARGETS	COSTS IN TSH '000	INDICATORS
Counseling and educating women and girls living with HIV on their reproductive health and rights	5000 girls and women counseled and educated by June 2022	15000	5000 girls and women counseled and educated
Promote access to Sexual and reproductive health services	Improved access to sexual and reproductive health services among girls and women living with HIV by June 2022	2000	Available care and treatment centers close to women at all levels
Promote men involvement in Sexual reproductive health services	3000 men educated on their need to participate in reproductive health of their women by June 2022	10000	3000 men educated

4.2 OBJECTIVE B: To fight and reduce violence against girls and women living with HIV and AIDS

STRATEGY	TARGETS	PROPOSED ACTIVITIES	COSTS IN TSH '000	INDICATORS
Advocate for gender equality and respect for human rights of women and girls living with or affected by HIV and AIDS	5000 women and girls educated on their rights and position the community by June 2022	-Education, training and awareness campaigns	40000	-5000 women and girls educated
	5000 men and boys educated on the need of respecting and protecting women and girls rights by June 2022	-Education, training and awareness campaigns		-5000 men and boys educated
Promote the prevention of Gender based violence including intimate partners violence and violence against children	Advocating for changes in existing laws and policies to provide sever punishments to the criminals by June 2022	- Policy and legal reviews -education, training and awareness campaigns	2000	-policy review changes -law(s) changed/ amended
Documenting and reporting gender based violence for public awareness and stoppage	-100 cases of gender based violence to girls and women documented and reported by June 2022	-research activities -launching media campaigns	10000	-100 cases of gender based violence documented and reported

4.3 OBJECTIVE C: To eradicate stigma among and against girls and women in their diversity living with HIV and AIDS

STRATEGY	TARGETS	PROPOSED ACTIVITIES	COSTS IN TSH '000	INDICATORS
Sensitize girls and women in their diversity to value themselves and build confidence	5000 women and girls sensitized on their values and importance in the community by June 2022	-Education, training and awareness raising campaigns	20000	5000 women and girls sensitized
Sensitize the community in general to eradicate stigma to girls and women living with HIV in their communities	20 communities reached and sensitized on stigma and its effects to girls and women living with HIV by June 2022	-Education, training, and media awareness campaigns	20000	20 communities reached and sensitized
Sensitize health care providers on stigma and discrimination in all its forms to WLHIV	200 health care providers reached and sensitized on stigma and discrimination in all its forms to WLHIV by June 2022	Education, training and awareness campaigns	35000	200 health care providers reached and sensitized

4.4 OBJECTIVE D: To ensure that women and girls living with HIV have access to safe and equitable treatment, care and support

STRATEGY	TARGETS	PROPOSED ACTIVITIES	COSTS IN TSH '000	INDICATORS
Increase number of women and girls living with HIV who attend care treatment centers	A good number of women and girls tested with HIV attend care and treatment centers by June 2022	-education and awareness raising campaigns	20000	A good number of women and girls tested with HIV registered in care treatment centers
Advocate the use of all dispensaries and health centers in providing care, ARV to all PLHIV including WLHIV	All health dispensaries and health centers used for providing care, ARV to all PLHIV including WLHIV by June 2022	Policy review and advocating for changes	2000	A policy reviewed and changed
Ensure that national guidelines for treatment, care and support are evidence based and take into account the specific needs and different needs of WLHIV	All guidelines for treatments, care and support are reviewed	Policy and guideline review	3000	Guideline and policy reviewed and changed

4.5 OBJECTIVE E: To increase the access to Cervical Cancer Screening, treatment and care for WLHIV in Tanzania

STRATEGY	TARGETS	PROPOSED ACTIVITIES	COSTS IN TSH '000	INDICATORS
Increase number of girls and WLHIV who receive cervical cancer screening services and treatment	20000 women and girls received cervical cancer test	-education and media awareness campaigns	500000	-20000 women and girls living with HIV tested and treated
Ensure cancer diagnosis and treatment services are available in all regions	Advocate for government budgetary increase in cervical cancer diagnosis and treatments	-Budgetary review and Advocacy to respective authorities	2000	-Significant annual budgetary increase

4.6 OBJECTIVE F: To develop and strengthening TNW+ membership organizations

STRATEGY	TARGETS	PROPOSED ACTIVITIES	COSTS IN TSH '000	INDICATORS
Implement an effective external communications strategy through traditional, social and online media to increase the visibility of WLHIV	Make TNW+ visible and known all over Tanzania and outside the country	-Engage in active activities HIV and AIDS related at national and international levels through media campaigns -Printing and distributing (selling) T-shirts, calendar, key holders and cap with TNW+ logo etc.	45000	-number of HIV and AIDS activities participated by TNW+ at national and international levels - Number of printed and distributed (sold) T-shirts, calendar, key holders and cap
Retain TNW+ registered members and recruit new members	-Increase cooperation and support to existing members -Recruit new members	-Sensitization and awareness campaigns - Prepare workshops and get together gatherings for existing members and new members to learn and share experiences	20000	-Retention of existing members -number of new registered members -number of workshops and get together gatherings conducted

OBJECTIVE G: To develop a cadre of strong leaders among girls and women living with HIV and AIDS

STRATEGY	TARGETS	PROPOSED	COSTS IN TSH '000	INDICATORS
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		ACTIVITIES		
Capacity building to Community based organizations and networks of Women and girls living with HIV	-Provide training on leadership, project management, financial management and monitoring and evaluation -Training TNW+ staff on Advocacy and lobbying, and organizational development	-Training -Workshops	45000	-number of WLHIV trained into various courses

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 Introduction

Monitoring and Evaluation (M&E) of the TNW+ Strategic Plan is designed to ensure effective and efficient implementation of the plan as well as sustainability of the intended impacts. The M&E system is instituted as a review mechanism to monitor the implementation progress and assess outcomes compared to the vision and objectives.

While, monitoring refers to the tracking of the progress of implementation of the Strategic Plan evaluation, on the other hand, is a critical and objective appraisal of the overall Strategic Planning Process of TNW+ in the form of specific milestones of achievement. This chapter describes the adopted Monitoring and Evaluation System for the TNW+ strategic planning process and activities.

5.2 Monitoring

Monitoring of the TNW+ Strategic Plan will be the overall responsibility of the network management team. The Director shall appoint a responsible officer who will be behind the implementation of the plans on the day-to-day basis. The officer responsible for the plan implementation shall:

- i. Prepare and issue monitoring and reporting guidelines to all staff who will be involved in the implementation and the audit exercise. Specifically, a data collection instrument will need to be prepared.
- ii. Disseminate (to lower and higher levels) relevant information received and collected from stakeholders. This information will mainly be on the external impacts and context/external environment. Organize management meetings for presentation of quarterly implementation reports.

a. Methodology

Monitoring will be instituted immediately after starting the implementation of the Strategic Plan. Three major methods will be used by the Secretariat:

- i. Preparation of detailed budgets and annual work plans showing quarterly targets and reporting the extent to which the accomplishment of the work plan are being met using the format given; refer Appendix i & ii

- ii. Physical observations and interviews/discussions between the Secretariat and the various stakeholders.
- iii. Regular inspection of the development projects by the TNW+ Management on implementation and management.

b. Reporting

Monitoring reports will comprise of:

- i. A narrative Strategic Plan implementation report plus a summary table prepared once every six months using the format given; refer appendix i & ii
- ii. Contents of the narrative report will include but not be limited to:
 - The approved Strategic Objectives and their target indicators,
 - Approved strategies, activities and outputs related to the strategic objectives,
 - Achievements in terms of outputs, the deviations in the planned activities and outputs.
 - Achievements should reflect both the qualitative and quantitative achievements,
 - Constraints in the implementation of the strategic plan and any internal and external factors which affected implementation,
 - Proposed remedial actions and the way forward for solving the problems faced indicating clearly the planned activities to be carried out in the next period (six months, and one year depending on the nature of the report).

There will be two six monthly reports per annum; one covering the period from July to December and the other for January to June. However, when reporting on implementation of the January to June report, the reporting unit will also reports the whole year's achievements as well as what activities have been planned for the next financial year.

The reports from the Secretariat shall include but not be limited to the following;

- i. Quarterly, Six monthly and annual reports on the implementation and achievements of the network Strategic Plan,
- ii. Physical observations and interviews included as part of the annual reports, and

- iii. Summary of the major recommendations for improving the rolling of the Strategic Plan, preparing annual operating plan for the subsequent year and the implementation and monitoring process in the subsequent year.

5.3 Evaluation

5.3.1 Types and Aspects of Evaluation

There will be two types of evaluations of the Strategic Plan implementation at TNW+. Every year using internal evaluators and another once in the mid-term use an external evaluation team working with an internal evaluator. Prior to coming of the external evaluators the internal evaluators will have to give their opinion on the progress of implementation of the strategic plan, the basis for which the external evaluators would wish to validate. Towards the end of the five years' period, a final evaluation shall be undertaken using an external evaluator.

5.3.2 Terms of Reference (ToR) for external evaluators

With this regard, TNW+ shall prepare clear and comprehensive terms of reference to guide the evaluation process. The ToRs for the evaluations shall cover but not be limited to:

- i. Subject of the evaluation
- ii. Methodology to be adopted: data collection procedures, sampling procedures, indicators to be used, basis for comparisons, etc.
- iii. Analysis of the field findings
- iv. Evaluation of the achievements
- v. Feeding back of evaluation finding

Both the internal and external evaluators will have the mandate to decide on other additional issues to be included or evaluated and agree with the TNW+ management in advance. This will be agreed at the first de-briefing meeting between the TNW+ management and the evaluators. Selecting the appropriate evaluators will consider relevant technical skills, evaluation skills and experience in similar organizations/assignments. Both the internal evaluation team and External Evaluation team shall be approved by TWW+ management. The evaluation reports will be discussed quarterly TNW+ Management team meetings. The recommendations adopted will be implemented and included in the rolled over Strategic Plan

