

STRATEGIC PLAN
OF
TUNA WOMEN DEVELOPMENT PROGRAMME
(TUWODEP)
2022-2026



MARCH 2022

1.0 ASSESSMENT

1.1 Environmental Scan

The environmental scan presents an opportunity to determine the environmental issues confronting the organisation and its operational areas. It enables us to identify the community and group we are working with. Since its inception in 1995, TUWODEP worked with TAAP on a project called ALAFIA and worked with OXFAM as well. TUWODEP has evolved into a strong local organisation that is promoting the welfare and improved livelihood of communities in the areas of operations within the Sawla-Tuna-Kalba District.

1.2 Background Information

TUWODEP is a local non-profit, non-religious and an equal opportunity non-governmental organisation. It is legally registered with the Registrar Generals Department. The idea of TUWODEP was generated some fourteen years (1995) ago when a group of professionals with the Catholic Archdiocese of Tamale came together to help liberate the civic and economic woes of the rural women in the Sawla-Tuna-Kalba, District of the Northern Region of Ghana. It has been operating effectively, assisting varied women groups since its formation till date.

1.3 Situational Analysis

Based on a situational analysis carried out, the following have been identified as developmental issues;

1. Inadequate Agriculture Technology for women farmers
2. Infertile lands
3. Inability for women to own fertile land

1.4 SWOT ANALYSIS

i. Strengths

TUWODEP key strengths include;

- The organisation demonstrates ability to provide high quality, necessary services, which help women groups and their children live a full life in the community.
- Increased excellence and productivity. TUWODEP has increased in terms of its mandate, staff and its groups members financial resources. It has expanded its programmes and activities to new areas.
- TUWODEP has become more aware of other players and has developed collaboration and partnerships to mitigate conflict circumstances. This has increased TUWODEP knowledge and awareness about peace building processes.
- Increased participation and networking capacities where TUWODEP has been called upon to different fora and activities and this has strengthened its ability to facilitate better networking opportunities.
- TUWODEP Staff is committed, empowered and the services and programs offered are monitored for quality. Good collaboration with local government.
- TUWODEP has an excellent reputation and is looked to by all stakeholders.

- TUWODEP have also operated for long with credible groups

ii. Weaknesses

The following are the weaknesses that TUWODEP will seek to surmount during the period of the strategic plan

- Limited finance resources that inhibit rapid response to challenges in the community.
- Need to increase staff skills capacity and staff strength.
- Need to improve office equipment like computers, printers, internet networking etc.
- Need for 2 additional motorbikes
- Need to improve electronic and hard copy documentation.

iii. Opportunity

Solicit donor support, capacity building of TUWODEP Staff and members, human resources availability, socialization and unity amongst group members, access to land for farming.

iv. Threats

Inadequate financial and human resources personnel, conflict, attrition rates of staff, low commitments among group members.

2.0 BASELINE

2.1 Situation-PPF

TUWODEP initially was working with 15 women groups in 15 communities from 2015 to 2019, but now is working with 25 groups in 25 communities from 2019 to 2021. TUWODEP intends to increase the number of groups to 40 groups from 2022 to 2026.

The name of the organization should now be known and called **Tuna Women Development Association (TUWODA)**.

2.3 Significant Issues

- Income Generation
- Agricultural / Food Security
- Micro-Credit Facility
- Advocacy
- Basic education
- Health Education
- Capacity Building
- Environmental Conservation
- Women Empowerment
- Livelihoods
- Partnerships, networking & collaboration.

2.4 Alight/ Fit Capabilities

TUWODEP has a 7-member Board of Directors with 3 permanent technical staff and 40 formidable women groups.

2.5 Gap Analysis/Needs Plan

- Lack of financial officer/Accountant.
- Lack of Gender Desk Officer.
- Lack of Technical Specialist
- Lack of Community liaison officer

3.0 COMPONENTS

3.1 Vision

All rural women and men are self-reliant and are actively involved in the development of their communities and district.

3.2 Mission

TUWODEP works in collaboration with development partners and donors to empower women especially the vulnerable so that they will be able to increase their economic fortunes, improve food and nutrition, reproductive health, and ensure the civic and human rights of women and children are protected while encouraging active citizens participation in development planning, implementation and management at district and community levels.

3.4 Values/ Guiding Principles

i. Self-Determination:

Empowerment of women to understand their value in society and can demand their right to own property, access quality healthcare, live in a violence free environment and contribute their perspectives to the peace table.

ii. Empowerment:

Providing economic resources to women to increase the livelihood now and for the next generation. Programs like micro lending and the Community Integrated Farming Initiatives provide the resources women need to access formal markets and thrive in the process. By providing resources to women, we shall be helping women transit into a macroeconomic level and achieve ownership of their own labour, inputs and profits.

iii. Partnership:

We believe that working in partnership is central to effective economic, social, and organizational development.

4.0 OPERATIONAL LOCATION

The operational area of TUWODEP is the Sawla-Tuna-Kalba District of the Northern Region. It shares boundaries with Upper West Region to the north, Bole district to the South, West Gonja District to the East and La Cote d'Ivoire in the West.

It is part of the savannah woodlands of the northern Ghana, characterized by sparse vegetation, low, erratic and unreliable rainfall with two distinct seasons, dry (November to April) and rainy (May to October).

The greater number of the people in this area earned their livelihood through subsistence agriculture which is mainly rain fed. This accounts for the reason why people have to depend on alternative sources of livelihood.

In the social-political content, the area is inhabited by many ethnic groups that co-exist together. The major groups are Gonja, Brifor, Vagla, Dagaaba/Waala and Safaliba.

5.0 TACTICAL/PLAN OPERATIONAL STRATEGIES

The management of TUWODEP will provide overall strategic guidance and supervise the implementation of annual operational plans and budgets that will be taken out of this strategic plan. Focus will be placed on the implementation of the activities to achieve the laid-out milestones;

1. Staff meeting to discuss about the project
2. Meeting with board members to brief them about the project
4. Meeting with the Association members and stakeholders
5. Implementation

6.0 KEY OBJECTIVES

- Empower 40 women groups with skills on advocacy and lobby by 2026 in the Sawla-Tuna-Kalba District.
- Build 40 women groups capacities in agriculture production and value chain addition
- Enhance families nutrition

7.0 SPECIFICS OBJECTIVES

i. Activities (Outcomes Measurement)

- 200 women capacity build to advocate and demand the right to sustainable development in the district
- 200 women trained on improve agriculture production (maize, groundnuts etc.)
- 200 women provided with agriculture extension services
- 200 women trained on nutrition.
- Trained 200 women on Agricultural and Forestry and its potentials.

- 200 women trained on reproductive health.

ii. Target/standards of performance

- **200** women capacity built to advocate and demand the right to sustainable development in the district.
- **200** women trained on improve agriculture production (maize, groundnuts etc.).
- **200** women provided with agriculture extension services.
- **200** women trained on nutrition.
- Trained **200** women on Agricultural and Forestry and its potentials.
- **200** women trained on reproductive health.

Action Plan for the strategic plan preparation

Action	Timeline	Responsibility
Position organization for strategic opportunities	January – June, 2022	Management & Board members
Identify potential funding agencies in line with the organization's priorities for possible partnership	January – December, 2022	Management
Develop annual and quarterly work plans to direct project implementation	March, 2022	Project Manager & Management
Establish/create new women groups	April – September, 2022	Project Team
Organize debrief and consultative sessions with relevant stakeholders	Bi-annually	Project Team
Liaise and effectively collaborate with development partners, organizations, institutions and donor in-and-out of the District for knowledge sharing to enhance staff and organizational capacity building	January – December, 2022	Project Manager & Management

Table 1; Source: TUWODEP Construction (2022)

8.0 MONITORING AND EVALUATION (M&E) PLANNING

An effective M&E framework will be developed to guide the operations of the organisation. The focus will be placed on developing a robust M&E system that considers all the necessary processes geared towards achieving the organisation's outcomes. Also embedded will be the introduction of manual and digital M&E tools for data capturing, evidence generation and continuous learning moving forward.

M&E PLAN

OBJECTIVES	ACTIVITIES	OUTPUT	OUTCOME	MEANS OF VERIFICATION	DATA COLLECTION	REPORTING TIMELINES
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					AND ANALYSIS	
1.To provide 200 Women with Training on how to access resource's from DA and other sources to support women and to participate in local government by 2026	Provide negotiation skills, lobby skills and demand the right to sustainable development.	200 women capacity build in advocacy develop	Increase their yields of rural women.	Attendance list, Report, pictures	Quarterly data collection Qualitative and quantitative data analysis	Quarterly within a year
2. To do Trainer of Trainers for 3 Agriculture staff yearly	Development of train guide. Training	3 staff trained	Improve agriculture extension services to rural women to increase their yields.	Attendance list, Report, pictures	Quarterly data collection. Qualitative and quantitative data analysis	Quarterly within a year
3.To Increase the knowledge of 100 women in improve farming or Agriculture Yearly	Preparation of training for 100 women 100 women trained on improve agriculture production (maize, groundnuts etc.	100 women train on improve Agriculture practices	experimental farms establish for by the women	Attendance list, Report, pictures. Supervision and monitoring visits reports.	Quarterly data collection Qualitative and quantitative data analysis	Quarterly within a year

4. train 100 women in Forestry and farm management over the entire year 2026	Develop training materials by specialist Recruit specialist from District Assembly and Forestry commission	100 women train on forest and farm management	Establish 10 afforestation program and demonstration fields	Attendance list, Report, pictures. Supervision and monitoring visits reports.	Quarterly data collection Qualitative and quantitative data analysis	Quarterly within a year
5. increase women knowledge and skills for 100 women in the use on nutritional balance diet by the year 2026	Recruit specialist , do practical demonstration and organize food fair	100 women knowledge on nutrition enhance	Improve maternal and child health by 20% yearly	Attendance list, Report, pictures. Supervision and monitoring visits reports.	Quarterly data collection Qualitative and quantitative data analysis	Quarterly within a year

Table 2: Source: TUWODEP (2022)

9.0 ORGANIZATION LEARNING AND DEVELOPMENT PLAN

The organization and individual staff learning and development assessment was used to guide the development of this plan.

S/N	ORG. LEARNING AND DEVT NEED AREAS	HOW TO ACHIEVE ORG. L&D NEEDS AND DURATION	OFFICERS/STAFF TO PARTICIPATE	EXPECTED OUTCOMES	BUDGET IN GHANA CEDIS	RESPONSIBLE PERSON
1	Enhanced project planning, implementation and management skills of staff and the Association members	Through training. Once every 2 years	All staff and Association members	Knowledge and skills gained in project planning, implementation, management and review	10,000.00	Programme Manager
2	Enhanced project financial management of staff and partners/stakeholders\ Association members	Through training. Once every 2 years	All staff and key leaders of stakeholder and groups members	Knowledge and skills gained in project in project financial planning and management.	20,000.00	Programme Manager

3	Enhanced skills in conflict management and resolution and communication skills for both staff and Association members	Through training. Once every 2 years	All staff and key leaders of stakeholder and groups members	Knowledge and skills gained in conflict management and resolution and communication skills.	20,000.00	Programme Manager
4.	And other skills that may be required for both staff and Association members	Through training. Once every 2 years	All staff and key leaders of stakeholder and groups members	And other skills that may be required.	10,000.00	Programme Manager
	Total				60,000.00	

Table 3: Source: TUWODEP Construction (2022)

10.0 HUMAN RESOURCE DEVELOPMENT AND SUCCESSION PLAN

1. Analysed Objective

TUWODEP is a women-based Association that is in the development of women in the Sawla-Tuna- Kalba District who are into agricultural production and afforestation, processing, advocacy on negotiation and lobby, and Training.

2. Inventory Current Human Resource

Currently, TUWODEP has 3 permanent staff made up of a Project Manager, a Monitoring and Evaluation Officer and a Field Staff. These are the personnel engaged and actively working for TUWODEP.

3. Forecast Demand

- Gender Desk Officer
- Agricultural Extension Staff
- Financial Officer/Accountant
- Technical Specialist
- ICT Specialist
- Community Liaison Officer

1. We need a Gender Desk Officer who will be able to document and respond to women issues from a Gender perspective owing to the person's background in Gender, at least someone with a Diploma in Gender.
2. We need an Agricultural Extension Staff to take care of Agricultural issues with a background of a Diploma in Agriculture.
3. We need someone with skills development expertise or a Technical Specialist to train the women in the various skills required. For example; Skills in entrepreneurship, mentoring, packaging and value addition.
4. We need someone with expertise in ICT to handle ICT related issues (both hard and soft wares) and enhance documentation.

5. We also need person with a financial background to prudently manage and structure the organisations and Associations finances.
6. We need one officer as a **Community Liaison Officer** to assist in communities' mobilization of Association members and support the other staff in undertaking their duties.

4. Estimated Gaps

- Gender Desk Officer
- Agricultural Extension Staff
- Financial Officer/Accountant
- Technical Specialist
- ICT Specialist
- Community Liaison Officer

5. Training for knowledge and skills management

- The organization needs a Technical Specialist with professional knowledge and skills to build the capacity of our Association members and staff.

6. Recruitment , and succession

- Recruit shall be done to all vacant positions following the following steps (Designing job description, advertising position, notice for interview, interview, signing of contract)
- Contract period shall be one year renewable for all positions except the Programs manager whose tenure shall be three years renewable.
- In the absence of the programme Manager, the Board shall appoint any officer in the next of command to act until he/she returns or is replaced through competitive recruitment process.
- In the absent of any officer below the Programme Manager rank , the Programme Manager shall appoint any officer in same rank level to act until he /she returns or is replaced through competitive process of recruitment.
- Sponsor employees yearly for a one (1) month capacity enhancing course in Ghana and or abroad.
- Staff shall be allowed to participate in workshops, work-related events and programmes.

6i. SUCCESSION PLAN

POSITION (TITLE)	PROGRAMME MANAGER	TECHNICAL SPECIALIST	PROJECT OFFICER (GENDER)	FINANCE OFFICER	AGRICULTURE EXTENSION OFFICER	COMMUNITY LIAISON OFFICER
Current employee in position	Person A	Person B	Person C	Person D	Person E	Person F
Project number of years to retirement	14	20	20	25	30	32
Urgency to replace on retirement or other	5	5	4	4	3	3

reasons (1-4) 1-low, 5- highest						
Name of potential candidate ready now	Mr. N.S (person B)	To be recruited	To be recruited	To be recruited	To be recruited	To be recruited
Name potential candidate ready 1-3years	Person B	Person C	Person E	To be recruited	To be recruited	To be recruited
Name potential candidate ready in 5years plus	Person C or Person E Or D	Person C or E	Person E or F	Person E or F	Person E or F	To be recruited

Table 4: Source: TUWODEP Construction (2022)

7. Disciplinary actions/dismissal of staff

- Any staff who is found to criminally liable by any Court shall be demised
- Dishonesty/stealing and using the organization for private profit
- Sexual assault/harassments

8. Grievance procedure.

- The board of Directors shall serve as the grievance committee to determine any grievance brought to it for action including reports of dishonesty and using the organization for private profit, sexual assault/harassments and others for investigation and action.

9. Salary, Allowances, Motivation and Incentives.

- Staff shall be paid competitive salary with social Security benefits
- Allowance shall also be paid as determined by management yearly.
- End of year bonus shall be paid to staff in December yearly to be determined by the Board subject to financial resources availability
- Paid annual leave shall be mandatory for all staff.
- Staff will be awarded yearly as a source of motivation based of yearly performance review assessment.

10. Staff Performance Assessment.

- Management shall design and use standardised form for all staff performance appraisal.
- Programme Manger shall perform all staff assessment for all officers below his rank.
- The Board of Directors shall also assess the Programme Manager's performance
- Any officer who grade C and above shall be entitled to 30% salary increase as bonus for a month.

11. Monitor Control and feedback

Management of TUWODEP will have oversight responsibility on activities geared towards improving the wellbeing of women. Strategic decisions on checks and balances of the organization to ensure a seamless process will be led by the management team with the support of the Board of Directors. The organization as part of its restructuring will put in place systems to effectively monitor processes, control adversities and share feedback that aids in strengthening operations.

Below is an organogram and communication channels as well as the feedback mechanism inherent within TUWODEP.

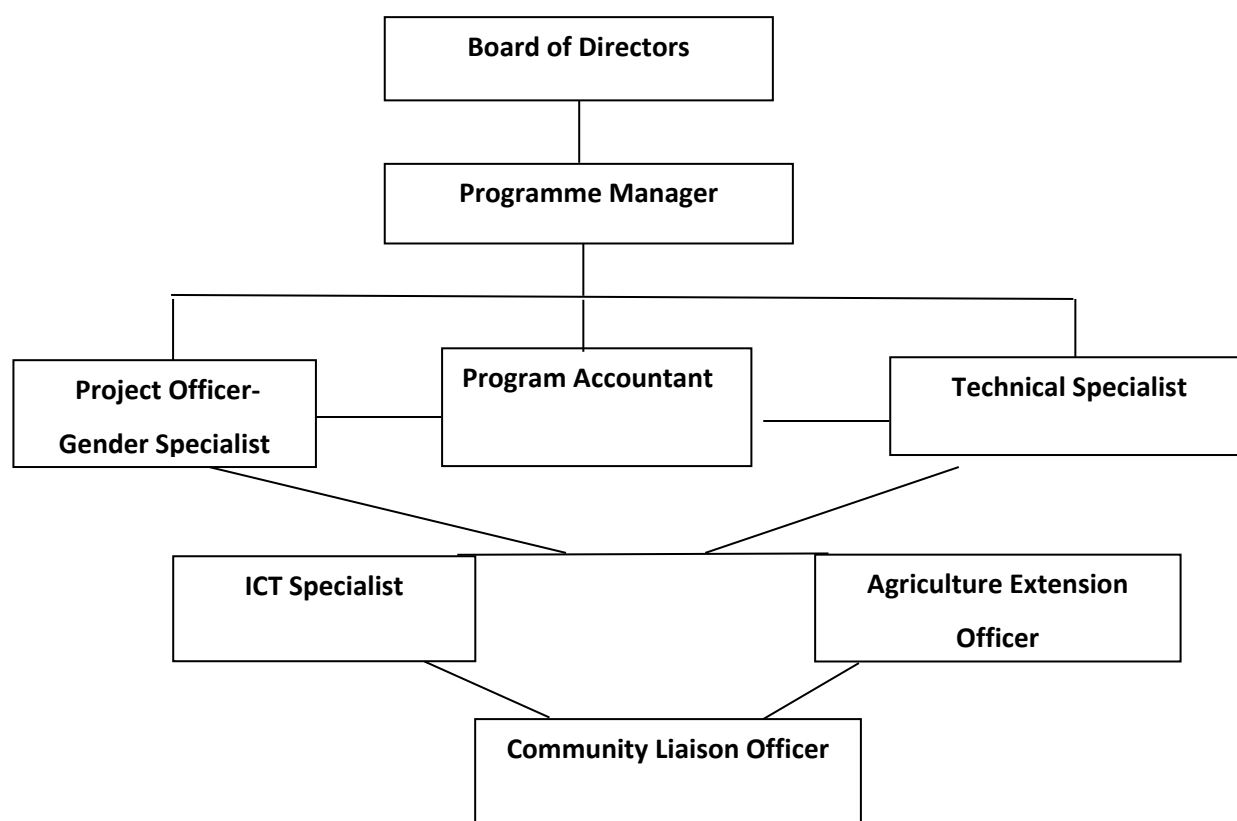


Figure: 1. **Organogram:** Source: TUWODEP Construction (2022)

11.0 FINANCIAL PLAN

1. Sources of funds

The sources of funding for TUWODEP shall be from:

- Donors
- Bilateral/Multi-Lateral Organizations/Agencies/Institutions
- Dues/VSLA
- Partnerships
- Government Ministries/Institutions/Agencies/Departments.
- Communities/Association members

2. Financial management and controls

All finances shall be managed well with checks and controls in place for expenditure and budget retirement. The Chairperson of the Board, Programme Manager and Finance Officer shall be signatories to all project bank accounts. The Programme Manger shall be the spending and approving officer for total amount less than 50,000.00 Cedis daily. All amounts above 50,000.00 Cedis daily shall be approved by the Board Chairperson.

3. Audited Accounts

The Board shall appoint an auditor through competitive bidding to audit all accounts of the organization yearly. The board shall be the committee responsible for the implementation of all audit queries.

4. BUDGET PROJECTIONS								
		YEARLY TOTAL BUDGET IN GHANA CEDIS						
S/N	AREA	2022	2023	2024	2025	2026	TOTAL	REMARKS
1	SALARY OF 7 STAFF and Allowance for Board of Directors	25,900.00	28,490.00	31,339.00	34,472.90	34,472.90	154,674.80	
2	Equipment – means of transport- 2 Motor Bikes	-	30,000.00	-	-	-	30,000.00	
	Equipment – Provision of 5 multi-purpose grinding mills to women groups	39,416.03	39,416.03	39,416.03	39,416.03	39,416.03	197,080.15	
	Equipment – Provision of 5 mechanized boreholes pipe water in 5 communities. 1 in each year in each community	14,209.14	14,209.14	14,209.14	14,209.14	14,209.14	71,045.70	
	Installation of solar panels, solar pump and 10,000 liters poly tank and stand PLUS standing pipe installation. 1 yearly installation in each community	51,000.00	51,000.00	51,000.00	51,000.00	51,000.00	255,000.00	
	Logistics (Materials, supplies for office and the project)	5,000.00	10,000.00	13,000.00	15,000.00	17,000.00	60,000.00	
3	Travel (T&T and or Fuel, allowances and maintenance)	10,000.00	20,000.00	20,000.00	30,000.00	30,000.00	110,000.00	
4	Other Project Cost (meals, snacks for participants, hiring venue, hotel accommodation etc.)	10,000.00	20,000.00	30,000.0	40,000.00	40,000.00	140,000.00	
5	Organization Learning and Development	-	30,000.00	-	30,000.00	-	60,000.00	
6	Contingencies (10% of Total Budget to take care of variation in cost of living and increase in prices)	5,090.00	14,849.00	9,433.90	11,947.29	12,147.29	53,467.48	
	Yearly Total Budget	160,615.17	257,962.20	sum	sum	sum	1,131,268.13	

Table 5: Source: TUWODEP Construction (2022)