



WOMEN'S
GLOBAL NETWORK
FOR REPRODUCTIVE RIGHTS
WGNRR
AFRICA

STRATEGIC PLAN

2023 – 2027

TABLE OF CONTENTS

EXECUTIVE SUMMARY	03
ABOUT US	04
OUR IDENTITY	05
STRATEGIC APPROACH	06
SWOT/PESTLE ANALYSIS	07-08
KEY STRATEGIC AREAS	09
OUR THEORY OF CHANGE	10-11
IMPLEMENTATION FRAMEWORK	12
M&E FRAMEWORK	13
ORGANIZATION'S PLAN OF EVALUATION	14-15
ACKNOWLEDGEMENT	16

EXECUTIVE SUMMARY

This 2023-2027 WGNRR Africa's strategic plan is derived from and contributes to the 2023-2025 WGNRR Foundation's strategic plan

It focuses on ensuring effective advocacy to advance SRHR in the African region via cross-movement and cross-national collaboration and learning. It seeks to increase dialogue among partners, allies, and stakeholders on SRHR challenges and provide solutions, while also consolidating the experiences, lessons, practices, and gains for shared learning.

To do this, WGNRR Africa has developed a Theory of Change that hinges on strengthening 4 strategic priorities for the next 5 years, namely, 1) Partner and allies' capacity; 2) Regional Collaboration; 3) Grassroots Movement 4) Institutional Governance.

Through this strategic plan, WGNRR Africa will strengthen its work with grassroots, women and youth-led/focused, and community-based organizations, to lead SRHR actions at community, national, sub-regional, and regional levels in Africa to advance SRHR and justice. It also forms the basis for WGNRR Africa to grow into an agile, accountable, and effective regional organization.

ABOUT US



The Women's Global Network for Reproductive Rights Africa (WGNRR Africa) is a Non-Governmental Organization (NGO) currently headquartered in the city of Dar es Salaam, Tanzania. We are a regional affiliate of WGNRR Foundation and are wholly committed to its vision, goals, and values. WGNRR Foundation is a southern-based global network that connects and strengthens movements for sexual and reproductive health rights (SRHR) and justice. Our work is grounded in the realities of those who most lack economic, social, and political power. The Foundation is based in the Philippines but has a presence in Europe, Asia, and Africa.

WGNRR Africa grew from a mere regional coordination office to a well-established affiliate organization after gaining its own legal entity in 2016 when it was registered in Tanzania. WGNRR Africa operates semi-autonomously in the African region while maintaining some level of governance and management accountability to the parent organization (WGNRR Foundation).

WGNRR Africa operates as a network of partners and allies, all being grassroots and community organizations and individuals committed to sexual and reproductive health rights and leading a movement of activists and advocates of gender, rights, and justice. Currently, our network supports over 50 grassroots and community organizations in 10 African countries, including Tanzania, Uganda, Kenya, Democratic Republic of Congo, Nigeria, Burundi, Benin, Zambia, Malawi, and South-Africa.

OUR IDENTITY

Our Vision

An African continent where all people can fulfill their sexual and reproductive health and rights. We work within the rights, justice, and feminist frameworks.

Our Mission

Through critical analysis and strategic actions, WGNRR Africa connects partners, allies and stakeholders; strengthen their capacities; organize advocacy and campaign actions on feminist, SRHR, and justice issues; and share resources.

Our Values

We are focused on our partners and allies, inclusive and accountable in all that we do. We are committed to equality for all genders and value diversity.

Guiding principles

Our work is grounded in the realities of those who most lack economic, social, and political power; and is based on the foundation that SRHR are human rights that should be respected, protected, and fulfilled, as articulated in numerous Human Rights treaties and consensus documents. We are non-discriminatory, respectful, equitable, transparent, accountable, and inclusive.

STRATEGIC APPROACH

This WGNRR Africa’s strategic plan is derived from WGNRR Foundation’s 2023-2025 strategic plan, which was the result of a co-creation process that involved Board members, staff, and partners from the Global South. The strategic plan reflects the views of our partners and stakeholders shared through online and physical meetings during which they highlighted their own visions of success for WGNRR, their learnings from experiences working in SRHR advocacy, and discussed ideas for new activities and partnerships needed to grow the impact.

With support of a local consultant, WGNRR Africa undertook to review and finetuned WGNRR Foundation’s strategic plan to reflect the specific social, political, economic, and environmental conditions that underlie SRHR advocacy in the African context. It is further informed by the ambitious and genuine need of a WGNRR Africa that strives to become an agile and adaptive advocacy organization and to grow its reach over the whole of the Africa region.

The impact we are committed to requires a participatory approach that hinges on three levers:

Co-creation:

to listen to the needs of our partners, allies and stakeholders and engage them in defining the strategies to meet their advocacy goals. Our work is a collaborative effort that harnesses the strengths, resources, and distinctive abilities of everyone to create the impact we want.

Activism:

to build momentum in the women’s health rights movement; to keep the “fire of anger” burning among partners and allies to stand and raise their voices against abuse of women’s health rights.

Movement building:

to bring individuals and organizations together to rally around women’s health rights and advocate for change; to form a community of partners and allies who work collaboratively on sexual and reproductive rights and justice.

SWOT/PESTLE ANALYSIS

Strength

Useful to achieve our goal

Visionary leader, very skilled and knowledgeable on SRHR, advocacy and policy contexts in many countries.

Stable office in Tanzania, committed and quality team.

Strong projects in Tanzania, perfectly integrated in the country.

Good base in many countries with active partners and allies.

Strong support from WGNRR Foundation (Board and management).

A local Board ready to support the organization's vision and drive institutional change.

Documented track record in national, subregional and regional advocacy; successful campaigns with partners and allies in various countries

Weaknesses

Harmful to achieve our goal

Gross skills gap (financial, administrative, programmatic)

Board is overdue, not representative, and lacks capacity.

Much dependency still on WGNRR Global.

Management still too dependent to the Regional Director(capacity not distributed to the whole team)

Fundraising Capacity still weak

Internal



External

Opportunities

Useful to achieve our goal

Political stability in most countries, indication of good political will leading to noted progress in women's rights, gender equality, free speech and improved maternal health and reproductive services.

SRHR Framework document, the Maputo Protocol, largely adopted by most countries.

Active and dynamic youth population (about 60%) in most countries.

SRHR Framework document, the Maputo Protocol, largely adopted by most countries.

Emerging women's economic groups present a perfect platform for SRHR discussion.

Growing community mobilization, through CSOs and CHWs as important resources.

Growing access to social media important for information access.

National, regional, and international commitment to reproductive and health rights by most countries. The African Human rights Commission, the East African Court, etc. are key regional HR mechanisms.

Threats

Harmful to achieve our goal

Populist governments and conservative leadership emerging in many countries

Rampant corruption

Stigma towards some SRHR issues, persistent harmful cultural practices; highly diverse cultures in most countries

Emerging civil wars.

Patriarchy still dominant in most countries.

Still limited access to mobile phones (smart phones) in most remote parts.

Disinformation by opposition (anti-groups).

Rapid climate change affecting the government priorities, negatively impacting livelihood.

Contradicting and ambiguous laws and policies in many countries; many still discriminatory against some groups (sex workers, LGBTQIA, young people, etc.)

KEY STRATEGIC AREAS

Our impact is seen in the accomplishments of our partners and allies. Through this strategic plan, WGNRR Africa will continue to enable its network to reach the full potential of their advocacy capacity, collaborate effectively, and increase the dialogue on challenges and solutions to advance SRHR in Africa region.

The outcomes in our Theory of Change are interconnected but fall into four Strategic Areas (SA) that we aim to strengthen:

SA1 Partners and allies capacity

To ensure our partners and allies are better capacitated to advocate for SRHR effectively, we aim to see an improvement in their understanding of current and emerging SRHR issues, their advocacy skills to leverage increased opportunities, and their confidence and motivation to work in a sociopolitical space that is very often volatile and comes with a lot of risk.

SA2 Regional collaboration for advocacy

For effective national, sub-regional and regional advocacy, our partners and allies must develop strong relationships that include solidarity with wider rights and justice movements in Africa. We aim to see the realities of grassroots, community-based organizations reflected in advocacy efforts and platforms in the Africa region and more SRHR references included in outcome documents and statements as a result of our effective accountability framework engagements. Over the next five years we plan to strengthen integration of youth perspectives, and the voices of other minority and marginalized groups into all networks and strategies.

SA3 Grassroots movement

Our impact evolves from working with partners and allies, mostly grassroots and community organizations and individuals. It is our goal to bring into the family more groups and persons, from more diverse countries and settings to grow the SRHR advocacy movement and achieve a greater voice.

SA4 Institutional Governance and Capacity

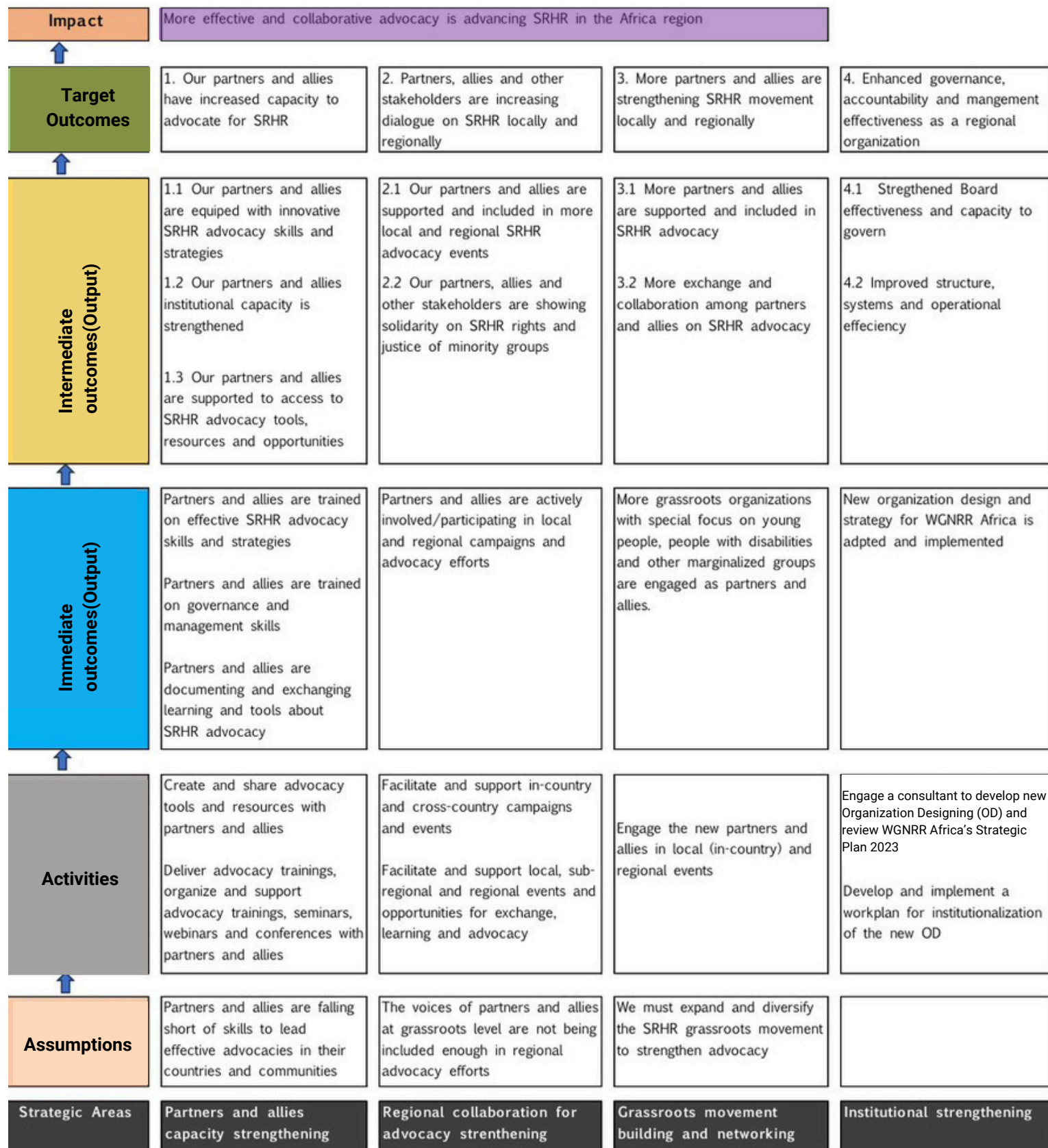
To improve internal governance capability is essential to building a more accountable and robust organization that is up to the task of supporting its partners and allies and delivering impact. Over the next 5 years, WGNRR Africa will undertake a journey to re-design its organizational structure and governance framework to strengthen overall institutional direction, supervision, effectiveness, and accountability. WGNRR Africa will enhance its framing, analysis, tools, and skills to promote and advance SRHR in the region while at the same time, enhancing its operations, systems and procedures, monitoring and evaluation framework, fundraising and human resources.

OUR THEORY OF CHANGE

This Theory of Change hinges on four levers, which form the strategic priorities of WGNRR Africa over the next 5 years. It is rooted in the belief that advancing SRHR demands collaborative, all-inclusive, and skillful action. Impact at community, national, sub-regional and regional levels must be informed by the perspectives and needs of grassroots and community organizations and individuals affected by the injustice, abuse of rights discrimination.

While our Theory of Change serves as the basis of our 2023-2027 strategic plan, it is a dynamic approach. As local, regional, and global contexts change we will measure progress and track our impact to learn, adapt, and continue to advance SRHR for all through effective advocacy. Our hypothesis for the future reflects our deep understanding of what is important to the grassroots, youth, women, community-based organizations we work with.





IMPLEMENTATION FRAMEWORK

We deliberately opt for a 5-year strategic plan (2024-2027) to give ourselves ample time to build enough capacity and resources to implement the plan, and to allow results to mature and give us the lessons we need for future work. This strategic plan will also allow us to grow our internal muscles and fine tune our systems, structures and cultures that fit into the bigger dream we nourish of advancing SRHR in the Africa region.

Activity	Strategy: How will we do it?	By When
1. Create and share advocacy tools and resources with partners and allies	<ul style="list-style-type: none"> ☑ undertake internal capacity strengthening on SRHR related topics such as abortion rights, SOGIE and LGBTQIA+ issues, access to contraceptives, WHRD protection, among others. ☑ Organize/facilitate consultations with and among regional partners and allies ☑ Co-create and adapt advocacy tools and resources with partners and allies 	2027
2. Deliver advocacy trainings, organize and support advocacy trainings, seminars, webinars and conferences with partners and allies	<ul style="list-style-type: none"> ☑ Conduct virtual and in-person skills-based training to partners and allies to strengthen their capacities. ☑ Share relevant training opportunities and support partners and allies to access opportunities for capacity strengthening in-country and regionally. 	2027
3. Facilitate and support in-country and cross-country campaigns and events	<ul style="list-style-type: none"> ☑ Lead commemoration of May 28th and September 29th campaigns with partners and allies ☑ Identify and promote opportunities for new campaigns focused on special groups 	2027
4. Facilitate and support local, sub-regional and regional events and opportunities for exchange, learning and advocacy	<ul style="list-style-type: none"> ☑ Convene/facilitate partner and allies' learning and exchange online and physical meetings ☑ Create safe spaces and platforms for partners and allies to discuss, share and learn 	2025
5. Engage the new partners and allies in local (in-country) and regional events	<ul style="list-style-type: none"> ☑ Map potential individuals and organizations and sensitize them on WGNRR Africa's SRHR advocacy movement ☑ Invite potential individuals and organizations into our campaigns and events and offer to support them 	2025
6. Develop new OD and review WGNRR Africa's Strategic Plan 2024-2028	<ul style="list-style-type: none"> ☑ Develop a TOR and engage a consultant to facilitate the process ☑ Have the new OD document and 2023-2025 Strategic Plan approved by the Global and the Africa Boards 	2023
7. Develop and implement a workplan for institutionalization of the new OD	<ul style="list-style-type: none"> ☑ Have the WAB approve an action plan for implementing recommendations from the OD process ☑ Commit human and financial resources to the plan. 	2023

M&E Framework

	Result area	Key performance Indicators	Baseline 2023	Target 2027
Target Outcomes	1. Our partners and allies have increased capacity to advocate for SRHR	% of partners and allies reporting increased advocacy capacity	19.9%	50%
	2. Partners, allies and other stakeholders are increasing dialogue on SRHR locally and regionally	% of partners and allies who actively engaged in national or regional dialogue on SRHR	73.9%	100%
	3. More partners and allies are strengthening SRHR movement locally and regionally	% increase of new advocacy partners and allies # of new partners and allies actively engaged in the movement	80% 80#	100% 160#
Intermediate Outcomes	4. Enhanced governance, accountability, and management effectiveness as a regional organization	WAB members report increase in board capacity WA Management performance increase	20% 55.5%	60% 100%
	1.1 Our partners and allies are equipped with innovative SRHR advocacy skills and strategies	# of partners and allies empowered % of partners and allies implementing innovative skills and strategies to their advocacies	23 100%	100# 150%
	1.2 Our partners and allies have access to SRHR advocacy tools, resources and opportunities	# partners and allies accessing tools, resources and opportunities	14	100#
	2.1 Our partners and allies are supported and included in more local and regional SRHR advocacy events	% of partners and allies engaged in national and regional advocacy # of national and regional advocacy events they engaged in	82.6 % 30	150% 80#
	2.2 Our partners, allies and other stakeholders are showing solidarity on SRHR rights and justice of minority groups	% of partners and allies supporting advocacy for the rights of minority groups nationally and regionally	82.6%	150%
	3.1 More partners and allies are supported and included in SRHR advocacy	# of partners and allies supported % of partners and allies engaged in SRHR advocacy	21 91.3%	70# 150%
	3.2 More exchange and collaboration among partners and allies on SRHR advocacy	# of collaborative events organized % of partners and allies engaged in collaborative events	18 91.3%	50# 150%
	4.1 Strengthened Board effectiveness and capacity to govern.	Rating of WAB performance	2.5	5 Rating
	4.2 Improved structure, systems, and operational efficiency.	Rating of WA Management performance	3.8	5 Rating

ORGANIZATION'S PLAN OF EVALUATION

This evaluation plan is designed to assess the effectiveness and impact of WGNRR Africa's strategic initiatives in advancing SRHR across sub-Saharan Africa. It outlines specific objectives, evaluation methods, data sources, timeline, and utilization of findings for each strategic area of the current strategic plan, which serves as the foundation for the organization's theory of change, providing a comprehensive framework for assessing progress and informing future decision-making.

Each objective and focus area identified in this evaluation plan directly corresponds to key priorities and objectives of the strategic plan. By systematically evaluating progress and impact in these strategic areas, WGNRR Africa aims to ensure that its efforts are effectively advancing the goals and objectives set forth in the current strategic plan. Through this alignment, the evaluation plan serves as a critical tool for monitoring progress, identifying areas for improvement, and driving continuous learning and adaptation in pursuit of the organization's mission and vision. By leveraging evaluation findings to inform strategic decision-making and programmatic adjustments, WGNRR Africa will enhance its overall effectiveness, accountability, transparency and maximize its impact in advancing SRHR and well-being of women, girls, and marginalized communities across the region.

Objectives	Evaluation Focus	Evaluation Methods	Data Sources
Partners and Allies Capacity Strengthening	Assess the improvement in partners' and allies' understanding of SRHR issues, advocacy skills, and confidence/ motivation levels.	Pre and post-training assessments to measure knowledge and skill development.Surveys and interviews to gauge confidence levels and motivation.Analysis of advocacy outputs and outcomes to assess effectiveness.	Training and workshop records.Surveys of partners and allies.Advocacy materials and documentation.
Regional Collaboration for Advocacy Strengthening	Evaluate the effectiveness of regional collaboration efforts in enhancing advocacy outcomes and amplifying grassroots voices.	Analysis of collaborative initiatives and partnerships.Review of advocacy outcomes and outputs.Stakeholder interviews and focus groups.	Partnership agreements and MOUs.Advocacy outcome documents and statements.Feedback from stakeholders involved in regional collaborations.
Grassroots Movement Strengthening	Measure the growth and diversity of the grassroots SRHR advocacy movement.	Analysis of new partnerships and alliances formed.Tracking of participation from diverse countries and settings.Surveys and interviews with grassroots organizations and individuals.	Records of new partnerships and alliances.Demographic data on participants.Feedback from grassroots organizations and individuals.
Institutional Governance and Capacity Strengthening	Assess the effectiveness of organizational restructuring and capacity-building efforts.	Review of organizational structure and governance framework.Surveys and interviews with staff and stakeholders.Analysis of operational effectiveness and accountability measures.	Organizational documents and policies.Feedback from staff and stakeholders.Performance indicators related to operations and governance.
Timeline	Evaluations shall be conducted annually to track progress over time.Evaluation activities shall align with strategic planning cycles and organizational milestones		
Utilisation of Findings	Evaluation findings shall be used to inform strategic decision-making and programmatic adjustments.Findings shall be shared with stakeholders to promote transparency and accountability.Recommendations from the evaluation activities shall be incorporated into future planning and implementation efforts.		

ACKNOWLEDGEMENTS

WGNRR Africa wishes to thank the Board and Management of WGNRR Foundation for its support and guidance in the process of developing this strategic plan. More particularly we are grateful to WGNRR Foundation Executive Director, Marevic Parcon, for leading the SWOT/PESTLE analysis. We also thank all our partners and allies who provided inputs and feedback through online and physical consultations which informed the direction of the strategic plan. In a special way, we thank Mr Abubakar Mutoka, the consultant who helped to review the WGNRR Foundation's 2023-2025 Strategic Plan, lead further consultations with our Board members and team, and craft this final document.

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