

STRATEGIC PLAN

2026-2030



TANZANIA WOMEN
ARCHITECTS *for* HUMANITY

TAWAH
Tanzania

world
habitat



Gold Award Winner 2025

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Funders and Partners

TAWAH works with a strong network of partners and funders who support our mission through financial resources, technical expertise, research collaboration, and program implementation. Their contributions strengthen our impact and enable us to scale sustainable construction, women's empowerment, and community resilience initiatives.

Funders:



Partners:



Trainers:

TAWAH Members

TAWLA- Tanzania Women Lawyers Association

TAMFI- Tanzania Association of Micro Finance Institutions

RAZMO Construction Co. Ltd

TGGA - Tanzania Girl Guides Association

Note From the Board



As we embark on our five-year strategic plan, the Board of Directors of TAWAH offers its sincerest commendation to the Executive Director, Staff and Members at TAWAH for their dedication to our common mission.

Over the past fifteen years, TAWAH has shifted from a nascent organization trying to construct a bridge between women construction professionals and marginalized communities to an organization recognized internationally for its efforts to tackle consequential housing issues. Our award-winning work continues to be meaningful for us because we are able to change the lives of women in the areas we serve, and with them, the families of our community.

In the process of developing our strategic goals for the organization, we have examined the community's needs and our potential to serve them both more widely and with a depth that mirrors our commitment to change. When we build a home for one of our elders, we are offering more than shelter; we are sharing in the dignity and common humanity of our fellow citizens. When we train a woman to build that home, we develop more than a skill; we are offering her and her family a path to a better life. And when we mentor young women architects and engineers, we secure a future sisterhood that uses the built environment to help heal the wounds of poverty and despair that affect us all.

We launch our next planning cycle with partners that offer continual support, a Board of Directors that is committed to the manifestation of TAWAH's plans, and leadership and staff that assiduously continue to implement the work. This year the loss of one of the beneficiaries of our housing project reminds us of the importance and urgency of the work TAWAH does in our attempt to provide decent shelter for all.

Angela Howard

Board Chair

Foreword



TAWAH is redefining what it means to be a woman in construction—not only by providing young women with the technical skills to get jobs, but also by building homes and restoring dignity for the elderly and vulnerable, and improving livelihoods through sustainable construction practices. From the outset, our growth and impact has been made possible by close collaboration with the communities we serve. This Strategic Plan builds on the lessons of the past years and sets a clear direction for the future. It is anchored on four key priorities: scaling and strengthening women’s participation in construction through training and mentorship; improving housing,

sanitation, and community infrastructure through sustainable and culturally grounded design and construction approaches; advancing policy and advocacy for inclusive and climate-responsive building standards in Tanzania; and strengthening institutional resilience to ensure TAWAH’s long-term sustainability and impact. Our path forward remains guided by the principles that have defined TAWAH since its inception—teamwork, innovation, and the conviction that women are builders and leaders in shaping sustainable communities.

As we reflect on our achievements and look ahead, I extend my sincere appreciation to all who have supported TAWAH’s work—our members, trainees, trainers, mentors, community leaders, partner organisations, universities, government institutions, and friends within and beyond Tanzania. I offer special thanks to the International Institute for Management Development (IMD) – International Consulting Project (ICP) team for their collaboration in 2024, which contributed significantly to the development of TAWAH’s strategic growth roadmap and informed the preparation of this Strategic Plan.

It is my honour to present TAWAH’s Strategic Plan 2026–2030. This plan will serve to guide our actions with clarity and purpose, reaffirming our commitment to community engagement, knowledge sharing, and collaboration as we work to build not only homes, but stronger and more equitable communities.

Victoria M. Heilman

Executive Director





03



Vision

Alleviate poverty and empower marginalized groups in Tanzania.



Mission

Use innovative techniques to improve living conditions and build capacity for income generation among marginalized groups in Tanzania.

Core Values



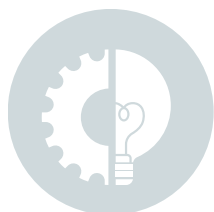
Excellence through **Teamwork**

- We deploy a participatory approach to partner with marginalized communities to build secure and affordable shelter and to develop sustainable income generating programs.



A **Learning** organisation

- We cultivate a culture of collaboration and continuous learning to upgrade the skills of the entire TAWAH community through an ongoing exchange of knowledge.



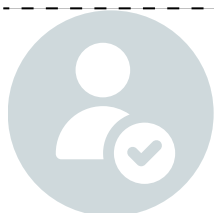
Innovation in sustainable construction

- We seek and employ new and creative ideas to use available local and traditional materials to improve the quality of the built environment for marginalized groups.



Transparency to foster trust

- We engender trust throughout our community by putting into practice our strong belief in openness.



Accountability for impact

- We fulfil our commitments, take ownership of our actions, seek feedback on our activities, systematically reflect on what we do, and learn from our mistakes.

Change Taking Roots

“TAWAH serves to address poverty-driven challenges, including unsafe housing, marginalized and vulnerable communities, gender inequality, and environmental injustice. Through the empowerment of women with construction skills, the innovative use of locally sourced materials and appropriate technologies, TAWAH works to improve living conditions while building capacity for sustainable income generation”

04. ADVOCATING FOR SCALED IMPACT

By elevating the voices of women builders through advocacy, research and storytelling, TAWAH influences policy, shifts social norms and advances inclusive and sustainable construction practices.



01. BUILDING CAPACITY IN CONSTRUCTION

By providing certified construction training, mentorship and access to employment opportunities, TAWAH bridges inequality gaps by enabling women to gain sustainable income, leadership skills and recognition within their communities.



Alleviating Poverty

03. BUILDING THE RESILIENCE

By strengthening leadership, membership engagement, and strategic partnerships, TAWAH builds a resilient organization capable of sustaining impact, scaling its work and maintaining long-term financial and operational stability.



02. ADVANCE SUSTAINABLE CONSTRUCTION TECHNIQUES

By training women to build safe, affordable homes using locally sourced, low-cost materials and appropriate techniques, TAWAH improves housing quality while strengthening community resilience.



Demand exists for trained women in construction



Policy environment allows adoption of low-carbon construction techniques



Cultural norms can shift with sustained engagement

Values in Action



Advocate for the participation of women in the construction industry.



Promote healthy livelihoods and income generating opportunities for marginalized groups.



Employ sustainable, environmentally-friendly and cost-effective design and construction techniques.



Exchange information and advise organisations globally who share the same mission.



Facilitate home ownership and build capacity for self-help construction among marginalised groups (women, elderly, children and youth).





“Those who have received the privilege of education have a duty to repay back to the community by serving others”

Mwalimu Julius Kambarage Nyerere, First President of Tanzania

Why action is needed

Tanzania faces a daunting task of reducing poverty and providing meaningful employment, especially for young people entering the job market. World Bank statistics indicate that while the Tanzanian economy grew at approximately 5.4% from 2014 to 2024, this was substantially offset by a rapid population growth rate of 3.1% with an expectation that the national population of 68.5 million doubling by 2050. The UNDP (2022) estimated that 44.9% of Tanzania's population were living below the income poverty line with 18.3% in Multidimensional Poverty demonstrating that economic gains were not sufficiently pro-poor to result in a meaningful trickle down effect. Even when individuals escape poverty, many are unable to maintain that status, with three out of four people later slipping back below the poverty line (1).

Rural areas face the greatest challenges. The World Bank's Mainland Poverty Assessment noted that 80% of Tanzania's poor live in rural areas characterised by limited job opportunities, weak infrastructure, and inadequate access to basic services (2). Many rural families lack basic necessities and the assets needed for a stable livelihood. Home ownership fulfils a basic human need for shelter and provides comfort and economic security. In Tanzania's rural areas there is both a strong demand for home ownership and a lack of capacity to obtain it. These conditions have led to a housing poverty crisis (3). These challenges do not affect all groups equally. Women, youth, children, and the elderly face added difficulties because they rely more heavily on the home for care work, safety, and income activities. Poor housing, unreliable water, and inadequate sanitation make their daily responsibilities even more difficult (4).



1 TANZANIA. (n.d.). NBS. Retrieved December 3, 2025, from https://www.nbs.go.tz/nbs/takwimu/hbs/Tanzania_Mainland_Poverty_Assessment_Report.pdf
 2 World Bank Group. (n.d.). Tanzania Mainland Poverty Assessment. Retrieved November 26, 2025, from https://www.worldbank.org/content/dam/Worldbank/document/Africa/Tanzania/Report/tanzania-poverty-assessment-05.2015.pdf?utm_source.com
 3 Financial Sector Deepening Trust & FinSights Lab. (n.d.). Affordable Housing - Tapping New Markets. Retrieved November 26, 2025, from https://www.fsd.or.tz/finsightslab/wp-content/uploads/2018/08/FinSights_Lab_Housing_Report_2018.pdf?utm_source.com
 4 Kombe, W. (2024, December 17). Dar es Salaam: City report. African Cities Research Consortium. Retrieved December 3, 2025, from https://www.african-cities.org/wp-content/uploads/2024/12/ACRC_Working-Paper-23_December-2024.pdf

How we take action

TAWAH uses a holistic approach to provide decent shelter and expand opportunities for the communities most affected by poverty. Central to this approach is empowering women with construction skills that enable them to generate income and contribute meaningfully to local development. Women trained by TAWAH participate in building safe and sustainable homes for vulnerable groups, including the elderly, using locally available materials and innovative techniques to ensure durability.

This focus extends beyond technical training. TAWAH supports female university students through mentorship programmes that encourage their continued participation in a sector traditionally dominated by men. By strengthening women's skills, confidence, and livelihoods, TAWAH enhances the wellbeing of entire households, recognising that women are often the primary caregivers whose knowledge directly improves the living conditions of entire families.

In a context where social norms often discourage women from working in construction, TAWAH challenges these barriers by demonstrating that women are builders. In doing so, TAWAH not only transforms individual lives but also advances broader Sustainable Development Goals by promoting gender equality, resilient communities, and environmentally responsible construction.



Who we are

We are a group of women architects and allied professionals committed to enhancing social justice by mobilizing women to spearhead building adequate shelter for marginalized communities in Tanzania. TAWAH is officially registered as an NGO under the Tanzania Non-Governmental Organizations Act, 2002 in March 2011 with the registration number 4487. From 2023 TAWAH has grown from being volunteer based into a fully operating NGO which now deploys 14 staff members to continue our mission.

TAWAH's work is supported by a wide range of stakeholders. Grassroots stakeholders - including women trainees, youth, elderly beneficiaries, and local communities - play an active role in shaping programs to ensure alignment to real community needs. Professional partners such as architects, engineers, vocational institutions, and academic collaborators contribute technical expertise and mentorship, while community member stakeholders including volunteers, donors, local leaders, and civil society partners support TAWAH's mission through advocacy, resources, and sustained engagement.



Who we serve



TAWAH serves marginalized communities, including **women, children, the elderly, youth, and people with special needs**. Because of their social status, these groups are often excluded from fundamental aspects of society, such as equal access to education, access to quality healthcare, adequate living conditions, financial markets, political representation and decision-making (5).



5. Kombe, W. (2024, December 17). Dar es Salaam: City report. African Cities Research Consortium. Retrieved December 3, 2025, from https://www.african-cities.org/wp-content/uploads/2024/12/ACRC_Working-Paper-23_December-2024.pdf

What we do

TAWAH works towards improving the lives of marginalised groups like children with special needs, elderly and women by designing and delivering integrated programs that strengthen housing, livelihoods, education, and environmental wellbeing.

- **We design, construct, and improve homes, toilets and educational facilities.**
- **We facilitate economic, social, education and mentorship programs for women empowerment.**
- **We implement campaigns on afforestation, WASH (Water Sanitation and Hygiene), community build days and health checks.**
- **We improve learning environments in primary and secondary schools through hands-on projects with students.**

Our work is realised through the following key programs:

- 1.The TAWAH Vocational Training Center that provides women with hands-on building skills to support income generation and improved shelters.
- 2.The Women in Construction Mentorship Program supports university women to gain practical skills in leadership and construction.
- 3.The Elderly Housing Project builds homes and toilets for elders living in vulnerable conditions. An Elderly Hub constructed at the TAWAH Vocational Training Center offers healthcare and social support.
- 4.The WASH Program partners with schools to promote environmental awareness among children and youth.
- 5.The Volunteer Program invites local and international participants to contribute to TAWAH's community initiatives.
- 6.Secondary School Mentorship Programs offer career guidance and self-reliance training for high school students.
- 7.The Afforestation and Agricultural Programs advances TAWAH's climate action efforts by planting trees and maintaining a three-acre farm dedicated to sustainable agriculture and environmental restoration.
- 8.Classrooms construction for children with special needs offer hands-on initiatives that improve learning environments in government-owned primary and secondary schools.

TAWAH BY THE NUMBERS

BUILDING SUSTAINABLE COMMUNITIES



27

HOMES

Built in Mhaga village, Chanika ward, Mabwepande area and Ololosukwani Village



3

SCHOOLS

Designed Jokate Mwegelo Secondary School, built classrooms Pongwe School, Fundraised Kawe Ukwamani wall construction



13

TOILETS

Built in Mhaga village and Chanika ward



1

VOCATIONAL CENTER

Built in Mhaga Village

ADVANCING GENDER EQUALITY



169

WOMEN BUILDERS

142 trained at TAWAH VTC
27 trained in Olosukwani



333

FELLOWS

229 mentees
104 mentors



237

VOLUNTEERS

73 program volunteers
164 Build days volunteers



50

CERTIFICATIONS

50 women builders VETA certified

ADVOCACY FOR SUSTAINABLE DEVELOPMENT



1

AWARD

Gold World Habitat Award 2025



2

WASH PROGRAMS

Kawe Ukwamani Sec. School
TAWAH VTC



9

CAMPAIGNS

3 build days
3 International Women's Day
3 Nyerere day celebrations



11

PUBLICATIONS

4 Project reports,
2 Impact stories
4 Photo books
1 Thesis Chapters

COMMUNITY PARTNERSHIPS & SOCIAL IMPACT



6

UNIVERSITY PROGRAMS

4 Tanzania,
1 Germany,
1 Sweden



23

GLOBAL PARTNERS

2 USA, 3 Switzerland
2 UK, 15 Tanzania
1 Malawi



21

ELDERLY

Households



84

MEMBERS

55 Architects,
21 engineers
8 quantity surveyors

CLIMATE ACTION



168,000

EARTH BRICKS

Produced



5.635KWH

SOLAR ENERGY

5KW for domestic Use
335W for water pump
300W Security lights



357

TREES PLANTED

214 shade trees
143 fruit trees



180,000 LT

RAIN WATER

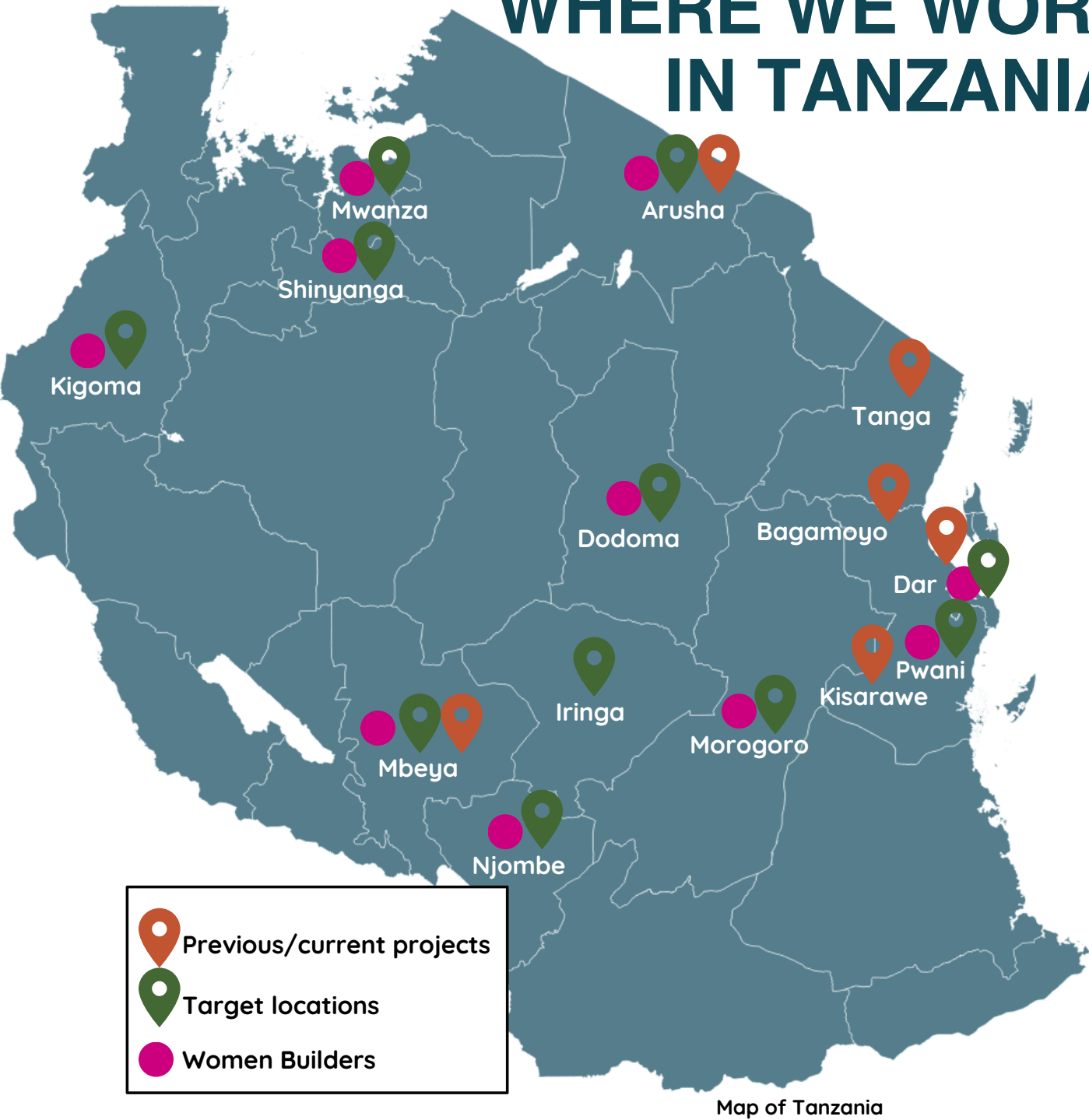
Harvesting
storage



WASTE WATER RECYCLING

Anaerobic digester

WHERE WE WORK IN TANZANIA



Since 2011, TAWAH’s work has expanded across multiple regions of Tanzania, including projects in **Pwani, Dar es Salaam, Arusha, Tanga, Mbeya** and reaching women builders from **Pwani, Mbeya, Njombe, Mwanza, Kigoma, Shinyanga, Dodoma, Morogoro, Arusha** and **Dar es Salaam**. Reflecting a journey shaped through community partnership and shared learning where we collaborate with women builders, students, and local leaders in each region.

Looking ahead, TAWAH seeks to broaden the reach of its core programs to more regions across Tanzania including the areas where our women builders originate, allowing us to sustain the network we have built and continue offering support to graduates beyond the vocational center. In addition, TAWAH plans to grow its presence in Iringa, where a connection has been established to support the architectural design of upcoming school projects and to implement a WASH program.


OUR GLOBAL REACH



Map of the World

TAWAH's impact has grown beyond Tanzania's borders, reaching **Dubai, USA, Portugal, Italy, the UK, Switzerland, Sweden, Germany, Mexico, South Africa, Zambia, Nigeria, Spain, France and The Netherlands**. Through its diverse programs and collaborative projects, including the Women in Construction Mentorship Program, University Partnerships and Volunteer Program, TAWAH has built meaningful global connections that foster knowledge exchange, promote women's empowerment in construction, and inspire inclusive development through shared learning and innovation.

Over the next five years TAWAH aims to extend its global reach even further, bringing construction innovation, collaborative learning and global advisory to new countries through Mentorship Programs, the TAWAH VTC, and the Volunteer Program. For the training of women builders specifically, we plan to target **Malawi, Kenya, Ghana, and Congo**, places where initial connections have already been established.

A photograph of an elderly woman, Bibi Kisozi, standing in front of a newly installed wooden door. She is wearing a vibrant headwrap with a black, red, and yellow pattern, a black top with gold floral embroidery, and a blue and white patterned wrap. She is smiling broadly and touching the door. The background shows a wall made of light-colored bricks.

“ I didn’t know there is humanity. I didn’t know there is luxury. I can now sleep until sunrise. I say thank you for this new house, you have saved my life, you saved me from diseases, you saved me from loneliness, you saved me from feeling poor. I sleep well these days. I’m grateful. Thank you!”

Bibi Kisozi, 2022 Home Beneficiary

Strategic Goals, Objectives and Approaches

TAWAH organizes its strategic direction through a tiered structure that links its mission and vision to actionable results. Each goal addresses a key dimension of our broader purpose to alleviate poverty and empower marginalised groups in Tanzania. For every goal, a corresponding objective outlines the specific change we aim to achieve. Under each objective, we identify the approaches: the programs, projects, partnerships, and activities that operationalise the work. This structure ensures that our actions are intentional, measurable, and directly contribute to the long-term empowerment and well-being of the communities we serve.

“

People used to tell us that we are doing work that is supposed to be done by men and that we will get tired and get sick too. I was encouraging my sisters to not give up.”

Bi Salma Mape, Woman Builder & Assistant Supervisor TAWAH VTC





Goal 1: Increase women participation in construction

Responding to the need for the increased representation of women in construction

Objective 1.1

Build capacity and networks for women builders

- Increase the yearly enrolment of trainees at the VTC
- Enable women builders to specialise and earn nationally recognised certification in their chosen construction fields (carpentry, painting, masonry, electrical, plumbing).
- Partner with VETA to achieve governmental accreditation for the TAWAH VTC.
- Improve the VTC by expanding student and staff accommodation, building workshops for specialised construction training.
- Improve trainee access to physical and mental health care.
- Empowering trainees to defend their rights, improve their self-advocacy, and enhance their soft skills (communication, marketing, computer, financial, leadership).
- Establish links with employers in the construction industry and connect women builders with opportunities to gain work experience

Objective 1.2

Advocate for the visibility and inclusion of women in construction

- Strengthen TAWAH membership initiatives.
- Evolve the Women in Construction mentorship and volunteer programs by establishing a database of mentors, mentees, and volunteers, and coordinating networking activities.
- Increase and strengthen partnership with higher learning institutions.
- Partner with organisations that elevate women in construction.
- Engage professionals, leaders, and communities through hands-on construction experiences and volunteer programs.
- Involve TAWAH women builders in construction expo platforms.





Goal 2: Advance sustainable construction techniques

Utilising local materials and innovative construction techniques that minimise construction costs and carbon footprints.

Objective 2.1

Drive innovation in low-cost low-carbon construction and expand the construction of affordable decent homes for vulnerable communities

- Acquire improved construction machinery to increase efficiency and enhance output.
- Engage in low-carbon construction research, forums and partnership projects.
- Expand earth construction technology into other Tanzanian regions and globally.
- Construct at least 6 low carbon footprint homes annually for communities in vulnerable situations.
- Conduct research on best practices for improving construction affordability of homes through local material innovations.
- Integrating cultural values, materials and building traditions to promote the adaptation of improved construction practices.
- Influence national construction policies to enhance the use of low carbon material.

Objective 2.2:

Establish new knowledge hubs through partnerships

- Collaborate with other organizations to share best practices, appropriate technologies, and innovative design and construction techniques.

Objective 2.3

Improve learning environments for children and youth in primary and secondary schools

- Participate in construction projects to improve schools.
- Provide educational programs focused on waste management, career guidance, student self-care and environmental stewardship.
- Improve WASH facilities through the construction of rainwater collection systems, toilets, digging boreholes, and tackling water contamination.
- Partner with organisation that champion safe and clean learning environments.





Goal 3: Build a resilient TAWAH

Strengthening TAWAH through effective leadership, management and partnerships to create the best results.

Objective 3.1

Strengthen TAWAH team leadership

- Improve organisational communication strategies through a better communication flow from the beneficiaries to funders and members.
- Decentralise management for ease in project execution by delegation of responsibilities.
- Enhance leadership training and capacity building for TAWAH personnel.
- Expand management capacity through creating and allocating leadership positions such as an TAWAH VTC Administrator, M&E officer, fundraising strategies expert to TAWAH staff.
- Introduce advanced technological tools for better project management.
- Conduct periodic reviews and updates of organisational policies and operational procedures to keep pace with the organisational growth.

Objective 3.2

Enhance existing financial strategies and adopt new financial practices where needed

- Secure organisational charitable number to increase opportunities for grants, tax benefits and donor partnerships.
- Improve finance systems for tracking, reporting, and decision-making.
- Diversify revenue streams to enhance sustainability through setting up donation schemes for international volunteers, selling bricks and carpentry products from the VTC, and developing shared-value projects with the private sector.
- Strengthening donor engagement and fundraising capacity through proposal development, donor mapping and relationship management.

Objective 3.3

Devise partnership strategies for organisational sustainability

- Increase partnerships with local and international NGOs, institutions and individuals that empower women.
- Nurture long term relations with already existing funders through consistent tracking, transparency and communication.
- Become active in policy advocacy networks to promote gender equality and inclusion in the construction industry.
- Strengthen a constructive working relationship with government to ensures support for TAWAH's projects and openness to TAWAH policy advice.





Goal 4: Increase advocacy and visibility

Strengthen public awareness and elevate the voices of women builders

Objective 4.1 Raise awareness by telling our story at scale

- Deploy new storytelling approaches that effectively communicate our mission and the impact of our projects.
- Participate in forums and conferences, make presentations to create awareness of TAWAH's work
- Apply for recognition from global housing sustainability campaigns, awards, and women empowerment initiatives.
- Improve baseline research through improved beneficiary tracking and building a database of all TAWAH connections.
- Increase local and international media coverage.

Objective 4.2 Deepen community participation in TAWAH activities

- Improve community engagement and feedback by involving end-users in decision making and design evaluations, to ensure that outcomes meet their needs.
- Register TAWAH on multiple volunteer platforms to grow volunteer sign-ups.
- Create TAWAH ambassadors in different learning institutions.
- Introduce a TAWAH Fellowship for students to conduct research on aspects of sustainable regenerative design and equity in the construction industry, aligning with the work TAWAH is doing.
- Become global advisors for organisations who share the same mission as TAWAH.
- Strengthen social interaction at the TAWAH- VTC Elderly Hub while inspiring the youth to embrace the value of caring and connecting with the elders.
- Enable women builders to engage in sports and strengthen social connections within the community.





“The capacity building they do is amazing – we are so impressed with what they do in the construction world.”

Carolina Acevero, Newark Water Coalition. NJ

Partnerships and Funding

Achieving systemic transformation in construction and women's empowerment requires collaboration across sectors. TAWAH believes progress is strongest when organisations work together, share resources and exchange knowledge. We therefore prioritise partnerships at local, national and international levels with institutions that support affordable, low-carbon homes and the advancement of women in construction.

TAWAH's future growth will be driven by strong relationships with funders, universities, research bodies, NGOs, government stakeholders and private-sector actors. These partnerships will enable technical exchange, resource mobilisation, policy influence and expanded training opportunities for women. Through this network, TAWAH aims to strengthen skills, scale sustainable housing solutions and build a supportive ecosystem for women, youth and the elderly.

- **Collaborate with construction and sustainability networks** to advance low-carbon building and local-material innovation.
- **Partner with universities and vocational institutions** for research, internships, mentorship and technical training pathways.
- **Engage with private-sector companies** in construction, materials, technology and finance to expand job and investment opportunities for women.
- **Work with community-development organisations** to scale WASH programs, elderly engagement, youth involvement and knowledge hubs.
- **Build funding relationships with philanthropic and global development partners** who support climate action, gender equality and accessible housing.
- **Support government bodies and policy making** to advocate for women in construction and recognition of sustainable building methods.
- **Provide global advisory** to organisations that share similar missions and values.
- **Maintain long-term partnerships with existing funders** through transparent reporting, communication and shared learning.

Monitoring and Tracking Systems

This **Monitoring and Evaluating system** provides a structured way to measure progress across TAWAH's strategic goals. It outlines clear reach indicators (what activities are delivered) and results indicators (what changes occur because of those activities) for each objective. The tables presented represent the monitoring system for each goal, showing how success will be measured and tracked over time. This allows TAWAH to assess performance with accuracy, ensure accountability, and support evidence-based decision-making.

Goal 1: Increase women participation in construction	
Objectives 1.1	Build capacity and networks for women builders
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • Women enrolled in TAWAH VTC annually (target ≥ 70) • New and Improved training facilities/workshops • Training sessions delivered • Women participating in soft skills trainings • Women enrolled in VETA for certification • Women accessing social and health care support services • Trainees from outside Tanzania
Result Indicators *by numerical Increase	<ul style="list-style-type: none"> • Women completing TAWAH VTC programs • VETA Certified women builders at different levels • Trainees reporting improved technical & leadership skills • Graduates gaining income through construction work • Graduates returning as certified trainers/teachers • Confidence and autonomy among women trained (self-reported)
Objectives 1.2	Advocate for visibility and inclusion of women in construction
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • Active TAWAH members • TAWAH Ambassadors enrolled in universities and secondary schools • Mentors and Mentees enrolled in WIC mentorship programs • Mentees completing the 2-year mentorship cycle • Mentorship sessions conducted • Interns placed through partner institutions • Partnership projects with universities/associations • Volunteering and professional networking activities
Result Indicators. *by numerical increase	<ul style="list-style-type: none"> • Women professionals recognized in the construction sector • Mentees transitioning into mentors • Professional networks for women (self-reported or tracked) • Job placements or promotions among members • Cross-border participation in mentorship and training • Strengthened retention rate of TAWAH members • Partnerships that provide professional development • Visibility of women builders in construction forums & media

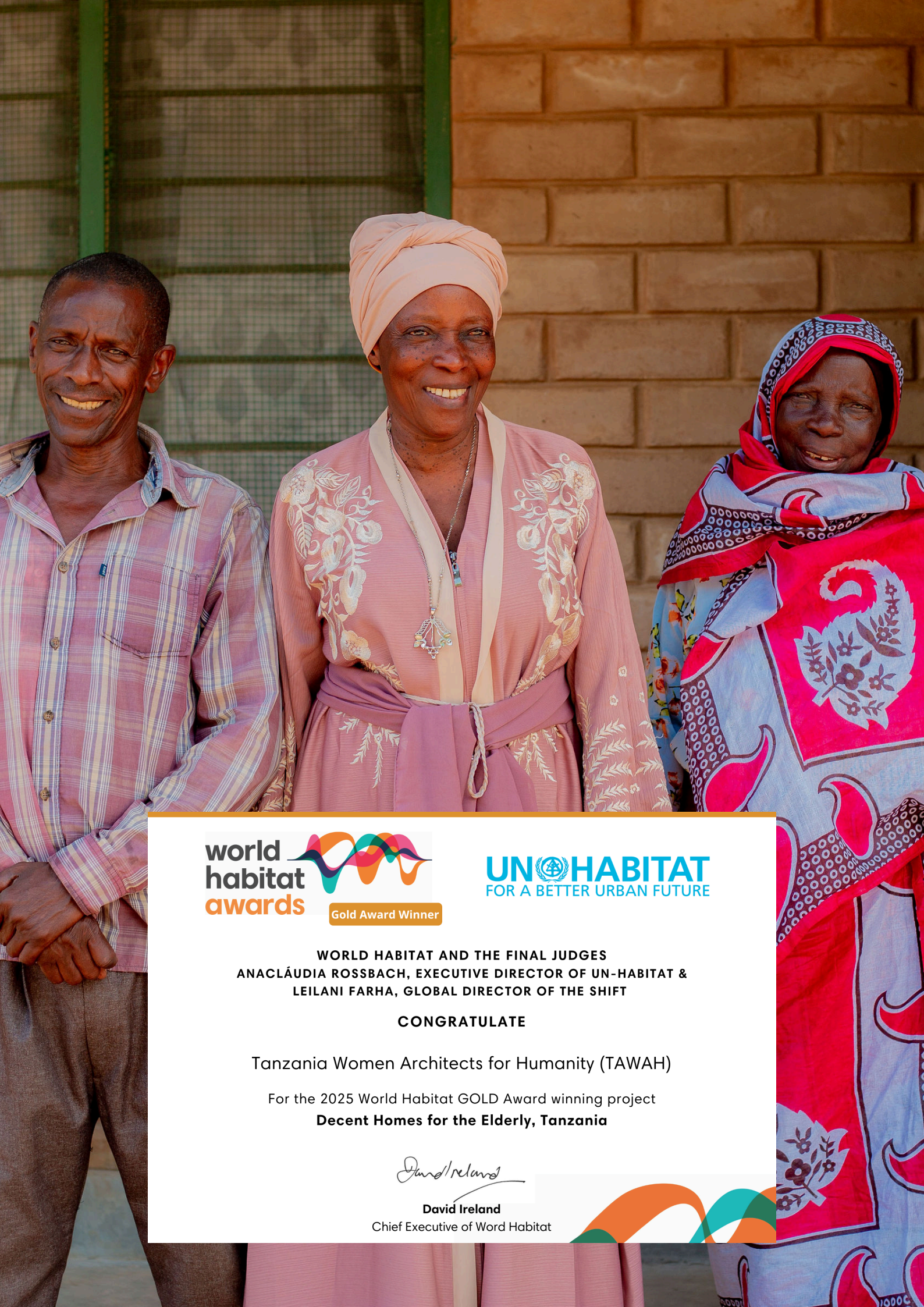
Goal 2: Advance sustainable construction techniques

Objectives 2.1	Drive innovation in low-cost low-carbon construction and expand the construction of affordable decent homes for vulnerable communities
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • Low-carbon construction projects implemented • Homes built or improved annually (target: 6 per year) • Partnerships on low-carbon construction • Research studies conducted • Earth construction technologies applied in new regions • Forums or campaigns on low-carbon construction held/attended • Carbon credit awareness activities conducted
Result Indicators *by numerical Increase	<ul style="list-style-type: none"> • Adoption of SDGs in TAWAH projects • Construction costs reduction through use of local materials • Housing quality for vulnerable households • Acceptance of SDG's by communities • Efficiency in construction output (due to machinery upgrades) • Influence on national construction policies • Environmental footprint reduction
Objectives 2.2	Establish new knowledge/training hubs through partnerships
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • Knowledge/training hubs constructed or upgraded • Partnership projects executed • Communities reached through construction projects • Trainings conducted
Results Indicators *by numerical Increase	<ul style="list-style-type: none"> • Community access to knowledge / training hubs • Collaboration with communities on construction projects • Replication of TAWAH knowledge hub models in other regions
Objectives 2.3	Improve learning environments for children and youth in primary and secondary schools
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • Community schools improvement projects completed • WASH awareness sessions delivered in schools • Youth engaged in WASH and construction programs • Schools receiving WASH facilities • Partnerships formed with schools • Activities embody with SDG (recycling, tree planting)
Results Indicators *by numerical Increase	<ul style="list-style-type: none"> • Students access to water, hygiene and sanitation facilities and supplies • Knowledge of WASH practices environmental awareness among student • Reduced waste through recycling initiatives • Improved quality of learning environments overall

Goal 3: Build a resilient TAWAH

Goal 3: Build a resilient TAWAH	
Objectives 3.1	Strengthen TAWAH team leadership
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • Staff trained in leadership & capacity building • Internal communication sessions conducted • New staff hired into new departments • Digital tools and equipment acquired • Leadership succession plan in place
Results Indicators *by numerical Increase	<ul style="list-style-type: none"> • Improved internal communication tools • Staff KPIs reached • improved safeguarding procedures • efficiency through digital systems adoption
Objectives 3.2	Enhance existing financial strategies and adopt new financial practices where needed
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • New and reviewed policies formulated • Policy compliance workshops held • Staff/trainees reached by compliance workshops • Monitoring and review cycles completed
Results Indicators *by numerical Increase	<ul style="list-style-type: none"> • Adherence to organisational policies and procedures • Enhanced transparency and accountability • Consistency in service delivery and reporting • Strengthened internal governance systems
Objectives 3.3	Devise partnership strategies for organisational sustainability
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • New funding sources secured or diversified • Fundraising and strategic personnel employed • New financial management tools adopted • Resource mobilisation strategies implemented • Revenue-generating products/services launched • Joint projects with NGOs, institutions or private sector • Donor relationship meetings. • New partnerships established/renewed annually
Results Indicators *by numerical Increase	<ul style="list-style-type: none"> • Financial sustainability and reserve funds • Multiple funding streams • Financial tracking and reporting systems • Higher donor trust and investment confidence • Projects support through multi-institution networks • Long-term collaborations and partner retention

Goal 4: Increase Advocacy and Visibility	
Objectives 4.1	Raise awareness by telling our story at scale
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • Stories published (about marginalised groups) • Newsletters released quarterly • Articles published (local + global media) • Forums/conferences/awareness campaigns attended or presenting • Award/recognition applications submitted • Baseline research & beneficiary analyses completed • Media mentions or features (print, radio, online) • Stakeholders added to TAWAH database
Results Indicators *by numerical Increase	<ul style="list-style-type: none"> • Increased visibility of TAWAH nationally & internationally • Growth in audience reach and public engagement • Increased recognition of women in construction narratives • Stronger storytelling credibility and brand authority • Invitations and speaking engagements • Enhanced documentations and publications • Growth in partnerships
Objectives 4.2	Deepen community participation in TAWAH activities
Reach Indicators *by the numbers	<ul style="list-style-type: none"> • Community feedback meetings held • TAWAH volunteer sign-ups • University students ambassadors recruited • Research fellows selected annually • Engagement sessions at the Elderly Hub • Youth participating in programs that involve elders • women builders and community social events organised
Results Indicators *by numerical Increase	<ul style="list-style-type: none"> • Active volunteer engagement and retention • Youth participation in community projects • Social cohesion and relationships between youth and elders. • Visibility of TAWAH-led activities within communities • Grassroots support and public legitimacy



**WORLD HABITAT AND THE FINAL JUDGES
ANA CLÁUDIA ROSSBACH, EXECUTIVE DIRECTOR OF UN-HABITAT &
LEILANI FARHA, GLOBAL DIRECTOR OF THE SHIFT**

CONGRATULATE

Tanzania Women Architects for Humanity (TAWAH)

**For the 2025 World Habitat GOLD Award winning project
Decent Homes for the Elderly, Tanzania**

A handwritten signature in black ink that reads "David Ireland".

David Ireland
Chief Executive of World Habitat





Strategy on Page - Goal 1

Increase women participation in construction

Grassroots, gender-responsive, rights-based, mentorship-driven, skills-to-employment and scalable.



APPROACHES

OUTCOME

Women are empowered, skilled, recognized and included in the construction sector, with access to decent work, leadership, and income opportunities.

OUTPUTS

Increased number of trained, mentored, skilled and certified women builders entering construction.

Stronger training systems with improved facilities, support services, and gender-responsive training.

Strong professional networks, active mentorship, advocacy, and increased TAWAH memberships.

CHANGE STRATEGIES

- Improve and accredit the Vocational Training Center.
- Deliver gender-responsive technical and leadership training.
- Expand certification, mentorship, and professional networks.
- Strengthen membership, ambassadors, and advocacy initiatives.
- Build partnerships with learning institutions and industries.

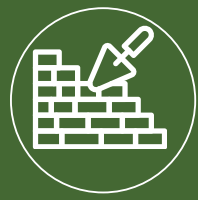
ENABLERS

- Accredited TAWAH VTC and certified trainers.
- Safe facilities, accommodation, and support services.
- Mentors, professional networks, and partnerships.
- Funding and institutional capacity.

Women enroll and complete training; communities and institutions support women in construction; labour markets absorb graduates. and women gain access to financial freedom.



ASSUMPTIONS



Strategy on Page - Goal 2

Advance sustainable construction techniques

Sustainability-driven, locally sourced, culturally responsive, partnership-based, and expansion of knowledge.



APPROACHES

OUTCOME

Marginalised communities benefit from sustainable, low-carbon, and affordable construction used to improve housing, sanitation facilities and learning environments.. Furthermore, sustainable construction practices becomes more widely used.

OUTPUTS

Affordable shelter constructed and housing improvements made using local, low-carbon and sustainable materials.

Improved school facilities with safer water, sanitation, hygiene practices and environmental practices through WASH.

Partnerships advancing research, training, awareness and sustainable construction practices through knowledge hubs.

CHANGE STRATEGIES

- Research and use of low-carbon construction materials.
- Affordable construction and renovation of shelters and sanitation facilities.
- Partnerships for innovation, knowledge sharing, and scaling.
- WASH infrastructure development in schools.
- Environmental education, advocacy, and community engagement.

ENABLERS

- Access to local materials and innovative machinery.
- Research institutions and technical partners.
- Skilled builders and trained teams.
- Funding, tools, and community participation.
- WASH program deployed in more educational facilities.

Local materials are accessible; partners collaborate effectively; communities adopt sustainable and environmentally responsive practices; policies support low-carbon construction.



ASSUMPTIONS



Strategy on Page - Goal 3

Build a resilient TAWAH

Inclusive leadership, accountability, transparency, digital innovation, and partnership-driven growth.



APPROACHES

OUTCOME

TAWAH operates as a resilient, well-governed, and financially sustainable organization that delivers consistent, high-quality programs, partnerships and impact.

OUTPUTS

Effective leadership and team structures leading to clear roles, decentralized departments, skilled staff, and strong internal communication.

Strong governance and compliance systems with updated policies, ethical standards, and regular monitoring for transparency and accountability.

Financial sustainability achieved through diversified income, strong financial systems, and improved donor engagement.

CHANGE STRATEGIES

- Leadership and staff capacity building.
- Decentralized management and delegation.
- Policy development, compliance training, and reviews.
- Financial system strengthening and digitalization.
- Strategic partnership development and donor engagement.

ENABLERS

- Skilled personnel hired (HR, M&E, finance, social care).
- Digital management and accounting tools.
- Clear policies and operating procedures.
- Strong partner and donor networks.

Staff adapt to new systems; leadership supports decentralization; donors and partners remain engaged and TAWAH continues to perform effectively and expand its programs.



ASSUMPTIONS



Strategy on Page - Goal 4

Increase Advocacy and Visibility

Participatory, inclusive, evidence-based, community-led, and partnership-driven.



APPROACHES

OUTCOME

TAWAH is widely recognized, public awareness of sustainable construction techniques increases, and social perceptions of women in construction improve.

OUTPUTS

Strong storytelling and public presence achieved through consistent publications, media coverage, and visibility at forums and conferences.

Community is engaged and informed through clear messaging on TAWAH's mission, sustainable construction, and empowerment of marginalized groups.

Growing networks of volunteers, ambassadors, fellows, and communities.

CHANGE STRATEGIES

- Impact storytelling and awareness campaigns.
- Media engagement and public presentations.
- Research, data collection, and beneficiary analysis.
- Community feedback and participatory engagement.
- Volunteer, ambassador, and fellowship programs.

ENABLERS

- Staff and tools capacity and digital platforms for outreach.
- Storytelling tools, databases, and research data.
- Media, academic, and community partnerships.
- Staff and volunteer coordination.

TAWAH produces credible stories and effectively engages communities and supporters at scale.



ASSUMPTIONS



“ We are sisters who are determined that we will not leave our other sisters behind.”

Angela Howard, TAWAH Board Chair

Where We Are Going

This milestone framework outlines TAWAH’s strategic priorities across all goals from 2026 to 2030. It sets out a phased approach to guide TAWAH in completing its planned activities.

2026
<p>Goal 1: Increase women participation in construction</p> <ul style="list-style-type: none"> • TAWAH VTC accreditation • Expand staff & trainees accommodation, install electricity, wi-fi and water storage facilities • Furnish carpentry, electric and painting workshops with modern machinery • Strengthen security at TAWAH VTC • Improve social services for women builders (sports, medical, counselling, wellbeing) • Strengthen governance structure for TAWAH VTC
<p>Goal 2: Advance sustainable construction techniques</p> <ul style="list-style-type: none"> • Participate in forums on SDGs and involve in partnership projects • Invest on Low Carbon credit trainings • Establish partnership with material suppliers and SDGs experts • Invest in sustainable agriculture - one acre farming method and supporting facilities
<p>Goal 3: Build a Resilient TAWAH</p> <ul style="list-style-type: none"> • Use digital project management tools • Employ TAWAH VTC Administrator, Matron and fundraising and strategy expert • New staff trainings and KPIs established • Obtain charitable registration number
<p>Goal 4: Increase Advocacy and Visibility</p> <ul style="list-style-type: none"> • Improve baseline research and conduct beneficiary analysis • Include former TAWAH connections in a database • Community engagement and feedback involving end-users in decision making and design evaluations • Story telling for 15years TAWAH milestone
2027
<p>Goal 1: Increase women participation in construction</p> <ul style="list-style-type: none"> • Link women builders with Microfinance institutions for loans and entrepreneurship • Partner with professional regulatory bodies for mentorship and volunteer program recognition • Establish Tanzania women builders associations by region and convene annual meeting • Train women builders in other countries in Africa • 3rd cohort completion of the Women in construction WIC program
<p>Goal 2: Advance sustainable construction techniques</p> <ul style="list-style-type: none"> • Launch pilot project for an innovative, low carbon roofing materials. • Launch community workshops and research projects aligned with SDGs • Develop guidelines for youth WASH program for schools - replica model
<p>Goal 3: Build a Resilient Organization</p> <ul style="list-style-type: none"> • Implement staff development program • Conduct annual review on organisational governance • Sell bricks, furniture and rent machinery
<p>Goal 4: Increase Advocacy and Visibility</p> <ul style="list-style-type: none"> • Launch and sustain quarterly newsletter sharing TAWAH activities and impact • Deepen impact storytelling around our projects and missions • Stories of Mentees of 2025–2027 cohort • Publish articles and alumni newsletter

2028

Mid-term Evaluation of Strategic Plan

Goal 1: Increase women participation in construction

- Increase annual trainee intake (min. 100)
- Launch TAWAH Ambassadors Initiative (schools and Universities)
- Expand mentee reach across borders
- Recruit interns from diverse fields

Goal 2: Advance sustainable construction techniques

- Develop guidelines for SDGs practices in rural Tanzania - a replica model
- Expand WASH and leadership programs for students to take the lead
- Conduct low-carbon construction research and publications using TAWAH projects

Goal 4: Increase Advocacy and Visibility

- Promote campaigns for programs that empower marginalised groups
- Increase local and international media coverage
- Attend forums and conferences and conduct presentations to educate communities on affordable and sustainable construction practices

2029

Goal 1: Increase women participation in construction

- Partner with more higher learning institutions internationally
- Build Knowledge/training hub in one more region in Tanzania (Mbeya, Iringa & Mwanza Target)

Goal 2: Advance sustainable construction techniques

- Improve school WASH facilities and supplies in more schools
- Empower more high school students to lead WASH programs
- Embark on research and publication on the impact of TAWAH design projects to SDGs achievements

Goal 3: Build a Resilient Organization

- Adopt advanced project-management technologies
- Diversify TAWAH's revenue streams

Goal 4: Increase Advocacy and Visibility

- Register TAWAH on multiple volunteer platforms
- Creation of TAWAH ambassadors in different learning institutions
- Introduce TAWAH Fellowship for students to conduct research on sustainable regenerative design and equity in construction
- Strengthening social interaction at the Elderly Hub while inspiring youth engagement

2030

Goal 1: Increase women participation in construction

- Build knowledge/training hub for women in two more regions.
- Establish exchange programs for women builders across the globe

Goal 2: Advance sustainable construction techniques

- Work with the government to influence construction policies
- Share guidelines on SDGs practices with community, local and central government leaders.
- Organise a conference on Sustainable practices in rural Tanzania

Goal 3: Build a Resilient Organization

- Develop a longtime investment and resource mobilisation plan.
- Expand TAWAH partner base

Goal 4: Increase Advocacy and Visibility

- Apply for recognition in global housing and sustainability awards, and initiatives
- Increase local and international media coverage

Acronyms

KPI	Key Performance Indicators
M&E	Monitoring and Evaluating
NGO	Non-Governmental Organisation
SDG	Sustainable Development Goals
TAWAH	Tanzania Women Architects for Humanity
UNDP	United Nations Development Programme
VETA	Vocational Education and Training Authority
VTC	Vocational Training Center
WASH	Water Sanitation and Hygiene
WIC	Women In Construction



TANZANIA WOMEN
ARCHITECTS *for* HUMANITY

**Decent
Shelter *for* All**