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ACTIONAID TANZANIA ANNUAL REPORT 2017



MARCH 2018

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ACRONYMS

AAI	ActionAid International
AATZ	ActionAid Tanzania
CAADP	Comprehensive Africa Agricultural Development Programme
CBOs	Community Based Organizations
CRSA	Climate Resilient Sustainable Agriculture
CSOs	Civil Society Organizations
CSP	Country Strategy Paper
EAC	East Africa Community
GBV	Gender Based Violence
HRBA	Human Rights Based Approach
ICT	Information Communication Technology
KCP	Key Change Promise
LRPs	Local Rights Programs
M&E	Monitoring and Evaluation
NEWORA	Newala Women Rights Association
PRRPs	Participatory Review and Reflection Processes
RAF	Resource Allocation Framework
SAM	Social Accountability Monitoring
SAWAMA	Sauti ya Wanawake Mafia
TALA	Tanzania Land Alliance
TAWLA	Tanzania Women Lawyers Association
TCDC	Training Centre for Development Corporation
TAWORO	Tandahimba Women Rights Organisation
VAC	Violence against children
VAT	Value Added Tax
VAW/G	Violence against Women & Girls
WLAC	Women Legal Aid Centre
WRA	Women Rights Association

OUR IDENTITIES

Who we are

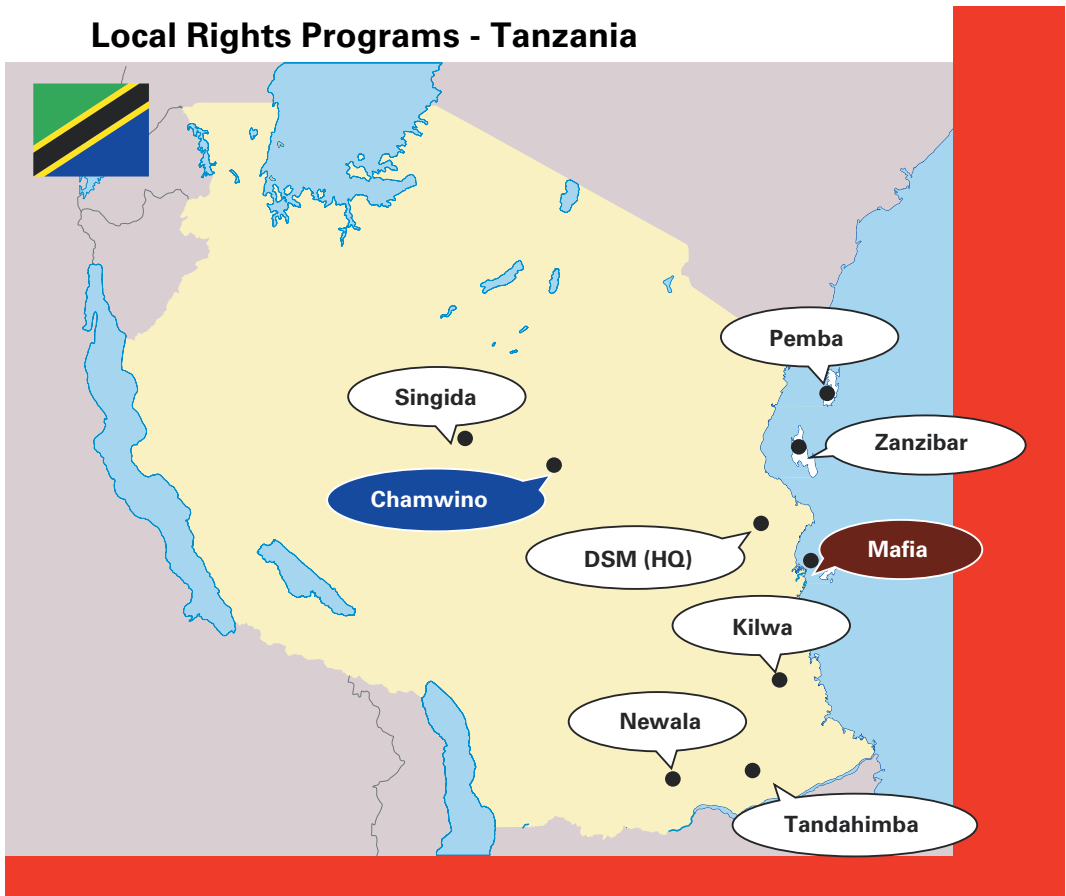
ActionAid Tanzania (AATZ) is a development agency that is committed for social justice, gender equality and poverty eradication. It started development interventions in the country in 1998 and later transformed itself into a full-fledged Country Programme in 2000.

It is a registered organization in the country under the Companies Act 2002 and an associate member of the ActionAid International Federation which is a global justice organization working towards achieving social justice, gender equality and eradication of poverty. In terms of governance, ActionAid Tanzania has a National Board and General Assembly.

Where we work

AATZ has development programmes in the mainland Tanzania and Zanzibar. At local level, it has long term interventions in selected district-based Local Rights Programs (LRPs) where it works with communities, Community Based Organizations and local partners in Mafia, Unguja, Pemba, Kilwa, Tandahimba, Newala, Chamwino and Singida. It also has governance and public accountability focused programs in Mbeya, Chalinze, Kiteto and, Dar es Salaam through partner organizations.

Local Rights Programs - Tanzania



At national level, the organization has been partnering with national and international organizations, networks, coalitions and forums to influence policies and strategies in favour of people living in poverty through engaging with selected government ministries and law makers. It also joins other peer organizations in solidarity actions at international level in the fight to advance social justice, gender equality and ending poverty.

Vision, Mission and Values

Our Vision: Tanzania without poverty and injustice in which every person enjoys his/her right to a life of dignity

Our Mission: To work with poor and excluded people to eradicate poverty and injustice

Our Core Values

- **Mutual Respect**, requiring us to recognise the innate worth of all people and the value of diversity.
- **Equity and Justice**, requiring us to ensure the realisation of our vision for everyone, irrespective of gender, sex and gender identity, race, ethnicity, caste, class, age, HIV status, disability, location and religion
- **Integrity**, requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgements and communications with others
- **Solidarity with People Living in Poverty and Exclusion**, will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality
- **Courage of Conviction**, requiring us to be creative, bold and innovative – without fear of failure - in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality
- **Independence** from any religious or party-political affiliation
- **Humility**, recognising that we are part of a wider alliance against poverty and injustice

How we work

- Human Rights Based Approach
- Working with and through partners and alliances
- Women at the centre of our work
- Working with children and youth
- Use of participatory tools and methodologies

FOREWORD



Here is ActionAid Tanzania’s 2017 Annual Report. Processes we have undergone, gains we made and impacts we brought in the lives of people are summarized in the document.

The year signifies the end of the 3rd Country Strategy Paper (2014 – 2018) one year ahead of its prescribed period. The decision to conclude the strategy and go for a new country strategy was informed by the analysis we made to internal and external contexts. In the year, we were able to simultaneously engage in implementing the 2017 annual plan and at the same time developing the new five years’ country strategy.

On the basis of directions set in Country Strategy Paper III, the organization’s actions of the year focused on the three interlinked strategic objectives namely: (i) promoting sustainable agriculture and control over land and natural resources, (ii) Governance, corporate and public accountability and (iii) women rights. The annual plan and budget was reviewed and approved by the General Assembly on November 2016. The Senior Management Team was mandated to ensure the effective implementation of the plan involving the staff and partners. The Board regularly reviewed the implementation progress and effectively played its oversight role.

In summary, incremental gains were made in the year in delivering commitments we made in the country strategy. To mention a few, actions taken to advance women’s land rights has led to women accessing control over land on top of raising their awareness on women’s rights and entitlement, citizens are empowered more to demand transparency and accountability as well as access to Gender Responsive Public Services and participation in decision making processes from authorities at all levels. Our women rights work has moved forward by strengthening the vibrancy of women rights associations who are now taking women rights agenda on their own hands in their respective localities. Rural Women Platforms organized from ward to national level continued to engage in public budget analyses and interacting with policy and law makers at national and international level demanding increased financing for agriculture sector.

I would like to thank all staff, partners, Board and General Assembly members for valuable contributions you made for the effective implementation of the annual plan. We walked the joinery together across the year which was characterized by successes, challenges and lessons.

As we move forward in implementing the Country Strategy Paper IV (2018 – 2022), let us reflect back on what has worked well and drawbacks and build on tested experiences while also envisioning alternative ways to enhance organizational efficiency.

Let us join hands to end poverty and injustice!

A handwritten signature in blue ink, appearing to read 'Mary Nsemwa'.

Mary Nsemwa
Chairperson of the National Board

1. EXECUTIVE SUMMARY

The year 2017 can be considered as a year of transition for ActionAid Tanzania. Through the implementation of the annual plan, the organisation has managed to consolidate commitments made in the Country Strategy Paper III on one hand and developed its five years (2018-2028) Country Strategy Paper.

The 2017 annual plan and budget was reviewed by the National Board and subsequently approved by the General Assembly on November 12, 2016. At the beginning of the year, series of meetings were conducted by the Senior Management Team, the Extended Management Team and partners to collectively refine the action plan of the year. The meetings enabled all actors to share experiences, ensure program coherence and complementarity and build more clarity on working modalities.

The implementation of the plan was facilitated through the Local Rights Programs in Mafia, Pemba, Unguja, Kilwa, Tandahimba, Newala, Chamwino and Singida and partner organization in Mbeya by SHIVIWAKA, Kiteto by KINNAPA, Chalinze by Naramatisho Pastoralist Organisation and Dar Es Salaam by Tanzania Youth Vision Association. Programs at national level were implemented in partnership with ANSAF, TEN/MET, Policy Forum and TGNP.

During the year, programme interventions focussed on three interlinked strategic objectives as defined in the Country Strategy Paper III: (1) Promoting Sustainable Agriculture and Control over Land (Climate Resilient Agriculture & Land Rights), (2) Governance, Public and Corporate Accountability (Accountability, Tax Justice & Education) and (3) Promoting Women's Rights (Prevention of Violence against Women & Promoting Women's Economic Empowerment).

Promoting sustainable agriculture and land rights: Interventions implemented under the objective included; developing the capacity of women on their land rights and organized dialogues with decision makers at various levels. This made it possible to review the progress made by the government in responding to women's land right demands since the 2016 Kilimanjaro Women Land Rights initiative. Under the climate resilient agriculture initiatives, farmer to farmer learning was promoted on agro-ecology model to increase productivity, enhancing nutrition and women decision-making roles at household level. Moreover, series of forums were organized to develop the capacity and assertiveness of rural women in agricultural budget monitoring at ward, district and national level and share their voices to demand increased agricultural budget allocation at national and international forums.

As a result of the interventions, the number of women securing ownership and control over land increased, the responsiveness and commitment of government institutions to women's land right improved significantly, nutrition status of target households improved, women's recognition and role in decision making among target communities enhanced and the level of budget allocation by the government to the agriculture sector increased at various levels. Vibrancy of Rural Women Platforms in echoing voices of women and influencing decisions on agricultural budgeting has increased.

Governance, public and corporate accountability: Major priorities of the year include undertaking research on double taxation treaties and tax incentives and producing and disseminating policy briefs to influence the government for increased budget allocation for quality public service delivery in education, health and agriculture sectors. The research was completed, policy brief was published on major newspapers and the lobby and influencing work has continued. Furthermore, debates are initiated and supported on fair and progressive taxation systems and awareness raised on the linkage between revenue collection and provision of quality basic public services. Series of trainings were organized on Social Accountability Monitoring to enhance citizen's participation in public affairs, and promote accountability and transparency in governance and budget allocation and expenditure in public service. As a result, citizen's knowledge on tax issues, participation in monitoring public services and demanding accountability from the government has increased significantly and access to quality services improved.

Promoting access to quality education: Actions taken to roll out to advance access to quality education consist of; undertaking series of advocacy dialogues for increased education financing engaging with decision makers at local, national and international levels, exercising the Promoting Rights in Schools (PRS) Framework in schools and instituting the system of School Development Plan, raising awareness on children's education rights and enhance children's assertiveness, supporting communities to improve learning environment to children and undertaking media actions to raise awareness among the public on children's education rights, inclusiveness in education and the need for increased budget allocation for education, strengthening the capacity of School Management Committees on school governance through the participation of children and institutionalizing violence reporting systems in schools among others. Major results observed include; increased commitment by the government for better budget allocation for education, enhanced community's awareness on the link between revenue and education service delivery, increased awareness and assertiveness among children in defending and claiming their education rights, increased vibrancy among School Management Committees and increased actions on reporting of cases of violence in and out school.

Promoting Women Rights: Programmes under women rights focused on raising awareness on the negative effects of violence against women and girls and women's legal entitlements and mobilizing and organizing women to lead the struggle in fighting violence against women. Accordingly, dialogue forums were organized between women and law enforcement agencies with the aim of enhancing understanding on inter-sectional nature of women's challenges and the need for pro-activeness from law enforcement agencies in responding to cases of violence against women and girls. Series of trainings and sensitization sessions were organized to strengthen the institutional capacity of Women Rights Associations, developing the entrepreneurship skills of women and supporting women's economic groups to access markets & networking.

Monitoring and Evaluation: The implementation of the programmes was monitored regularly through quarterly reports from implementing units, undertaking monitoring and support visits by the Impact Assessment and Shared Learning Manager, programme staff and the Senior Management Team and organizing quarterly joint reviews by the Extended Management Team with inputs from Management

Accounts on budget utilization. Participatory Review and Reflection Processes were conducted twice involving communities, partners and stakeholders.

Communication: Our communication unit took active part in supporting the mission work and consistently shared information on organizational achievement and developments through Monthly Updates and engaging electronic and print media during events and organizing visits to programs. As a result, media coverage on AATZ works increased and staff, Board and General Assembly members as well as audiences across the federation and externals are well informed about the organization's actions and achievements.

Human resource management & organizational development: Major activities performed through the facilitation of the department include; developing staff capacity (organizing trainings and orientations), enabling staff to take part in workshops organized in-country and abroad, organizing staff retreat for socialization and team building, recruiting staff for vacant positions, undertaking staff performance appraisals and revising job descriptions to align with the revised structure, revising the Human Resource Policies and Procedures Manual and Per diem & Accommodation Policy, procurement of goods and services, providing IT services and performing other administration services.

Governance: The National Board continued to play its oversight role across the year. It has conducted three meetings, regularly monitored the organization's overall performance, revised three policies and guided the development of new Country Strategy Paper and facilitated the Annual General Assembly meeting. The Board also has played active role in delivering actions related to the international Board and Assembly. Because of the Board's pro-activeness, the oversight role is strengthened; organization's overall performance efficiency improved progressively, impacts of interventions broadened and effective systems in place.

Financial Management: Managing income and expenditure, reviewing documents to ensure compliance to policies and procedures, compiling and submitting reports to Global Secretariat and donors timely, preparing and sharing Management Accounts to budget holders, regularly monitoring reserve levels, organizing financial management training to staff and partners and providing on-the-site support to partners are among major activities performed by the finance department.

The total expenditure of the year was £2,115,734 which is 108% of the annual budget. The expenditure exceeded the prior year actual by 6%. Of the total expenditure, 78% was committed to program activities.

2. RESULT HEADLINES

At the onset of defining the operationalization process of the Country Strategy Paper III (2014 – 2018), results we anticipated to achieve were planned by all planning units (Local Rights Programs, partners and national thematic units) and targets were disaggregated into each year. Accordingly, results achieved in 2017 under the three strategic objectives and key change promises were assessed by each unit and the aggregate summary is highlighted:

- 2,561 smallholder farmers conscientized and empowered on their land rights and entitlements
- 652 women accessed land
- 2,936 citizens mobilized and empowered in advancing tax justice and accountability and claimed their rights
- 1,382 children accessed their right to quality education
- 10 communities able to improve school infrastructure and hence the learning environment improved to children
- 2,233 women conscientized and empowered assertively took the lead in challenging violence against women and girls
- Capacity of 5 Women Rights Associations strengthened through institutional capacity development and were actively engaged in mobilizing women and communities at large in claiming women's rights and entitlement
- 6,872 women improved their livelihoods through various income generation activities

3. WHAT WE DID

Program interventions of the year focused on the following three strategic objectives:

- 1) Promoting sustainable agriculture and control over land and other natural resources (Climate resilient agriculture & land rights):
- 2) Governance, public and corporate accountability (Accountability, tax justice & education) and
- 3) Promoting women's rights (Prevention of violence against women & women's economic empowerment).

In the year 2017, ActionAid Tanzania gained many successes that contributed in attaining promises it made in CSP III.

3.1 Strategic Objective 1: Promoting sustainable agriculture and control over land and other natural resources

The organization has been working towards improving productivity and livelihoods for smallholder farmers with focus on women and youth to access and control over land and promoting agriculture and climate resilient smart agriculture. These interventions have been implemented in Chamwino, Singinda, Tandahimba, and Newala LRPs. Moreover, ActionAid Tanzania planned to mobilize national civil society organizations and coalitions along with local farmers' movements to actively advocate for land rights and secure land tenure for women and account for security of land tenure specifically for women.

Key Change Promise:
Smallholder women, youths and other farmers gained access & control to land & other natural resources.

Building on past initiatives, series of sensitization sessions and dialogue forums were organized to advance the land rights of smallholder farmers and women in particular. As a continuation of the Kilimanjaro Initiative on women's land rights which has mobilized women across the continent to collectively demand for their land rights and entitlements, dialogue forms were organized with local government authorities and Ministries

of Land, Natural Resources and Tourism and National Environmental Management Council (NEMC) to gauge the progress made in the year. Conversations made in the forums indicated that more women accessed land and government bodies are giving more attention to women's land right demands. As a result of successive interventions that are aimed at advancing land rights, reports witnessed that 652 smallholder women were empowered and accessed land. Actions on sensitizing communities in general and women in particular on their rights to land and training on land rights laws and policies targeting Community Development Facilitators, leaders of women associations and activist women continued across selected Local Rights Programs as a result of which peoples' awareness has generally increased on women's rights on one hand and women's

With continued advocacy in collaboration with farmers' associations, improvement observed in the capacity of farmers to negotiate and influence the price of cashew nut (cash crop that largely determines the livelihood of many people in Tandahimba and Newala Districts) as a result of which the price for farmers' produce has increased.

'As a result of trainings and exposures we took part, our knowledge and confidence has increased in determining our fate. We are now more capable to negotiate and influence government bodies and businessmen in determining the price of cashew nut.

**Mr Adinan Bakari Mbwana,
72 Member of Farmers
Association in Tandahimba
LRPs**



Moreover, farmers are able to engage in processing of the crop to add value to the product which has increased their benefit.

Farmers are also able to take part in NANENANE exhibitions during the Annual Farmer's Day and in so doing, they are able to create networks with other producers and increase their market opportunities.

Fishers were trained in leadership and entrepreneurship skills and were provided with fishing gears on one hand and fisher cooperatives were capacitated. Testimonies from farmers indicate that notable increase has been observed in household income as a result of their engagement organized by fishers' cooperative. Farmers actively engage with local governments to demand for accountability, creation of market access and access to improved fishing gears.

Key Change Promise:
Women and smallholder farmers adopted climate resilient agriculture concepts and practices, increased production and access to markets.

In promoting climate resilient sustainable agriculture, farmers were trained on post-harvest losses control by researchers from Ilonga and were sensitized on the importance of agro-ecological practices including the use of traditional pesticides to control pests. This intervention is a continuation of the Singida Nutrition and Agro ecological Project (SNAP). The farmer to farmer learning and mentoring exercise and education on nutrition and gender

equality in farming communities continued across the year with the involvement of smallholder farmers and women farmers in particular.

Testimonies from farmers especially women witnessed that they are able to improve their food security, diversify nutrition status, increased their household income and soil fertility of their plots improved. They also confirmed that wives and husbands jointly decide together on what to plant in their farms and the use of family income more than ever before which is much evident among target households

Results generated from Participatory Review and Reflection Processes revealed the following results:

- Improved food diversity and better nutrition to children among target households
- Women's enhanced engagement in decision making on family matters including income & expenditures
- Improved livelihood of households as a result of adopting Climate Resilient Smart Agriculture (CRSA) system through the use of irrigation
- Enhanced ability of farmers to produce farm product for selling to earn income
- Increased participation of women in decision making processes both at household and community level on matters related to agriculture
- Improved soil fertility



Case story: Addressing two strategic issues simultaneously: Promoting household food security & enhancing decision making role of women

In patriarchal societies like ours, women shoulder double burden. Despite women's crucial role in maintaining the society, they face lack of recognition to their contribution and are exposed to various forms of violence.

ActionAid Tanzania has been implementing the Singida Nutrition and Agro-ecology Project (SNAP) to promote food security and enhance women's role at household and community level. The project focuses on promoting agro-ecology and gender equality primarily involving women farmers.

Pili Shabana Gonde is among female mentor farmer participating in SNAP activities. She is married & has 3 children (2 female & 1 male). She participated in the trainings on agro-ecological practices, gender and nutrition and took part in the exposure visit to Malawi to gain experience.

She was given assorted varieties of legumes seeds such as cowpeas (vuli I and vuli II), ground nuts (Upendo and Mnanje) and lap lap. Through the knowledge and skills gained, she planted these varieties together with maize in her family plot.

She acknowledges that the knowledge she gained and collective work with fellow mentor farmers enabled her to broaden her knowledge on women's potentials. Moreover, she harvested 186kgs of vuli II, 96kgs of vuli I, 40kgs of upendo, 20 kgs of mnanje ground varieties and 80kgs of lap lap from her farm. She sold part of her products to meet household needs and used the remaining for family consumption.

Pili narrated her experience: "Through the project, I managed to increase food diversity. Before I joined the project, my family used to eat maize and beans throughout the year. Nowadays, we have varieties of protein foods which we consume with ugali. In February 2017, when the



Pili Shaban educating her peer farmers on agro-ecology

community where I live was affected by food insecurity, it was not a problem for my family and those who were part of the project because we used legume crops that matured early while waiting for maize produce."

She added: 'the use of legumes in my farms has also helped to improve soil fertility. As a result, I don't buy manure to use in my farms. Integration of legumes with maize and sorghum has been a solution for soil fertility and improved the productivity. Whenever I interact with farmers in my area, I often encourage them to adopt agro-ecology farming system."

'My involvement in the project has many benefits. Trainings I got on gender equality and the yield I harvested from my family plots have also increased the recognition I have at household level. I am able to work with other mentor farmers and increased household food security and earning income to the family. My husband consults me now more than ever before on family matters including what to plant on the land and what to do with the money we earn from the sale of the products. My confidence has also increased. The community at large is increasingly recognizing the contribution of women. I observed similar changes among my fellow women mentor farmers. The unity among women mentor farmers has also created opportunity to discuss women rights issues. We jointly discuss violations of women's rights in the community and take collective actions to address it. I will continue to assist more women to adapt the practice as it has multiple advantages' concluded Pili.

Key Change Promise:
Public financial institutions and private sector institutions demonstrate increased accountability through committing services and financial support to farmers and farmers' organizations.

Women advocated for increased budget allocation for agriculture sector by the government so that they benefit from the development of the sector. In order to link the struggle of smallholder farmers from local to national and international women farmers' movements,

women organized under Rural Women Farmers Forums were supported to assess and organize the views of women and participate in international forums such as EAC Budget Summit, UN Commission on Status of Women, CAADP meeting, AU- GIMAC and Farmers Specialised Technical Committee. Representatives of the Forums presented their views and women's demands to influence increased agricultural financing from governments. Recognition to women's concerns and commitments made by representatives of governments and sub-regional and regional bodies is quite encouraging. Women will continue to monitor realization of commitments.



Among notable results under the priority:

- As a result of the successive lobby and advocacy work, agricultural projects implemented by the government that were stagnant for years have been speeded up and the government committed to provide subsidies to run the projects. In Msanga village for example, the cattle deep which was non-functional for quite long has been made operational and the ward authority instituted a supervisory committee to monitor its functions.
- Local government officials in some districts demonstrated more cooperation to women and the community at large by sharing information and progress updates on community projects as well as budget expenditure to public projects.
- Smallholder farmers' platforms have been strengthened through organizing trainings and dialogue forums. The forums are recognized by the government as institutions promoting the interest of women. The platforms in Singida currently operate in 8 wards having a total of 303 groups with a membership of 4,247 women and 2,217 men while the platforms in Chamwino are active in 7 wards with a total membership of 2,350. Generally, the confidence of women has increased and women are now capable of leading the platforms

effectively. The platforms of Singida and Chamwino are vibrant members of the national Women Smallholder Farmers Forum (SWFF).

- The women’s forums helped women to share their experience at national, regional and international forums. Representatives of the District and national Women Rural Farmers Forums platforms took active part in regional and sub-regional high level meetings organized in Addis Ababa for the GIMMAC and AU Summit, CAADP in Uganda and CSW in the United States of America. As a result of the lobby work, issues raised by these forums are considered in District Plans. Moreover, the forums continue demanding the government to adopt the 10% minimum budget allocation in agriculture as per the Malabo commitment.

Generally, our target under the strategic objective for the year was to reach and impact 1,095 people. We managed to reach and impact 2,561 smallholder farmers which is 234% of the annual target. The significant increase in the achievement is mainly attributed to the increased vibrancy of rural women forums and various opportunities created to reach more smallholder farmers.

3.2 Governance, public and corporate accountability (Accountability, tax justice and education)

Priorities under Strategic Objective 2 aim at enhancing the political participation of citizens especially women, youth and the marginalised people to engage and influence policy development and decision-making processes and hold the government and cooperates to account for the provision of quality public services especially for education, health and agriculture. Partners and people living in poverty have been involved in monitoring domestic resource mobilisation, allocation and spending and transform the culture of transparency and accountability in the delivery of public services.



A research on Double Taxation Agreements was conducted focusing on agreements with India and Denmark to assess their impact on the national revenue collection in collaboration with the Tanzania Tax Justice Coalition (TTJC). Findings of the research will be used for next advocacy agendas on transforming the tax system. Through the partnership with TTJC, policy brief was developed on the basis of budget analysis presented to the Ministry of Finance demanding the government to emphasize education, health and agriculture as priority sectors during national budget allocation.

On the other hand, series of dialogue forums were organized at district level on fair tax systems and on the impact of illicit financial flows at national forums. AATZ has mobilized national CSOs in connection to Africans Rising Initiative, a renewed movement building across Africa for sustainable development by joining the rest of African countries.

Key Change Promise:

Women, men and youths and their movements as well as CSO allies conscientized and empowered on tax justice, tax incentives and are now able to collectively engage government to fair and equitable tax policies to regulate multi-national companies to pay their fair share of tax.

Under this key change promise, trainings and sensitizations were organized for citizens on fair tax systems, illicit financial flow, Gender Responsive Public Service delivery and the link between revenue collection and access to quality basic services.

The following are major achievements under the priority:

- Increased citizens understanding on tax justice especially on progressive tax reforms, redistributive policies and
- Enhanced understanding among citizens on the link between tax and service delivery
- Increased community participation in demanding their rights to quality service delivery from the government. Communities in Mafia district for example have gained confidence and courage and are demanding accountability from their authorities to ensure transparent and equitable use of resources.
- Increased understanding on the process of Illicit Financial Flow and how it increases revenue loss and negatively affect potential revenue collection by governments

Key Change Promise:

Enhanced participation of women, youth, poor and excluded and disabled people in influencing decision making processes through increased representation and active engagement into administrative governance structures.

Trainings and sensitization sessions were conducted by communities and their local leaders on the LGA Act especially on provision and opportunities for citizen participation. Youth groups were supported to have interface forums with government officials at district councils and wards to monitor the progress on realization of the LGA Act especially

in advancing citizen's participation in governance processes. Moreover, trainings were organized on Social Accountability Monitoring (SAM) and SAM teams were established to monitor public service delivery under three sectors (education, health and agriculture). PET teams were also capacitated to undertake budget tracking to public projects especially focusing on projects under education, health and agriculture sectors.

As a result of series of interventions, the following notable gains were observed:

- Citizen's access to information improved as result of increased interaction with local authorities and assertiveness to demand it
- Communities are actively engaged in the monitoring of their respective leaders on delivering expectations
- Responsiveness and transparency among local authorities have improved through sharing relevant information and community's involvement in decision making has increased.
- Knowledge of women, men and youth on their roles and responsibilities including that of their leaders has been increased. For example, in Zanzibar, citizen's understanding on legal framework governing LGA, the concept of accountability and its applicability increased.
- Increased participation of community members in planning, budgeting and monitoring processes of development projects in their respective areas.
- Increased accountability and transparency by the local authorities and notable decrease in bureaucracy in offering public services.
- Increased community understanding and engagement on decentralization process
- Vibrant PET committee that are active in budget tracking
- Increased allocation and disbursement of youth and women revolving funds for small business enterprises which created more employment opportunities for women and youth.

The annual target under the accountability and tax justice priorities was to reach 2,625 people. Accordingly, we managed to reach at total of 2,936 people which is 112% of the annual target.

Key Change Promise:
Children accessed their rights to quality education through enhanced accountability by the government and other actors.

In the year, actions taken include; organizing series of sensitization meetings with children, parents and teachers on children rights to education and barriers on girls education, roles and value addition of school clubs and undertaking local and high level advocacy forums to lobby

and influence decision makers for increased financing of the education sector through greater allocation of domestic tax revenue. Domestic resource mobilization and its allocation and expenditure to promote access to quality education for children and girls in particular has been the advocacy agenda. Moreover, meetings were organized with Parliamentary Standing Committees in collaboration with 10

CSOs on social services and community development. Representatives from TEN/MET, TTU, TTJC and Activists were supported to attend side meetings on high level policy dialogue in South Africa during SADC regular meeting to influence governments so that heads of states take this agenda forward and commit for increased budget allocation to finance education sector.

Across Local Rights Programs, girls were organized to engage with district officials to demand for improved sanitation and hygiene in schools. Various channels of communication were used including TV, Radio, Newspapers, Social Media and forums to profile issues on sanitation and hygiene in schools. Major achievements under the them include;

- Communities awareness on the importance of girls' education increased significantly where we had interventions
- Pro-activeness of School Management Committees and understanding to their roles and responsibilities enhanced.
- The Promoting Rights in School approach increased children's knowledge on their education rights and confidence to demand these Clubs are used as platforms for exposing challenges encountered and the teachers are using school clubs to overcome truancy, dropouts, early childhood marriage and pregnancy. As a result, school enrolment has increased and gender parity improved.
- Increased inclusiveness of education for children with disabilities as a result of which schools have given emphasis to ensure school infrastructures are accessible by children with disabilities
- Supported 10 communities to improve school infrastructure as a result of which the learning environment has improved for all and for girls in particular. Testimonies from children indicate that they are motivated and their class attendance improved leading to the reduction of truancy, drop-out and poor academic performance.
- Improved access by victims of violence against children through increased collaboration with the Police Gender and Children Desk, and other organizations that safeguard children rights

Our promised target for the year under education interventions enabling 1,338 children to access quality education. Accordingly, we managed to reach at total of 1,382 children which is 104% of the annual target.





Classroom block in Unguja constructed by the support of ActionAid and involvement of communities and the local government to improve learning – teaching environment

Case story: Activism is developing among children in preventing violence against children

Violence against children, including sexual violence, is both a serious human rights violation and a significant social and public health issue in Tanzania. The context informs the need to a coordinated and collective effort to curb it schools and across communities so that children are able to safely access quality education. The available information on Zanzibar for exmample indicates that 46.7% of children reported violence in their home, 37.6% on the way to school and 14.5% in Islamic madrasas.

Through the Prevention of violence against school age children project in Unguja which is funded by OAK Foundation, children clubs are established in primary and secondary schools as platforms for children to meet and discuss issues they encounter and demand relevant bodies for action. School clubs are meant to empower children (7 – 17 age) to understand their rights and able to raise their voice, develop their capacity in to analyse challenges (academic, social and cultural) they face and report any form of violence to the school management for action. Through these interventions, children’s knowledge and assertiveness on their rights increased and they are now able to challenge violence within the school compound as well as in communities. Girls are more motivated to attend schools than get into marriage at their childhood age.

Issa Mambo Makame is a student in one of target schools. He is member of the school club and has attended trainings and participated in dialogues and debates/competition organized in his school including representing his school in the competition with other schools. When Community Development Facilitators and religious leaders were discussing issues of violence, Issa courageously explained how he feels bad when he listens to violene against children and urged teahers and parents to organize youth meetings in support of his madrassa teacher who is struggling to adrress the issue. He presented th case in a very cionvicing passion. He was finally able to convince participants to intiате monthly meetings for all parents whose children were in the madrassa where he takes part to openly discuss about violence ageist children. As a result, regular sessions were initiated for parents, youth and other community groups to discuss on form of violence against children and actions to be taken to address the problem. Issa’s testifies the following on results of the initiative:



Issa Mambo and his teacher Hashim Wadi

“I work closely with the club teacher and often receive updates on the state of children. Apart from the contribution in the prevention of violence; the club has also contributed to the increased education performance among school children. Before ActionAid has stated engaging with the school, it was hard for students to stand in front of others and speak or deliver any message. Students were very passive and it was difficult to ask questions even when teachers encourage us. All of us were not reporting anything even if we were not happy of the situation’.

‘Through time however, this situation has changed. After attending trainings and forums organized with the support of ActionAid, we are more vocal and very confident to express ourselves. We got the opportunity to join learning visits to other schools. This has increased our confidence to express our concerns and needs and widened our knowledge on our rights. We also demanded jointly improvements in school services such as toilets and we observed changes. Our school has got first position in the region for higher results in form four exams’.

Hashim Ame Wadi, is a head teacher at the school where Issa attends his schooling. He also shared changes he observed in the school as follows. ‘When Issa informed me about conversations on violence among children at our forum, I welcomed the idea and I thought I have got a second hand. At the time, it was hard for me to talk to children on issues of violence but also it was very difficult for Issa to talk with elders of his parent age’.

‘Thanks to Issa for courageously initiating the idea on having regular forum for discussion. Now, we have shared roles among ourselves. ActionAid’s intervention has eased our task. It has helped us to change the behavior of children and parents as well. As a result of trainings and sensitizations, the community categorically opposes any form of violence against children and girls in and out of schools and the incidence of violence has reduced significantly’.

3.3 Promoting women's rights (Prevention of violence against women & advancing women's economic empowerment)

The strategic objective on promoting women's rights focuses on empowering women and girls to take active role in preventing violence against women and girls, influencing policies and laws to advance women rights, building women's institutions and promoting women's economic empowerment.

Programs priorities of the year include; continuing awareness raising on VAW among communities and women in particular, conducting dialogues with authorities, police, judiciary organs for increased responsiveness for violence incidents and enactment/reinforcement of progressive laws and policies to transform women's rights. The other focus is on promotion of income generating schemes through entrepreneurship skills and business management training as means of livelihood improvement and women empowerment.

Key Change Promise:
Women and girls sensitized, conscientized and organized in the fight against cultural norms and practices that perpetuate VAW that negatively impact on women's full realization of their rights and survivals of violence have accessed to quality support services.

- The awareness of communities and women in particular has increased on negative impacts of VAW and women are more empowered and are challenging discrimination more than ever before.



- Women Rights Associations are now vibrant and recognized as entities in promoting women's rights and are consulted on women rights issues.
- Reporting cases of violence against women and girls increased. In Mafia district for example in six months' time, reporting of cases increased from 19 to 30 as a result of interventions focused on raising awareness among community members. An overall increase in reporting was also reported in Pemba. Women and girls are increasingly reporting cases to Police Gender and Children Desks.

- Overall decrease observed in the prevalence of harmful traditional practices and domestic violence.
- Increased community driven initiatives to address GBV such as establishment of GBV committees to follow-up cases, organizing children baraza and establishing good conduct committee to supervise those who misbehave.
- Women's access to justice increased as a result of collaboration with Police Gender and Children Desk, and organization that provide legal service (TAWLA, ZAFELA& WLAC)

Women are economically empowered and are contributing to the family livelihoods and income generation

- Women are now contesting, claiming for and attaining local government positions. For instance, in Newala, out of 16 ward executive officers, 10 are women.

Under the women rights strategic objective, it was planned to reach and impact 1,672 women and the actual reach was 2,233 women which is 134 % of the planned target.

4. FUNDRAISING

AATZ solicits funding from two sources: Sponsorship income from individual supporters and funding from donors through concept notes and projects.

4.1 Child sponsorship

AATZ is linked with supporters from UK, Italy, Greece, Sweden and Brazil. By the end of the year, we had 8,649 supporters from these countries linked to children here. Supporter servicing such as collection and submission of children messages, photo updates and community voice reports were delivered to funding affiliates maintaining quality and timeliness. Training was organized to staff on NK (the data base) management and the system is function at LRPs with some challenges with close monitoring by the IT coordinator. We have effectively hosted various supporters and potential donors including facilitating their visit to various LRPs. We have also effectively hosted many potential donors and organized visits to grassroots programs.

4.2 Fundraising from institutional sources

AATZ develops concept notes and proposals to raise funds from donors to support its program and support costs. Intensive efforts were made this year with relatively good results. We are able to raise good amount of project income for programs at national level and Singida, Chamwino, Pemba Unguja and Mafia. This year, we have developed and submitted 4 concept notes of which 2 were accepted by

donors for funding while out of 7 proposals, 4 were accepted for the period of 2 - 4 years. Funding from donor funded project which was only £427,000 in 2014 has reached £1.4 million for 2018. In the years, AATZ has 10 active projects. (See annex)



Ambassadors from UK who are key contacts for raising fund visited Tanzania

5. MONITORING AND EVALUATION

By way of institutionalizing and improving our M&E systems, capacity development orientations were organized to staff and partners on concepts and practices of monitoring and evaluation with the ultimate aim of enhancing organizational efficiency and effectiveness in programming, reporting and impact measurement. Accordingly, staff drawn from the head office, LRPs and partners were supported to develop M&E for their respective plans, refining plan of action and familiarization of relevant tools.



One of community discussions on reviewing CSP and developing CSPIV

As per the requirement of the organization's Accountability, Learning and Planning Systems (ALPS), Participatory Review and Reflection Processes were conducted twice at community and district levels to ensure our accountability to communities, supporters and stakeholders. In these processes, performances were reviewed, what we succeeded and failed were reflected and alternative ways of improving efficiency were shared. Moreover, this year's PRRP helped us to generate planning information to feed into the new strategy development. Local rights programs and partners were supported through monitoring and support visits to communities by the program and policy team, the Impact Assessment and Shared Learning Managers and the Senior Management Team. The visits enabled to learn from the implementation process, provide on-the-site technical and management support and capture the voices of communities and partners. As a result, setting M7E systems, impact measurement and overall reporting has improved significantly by implementing units.

In the year, light-touch review was made to Country Strategy Paper III involving communities, partners and stakeholders at all levels. Learnings from the outcome were used to develop the new strategy. Moreover, new Country Strategy Paper (CSPIV) was developed through series of participatory processes in the year to guide the organization's direction from 2018 – 2022. The strategy was approved by the General Assembly on December 16, 2017.

6. COMMUNICATION

In general terms, our communication intervention played key role in furthering our mission work. All functional units contributed for the overall delivery of the role.

- Documentation and dissemination of processes and success stories through documentary production, Monthly Updates, bi-annual newsletter, use of social media and updating information on our website facilitated the realization of strategic objectives and building the organization's image.
- Media engagements and coverage to AATZ works increased: In the year, we intensively engaged with various media outlets (electronics and print media) and regularly monitored media products. Accordingly, 31 newsletter articles (16 Swahili & 15 English), 11 radio programmes, 9 TV programmes including live debates and logs featured on about AATZ's work on different topics including women right, violence against children, land rights, education, Tax etc. reach to our Facebook and Twitter has slowly increased though not to the expectation.
- Staff involvement in documentation and sharing of stories increased from time to time
- Documented and disseminated the organization's 2016 performance in 25 minutes' audio-visual documentary film and disseminated it

abashed, Ms Jamata Mhagama, society, she said.

ActionAid 'to end VAG in schools'

By IDDY MWEMA

ACTIONAID Tanzania has embarked in a countrywide two-year programme aimed at eliminating Violence Against Girls (VAG) in schools and increase their academic performance.

According to available statistics in the country, about 47 per cent of girls are married before reaching the age of 18 and that prevents them from meeting their desired academic goals.

The revelation was made in Dar es Salaam yesterday by the NGO Project Manager-in-charge of Women and Children's rights, Ms Scholastica Haule, adding that prompt measures should be in place to save the girls and motivate them to attend schools.

She said the programme, dubbed 'Stop Violence Against Girls in Schools (SVAGS)', will also support the Fifth Phase government to offer free education to all children and to well reduce girls' absences in schools.

"The two-year intended project will ensure girls' right to a free, quality, public and inclusive education and protect also their rights to safety and self-determination," Ms Haule pointed out.

She said their goal will be realised by addressing some legal barriers, including beliefs, cultural norms and which work against the students in schools.

She said the project will first be implemented in Mafia District as it is expected to improve its enrolment, before spreading to other areas.

Earlier, the organisation acting Country Director, Mr Bayron Christopher, said the NGO had carried out a number of programmes to reduce poverty that is also contributing to poor performance of girls in schools as well as earlier marriages to support their families.

On his side, Mafia Member of Parliament (MP), Mr Mbaraka Dau hailed the organisation's move to end VAG in Mafia Island, but was quickly to ask for more dormitories to ensure the students stay in schools.

Political Platform

Women's struggle for land rights

By IDDY MWEMA

THE struggle for land rights in Tanzania is not just a rural issue, but a national one. It is a struggle that has been ongoing for decades, with women at the forefront. The issue is complex, involving legal, cultural, and economic factors. Women's land rights are crucial for their livelihoods and the development of the country.

The struggle is not just about land, but about power and control. Women are often excluded from decision-making processes regarding land use and distribution. This exclusion is rooted in traditional gender roles and patriarchal structures.

Despite these challenges, women are increasingly asserting their rights. They are demanding equal access to land and resources, and are challenging the status quo. This is a positive sign, but more needs to be done to ensure that women's rights are fully protected and enforced.

The government and other stakeholders have a role to play in this process. They need to create a supportive environment for women's land rights, including legal reforms and capacity building. It is essential to ensure that women are not just passive recipients of aid, but active participants in the development process.

Mafia fishermen change living standards after getting ActionAid boats

By IDDY MWEMA

THE Mafia fishermen have changed their living standards after receiving ActionAid boats. The boats have improved their fishing efficiency and increased their income. This has led to better living conditions and access to education and healthcare for their families.

The boats are a significant asset for the fishermen, allowing them to venture further into the sea and catch more fish. This has a direct impact on their families' well-being, as they can now afford to buy more food and other necessities.

ActionAid's support has been instrumental in this process. The organization provided the boats and offered training on how to use them effectively. This support has empowered the fishermen and improved their quality of life.

The success of this project is a testament to the power of community-based development. By providing the right tools and training, ActionAid has helped the fishermen to improve their own lives and those of their communities.

Waendeshwa vita dhidi ya ukatili kung'arisha elimu kwa watoto

By IDDY MWEMA

WAndeshwa vita dhidi ya ukatili kung'arisha elimu kwa watoto. This is a call to action to fight against violence that hinders children's education. Violence in schools and communities is a major barrier to learning and development. It causes fear, trauma, and physical harm, all of which affect a child's ability to learn.

It is essential to create a safe and supportive environment for children to learn. This requires a multi-sectoral approach, involving the government, parents, teachers, and the community. We need to address the root causes of violence and provide support to victims.

Education is a key to breaking the cycle of violence. It empowers children and gives them the skills they need to build a better future. We must ensure that every child has access to quality education and that their rights are protected.

Only '21pc' women own land

The council says it is trying to enforce a law that allows women to own land

By IDDY MWEMA

ONLY 21 per cent of women own land in Singida, according to a new survey. This is a stark reality that highlights the gender inequality in land ownership. Despite laws that allow women to own land, many face significant barriers, including cultural norms and lack of access to resources.

The survey found that most land is still owned by men, leaving women in a vulnerable position. This lack of land ownership affects their economic stability and their ability to provide for their families.

The Singida Council is working to enforce the law and promote women's land rights. They are providing training and support to women to help them acquire land. This is a positive step towards gender equality, but more needs to be done to ensure that women's rights are fully realized.

Schoolgirls confront critical problems in some schools

By IDDY MWEMA

SCHOOLGIRLS in some schools are facing critical problems, including lack of access to education, poor learning environments, and health issues. These problems are hindering their academic performance and overall well-being.

The lack of access to education is a major concern, as many girls are unable to attend school due to various reasons, including poverty and distance. This is a significant barrier to their development and future opportunities.

Poor learning environments, such as overcrowded classrooms and lack of teaching materials, also affect their learning. Additionally, health issues, such as lack of access to clean water and sanitation facilities, are a major concern.

Addressing these problems requires a concerted effort from the government, parents, and the community. We need to ensure that all girls have access to quality education and that their rights are protected.

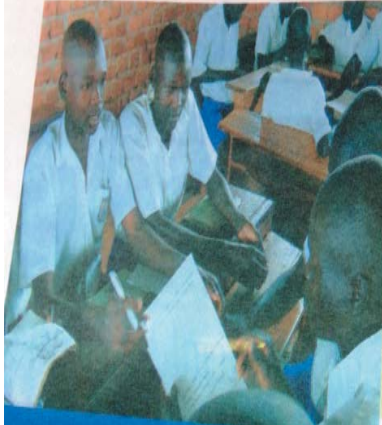
Ukata wawakoesha fedha wanawake, vijiana

By IDDY MWEMA

UKATA wawakoesha fedha wanawake, vijiana. This is a report on the financial challenges faced by women and young people. Many women and young people are struggling to make ends meet due to various reasons, including unemployment and high costs of living.

The financial challenges are a significant barrier to their development and well-being. They are unable to afford basic necessities, let alone invest in their education or businesses. This is a cycle of poverty that needs to be broken.

Addressing these challenges requires a multi-sectoral approach, involving the government, parents, and the community. We need to create more opportunities for women and young people and provide support to those who are struggling.



Govt told to include subject of Taxation in school curriculums

By IDDY MWEMA

THE government is being urged to include the subject of Taxation in school curriculums. This is a call to action to ensure that children are educated on the importance of paying taxes and the role of taxation in the economy.

Taxation is a crucial part of the national budget and is essential for the provision of public services. It is important for children to understand this concept from an early age and to develop a positive attitude towards paying taxes.

Including taxation in school curriculums will help to create a more informed citizenry and contribute to the country's economic development. The government should take prompt action on this matter.

Mafia urged to provide meals in schools

By IDDY MWEMA

MAFIA is urged to provide meals in schools to improve the nutritional status of children and support their learning. Many children in Mafia Island are facing food insecurity, which is a major barrier to their education and development.

Providing meals in schools will ensure that children have access to nutritious food and are able to focus on their learning. This is a positive step towards improving the well-being of children and the community.

The Mafia District Council should take prompt action to implement this program and ensure that all children have access to meals. This is a key to breaking the cycle of poverty and improving the future of the island.

Simu: Wananchi wengi wanakwepa majukumu yao

By IDDY MWEMA

SIMU: Wananchi wengi wanakwepa majukumu yao. This is a report on the challenges faced by many people in Simu, including lack of access to basic services and infrastructure. Many people are struggling to make ends meet and are unable to improve their living conditions.

The challenges are a significant barrier to their development and well-being. They are unable to access education, healthcare, and other essential services. This is a cycle of poverty that needs to be broken.

Addressing these challenges requires a concerted effort from the government, parents, and the community. We need to create more opportunities for people in Simu and provide support to those who are struggling.

7. HUMAN RESOURCE, ORGANIZATIONAL DEVELOPMENT AND SUPPORT SERVICES

Major activities performed facilitated through the human resource, organizational development support services include developing staff capacity through training and workshops (in-country and abroad), organizing team building sessions and events and conducting staff retreat and staff recruitment to fill vacant positions & facilitating induction to new staff. On the other hand, the restructuring process that was started by the end of 2016 was completed in the 1st quarter of 2017, staff performance appraisals facilitated & all job descriptions revised to align with the new organogram. The Human Resource Policies and Procedures Manual and the Per diem and Accommodation Policy were revised.

Staff attendance in trainings and workshops

No	Type of initiative	No of staff attended		
		Male	Female	Total
1	In-country trainings and workshops			
1.1	Leadership training at TCDC	2	1	3
1.2	Other trainings at TCDC (Fundraising, Tax power, GRPS)	2	1	3
1.3	NK training	7	6	13
	Total	11	8	19
2	International workshops			
2.1	International Platform		1	1
2.2	NORAD project review workshop	2	2	4
2.3	SDC project review workshop	2		2
2.3	EC Pan Africa Project launching workshop	1	1	2
2.4	Other workshops	6	2	8
	Total	11	6	17

Staff statistics and movements

No	Item	Sex		Total
		Male	Female	
1	Staff size as by Dec 31, 2017			
1.1	National Office	11	8	19
1.2	Local Rights Programs	8	6	14
	Total	19	14	33
2	Staff movement			
2.1	Resignation	1	1	2
2.2	Termination (expiry of contract)	8	2	10
2.3	Promotion to higher role	1	1	2
2.4	New recruitment	3	1	4

Under the support services, procurement of goods and services was facilitated, transport, logistics and information technology services were provided to support the mission work in the year.



8. GOVERNANCE

Because of the Board’s pro-activeness, the oversight role strengthened, organization’s overall efficiency improved progressively, impacts brought about as a result of the organization’s interventions broadened and effective systems are in place. On the other hand, recognition of AATZ’s role by the federation improved further. As a result, the vice chair of the national Board was elected as international Board member and another Board member was also elected as 2018 International Assembly Organizing Committee member.

The National Board continued playing its oversight role more effectively in the year. It conducted three regular meetings across the year as planned and monitored the organization’s overall performance quarterly and provided advices, reviewed and approved the 2018 plan and budget, revised three policies (Human Resource Policies and Procedures Manual, Per diem and Accommodation Policy and Travel Cost Management Procedure to Board and general Assembly, and guided the development of new Country Strategy Paper (CSP IV – 2018 – 2022). Similarly, Board Committees convened for three regular meetings a day before Board

meetings during which they reviewed all matters before they are tabled to the Board. The Annual General Assembly has held its regular meeting successfully.

The Board has also played active role in actions related to ActionAid international Board and Assembly in areas such as taking active part in the Annual Assembly meeting, nominating candidates for vacant positions in the International Assembly and Board and providing comments on the Global Secretariat redesign process among others.

9. FINANCIAL PERFORMANCE

9.1 Income

In the year, AATZ received funding from Regular Giving Income (Sponsorship Income) and funding from donors. The total income earned was £2,087K which was greater than the plan and forecast by 5% but less than prior year actual income by 8%.

- Child sponsorship income earned in the year was greater than the plan and prior year by 1%.
- The actual institutional income received was greater than the plan by 6% because we received additional funding for some project such as EC Pan Africa Project in the second half of the year which was not considered during planning period. The actual institutional income is 10% less than prior year. In the prior year, the income included donor balance and that is why it seemed big but in 2017, we changed the recording system and started differing donor income and therefore, the annual income included only the income earned during the period and the unspent balances are included in the differed income account in the balance sheet.
 - AATZ's achievement in raising from donors is quite encouraging. As a result, we are able to secure funding from various donors.
 - Other income during the period is mostly formed by proceeds recorded from the sale of vehicles and a small foreign exchange gain resulting from revaluation of assets and liability accounts.

Table 1: Income performance

Source	2017 Annual Income (000£)		
	Actual YTD (000£)	Plan YTD	Forecast (Full year)
Supporter Marketing - RG	1,102	1,092	1,098
Supporter Marketing-Other	1	-	-
Institutional	946	894	829
Other Income	38	-	28
Total External Income	2,087	1,986	1,955

Table 2: Income mix

INCOME CATEGORIES	Actual mix %		
	2017 Actual (£)	2017 Budget (£)	2016 Actual (£)
Supporter Marketing - Regular Giving	54%	56%	58%
Institutional	47%	48%	44%
Flexible Fund	-3%	-4%	-2%
Other Income	2%	0%	0%
Total	100%	100%	100%

9.2 Expenditure

The actual expenditure of the year amounted to £2,116k which is less than the planned annual expenditure by 7%. The underutilization of 7% is mainly caused by lower cost of fundraising as a result of various cost containment measures.

Table 3: Expenditure performance

STRUCTURE	2017 Annual Expenditure (000£)		
	Actual YTD	Plan YTD	Forecast (Full year)
Programme	1,648	1,795	1,622
Fundraising	87	115	43
Governance	55	52	44
Support	326	322	184
Total Expenditure	2,116	2,284	1,893

Table 4: RAF key performance indicators

RAF KEY PERFORMANCE INDICATORS	2017 Actual (£)	2017 Budget (£)	2016 Actual (£)
Programme > 65% of total expenditure on programme, policy advocacy, campaigns & communications	78%	76%	69%
Fundraising < 22% of total income invested in fundraising, Voluntary + Institutional	4%	5%	11%
Support < 15% of total expenditure will be on support Expenditure	15%	17%	18%

Some of major achievements of the year in financial management actions were (1) moving the national office from negative to positive reserve, reducing the reserve accumulation at LRPs towards compliance and maintaining the country program reserve to 3 months' reserve status. We have also effectively rolled out the Financial Sustainability Plan.

10. CHALLENGES AND LESSONS

10.1 Challenges encountered

- The restructuring that has taken place by the end of 2016 and beginning of 2017 has negatively affected the pace of program implementation especially in the first quarter of the year. The management put in place support systems to affected LRPs to reduce the impact.
- Income decline has affected our national policy engagements. Efforts were made to work in collaboration with partner CSOs to use available opportunities to promote the influencing agenda.
- Low capacity of Community Based Organization. We have undertaken capacity assessment to these organizations to provide need based support and some of planned actions such as organizing training on financial management were implemented.

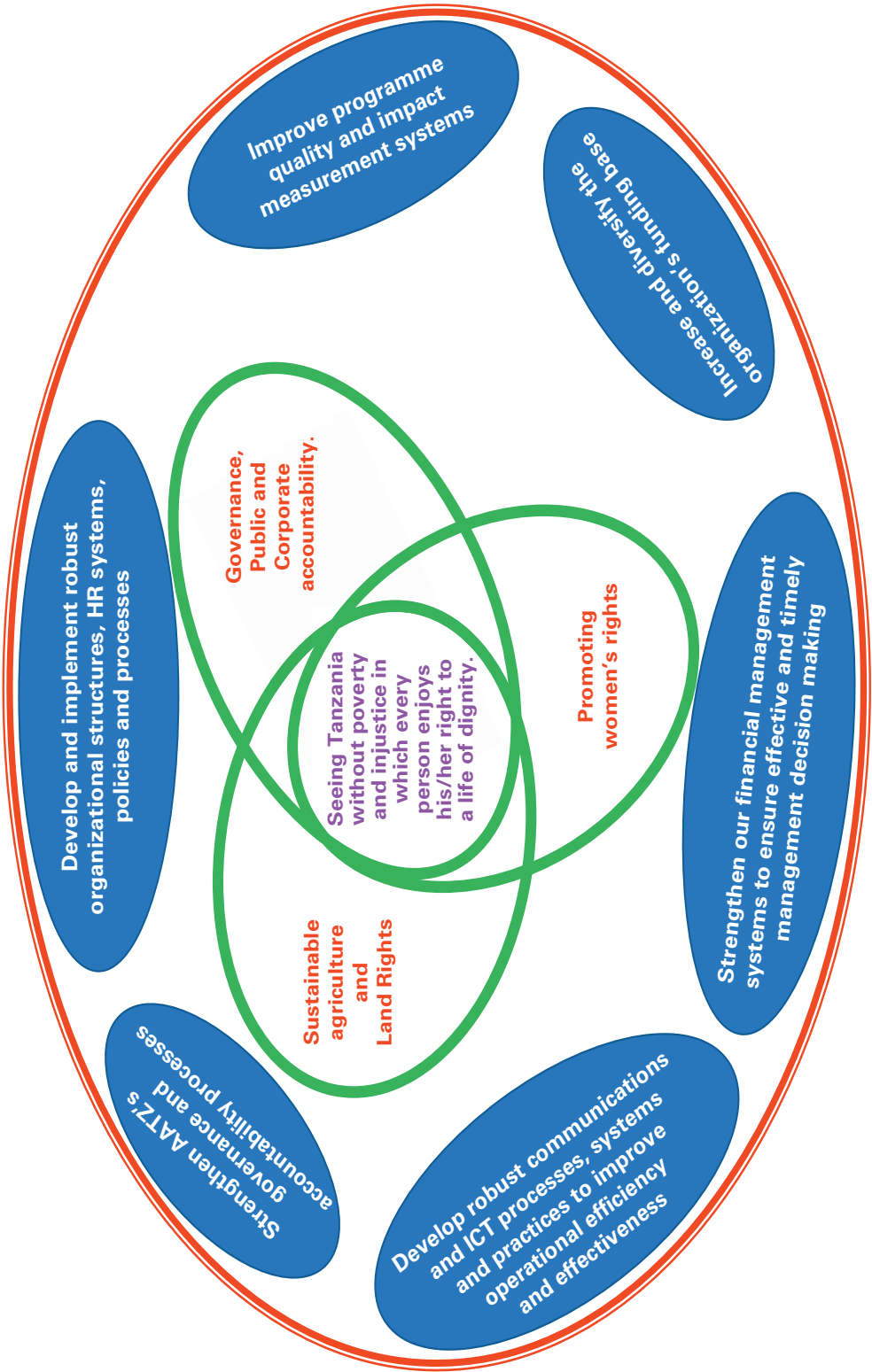
10.2 Lesson learned

- Change in attitude among communities demands long engagement that requires commitment and continuous action
- Bottom up approach to development and involving the ultimate targets of interventions has been found powerful instrument for sustainability and ownership of development programs
- Developing the capacity of Women Rights Associations ensures institutionalizing of women rights works and sustainability of interventions
- Exploring all funding opportunities, bringing internal expertise together and persistent efforts to raise funds yields fruits through time
- Strengthening internal controls, employing various cost containment measures and consistent monitoring of reserves helps to move towards financial sustainability
- Continuous actions on developing staff capacity through training, coaching and mentoring on key organisational policies and approaches is crucial to enhance organizational efficiency, overall compliance and staff retention

Donor funded projects implemented in the year

No	Name of the project	Donor	Implementation area
1	Public Financing for Agriculture	Bill and Melinda Gates Foundation	National level & Chamwino & Singida
2	Promoting Quality Education through Progressive Domestic Resource Mobilisation	NORAD	National level Kilwa and Singida
3	Promoting Quality Education Through Progressive Domestic Resource Mobilization (an addendum)	NORAD	>>
4	Prevention of Violence against school children	OAK Foundation	Unguja (Zanzibar)
5	Program Objective Plan - Public Accountability and Tax Justice for Service Delivery	DANIDA	National Level, Dar Es Salaam, Chalinze, Kiteto, Mbozi
6	Strengthening Social Accountability and Oversight Capacity for Rights-Based Public Resources Management in Health and Agriculture in Southern Africa	SDC	National level, Mbeya, Morogoro
7	Stop Violence Against Girls in School (SVAGS) in Tanzania	Mafia	Anonymous donor
8	Singida Nutrition and Agro Ecology Project	Singida	McKnight Foundation
9	Share Resource Joint Solutions (SRJS)	National (DAR) Local Katavi/Rukwa	IUCN Netherlands
10	Mobilizing Civil Society support for implementation of The African Governance Architecture	National level, Pemba	EU

Country Strategic Paper III Content



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