

Actionaid Tanzania's Country Strategy Paper III

(2014 - 2018)



Citizen's Actions to End Poverty and Safeguard Rights

September 2013

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List of Acronyms

AAI	ActionAid International
AATZ	ActionAid Tanzania
ANSAF	Agricultural Non State Actors Forum
CAADP	Comprehensive African Agricultural Development Plan
CBO	Community Based Organisation
CD	Country Director
CDF	Community Development Facilitator
CEDAW	Committee on the Elimination of Discrimination against Women
CIDA	Canadian International Development Agency
CSO	Civil Society Organisation
CSP	Country Strategy Plan
DFID	Department for International Development (UK Government Agency)
EC	European Commission
ELBAG	Economic Literacy Budget Accountability for Governance
FAO	Food and Agriculture Organisation
FDI	Foreign Direct Investment
FF	Flexible Funds
GDP	Gross Domestic Product
GBV	Gender Based Violence
HBRA	Human Rights Based Approach
HROD	Human Resources and Organisational Development
ICT	Information and Communication Technology
IFAD	International Fund for Agriculture and Development
INGO	International Non-Governmental Organisation
KCP	Key Change Promise
LGA	Local Government Authorities
LGRP	Local Government Reform Programme
LNGO	Local Non-Governmental Organization
LRP	Local Rights Programme
MDP	Membership Development Plan
MNC	Multi-National Company
MoU	Memorandum of Understanding
MS	Mellemfolkeligt Samvirke
NF	National Funds
NGO	Non-Governmental Organisation
PFA	Programme Focus Area
PRRP	Participatory Review and Reflection Process
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SAM	Social Accountability Monitoring
SOSPA	Sexual Offences Special Provisions Act
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TDHS	Tanzania Demographic Household Survey
TGNP	Tanzania Gender Networking Programme
TPFNet	Tanzania Female Police Network
ToC	Theory of Change
UNICEF	United Nations Children's Education Fund
VAW/G	Violence against Women/ Girls

Map of Tanzania – Location of AATZ’s Local Rights Programmes



Red stars represent location of nine LRPs in which AATZ operates

1. INTRODUCTION

1.1. Background

ActionAid Tanzania started operation in the country in 1998 as a cross-border initiative by ActionAid Kenya. It became a full-fledged Country Programme in 2000 and has since gone through two country strategy cycles. The first country strategy (2002-2005) was characterised by micro-level service delivery projects targeting schools (ACCESS centres) and poor rural communities, particularly small holder farmers and women's community-based associations.

The second country strategy (2006-2010) was built on a more focused analysis and understanding of the root causes of poverty and exclusion in the Tanzanian context. With a focus on Food Security, HIV/AIDS and Education, Women's Rights and Governance, CSP II provided a clear strategic direction for AATZ's programme and policy work at both local and national levels.

In 2010, AATZ was merged with Tanzania Danish Association for International Cooperation (MS Tanzania), the move which greatly expanded its programmatic work and funding levels. Within the same year, AATZ also finalized the processes towards the first step in the internationalisation process and transformed itself into an Associate status by forming its National Board. Since 2011, AATZ embarked on the process of developing this new country strategy in a way it builds on CSP II directions, reflects internal and external changes and envisions the future.

The CSP II period geographic coverage encompassed thirteen Local Rights Programmes in Tandahimba, Newala, Kilwa, Mafia, Bagamoyo, North Unguja, North Pemba, Singida, Chamwino, Mkuranga, Ilagala and Makata, out of which three (Mkuranga, Ilagara and Makata) were phased out in 2010 and four partner managed project areas which were incorporated as a result of the merger with MS Tanzania were also phased out. Apart from its long term rights-based work with women, poor and excluded people in these LRPs and project areas, AATZ has also been implementing various short and medium term donor funded projects around various thematic areas such as women's land rights, food rights through farmers' groups, governance, VAW project etc. and has built a strong experience in working with the poor communities in remote areas. It has also built reputation in terms of promoting transparency and accountability both internally (in our systems and procedures) and externally (with our donors, partners and communities).

1.2. The Strategy Development Process

The strategy development process was led by a Strategy Drafting Team, which was comprised of senior management team members under the leadership of the Country Director with closer support from the International Secretariat.

The process has benefited from close dialogue and involvement of staff, partners, communities and key stakeholders such as relevant government technical ministries, the

private sector and civil society organisations at various stages. The consultation process generated valuable inputs which largely informed the strategic choices for CSP III.

Prior to the strategy drafting process, an external review was done followed by a peer review in order to evaluate AATZ's performance of the previous strategy and changes that were brought about, resource mobilisation, financial management and organisational effectiveness. This strategy is based on the lessons learnt from these reviews.

1.3. The Country Strategy Paper III

This Strategy Paper builds on strengths and lessons learnt from the previous strategy, and fully aligned to *Peoples Action to End Poverty*, the ActionAid International Strategy 2012-2017 which has been AATZ's main reference point throughout the strategy drafting process. It analyses the context and outlines how AATZ will contribute to meaningful and sustainable change that is important in leveraging its strengths as a member of the AAI federation and the wider civil society in Tanzania in the fight against poverty and injustice. It highlights out AATZ's commitment to provide coherence between policy and programme work so as to ensure that its work is linked up from local to national to international levels.

Generally, CSP III provides a framework for AATZ to consolidate its work across Local Rights Programs and at national level, deepen its rights-based programming and engage in a more transformative partnership model that emphasizes shared values and promotes accountability for greater impact. Through effective implementation of the strategy, AATZ believes that it will make a meaningful contribution to the development of the country and also add value to the global effort to end poverty and injustice.

2. THE CONTEXT ANALYSIS

2.1. Analysis of Poverty, Rights and Injustices

Tanzania is the largest country in the East African Federation and is the second largest economy in the region. By 2012, Tanzania was projected to have a population of more than 45 million with a life expectancy estimated at 57 years for men and 59 years for women. Young people under the age of 30 constitute two thirds of the population, thus forming the largest demographic group. The country's overall development framework and long-term social and economic development goals are laid out in the government's National Vision 2025 and Zanzibar Vision 2020 which provide the long-term frameworks in order to eradicate absolute poverty in Tanzania by 2025.

In 2010, the second National Strategy for Growth and Poverty Reduction for Tanzania (MKUKUTA II) was developed. Under its Cluster III, the National Strategy for Growth and Poverty Reduction recognizes the need for good Governance and accountability aimed at ensuring that *"the poor have access to and control over natural resources for lawful productive purposes, checking waste and diversion of public financial resources, ensuring democratic participation in the monitoring of public resources, rule of law, human rights and in total, a conducive business environment for attracting investment"*. Cluster III is sub-

divided into five goals, each with a set of operational targets and strategic interventions.

The priority spending sectors in the National Strategy for Development are education, health, water, agriculture, roads and energy. These six sectors were projected to consume slightly over 60% of the overall budget for 2011/12 financial year. In 2013/14 fiscal year, the Ministry of Health and Social Welfare has planned to allocate TZS 748.3 billion (around GBP300M) for its recurrent and development budget, which reflects an increase of 30% from the budget of preceding year.

Though the increase in budget allocation is encouraging, trends on the service delivery performance¹ indicate that no government body or agency was given the responsibility for assessing the value for money on expenditure or procurement for the delivery of public services. The public organs that may examine issues of cost effectiveness including parliamentary, regional and district level committees, etc. do not have a specific mandate to report on cost efficiency though their conclusions often provide challenging evidence of waste and efficiency in state function. This trend of unchecked and unequal resource allocation results in providing services to the well-connected (people who have opportunities and access to information) rather than the needy, payment of excessive allowances to government officials, and inadequate transparency and accountability. This raises concerns that budget increases may have little impact on quality, quantity and equity in service provision.

2.1.1. Sustainable Agriculture and Natural Resources

Agriculture remains the mainstay of the Tanzanian economy, contributing about 24% of the GDP, 30% of export earnings and employing more than 77 per cent of the total labour force, the majority being smallholder farmers. The sector growth rate stands at an average of 4%². The average agricultural growth rate of 4% is insufficient to lead towards significant wealth creation and poverty alleviation. Despite the importance of the sector to the national economy, there are still inadequate investments and support both financially and technically. Government spending on agriculture is far below the Maputo declaration call for 10% budget allocation. For the last 3 years, the budget allocation to agriculture sector stands at an average of 7%.

These factors coupled with prolonged droughts in some areas due to climate change lead to recurring food insecurity. Some districts experience food shortages periodically³ and its impact is most acutely felt by women and children.

Majority of Tanzanian smallholder farmers are women who constitute the major agricultural labour force. Over 90% of economically active women in the country are engaged in agricultural activities, producing about 70% of the country's food requirements and they are the ones feeding the family. Apart from their engagement in agricultural production, women in rural areas generally have little decision-making power due to tradition and cultural practices which defy gender equality and undermine women's participation in decision making processes from family to community & national level.

Article 24 of the Tanzanian Constitution recognises the right of property ownership including land and other rights associated with land entitlement. However, despite the

1 Tanzania Governance Review, 2010-2011

2 Tanzania Agriculture and Food Security Investment Plan, 2011 & 2012

3 ibid



fact that this right is clearly spelt out in the constitution and the land laws, women's access to and control over land for agriculture has continued to be a challenge due to traditions and cultural practices.

The government has recently taken the lead in promoting investment in the agribusiness sector with the aim of modernizing and boosting agricultural productivity. Killimo kwanza (Agriculture First) and the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) are among the government's initiatives that are geared towards promoting and modernizing the agriculture sector. The SAGCOT is an ambitious project that covers a total of 300,000 square kilometers stretching alongside the Tanzania and Zambia Railway line that extends inland from Dar es Salaam. Despite these good initiatives, there is inadequate resource allocation to support the sector in key areas such as extension services, access to reliable markets and farm inputs. There is a growing number of both local and foreign investors in the sector and some have secured land tenure for investment. Evidence from the field

research on large scale land deals in three African countries confirms that most rural women and poor farmers are net losers as corporate agro-investments intensify.

So far, there is no evidence on the direct benefits the local farmer's especially rural women farmers have gained from the large scale land investments. Experience from Kisarawe and Kilwa investment projects indicates limited community participation in the negotiation of investment deals, displacement of the local communities from their land and poor compensation and broken promises are just few of many challenges that arise from the land investment deals. If the current practice of land investment is left to continue the way it is, women and poor small scale farmers' economic and social position and livelihoods will constantly deteriorate as the scarcity of land resources deepens. This analysis underscores the relevance of ActionAid Tanzania's commitment to the land rights works.

Youth and Agriculture

The national Strategy for Development Paper II recognises unemployment as a key issue and has set ambitious targets to reduce unemployment rates from 10% (2008) to 5% by 2015. The youth is the most affected segment of the population making up 53.3% of the unemployed population of Tanzania, and hence it is likely that this figure will rise as the youth population grows. Unemployed women outnumber unemployed men by 33%. Significant number of school leavers as well as college graduates are unable to secure or create jobs. With only 25% of young girls passing from primary to secondary school, there needs to be significant investment to harness the potential of young women for development and economic productivity in Tanzania.

Agriculture remains the principle employer in Tanzania accounting for 62.3% and 68.5% of men and women respectively. However, the sector produces only a quarter of Tanzania's Gross Domestic Product. For young people, agriculture is also the biggest employer. However, the sector is characterised by limited incentives (poor pay, job security and work conditions) and is negatively affected by the impact of climate change. This is further compounded by the fact that opportunities in the rural areas are dwindling due to lack of capital, pressure on land in the inhabited areas and poor access to markets. Moreover, rural – urban migration has been evident adding up the unemployment figure. This is a potential challenge for the government and all development actors.

While the private sector is considered to be one of the key development players in Tanzania, the rate of job creation does not meet demands. The trend shows massive movement of unemployed youth from rural areas and engagement in informal sectors. Migrants often end up being unemployed because opportunities are limited in the city too (Twaweza East Africa, 2012), or work long hours in hazardous conditions but earning little income.

2.1.2. Governance and Public Financing

Decentralisation

Since 1999 Tanzania has undergone a process of decentralisation by devolution (D-by-D) with the stated aims to create local, strong & autonomous institutions lead by

democratically elected leaders and facilitate popular participation in development planning and implementation through Local Government Authorities (LGAs). The implementation of the programme was designed in three phases. The first phase (LGRP I) lasted until 2007 and the government is now implementing the second phase. There were challenges in light of the envisaged rational approach as implementation has been erratic with lots of delays.

Part of the problem is lack of capacity at the district level to cope with reform programmes being attempted at the same time, including the Public Sector Reform Programme (PRSP), Public Financial Management Reform Programme (PFMRP) and sectoral reform programmes such as the Agriculture Sector Development Programme (ASDP), the Primary Education Development Programme (PEDP) and the Secondary Education Development Programme (SEDP) etc.

Implicitly, the reform entails a transfer of resources and power from the centre to the district and sub-district levels. However, despite progress in both regards, significant challenges still remain for the on-going second phase. Within the LGRP I framework, good governance is considered critical for improving the quality of the life of people and LGAs are expected to earn their legitimacy through public participation, transparency and accountability. The devolution of powers within the LGRP framework is composed of four components i.e. political, financial, administrative decentralization and transformed central-local interaction. There has been evidence of increase in the share of the LGAs in the priority sector budget⁴, but formula-based allocations, especially to education and health, have reduced discretionary powers of the LGAs in spending budget. To this end, close monitoring by both civil society and citizens is required.

Democracy, rule of law and public accountability

Tanzania ranked 13th out of 53 African countries⁵ in terms of protection of rule of law, participation and human rights culture, which is a big milestone towards building the country's safety and sustainable economic growth. However, on the flip side, the country's corruption level was ranked the 3rd among East African countries in 2011, worse than the position it held in the previous year (4th in 2010). Furthermore, Tanzania was in 116th position out of 178 countries with Corruption Practise indicator score of 2.7 out of 10 (East-African Transparency Index report, Kenya, 2011). According to the same report, the police force was considered the most corrupt institution, followed by the Judiciary/Courts for two consecutive years, 2010 and 2011 respectively. However, with effective implementation of the National Anti-Corruption Strategy II (NACSAP II), there is a possibility of curbing the situation.

On the other hand, Tanzania experienced growth of party politics with the focus in increased citizen participation in the country's governance system. Citizens' participation has increased particularly in village/ward leadership as well as school committees, primary cooperatives and agriculture extension groups. Despite the increase in citizens' representation in local structures, the overall level of participation in development and decision making processes remains low (e.g. only 47% of surveyed population reported

⁴ Tanzania Governance Review Report 2008/2009, pages 24-5. The function of formula-based allocations will be monitored
⁵ Society for International Development, 2012

to have attended a village assembly meeting within the previous three months)⁶. It is important to emphasize that even the participation rate mentioned here is about numbers attending the meetings, but actual influence of the processes is very minimal.

At national level, Tanzania has strong international standing, as reflected in recent consecutive visits by Chinese & US Presidents. Internally however, the power is still held by a small elite's consisting of presidency and the central committee of the ruling party. The politico-bureaucratic group enjoys virtual immunity from formal oversight. Both parliament and the public at large have inadequate access to basic budget information. The open budget survey (OBS 2010) indicated that the budget process lacks adequate transparency, leaving both Members of Parliament and citizens in the dark about how the tax and donor money are planned for and/or used. This limits the ability of the citizens to engage and hold their government to account for equitable allocation of funds for public service provision. Henceforth, free and timely information should be demanded as a precondition for an effective engagement of all Tanzanians in the country's development and governance processes.

A current review of the transparency and accountability in Local Government Authorities (LGAs)⁷ highlights number of root causes for weak accountability in Tanzania. These includes; 1) insufficient political incentives to move from a low to a high accountability state, ii) a civil service regime which makes it difficult to fire public servants for poor performance and lack of a clear accountability framework and contracting mechanism, iii) a poorly functional legal system, iv) an overly regulated and non-competitive business and regulatory environment (encouraging corruption), v) Provision of public services for free and with little completion (creating only indirect links between service delivery and accountability, vi) history of consumption which has made corruption socially acceptable, ingrained and difficult to break, vii) poverty and low level of education of the populace (which influence the political calculus), viii) a weak media (especially in terms of investigative journalism) and lastly ix) weak Civil Society Organisations. All these factors taken together constitute a big hindrance to building a solid democratic and accountable state.

Tax Revenue Collection and Financing for Public Services

The increasing Foreign Direct Investments (FDIs) inadequately benefit the Tanzanian citizens because the investing companies do not pay their fair share of tax to the Government. Unfair investment and tax laws, lack of transparency, capital flight, tax avoidance by companies and collusion of political officials with investors characterize the sector.

The Government does not adequately finance its budget for delivery of basic social services. Each year the National Budget is presented with deficit, which has been supplemented by foreign aid. In 2010/11, the budget contribution from foreign aid was 28.2%. The reason for foreign aid dependency is partly explained by the failure to adequately mobilise domestic resources including from tax. This is further explained by a number of reasons, including but not limited to high tax exemptions, avoidance and evasion. Comparing to all other East African Community (EAC) countries, Tanzania is rated as the most generous in exempting tax. Based on findings of AATZ/TJN-Africa study which was conducted in 2012-⁸, the country is losing about 3.5% of GDP on tax exemptions. The report further revealed that tax avoidance and evasion by corporations are the leading reasons for the

6 Poverty and Human Development report (PHDR), 2012.

7 Bofin and Kobb, 2011: viii-ix

8 The architecture of Tax System in Tanzania 2012

loss of domestic income.

Therefore, AATZ is committed to promote tax justice to increase domestic resource mobilisation to finance public services such as education, health and agricultural inputs through advocating for curbing tax exemptions, avoidance and evasion and increased transparency on tax matters in particular the corporate tax process.

2.1.3. Women's Rights and Gender Equality

According to the 2012 population census report both in the mainland and Zanzibar, women outnumber men. Figures indicate that mainland Tanzania has a population of 43,625,354 out of which more than 51% are women; while Zanzibar has got a total population of 1,033,569 of which more than 51% are women⁹. It is estimated that about 60 per cent of women live under absolute poverty.¹⁰



This high proportion of women under absolute poverty is the result of rampant poverty among the population coupled with the socio-cultural limitations that hinder women's equal participation in all productive areas of the economy and decision making processes at household, community and national levels. In most cases, women carry a heavier burden of unpaid care work as part of the household reproductive work which leads to women occupying an inferior social status, which subjects them to all forms of violence.

9 URT 2012 Census Report

10 ibid

Violence Against Women and Girls

Violence against women is a grave reality in the lives of many women in Tanzania. It results from gender norms, social and economic inequities that give privilege to men over women. There is a mounting recognition of gender discrimination and gender inequity in different facets of life. This awakening includes a growing acknowledgement of how prevalent VAW/G is and the ways and extent to which it harms not only women and girls but also affects the whole family and society.

The opportunities, particularly from a policy perspective, are evident given the current landscape. The Government has been taking deliberate efforts and measures in addressing gender equality and equity. MKUKUTA III lists violence against women as one of its indicators of poverty which is rare among national poverty reduction strategy papers.

Various gender policies and laws that support the rights of excluded and marginalised groups, including women have been enacted. Examples include; the Land Act of 1999, the Village Land Act of 1999, the Sexual Offences Special Provisions Act (SOSPA) of 1998, the Employment and Labour Relations Act of 2004 just to mention a few.

A national campaign 'Say No to Violence against Women' was launched in 2008 and endorsed by the President. In Zanzibar, the government has set up a National and District GBV Committees. These committees offer counselling services and encourage the reporting of VAW cases in the community. Police gender desks have been established to fast track all initiatives relating to GBV and a Tanzania Female Police Network (TPFNet) were set up in 2007. A one stop centre for survivors of GBV, modeled on similar centres in Zambia, opened at the Mnazi Moja Hospital, Zanzibar in May 2011. The centre offers holistic support to survivors of GBV including healthcare, psychosocial support, criminal investigation and the collection of forensic evidence.

Despite these positive developments however, high prevalence of VAW/G continues. The Committee on the Elimination of Discrimination against Women (the CEDAW Committee) in its 2008 examination of the United Republic of Tanzania, expressed concern that VAW *'appears to be socially legitimized and accompanied by a culture of silence and impunity, that cases of violence are thus underreported and that those that are reported are settled out of court.'* In 2012, the World Health Organization ranked Tanzania the 5th highest in terms of prevalence of domestic violence.

The study reported that over 50% of women who were interviewed were beaten by their partners. Further, Tanzania Demographic Household Survey (TDHS 2010) indicates that 20% of women had experienced sexual violence usually by their partners or former partners while 33% of married women aged 15-49 years reported to have experienced violent acts in the preceding 12 months. Social tolerance of wife beating has declined marginally over the last five years, but over half of the women and approximately 40% of the men considered that a husband is justified in beating his wife. The number of reported cases still represents only a small fraction of the women who experience sexual violence. Often women who are victims of sexual abuse in public and private areas are unlikely to seek or be provided with legal protection.¹¹

11 TDHS 2010

2.1.4. Education

The education system of Tanzania has witnessed substantial increase in enrolment as a result of a concerted effort to provide universal access and meet the Millennium Development Goals¹². In mainland Tanzania, primary net enrolment rates have increased from 59 per cent in 2000 to 97 per cent in 2008. Girls' enrolment is very close to parity with boys' enrolment at all primary education levels. In Zanzibar, primary net enrolment is nearly 80 per cent, with gender parity achieved. Despite these successes, however repetition and dropout rates remain high, completion rates remain low and there is high concern around student's performance. The highest repetition and dropout rates at primary level occur between Standards IV-V (repetition rate of 8.3 per cent and dropout rate of 7.5 per cent)¹³. The net enrolment rate for secondary education is 24.4 per cent, and the gross enrolment rate for tertiary education is 1.4 per cent

In general, educational attainment and performance varies by gender and region where children especially boys from urban areas in regions like Dar es Salaam and Kilimanjaro are more likely to attend and succeed in school. Girls are less likely to be in school than boys after about fourteen years of age. The basic education statistics from the Ministry of Education indicates that a total of 610 primary school girls dropped out of schools due to pregnancy in 2012. Cultural beliefs and customs, early pregnancy and early marriage are among the key factors for gender disparities in retention and completion. The highest level of education achieved by majority of adults (in rural and urban areas alike) is primary level. Adult literacy is 79.01 percent for men and 67.5 percent for women, approximately the same levels as in 2010¹⁴.



12 Interview with UNIFEM representative Salome Onyote. September 18, 2008.

13 BEST 2004-2008

14 United Nations Educational, Scientific and Cultural Organization (UNESCO) Institute for Statistics, 2010.

Like other countries undergoing a rapid expansion of education systems, Tanzania is faced with challenges of capacity and education quality. Schools lack sufficient teaching and learning materials at all levels. Classrooms are overcrowded despite double or triple shifts. Forty per cent of new primary school pupils are over-age in the mainland Tanzania and 66 per cent in Zanzibar. Increased numbers and multiple age group classes require an effective teaching force to deal with the diversity and size. Yet, the majority of teachers lack adequate qualifications or training, particularly in subjects like science and mathematics. Existing human resources for education management are strained as decentralization has shifted responsibilities from the central to the district level. Recognizing the capacity issue, both mainland Tanzania and Zanzibar have moved to strengthen their resource centres, the institutions for technical support and professional development. These are placed amongst approximately 25 schools, although some may be very distant from the centre.

Because of drops in quality, the right of children for quality education is challenged that requires urgent attention. Moreover, though there are encouraging achievements, communities participation in school governance also deserves attention.

As a result of all these challenges, some wealthy families are currently seeking education for their children in high cost private schools as well as outside of the country.

Both mainland Tanzania and Zanzibar have achieved remarkable success in expansion, and currently aspire to promote education systems that will develop human capital to boost economic growth and eliminate poverty. Various governmental and non-governmental stakeholders and donors such as African Development Bank, CIDA, World Bank, UNESCO, USAID, etc. are supporting the education sector through government budget support and/or international and national development actors.

3. LESSONS FROM CSPII

ActionAid Tanzania has been implementing development programmes in 12 Local Rights Programmes to facilitate community-led poverty eradication processes and ensure social justice focusing on local institutional capacity development and public policy influencing processes. Out of these LRP, three were phased out in 2010 and hence the country program currently has with nine LRPs. Moreover, four partner projects areas were added following the merger between ActionAid Tanzania and MS Tanzania.

AATZ has been working in partnership with a number of national level advocacy networks, forums and local NGOs to promote policy advocacy on issues affecting people living in poverty. The following lessons were drawn in due course of rolling out CSP II.

- Despite a deliberate effort made by AATZ to integrate HRBA, our approach to policy work was much more of issue-based engagement than a coordinated and holistic approach to long term sustainable policy change. The need to embrace a holistic approach to programme planning and implementation and become a strategic player with clear policy and advocacy framework was emphasized in the reviews.

- Working directly with people living in poverty and their institutions as our key partners is a basis for empowerment. However, there is also the need for a clear strategy to engage in a differentiated way with partners that have capacities so that we also partner with including sharing LRP management to partner organizations our role being a facilitator of change and a capacity builder.
- Staff has limited capacity in monitoring and evaluation, and lack of quality M&E systems led to challenges in documenting evidence for policy advocacy and generating information required for organisational and donor reporting purposes. Programme quality and M&E are critical functions if the organisation is committed to achieving greater impact and accountability.
- Change management processes are critical to a successful implementation of a new strategy. There were limitations in doing so following CSP II including revisiting the organisations structure and systems to ensure alignment with the strategy which led to major programmatic, financial and operational issues within the country.

4. WHO WE ARE

4.1. Our Identity

ActionAid Tanzania is an Associate member of the ActionAid International federation, a global force working alongside poorest and most excluded women, men and children in the struggle to find sustainable solutions to end poverty and injustice. Hence, AATZ has a dual identity as member of the federation and as a national non-governmental organisation fully registered in Tanzania with National Board. The organization has been operating in Tanzania since 1998 and has a strong grassroots presence in 9 districts spread in 7 out of 25 regions of the country.

AATZ is known for its grounded interventions aimed at empowering poor and excluded women and men as well as their movements to tackle root causes of poverty and injustice and hold decision and policy makers to account for realization of rights.

4.2. Our Vision

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

4.3. Our Mission

To work with poor and excluded people to eradicate poverty and injustice

4.4. Our Values

- **Collective responsibility:** We believe in shared responsibility in working with the poor and excluded to end poverty and injustice.

- **Solidarity with the poor:** We believe in aligning with the poor and excluded people and their organisations to be the key element in the fight against poverty.
- **Accountability and transparency:** We believe that horizontal and vertical accountability and transparency both at individual and collective levels are pivotal towards organisational effectiveness and poverty reduction.
- **Honesty and integrity:** We believe in absolute honesty and integrity in utilising the organisation's resources entrusted to us for the benefit of the poor and excluded.
- **Mutual respect:** We believe that every human being regardless of race, sex, religion or political affiliation, has a right to a life of dignity.
- **Equity and justice:** We believe in giving equal opportunity for all in accordance with their potential, irrespective of race, age gender, HIV/AIDS status, colour, class, ethnicity, disability or religion.
- **Humility:** In our presentation and behaviour, we recognise that we are part of a wider alliance against poverty.

4.5. Theory of Change

Drawing on our understanding of the Tanzanian context and informed by AAI's human rights-based approach, we believe that the final responsibility for shaping Tanzania's future lies with its citizens. Technical solutions to poverty eradication (i.e. building schools, providing health services, etc.) alone cannot yield the desired impact as they do not respond to most fundamental causes of poverty and exclusion, such as unequal power relations, harmful social norms and practices, patriarchy, poor governance, corruption, etc.

AATZ understands and believes that sustainable change will come from people living in poverty (men, women, girls, boys, youth) through the critical engagements and actions to influence development and decision making processes at all levels (household, community and national levels) individually and in an organized way.

To deliver the Theory of Change, AATZ will work to empower and support people living in poverty: the poor and excluded women and men, girls and boys it works with to:

- Initiate, strengthen and use their agency, power and knowledge individually or collectively to confront institutions of powers that perpetuates poverty, violence and other forms of injustices
- hold government accountable and demand expansion of spaces for civic engagement in decisions that affect their lives
- take part in and influence national and international policy issues through engagement in local, national and supra-national advocacy and campaigns
- create awareness and build solidarity and strong alliances with various civil society organizations and other relevant stakeholders for a stronger and louder voice

4.6. Our Approaches

4.6.1. The Human Rights Based Approach

The human rights based approach (HRBA) is central to AATZ's work. We are committed to strengthen its integration into all programming works. Our work shall promote poor and excluded people's critical engagement with the state and other powerful institutions and individuals at local, national and global levels, and endeavour to make such institutions fulfil their duties/ obligations to realize the rights of the poor and excluded people. AATZ programmes and projects will be anchored in AAI's programme framework and will reflect empowerment, solidarity, campaigning and promoting credible alternatives as core elements of our theory of change.

4.6.2. Working with and through partners and alliance

AATZ will continue working with and through partners and alliances especially those seeking to amplify the voices of the poor and excluded. From the grassroots to the national level, we shall seek to mobilize, build constituencies and deepen shared learning amongst partners and allies. We will expand from the current community level partners to include local, regional and/or national organisations that can effectively promote the empowerment of people living in poverty and initiate and strengthen their institutions. By so doing we will transform ourselves towards an advocacy and lobbying organization.

A systematic process of partner selection and capacity building will be undertaken. Drawing on AAI's partnership policy and practice framework, we will review and update AATZ's partnership policy and ensure it is aligned with HRBA and incorporates principles of equality and mutual learning.

We will also work to link and/or organise partner organisations into networks, platforms and alliances as a way of building a wider movement for social change.

4.6.3. Women at the centre of our work

Recognizing that women are key drivers of change in our society, we will endeavour to work with women and their organisations and movements across our three strategic objectives to empower them so that they confront discrimination and challenge the low social status ascribed to them thus creating safe spaces for engagement and expanding their leadership and influence in private and public spheres.

4.6.4. Working with children and youth

Child rights programming, especially the active engagement of boys and girls in the design, implementation and monitoring of programs that directly or indirectly affect children is an essential and critical element towards building a sustainable development. We also recognise that child sponsorship provides the core resources through which long term programme investment is secured. We shall ensure that children are actively involved and influence programmes works and that promotion of their rights cuts across the three objectives. Child focused interventions such as promoting rights in schools and girls' and boys' consultation forums or clubs will be facilitated in school management processes, debates on topical local issues such as violence against boys, girls and women, active

involvement in commemoration of internationally recognised events/days for children e.g. Malala Day, Day of the Africa Child, Day of the Children Living with Disability, fun days, debates and meetings where children air their concerns etc. All these will be geared towards ensuring that children are not only beneficiaries of development initiatives, but also actively involved in bringing about the desired changes.

Youth and youth groups will be mobilised and empowered to take active leadership in holding government and corporates to account. We will work with them as change agents in the fight against VAW, civic education taking leadership roles to become responsible citizen, and strengthen their entrepreneurship skills to secure their future livelihoods.

4.6.5. Use of participatory methodologies and tools

AATZ will build on its experience in participatory methodologies and use the Reflection-Action methodology as a rights-based process for conscientisation and empowerment of poor and excluded people, especially women, girls and youth to enable them to realize their power to claim their rights.

We will continuously apply the Reflection – Action process to harmonize various participatory methodologies such as REFLECT, ELBAG, social accountability monitoring etc. throughout the strategy period. We will encourage innovations in the mobilization processes to come up with new methodologies that can be shared with others.

We will strengthen our Participatory Review and Reflection Processes to promote critical reflection and improve quality of the process and outcomes of our work thus maximising accountabilities and learning.

4.7 Whom we work with and where

AATZ will mainly support individual and groups/movements of women, girls, children, youth, marginalized and most vulnerable people and disabled in rural, peri-urban and poor urban communities in the mainland Tanzania and Zanzibar. Our programmes will be implemented in LRPs, partner project areas as well as national level.

During the strategy period, AATZ will deepen and consolidate its programme work and sponsorship interventions in existing LRPs and project areas rather than expanding geographically given the current financial constraints.

Geographical distribution of AATZ’s LRPs and partner managed project areas:

No.	Name of LRP	Region
1	Chamwino	Dodoma
2	North Pemba	Pemba
3	North Unguja	Unguja
4	Tandahimba	Mtwara
5	Newala	Mtwara
6	Kilwa	Lindi
7	Mafia	Pwani
8	Bagamoyo	Pwani
9	Singida	Singida

No.	Partners Project Areas	Regions
1	Mbozi	Mbeya
2	Kibaha	Pwani
3	Kiteto	Manyara
4	Lushoto	Tanga

5. MISSION PRIORITIES AND STRATEGIC OBJECTIVES

The choice of mission priorities or programme focus areas (PFAs) as outlined below has been informed by key facts and trends in the context analysis, lessons learnt from the past strategy implementation and the quest for AATZ to find a niche where it can add much value. Though the demand for development is high across multiple sectors, AATZ had to narrow down the number of PFAs on the basis of their strategic importance and consideration of trends in human and financial capacity and its expertise. We also recognize that we are not the only players in the development field.

Based on the above consideration our programmes over the next five years will focus on key priorities that were identified through analysis to the context and strategic relevance.

5.1. Programme Focus Areas

- Programme Focus Area 1: Sustainable agriculture and control over land and other natural resources
- Programme Focus Area 2: Governance, public and corporate accountability
- Programme Focus Area 3: Women's rights and prevention of violence against women

5.2. Strategic Objectives

For each of the three programme focus areas (PFAs), corresponding objectives have been defined as follows:

5.2.1. Strategic Objective One: - To promote women and other poor smallholder farmers' access to sustainable livelihoods and control over land and other natural resources¹⁵ (PFA 1)

We will work towards improving productivity and livelihoods for smallholder farmers and fishers. We believe that land access and use for women and youth, strong governance in agriculture and adoption of sustainable production methods are the key alternatives.

Key Change Promise (KCP) 1:

By 2018, 13,680 smallholder women farmers, youth and other small holder farmers will have gained access to and use of land for productive purposes and will be effectively engaging in decision making on matters of land and other natural resources at family, community and national levels.

¹⁵ In this strategy, natural resources refer to the commons- the resources as land, water and forest; and exclude mining or mineral resources.

Key actions:

- Conduct and/or support a baseline survey to establish benchmark on number of women and small holder farmers who have control over land and other natural resources.
- Build awareness and critical consciousness of women and youth to enhance their capacities to be effective and influential activists and leaders on land and natural resources rights
- Mobilise and organise women and youth in LRPs to gain redress where they have been denied their rights to land or means of production and engage in advocacy.
- Support initiatives to develop alternative ways and solutions to improve land benefits, use and management.
- Initiate and support awareness raising and training for LGA, Ward Executive Officers, Village Executive Officers and other relevant actors on women's land rights.
- Support and/or organize land hearings on the rights of women to own and control land
- Document best practices for securing women's rights to land and natural resources through action.

Key Change Promise 2:

By 2018, five National Civil Society Organisations and coalitions along with local farmers' movements will be actively engaged in holding the government to account for security of land tenure specifically for women

Key actions:

- Carry out policy mapping and identify the situation of politics related to land tenure for women
- Support advocacy initiatives for institutional reform – targeting changes in unfair laws and policies that discriminate against women's ownership of land such as the inheritance law and customary practices, marriage act, etc.
- Link in-country coalitions and networks with global Activista to campaign for access and control of land for women and youth
- Undertake researches on land acquisition process and implement land grabs campaign and link it with on-going land rights interventions and initiatives in the country.
- Build capacity of local partners and collaborate with organisations such as The Tanzania Gender Networking Programme (TGNP) and the Tanzania Land Alliance Coalition on works around land rights
- Work with and support ANSAF to effectively engage and influence the implementation of the Tanzania Agriculture and Food Security Investment Plan (TAFSIP) and Comprehensive African Agricultural Development Plan (CAADP).

- Support farmer organizations' capacity in the negotiation processes by linking them with other organisations that have expertise and skills on marketing and its techniques as well as pricing mechanisms.

Key Change Promise 3:

By 2018, 22,000 women and small holder farmers will have adopted climate resilient agriculture concepts and practices, increased agricultural production and have enhanced access to markets.

Key actions:

- Raise awareness on climate-resilient agriculture interventions/farming models (low input versus high input, balance in food and cash crops, etc.).
- Promote alternative models, increase farmers' access to better markets, enhance pricing mechanisms, commodity exchange and value chains development.
- Advocate for and support government's provision of extension services and funding to promote climate resilient sustainable agriculture
- Increase farmers' access to alternative sources of funding through linking their organizations with funding institutions within and outside Tanzania wherever possible.

Key Change Promise 4:

By 2018, five public financial institutions and private sector institutions will demonstrate increased accountability through committing services and financial support to farmers and farmers' organizations.

Key actions:

- Advocate for policies and guidelines to make national financial institutions more accountable and pro-poor in providing access to finance to small holder farmers.
- Work in collaboration with forums to advocate for increased budget allocation to agriculture sector and effective utilization of the budget in a way the poor is reached.
- Lobby relevant international bodies as well as donors in collaboration with Agricultural Non State Actors Forum (ANSAF) and Policy Forum and other non-state actor allies for support to Climate Resilient Sustainable Agriculture agenda

5.2.2. Strategic Objective Two:- To enhance the political participation of people living in poverty, especially women, youth and marginalized people to engage and influence policy development and decision making processes and hold the government and corporates accountable to public interests and promote quality basic education (PFA 2)

We will work with partners to strengthen citizen's participation in the formulation of policies and review processes and monitoring of national revenue generation, allocation and spending to build a culture of transparency and accountability in delivery of basic social services.

Key Change Promise 5:

By 2018, 20,000 women, men and youth and their movements as well as CSO allies will be conscientized and empowered on tax, undesirable tax incentives and able to collectively engage government to develop and enforce fair and equitable tax policies to regulate Multi-National and other local Companies.

Key actions:

- Mobilize, raise awareness and conscientize women, youth, people living in poverty and the public on tax issues so that they are able to link tax revenue with public service financing and enhance their capacity to demand government and corporate accountability in financing of public services.
- Support implementation of all phases of the AAI multi-country Tax Power Campaign in Tanzania.
- Develop capacities of staff, communities, partners and key civil society stakeholders to enhance their knowledge on injustices around taxation and mobilize them to campaign for better policies.
- Carry out and/or support research on current practices and impact of tax avoidance on people living in poverty, especially women, to gather evidence and build a strong case for aggressive lobby and advocacy at both national and international level.
- Lobby for fair and coherent tax policies, laws and regulations in collaboration with the CSO Tax Working Group.
- Facilitate and/or support (technically and financially where possible) reviews of existing tax laws and development of new ones to address/close loopholes that lead to tax avoidance and dodging, with particular emphasis on corporate taxes.

Key Change Promise 6:

By 2018, 500,000 women, youth and other poor and excluded citizens will have improved their participation in and influence decision making processes through increased representation and active engagement into existing administrative governance structures.

Key actions:

- Raise public awareness on principles of good governance and its relevance to poverty alleviation
- Build capacity of organisations of women, youth and excluded groups to network, lobby and advocate to hold government bodies accountable for delivering quality public services, to promote people-centred decentralisation and to participate in local government decision-making processes.
- Build capacity of and support women, youth and other poor and excluded citizens' initiatives aimed at enabling their participation and representation in the village assemblies and district governance structures.
- Empower key local stakeholders and partners such as CDFs, CBOs and NGOs

with budget literacy skills to enable them to carry out regular budget analysis in key development sectors (education and agriculture among others), question and demand for accountability on plans and budget allocation

- Institute Reflection – Action processes and strengthen community Reflection – Action groups using relevant participatory tools so that they dialogue on key development issues and take individual and collective actions
- Support Tanzanian CSO Movement actions to influence the government for accountability and transparency in public financing.

Key Change Promise 7:

By 2018, 54,000 children will have accessed their right to quality education through enhanced accountability by the government and other actors

Key Actions

- Mobilize and organize people towards enhanced access to quality basic education for children
- Promoting Rights in Education (PRS) principles
- Initiate and strengthen girls clubs in schools to ensure safe school environment for girls
- Promote peoples’ active participation in school governance

5.2.3. Strategic Objective Three: - To empower women and girls to take active leadership in challenging gender-based violence, claiming and exercising their sexual and reproductive health rights (PFA 3)

We will mobilize and organize women, youth and girls, strengthen their capacity and connect them with other national and regional platforms to challenge the cultural practices and power institutions that perpetuate violence and deny women control over their bodies.

Key Change Promise 8:

By 2018, 50,000 women and girls will have been organized, sensitized and supported to engage communities, traditional and religious leaders and institutions in the fight against cultural norms and practices that perpetuate VAW and negatively impact on women’s full realization of rights including access to quality support services (psychological, material, legal and health) in both rural and urban areas

Key actions:

- Raise the awareness of women and the general public on negative aspects of VAW
- Develop capacities of women and girls using participatory methodologies to increase their understanding on women rights and VAW/girls

- Work with and empower women's movements and women groups to engage religious and local leaders, elders/men and other groups in the community in the discussion about status and impact of violence against women and how they can stop/tackle it
- Work with girls and boys forums/clubs and youth platform to empower them to become social change agents in the fight against VAW/girls
- Mobilise and engage men as agents of change i.e. encourage male champions on VAW
- Work with LGAs, Social Workers and Police Gender Desk to lobby for increased budget for fighting and responding to VAW/G.
- Collaborate with TAWLA, ZAFELA and health institutions so that they provide legal and psycho-social support services for survivors of violence.
- Collaborate with the police units including the Tanzania Police Female Network and the Police Partner Group to engage them for effective response to cases of VAW.
- Initiate a VAW performance monitoring group comprising of representatives from Government, law enforcement agencies, NGOs, police and health services
- Partner with media on investigative journalism and establish VAW Media champions
- Provide support to the Government at different levels to strengthen their knowledge and skills in dealing with women's rights issues and promoting gender equality.

Key Change Promise 9:

By 2018, ten women's movements, coalitions and networks and CSOs will have influenced changes in legal reform, policies and institutions to reflect special provisions for women and practical mechanisms to address violence against women in the society.

Key actions:

- Build/strengthen women's movement by supporting women's collectives to mobilize and create safe spaces for women and girls to challenge the status quo
- Link and collaborate with the existing law society at national and regional level on the lobbying for acknowledgement of the model of paralegals by government.
- Organise and/or support policy dialogue meetings and advocacy activities in collaboration with women's organisations, coalitions and networks in order to influence public opinions and policies on GBV and women's sexual rights issues.
- Engage with government institutions and policy makers, the Commission of Human Rights and Good Governance, relevant parliamentary committees in areas of policy and legal reviews and reforms
- Strengthen capacity of institutions to document incidences of violence as evidence for engaging in dialogue and debates with government authorities on ending impunity on VAW
- Engage global platforms to bring together women's rights advocates such as Activista and youth organisations to reflect and share experiences, successes and challenges in the process of shaping a violence free future for women.

6. Organisational Development Priorities

Over the last 10 years, AATZ has evolved from purely service delivery organisation towards embracing on building knowledge and partnerships. This evolution still requires a redesign of support systems to align with programmatic changes. It also requires a deliberate strategy to reposition itself around effective organisational structure that would effectively support partners, communities and the board as well as building effective HR systems to deliver the strategy effectively.

In improving our organizational setting, we shall focus on the pillars of HROD, programme quality and partnership, effective resource mobilisation, financial management and accountability, governance and membership development. This will ensure that AATZ is positioned itself to catalyse change, grow its income base and become an effective member of the AAI federation.

6.1 Organizational Development Priority One:- Develop and implement robust organizational structures, HR systems, policies, and processes that will support the effective delivery of the strategy

Key Change Promise 10 (HROD):

By 2018, we shall have a robust organizational structure aligned to the strategy, have highly competent, motivated and empowered staff, maintain critical minimum levels of staff turnover and be ranked as one of the top 10 employers of choice in the NGO sector in Tanzania.

Key actions:

- Develop and implement an organisational structure that aligns the AATZ staffing to this strategy. This includes carrying out job analysis, evaluation, and job grading as well as reviewing/ revising the existing structure for efficiency and effectiveness
- Improve our HR Policies, Systems and processes including implementing a performance management system that is result-driven and links performance to rewards, HRMIS improvement, recruitment practices and staff engagement processes in line with relevant laws in Tanzania and the AAI Global HR Standards
- Implement staff engagement initiatives aimed at motivating and retaining staff with the organization over the strategy period (i.e. reducing turnover). In particular, improving staff welfare, compensation and benefits to stay competitive; improve grievance management systems, facilitate staff participation in staff-related forums for increased team work, learning and motivation; and provide room for staff input into periodic HR Reviews and Audits so as to solicit feedback for the improvement of HR systems and practices.
- Improve gender balance in staffing and at leadership levels and create conducive environment for women to be attracted and retained in the organization
- Develop and implement an organisational development and change management

strategy that drives AATZ to the next level in its Membership Development Process taking into account governance and accountability processes (membership and board development plans, people in Aid code of practice, etc.).

- Develop and implement HR, staff learning, development and talent management strategies that encourage the promotion of knowledge sharing, secondment framework, internal learning, etc. The focus for this strategy period shall be leadership development, and building staff capacity in policy work, HRBA as well as youth and sustainable livelihoods.

6.2 Organizational Development Priority Two: - Improve programme quality and impact measurement systems to fulfil our multiple accountabilities and build evidence base .

AATZ believes that programme quality and impact assessment are central to the delivery of our mission objectives and achievement of long lasting changes in the lives of poor and excluded people. To date, AATZ has made an effort to integrate HRBA principles into its programming perspective but there is still much to be done to fully align our programmes to it.

We will deepen HRBA programming, improve our partnerships and develop effective systems to monitor and evaluate progress and impact of our work. A robust M&E framework will be developed to the CSP. On the other hand, LRP strategies will be developed that are informed by the CSP.

We will strengthen the M&E function and invest in M&E capacity development for staff to enable them to effectively facilitate programme reflections, document, process and share impact and key learning from our work both within and across/outside the organisation.

Our planning and reporting systems will be improved to ensure quality and timely plans and reports to fulfil our multiple accountabilities. AATZ will develop a system to monitor the environmental impact of our work (carbon footprints and reducing wastage) in an effort to lead the way on the 'go greener' initiative.

Key Change Promise 11: (Program Quality and Accountability)

By 2018, AATZ will have an effective planning, M&E and reporting system that provides the organisation with quality programme and management information to fulfil our multiple accountabilities (to communities, AAI federation, AATZ Board, donors, supporters, government and other relevant stakeholders).

Key Actions:

- Develop effective partnership framework, carry out partner assessment and selection to recruit and/or retain key partners to work with to deliver our programme priorities
- Develop national and LRP M&E frameworks
- Develop strategies for all LRPs

- Design and implement a baseline survey at LRP and national levels
- Design and implement staff capacity building on M&E
- Conduct mid-term and final reviews for the CSP to take stock of achievements, successes, and failures and reflect on lessons learnt to inform post strategy strategic directions.
- Strengthen the Participatory Review and Reflection Processes (PRRPs)
- Establish a carbon monitoring system with support from IS

6.3 Organizational Development Priority Three: Increase and diversify the organization's funding base

Over the years, AATZ has been heavily reliant on child sponsorship funding which has not been growing as fast as the programme demands. Similarly, the economic crisis in Europe has resulted in higher levels of supporter withdrawal compared to the past years. In order to ensure sustainability of the organisation, AATZ has to increase the quality of child sponsorship and supporter care, refocus energy on corporate and institutional as well as high value funding and also enter into coalitions with likeminded partners in order to enhance its fundraising success and leverage capabilities within the NGO sector in Tanzania. This also requires a redesign of the financial systems to ensure that grant finance and management is robust and we are able to manage and mitigate risks.

Key Change Promise 12 (Fundraising):

By 2018, we will have diversified our funding to encompass increasing institutional funding (at least 50% of our total budget) and strengthened partners' and our own fundraising capability.

Key Actions:

- Grow our existing child supporter link from 9396 to 13178 links through improving our child sponsorship performance and strengthening accountability to our supporters and communities over the CSP period
- Refocus our fundraising efforts to ensure that it is effectively programme-led and responsive to needs and priorities of the poor in order to change and improve their conditions
- Improve and maintain supporter care to high standard
- Build capacity of staff and partners in fundraising and proposal writing
- Develop a funding raising strategy, carry out donor scoping and funding plan based on the strategic priorities of this strategy.
- Develop quality concept notes and proposals and hold ourselves collectively accountable for fundraising activity
- Build/strengthen relationship and reinvigorate our communication with existing and

potential institutional donors, exploring funding opportunities locally and beyond country level, and jointly with other members of the ActionAid International Federation and other like-minded organizations.

- Ensure effective communication with supporters so we can retain them; ensure quality sponsorship reporting
- Increase institutional and high value donor funding to GBP 2,932 by 2018
- Increase overall resources base to GBP 4,789 by 2018
- Develop effective contract management systems and build staff capacity to effectively manage and account for partnership funding.

6.4 Organizational Development Priority Four: - Strengthen our financial management systems to ensure effective and timely management decision making and increased accountability

We will enhance internal control systems by putting in place up to date policies and procedures that will ensure effective resource & budgetary management, clear responsibilities and authority levels, segregation of duties in line with AAI financial management framework, international accounting standards and the laws of Tanzania. AATZ will improve its financial reporting and audit systems.

While AATZ enters the new strategy with negative reserves, we will aim to build our reserves from negative to 1-3 months within the strategy period. This will ensure stability and growth and compliance with international requirements. Working closely with AAI IPD, AATZ will strengthen/develop grants finance management systems and practices to ensure improved fundraising, donor relations and partner capacities.

Key Change Promise 13:

By 2018, AATZ will have reformed its financial management and control systems and processes and achieved efficiency, effectiveness and accountability in the delivery of expectations of the strategy

Key Actions:

- Develop and/or update policies and procedures to enhance control systems
- Develop and/or improve our financial planning, reporting and audit systems
- Build/strengthen staff capacity in financial management and consciousness in expenditure monitoring and control.
- Build and increase or maintain our reserves from negative to 1-3 months to ensure stability and growth in compliance with international requirements.
- Strengthen/develop grants finance management systems and practices to ensure improved fundraising, donor relations and partner capacities

- Provide capacity building and support to implementing partners at national and local levels.
- Manage partnership relationships to enable effective programme implementation through partners.

6.5 Organizational Development Priority Five: - Develop robust communications and ICT processes, systems and practices to improve operational efficiency/effectiveness and visibility

Documentation and communication are key aspects of evidence building, deepening knowledge and improving on practices. Lessons learnt are of value not only to the organisation but also to donors, partners, communities we work with and other stakeholders.

Documentation and communication have been and still are a challenge to AATZ despite some efforts in the past to build staff capacity in this area. Trainings will be organized to address this challenge and more focus will be on capacity building through learning by doing.

AATZ will develop a communications framework/strategy to increase its visibility and attract more funding. The communication unit will be strengthened and supported to cover all aspects of our work. We will strengthen our relationship with print and electronic media.

Key Change Promise 14 (Communications):

By 2018, AATZ will have raised its profile and visibility as the most trusted organization fighting for the rights of poor people in Tanzania.

Key actions:

- Establish and build capacity of a pool of communication resource persons amongst staff and partners we work with.
- Foster the culture of documentation and shared learning (including tools, incentives, leadership and practices) among communities and partner organisations and our staff
- Partners will be supported through mentors and coaching to develop and use internal mechanisms for learning and knowledge creation
- Develop and implement an effective communication, knowledge management and shared learning strategy
- Embrace use of social media and other technologies for communications, awareness raising, mobilising and solidarity building and to increase our impact in the fight against poverty and injustice and organisational visibility
- Document and profile our work with other CSO networks and alliances within and beyond the country level

Key Change Promise 15 (ICT):

By 2018, we will have improved our ICT infrastructure, systems and processes so as to facilitate efficiency and effectiveness in the implementation of the strategy

Key Actions:

- Enhance organization-wide ICT capability for holding virtual interaction by improving internet connectivity and access in all our work locations.
- Working towards automation of various manual organizational processes to improve work efficiency. We will focus on mapping key business processes that can be automated at the least possible cost.
- Implement electronic document management systems to allow for tracking, archiving and access to organizational information.

6.6 Organizational Development Priority six: - Strengthen AATZ's governance and accountability. AATZ became an associate member of the federation in 2010, thereby establishing national board as the highest governance body in the absence of a General Assembly (GA). AATZ is currently building its governance processes and accountability framework and will be guided by the membership development process (MDP) throughout this strategy period.

Key Change Promise 16 (Governance and Accountability):

By 2018, AATZ will have established Assembly and attained full affiliate status fulfilling all requirements.

Key Actions:

- Develop and implement the membership development program, establish General Assembly and transform itself into affiliate level
- Work towards filling in the gaps to ensure full compliance with constitution, governance manual and membership agreements
- Hold regular meetings for governance bodies
- Institute framework for boards assessments and implementation of development plans
- Support board development initiatives/actions to equip members with a clear understanding of their roles and responsibilities and foster an open working environment to enable and effectively perform their key roles (financial oversights, performance management and development) and get much more involvement in AATZ's strategic programme work and events.

APPENDICES
APPENDIX 1: CSP FINANCIAL PROJECTIONS 2013-2018

Projected Year in Sponsorship Link									
Year	Year End Links								
2012 (Base Year)	9,396								
2013	10,896								
2014	11,446								
2015	11,728								
2016	12,178								
2017	13,178								
2018	13,178								
Years:	2012 (Base Year)	2013	2014	2015	2016	2017	2018		
INCOME (TOTAL):	2,455	2,458	3,137	3,763	4,018	4,247	4,789		
Income Allocations		£'000							
LRPs	865	857	1,024	1,095	1,115	1,148		1,237	
NF	203	95	107	117	104	108		121	
FF	209	221	290	300	362	367		379	
Sponsorship Admin.	63	95	107	117	104	108		121	

Total Sponsorship Income	1,339	1,269	1,528	1,628	1,684	1,732	1,857
Sponsorship Growth/(Decl) %		-6%	17%	6%	3%	3%	7%
Unrestricted Allocations							
Total Partnership Income	1,115	1,190	1,609	2,135	2,334	2,515	2,932
Institutional Income	867	568	457	427	457	457	457
Trust, Foundations and Other Partnership Income	248	622	1,152	1,708	1,877	2,058	2,475
Part. Inc. Growth/(Decl.) %		6%	26%	25%	9%	7%	14%
Total Income (£'000)	2,455	2,458	3,137	3,763	4,018	4,247	4,789
Total Inc. Growth %		0%	22%	17%	6%	5%	11%
Funding Mix							
% of Sponsorship to Total Inc.		52%	49%	43%	42%	41%	39%
% of Partnership to Total Inc.		48%	51%	57%	58%	59%	61%
EXPENDITURE:							
Natural Expenditure Detail	£'000						
Grants & Community Inputs	1,224	1,165	1,317	2,026	2,202	2,603	2,727
Staff Cost	924	911	829	954	937	948	962
Equipment	25	2	1	1	1	1	1
Others	858	423	533	655	641	684	676
% of Staff Cost to Total Cost		30%	31%	26%	25%	22%	22%

Total Cost	3,031	2,502	2,680	3,636	3,782	4,236	4,366
		-21%	7%	26%	4%	11%	3%
Statutory Expenditure Detail	£'000						
Project	2,332	1,669	2,037	2,764	2,874	3,219	3,318
Support	576	703	402	545	567	635	665
Fundraising (IPD and Sponsorship Administration)	93	14	188	255	265	297	306
Governance (Internal, External and Local Board Dev)	30	116	54	73	76	85	87
% of Support Cost to Total Cost	19%	28%	15%	15%	15%	15%	15%
Total Cost	3,031	2,502	2,680	3,636	3,782	4,236	4,366
Expenditure by Strategic Objectives	£'000						
Strategic Objective 1 (Promote sustainable agriculture & control over natural resources.)	1,166	835	1,018	1,382	1,437	1,610	1,659
Strategic Objective 2 (Governance & corporate accountability)	466	334	407	553	575	644	664
Strategic Objective 3 (women's rights and prevention of VAW)	700	501	611	829	862	966	996
Total Direct Strategic Objective Cost	2,332	1,669	2,037	2,764	2,874	3,219	3,318

% of Direct Strategic Objective to Total Cost	77%	67%	76%	76%	76%	76%	76%
Annual Net Cash Flow-Surplus (Deficit)	(576)	(43)	457	127	236	11	423
Reserve	£'000						
Country Level	(8)	24	338	509	748	832	1,287
LRP Level	159	84	227	183	180	106	74
Total Reserve	151	108	565	692	928	939	1,361
Partners Balances(£'000)							
Number of Months	0.7	0.5	1.9	2.2	2.6	2.7	3.7
Head Count	80	60	45	45	45	45	45
Number of LRPs	9	9	9	9	9	9	9

INCOME PROJECTIONS

The actual link available in 2013 has been used to project income. It is assumed that level of links in the base year will be realized in the following year. Attrition rate of 5% is expected across years until 2018. Moreover, it is assumed that Danida Frame funding agreement will continue during the CSP period as well.

It is anticipated that partnership income will gradually increase during the CSP period as a result of increased fundraising capacity. We have maintained the exchange rate of 2,480 to GBP. This rate will be reviewed annually.

EXPENDITURE ASSUMPTIONS

It is assumed that costs will be proportional to the income realized. Cost of living of 5% increase was assumed in 2014 and thereafter reduction in expenditure will be in-line with the decline in income. Part of the staff costs will be covered by the projects. A reduction in office rent in 2014 and reduction of the work force from 60 to 45 head counts is assumed. Some of the LRP will be merged and thus there will be a reduction in office costs.

APPENDIX 2: RISK MATRIX

RISK				ACTION PLAN			NET RISK
OBJECTIVE	RISKS IDENTIFIED	IMPACT ANALYSIS		STRATEGY	ACTION PLAN	UPDATE	NET RISK
		LOW/MEDIUM/ HIGH	PROBABILITY				
GOVERNANCE & MANAGEMENT RISKS 1. Board functions to Full Affiliate	Failure to provide an oversight role to the operationalization of the CSP	M	M	Improve Board Induction & roll out self-assessment	To operationalize the Governance Manual	Management to provide regular update to the board for the board to take actions	M
	Delays in rolling out membership development programme	H	M	Develop plan of action and renew progress regularly			
2. Programme and HRBA	Program delivery is incoherent with the HRBA pillars and minimum standards	M	L	Strategy Organize a tailored HRBA training aimed to develop staff's understanding of HRBA theory and practical skills in programme design, implementation and partnership processes	Action Plan	Update	Net Risk L
	Annual ad-hoc program planning Limited or no programs going on at LRP's except projects funded works :	M H	M L			Implement mechanisms for tracking quality, effectiveness and impact of HRBA delivery Facilitate participatory design of strategies for all LRPs in collaboration with partners and communities	M

RISK				
OBJECTIVE	RISKS IDENTIFIED	IMPACT ANALYSIS		NET RISK
		ACTION PLAN		
		Strategy	Action Plan	Net Risk
3. Monitoring and evaluation and accountability	No country M&E systems and tools, a risk of inability to track the change effected from the intervention of AATZ programs thus increasing the risk of organizational credibility	H	H	
	Inadequate staff capacity in M&E, program planning and reporting.			
4. Partnerships	Working with weak partners that are not aligned with AAI's values.	M		M
	Risk of minimal programme impact	H		

RISK					
OBJECTIVE	RISKS IDENTIFIED	IMPACT ANALYSIS		ACTION PLAN	NET RISK
5. Conflicts of Interest	Operations lacks direction due to conflict of interest (at staff and management level)	M	L	Ensure that all members of staff declare their personal interest in business transactions. Declaration of conflict of interest is formalised at staff and SMT level.	L
6. Attracting and retaining Key personnel	Loss of key personnel and high staff turnover. Lack of succession plan and practice Lack of proper grading structures for jobs and remuneration unaligned to market.	H	H	Strategy Improve communication on staff welfare issues and resolving staff issues fairly & quickly Improve conditions of service of staff in order to retain competent staff. Conduct a job evaluation and salary survey in order to establish appropriate remuneration for staff as far as capacity allows. Develop HR policy and clarify grey areas.	Net Risk M
			M		
			L		
				Action Plan Regularly hold staff meetings and maintain staff moral through creation of friendly environment Put in place up to date HR policy manual & HR strategy	

RISK				NET RISK	
OBJECTIVE	RISKS IDENTIFIED	IMPACT ANALYSIS	ACTION PLAN		
7. Fund-raising, resource mobilisation and allocation	Inadequate monitoring of funded projects	L	Strategy Improve project management systems Improve supporter care mechanisms	Action Plan Understanding donor requirements. Improve the functioning of the Project Management Unit. Improve monitoring and evaluation systems	L
	Loss of supporters as a result of Euro zone crisis, and poor servicing of supporters	M			L
8. Budgetary control and financial reporting	Inability to meet commitments or key objectives	H	Strategy Regular tracking and review of operational budget Budget costing based on actual expenditure cost Budget management support by finance department to budget holders	Action Plan Adherence to the AATZ & International Financial Policies Budgets linked to the CSP and programme plans and objectives Produce and share monthly management accounts including Table E Proper budgeting procedures for donor funded projects and activities	L
	Poor cash flow and treasury management	H			M

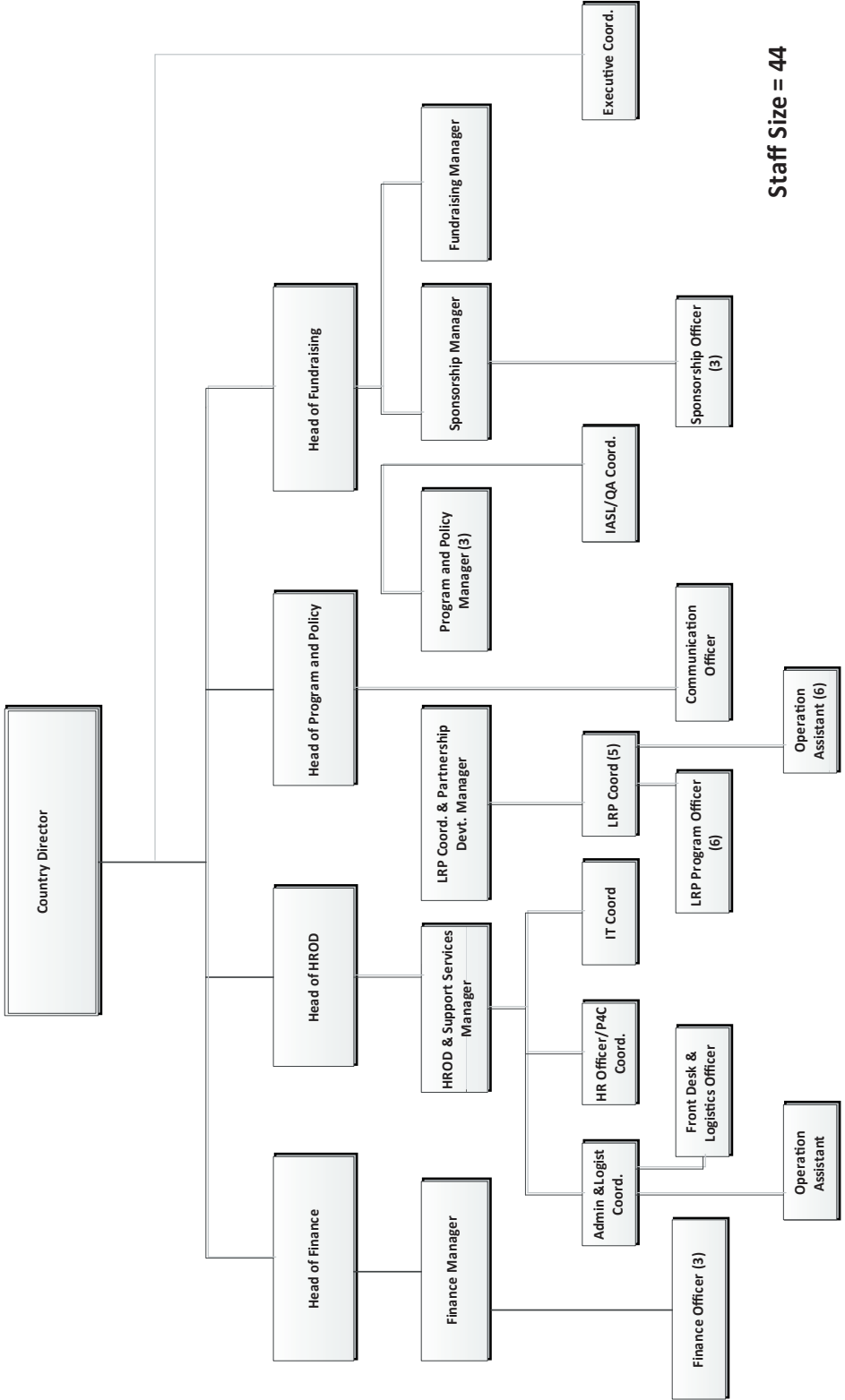
RISK				NET RISK
OBJECTIVE	RISKS IDENTIFIED	IMPACT ANALYSIS	ACTION PLAN	
9. Financial and operational performance	Inadequate skills and expertise within the dept.	H	Strategy Develop staff capacity and institute regular follow up and coaching	Action Plan Relate more closely to the AA knowledge management function and work towards greater integration of the systems we use i.e. SUN, NK etc. Will endeavour to develop and acquire new skills in reporting and planning Structured and unstructured training for finance staff in order to assist them develop their skills e.g. CPA support, accountants meetings, exposure trips and CPD training. Encourage feedback on management reports sent to team leaders as a way of fostering improved responsibility accounting. Employment of Finance Manager to for improved operational finance function
	Inadequate and not fully understood ways of measuring our performance	H	Developing better and more user friendly management accounting information.	
	Financial unsustainability due to income decline and decline in reserves	H	Develop usable and generally understood performance measures which clearly show trends and assist real improvements.	
	High overheads for running LRPs with low spends on programme work	H	Tighten budgetary controls	
	Delays in implementation of donor funded projects		Merge some LRPs to reduce administrative costs Close monitoring of the projects	

RISK				
OBJECTIVE	RISKS IDENTIFIED	IMPACT ANALYSIS		NET RISK
ACTION PLAN				
10. Finance-related development	Higher exposures to financial losses than before, more especially since we have no internal audit function. Finance staff involvement in partner identification and support is reasonably low	M	M	L
<p>Improved control function with partners having at least one audit visit a year.</p> <p>Constantly improve finance dept. profile</p> <p>Involvement of PA to do financial review/audit: partners regularly</p> <p>Put in place structures that ensure finance staff involvement in partner support and identification</p>				
11. Exchange rate movements	Unexpected depreciation of the GBP currency against the local currency	H	H	H
<p>Exchange rates fluctuations being monitored and any losses to be adjusted against the budgets of the year</p>				
12. Proper resources utilization	Financial resources not used for intended purpose	M	H	
<p>Improve planning and budgeting practices through periodic reviews and reflection sessions.</p> <p>Strengthen internal control systems</p> <p>Outsourcing internal audit function</p>				

RISK				ACTION PLAN	NET RISK
OBJECTIVE	RISKS IDENTIFIED	IMPACT ANALYSIS		ACTION PLAN	NET RISK
13. Management of political risks	Change in political atmosphere towards 2015 National Elections limiting civil society space.	M	L	Communication with staff/partners and Board in case of conflicts	L
	Significant confrontation with government leading to closure especially on the Land Grab and Tax Justice campaigns	H	H	Provide clear strategic guidance/ positions and prohibition of AATZ/AAI policy on non - partisan politics Consistent scanning of the political environment and take timely measures	
14. Reputation: stakeholder/public perception	Impact on regular giving income	H	L	Timely response to supporters queries	Sponsorship: Implementation of Invigorating Child Sponsorship Coordinated Participatory Review and Reflection Processes (PRRPs) Communication with supporters and beneficiaries Quality financial and performance report
	Impact on use of services by beneficiaries	M	L	Regular reporting to supporters	
	Ability to access grants or contract funding	M	L	Information dissemination to supporters as per agreed communication plans	
Significance Key: H=High, M=Medium, L=Low High – catastrophic, threatens viability of operations Medium – damaging, substantial but not threatening effect on operations Low – noticeable but little effect on operations					

APPENDIX 3: AATZ ORGANOGRAM

AATZ ORGANOGRAM - REVISED



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