ACTIONAID TANZANIA
4th COUNTRY STRATEGY PAPER (CSP IV)
(2018 – 2022)

People Advancing Social Justice

CONTENTS

ACRONYMS

AAI	ActionAid International
AATZ	ActionAid Tanzania
CAADP	Comprehensive Africa Agricultural Development Programme
CBOs	Community Based Organizations
CDF	Community Development Facilitator
CoP	Community of Practice
CRSA	Climate Resilient Sustainable Agriculture
CSOs	Civil Society Organizations
CSP	Country Strategy Paper
DTAs	Double Taxation Agreements
EAC	East Africa Community
FGM	Female Genital Mutilation
FFS	Farm Field Schools
FPIC	Free, Prior and Informed Consent
GBV	Gender Based Violence
HR	Human Resource
HRBA	Human Rights Based Approach
HR/OD	Human Resources and Organizational Development
ILO	International Labour Organisation
ICT	Information Communication Technology
LRPs	Local Rights Programs
PRRPs	Participatory Review and Reflection Processes
SAM	Social Accountability Monitoring
TCDC	Training Centre for Development Corporation
TGNP	Tanzania Gender Network Programming
TTU	Tanzania Teachers Union
VAC	Violence against children
VAT	Value Added Tax
VAW	Violence against Women
WDF	Women Development Fund

1. BACKGROUND

ActionAid Tanzania (AATZ) is a development agency that is committed to social justice, gender equality and eradication of poverty. It started development interventions in the country in 1998 as a cross-border initiative by ActionAid Kenya and later transformed into a full-fledged Country Program in 2000. Since then, it has rolled out three Country Strategy Papers and by so doing it has contributed to the overall development of the country.

It is a registered organization in the country and an Associate member of the ActionAid International (AAI) Federation which is a global justice organization working to achieve social justice, gender equality and eradication of poverty. In terms of governance, AATZ has a National Board and General Assembly and is represented at the ActionAid International Assembly.

AATZ has development programs in mainland Tanzania and Zanzibar. At local level, it has long term commitments in selected district-based Local Rights Programs (LRPs) where it has been working directly with communities, community based organizations and local partners in Bagamoyo, Mafia, Unguja, Pemba, Kilwa, Tandahimba, Newala, Chamwino and Singida. Moreover, it has also been implementing governance and public accountability programs through partner organizations in Mbeya, Chalinze, Kiteto, Dar es Salaam, Dodoma, Tanga and Kibaha.

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 government ministries and law makers besides its participation in international solidarity actions.

The fourth Country Strategy Paper (CSP IV) defines the organization's strategic direction towards contributing to social justice, gender equality and ending poverty in the coming five years (2018 – 2022). The strategy builds on the gains and experiences the organization has made since its inception and takes a more transformative approach and commitment to the purpose for which it stands.

2. STRATEGY DEVELOPMENT PROCESS

Strategy development workshop in progress

This strategy is the result of a series of processes. ActionAid International has assessed the internal and external contexts, reviewed its global strategy (People's Actions to End Poverty, 2011 – 2017) and developed a new global strategy – Action for Global Justice. As part of the AAI federation, ActionAid Tanzania also reviewed the progress made in achieving the intended objectives while implementing its CSP III, analysed internal and external contexts and the implications of the global strategy to AATZ. The National Board reviewed the outcome of the analysis and made decisions to develop a new Country Strategy a year in advance, before the end of the CSP III period.

In line with the requirements of the organization's Accountability, Learning and Planning System (ALPS), a mid-term evaluation was conducted by external consultant to the CSP III in June 2016 with the view to assessing the progress made against the commitments. This was followed by an internal light-touch review in August 2017 to supplement the outcome of the midterm review.

Reviews made to CSP III involved communities we work with including women, men, youth, children and partners as well as stakeholders at all levels. The main objective of the reviews was to assess achievements and impact brought about in the lives of people, examine contributions the organization made in influencing systems, policies and practices and draw lessons for next engagements as well as capture the voices of people, partners and stakeholders to shape the content of this strategy.

A strategy development workshop was organized that brought together AATZ staff, Board members and representatives from local and national partners to review achievements and lessons of the ending strategy and co-create the strategy for the next five years. A Strategy Envisioning Team was established and mandated to draft the strategy with the support from the Senior Management Team and an external consultant. The Team reviewed relevant documents, the outcomes of a series of

reflections and analysed thoughts generated from all sources to frame the strategy. Successive drafts of the strategy document were shared to staff, Board and General Assembly members, partners, peer countries where ActionAid operates and ActionAid Global Secretariat for comments. Inputs from various stakeholders have helped much in enriching and refining the strategy.

3. KEY ACHIEVEMENTS AND LESSONS FROM CSP III PERFORMANCE

3.1 Key achievements

The implementation of CSP III (2014 – 2017) has enabled the organization to play its aspired role of contributing to the development of the country in multiple sectors. Through programs on land rights, the awareness of land - related laws and policies has significantly increased among smallholder farmers, youth and women in particular. As a result, communities in areas where we work are more empowered and able to demand and secure their rights to land now than ever before.

The land rights campaign we conducted for over two years with the aim of defending the rights of smallholder farmers in Bagamoyo has made a leap forward. The Government of Tanzania revoked the land title deed which was granted to Eco-Energy Company, the implementation of which was feared to displace many smallholder farmers thus disrupting their livelihoods. Smallholder farmers are more empowered to demand their rights and continued earning their livelihoods from the land. The campaign exercise was an excellent demonstration of how communities can defend their rights and how local issues can be linked to issues of concern at national and international level for collective campaigning and solidarity actions.

Through the Climate Resilient Sustainable Agriculture (CRSA) program, the knowledge of farmers on agro-ecological practices, nutrition and climate change adaptation and gender perspectives in the process has increased among the target groups. As a result, farmers are increasingly practicing and replicating the system, behavioural change is achieved that has resulted in improved agricultural production, food diversity and improved nutrition especially to children.

Farmers learning agroecological practices

Social Accountability Monitoring (SAM) interventions equipped citizens with skills and knowledge in public budget tracking and monitoring public projects as well as demanding accountability and transparency. Women who have exercised SAM are conversant of the tool and are confident to present their interest and needs and demand accountability. The ward and district Rural Women Forums and the National Smallholder Women Farmers' Federation which were initiated by ActionAid are serving as a strategic avenues for women to discuss and debate on development issues affecting women and influence decisions.

In promoting governance and accountability, AATZ collaborated with partners in conducting researches that have generated evidence and contributed in informing the government to refine tax laws. This was evidenced by the advocacy work facilitated by Tanzania Tax Justice Coalition (TTJC) in which ActionAid is an active role player during the government's formulation of laws on Value Added Tax and Tax Administration in which the research outcome informed on the existing loopholes that lead to revenue loss and the need for changes in the tax system.

Moreover, citizen's engagement in the decision making process and demanding transparency and accountability has increased especially at local level. Accordingly, the capacity of citizens to hold their leaders accountable and demand access to social services, information as well as citizen's participation in decision making has improved significantly.

In the education sector, implementing of Promoting Rights in School Framework (PRS) has led to reduction in violence against children in and outside the school environment, increased children's participation in school governance and enabled improving school infrastructure through putting in place and rolling out School Development Plans. Children's school clubs are strengthened and serve as instruments in furthering children's rights, their collective action and assertiveness. Moreover, gender parity and enrolment of children with disabilities has improved significantly in target areas.

As a result of successive actions on promoting women rights, cultural norms and traditional practices that perpetuate violence against women and girls have been reduced considerably in areas where we had interventions. Women and girls are able to challenge harmful norms and practices that negatively affect their rights more than before. Consequently, women are increasingly demonstrating courage in demanding their rights and reporting cases of violence to law enforcement agencies. It has also been observed that the responsiveness of law enforcement agencies in addressing cases of violence has improved progressively. Through efforts to institutionalize women rights work, vibrant Women Rights Associations emerged in LRPs that are serving as platforms for collective action in promoting the rights of women.

In the organizational development sphere, the oversight role of the Board has improved significantly and we are able to broaden our constituency by instituting an active General Assembly. The national Board and the General Assembly delivered their enshrined roles effectively across the strategy period and AATZ's role in the federation governance structures remained to be among the most vibrant.

Various policies and procedure manuals and guidelines were revised and developed to accommodate changes in the context and align with Global Human Resource and Organizational Development standards. Emphasis was given to develop the human resource through continuous staff capacity development and leadership trainings, mentoring and coaching as well as enabling staff participation in various multi-country and international platforms.

A Monitoring and Evaluation (M&E) Framework was developed and reporting systems were revised and staff knowledge and skills on M&E were enhanced. As a result of efforts made to improve AATZ's financial sustainability, fundraising strategy was formulated and significant progress was made in raising funds from donors on top of improving supporter servicing with respect to the child sponsorship program. The financial management systems and controls have been strengthened.

In promoting documentation and communications, information sharing has been significantly improved targeting internal and external users as a result of which the organisation's image, visibility and brand have improved significantly. Likewise, our engagement with the domestic and international media has increased.

3.2 Major lessons

The implementation of CSP III has offered the organization with credible lessons going forward. (1) Change in attitude and behaviour have improved among community members although it still remains an area that requires subsequent action. The continuous sensitization of communities and women in particular on their rights and legal entitlements has been a crucial instrument in addressing traditional practice and influence behavioural change. (2) The bottom-up approach and community participation from the onset of processes are powerful tools for ownership and sustainability of development initiatives. (3) Addressing structural causes of poverty such as confronting unequal power requires collective action and hence involvement of various stakeholders that share common interest at local, national and international level. Such collective action is often channelled through coordinated campaigning that proves crucial in achieving intended goals. (4) Building evidence as a basis for advocacy legitimizes the rationale of the struggle and guarantees ultimate success of advocacy (5) Working with youth and community groups is valuable approach in advancing citizens' voices to influence decision making processes. (6) Vibrant community based organizations can emerge stronger only when their capacity is purposefully and continuously nurtured through time.

4.   THE CONTEXT

The internal and external context within which ActionAid Tanzania operates presents several political, economic, socio-cultural, technological, legal, and environmental challenges and opportunities. Globally, inequality is growing and the gap between the poor and the rich is widening with increasing concentration of wealth in the hands of few now than ever before. Injustices and shrinking political space characterize the time everwhere, reducing the vibrancy of civil society to participate in decision making processes.

4.1 Poverty dynamics

There is a general decline in the proportion of the population living under extreme poverty datum line globally and in Tanzania as well and this indicates that citizens are benefiting from economic growth. However, despite the progress made in economic growth, 30% of Tanzanians still live in severe poverty and almost 70% live on less than $1.25 a day (MDG 1).

One of manifestations of poverty is the urban-rural inequality. Of the 12 million poor people in Tanzania, 10 million (i.e. over 80 per cent) live in rural areas, The poorest of these people are likely to be heads of households engaged in subsistence agriculture with less education and a large number of dependant family members. Many of them cannot adequately fulfil their children's basic needs such as food, water, healthcare, and education.

4.2   Political trends

In general terms, Tanzania is among the countries in Africa that has a stable political order. It has a multi-party system and elections are held every five years. The state power has however been dominated for long by a single party: Chama Cha Mapinduzi (CCM). CCM is broadly anchored in the society while opposition parties mainly rooted in urban centres

The October 2015 national election was the most contested one in the Mainland and Zanzibar. The ruling party (CCM) was declared winners of the election but the opposition group challenged the election process following the announcement of results by the Electoral Commission. In Zanzibar, the results of the election were annulled and a re-run was done which the opposition boycotted disputing the annulment. Since then, disagreements continued between the government/ruling party and major opposition parties in various areas including in the parliament.

While separation of powers is enshrined in the constitution, many critics agree on the domination of the executive organs and question the independence of the legislature and judiciary.   Opposition parties hold certain proportion of seats in the National Assembly and often echo their voices during parliamentary debates.

The current government has been taking progressive actions in fighting corruption, unfair taxation systems and availing basic services to the people. On the other hand, sections of citizens as well as civil society groups are concerned about the shrinking civic space, restrictions on media and increasing concentration of power in the hands of the President.

Many agree that corruption is still rampant in Tanzania and it is a major bottleneck to the holistic development of the country. In general, control over corruption is weak as some African countries including Tanzania have continued to fail to improve their scores on CPI. For the East Africa sub-region, the Average Corruption Control Index in 2015 was -0.67 points while it was -0.72 points for Tanzania. In 2015, the Global Average Political Stability Index score was -0.04 points. For the East Africa sub-region and Tanzania the scores were -0.88 and -0.45 points respectively. Africa has made significant progress on political stability but its stability is still fragile.

4.3   The economy

Tanzania's annual Gross Domestic Product (GDP) growth rate averaged 7% over the past 5 years, making it one of the 20 fastest growing economies in the world and well over the Sub-Saharan Africa average GDP growth which is 4.4% during the same period. Economic activities that significantly contributed to the GDP growth during the first quarter of 2017 include; mining and quarrying (18.5 %); construction (15.9 %); trade and repairs (11.8 %); agriculture (10.6 %) and information and communication (10.5%). Wage employment, self-employment and agriculture form the main sources

of household incomes where 72% of households in the Mainland have at least one member generating income from agriculture; 45.1 % from self-employment and 26.3 % from wage employment.

The current government has reoriented public expenditure towards development spending and the fiscal deficit declined to 3% of GDP, its lowest level over the past seven years. This has resulted from increased domestic revenue mobilization and controlled recurrent expenditures. At 5.32% (Dec 2017), the inflation rate has remained low and close to the Government's medium-term target of 5%. This has helped the government to secure grants and concessional loans from international development multilateral institutions as well as attracting direct foreign investment. The average Economic Freedom Index (i.e. extent to which individuals are free to control their own labour and property) across the globe is higher (60.82) than that of Africa (55.6 points), East Africa (58.6 points), and Tanzania (59 points). Across the globe, property rights are weakly protected, even though the average global Property Rights Index is higher (42.21 points) than that of Africa (29.51 points), East Africa (26 points), and Tanzania (25 points).

4.4 Technology

Advancement in communication technology and the use of media in general and social media in particular has increased dramatically in the country attracting many users compared to the past. The number of online TV stations increased to 50 reaching more and more people. Currently, social media is increasingly used to mobilize and connect people very fast. This is an opportunity for online mobilization and organization of people around our mission work at all levels.

The most important technological advancement of the time has been the shift from analogue to digitalization. Internet and mobile phone technologies are currently transforming the lives of people and efficiency of organizations. However, the average percentage of Tanzanians who use the internet is lower (5.35%) than that of East Africa (18.61%), Africa (19.52%), and the world (48.44%).

4.5 Legal environment

According to the World Justice Project, effective rule of law reduces corruption, facilitates combating poverty and disease and helps protecting people from injustices large and small." It is the "foundation" for communities of peace, opportunity and equity" underpinning development, accountable government and respect for fundamental rights."

Many power-holders across the globe exercise their powers arbitrarily; i.e. without due course to the laws of their countries. The Global Average Rule of Law Index, that measure on a scale of-2.5 (weak) to 2.5 (strong), is currently -0.03. The Index is -0.66for Africa; -0.46 for East Africa; and -0.43 for Tanzania.

The 1977 Constitution of the United Republic of Tanzania guarantees civic participation in decision making processes. Articles 12 – 21 of the Constitution in particular provides, among others, the protection of freedoms to life, thought, speech, press, assembly, association and movement. However, Tanzania follows a dualistic theory in which international treaties and conventions do not automatically become part of the

country's law (Legal & Human Rights Centre 2014). This allows the country to have its own domestic/municipal laws that may not conform to the international treaties it has ratified. The existence of such laws restricts the full enjoyment or practice of the rights provided in the ratified treaties.

There are legislations that contain restrictions on freedom of information and expression such as the Media Services Act 2016, the Statistics Act 2015 and the Cybercrimes Act 2015. Actions related to various forms of threats directed at the media and the closing down of newspapers indicates that restrictions on open information flow and freedom of expression do exist. Legislation such as the Customary Law Declaration Order 1963, the Law of Marriage Act 1971 and the Citizenship Act 1995 do have positive elements but also contain concerns regarding the extent to which they adequately offer protection against violation of women's rights.

Access to legal aid is very limited and courts especially at lower structures often lack capacity and resources. Moreover, the prevalence of corruption cuts across all sectors. On the other hand, there are concerns regarding satisfactory operation of principles of the separation of power as judiciary are appointed by the executive without recourse to some level of legislative oversight.

4.6   The situation of women

While Tanzania has made progress towards gender equality over the last decade, women still face several inequity challenges that place them in a disadvantageous position in many respects. Women's inequitable access and ownership over land and other resources, low participation in decision making processes at all levels, prevalence of gender based violence and the exclusion of women from the wage economy are a few among a multiple of challenges faced by women.

Even though the 1999 Land Act and the 1999 Village Land Act provide women and men equal rights to land, women's access to land has been constrained because of traditional and customary practices on one hand and women's inadequate understanding of their rights and entitlements on the other.

The National Agriculture Policy of 2013 not only recognises the heavy involvement of women in the agricultural labour force but also acknowledges that there are inadequate skills and knowledge among women that has resulted in inadequate access to productive resources.

Women's engagement in politics has been increasing in Tanzania in recent years. A quota system was introduced in 1985 to increase the number of women in parliament and special seats for women were adopted in the same year. According to the Gender Links' 2015 Southern Africa Development Cooperation (SADC) Gender Protocol Barometer report, women's representation in the Tanzanian cabinet is 34 per cent. The report further indicates that women's representation in the cabinet has increased at a faster rate in Tanzania than in any other SADC member states. Tanzania is on the course for the implementation of various plans to strengthen its constitutional quota for women's parliamentary representation from 30 per cent to 50 per cent. However, there is lack of gender equality within the ranks of political parties because the Tanzania's electoral and political systems do not strongly promote women's intra-party and inter-party competitions.

Violence against Women

Despite the incremental progress made in advancing women's rights by the government and other actors, violence against women remained to be rampant in Tanzania. Generally, violence against women is a result of patriarchy and unequal power relations between women and men in the family and the society at large. Customs and traditions lead to male bias in the government's decision in assigning decision-making positions. The same bias is reflected with respect to access to information, property ownership and overall resources control and management. Studies indicate that at least 6 out of 10 women experience domestic violence either within marriage or in their localities. The two most prevalent forms of gender-based violence (GBV) are wife battering which constitutes 30% of all cases while marital rape holds 12%. (Immigration and Refugee Board of Canada, 2015)

The rates of GBV are higher in rural areas and among the less educated. Experience of physical violence is higher among divorced, separated or widowed women (63%) than among married women (44%) or never-married women (16%).

Existing legislations such as the Customary Law Declaration Order 1963, The Law of Marriage Act 1971, and Citizenship Act 1995 contain elements of restriction on the rights of women. Moreover, law enforcement agencies are seen to be not pro-active in addressing cases of violence and constrained by capacity problems.

All these factors have negative impact on the country's ambitions to fully implement the Sustainable Development Goals agenda that seeks to address poverty, inequality, and violence against women and girls. More recently, the government has put in place the Five Years National Plan of Action on Ending Violence against Women and Children (2016 -2021) to curb the structural and immediate causes of the problem.

Women economic empowerment

Despite the fact that the role of women is key in the maintenance of the society, women are the most disadvantaged in terms of accessing decent work and income generating opportunities owing to limited access and control over resources, lack of education and training opportunities and decision-making power. Women also face difficulties in translating their labour into gainful and productive work that could ultimately lead to reduction of poverty (FAO, 2014).

Women's unpaid care work remains to be unrecognized among the society. Customarily determined gender roles place the responsibility for domestic chores and care-giving on women and girls. The cumulative result is that women and girls have fewer capital assets and low income and are more vulnerable to impoverishment.

The government has recognized the need of empowering women and established a Women Development Fund which entails the allocation of 5% of the District Council budget from its internal revenue collection to women development. However, most of women especially those from rural areas still lack financial literacy and are not aware of this commitment and other funding opportunities. Hence, their rights are severely constrained as a result of low access to key productive resources including land, capital, education and skills, (TGN, 2017).

4.7   Social services provision

Recent years have witnessed big strides by the government in building infrastructure and availing basic public services. However, demand for quality services in areas of education and health among others have remained to be a living public problem. The conventional reason given by government bodies for inability to meet the public demand is lack of resources. Moreover, the government's efforts to respond to peoples' demands for quality basic services is also constrained by lack of elaborate policies, rampant corruption and inadequate revenue collection. On the other hand, high reliance on external loans and aid makes access to the allocated budget unpredictable.

Tax revenue collected from various sources including corporate income tax and other fees and levies from multi-national corporations are among the main sources of government income which is expected to be used to finance in the provision of quality public services. However, Tanzania as is the case in most developing countries, has been losing millions of dollars through various means of revenue losses such as tax evasion; granting of harmful tax incentives by the government, corruption and illicit financial flows.

Besides putting in place various tax laws, the government has enacted the Value Added Tax (VAT) Act and the Tax Administration Act with the intention of increasing domestic revenue and reduce tax loss. However, the VAT Act applies only to VAT exemptions but not to other taxes and Tanzania still provides a variety of incentives to foreign investors. Tax revenue loss through tax exemption means less money available to spend for development in general and on basic public services in particular.

Education remains to be an important instrument for ushering Tanzania into holistic growth and an integrated global system. The progress made in advancing the sector in recent years by the government is remarkable. Tanzania is progressing well in allocating resources to education as compared to other sectors. The 2016/17 allocation for the sector was 22.1% of the total national budget which was above 20% of the EFA goal target. Accordingly, the average education spending as percentage of GDP was 3.42.

The education sector especially at primary and secondary levels however, is still characterized by poor school infrastructure and facilities, shortage of teachers, lack of teaching and learning materials, low salaries and poor working environment to teachers especially in public schools, lack of transparency and accountability in the education budget management, and inadequate investment especially for school development funds. This context has left the teaching and learning environment in a dire stress condition that ultimately lead to poor quality education in public schools. Adding up to the existing problems, the government's position in prohibiting girl's re-entry to school after pregnancy has complicated girls' access to education and affects their education rights.

The health sector is also growing fast but the quantity and quality of basic health service delivery is still below the anticipated standards. The available information indicates that the current health service providers only comply to 30.4 % of the clinical guidelines for managing maternal and neonatal complications. On the average, only 60.3 % of priority drugs are available and only a third of health facilities (32.9 %) share financial information with the community. .   The average health spending per capita

is $ 51.72 which is a bit higher as compared to other EAC countries but significantly lower compared to the global and Africa averages. The average health spending as a percentage of GDP is lower in Tanzania (5.58%) as compared to East Africa, Africa and the globe.).

This calls for the need to increase domestic resource mobilization and enhance financing to the provision of basic social services especially in education and health sectors among others by the government being a primary duty bearer responsible for fulfilling peoples' needs and rights.

4.8   Children and youth

Children

Children under 15 years are estimated to constitute 44% of the total population in Tanzania in 2018. The government is committed to upholding the rights of each child to human dignity and physical integrity as reflected in the Law of the Child Act (2009). The country has the obligation to work towards the elimination of all forms of violence against children as recognized by the Convention on the Rights of the Child which was signed by the government in 1990 and domesticated into national law. According to the bill supplement published on 20th of May 2016, the government amended the Education Act (CAP.353) that prohibits Child Marriage.

The Tanzania Police Force launched a three year Action Plan to enhance the effectiveness and efficiency of the response to gender based violence and child abuse cases. Gender Children's Desks were established in 417 Police Stations across the country which is commendable.

Despite the existence of favourable legal frameworks and the progress made in increased accesses to education, children are vulnerable to various forms of violence and abuse as a result of multiple factors. Among others, Female Genital Mutilation (FGM) is still practiced widely in the country and as many as 70.8% of girls are circumcised in some communities.

In Zanzibar, the study on violence against children revealed that children face at least one incident of sexual violence before the age of 18. Around 2.3% of female children aged between 13 and 17 and 3.7% of male children in the same age category reported experiencing at least one form of sexual violence in the preceding year.

At household level, there are circumstances where children are subjected to labour exploitation and physical violence. Moreover, corporal punishment is still practiced in schools. Creating a child friendly environment in and outside of the schools is constrained in various forms.

Generally, traditional norms and practices that affect children's rights are still practiced in communities and the knowledge on children's rights is limited. Institutions formed to protect and promote children's rights however are not strong enough to deliver their responsibilities. For example, the services offered by Police Gender Desks are still below the standards set in their guidelines. Therefore, the entire situation demands for continued collective action towards the elimination of all forms of violence's against children. Among others, civic society groups are expected to advocate for reinforcement/enactment of progressive laws and policies and influencing positive changes in attitude and behaviours among communities.

Youth

The youth (age 15 – 35) is estimated to hold 35% of the overall population of the country.. Hence, unleashing the potentials of youth is crucial for nation building through their economic and political participation. However, youth are highly affected by extreme poverty resulting from high unemployment rates and lack of adequate participation in decision making processes that affect their life. Unemployment among youth is 12.3% for males and 14.3% for females with urban youth suffering the most at 26.7% and rural youth at 7.9%.

Rural – urban migration is one of contributing factors towards high youth unemployment. Employment in urban areas requires skills sets which in most cases are lacking among youths. In rural areas, youths are mainly employed in subsistence agriculture and family based livelihood activities such as farming, handicraft, fishing, and small businesses.

Disparities widely exist in earnings among men and women and between urban and rural wages (Decent work Country Profiles: Tanzania Mainland (2010). Girls are more likely to complete primary school (80% for girls and 72% for boys), but less likely to progress to secondary school (54% for girls and 59% for boys). Early pregnancy is one of the reasons why girls do not complete secondary school, making them to end up less educated and skilled when they enter the labour force (World Bank, 2015). Having less education and skills is one of the reasons why women are less likely to participate in the formal work.. .

Access to financial support is extremely low with only 4% of young people having access to micro-credit. Youth businesses struggle to meet qualifying criteria for investment financing to start and grow their businesses. The government's commitment to allocate 5% of the District Council's revenue for youth development is a commendable action but its practicality has remained to be a challenge.

In general, the government's efforts to advance youth development through putting in place a youth policy and adopting budgetary commitments, together with the change seeking behaviour of the youth, increasing interest among civil society groups to advance the development of young population, all these are opportunities we can grab to our means in addressing the rights of the youth.

5. OUR IDENTITIES

Our Vision: Tanzania without poverty, injustice and inequality in which every person enjoys sustainable development and a right to a life of dignity.

Our Mission: To eradicate poverty, inequality and injustices by working with people living in poverty and exclusion and their institutions, partners, alliances, social movements and supporters.

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 communication 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

6. THEORY OF CHANGE

Social justice, gender equality and ending poverty are achieved by shifting power and redistributing resources. Such change are possible through mobilizing and organizing people living in poverty to analyse power dynamics, challenge all forms of power (visible, invisible and hidden) and holding the powerful to account including state and other institutions at local, national, regional and global level. We understand that addressing structural causes of poverty requires individual and collective action involving various stakeholders that share common interest at local, national and international level.

We shall support individuals and groups/movements of women, girls, children, youth and marginalized people to build solidarity around social and economic change. We will partner with local, national, regional and international organizations that can effectively support the agency of people living in poverty and exclusion to claim their rights. Our advocacy work will be linked from local to national, regional and international levels to influence broader change. We will conscientize and empower people living in poverty on inequalities and violation of rights so that they may take actions through campaigning and solidarity.

We believe that change is not linear and opportunities to drive social change, advance alternatives and resist injustice open up at different moments. ActionAid is both a catalyst and a contributor to social change processes. We will be prepared to seize key moments for social transformation when they arise, and to resist backlash, guided by our long-term rootedness in communities and by working closely with people's organisations, social movements and other allies. ActionAid will strive to create platforms for citizens' actions to hold duty bearers accountable.

7.   OUR APPROACHES

7.1   Human Rights Based Approach

The Human Rights Based Approach (HRBA) is central in the programming of all AATZ's interventions through transformed commitment to confront unequal power. Our work shall ensure people living in poverty and exclusion are empowered to analyse power dynamics, claim and enjoy their rights using justice and gender analysis lens at all levels. Interventions will aim at shifting unequal powers in favour of those whose rights are violated and ensure fair share of power and resources, promote gender equality and build adaptive capacity of people so that they are able to defend and protect themselves against inequalities, injustices and poverty. .

People living in poverty will be mobilized to challenge all forms of power (visible, invisible and hidden) and hold the powerful individuals to account including state and other institutions at local, national, regional and global levels. AATZ's development programmes will be anchored in AAI's programme framework and will reflect empowerment, solidarity, campaigning and promoting credible alternatives in light of minimum standards of HRBA and consistently testing our Theory of Change.

All our approaches will employ feminist and gender analysis in understanding power dynamics in any context and designing programs to promote Rights, Redistribution and Resilience as key milestones in all processes.

7.2   Working with partners, alliances and social movements

ActionAid will continue to work with partners, alliances and social movements that share common objectives and values to build broad-based alliance locally, nationally and internationally. From the grassroots to the national level, we shall mobilize people living in poverty and exclusion and their institutions and movements to strengthen their capacity so that they challenge the status quo and transform the underlying systemic and structural problems that result into inequalities in the distribution of power and resources. We will partner with local and national organisations that can effectively promote the empowerment of people living in poverty by establishing and strengthening their institutions and strive to link them with global movements for collective action and solidarity.

Systematic processes of partner selection and capacity assessment will be undertaken. We will invest more in developing partners' institutional capacity. On the other hand, we will hand over the management of some local rights programs to partner organizations through a rigorous learning and organisational development process.

7.3   Women at the centre of our work

Recognizing that women have been disadvantaged for generations and their role as drivers of change has been constrained, we will endeavour to work with women, their organizations and movements across all program priorities to empower them so that they confront unequal power and gender inequalities. The emphasis will be adapting intersectional feminist analysis in all programming processes to empower women and girls especially those who are more disadvantaged and to enable them to act individually and collectively to protect and promote their rights in a way power and resources are redistributed and their resilience is developed.

Women's have a right to access and utilization of economic opportunities

Institutionalization of agencies of women will be given more emphasis. Through women agencies, we will mobilize, organize and empower women to challenge all forms of discriminations and transform their social and political status and create safer spaces for their active participation in development. We will work with women so that they question and change gender norms around care work, expand their leadership roles and demand and secure economic justice.

We will promote feminist transformative leadership at all levels of the organization and work with partners so that feminist analysis of development is adapted widely to challenge inequalities in the distribution of power and resources that perpetuate discrimination and excludes women.

7.4 Working with children and youth

The fact that children are the hopes of the next generation but remain as vulnerable group; AATz will deliberately work on promoting the rights of children and protect them from any form of violence, exploitation and abuse. Children are right-holders and we will strive to enable them to actively engage in the design, implementation and monitoring of development endeavours that directly or indirectly affect them so that their voices are amplified.

Youth and their agencies will be mobilised and empowered to take active part in development programs and hold the government and corporates accountable in addressing the rights of people. We will work with youth to promote civic education and empower them to take leadership roles as responsible citizens. We will also work towards strengthening their entrepreneurship skills to secure their livelihoods. ActionAid will closely work with youth activista groups and youth movements so that opportunities are created for youth to play a crucial role as change agents in development, democratic governance and decision making processes at all levels.

7.5   Participatory methodologies and tools

AATZ will build on its experience in employing participatory methodologies in development processes and use more transformed tools as a rights-based process for conscientization and empowerment of people living in poverty and disadvantaged groups especially women, girls and youth to enable them analyse power, confront unjust power and claim their rights. We will strengthen our Participatory Review and Reflection Processes to promote critical reflection and improve its quality and outcomes thus maximising accountabilities and learning.

8.   WHOM WE WORK WITH AND WHERE

AATZ will mobilize and support individuals and groups/movements of women, girls, children, youth Activista and marginalized people in rural and urban communities in the mainland Tanzania and Zanzibar to promote social justice, gender equality and eradicating poverty. Our grassroots programmes will be implemented in 8 selected districts namely: Chamwino, Singida, Mafia, Kilwa, Tandahimba, Newala, Pemba and Unguja where we have long term development commitments. During the strategy period, we will undertake reviews/evaluations in some of these program areas to gauge achievements in light of the set objectives at the onset of initiating the programs. We will undertake planned phase out at least from two Local Rights Programs and consolidate interventions in others. Thus, by the end of the strategy period, the number of operational areas will be reduced. However, depending on the funding context, we may expand to other prioritized and strategic areas to reach more needy people.

At national level, AATZ will continue to work with local and national partners, coalitions, forums, networks and social movements and other national and international organizations that promote social justice, gender equality and ending poverty.

9.   PROGRAM PRIORITIES

- **Goal:** Social justice, gender equality and accountability achieved by shifting power and redistributing resources and the rights of people living in poverty and exclusion advanced.

While striving to meet this overarching goal, we will focus on promoting three interconnected and mutually re-enforcing pillars: Rights, Redistribution and Resilience. All interventions will aim at promoting the rights of people living in poverty, redistribution of power and resources and developing peoples' resilience.

The context analysis indicates the need for engaging in interlinked strategic programming priorities that reinforce one another towards social justice, gender equality and ending poverty. Accordingly, our programming focuses on the following four priorities across the strategy period;

- Program Priority 1: Address structural causes of violence against women, promote gender equality and secure economic justice to women and girls
- Program Priority 2: Enhance civic participation and state accountability for democratic governance and redistribution of public resources for the delivery of quality, gender responsive public services
- Program Priority 3: Strengthen resilient livelihoods and promote climate justice
- Program Priority 4: Advance the rights of young people

9.1   Program Priority 1: *Addressing structural causes of violence against women, promote gender equality and secure economic justice to women and girls*

Focus Area 1: *Prevention of violence against women*

Building on achievements gained so far on ending violence against women, AATZ will focus on addressing the deep-rooted gender norms and discriminatory practices that exacerbate violence against women. The emphasis will be adapting intersectional feminist analysis to promote gender equality and empower women especially those who are more disadvantaged to act individually and collectively. Institutionalization of the agencies of women will be given more emphasis so that they play active roles in promoting and demanding their rights. On the other hand, we will involve men in the struggle so that they take an active part in the prevention of violence against women and their own attitude and behaviour is changed to serve as agents of change in fighting VAW.

At national level, we will work with women's rights organizations and movements and lawyers' associations/organizations to advocate for laws, policies and strategies that promote the rights of women and to ensure that victims of violence have access to legal and other relevant services.

Objective: Women are empowered to engage and address social norms and behaviours as well as law and policy barriers that perpetuate violence against women

Outcome: Social norms and behaviour that perpetuate and exacerbate violence against women and girls are reduced because of increased knowledge and awareness

Key actions

- Organize baseline information on types, causes and magnitude and impact of violence on women and girls and produce citizen reports/policy briefs and case story documentaries for evidence based advocacy

- Work with and empower women's groups, associations and movements to engage with influential actors (religious and local leaders, elders/men) to challenge traditional and cultural norms, practices and stereotype that perpetuate VAW/G and key decision makers to influence laws, policies and strategies

- Sensitize and conscientize communities and women on gender equality, women's rights and VAW and related laws

- Initiate and strengthen women organizations and movements in advancing women's rights and promote networking and alliance building among women focussed organizations

- Engage with media in advocating for actions to curb negative consequences of harmful traditional practices and VAW and mobilize actors to address challenges

- Work with CSOs, networks, alliances and movements to monitor the effectiveness of law enforcement agencies (police, judiciary and administration) and government's commitments in addressing VAW and availing relevant services to victims of violence

- Engage with policy/decision makers for enactment or enforcement of laws, policies and strategies that promote the rights of women and girls and the provision of psychosocial, medical and other services to victim of violence

- Take active part in International Platforms and forums for collective sharing and global campaigning on women's rights.

Focus Area 2: *Promote women's economic justice*

AATZ will focus on women's economic empowerment interventions as a means to enhance women's ownership of resources and enhance their decision making roles at household and community level thereby addressing VAW. Recognition of women's unpaid care work is essential to the social and economic wellbeing of individuals, families and the larger society. Hence, we will work with women and their organizations for the recognition, value and redistribution of women's unpaid care work.

Objective: Women's access and utilization of economic opportunities and control over resources and economic benefits enhanced

Outcome 1: Government and private sector recognition of women's care work in local systems and national agendas increased

Key actions

- Assess and examine existing policies, strategies and practices on women's care work and share the outcome to key actors for action

- Develop the capacity of young women and men to analyse unpaid care work and challenge gender norms that contribute to unequal distribution of care work.

- Mobilize youth and women organizations and movements and engage with policy makers to advocate and influence enactment/reinforcement of policies for recognition and fair re-distribution of care work burden between women and men

- Build alliance among women and youth organizations and movements with regional and international CSOs, networks and movements in advocating for recognition of care work on national policies

- Take active part in International Platforms in promoting recognition to women's care work

Outcome 2: Increased access and utilization of economic opportunities and control over productive resources by women

Key actions:

- Conduct research to explore provisions, opportunities and challenges on women's access to productive resources

- Build solidarity with womens rights focussed organizations and movements to advocate for womens economic rights

- Develop the capacity of womens in advocating for increased budget allocation to women economic development

- Undertake skills development programs aimed at advancing women economic empowerment

- Support women and their groups on income generating programs and creating market linkages to improve their livelihoods enhance women's, recognition and decision making power

Campaigning

AATZ will take active part in the federation-wide single campaign that is aimed at advancing women labour, decent work and public service. Moreover, we will analyse the country context, develop and roll out campaign strategy on addressing the structural causes of violence against women.

9.2   Program Priority 2: *Enhance civic participation and state accountability for democratic governance and redistribution of public resources for the delivery of quality, gender responsive public services (education and health)*

ActionAid underpins people to become strong drivers of change to promote democratic governance, access quality basic services and effective management of public resources. We will develop the capacity of youth and women so that they are active participants and leaders of development at all level. .

Focus Area 1: *Progressive taxation for quality gender responsive public services*

Objective: Progressive domestic resource mobilization for quality gender responsive

public services enhanced

Outcome 1: Fair taxation systems in place and financing quality gender responsive public services increased significantly to respond public demand

Key actions;

- Develop capacity of young women and men, partners, CSOs and coalitions on tax justice, planning and budget processes

- Engage media and digital technology for information exchange, lobby and advocacy on tax justice.

- Conduct research on tax systems and transforming provision of gender responsive public services (education and health)

- Advocate and lobby for fair and progressive tax policies, laws and regulations as well as improved generation of domestic revenues to finance quality gender responsive public services to education and health services

- Conduct participatory gender budget analysis at local and national level to influence fair budget allocation and utilization

- Promote Social Accountability Monitoring in education and health sectors at local and national levels

- Support anti-corruption actions and campaigns and promote accountability and transparency in public resource management

- Take active part in International Platform on the priority

Focus Area 2: *Promote quality, free and gender responsive public education*

Outcome 1: Public education systems are more responsive to the needs and rights of children and girls in particular and guarantee free, quality and inclusive education.

Key actions:

- Conduct school/community based participatory research using Promoting Right in School framework and produce Citizen's Education Reports on the right and access to quality and inclusive education.

- Engage with networks, coalitions and teachers unions for enactment/enforcement of progressive education policies, increased support to the education sector in general and its inclusiveness in particular to address the needs of children with disabilities by the government

- Engage with relevant institutions to roll out pre and in-service training curricula for improving teachers' pedagogical skills, especially with regards to the inclusion of girls and children living with disability

- Raise the awareness of communities and children on education rights of citizens and inclusiveness in education so that they claim and demand them

- Support community initiatives to improve school infrastructure aimed at creating conducive school environment for children through rights based service delivery approach

Public education system needs to be responsive to the needs and rights of children and girls in particular

Focus Area 3: *Promote participation of citizens in democratization processes and representation of women and youth in governance systems and structures*

Objective: Participation of citizens, especially young women and men in democratization and public decision-making processes enhanced

Outcome: Increased participation in democratic and public decision making processes by citizens especially young women and men

Key actions

- Engage with Youth Members of Parliament Caucus to advocate for initiation/ reinforcement of progressive youth focussed policy/law and youth participation in decision making processes and governance

- Advocate for the creation of functional and strong National Youth Council

- Build alliances among youth activista, women and youth organizations and movements at local, national, regional and international levels for effective youth participation in decisions of public affairs

- Support women and youth networks, coalitions and alliances to monitor the implementation of the government's commitments in Sustainable Development Goals

- Mobilize and organize youth and women's organizations and movements to take active part in reinforcing and/or formulating laws, policies and strategies that are aimed at promoting citizens participation

- Promote civic and electoral education that involves young women and men and support the country's fair and free elections processes

- Strengthen the leadership capacity of elected young women and men so that they effectively deliver their mandates as peoples' representative

9.3 Program Priority 3: *Promote resilience livelihoods and climate justice*

AATZ recognizes the importance of strengthening resilient livelihoods of people who live in poverty and exclusion; especially women and youths and secure climate justice. To this end, we will continue to build resilience capacity of people and advocate for equal treatment between men and women for fair redistribution of productive resources such as land, farm inputs and access to financial services. We will advocate for increased budget allocation in support of agro-ecological interventions and public financing to agriculture sector.

Given AATZ's experience in promoting agro-ecological adaptation of farming, we will continue to promote Climate Resilient Sustainable Agriculture as a means of strengthening food systems and the capacity of smallholder farmers to adapt climate changes.

Focus Area 1: *Food sovereignty and agro-ecological adaptation*

Objective Adoption of agro-ecologically sound agricultural systems involving women, youths and excluded people enhanced

Outcome 1: Improved/increased adoption of agro-ecologically sound agricultural systems by women, youth and excluded people

Key actions

- Develop the capacity of agro-ecology and resilient livelihoods of women and youth through farmer field schools (FFS), demos and model farms and scale up the practice

- Advocate for enactment/reinforcement of policies that promote agro-ecology and food sovereignty through mobilizing women group/platforms at ward, district and national level

- Undertake research on implications of modern agriculture inputs and advocate for agro-ecologically sound agricultural systems

- Develop the capacity of farmers (through trainings and exposure visits) to promote the use of organic fertilizer, mulching and composite manure

- Document and disseminate best practices of agro-ecology interventions and influence its scaling up/replication

- Advocate for increased allocation of resources for implementation of climate change adaptation at local and national levels

- Support agriculture based income generating schemes and promote entrepreneurship skills for poor women and men as means for diversification of livelihoods and economic empowerment

- Take active part in the International Platform on the priority

Outcome 2: Increased budget allocation for the agricultural sector and enhanced benefit to poor women and youths

Women conducting analysis on the government's agriculture budget allocation and expenditure

Key actions:

- Conduct analysis on the government's agriculture budget allocation and expenditure and commitments for climate resilient sustainable agriculture at local and national level and use the outcome for advocacy

- Advocate for increased budget allocation by the government for agricultures sector as per the commitment of 10% public financing under Malabo declaration (CAADP) and the East African Community legislative assembly agreement

- Develop the capacity of women, youth and CSOs on Social Accountability Monitoring (SAM) in agriculture sector to promote accountability and transparency

- Support women platforms, Budget Monitoring Committees, social audit teams and CSOs to undertake social audits and community scored cards at local and national level

- Undertake monitoring to the implementation of CAADP commitments at country level

Focus Area 2: *Promote land rights for enhanced resilience of livelihoods*

Objective: Transform traditional and cultural norms that restrict the right of women towards ensuring access and control of natural resources and land in particular

Outcome: Increased capabilities of citizens, especially women to challenge traditions and cultural norms that restrict women's right to use and control natural resources (land in particular)

Key actions:

- Develop the capacity of women, youth and communities to defend their rights to land through trainings, exposure and experience sharing and coaching/mentoring including enhancing their knowledge on FPIC during land based investment deals and the FAO Land Tenure Guidelines

- Support and facilitate rural women movement building to engage with traditional and community leaders to challenge cultural norms that restrict women's right to access and control natural resources

- Undertake study/research on land based investments and advocate for fair systems involving key stakeholders (MPs, councillors, government, media, other movements etc.)

- Monitor the implementation of FAO Land Tenure Guidelines and the Kilimanjaro initiative on women's land rights involving relevant communities and stakeholders

9.4   Program Priority 4: *Advance the rights of young people (children and youth)*

Young people constitute the biggest proportion of the society but their needs are not well addressed and their potentials are not unleashed properly. The context analysis informs the need to advance the rights of children and youth to promote their holistic development and secure their rights.

Focus Area 1: *Promote youth development*

Existence of policies and institutions related to youth, the aspiration of youth for change and the government's political will are existing opportunities to promote holistic development of youth. AATZ will mobilize and support youth organizations and movements to advocate for progressive policies or legislation and their effective implementation including adoption of international and human rights standards for decent work such as the International Labour Organisation (ILO) Standards. Moreover, AATZ will build solidarity by connecting youth to advocate and access decent work.

Objective: Enhance youth economic empowerment and expand decent employment to youth in rural and urban areas

Outcome: Improved/increased access to decent jobs for rural and urban youth

Key actions:

- Undertake study/research on youth development/employment policies/strategies, practices, challenges and opportunities in the country

- Support youth organizations to monitor the realization of progressive policies and strategies on decent work focusing among others on the UN Guiding Principles for effective elimination of discriminations based on decent work and SDG 8

- Work with communities , young women and man coalitions, networks and alliances to generate a movement of solidarity around decent employment and youth access to productive resources.

- Develop the capacity of youth to promote decent employment for youth and campaign for decent work

- Advocate for increased budget allocation and effective utilization to youth economic empowerment.

- Incentivize innovative and job creation models by providing seed capital and awards excellences in the formal and informal sectors to promote replication of the learning

- Take active part in federation-wide engagements around youth development

Focus Area 2: *Promote the rights of children and protect them from various forms of exploitation and abuse*

Violence against children is deep-rooted problem in the society that demands purposeful intervention to ensure the wellbeing of children. Building on AATZ's experience on children rights programs; we will advance on addressing cultural practices, norms, attitudes and behaviour that discriminate children in school and at home and perpetuates child abuse. We will also engage public institutions and CSOs to promote the rights of children and ensure progressive laws and policies as well as child rights promotion systems; services and responses are in place.

Objective: Protection of children from violence, abuse, exploitation and neglect enhanced

Outcome: Reduced incidence of violence, abuse, exploitation and neglect of children and children's enhanced access to basic services.

Key actions

- Conduct baseline survey on violation of child rights and policy/legal provisions to protect children's rights

- Raise community awareness on the rights of children

AATZ aims at addressing cultural practices, norms, attitudes and behaviour that discriminate children in school

- Establish or strengthen children clubs at schools to promote their rights and engage with children focused clubs (girls' clubs, boys' clubs and mothers' clubs) and teachers towards advancing children's rights

- Institute child friendly violence reporting systems

- Advocate for enactment/enforcement of progressive policies and laws that promote children rights using media and various means of communication in collaboration with like-minded organizations and monitor sprovision of services to victims of violence

- Support creation and access of child friendly environment in schools and communities

- Collaborate with child focussed organizations, networks, forums and coalitions for mutual learning and sharing as well as collective actions to promote the rights of children

We will promote focus, quality and coherence across all priorities at all levels of engagement so that our impact is deep-rooted. It will encourage and support each implementing units, themes, Local Rights Programs and partners towards this end.

Moreover, AATZ will play an active role in International Platforms in four programming priorities through joint planning, sharing of experience and joint campaigning. We will also engage in peer to peer support with other country programs for mutual sharing and learning and join international solidarity actions in furthering the organization's global mission.

10. ORGANIZATIONAL DEVELOPMENT (OD) PRIORITIES

The context within which this strategy is to be rolled out demands repositioning ourselves for effective realization of our commitments. Hence, we will transform our governance and leadership systems, promote program quality and impact measurement, put in place more robust policies and procedures in areas of human resource, financial management and resourcing the strategy.

The following seven organizational development priorities will be promoted across the strategy period:

OD Priority 1: Transform the governance and leadership systems and practices

OD Priority 2: Improve human resource and change management capabilities

OD Priority 3: Improve monitoring, Evaluation and learning systems

OD Priority 4: Enhance communication and ICT systems and knowledge management

OD Priority 5: Strengthen financial management and control systems

OD Priority 6: Improve support systems to create an enabling environment

OD Priority 7: Resource the realization of the strategy

10.1 Organization Development Priority 1: *Transform governance and leadership systems and practices*

AATZ reiterates its commitment to uphold democratic governance; transparency and accountability in its internal and external processes. Accordingly, we will strengthen our internal constituency on one hand and our dual citizenship as member of the federation on the other. We will deliver our accountabilities to our constituencies, partners and stakeholders. In the strategy period, we will transform our governance into full Affiliate membership of ActionAid International federation in order to strengthen our role in the federation governance systems.

General Assembly members in one of their meetings at ActioAid

Towards this end, we will continue to invest in developing the capacity of Board and General Assembly members so that they effectively play their enshrined roles. We will also broaden and expand our constituency base by increasing the General Assembly membership through bringing in active members from communities we work with, partners, professionals and activists.

We will invest to develop the capacity of leaders at all levels of the organization's structure with emphasis on embedding and institutionalizing feminist leadership principles and perspectives.

Outcome: Full Affiliation status attained, pro-active National Board and General Assembly as well as effective leadership in place

Key actions

- Develop and roll out Membership Development Program and transform the organization into full Affiliate level

- Develop the capacity of National Board and General Assembly members through Board Governance, HRBA and leadership training, exposure visit and familiarization to key organizational policies, procedures and approaches and ensure its functions are guided by plan

- Progressively expand the General Assembly membership as per the Memorandum and Article of Association and organize its Annual Meeting regularly.

- Enhance the capacity of leaders at all level on transformative feminist leadership through leadership development, coaching and mentoring

- Develop the capacity of Board and management on risk analysis and management and undertake periodic risk analysis

10.2   Organization Development   Priority 2: *Improve human resource and change management capabilities*

Effective realization of the strategy requires competent and motivated staff at all levels that is passionate to realize the organization's commitment for social justice, gender equality and ending poverty. Hence, we will strive to transform staff competencies holistically and invest in staff capacity development to ensure competency and change in culture towards activism. Moreover, policies and procedures that are well informed by the context and aligned with ActionAid Global Standards will be in place to ensure our human resource management is effective.

Outcomes: Conducive working environment created and staff are motivated, own shared vision and deliver organizational expectations effectively

Key actions

- Internalize the organization's vision, mission and core values among staff

- Put in place structure that fits for the purpose taking into account CSPIV directions, efficiency to deliver the mission work and the funding context

- Manage changes and promote agility so that we are adaptive to changes and capable of taking timely actions to meet the organization's objectives

Staff retreat

- Maintain organizational Core Competencies, sustain good organisational culture and team spirit among staff

- Engage with the global & peer HROD communities and other relevant stakeholders for collaboration and mutual learning

- Strengthen the HR management systems to ensure effectiveness, efficiency, transparency and accountability

- Improve performance management systems by embedding the Leadership Competency Framework and enhance staff capacity in performance appraisals

- Explore and improve staff remunerations in as much as financial capacity of the organization allows

- Embed Feminist Leadership principles, ActionAid's value practices in the Human Resource Policies and Procedures Manual and revise policies to respond to emerging trends

Outcome: Talent retained

Key actions

- Establish an integrated system of policies, strategies and systems designed to identify, develop, deploy and retain pools of talent to achieve strategic objectives and meet the workforce needs of the organization

- Core Organisational Competencies embedded as part of the Talent Management and Succession Planning

- Explore opportunities available in the market to automate processes to take advantage of technology to bring effectiveness and efficiency in human resource management processes

- Develop competencies for leadership roles

- Put in place systems for staff motivation and rewarding best performing staff

10.3   Organization Development Priority 3: *Improve monitoring,evaluation & Learning Systems*

Our Monitoring, Evaluation & Learning (MEL) system and impact measurement processes will primarily focus on gauging our contribution to social change and how we influence the change. Our systems will serve as a tool to promote transparency and accountability to people living in poverty and disadvantaged groups, stakeholders and supporters.

We will develop MEL framework to capture information that communicates impact and can generate learning. We will explore and adopt in as much as possible electronic systems to inform program design, implementation, monitoring and evaluation through up-to-date & reliable information/data its analysis, storage and dissemination. Moreover, we will transform our documentation and knowledge management systems and practices in a way sharing and learning are promoted effectively at all levels.

We will develop internal capacity and promote reflective learning and sharing at all levels involving people living in poverty and exclusions and partners.

Outcome: Improved organisational efficiency through effective planning, & reporting, impact measurement & learning

Key actions

- Develop Monitoring, Evaluation & Learning Framework to the CSP that is aligned with the Global MEL directions

- Develop the capacity of staff and partners on planning, MEL systems, reporting and documentation

- Institutionalize regular and systematic monitoring of performance against objectives and plans to enhance efficiency and effectiveness holistically

- Strengthen Participatory Review and   Reflection Process (PRRP), learning and sharing on progress and social change

- Introduce innovative and more effective participatory tools

- Ensure AATZ complies with planning and reporting accountabilities, guidelines maintaining quality

- Conduct baseline surveys for identified programs and projects

- Conduct mid-term and final views for the CSP and projects

- Work closely with the Global Secretariat and peer countries on planning, MEL and impact measurement

10.4   Organization Development Priority 4: *Enhance Communication and ICT systems*

The advancement of Information and Communications Technology offers great opportunity for AATZ to develop its systems and practices in all aspects of organizational engagements. We will purposely explore and employ digital systems in as far as our financial capacity allows for increased efficiency and effectiveness across all functions. We will continue to explore and improve internet connectivity at the Head Office and all areas of operations. We will also improve and strengthen our engagement with International Platforms for joint planning and information and knowledge sharing.

The role of communication will be transformed to play a key role in promoting our mission work. We will use communication to address social and political issues related to our mission work such as expanding political space, promoting participation of youth and mobilizing social movements. Besides documenting and sharing processes and success stories, communication interventions will disseminate advocacy and campaign messages thereby strengthening the organization's linkage with the wider public. We will engage with local, national and international media and reach relevant audiences through electronics and print media.

Outcome: Improved role in promoting social justice, gender equality and eradicating poverty and enhanced organizational image

Key actions

- Develop and implement communication, knowledge management and shared learning strategy that is informed by the CSP

- Foster the culture of documentation and shared learning among staff and partners

- Develop the capacity of staffs and partners on communication, use of digital systems and social media to advance our mission

- Explore and adapt effective information and communication technology and systems

- Ensure organizational achievements and messages are documented and shared regularly to relevant audiences

- Develop positive organizational image and transform ActionAid's brand

- Enhance organization-wide ICT capability for holding virtual interaction

- Provide effective internet connectivity and access in all our work locations

- Explore options and automate communication and information management processes to improve work efficiency at all levels

- Implement electronic document management systems to allow for trucking, archiving and enhance access to organizational information

10.5 Organization Development Priority 5: *Strengthen financial management and control systems*

Strengthening the financial management systems and practices will be among top priorities as important enabler for the mission work and ensuring efficiency and accountability. We will strengthen our financial management efficiency, budget monitoring and controls to ensure compliance to policies and procedures at all levels.

Outcome: Effective financial management framework and system and internal controls in place

Key Actions:

- Update financial policies and procedures manual to accommodate changes in the context and align to the Global Financial Management Framework

- Improve the financial planning systems and internal controls at all levels

- Develop the capacity of Board, staff, partners and communities to actively participate in budgeting and financial management processes;

- Enhance accountabilities to the Board, Global Secretariat, partners and donors as well as other external stakeholders by promoting budget transparency and producing and sharing and quality reports timely

- Monitor reserves at all levels so as to maintain the global compliance

- Improve the SUN system and other financial management programs & tools in collaboration with the Global Secretariat

- Digitalize financial systems and modernize financial data base

- Ensure compliance to internal policies and procedures and global assurance policies

- Facilitate internal and external audit processes and address any concern that may arise in the process

- Improve grant management systems and practices

10.6 Organization Development Priority 6: *Improve support systems to create an enabling environment*

We will strengthen adherence to Local Financial Policies and Procedures and Procurement Policies and Procedures Manuals on managing the procurement of goods and services effectively. Orientations and trainings will be organized to all staff on core aspects of purchase processes and Value for Money principles in procurement processes.

Systems of administrative and logistics management will be assessed and more effective systems will be introduced so that the organization receives the required services timely and effectively.

Outcomes: Effective procurement and logistics service

Key actions

- Improve the procurement system to enhance transparency and efficiency by putting in place more effective policies and procedures

- Promote Value for Money principle in all resource management processes

- Improve the transport management services

- Improve asset management processes

- Ensure effective administration and support services

10.7 Organization Development Priority 7: *Resourcing the realization of the strategy*

ActionAid Tanzania solicits funding from two major sources: Child sponsorship (Regular Giving Income) and income from institutional and individual donors. The organization's funding trend so far reveals heavy dependence on funding from sponsorship, the stream which is declining steadily through time due to supporters' withdrawal as a result of the global financial economic crisis.

The overall funding situation calls for a deliberate and intensive action to diversify and increase the income base. Hence, we will exert maximum effort to effectively resource commitments made in the strategy by raising funds from potential sources such as local philanthropy foundations, corporate/institutions and high value donors that go in line with our organizational approaches and principles. Fundraising methods we are employing will be reviewed time to time to adopt agility to changes and embark more towards effective and innovative methods to ensure program-led funding.

We will increase the quality of our child sponsorship deliverables and supporter care service to maintain existing supporters and attract more. Child sponsorship - program integration will be promoted so that programs continuously benefit children. AATZ will invest in staff and partners capacity development on child sponsorship performances. We will also strengthen tools used for child message collection, monitoring, quality controls, targeting and tracking timeline.

Child sponsorship processes will be modernized embracing digital technology at all levels in collaboration with the Global Secretariat. Moreover, we will strengthen our accountability to supporters and donors by improving the quality and timeliness of performance reports.

We aspire to raise a total £14,055k to effectively fund commitments we made in the strategy. Towards this end, we will diversify and increase funding from both sources and anticipated to grow from an annual income of £2,234k in 2016 to £3,049k in 2022 with targeted funding mix of 41:59 from Sponsorship Income to funding from institutional and individual donors by end of the strategy period.
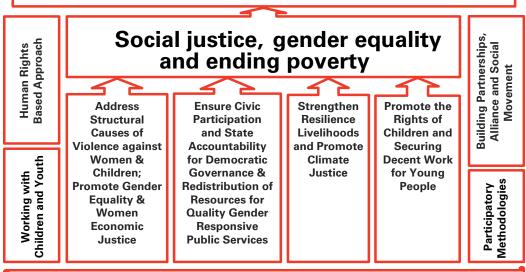
Outcome: Financial capacity enhanced and funding base diversified

Key actions

- Enhance overall efficiency of sponsorship management systems and support servicing to satisfy existing supporters and attract more supporters

- Digitalize and automate sponsorship systems in collaboration with the Global Secretariat

- Update the Fundraising Strategy and undertake donor scooping regularly
- Develop staff capacity on sponsorship management and fundraising skills
- Engage with potential donors in the country and aboard and raise more funds
- Strengthen linkage with peer countries, affiliates and the Global Secretariat to enhance our fundraising capacity and opportunities
- Strengthen contract management systems and enhance project management capabilities
- Transform relationships with donors and ensure accountabilities are delivered

ActionAid Tanzania Country Strategy Paper IV Summary

Tanzania without poverty, injustice and inequality in which every person enjoys sustainable development and a right to life of dignity

Human Rights Based Approach

Working with Children and Youth

Social justice, gender equality and ending poverty

Address Structural Causes of Violence against Women & Children; Promote Gender Equality & Women Economic Justice

Ensure Civic Participation and State Accountability for Democratic Governance & Redistribution of Resources for Quality Gender Responsive Public Services

Strengthen Resilience Livelihoods and Promote Climate Justice

Promote the Rights of Children and Securing Decent Work for Young People

Building Partnerships, Alliance and Social Movement

Participatory Methodologies

Women at the Centre of Our Work & Feminist Leadership

Transform Our Governance & Lead4rship Systems & Practices

11. INCOME PROJECTION

Details	2016 (Base year)	2017	2018	2019	2020	2021	2022
CSP IV INCOME PROJECTIONS 2017-2022							
Projected Sponsorship Links							
UK	835	678	928	1,005	1,056	1,109	1,164
Greece	1,463	1,569	1,536	1,670	1,759	1,851	1,949
Italy	5,108	5,363	5,651	5,913	6,209	6,519	6,845
Sweden	344	470	460	422	438	455	473
Brazil	788	920	786	747	709	674	640
Total Link	8,538	9,000	9,361	9,757	10,171	10,608	11,071
Projected Income (GBP' 000)							
LRP	795	838	915	893	941	980	1,010
NF	107	95	100	106	112	116	120
FF	108	50	50	-	-	-	-
Sponsorship	52	61	75	106	112	116	120
Total Child sponsorship Income	1,062	1,044	1,140	1,105	1,165	1,212	1,249
Projected Growth/ (Decl) %		-2	9	-3	5	4	3
Total Institutional Partnership Income	1,173	857	1,481	1,555	1,633	1,715	1,800
Projected Growth / (Decl) %		-27	73	5	5	5	5
Total Income	2,234	1,901	2,621	2,660	2,798	2,927	3,049
Projected Growth/ (Decl) %		-15	38	1	5	5	4
Funding Mix							
Sponsorship to Total Income (%).	48	55	43	42	42	41	41
Partnership to Total Income (%)	52	45	57	58	58	59	59

CSP IV EXPENDITURE PROJECTIONS 2017-2022							
Details	2016 (Base Year)	2017	2018	2019	2020	2021	2022
Natural Expenditure Detail (GBP'000)							
NC-Grants and community inputs	912	959	1,325	1,458	1,603	1,764	1,852
NC-Staff-Wages/Salaries	686	634	620	626	633	639	645
NC-Consultancy Expenditure	33	26	37	37	37	37	38
NC-Travel Expenditure	99	88	131	131	132	139	146
NC-Property Expenditure	-	14	28	28	29	29	29
NC-Other Expenditure	269	172	279	279	282	288	294
Total Expenditure	2,000	1,893	2,420	2,559	2,716	2,895	3,003
Statutory Expenditure (GBP'000)							
Program	1,476	1,622	1,795	1,941	2,101	2,555	2,677
Fundraising	119	43	200	200	202	212	222
Governance	40	44	80	80	71	79	64
Support	365	184	346	339	342	346	349
Total Child sponsorship Income	2,000	1,893	2,420	2,559	2,716	3,191	3,312
Program as % to total expenditure	74%	86%	74%	76%	77%	88%	89%
Fundraising as % to total Income	5%	2%	8%	8%	7%	7%	7%
Support as % to total expenditure	18%	10%	18%	16%	15%	15%	14%
Expenditure by Program Priorities (GBP'000)							
Priority 1:	274	288	398	437	481	529	556
Priority 2:	319	336	464	510	561	617	648
Priority 3:	228	240	331	364	401	441	463
Priority 4:	91	96	133	146	160	176	185
Total	912	959	1,325	1,458	1,603	1,764	1,852

CSP IV RESERVE BALANCE PROJECTIONS 2017-2022							
Details	2016 (Base Year)	2017	2018	2019	2020	2021	2022
Annual Net Cash Flow-Surplus (Deficit)	234	8	201	101	82	32	46
Reserve Balance							
National Level	(176)	2	181.99	197	207	205	208
LRP Level	348	354	374	460	532	771	814
Country Level Reserve	172	356	556	657	739	976	1,022
Month of Reserve	1	2	3	3	3	4	4
Head Count	40	34	34	34	34	34	34
Number of LRPs	9	8	8		8	8	8

12. RISK MATRIX

Identified risk	Probability of occurrence (H = High, M = Medium, L = Low)	Impact if occurs (H = High, M =Medium, L = Low)	Mitigation/Management measures
1. Political risk			
Civil space may shrink as a result of government restrictions	M	H	• Ensure clear message is conveyed in all program engagements to demonstrate our work is directed to addressing poverty and injustice that are basis for sustainable development • Engage with the government constructively without compromising our mission & principles • Take active part in alliance and movement building for solidarity actions with likeminded CSOs • Scan the political environment closely and remain agile • Consult lawyers, the Board and the Global Secretariat on significant developments in the operating environment and seek their advice
2. Financial sustainability risk			
Income decline from regular sources (Sponsorship fund) due to withdrawal of supporters	M	M	• Improve efficiency and quality of supporter servicing to maintain existing supporters (organize capacity building training to staff and Community Development Facilitators and monitor performances) • Intensify fundraising from potential donors through developing and selling quality proposals • Update funding trends regularly to Board and the Global Secretariat for advice

Identified risk	Probability of occurrence (H = High, M = Medium, L = Low)	Impact if occurs (H = High, M =Medium, L = Low)	Mitigation/Management measures
Competitiveness of raising funds from donors & challenges to excel in the market	H	H	• Develop staff capacity on fundraising skills & innovation • Undertake continuous donor scooping in-country and abroad and engagement intensively with potential donors • Work closely with peer countries and affiliates in fundraising
3. Human resource related risks			
Staff turnover due to low pay capacity	L	M	• Devise and employ mechanism of staff motivation and retention (team building, recognition and awarding good performers) • Offer opportunities for capacity building training in-country and abroad as motivation to staff • Revise staff remuneration as far as financial capacity allows • Design quick replacement mechanisms (speedy recruitment) in case of staff resignation/termination

Note: The Risk Register will be developed to annual plans regularly and will be reviewed and updated quarterly by the Senior Management Team and the Board.