

ActionAid Tanzania

# Annual Report 2014

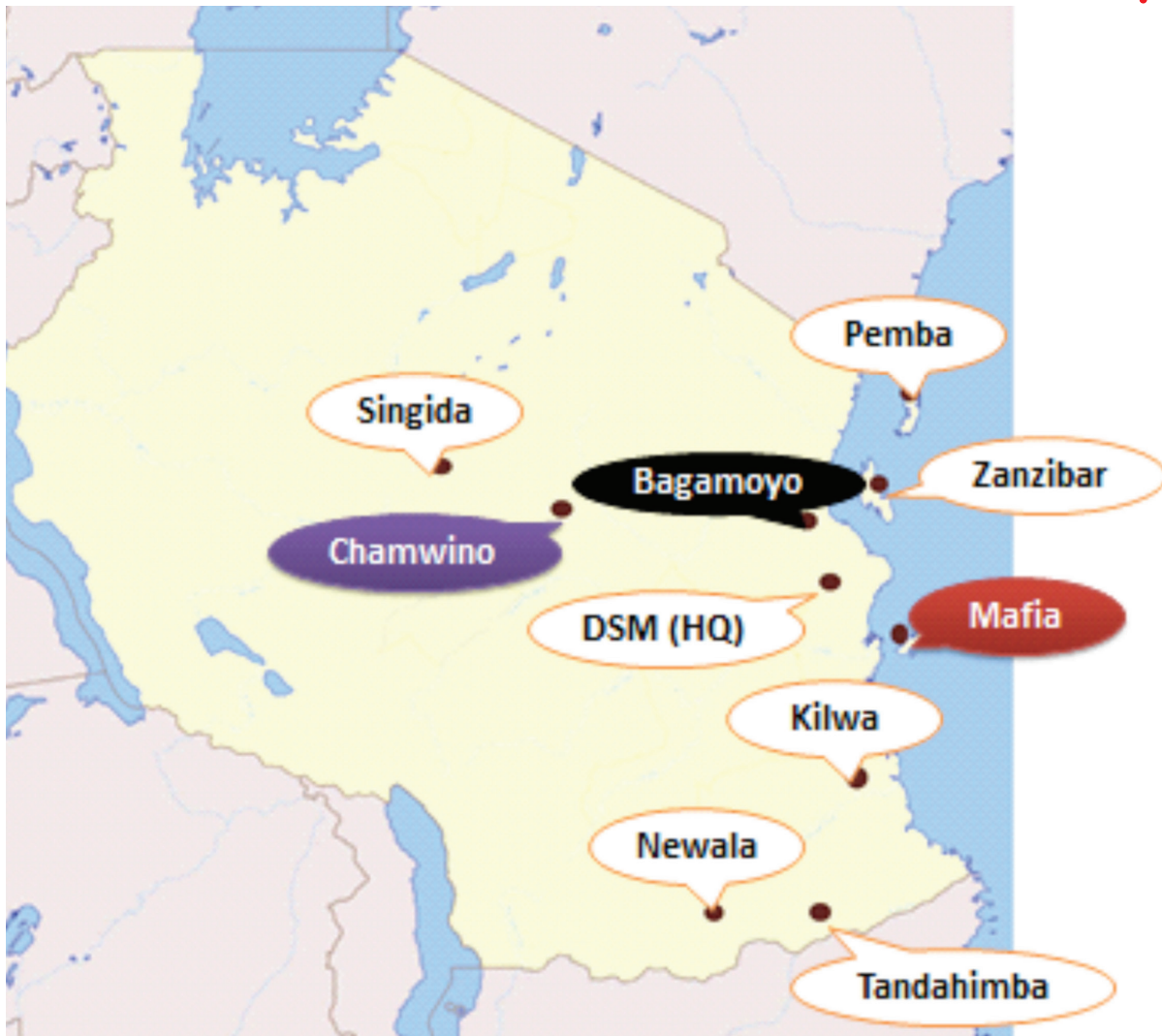


Acronyms	2
Forward	5
1.0 Executive Summary	6
2.0 Program Performance	9
2.1 Strategic objective one	9
2.2 Strategic objective two	11
2.3 Strategic objective three	17
2.4 Summary of key achievements in light of HRBA pillars	20
3.0 Organizational Development performance	22
3:1 Human resource and organizational development	22
3:2 Organizational development	22
3:3 Administration & Information Technology	23
4.0 Fund Raising	23
5:0 Financial Performance	24
6.0 Challenges and Lessons	27

## Acronyms

AATZ	ActionAid Tanzania
ANSAF	Agricultural Non- state Actors Forum
ACRE	Action for Children's Rights in Education
CBOs	Community Based Organizations
CDF	Community Development Facilitator
CRP	Community Resource Person
CRSA	Climate Resilient Sustainable Agriculture
CSOs	Civil Society Organizations
CSP	Country Strategy Paper
DADPS	District Agriculture Development Programs
DFID	Department for International Development
EC	European Commission
FY	Fiscal Year
GBV	Gender Based Violence
HRBA	Human Rights Based Approach
HR/OD	Human Resources and Organizational Development
IWD	International Women's Day
JUWAMAKU	Jumuiya ya Wanawake na Maendeleo Kaskazini Unguja
LGA	Local Government Authority
LRPs	Local Rights Programs
MJUMITA	Mtandao wa Jamii wa Usimamizi wa Mimitu Tanzania
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania
PETs	Public Expenditure Tracking Surveys.
POP	Program Objective Plan
PRRPs	Participatory Review and Reflection Processes
SAM	Social Accountability Monitoring
SHIVIWAKA	Shirikisho la Vikundi vya Wakulima wa Kahawa
TAFA	Tandahimba Farmers Association
TAYODEA	Tanga Youth Development Association
TCDC	Training Centre for Development Corporation
TENMET	Tanzania Education Network/Mtandao wa Elimu
TFCG	Tanzania Forest Conservation Group
TOAM	Tanzania Organic Agriculture Movement
UK	United Kingdom
VAT	Value Added Tax
VAW	Violence against Women
YPC	Youth Partnership Country-wide
ZAFELA	Zanzibar Female Lawyers Association.

## Local Rights Program TANZANIA



## United Republic of Tanzania



## Forward

### Dear Readers

I am delighted to write this forward to this 2014 Report that summarizes the processes undergone and achievements gained by ActionAid Tanzania ( AATZ) in the course of the year. This is an important year for AATZ because it signifies the beginning of the new Country Strategy that defines the organization's direction for the period from 2014 – 2018. The year 2014 was a period that afforded AATZ the opportunity to start the long journey towards realizing its aspirations outlined in the Country Strategy.

I would like to congratulate the staff and the Senior Management Team of ActionAid Tanzania and its partners as well as government stakeholders at all levels for the great efforts made in delivering the planned targets of the year. The Board has thoroughly reviewed processes undergone and achievements of the year in light of the plan in areas of development programs and organizational development and acknowledged that it is a year of success.

The progress made in promoting the land rights of smallholder farmers, the achievements around furthering the climate resilient sustainable agriculture, the contributions made towards enhancing accountability and transparency as well as the responsiveness to peoples' needs and rights, promoting rights in schools by way of enhancing access to quality education and addressing women's rights through social and economic empowerment with the involvement of communities, partners and stakeholders, all these are clear indicators of the organization's solid commitment to contribute to the process of ensuring sustainable development of the country.

While celebrating achievements of the year, we also need to reflect on challenges and limitations encountered during the year so as to draw lessons for the future. As ActionAid Tanzania is a learning organization, continuous documentation of achievements and sharing of lessons learnt should be key action that all AATZ and partner organizations staff do! .

At this juncture, I would like to reiterate the holistic support of the National Board of ActionAid Tanzania to the staff, management and partners in efforts being made to meet the broader objectives set in the Country Strategy for the years to come.

Regards

Mary Nsemwa

**Chairperson of the Board**

## 1.0: Executive Summary

This report summarizes the organization's performance in the year 2014 in areas of programs and organizational development. It highlights priorities set for the year, key implemented actions and core outcomes as well as challenges and lessons at local and national level.

The preparation and implementation of the plan involved people living in poverty and partner organizations with whom AATZ has alliance and government stakeholders. In due course of all processes, efforts were made to ensure the three pillars of HRBA (empowerment, solidarity and campaigning) are employed at every stage of the program cycle.

Under strategic objective one, the focus has been on conscientizing and empowering people on their rights to land and promotion of climate resilient agriculture. As a result of a series of interventions, notable results were achieved including increased awareness and consciousness of women and small holder farmers on land rights and laws which was reflected in actions taken demanding their rights.

ActionAid Tanzania worked in partnership with organizations such as MVIWATA, MJUMITA, TFCG and TOAM to conduct studies on Climate Smart Agriculture and findings of the studies were shared with relevant stakeholders by way of advocating for enhanced commitment to the sector. As a result of collective efforts, additional funds were allocated by local governments in some districts to support provision of drought resistant seed varieties to farmers at lower cost. Following the on-farm training provided by extension workers, 500 farmers have adopted best practices in addressing challenges of climate change during the farming season.

Under Governance, Public and Corporate Accountability, the focus has been on assessment of people's awareness on the importance and processes of tax revenue collection and utilization, conducting training as well as supporting national and regional conferences on tax justice. The Tax Justice Campaign focused on influencing improvements in the VAT and Tax Administration bills before they are changed into law. Another area of focus was empowering communities to generate evidence through Social Accountability Monitoring and Public Expenditure Tracking actions to support increased participation of people in development & decision **making process as** well as assist citizens and their representatives to hold the government to account so that peoples' needs may be met.

As a result of the interventions, significant outcomes were realized on creating awareness on sources of revenue and its contribution to the delivery of quality public services in the districts. In Tandahimba, Chamwino, Kiteto, Kibaha, Lushoto and Mbeya, community members were able to link the quality of public services to tax exemptions. Media houses have sensitized the public on the need for promoting tax justice through broadcasting messages and publishing articles. During the East Africa

Regional Workshop, the Tanzania Revenue Authority has made commitment to work with the Ministry of Education and Vocational Training to introduce Tax Education in the primary school curriculum. The analysis made to tax bills and the dialogue forum organized with MPs contributed towards inclusion of positive elements related to tax justice in areas of avoiding/minimizing the powers of the Minister to issue exemptions in the Bills brought to Parliament. Due to collective actions with cross-border CSOs, the tax exemption agenda has drawn the attention of the public throughout the East African Community countries

Accountability initiatives such as Social Accountability Monitoring and Public Expenditure Tracking exercises have empowered communities to act and demand entitlements. As a result of efforts made to empower communities to demand accountability and lobby works by partner organizations, the LGA started posting income and expenditure information on public notice boards planned and budgeted to recruit more teachers and construct more classrooms. Interventions on women rights programs focused on training women and girls on sexual and reproductive health rights, raising public awareness on laws and policies on the prevention of violence against women and children, providing support including counseling of survivors of violence and advocating for women's rights. As a result of successive interventions, awareness on women's rights increased holistically among women and girls as well as the larger society in operational LRPs. In Unguja for example, a regional network has been formed and linked with the North Unguja women organization (JUWAMAKU). Under the human resources and organizational development initiatives, AATZ has undergone restructuring to align itself to the new CSP and funding realities. Accordingly, head office departments were re-adjusted, nine LRPs were merged into five in terms of administration and the staff head count was reduced by six staff due to redundancy of job positions. Staff capacity development was given priority and series of trainings and orientation sessions were organized on organizational approaches and various skills in the year.

In terms of financial performance, AATZ has secured a total of Tsh 5,023,768, 000 in the year and utilized Tsh 4,710,278,000 which is 94% of the annual income. There was an income decline of 19% and reduced expenditure level by 19% as compared to the preceding year. On the other hand, there was a general trend of continued building of reserve fund.

Participatory Review and Reflection Processes (PRRPs) were facilitated twice in the year at local level involving communities AATZ has been working with and relevant actors where the plan performance was openly reviewed to ensure accountability and transparency. The same exercise was done once at national level involving representatives of communities, local and national partners and government stakeholders from various levels. Moreover, continuous monitoring was done to ensure the implementation process was on the right track and adjustments were done when needed. These exercises have added value towards improving efficiency in planning and implementing the program.



## ActionAid Tanzania's Core Identities

### Vision

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

### Mission

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

### Core 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 alignment with the poor, excluded people and their organisations 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 subsequently reduction of poverty.
- **Honesty and integrity:** We believe in absolute honesty and integrity in utilizing and managing the organization'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, color, class, ethnicity, disability or religion.
- **Humility:** In our presentation and behavior, we recognize that we are part of a wider alliance against poverty.

### Our Approaches

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

## 2:0: Program Performance

### 2.1 Strategic Objective 1:

Promote sustainable agriculture and control over land and other natural resources

### Key Change Promise 1:

By 2014, 4,800 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.

**Core programs planned:** - Targets set for the year consist of raising the awareness of people in general and small holder farmers and women in particular on their rights to land and promoting climate resilient agriculture reaching 4,800 people through series of interventions.

### Key actions implemented

ActionAid has facilitated training and dialogue forums on land issues to members of women's organizations, Community Development Facilitators (CDFs), village land councils in Kilwa, Tandahimba and Bagamoyo LRPs. The collaboration and partnership AATZ has with Tanganyika Law Society played a significant role in educating and supporting communities in land rights issues. A study was undertaken in Bagamoyo on the Eco-energy project & findings indicated that affected communities were not fully consulted and there was no free, prior and informed consent from affected communities. Moreover, there was lack of information on the project background, compensation and resettlement processes just to mention a few. AATz also initiated local and national taskforces consisting of CSOs to promote advocacy on land rights.

### Key Outcomes

The awareness and empowerment of communities and women in particular has generally increased on land rights. As a result, cases were been filed in land tribunals by women demanding ownership of land that was taken away by relatives at Kitama and Sinyangi villages in Tandahimba district. In Kilwa, a women-based safety net arrangement has been put in place whereby women provide support and advice to peers on land matters. Similarly, the Magulumatale communalities in Bagamoyo were able to claim their land against the investor and submitted the case to Bagamoyo District Authority for actions.

As a result of series of sensitization works and education provided on land rights and related laws in Bagamoyo, communities are empowered and claiming their land rights. Following ActionAid's research on the EcoEnergy project, the government and EcoEnergy Company have increased engagements with communities on compensation, resettlement plans, land use plans and sharing information on out-grower scheme while community members engaged the LGA and the company on the need for a revaluation process.

In the year, AATZ planned to empower 4,800 small holder farmers, women and youth on control over land and other natural resources. The achievement however, was 1,100 accounting to 23% of the planned target. This shortfall was resulted from various factors such as delays in the commencement of community level advocacy work due to challenges posed by the Government opposing the Bagamoyo Eco-Energy research report.

### Key Change Promise 3:

By 2014, 1,060 women and small holder farmers will have adopted climate resilient agriculture concepts and practices, increased agricultural production and have enhanced access to markets.

**Core programs planned:** - Two major actions planned included undertaking of series of studies on Climate Smart Agriculture and organizing forums to share findings and the dissemination of best practices for learning and wider replication. Through these interventions, it was planned to impact 1,060 people in the year.

### Key actions implemented

ActionAid has continued working through a consortium that included organisations such as MVIWATA, MJUMITA, TFCG and TOAM. Studies were done on Climate Smart Agriculture focusing on drawing lessons & best practices; budget allocation and analysis for technological scaling up by small holder farmers. Stakeholders' workshops were organized in Singida and Chamwino to share findings of the studies that involved various actors including councilors. Participation of the councilors was very instrumental as it increased their understanding on the concepts of Climate Smart Agriculture and they made commitments to hold the government to account through the resource allocation hearings during district level planning. Furthermore, training and dialogue were conducted in Ilongelo, Mudida, Mtinko, Mrama and Kijota on climate change adaptation where citizens who had taken part in the training acknowledged increased knowledge and skills on climate change and how they could adapt to it. Policy briefs were prepared and distributed to stakeholders and government officials for the purpose of influencing policy formulation and its reinforcement on Climate Smart Agriculture

## Key outcomes

As a result of a series of interventions, there were remarkable changes in influencing the agricultural systems, practices and commitments to support Climate Smart Agriculture in Chamwino, Singida and Kilosa. In Chamiwno districts, additional funding was allocated by the local government especially for provision of drought resistant seed varieties at lower costs. In Kilosa, the LGA allocated funds to construct and renovate small scale irrigation projects in support of small holder farmers. Moreover, as a result of the on- farm training provided by extension workers, 500 farmers adopted the best practices in addressing climate change challenges during farming season.

Under the change promise, it was planned to impact 1,060 women and small holder farmers through the interventions in the year. However, the achievement was only 560 or 53 % of the annual target. . The reason behind the underperformance is due to the fact that the project fund expected from the EC did not materialize.

**2.2 Strategic Objective 2:** To enhance the political participation of the poor, especially women, youth and marginalized people to engage and influence policy development and decision making processes and hold government and corporates accountable to public interests and promote quality basic education

### Key Change Promise 5:

By 2014, 3,480 women, men and youth and their movements as well as CSO allies will be empowered with knowledge and information on tax, undesirable tax incentives to enable them to collectively engage government to develop and enforce fair and equitable tax policies to regulate Multi-National companies.

**Core programs planned:** - Undertaking an assessment of the awareness level on tax and its value and tax systems, organizing training and conferences on tax justice, and advocating for the enactment of fair tax bills, are among activities planned for the year through which it is anticipated to influence change among 3,480 people.

## Key actions implemented

An assessment was done in Bagamoyo on awareness of peoples on tax and findings were shared to the public and key actors. Training was conducted to raise awareness on tax justice concepts and practices in Kilwa, Chamwino and Tandahimba. Purposive engagement of the media was done in the training together with members of tax coalitions so that editors from community radios and mainstream and social media took part to build common understanding on tax and public services. Representatives from Ministry of Finance and Tanzania Revenue Authority also took part in the training.



**Figure 1: participants marching during one of tax justice events**

Likewise, press release was prepared and aired by various media houses. A learning and sharing conference was organized on tax and public service for East African Countries in collaboration with MS-TCDC and Forum Syd in Dar es Salaam where practices across the sub region were shared. The activists group also organized a sports bonanza that brought together over 400 youth to discuss on tax issues and reflect on ways of contributing in tax justice works.

At the sport bonanza, the youth has submitted demands to the Ministry of Finance calling for ending harmful tax holidays. Another key activity was an engagement with the Members of Parliament on the government's draft bill on Tax Administration and Value Added Tax. ActionAid commissioned two consultants to analyze the two draft bills in conjunction with the Tanzania Investment Policy in light of tax justice. The analysis was presented to MPs in Dodoma in a dialogue forum attended by CSO representatives to inform MPs on areas of improvement in the two bills.

## Key Outcomes

Public awareness improved on sources of revenue and its contribution to fair and efficient public services delivery as a result of series of awareness raising sessions, trainings and conferences organized. In Tandahimba, Chamwino, Kiteto, Kibaha, Lushoto and Mbeya, community members' were able to link the quality of health, education and agro services to tax exemptions. The role played by media houses is significant in conscientizing the public on tax issues and tax justice. The engagements of the Tax Justice Coalition and activista group contributed much towards commitments made by the Tanzania Revenue Authority for the introduction of Tax Education in primary school curriculum. The analysis made on tax bills (Tax Administration and Value Added Tax bill) and the dialogue forum organized with MPs contributed towards the inclusion of positive elements related to tax justice in areas of avoiding/minimizing the powers of the Minister to issue exemptions to multinational companies. It is believed that once these new laws are enacted and rolled out, the government will be able to collect more revenue to commit for responding to public demand for improved service delivery.

Though it was planned to impact 3,480 people; it was possible to cover 2,330 or 67% of the annual target. The low achievement was attributed to the fact that there was delay in the implementation of activities.

**Key Change Promise 6:** By 2014, 87,856 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.

**Core programs planned:** - Organizing review sessions by community members and local development actors on the government's commitments for the development of the area, organizing trainings on SAM, PETS, Public Accountability tools and HRBA are among major components of the plan. Through these interlinked interventions, it was planned to influence change among 87,800 people.

### **Key actions implemented**

Orientation meetings were conducted for stakeholders in Chamwino and Singida to farmers so that they understand the government's commitment under DADPs and the planning calendar in order that they may actively participate in planning processes. SAM and PETS training were provided by AATZ staff and its partner organizations in Tandahimba, Mbeya, Lushoto, Kiteto, Kibaha, Mafia and Chalinze and analysis of issues were shared with respective Local Government Authorities for more dialogue and feedback. A total of 50 participants attended these trainings and HRBA training was organized at MS-TCDC in Arusha. In addition, the AATZ staff and community members in Kilwa & Tandahimba and representatives of local CSOs in Chamwino took part in training sessions on Public Accountability tools. These trainings were of fundamental importance in ensuring HRBA programming and activism amongst staff and partners.

### **Key outcomes**

Accountability initiatives have resulted in empowering communities to demand entitlements. In Lushoto district for instance, youth groups under TAYODEA (AATZ's partner) and the community it works with were able to engage the district LGA demanding the statutory annual budget allocation of 5% on youth development as ascribed by the law and influenced increasing the budget allocation.

As a result of demands for transparency, Kibaha LGA started posting income and expenditure information on public notice boards following YPCs' (AATZ's partner) engagement on financial transparency and accountability. Likewise, in Kiteto district, the LGA planned and budgeted to recruit more teachers and construct more classrooms in FY 2014/15 to promote education quality following the engagement of KINNAPA (AATZ's partner) with the local government on education financing. In Mbeya region, the farmers were empowered and gained back over 10 ha of land that was illegally sold to wealthy individuals as a result of SAM engagement by SHIVIWAKA, the partner organization.

The annual plans for 2015 for LRPs (Kilwa, Unguja and Pemba, Tandahimba and Newala, and Mafia) and partner organizations were developed reflecting HRBA pillars and principles which indicates citizens' engagements challenging inequalities and injustices. On quantitative progress, 87,456 people representing 99.6% were impacted throughout the year.

**Key Change Promise 7:** By 2014, 9,612 children will have accessed their right to quality education through enhanced accountability by the government and other actors

**Core programs planned:-** Interventions planned under the key change promise consist of organizing trainings and workshops on promoting rights in schools, strengthening children's clubs in schools, supporting participatory school governance and improving infrastructure in schools to enhance education quality. The annual target was to impact 9,612 children.



**Figure 3: Children from Chamwino LRP presenting their concerns through songs**

### Key actions implemented

In order to internalize Promoting Rights in Schools (PRS), workshops were organized with LGA and other stakeholders in Singida, where 50 participants were directly



reached. Representatives of youth and children from 16 Shehias in Unguja were mobilized and trained to understand their rights and obligations in their respective communities and how children and youth can bring changes where 65 people were directly reached. Representatives of children from 8 villages in Kilwa were trained in children rights through which 60 people were reached. In Newala, the LRP organized meetings with children clubs, CRPs, teachers and village leaders on PRS and three rights were identified to work: right to non-discrimination, safe and non-violent environment and participation where 1000 pupils and 500 adults were reached. The ACRE project and the OAK Foundation project that focus on promoting education have contributed much to out puts achieved in the change promise.



**Figure 4 : A Children club during discussion and reflection in Kilwa LRP**

### Key outcomes

Ten circles of children with an average of 15 to 20 members each were able to speak about their rights to teachers and school management committees. As a result of engagements through village councils (baraza), children were able to make a follow up on issues around their rights and link them with relevant authorities to seek solutions. There are cases where children have organized their own 'village parliaments'.

Moreover, debates in schools on education quality have increased community involvement in demanding for transparency from school management committees. Children have increased ability propensity to seek to uphold their rights to education including demanding more teachers and quality equipment to their schools. In some districts, systems are instituted to have quarterly stakeholders meeting which the District Commissioner's office that coordinates provision of education leads services, the aim of which is advancing children's rights in schools. Six communities in Unguja

and Pemba LRP were supported in creating a good learning environment for their children. Accordingly, 4 classrooms and 16 pit latrines were constructed benefiting 1000 children. On the other hand, one community was supported to install water systems in school toilets that have enabled 2000 children to access the service.

Across the year, a total of 6000 children were reached through the education interventions which is 62% of annual target. The major factor that has contributed to this relative under-performance is the delay in recruitment of ACRE project coordinator and this subsequently delayed the planning and implementation processes.

### .2.3 Strategic Objective 3:

To empower women and girls to take active leadership in challenging gender-based violence, claiming and exercising their sexual and reproductive health rights

### .Key Change Promise 8:

By 2014, 5,508 women and girls will have been organized, sensitized and supported to engage communities, social/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 and survivors of violence have access to quality support services (psychological, material, legal and health) in both rural and urban areas

**Core programs planned:** - Training girls on sexual and reproductive health rights, raising public awareness on laws and policies related to prevention of violence against women and children, providing support for counseling of survivors of violence and advocating for women's rights are major interventions planned for the year.

### Key actions implemented

Building on interventions towards enhancing knowledge on sexual and reproductive health rights 11 training sessions were organized and 275 women and girls were reached in Unguja. The has organized forums where JUWAMAKU members, religious leaders and women focused institutions such as the Zanzibar Legal Service Centre and Zanzibar Female Lawyers Association took part to deepen community knowledge on laws and policies that protect women from violence and abuse. Eleven women were trained on paralegal services for supporting victims of VAW and 3 were trained on how to provide psychosocial counseling. Six visits were made to the shelter where VAW survivors are housed to monitor the standard of support and services provided. Two meetings were conducted with the department of Social Welfare to ensure linkage between the shelter and other service providers and establish a common framework in support of VAW survivors.

Similarly, training was conducted on GBV to 240 women in Mafia which was followed

by a community dialogue to discuss Gender Based Violence and accessibility to related services in the district. On the other hand, five days training was conducted to 30 persons including Police Officers from Gender Desks, School Management Committees and school girls' clubs. In Chamwino LRP, two trainings were conducted to 67 women on GBV and leadership skills. In Bagamoyo and Mafia, two women dialogues were conducted on GBV in commemoration of the 2014 International Women's Day.

### Key outcomes

As a result of trainings organized, girls have developed assertiveness and taken affirmative and organized actions and influenced inclusion of the right to safe school environment in school management plans. Gender based violence committees were established to monitor the situation. Moreover, 25 school clubs were established and their members are actively engaged in dialogue and raising public awareness on violence against children through drama and debates. Positive behavioral changes were observed among women towards fighting violence against women



**Figure 5: President of Zanzibar Revolution Government listening to presentation by Unguja and Pemba LRP coordinator during the show organized in commemoration of 16 day of activism.**

This was demonstrated in breaking the silence by publicly opposing VAW with women now reporting VAW cases to appropriate authorities. The cooperation of many law enforcement agencies have significantly improved during case proceedings.

Both men and women are now talking about violence against women and children openly and cases are reported to police who are filing VAW cases to court. A total

of 11 cases were prosecuted on VAW and perpetrators were sentenced. In Unguja, a regional level network has been formed and linked with the North Unguja Women Organization (JUWAMAKU). Two members have been selected from the youth network to join the regional taskforce in the process of organizing awareness raising sessions on VAW issues at shehia level. This has improved confidence among the community especially women as they have become conversant with laws and policies related to the cases they experience. The arrangement of shelter to survivors of violence has helped women and girls to access legal and psycho social support including integration to their family. Four children have been rescued from child abuse and their cases were reported to police and later on were handed over to their parents.

In commemoration of International Women's Day (IWD), AATZ staff and partners joined other activists around the world by drawing the attention of all actors through posting pictures and various messages and using social media to promote women's rights. In collaboration with Alliance Française and European Commission (EC), AATZ took active part in organizing and participated on *Women in Resistance* exhibition that was started in February, 2015 and reached the peak on the IWD. This has helped sharing thoughts on how women's rights can be promoted effectively and collectively

Generally, women's rights groups are now active in addressing GBV and monitoring incidences of violence at the community level. Throughout the year, a total of 2,328 women and girls have been reached impacted and the achievement accounts for 42% of the annual target.

2:4: Summary of key achievements in light of HRBA pillars

Key change promise	Indicators of HRBA Pillars		
	Empowerment	Solidarity	Campaigning
<b>KCP 1:- Promoting land rights</b>	Awareness on land rights raised among communities in general and women small holder farmers in particular in Bagamoyo, Kilwa and Tandahimba	<ul style="list-style-type: none"> <li>CBOs from villages affected by land grab were linked together and collective demanded their land rights</li> <li>CSO coalition were formed on land rights advocacy and alliance between local and national task force members strengthened</li> </ul>	
<b>KCP 3:- Promoting Climate Resilient Sustainable Agriculture</b>	Communities were trained on various climate smart agriculture concepts and techniques.		<ul style="list-style-type: none"> <li>Series of advocacy meetings were organized with local councilors to influence increase in budget allocation in support for Climate Resilient Sustainable Agriculture</li> </ul>
<b>KCP 7: Promoting access to quality education</b>	Sensitization sessions and trainings were organized on Promoting Rights in Schools to children and school management committees & school clubs were formed in schools		<ul style="list-style-type: none"> <li>Campaign was done on childhood pregnancy in connection to the Global Week of Action in collaboration with TEN/MET and other education actors</li> </ul>
<b>KCP 8:- Promoting women's rights and prevention of violence against women &amp; girls</b>	Series of awareness raising sessions and trainings were organized on women rights, prevention of violence against women and children and sexual and reproductive		Campaign messages that promote women rights were shared to the wider public through social media in connection to the International Women's Day

Key change promise	Indicators of HRBA Pillars		
	Empowerment	Solidarity	Campaigning
	health rights to women, girls, religious leaders and wider community members.		
<b>KCP 9:-</b> Supporting women movements, coalitions and network		<ul style="list-style-type: none"> <li>Regional network has been formed and linked with other women organizations</li> </ul>	

### 3:0: Organizational Development Performance

#### 3:1: Human resource management

##### *The restructuring & staffing*

The organization has undergone restructuring which was necessitated by two main factors: the need to align with the new Country Strategy Paper and funding status. As a result, departments were readjusted and nine Local Rights Programs were merged into five in terms of administration. The merged LRPs are Chamwino & Singida, Tandahimba & Newala, and Mafia and Bagamoyo while Kilwa and Unguja and Pemba remained they are. This process went hand in hand with retrenchment of six staff from the head office and LRPs due to redundancy of their job positions.

Following the new structure, job descriptions and employment contracts were revised for all positions and all staff signed new contracts. The new structure also created new positions to which job descriptions were developed. The HR department also facilitated staff recruitment for various positions.

The organization had a total number of 60 staff (23 female and 37 male) at the beginning of the year,. This size consists of 28 staff (13 females:15 males) at the head office and 32 (9 female; 32males) based at the LRPs. Moreover, the organization has hosted 3 Advisors and 9 Inspirators through the People for Change Program.

It has to be noted, that there was a turnover of 32 staff during the year. Major reasons for such turnover include lapse of projects, retrenchment and resignation.

#### 3.2 Organizational development

##### *Staff performance appraisal & capacity building support*

Emphasis was given strengthen the performance management practice in the year in light of setting performance objectives and targets for all staff. Accordingly, performance evaluation was done for 2013 and all staff completed their performance objectives and targets for 2014 in the first quarter of the year. In addition, all staff recruited in the year completed their six months performance plans. Staff development needs were organized from performance plans and training opportunities were assessed across the year.

Based on staff needs identified from performance plans, capacity building trainings were organized on HRBA for all AATZ staff and selected staff from partner organizations. Financial management training to non-finance staff was organized to AATZ staff while series of orientations were made on the new CSP. Furthermore, 16 staff drawn from AATZ and partners attended trained on Monitoring and Evaluations for Campaigns. These two trainings were provided by MS-TCDC. By way of offering opportunity for external exposure, Head of Programs and the Tax Justice Advisor attended a workshop on campaigns in UK, the Land Rights Manager as well as the Women's Right Manager

took part in thematic meetings in various countries. The HROD & SS Manager also attended an induction course in Kigali while the Country Director took part in the Annual Country Director's Forum in Amsterdam, Holland.

Staff meetings were done regularly at the head office and departmental updates were shared among others. The staff meetings were also helped as forums to internalize policies. Accordingly, it was possible to familiarize the Anti-sexual Harassment Policy, Child Protection Policy, Staff Security Policy and Whistle Blowing Policy.

### 3.3 Administration & Information Technology

Major activities performed under administration consist of the following;

- Work permits was processed and secured for 5 expatriate staff.
- Procurement of various services was facilitated to departments and LRPs in order to support the organization's mission works.
- Annual assets inventory was done at all levels.
- Asset disposal for the merged LRPs where some of the assets such as tables, desks, and computers were handed over to partners. This includes assets from Singida and Bagamoyo offices which are now closed. At the head office, identified assets were sold out.
- Fuel and log book management was facilitated for vehicles at LRP and head office. Reports submitted were analyzed and recorded.
- Maintaining and improving internet connectivity: The head office currently has a stable bandwidth of 3Mbps while Kilwa, Unguja and Pemba and Chamwino have 1 Mbps internet connections. Although the connectivity in the LRPs is not very good, LRP Coordinators were supplied with modems so as to ease communications.

## 4.0: FUNDRAISING

### 4.1 Sponsorship

Child Sponsorship continues to be the organization's primary source of income providing vital funding for programs and support costs. To maintain income growth, AATZ has given attention for supporter retention by strengthening accountability to supporters and community we work with. Accordingly, AATZ continued to re-embrace child sponsorship and acknowledged the need to prioritize strategic work with children and promote integration between program and child sponsorship operations to improve quality of supporter communications.

- The country program received 1100 new profiles from Brazil (300), Italy (200) and Greece (600). All of the profiles were dispatched on time.
- Child messages were delivered on time and the content and drawings of messages improved due to on-going capacity building to children on



drawing skills before they start the message collection exercise

- Managed to complete the phase out planning for to the Bagamoyo LRP, submitted the phase-out pack to Funding Affiliates in UK and transferred links from Bagamoyo to Mafia as per first year link movement plan.
- Video messages were documented from sponsored children in Tandahimba LRP, one of Italy supported LRPs and positive feedback was received from supporters and the Funding Affiliate

#### *Link status and sponsorship income level*

The overall status of supporters links (both Child linked and Non-child linked) in January 2014 was 10,202 and the link decreased to 9,996 in December 2014. The aggregate termination of supporters over the year was 206 which is 2% decline.

#### *Supporters and Sponsors*

- Child sponsorship communication:- More than 8,000 supporters were serviced.
- Reports: - 11 progress reports and 10 newsletters were sent to supporters together with child messages and the director's letter.
- Child message: - The child message quality check was done immediately after collection, at LRPs level and the by Sponsorship unit staff to ensure the quality.
- Photo update: - 2090 supporters received photo updates from their sponsored child which accounts for 76% of the target. Remaining tasks were handled immediately after the yearend.

### **4.2: Funding from Institutional sources**

Efforts were made to improve contract management of the ongoing donor projects and the phasing out processes of ending projects. Term of reference was developed and Project Accountability Team was formed. The team meets every month and reviews each project.

Concept notes and proposals were developed and submitted to potential donors in a quest to diversify our funding base as there is a huge gap between the CSP funding projections and the reality. One project has secured funding and small grants were accessed for short term interventions.

### **5.0: Financial Performance**

#### **INCOME**

In the year, AATZ received income amounting to TZS 5,023,768,000 which is 19% less as compared to the income raised in 2013. A total of TZS 3,702,929,000 (74%) of the total income was raised through child sponsorship. This indicates 7% increase as

compared to 2013. A total of TZS 1,266,434,000 was raised for projects through institutional and official funders such as DANIDA, OAK, and DFID etc. This income dropped by 73% as compared to a similar period in 2013 due to lapse of various institutional contracts for various projects such as LAP (Land Accountability Program) and VAW (Violence against Women Project).

## EXPENDITURE

AATZ's total spending for the year amounted to TZS 4,710,278,000 with a cost composition of 65% (TZS 3,081,492,000) spent on programme, 10% (TZS 454,539,000) on fundraising, 2% (TZS 101,646,000) on governance and 23% (TZS 1,072,601,000) on support cost. However, the overall expenditure also dropped by 19% with the decline in the overall income. Programme cost dropped by 28% compared to

2013. This was due to a drop in institutional income, caused by the lapse of donor contracts. Governance cost also decreased by 21% due to deliberate efforts made through cost containment measures such as organizing Board meeting at the head office rather than at hotels. The support costs were maintained at the same level as compared to a similar period in 2013.

AATZ 2012 Financial Performance			
	2014 TZS '000'	2013 TZS '000'	Annual % Change
<b>Income in '000 TZS</b>			
Regular Giving	3,702,929	3,463,216	7%
Partnership	1,266,434	2,557,353	-50%
Other income	54,405	198,148	-73%
<b>Total</b>	<b>5,023,768</b>	<b>6,218,717</b>	<b>-19%</b>
<b>Expenditure in '000 TZS</b>			
Programme	3,081,492	4,288,398	-28%
Support/Administration	1,072,601	1,073,129	0%
Governance	101,646	128,274	-21%
Fundraising	454,539	340,209	34%
<b>Total</b>	<b>4,710,278</b>	<b>5,830,010</b>	<b>-19%</b>
<b>Surplus/Deficit</b>	<b>313,490</b>	<b>388,707</b>	
<b>Cost Analysis %</b>			
Programme as % Total expenditure	65%	74%	
Support/Administration % Total expenditure	23%	18%	
Governance % Total expenditure	2%	2%	
Fundraising % Total expenditure	10%	6%	
<b>Totals</b>	<b>100%</b>	<b>100%</b>	

## 6.0: Challenges and lessons

### 6.1 Challenges

- The restructuring process has affected the implementation pace since the process was concluded towards middle of the year. Staff anxieties and movements in relation to the restructuring have had significant negative impact on performance. Moreover, new positions such as Monitoring & Evaluation, LRP Coordination and Partnership Manager and ACRE Project Coordinator were all filled in the second part of the year
- There was inadequate onsite backstopping follow up and support for POP partners due to the fact that the Governance & Accountability Coordinator position remained vacant for the first three quarters. This also delayed some of activities that partners would have accomplished.
- The Land for Campaign – the Bagamoyo EcoEnergy research report led to prolonged engagements with government authorities both at national and local level. In Bagamoyo, AATZ activities were at some points verbally banned by local authorities which caused suspending of implementation of activities. Efforts made to address this challenge also consumed much time and demanded intensive engagement with relevant actors which has had a delaying factor on the implementation of the annual plan.
- Ensuring program quality and focus remaining as a living challenge across all levels. Though there are good beginnings as a result of trainings and orientations, it still demands lots of efforts.
- There was delay in fund disbursement from the IS and some donors. This has delayed transfer of funds to LRPs and partners which subsequently affected implementation of some activities at all levels.
- There was high rate of migration of sponsored children in areas we work that increasing the withdrawal and transfer rates
- High staff turnover has negatively affected the performance of the annual plan.

### 6.2: Lessons

- The power of coalition among partners proved to be vital for success of campaign work. This was demonstrated in the two campaign works. The role of Tax Justice Coalition was found very instrumental in influencing towards the removal of the statutory power of the Minister in issuing tax exemptions. Some members of the coalition were resourceful and played an instrumental role in soliciting support and creation of forums with relevant authorities.. In the land rights campaign, the role of the national and local taskforce made

the campaign sustained across difficult times.

- Power of evidence also proved to be a very essential element in campaign work. 3. Involving partners and key stakeholders at national level PRRPs was found to be very important in sharing achievements and challenges and also capturing stakeholders' views as an input for future improvement of anti-poverty programs.



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