

PEOPLE FOR CHANGE



Inspirators

Success stories

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STATEMENT FROM COORDINATOR



Stella Lyimo
People for Change Coordinator
Actionaid Tanzania

Dear our most valued reader of this edition of People for Change (P4C) Program in Tanzania, you must have been eagerly waiting for it as one of the important platform for information sharing on the best practices contributed by the work of the Advisors and Inspirators.

ActionAid Tanzania (AATZ) mission is to reduce poverty by empowering the poor, excluded and their organizations to effectively claim their rights. The vision of AATZ is to work towards a Tanzania where every individual is free from poverty, injustice and lives in dignity. AATZ new strategy is manifested by the fulfillment of the AAI Key Change Promises 3 and 4 with strategic objective that states, "through holding governments and corporate to account we will have secured improvements in the quality, equity and gender responsiveness of public services for five million people living in poverty". Currently, AATZ has direct program interventions in 9 districts (Tandahimba, Newala, Kilwa, Bagamoyo, Singida, Chamwino, North Unguja and North Pemba) and with working with partner's organization in 7 districts; Lushoto, Kibaha, Mbozi, Bagamoyo, Kiteto, Bahi and Temeke.

Through the funding from DANIDA managed by ActionAid Denmark, AATZ partners and staff have been supported on capacity building and mentorship from the P4C programme through placement of Inspirators and Advisors. In Tanzania, the program initiated by then MS Tanzania in 2009 and later after the merger it was adopted by ActionAid Tanzania. Since then, special skills and knowledge to partners and staff has been

transferred and changes realized around the areas focusing on Organizational Development, Advocacy and campaign, information and documentation, fundraising and programming.

ActionAid Tanzania undertakes documentation of the best practices, impact and changes brought through the P4C programme at community and partner's level and share with other key partners, stakeholders and broadly within AAI federation countries. It is projected that the documentation of good practice stories will enhance AATZ's knowledge sharing on the changes taking place as a result of Advisor and Inspirator placement in the implementation of its interventions. AATZ partner and stakeholders was prime target for the documentation of best stories. It is envisaged that this edition shall improve understanding and collaboration and implementation of the People4Change programme in Tanzania. The communities have also been targeted so as to increase their participation in programmes. Another secondary target are potential Inspirators within AATZ partners, having them in the P4C programme is essential in improving skills base.

I would like to thank all the Authors from Partner's level who have taken interest in writing important articles, sharing experiences that are relevant in fostering P4C program in Tanzania.

ENJOY YOUR READING!

AN EXTRA MILEAGE TO ORGANISATION SUCCESS

Author: Eric Mwanje

Inspirator-SHIVIWAKA (2014)

Introduction

After going through the placement Terms of References (TOR) with my line manager in SHIVIWAKA, we reviewed the terms of References to suite the situation in the organization

As a result 'I spent the first quarter of my placement trying to be our own doctor'. Many internal meetings and transitional committees with staff representative bodies and board members were held. Task groups on terms of references and organizational structural changes were formed. Action learning Workshops were held on issues such as 'Organization capacity assessment'. Meanwhile all this internal activities did give the board members and staff forums a chance to express their views; this showed that the management was concerned and interested in their opinions, 'we were not able to fix the problems'. We were treating symptoms instead of the real causes through emotions rather than being rational.

The Intervention Process

The Inspirator facilitated the Organization Development process, which addressed the following issues;

- i. Examining and redefining of the organization's mission*
- ii. Examining and redefining of the organization values*
- iii. Reviewing of the organization's structure*
- iv. Rebuilding of relationships, altering perceptions and attitude change.*
- v. We achieved this largely by means of organizational capacity assessment, a draft report and residential workshop.*

The Organization capacity assessment

Views, concerns and priorities: *An organizational capacity assessment tool with over one hundred questions on different thematic areas was used, mainly on Leadership and Management, as these concepts and their roles were confusing and therefore contested. The*



Inspirator (SHIVIWAKA) conducting an Organization capacity assessment

staff felt they wanted a share in the ownership of the organization and had been excluded so far. The workshop then introduced a role-play visioning exercise for board and staff to dream of where they wished SHIVIWAKA to be in the next four years and the common themes were highlighted. The discrepancy between where SHIVIWAKA was today and where it wanted to be was then analyzed by participants, and the strategic issues which needed to be dealt with in order to get there were identified. In working groups, the external/programming strategic options were discussed and decided upon and the internal issues such as; lack of a 'team working' culture, limited gender awareness, delayed decision-making, inappropriate systems for internal controls and staff recruitment and development were also analyzed and solutions proposed. The outputs of these working groups were synthesized during plenary feedback.

Report

From the capacity assessment workshop, the Inspirator produced a report and presented it to the staff and the board. Importantly, this report was a verbatim summary of what had been a major concern in the past years.

Change Workshop

A one-day residential workshop for the board and staff members was organized in order to discuss issues raised in the report. This was much more than a mere feedback meeting, but a strategic intervention for organizational change. Individual interviews, small group discussions and full group 'therapy sessions' were used to work through both rational and emotional issues. Issues raised in the report were written up as 'organizational norms' to provide insight into SHIVIWAKA culture. This statement of implicit norms, many of which were undesirable, provided the basis for a discussion of a set of values by which the organization should operate, concluding by committing to paper a vision and values statement.

It proved to be a 'very tough week'. The retreat was seen by all as pivotal: 'I worked on the breaking down and building up of relationships. At one point I did not think we were going to make it. But we learnt that we had to restructure the organization'. Resistance, anger, denial, attempted bargaining gave way to listening and trying to understand each other as well as relinquishing prejudice and preconceived perception. One of the founders concluded, 'at some point during the workshop, I had an ah-ha moment'. I realized people were not saying that I was not doing a good job, but only that they wanted to share in helping us fulfill that vision'.

Principles to guide the restructuring were developed as followed:

- Information should be more freely available.
- Decisions should be taken at a range of different levels.
- Fewer departments with fewer lines to a central person.
- Leadership should be wider and more focused.

The Inspirator then worked jointly with selected board members to develop a structure which fulfilled these conditions. This workshop was followed up immediately by two days consultation with former board members and stakeholders, although the ground was covered, the group dynamics were not the same. Those who had not participated in the workshop said that they 'always felt a little robbed'. The next day was spent discussing 'where do we go from here?'

Groundwork Assessment of the Impact

The clarity of issues assessed brought the organization back on track'... 'It was a real turning point' at the very heart of organization assessment, in facilitating SHIVIWAKA to take charge of its own development. The intervention indicated that this had been achieved to a certain extent as a 'functional structure was put in place to enable the organization solve its own problems. Before this, there were no systems or structures to catch these'. The chair of the board has taken through the Organization Development role – a monthly 'tapping of the wheel'. Certainly there are a number of organizational indicators to demonstrate that change is taking place to some degree:

Values: A values statement was developed which explained the kind of culture within which the management wanted to work.

Mission: The mission statement became more fully owned and understood by the management.

Objectives: Organization objectives were revisited on which to attain 'SMART' operational structure.

Leadership: A broader and more mixed and representative leadership team was developed and which resulted in 'the practice of leadership and management being structured to suite organization needs.

Strategy: Strategic planning processes were introduced.

Systems: Human resources development, strategic

planning, monitoring and evaluation, teamwork and interdepartmental cooperation systems have all been initiated.

Motivation: In order for staff to be motivated they need to have an understanding of the operations of the organization. SHIVIWAKA was suffering from members not having a sense of ownership of the organization but 'this is happening now'... 'Members now feel part of the organization'.

Impact on Beneficiaries: If an organization is suffering from severe organizational problems, then this will certainly be a significant constraint on their effectiveness as 'organizational problems always affect the client very negatively'. But effective structures were not in place. The self momentum carried things on for a while, but it soon waned'. I further pointed out that Organizational Development is not an event, but a process, which needs to be continuous within the organization. 'Organization Capacity Assessment (OCA) was one event in the process and we now see the workshop as a key part of organization history'.

Factors that Constrained the Process

This case and the different perceptions about its effectiveness clearly highlight issues around follow-through. The Inspirator himself said, 'continuity in some form is key'. One of the main problems with Organizational development is the lack of follow-up;

organizations feel they have moved beyond it'. On the one hand saying, 'we have heard nothing since they left'. The Inspirator felt we had the structure in place to support changes. But it lacked a participatory approach with stakeholders and former members of the organization.

Factors Promoting the Process

Inspirator: The advantage of using inspirator was highlighted by many respondents stating that, 'we could not have gone through such a deep and painful process on our own. We needed an outsider,' an impartial person to facilitate the process.

Ownership: The most commonly mentioned success factor was that SHIVIWAKA itself owned the change process and was prepared to invest in it, 'even if our donors had refused to support it we would have paid for it ourselves'.

Leadership: With the success of ODA being closely related to the leadership's ability to shift and implement the organization development plan.

Role of Donor: SHIVIWAKA lauded its donor partner Actionaid Tanzania for supporting this Organization Development Assessment process through the Inspirator saying that! We have had a wonderful funder who in the past years has wished the organization to move forward for development.

TAX JUSTICE AWARENESS FOR ACCOUNTABILITY BUILDING IN BAGAMOYO:

Author: Steven Chimalo

Programme Coordinator-BAGAMOYO LRP

Bagamoyo Local Rights Program (LRP) is in the coastal region and it is one of the 12 LRP's in Tanzania established in 2004. It implements programs in the areas of women rights, good governance with focus on accountability. The LRP also implements projects in Land Rights, Agriculture and Food security. At the moment, Actionaid is currently implementing a Program known as 'People for Change' with the aim of sharing variety of knowledge and experiences across regions in order to facilitate partner organizations to overcome barriers in the course of fighting against poverty.

Through People for Change Program, David an Inspirator from Uganda was placed in Bagamoyo LRP in September 2013. David being an expert in Tax Justice Campaign, a focus area Bagamoyo LRP committed to work on, his work plan was immediately linked to our annual plan for consolidation of impact. One of his immediate tasks was to transfer the knowledge he has on Tax Justice to LRP staff and partners. Naramatisho an AATZ partner organization and Bagamoyo LRP staffs directly benefited from David's intervention. The next step was for the LRP staff to conduct an introductory training on tax justice to young people in Bagamoyo. The Inspirator's role was to provide guidance and support. For example David prepared guiding notes for the staff to use as reference during the introductory training. 70 students from three different colleges in Bagamoyo District were trained. For improved connectedness into tax justice work, trainees from Global platform from various countries who for several weeks had been attending a comprehensive training and doing ground work on tax justice in DSM



David sharing the Tax Justice concepts with Bagamoyo LRP staff.

also joined the training.

Some positive remarks have been mentioned, as narrated by Grayson Stanslaus (27) from the School of Library Archives and Documentation who was among the students who attended a Tax Justice Training which was co facilitated by David the Inspirator from Actionaid



Grayson Stanslaus (27yrs) following closely the tax justice training.

"I was among 70 students from different colleges in Bagamoyo and 20 Global Platform students from Dar Es Salaam who attended the Tax Justice training organized by Actionaid Bagamoyo LRP and co facilitated by David the Inspirator from Uganda. We are now equipped with the knowledge on tax justice issues which includes; the rationale for tax to the government, the whole concept of Transfer pricing, tax evasion and incentives. My fellow participants and I were very keen to understand tax justice concepts which we could not comprehend before. We were taught how the poor system of tax collection leads to the loss of revenue and hence slowing down the rate of development within the community. Actually we got shocked when we learned that we usually get a big loss in terms of revenue due a number of reasons including; tax holidays offered to the companies by the government, transfer pricing practiced by companies thus deliberately avoiding paying tax to the government, said Grayson Stanslaus."



Global platform participants from DSM showing the drama on link between tax and social services.

He added that "as participants we need to work hard in sensitizing the whole community to be accountable in paying taxes and hold the government accountable in ensuring that there is a just tax system in Tanzania. All people in different social groups including the youth, women, also the Non- Governmental organizations, investors, business community, hotels and employees from both government and private sector, have a key role to play in demanding accountability. During the training we were encouraged to increase the attention

and awareness of people to demand service provision and creation of platforms to strengthen accountability from the duty bearers

Another college student who is also the president of students' government said that.

"Before the training, I did not understand that a just tax system must be progressive, this means that, those who earn high income should pay more tax. Through the training, I came to realize that our tax system in Tanzania is regressive and faced with multiple challenges which need to be addressed as soon as possible."

The training highlighted the following as a way forward on tax justice work

1. First, the college students requested to be involved in the tax justice campaigns. Their expectation was clear that, this work will eventually improve revenue for education service
2. Secondly we all agreed to develop an "Activista group" in Bagamoyo formed by college and out of college student in order to expand tax justice campaigns in Bagamoyo
3. We agreed to implement further training on tax justice work especially on aspects of campaign and networking.



Participants in the training

EMPOWERING AND STRENGTHENING WOMEN THROUGH CAPACITY BUILDING

Author: Charles Omoga

Inspirator-NEWORA

Newala District is located in Mtwara Region, in southern Tanzania. In the neighboring district Tandahimba, Actionaid Tanzania has a Land Rights Programme office responsible for activities in Newala District. In Newala District, Actionaid works in partnership with Newala Women Rights Association (NEWORA), a women group that advocates for women human rights in 13 wards in the district.

The group was formed in 2006 and formally registered on 26 March 2007 as a Non-Governmental Organization with a well-organized leadership structure comprising of 6 women-Board members. The objective of the organization is to cooperate with the government, development partners, donors and other non-governmental organizations to raise awareness, educate and ensure that the community of Newala recognizes and values the rights of women in order to reduce extreme poverty in the district.

Through the Tandahimba Local Rights Programme, a P4C Inspirator was placed with this partner to build the organization's capacity through transferring Organizational Management skills to its board and members and to assist in initiating income generating activities to empower the women economically.

Newala Women Rights Association has a sister organization, Changamka SACCOS, that was registered to encourage women in the district to contribute monies and borrow the same in order to empower themselves in entrepreneurship activities. Both entities are managed by six board members each, who are all women. The two entities also get advice from time to time from a District Cooperative Officer and a District Community Development Officer who are both based at the Newala District Council.

Inspirator's capacity building activities

The placement of an Inspirator through Actionaid's People for Change programme was conceived in 2012 and only matured in 2013. There have been a lot of changes since the idea was conceived. Therefore, innovative methods have been engaged to ensure that objectives and outcomes are delivered within the period



allocated for the placement. Progress has been slow but outcomes can be observed at the organization level through the activities below:

• **Organization management skills**

The Inspirator has organized and participated in a series of meetings with both organizations' board members and a few representatives to discuss the challenges faced by the officials, and the SACCOS in particular. These meetings have also sought to find solutions to these challenges through involving the district authorities and taking up legal procedures as appropriate.

A training on management has been planned and arranged for the first six days of April 2014 to transfer skills and empower the officials in running the organization effectively. The training will also involve undertaking a SWOT Analysis and the organization's Strategic Plan for the next three years. The outcomes of the training will showcase an improvement in the organization's management and implementation of ideas that will be discussed.

• **Documentation**

The Inspirator has been instrumental in requesting for a computer donation from Action Aid Tanzania to NEWORA. The computer has been delivered and is being used to capture data and prepare documents that were previously being contracted to a Cyber Café. This exercise aims at organizing proper filing system and documentation of the organization's records and activities in digital format. The Inspirator is linking this process by providing technical support to the board management in best methods of filing and office administration.

To improve the organization's modernization, e-mail addresses have been opened for both NEWORA and CHANGAMKA SACCOS. Two members with computer technical knowledge have been assisted to access these accounts to communicate with stakeholders.

This digitalization aims at putting the organization in contact with partners, stakeholders and donors. It also aims at enabling them to communicate, network and share documents with other like-minded organizations – especially when sourcing for activity funding.

- **Savings And Credit Co-operative Society**

At its formation, Changamka SACCOS was able to register a lot of members. These members contributed and bought shares in the SACCOS. A fundraising activity was also organized to raise capital for the organization. The Department of Cooperative Development, Newala District Council also gave the SACCOS a loan to boost their capital base in 2011.



A major challenge for the SACCOS has been loan recovery from its members. The Changamka Board has held a series of meetings to which the Inspirator has advised them in best and effective methods of ensuring that loan defaulters are made accountable and outstanding monies are recovered to kick-start the SACCOS.

Progress has been made albeit slowly in recovering the outstanding loans. Among these are: contacting members to update their remittances, approaching and requesting the local administration authorities and court to assist in committing defaulters to suffice their loans. To mitigate these challenges, the Inspirator has discussed and introduced proper financial systems for the SACCOS.

An overhaul has also been called for improving performance thorough vetting of loan applicants before making any payment approval. This is aimed at reducing the number of likely loan defaulters. The SACCOS management has also been advised to ensure that members make loan



repayments to the bank account – instead of paying at the office as was previously the case.

- **Fund raising**

In consultation with the board, the Inspirator has developed and sent out funding proposals to potential donors. This is aimed at expanding resources for other project activities that NEWORA would like to undertake in developing the communities in the 13 wards where it operates.

- **Economic empowerment**

In order to empower the women economically, the Inspirator has encouraged the group to lease a field that can be used for agricultural purposes. A location has been identified in Mkunya ward that the group, together with the Inspirator, is planning to use for cultivating vegetables to be sold in the local market to generate income for the organization. This is aimed at making the group sustainable and independent away from donor-reliance on financial support for office administration costs.

NEWORA'S activities

Incidences of sexual violence and arbitrary divorce are major issues that affect communities in the 13 wards that NEWORA draws its membership. With support from Actionaid Tanzania, NEWORA has been able to organize and facilitate workshops targeting community members with aims at combating the vice and securing the rights of women e.g. to own and inherit land and property, engage in entrepreneurship and compete for leadership positions in the community.

Since NEWORA is not staffed, it relies on facilitators and partners for its activities, workshops, events and conferences in the community. Among the most active partners are Newala Family Group and Newora Luchingu Ward Group. These two groups employ arts and entertainment through poems and skits to raise awareness and educate the communities on a variety

of topics. They are always invited to participate in NEWORA-organized activities.

Newala Family Group

Newala Family Group is composed of artistes who interact with the community through plays and poems. The group was formed in 2006 but do not have a registration certificate as yet. They have been frustrated in the registration process with the Department of Community Development at the District Council even though they had made the required payment. The Inspirator has offered to follow up on this matter to ensure that the group is registered within this year so that they can access training and funding to improve their activities.

The group currently has 36 active members from the initial 50 as some have passed on, others relocated to other parts of the country while some have ceased to be members due to lack of activities. They have an office in Newala with a well-structured leadership profile. The group also has costumes for all occasions and acts such as health (doctors, nurses), police or religious (bishop, vicar).

Since its formation, the Newala Family Group has been active in creating awareness to the community in topics of sexual violence, arbitrary divorce, combating HIV/AIDS, corruption in local government and government offices, among other issues affecting the community. They do these through performances in dance, drumming and plays, as well as facilitations and video shows at workshops and functions organized by NEWORA or the local government authorities.

They have noted that messages passed through oral performances and plays are more effective than community members participating in formal workshops with writing activities. This is especially so in Newala District where education levels are low compared to other regions of the country. Community members are more inclined to remember messages from plays, skits, dances and other performances clearly and in turn apply these in their daily lives.

It was encouraging to know that the group is willing to continue collaborating with NEWORA in educating and creating awareness to the communities living in Newala. They have sited positive impact from NEWORA's programmes and activities in creating women rights awareness among Newala communities and building women's confidence.

The group has been instrumental in directing women with family issues to NEWORA offices where they are

assisted to take legal action against their perpetrators. A case in point was a woman whose home was being taken away from her by a relative. The victim was directed to NEWORA offices where she was assisted to get legal representation in the local court and manage to hold onto her home. Through this they noted that local NGOs work better than the District Council officers due to their proximity to the community at grassroots level as well as being members of the community themselves.

Newora Luchingu Ward Group

Newora Luchingu Ward Group is also an entertainment outfit similar to Newora Family Group. It was established in 2006 with its members drawn from a section of NEWORA members. The groups comprised 14 members with a leadership structure having elected officials. The group is sustained by registration fees and monthly contribution from its members.

The group has been active in NEWORA workshops through staging performances in combating teenage pregnancies, HIV/AIDS and sexual violence against women in the community. One of their plays had the theme of "**Divorce Poverty, Not a Woman**".

The play had six topics:

- Corruption
- Teenage pregnancies
- Arbitrary divorce and polygamous marriages
- Family planning
- Overloading women with responsibilities
- Prevalence of HIV/AIDS

In summary, it is noted that all the above issues lead to poverty and hampers development, This is because:

1. Parents are bribed when their children become pregnant in schools and contract HIV in the process. The bribes are meant to prevent them from taking legal action against the perpetrators.
2. When the men receive payments from selling agricultural produce they marry an additional wife. The income is not utilized in the family even though the women contributed more to the agricultural work and are responsible for the family upkeep.
3. Women have no opportunity to make decisions in the family on all matters. This leads to lack of family planning and bearing of children every year without rest.
4. The women perform all household chores and take all domestic responsibilities. The same case applies when the family goes to the farm, the women are left with all the burden of carrying firewood, children, implements and water on the way back.

CASE STUDY: Formulation of Lushoto Youth Development Fund through P4C intervention

Author: Ken Awuor
Inspirator-TAYODEA

Overview

TAYODEA is a democratic umbrella organization representing the interests of youth and their organizations in Tanga Region. It has in place democratic structures and systems providing supreme powers to its members in the General Assembly and stipulates the responsibility of the Board to ensure good governance and diligent financial management. The organization was founded by the youth volunteers and was registered in May 2000 with the aim of enhancing youth participation in development activities, both social and economic through capacity building, lobbying and advocacy.

TAYODEA has for many years worked to establish a stable interface for youth to influence political decision-making in the District and City Councils. Initially the approach was to organize round table discussions, however, in 2007, these discussions lead to establishment of Tanga City Youth Parliament, in which democratically elected youth representatives were provided legitimate space to lobby, advocate and influence decision-making in the City Council. More specifically, the Youth Parliaments takes place parallel with City and District Council sessions and it provides both a physical and psychological link which the Youth Council uses to raise questions, present position papers and hold bilateral negotiations with individuals and political groupings within the council.

Moreover, TAYODEA has vast experience in organizing and empowering youth to wield their moral and legal rights (i.e. as voters, citizens and political participants) which means that it accepts the need for Civil Society Organizations to support youth in confronting the structural causes diminishing local democracy.



Picture: Tanga Youth Development Association Headquarters

Who are the beneficiaries?

Established to support the youth in enhancing their livelihoods, Lushoto Youth Development Fund formulation finally led to the following economic activities:

1. **Tailoring:** Women group received support in tailoring and currently produces the following products: blouses, skirts, shirts, handbags etc. The group is also involved in marketing their products to the tourists who mainly come outside Tanzania. Besides, the group conducts tailoring and marketing trainings of the above products at their centre.



Picture: Lushoto Tailoring Youth Group at work

2. **Brick Layering:** The youth in this department manufacture bricks which in turn, they sell to people for profit. It also offers apprentice training in brick layering to the new members. Trainees in this group are mostly persons without proper livelihood and through this process they are able to get income and support themselves.



Picture: A youth participating in Brick layering project in Bumbuni Ward – Lushoto District

3. **Farm Produce Growing Group:** This group is involved in farm produce such as vegetables and cash crops which they sell and generate income.



Picture: A section of displayed farm produce from Lushoto Youth Group ready for sale

- 4) **Entrepreneurship and Business Development Skills Training:** The youth got a comprehensive training in information, proposal writing and Business Development Skills.



Picture: Youth undergoing training on Entrepreneurship and Development Skills

What changed and how did this change happen?

Lushoto Youth Development Fund was established to intervene in the sector by way of stimulating Development among the youth in various sectors as a means of alleviating extreme poverty among others, forging for sustainable business linkages between the chain players that have increased incomes of the youth (beneficiaries) from present to the next coming years. The funded project has provided quality and excellent awareness through trainings in trade skills and proposal development to the youth in order to make them competitive in the current job market. This has enabled them become self employed and create employment opportunities for others. At least 280 youths have been trained on basic procedures and content of Opportunities & Obstacles for Development (District planning process) for Village facilitation team.

100 youth from Village and District Government councillors have been trained on the Rights, Roles and Responsibilities (RRR) Training of village and ward

leaders (VEOs and WEOs) on accountability as well as their roles and responsibilities in providing quality services. At least 84 youths have also been trained on how to conduct effective Public Expenditure Tracking Survey (PETS). 10 Ward advocacy groups of 20 (5 from each village) members from 40 villages were established in December 2012 to influence decision making process in their localities. In December 2012, 84 youths got trained to undertake PETS activities in Lushoto District Council.

Besides, 35 Village Government Authorities hold regular Village Assemblies, council meetings and planning meetings during which they are provided with space for meaningful participation of women, youth and socially excluded groups within their organisations as well as record, store and make information from the meetings publicly available as a result of sensitisation and advocacy conducted. 280 youths have also been trained on basic procedures and content of Opportunities & Obstacles for Development (District planning processes) for Village facilitation team participating in decision-making forums (Village councils and ward development committee) at village and ward levels.

A youth work camp was conducted in Mamba ward, in Mbelei Village, where 10 young women and 15 young men participated. The theme was 'Democracy as a way of life.' Activities were: Laying bricks for Mbelei Library, clear fields and plant trees at Mbelei Health Centre. Basic items e.g. notice boards, cabinets, pens and papers were provided within the 20 operating villages. Also study visit has been conducted in 8 wards of Lushoto District; the teams shared experiences on how difficult it was to get documents and information from government offices.

Wide participation of youth, women and marginalized groups on O&OD, PETS and mobilisation of such groups to participate in village assembly meetings in their respective villages e.g. at Kwekitui village. PETS committee started to track water project which serviced 2,960 people within the whole village. Notably, TAYODEA conducted youth work camp in Mamba ward where trees were planted to surround Mbelei health centre, of which 11,359 people were direct beneficiaries of the health facility in that area (5,315 male and 6,044 female). Other beneficiaries were from Kwesine Village where villagers decided to construct a Health Centre resulting from PETS activities.

Agriculture PETS group, tracked coffee payment for formers in Kwesine village and found that money had not been provided to the farmers. However, the office responsible did not provide that money to farmers for

a year. After conducting PETS, farmers were paid their extra money through Usambara Cooperative Union. Youth PETS group tracked youth revolving fund in Lushoto District and found out that only 2% of the funds that was supposed to be for youth and women were provided to them. There were no proper records for youth and women funds in Lushoto district indicating how much was collected from the local revenue as well as how much topped up by the central government to be given to youth and women groups. These PETS results led Lushoto District to establish Lushoto Youth Development Fund, in which TAYODEA is member.

Improved household income from sale of produce and manufactured high quality products that fetch higher prices for over 100 households' were targeted by the intervention in selected value chains and skills training. An estimate of 20 business enterprises were established and strengthened through participation in the selected value chains and enterprise development in the skills training. With the participation of P4C program as well as recruitment of experienced Inspirators attached to TAYODEA, the youth were provided with skills in business management, training, marketing and financial management.

What can TAYODEA learn from this?

The establishment of Lushoto Youth Development Fund resulting from P4C innovative approach has worked on the cooperative principles, resulting into the development of TAYODEA youths. This approach has successfully created an impact on employment, capacity building and wealth creation to the youth within Tanga Region. The Director, board and management of the TAYODEA have learnt and shared experience with the Inspirators attached to TAYODEA. They are now able to share and replicate the same principles in transferring their rich skills in inspiring the TAYODEA youth. The development fund has ensured that more youth are able to access training and apprenticeship in different skills at centres within their reach. This mode does not disrupt the youths from pursuing other livelihoods activities while at the same time acquiring new skills. This has been an innovation from AATZ and TAYODEA

partnership through P4C programme. With support from Actionaid Tanzania and all stakeholders, their intervention has ensured that the youth are supported to increase their skills and livelihoods through Lushoto Youth Development Fund.



Picture: TAYODEA Management Team meeting in Progress

What would you like others in TAYODEA to take from this example?

When strong partnership between TAYODEA and Actionaid are matched and turned into practice, shared and put into action, valuable results are expected such as in the case of the beneficiaries of Lushoto Youth Development Fund. These results lead into the betterment of the community (Youths) at large. Employment is created, wealth generated and poverty eradicated among them. Also when programmes are well coordinated between an Inspirator and AA partnership tangible results are achieved.



THE IMPACT OF PEOPLE FOR CHANGE (P4C) TO YPC AND THE COMMUNITY IN KIBAHA

Author; Samwely Stanley & Baby Mwidowe

Edited by Israel Ilunde

A. About YPC

Youth Partnership Country Wide (YPC) is a registered youth focused organization since January 27th, 2003 under company ordinance Cap 212 (Reg.number 45255) of laws of Tanzania, is a deliberate initiative designed to make young women and young men conscious of their rights and entitlements and to provide opportunities for them to discuss and demand political accountability while working hard to fight poverty through entrepreneurship training and exposure.

Moreover, YPC has been dedicated in its lobbying and advocacy activities to promote youth representation in local government, which means that much of its resources, are spent trying to change the political culture preventing the youth from influencing and accessing local politics. YPC sees poverty as multi-dimensional and hence undertakes a range of complimentary actions to also strengthen youth's economic capabilities by contributing its effort to entrepreneurship and business development initiatives

YPC's focus area is the whole country where it works with like-minded organisations, however YPC has primarily established itself in Coast region and its offices are at Tumbi, Kibaha town.

B. The partnership between YPC and Actionaid International Tanzania (AAIT)

Since 2009, YPC has been working in partnership with AAIT (Formerly MS Tanzania) in area of capacitating young women and men in areas of civic and economic empowerment. Since then AAIT has become the major partner to YPC. The support of AAIT has been both financial, and non-financial. One among the important support that AAIT is providing is the capacity building of YPC personnel through placement of and outreach of P4C; both Advisors and Inspirators.

This article therefore briefly focuses on the direct and indirect contribution of P4C to YPC and the entire community of Kibaha and Mafia districts.

People for Change at YPC

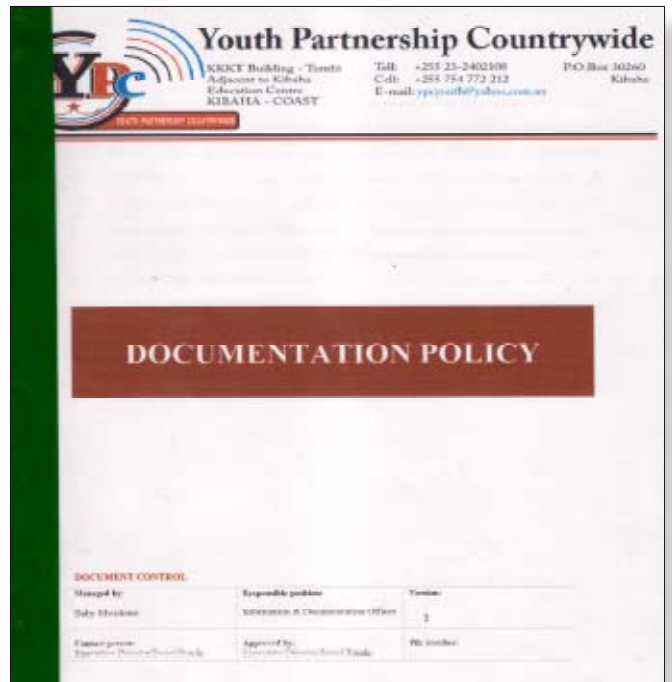
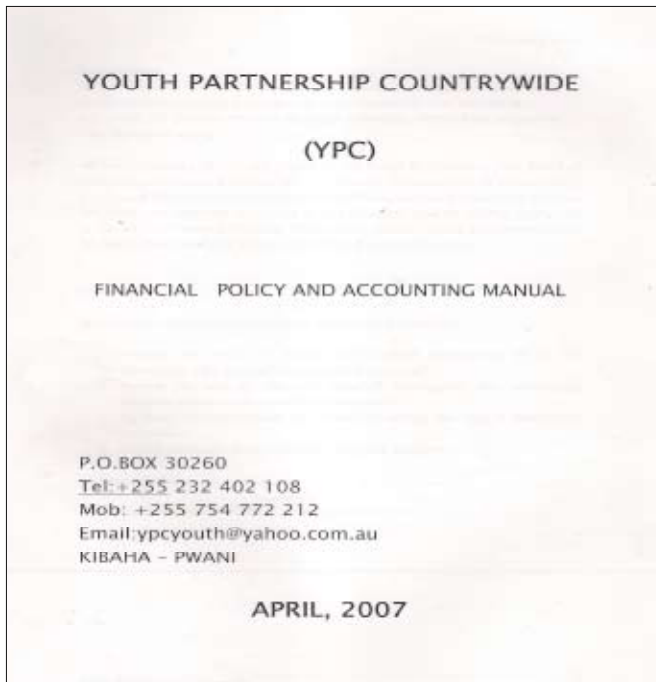
Before November 2010, the P4C program was practically felt by YPC through thematic and annual reflection meetings as well as their quarterly visits to our office. While visiting our office they could look at our financial settlements and narrative reports, mentor and coach our staff on finances and programs. They simply provided us with technical support, and also conducted various sessions with YPC staff and volunteer on some basic and important capacities for running the organization such as Strategic Planning and action planning.

Apart from the advisors, between November 2010 and 2013 YPC have been receiving Inspirators. These inspirators came from various countries within Africa. In general, YPC through P4C program has been capacitated in the areas of Project Planning and Management (P.P.M), Financial Management, Monitoring and Evaluation, and Information management and Documentation and the impact is explained hereunder:-

i). Improved capacity to deliver

Since the introduction of the P4C program for YPC, our capacity to deliver has increased a lot. This has been reflected through project performance and management. Since then we have improved the management and delivery of our project activities. For example, since 2009, YPC consecutively have been carrying out project activities with high performance and realization of outputs and outcomes, in addition to that, YPC have never experienced termination of Contracts with our partners (Both Actionaid and others) for reasons of incapacity or financial mismanagement. The coaching, mentoring and training by advisors worked very well.

On the other hand, from 2003 to 20011, YPC was surviving on short term contracts and agreements when working with few and limited development partners. But from 2011, YPC has increased the number of development partners and have enjoyed long partnership projects due to our ability to develop sound reports, fundraising proposals and information for communication.



Some of the YPC Polices developed as a result of P4C

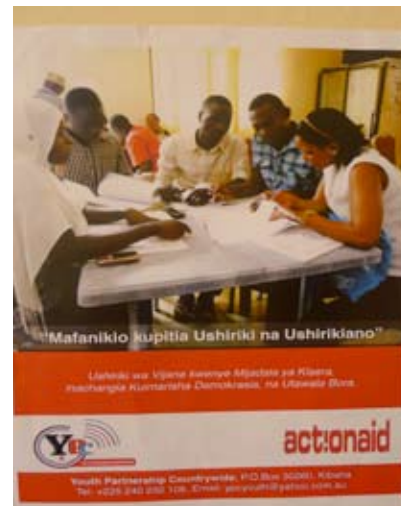
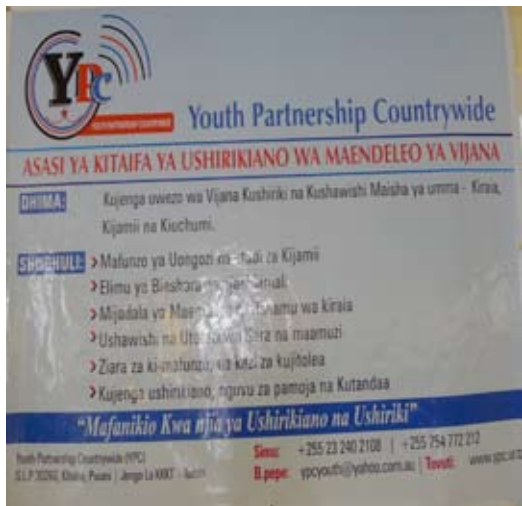
Financial management has highly improved. This including developing a financial manual, as a result of capacity from AAIT. Through regular visitation of AAIT financial advisor to YPC have improved receiving, managing, and settlement of funds.



Some of the audited accounts with clean certificates

ii. Visibility

Since the coming of inspirators, YPC visibility has increased. These inspirators inspired YPC in the area of information and documentation which was a great challenge. Through training, coaching and mentoring, YPC have been able to produce various documents e.g. Brochures, number of newsletters, banners, leaflets, manuals, T-shirts, billboards, etc. Also now YPC have a website, and also has Facebook account. All these have helped much to market YPC and to increase her visibility to the community & world.



Some of materials produced as a result of P4C

As a result of the work of P4C, several impacts have been realized in the community of Kibaha. This has been noted in the implementation of various projects, specifically the Youth Vote Project, and Youth Vote in Public Accountability, which were funded by AAIT.

iii. We have produced politicians: We have managed to brand and produce politicians in Kibaha District. Many of them are in Village governments, as chairpersons, village council members. In ward level, the number of youth councilors have increased compared to the previous elections. Notably, in Kibaha town, two youth, who were trained by YPC, have managed to become full Councilors. These are Hon. Mbena Makala, Councilor for Tumbi ward, and Hon. Bosco Mfundo, Councillor for Picha ya ndege ward.



Hon. Bosco Mfundo (left) and Hon. Mbena Makala (right) giving their testimonies on how YPC has helped them to become councilors, during consultative meeting between YPC and Kibaha LGAs

iv) We have produced 600 entrepreneurs: There are a lot of small and medium entrepreneurs who are youth. Young women are much more in this category. There is production of various goods, and some of them have small shops, salons, boutiques, etc.



Miss. Elinsia Ngowi working in her salon, which she also uses as boutique at Picha ya Ndege, Kibaha Town.

v). Contributed to policies & constitution: Through networking, we have been able to run and various policy formation processes, especially constitution making in Tanzania. We have been working with The Policy Forum and Jukwaa la Katiba and related networks and coalitions to participate in and influence policies and the Constitution making process.



Adv. H. Sungusia, facilitating during the YPC- Kibaha Youth Constitutional Forum

C. Recommendations

Inspirators need to be oriented enough on how to cope with the local environment and should be done together by AATZ and the partners, because currently it's only done at the headquarters. This will provide more room for inspirators and partners to share and interact before they are placement commences.

D. Conclusion

People for Change program is the most essential for the partners and the AAT. It is important therefore to make sure that more inspirators and advisors are recruited, for the realization of the project results and strengthening the partners' capacities in order to champion the war against poverty in Tanzania.

STRATEGIES TO SECURE LIVELIHOODS

Author: Joseph J. Ndoholi.

Programme Officer- NAPASO

WHO WE ARE

NARAMATISHO Pastoralists Society organization is abbreviated as (NAPASO) ,its based in Chalinze-Bagamoyo Distict. The organisation formally operated as a cooperative until 2012 when it changed its status and registration to a Non-Governmental Organisation. It works and focuses on programmes e.g. Food and income security, water, sanitation, Health and Hygiene (WASH) educational and adult learning, environment protection and governance and accountability. NAPASO delivers its development interventions in a manner that contributes both to the improved governance systems and equality in resource distribution to meet human, political and socio-cultural needs of its constituency.

Vision

“pastoralists and agro-pastoralists are fully empowered to fight poverty”.

Mission

To fight poverty in Bagamoyo District by promoting sustainable livelihoods of the pastoralists and agro-pastoralists through full participation of the all stakeholders.

NAPASO GOAL

To efficiently and effectively lead to improvement in the quality of life lived by pastoralists and agro-pastoralists in Bagamoyo District by the year 2025.

P4C SUPPORT TO NAPASO

In 2011 NAPASO requested the Inspirator from Actionaid Tanzania to give support on the organization capacity development. We received an Inspirator from Uganda by the name Lubowa Eriasafu. Before the placement of the Inspirator NAPASO’s strategic plan had major challenges of no clear mission and vision. The reason being the logical framework of the strategic plan did not clearly state the strategies, outputs, outcomes and in general the direction of the strategic plan did not indicate the desired change. After recognizing the challenges we agreed together to review our strategic plan. The year 2012 marked the beginning of NAPASO’s revised strategic plan (2012/2015). The Executive Committee therefore called for a process to systematically reflect on the life path of the organization and to look into its future.



Napaso's office in Chalinze



Nasra Shaibu Ally reading the village land act no. 5 of 1999 section three subsection two which guaranty women right to access, use, control and distribute land in the training session In Talawanda village.

Reflecting a desire for inclusiveness and critical learning, the process was widely consultative and critical. After revising our strategic plan, we come up with the strategies which would address challenges faced in the community by promoting sustainable livelihood and an emphasis on right based approaches. The primary focus of the rights perspective is to strengthen capacity of the poor to achieve secure livelihoods, to increase the accountability of the public institutions to all citizens, to improve governance system and equality in resource distribution to meet human rights.

The strategic plan of NAPASO has been a very important instrument in enhancing rural livelihoods. As a result of revised of strategic plan, NAPASO implemented the public accountability project in 2013 with the aim of inspiring the community to hold their leaders accountable in improving social services delivery and public expenditure. In ten villages which NAPASO works in, women have testified that now they are able to speak up and demand their rights with confidence without any fear as this was not possible before the intervention on NAPASO. Now women have access to, control or own land. Their views in village assemblies are heard and taken seriously, they are able to demand quality services from their political leaders, are able to apply for any position of leadership in local government and they have taken a front lead in tracking the public expenditures in their respect villages.

Before the interventions of NAPASO, there was a physical confrontation between pastoralists and famers on access to land, the land was sold cheaply and easily with impunity. Land ownership for women is now possible, this is as a result of capacity building on women's rights and this has reduced stigma on women. It is an interesting story of attitude change in the community



Rabia Ramadhani enjoying a training session on women's right to own land in Miono village.

which is the impact of public accountability project in Bagamoyo district.

Other stories are as a results of PETS committees which have come up with reports of the community demanding accountability from local leaders for the misuse of public resources.

We want to thank Actionaid for the P4C programme where we have had two inspirators the former Mr

Lubowa Eriasafu and the current one ,Mr Justine Otwoma Mochama who has been Instumental in reviewing NAPASOs policy documents, training and strengthening NAPASO's staff capacity in mobilization skills and participatory tools.

Indeed the P4C support has been successful and continues to inspire the management team to add value to our organization goals. We also seek continuous support from the P4C programme.



PETS committee member in Kisanga village reading the report on PETS findings on public expenditures in the village assembly.

PEOPLE FOR CHANCE



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