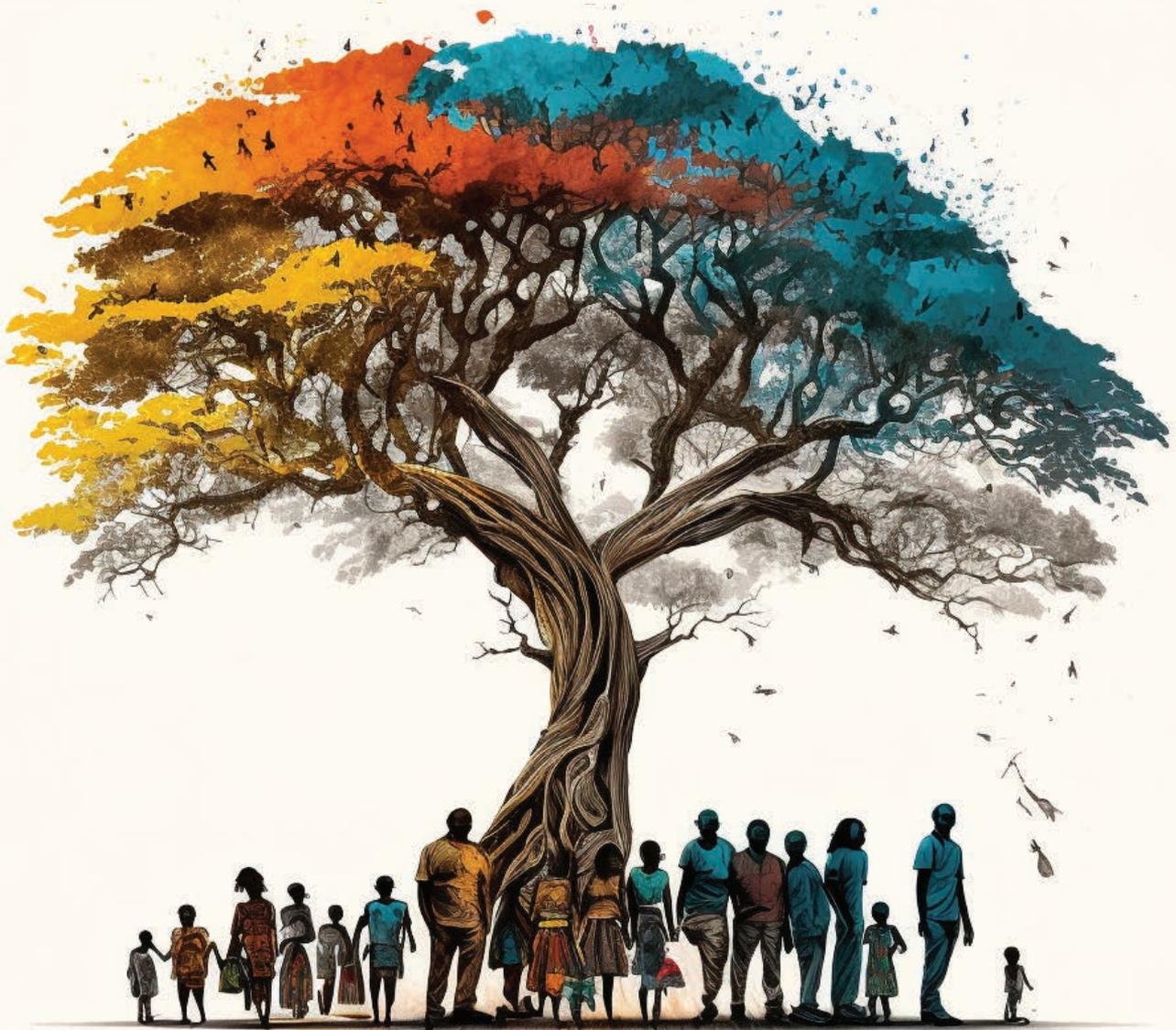


DEVELOPMENT AS PEOPLE



20-YEAR REFLECTIONS ON PEOPLE-CENTERED DEVELOPMENT IN TANZANIA

FOUNDATION FOR CIVIL SOCIETY



DEVELOPMENT AS PEOPLE

20-YEAR REFLECTIONS ON PEOPLE-CENTERED DEVELOPMENT IN TANZANIA

March 2023



Published by:
Foundation for Civil Society

Compiled by:
Justice Rutenge

For feedback contact us:
7 Madai Crescent, Ada Estate,
Plot No.154, Kinondoni, Dar es Salaam
Tel:+255-22-2664890-2 |
Fax: +255-22-2664893
Email: information@thefoundation.or.tz
Web: www.thefoundation.or.tz

CONTENTS

About Foundation for Civil Society	iii
Acknowledgements	iv
Foreword	v
CHAPTER 1: ENABLING A THOUSAND FLOWERS TO BLOOM	1
Genesis: The Making of a Formidable Tanzanian Grantmaker	3
Beyond an Intermediary Between Donors and Beneficiaries	7
A Pan-African Approach to Development Aid	11
Embedding Inclusiveness into the Fabric of a Tanzanian Organization	15
CHAPTER 2: PEOPLE-CENTERED DEVELOPMENT	19
Civil Society Organizations as a Central Player in Tanzania’s Development	21
Bottom-Up Development: Putting the Power in the People’s Hands	25
The Middle Sector? The Common Good and Other Differentials Between Civil Society and the Public and Private Sectors	29
Local Change Agents Navigating the Complexities of Grassroot Development	33
CHAPTER 3: TRANSFORMING GOVERNANCE	37
Strategic Litigation as a Panacea for Deep-rooted Systemic Inequalities	39
Tanzania’s Democratic Journey: A Civil Society Outlook	43
Civil Society in the Fight for Conducive Civic Space	47
Collective Voice and Action Fostering People-centered Development	51
Civil-society-led Public Scrutiny Promoting Accountability and Improved Service Delivery	55
CHAPTER 4: EQUITABLE LAND RIGHTS FOR INCLUSIVE ECONOMIC PROSPERITY	59
The Intricate Nexus Between Land Ownership and Poverty	61
Women’s Leadership and the Differential Impact on Longstanding Discriminatory Traditions	65

CHAPTER 5: BUILDING THE CAPACITY OF PEOPLE AND ORGANIZATIONS	69
Learning and Sharing Hubs Transforming Civil Society Operations	71
Mindset Matters in Capacity Development	75
Nurturing the Next Generation Of Civil Society Leaders	79
CHAPTER 6: THE DRIVE FOR A MORE INCLUSIVE TANZANIAN SOCIETY	83
The Strength in People with Disabilities’ Ownership of the Agenda for Change	85
Self-awareness: The First Step Towards Inclusivity.	89
Unleashing New-found Courage to Tackle Long-standing Inequalities	93
Creating New Legacies from Old Miseries	97
CHAPTER 7: BUILDING PEACEFUL SOCIETIES	101
Engaging Youth to Build More Peaceful Futures	103
Building Foundations for Peace on Dialogue	107
CHAPTER 8: TRANSFORMING LIVELIHOODS	111
Unlocking Credit to Transform Livelihoods	113
Micro-enterprises Uplifting Livelihoods and Families	117
Savings Groups offering a Myriad of Economic and Social benefits	121
Enhancing poverty alleviation through a farmer-centric approach	125
CHAPTER 9: RESILIENCE AND SUSTAINABILITY	129
Building Endowments to Become More Financially Resilient	131
Local Philanthropy as an Alternative Source of Development Financing	135
Unlocking Private Sector Financing for Development in Tanzania	139
CHAPTER 10: FOSTERING INNOVATION	143
Promoting Locally-driven Innovation for Sustainable Development	145
Embracing Technology for Enhanced Organizational and Programmatic Efficiency	149

About Foundation for Civil Society

Foundation for Civil Society (FCS) exists and thrives at the nexus between the people and other development players. In an effort to give the people a voice through representation by CSOs, FCS enables people to become a strong driving force for change in improving the democratic governance of Tanzania, fighting poverty and achieving a better quality of life for all. FCS does this through grants and capacity-building services to grassroots civil society organizations across Tanzania, and in Zanzibar. This people-centered development was and still is at the core of FCS' vision from the beginning.

Since its inception, FCS has grown into a strong institution. In 20 years of operations, the organization has mobilized over TZS 200 billion from development partners and invested in enabling more than 5,000 CSOs countrywide to implement various projects that address many social development challenges in communities of all regions of Tanzania, mainland and in the Isles. FCS has reached over 30 million Tanzanians in the past two decades making it the largest local grantmaker, with an extensive reach in the grassroots.

FCS' extensiveness and impact are hallmarks of people-centered development.

Acknowledgements



We hope that this book will give you a better understanding of the “DNA” of Foundation for Civil Society and that it will inspire you to continue working towards a more just and equitable world.

First and foremost, we would like to thank our Founding Members for their visionary leadership and unwavering support over the years. Their belief in people-centered development has been a driving force behind all that we have achieved. We would also like to thank the Government of Tanzania for their continued partnership and support. Our development partners have been instrumental in our work, and we are grateful for their funding and technical assistance. Our peer organizations have been invaluable allies, and we appreciate the exchange of knowledge and experience that we have been able to cultivate together. Our staff and volunteers are the heart of Foundation for Civil Society, and we are proud of the work they do every day to make our vision a reality. We would like to thank them all for their dedication and passion.

Lastly, we would like to thank you, the reader, for your interest in our work. We hope that this book will give you a better understanding of the “DNA” of Foundation for Civil Society and that it will inspire you to continue working towards a more just and equitable world.

Ally Laay

Board Chair, FCS

On behalf of the entire FCS family

Foreword



“Organizationally speaking, the building block that makes human-centered development possible is civil society. Therefore, development that directly responds to the needs and interests of the people is best served by the work of strengthening civil society.”

When I think about people-centered development in Tanzania, I think about the countless ways that individuals have come together to improve their communities. Whether they are working to improve access to education and health care or creating new opportunities for economic development, Tanzanians are always finding creative ways to make their communities thrive.

Organizationally speaking, the building block that makes human-centered development possible is civil society. Therefore, development that directly responds to the needs and interests of the people is best served by the work of strengthening civil society.

FCS has been an engine of transformation throughout the years due to its deliberate approach of recruiting individuals eager to establish their identities, formulate plans, put them into action, assess progress and their results. The organization started out by inspiring confidence in Tanzanians and enabling self-organization and self-determination in order to achieve socio-economic development.

This focus on grassroots engagement has helped FCS to build strong connections and relationships with communities and to create tangible change. FCS’ unwavering commitment to participatory development makes it an exemplary organization, and its success in empowering Tanzanians will continue to benefit generations to come.

It is my hope that this book will serve as a practical guide for those looking to implement people-centered development in their own communities. It is clear that much thought and effort has gone into compiling the experiences and reflections of those who have been working on this front for many years.

Dr. Stigmata Tenga
President, FCS



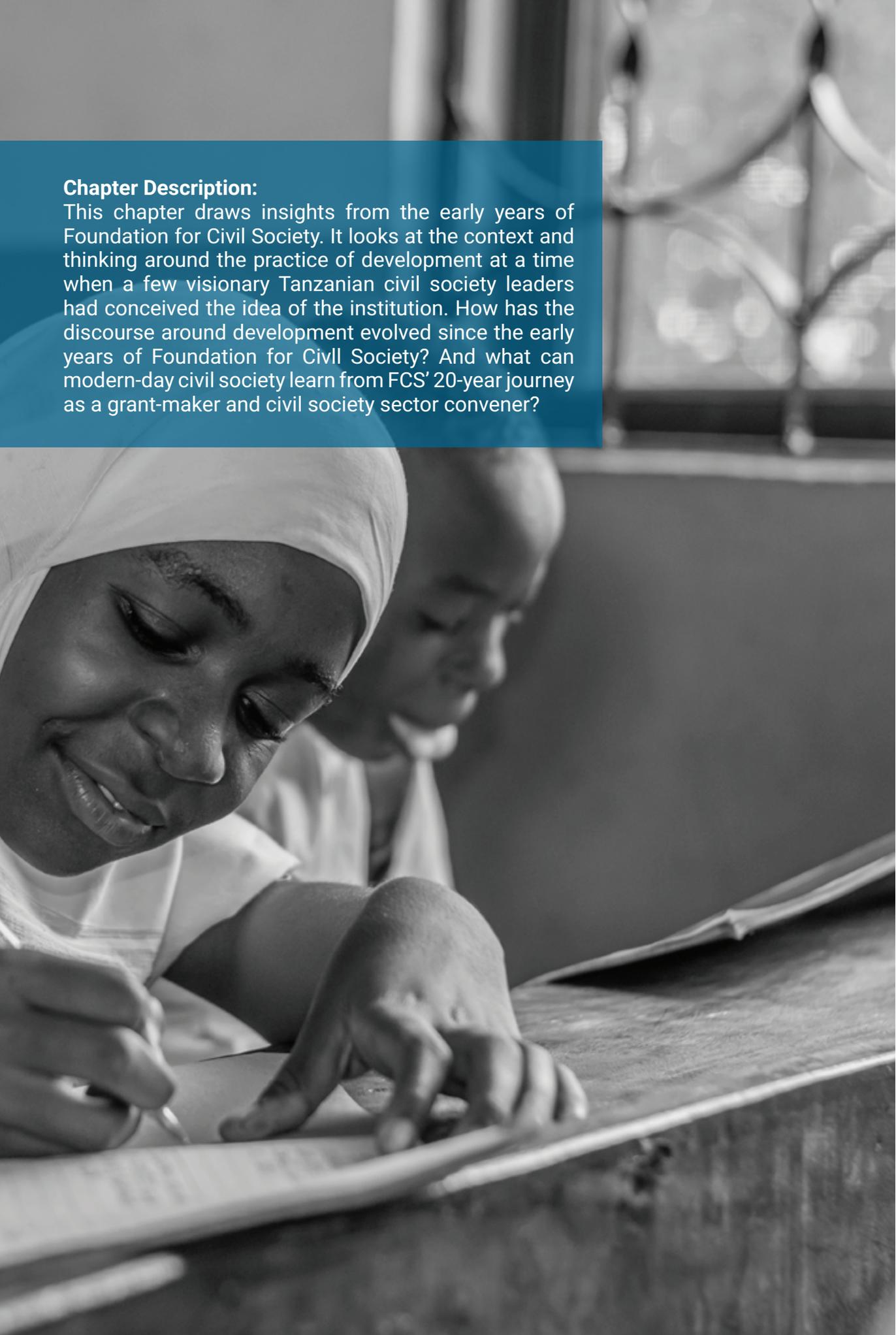
The cover art is rich in symbolism and representative of the core theme of "Development as People." The acacia tree, a common and significant tree in Tanzania, serves as a central metaphor for the growth and flourishing of the nation. Its roots, transforming into diverse Tanzanian people, embody the idea that every individual is connected and plays an essential role in the development of the country. This imagery emphasizes that people-centered development is deeply rooted in the Tanzanian culture and society. It highlights the importance of unity and collective action in creating a prosperous and sustainable future for all.

Chapter
01

**Enabling a
Thousand Flowers
to Bloom**

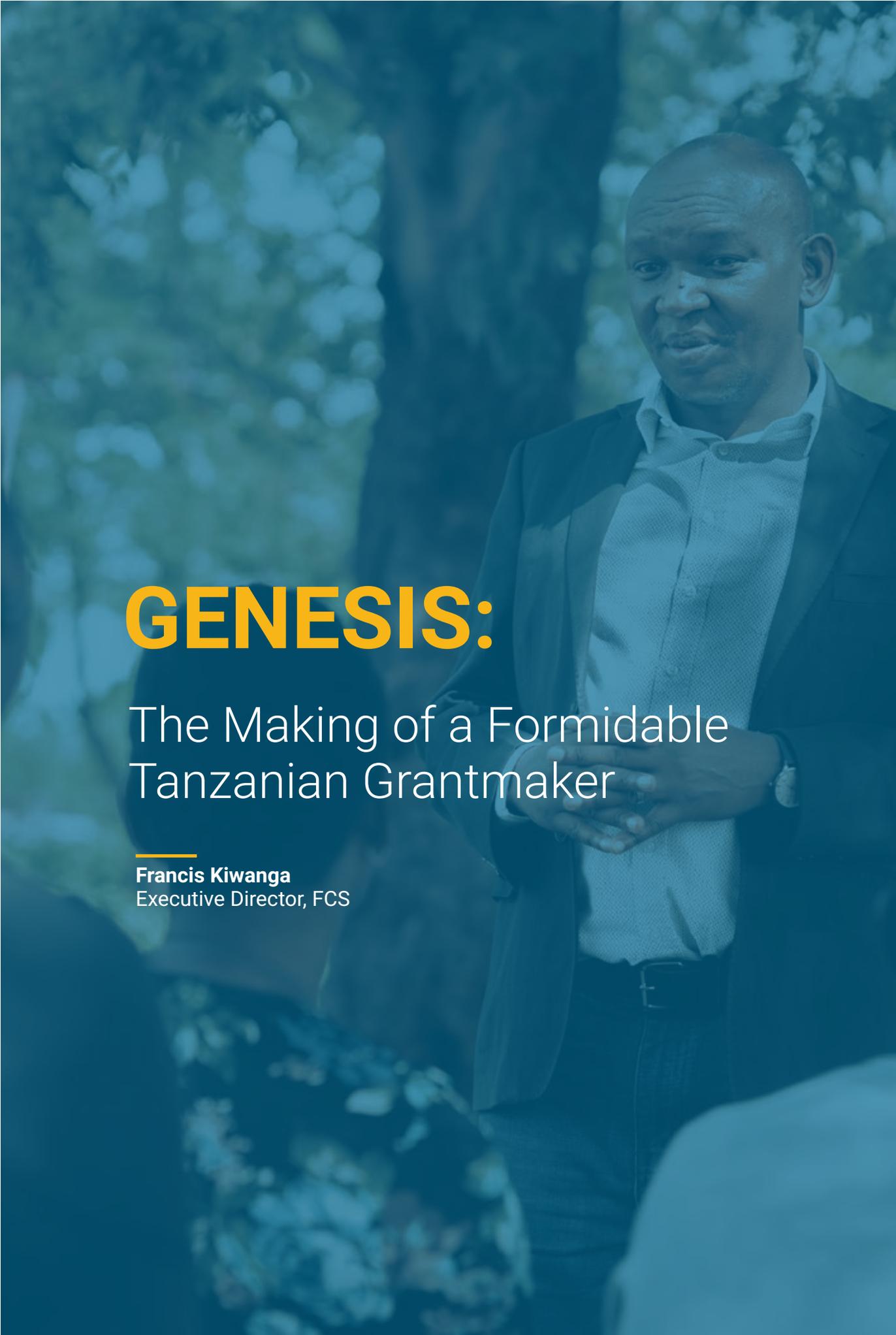
Contributors:

Dr. Stigmata Tenga | Alais Morindat | Francis Kiwanga | Fredrick Msigallah



Chapter Description:

This chapter draws insights from the early years of Foundation for Civil Society. It looks at the context and thinking around the practice of development at a time when a few visionary Tanzanian civil society leaders had conceived the idea of the institution. How has the discourse around development evolved since the early years of Foundation for Civil Society? And what can modern-day civil society learn from FCS' 20-year journey as a grant-maker and civil society sector convener?

A photograph of a man in a dark suit and light-colored shirt, standing outdoors and speaking to a group of people. The background is filled with trees and foliage. The entire image has a blue color overlay.

GENESIS:

The Making of a Formidable Tanzanian Grantmaker

Francis Kiwanga
Executive Director, FCS



“It is important to recognize that the context within which FCS and other civil society actors operate keeps shifting. Agility and the ability to adapt to the changing context will be key to our sustainability and internal resilience to various shocks.”



Francis Kiwanga
Executive Director, FCS

GENESIS: The Making of a Formidable Tanzanian Grantmaker

Civil society in Tanzania was heavily repressed during the one-party regime, despite its crucial role in the country's struggle for independence. The colonial government's legacy of restrictive laws and institutions hampered the effectiveness of civil society groups. CSO networks, however, were given a new lease of life with the advent of structural adjustment programs in the 1980s, which increased their power by increasing their access to financial resources.

An increase in the number of officially recognized CSOs in Tanzania in the last 30 years may be attributed to the country's introduction of multi-party democracy in 1992, which recognized the importance of CSOs in accelerating development.

The urgent need for significant development and reform led to the formation of the Foundation for Civil Society. For decades following independence, it was clear that the governing party, the government, and the elites had the most sway over the direction the nation would take in terms of its development. FCS sought to invert the conventional top-down model by exploring bottom-up alternatives.

When Tanzania achieved its independence in 1961, its leaders wanted to see the country chart its own path for growth, which is reflected in the Arusha Declaration and other agreements made at the time. The nation's economy began to decline in the 1970s due to conflicts like the Kagera

War. The World Bank viewed it favorably that Tanzanians and their leaders would come up with an alternative strategy for alleviating poverty and making significant improvements in the country's economy, society, and the accessibility of basic services like healthcare, education, food production, and clean water.

Since the country could not have implemented such sweeping changes without the aid of our development partners, it opened doors for bilateral aid partners and international organizations to provide the much-needed development aid. Although aid was being delivered, it was being administered in a disjointed fashion throughout the country, creating a need for coordinating system entities such as FCS. Today, the 2025 vision, our country's long-term plan, lays out precisely what we must achieve by that year. Tanzania's progress toward the Sustainable Development Goals is made possible by the country's recognition, legal registration, and authorization of civil society organizations.

The initial vision of FCS Founding Members, including civil society leaders such as Mr. Arnold Buluba and Mr. Alais Morindat, was to create a citizen-centered institution that would coordinate the delivery of resources and training to small social groups and civil society organizations, enabling them to carry on their crucial work more effectively. Registered on 24th September 2002, FCS was formed after a year of discussions among the heads of various organizations. Under the leadership of Mr. Stephen Matee, its first Executive Director, FCS' mission was to collaborate with NGOs to facilitate access to resources, enhance educational capacity, foster critical thinking and expertise, and empower their communities to implement developmental projects wherever needed.

One difficulty the organization ran into was resolving disagreements over fundamental values and specific policies. Every agency providing bilateral assistance follows the rules and regulations of the countries that provide funding. On the other hand, what the country truly needs is progress that is in keeping with its national vision, which places its people at the center of all decision-making and ensures that they are treated fairly.

When donors were embedded in the organization's management, there was a tendency to prioritize their own goals above those the institution had laid out for them based on the citizens' voices. This prompted the leadership to take the first steps toward establishing a truly locally-led and driven organization, a milestone reached in 2009 when a fully-local board was put in place.

At some point, the fact that the organization's stance challenged most donors' preconceptions about how development aid should be administered led to an exodus of partners, leaving FCS with a single donor, even though it needed funds. This experience demonstrates that economic might should not take precedence over local ownership.

Despite these challenges, FCS has achieved several key successes, highlighting its

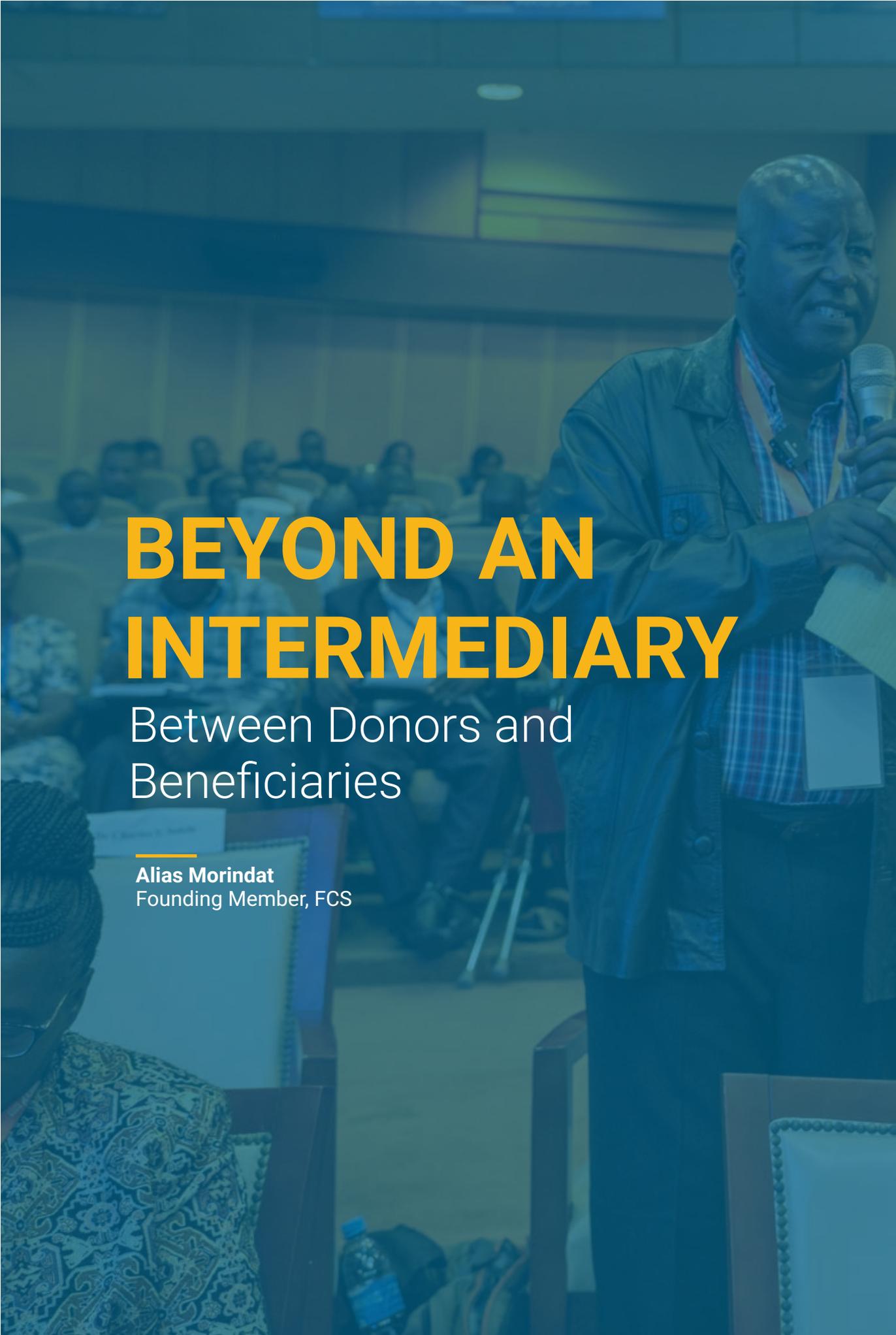
relevance and impact within the civil society sector: FCS has successfully extended its reach to small and medium-sized grassroots civil society organizations (CSOs), ensuring their voices are heard, and their needs are met. This has resulted in more than 5,500 CSOs being empowered to advocate for change and improve the lives of the communities they serve.

FCS has also played a crucial role in facilitating communication and collaboration between various stakeholders, including CSOs, government agencies, and development partners (DPs). This facilitation and convening role has been essential for fostering cooperation and promoting collective action. In doing this, FCS has remained steadfast in addressing the unique needs of the communities it serves, ensuring that its interventions are tailored to local contexts and priorities.

Furthermore, FCS has earned a strong reputation for its work, building trust and credibility with both the government and DPs. This positive reputation has further enhanced its capacity to influence positive change at the local and national levels, demonstrating the organization's continued relevance and commitment to fostering a vibrant civil society in Tanzania.

The steadfastness and the guidance of purposeful, committed local leaders enabled FCS to navigate the tumultuous wave of conflicting and competing interests, thereafter earning the trust of a group of donors who funded the organization's first three strategic plans. Protecting FCS's reputation and maintaining the satisfaction of its financial backers both required a commitment to transparency and accountability.

We learn, from this history, the importance of recognizing that the context within which FCS and other civil society actors operate keeps shifting. Agility and the ability to adapt to the changing context will be key to our sustainability and internal resilience to the various shocks.

A photograph of a man speaking at a conference. He is wearing a blue jacket over a plaid shirt and is holding a microphone and a piece of paper. The background shows an audience seated in a room. The image has a blue overlay.

BEYOND AN INTERMEDIARY

Between Donors and
Beneficiaries

Alias Morindat
Founding Member, FCS



“The carefully considered actions of a group of Tanzanian civil society leaders made it possible to not only bridge the gap between foreign development actors and the interests of local community groups, but to do so in a manner that is empathetic to the unique needs of those who need development the most.”

BEYOND AN INTERMEDIARY

Between Donors and Beneficiaries

Alias Morindat
Founding Member, FCS



At the dawn of the development sector in Tanzania, foreign donors provided funds to governments. This was done under bilateral aid arrangements and agreements. Around the time of the founding of FCS, there was an increasing drive to see how citizens could be involved in development. Most people believed that true development could only happen when people are engaged and supported to be masters of their own destinies fully. The then-infancy of the local civil society prompted these donors to channel funds through international organizations, many of whom were working in Tanzania. However, this is not without its drawbacks, since foreign aid groups have a hard time learning the unique needs of the communities they are attempting to help without cooperating with local organizations.

The need for a local intermediary mechanism became apparent when citizen-founded civil

society organizations had difficulty securing funding from international sources. The purpose of such intermediary wouldn't be limited to just doling out money; rather, it would help strengthen the fledgling civil society organizations so that they may more actively take part in the development processes of the nation.

The magnitude of the task that FCS was required to do also helped the organization evolve. From the onset, its operations were in line with the country's Vision 2025 and the National Strategy for Growth and Reduction of Poverty (NSGRP). Given the large geographical expanse of the nation, the government had previously realized that it would be impossible to reach all communities in the country at that time. Consequently, the government had previously created a proactive strategy to ensure that individuals were divided into easily-reachable groups.

Civil society organizations acted as an effective conduit for reaching, organizing and communicating with citizens, hearing their views, and elevating their demands to a level where they would be included in crucial decisions, and more importantly in processes of enhancing development and change in their own nation. The sheer size of FCS' envisioned reach meant that it would need to develop into a fully-fledged organization, with systems that would enable it to deliver locally-driven development, but at scale.

Part of the move to localize the institution was to change the composition of the Board to be one hundred percent Tanzanians. This came after initial years of building trust in both the integrity and capacity of local civil society leaders to govern an institution of FCS' size and mandate. Representatives of foreign donors, therefore, stepped out of their Board roles, and FCS has since been governed by Tanzanian individuals who execute tailored advisory and supervisory roles. This has enabled FCS to stay true to its original vision of enabling Tanzanians to tackle their own problems, despite the context-specific challenges they faced.

In the beginning, the space had many civil society actors who operated informally; thus, they could not be funded to pursue development goals in their communities because they did not meet the government's legal requirements, such as having a bank account, a functional board, and formal registration.

FCS adopted an empathetic approach, which entailed working closely with these

actors through rigorous capacity building programs and providing guidelines to help them register their organizations, open bank accounts, and sometimes fund aspects of their activities on a cash basis.

Donors' need for greater structure was one common response to these unorthodox methods. There was a lot of work being put into bringing the civil society sector out of its infancy; thus, the organization's autonomous leadership structure was always beneficial in these instances – debating ideas and developing a case for why such unorthodox measures had to be employed in the interim.

The carefully considered actions of a group of Tanzanian civil society leaders made it possible to not only bridge the gap between foreign development actors and the interests of local community groups, but to do so in a manner that is empathetic to the unique needs of those who need development the most.

This shrewd display of leadership is what will make the modern-day civil society movement more relevant. Effective civil society leaders in Tanzania will likely have a deep understanding of the issues facing their communities and the country as a whole and will work in partnership with other actors to develop and implement solutions. They will also be transparent and accountable to their stakeholders, including the communities they serve. They will also be skilled in networking and advocacy and will use a variety of strategies to achieve their goals. They will lead with hope and commitment.

A woman with short dark hair and glasses is smiling and speaking into a microphone at a podium. She is wearing a patterned top and a necklace. The background is blurred, showing what appears to be a banner with the word 'options' repeated. The entire image has a blue color overlay.

A PAN-AFRICAN APPROACH

To Development Aid

Dr. Stigmata Tenga
President, FCS



“When we ask foreign partners to work with us, we are asking them to join a transformation process that is locally-owned and that is already in motion. To safeguard our dignity, our partners must understand and trust that they are filling in, and not that we are helpless.”

A PAN-AFRICAN APPROACH To Development Aid

Dr. Stigmata Tenga
President, FCS



The concept of development aid has been a contentious issue within the African continent, with various stakeholders offering differing perspectives on its efficacy and appropriateness as a mechanism for driving socio-economic growth.

One potential solution to this problem is the implementation of a pan-African approach to development aid, which prioritizes the participation of African actors in the decision making, design, implementation and evaluation of aid programs.

Within the first decade of its establishment, FCS started exploring for like-minded organizations to see if it might collaborate with them to increase its effectiveness, the quality of the services it offers, and its ability to generate more grants. FCS soon learned of the growing urgency of the situation as witnessed by the presence of other organizations in Africa that shared the common goal of delivering charitable

contributions to African communities in ways that are Afro-centric.

Such a pan-African approach would necessitate a shift away from the traditional donor-recipient paradigm, towards a more collaborative and mutually beneficial relationship between African countries and development partners. This could involve the establishment of South-South and triangular cooperation initiatives, which would allow for the sharing of knowledge and resources, as well as increased participation of African countries in global governance mechanisms related to development. A movement was in the offing.

In 2009, FCS convened with the leaders of about nine other organizations to create a coalition we named the “Africa Grantmakers Network.” Due to the mutual benefits of sharing information and working together, the network grew and is now known as the Africa Philanthropy Network (APN).

Despite this, several studies have shown that in order to effectively react to financing, civil society organizations need a wide range of expertise. When this network initially began, it was met with a number of unique challenges, such as the multiplicative impacts of global warming on poverty, food insecurity, inequality, and injustice.

Because our partners have enacted procedures and regulations that limit the execution of the activities we participate in, rather than partnering with us to realize our rights, we have seen a steady reduction in the income we were getting from abroad and a cessation of the worldwide economy's shift.

Because all facets of the global economic transformation are contributing to the reduction of forthcoming funds, APN is now focusing on making sure we develop strategies that will solve citizens' problems, be able to analyze oppressive systems, and make sure African citizens drive their development.

If some developed countries' progress has been made possible by resources from

Africa, then Africans themselves can begin to invest those resources to devise home-grown strategies that will solve citizens' problems, analyze unjust structures, and guarantee that Africans themselves are in charge of the continent's development.

In our ongoing collaboration with global groups, we're ensuring that Africa's unique possibilities, methods, and cultures for fostering independent and durable growth are taken into account. When we ask foreign partners to work with us, we are asking them to join a transformation process that is locally-owned and that is already in motion. To safeguard our dignity, our partners must understand and trust that they are filling in and not that we are helpless.

Our cultures naturally bring us together, and we need to make the most of this to bring about growth. Forces of globalization are an increasing threat to such cultures, which is why FCS works hard to continue to build domestically in order to demonstrate and protect African dignity.

A photograph of a man in a wheelchair, smiling and looking to the right. He is wearing a dark jacket over a t-shirt with a graphic design. He has a lanyard around his neck with a badge that says 'CSRF'. He is holding a smartphone in his left hand. The background is blurred, showing other people at a conference. The entire image has a blue tint.

EMBEDDING INCLUSIVENESS

Into the Fabric of a Tanzanian
Organization

Fredrick Msigallah
Board Member, FCS



“Nothing is for us without us” is the motto at FCS. It is a fitting illustration that I serve on FCS’ Board and I am also a person with a disability. By embracing diverse perspectives and experiences, organizations can leverage the full range of human capital, thereby increasing the likelihood of identifying novel solutions to complex problems.”

EMBEDDING INCLUSIVENESS

Into the Fabric of a Tanzanian Organization

Fredrick Msigallah
Board Member, FCS



Africa, home to a wide variety of peoples and cultures, is one of the most diverse continents in the world. This diversity is often celebrated and embraced by African organizations. However, this diversity is not always reflected in the way these organizations operate. Inclusiveness is not always a priority and certain groups of people are often left out not only in the decision-making process, but also in accessing social services and enjoying their basic human rights.

This exclusivity may be a significant roadblock to progress. If certain groups of people are not included in the decision-making process, they will not be able to contribute their skills and knowledge to the organization. This can lead to stagnation and a lack of progress.

Over the years, FCS has explored several steps to ensure the organization is inclusive not only in its systems and structures but

also in its programmatic activities. These include:

Firstly, establishing clear policies and protocols on inclusion. Across the years and FCS' intervention areas, this has ensured that everyone knows what is expected of them and how they can contribute to an inclusive environment.

Secondly, training staff and partners on how to identify and address exclusionary behaviors. This has helped them create a more welcoming environment for all employees or members. An opportunity has also been created for people with disabilities to work in the organization as interns to showcase their talents and capabilities.

Thirdly, promoting diversity and inclusion through communication channels such as newsletters, websites, or social media platforms. This has helped to raise awareness about the importance of

inclusion and show that the organization is committed to creating a diverse and inclusive environment.

Moreover, in its efforts to promote effective participation of people with disabilities in organizational activities such as meetings, workshops or conferences, FCS has been ensuring that their specific needs are taken into account including the provision of sign language interpretation services to people with hearing impairment. FCS has gone further by adapting its office infrastructure to the needs of people with disabilities. One toilet has been renovated and designated for people with disabilities and some ramps have been provided at the office entrance to enhance accessibility.

Fourthly, collecting data on diversity and inclusion has been very instrumental in tracking progress over time. This has helped us as an organization to identify areas where further improvement is needed and ensure that our efforts are having a positive impact not only to FCS but also to other organizations that FCS is working with.

In order for an institution to be effective, it must be aware of the ways in which it functions and how it impacts those within it. Part of FCS' strategy has been taking

stock of how well the organization is doing at fostering diversity of thought and people-centered development. This has required reflection on the part of both the institution and its members. Through self-reflection, an institution can identify its strengths and weaknesses, and work to improve its impact on those within it. Additionally, self-reflection allows individuals to better understand their own values and motivations and how these influence their interactions with others.

"Nothing is for us without us" is the motto at FCS. It is a fitting illustration that I serve on FCS' board and I am also a person with a disability. By embracing diverse perspectives and experiences, organizations can leverage the full range of human capital, thereby increasing the likelihood of identifying novel solutions to complex problems. Furthermore, an inclusive culture can promote employee satisfaction, retention and overall organizational competitiveness. It also brings into the organization new talents and skills from diverse groups which otherwise would have not been possible.

By understanding the institutional context in which they operate and their own personal motivations, individuals can better contribute to the overall effectiveness of an institution.

Chapter
02

**People-Centered
Development**

Contributors:

Munira Hamoud | Edna Chilimo | Nasim Losai | Sarah Masenga



Chapter Description:

In recent years, there has been a growing recognition of the importance of people-centered development in achieving sustainable and equitable outcomes. This approach to development places the needs and priorities of individuals and communities at the center of decision-making and seeks to empower people to participate in and benefit from development processes. This chapter will explore the concept of “people-centered development” and its relevance for achieving sustainable and equitable outcomes. The chapter discusses the key principles and characteristics of people-centered development and the implications of this approach for policy and practice in the development sector.





CIVIL SOCIETY ORGANIZATIONS

As a Central Player in
Tanzania's Development

Munira Hamoud
Board Member, FCS



“CSOs have established a critical link between the state and society, tackling a broad spectrum of social, economic, and political challenges. This essential connection positions CSOs as central players in development, as they respond to community needs, influence policy-making, and ensure inclusive growth.”

CIVIL SOCIETY ORGANIZATIONS

As a Central Player in Tanzania's Development

Munira Hamoud
Board Member, FCS



Civil society organizations are an integral part of any country's development representing a wide variety of constituencies and stakeholders. In Africa, where many countries are facing significant challenges, CSOs are particularly important and play a crucial role in the development of the country. They play a central role in addressing a wide range of social, economic, and political issues, and are essential to the development of strong, inclusive, and sustainable societies.

Since gaining independence from British colonial rule in 1961, Tanzania has undergone a number of political and socio-economic reforms aimed at promoting inclusive growth. A dynamic civil society has been at the forefront of many of these initiatives, working to ensure that all Tanzanians benefit from the country's development. This has been mostly attained through advocacy and close collaboration with government as well as maintaining networks and coalitions driving at policy and law-making, community

mobilization; gender mainstreaming and inclusion particularly for marginalised, vulnerable and people with disabilities.

One of the key reasons why CSOs are a central player in the country's development is that they provide a vital link between the state and the broader society. In Tanzania, like many African countries, the state can be at times distant and unresponsive to the needs of the population, particularly in rural areas.

Moreover, problems created by government policies or social practices cannot usually be solved by one individual and may be historically deep rooted. Affected communities or populations therefore need advocates to help them address their problems and offer solution. This is where CSOs strategically come in since they are often more closely connected to the communities they serve and are better able to identify and respond to their needs.

They also provide a platform for citizens to express their views and participate in decision-making processes, which is essential for building strong and inclusive democracies.

Another key reason why CSOs are important in Tanzania and whole of Africa is that they often provide essential services that the state is unable to provide or take long to provide. This can include everything from healthcare and education to legal assistance and social support. For many people living in poverty or in remote areas, CSOs may be the only source of these services, and they play a crucial role in improving the lives of vulnerable communities.

With FCS' support, CSOs in Tanzania have been at the forefront of advocacy and campaigning on a wide range of issues, from human rights and good governance to environmental protection and gender equality. CSOs have provided a critical check on the actions of the state and other powerful actors and played a key role in holding them accountable for their actions. This has helped to ensure that the interests of the broader population are taken into account in policy-making and decision-making processes.

Explicit in FCS' vision was the need to ensure there is a vibrant and dynamic civil

society presence across the country. By enabling hundreds of citizens to organize themselves as CSOs, FCS has enabled development processes from the lowest level of government to be more inclusive. When people have a say in their own destiny, they are more likely to take ownership of their communities' progress. Ultimately, this leads to a more equitable and prosperous society.

FCS has contributed immensely to the capacity strengthening of the civil society sector in Tanzania, thus directly enabling CSOs and citizens to become key driving forces for positively influencing democratic governance in Tanzania and better quality of life for all. CSOs on their part also play a crucial role in building the capacity of other actors. They often provide training and support to individuals and communities, helping them to develop the skills and knowledge they need to effectively participate in and influence decision-making processes.

CSOs have established a critical link between the state and society, tackling a broad spectrum of social, economic, and political challenges. This essential connection positions CSOs as central players in development, as they respond to community needs, influence policy-making, and ensure inclusive growth.



BOTTOM-UP DEVELOPMENT:

Putting the Power in the
People's Hands

Edna Chilimo

Programmes Manager, Governance and Social Inclusion



“With the NGO Act in effect, the people could be a central part of bringing change to their local communities, solve issues as groups, gather and allocate local and regional resources, and be a voice for those they represent. The people would have a voice at the table like the other stakeholders in development. The people will be at the center of development.”

BOTTOM-UP DEVELOPMENT: Putting the Power in the People's Hands

Edna Chilimo

Programmes Manager, Governance
and Social Inclusion



At the dawn of free nations within East Africa in the 1960s, Tanzania found itself in its infancy, already entrusted with the task of bringing development to its people. The seemingly insurmountable charge that it was given to move the needles of education, public services, infrastructure, healthcare, the economy, and many more, was the setting for the long journey that lay ahead and continues to this very day. Development for the people was one of the many responsibilities that lay in the hands of those in leadership, and the models for bringing about that development would face many iterations over the years as the concept of development on a global scale became more defined and understood.

In the early 2000s, it became apparent that development was only defined by a few groups of people who had the most visibility and were decision-makers in all things related to development. These groups are development stakeholders, including the

government and development partners (DPs). This top-down development was then supposed to trickle down to those who were in the greatest need. The voices of those who truly needed development were not represented in development conversations. However, we have learned in the last two decades that, for development to be effective and sustainable, it has to follow the bottom-up model where the people themselves are active players in the cycle of development.

The NGO Act in 2003 allowed for the creation and functioning of CSOs and provided an officially recognized platform for people to come together and work alongside the other stakeholders in development. The people could be a central part of bringing change to their local communities, solve issues as groups, gather and allocate local and regional resources, and be a voice for those they represent. The people would have a voice at the table like the other stakeholders in development. The people will be at the center of development.

Throughout its history, FCS has embraced an approach to development that engages citizens in the decisions and actions that affect their lives. The organization has focused on building local agents of change who can create lasting impact in their communities.

As the world grows more interconnected and globalized, CSOs will not be able to carry out their responsibilities unless they grasp the local context. They are not less important; rather, their responsibility is to be aware of and active in what is going on locally and globally. This means that CSOs need to be aware of the ways in which they can reform society in a way that gives people more agency and makes them effective agents of change.

One important way to create sustainable change in a community is to invest in its local agents of change. These are the individuals who have a deep understanding of their community and who are best positioned to identify and act on opportunities for growth. By supporting these individuals, we can help them to develop their skills and resources, and create connections that will allow them to bring about positive change in their community.

Truly participatory development enables people to tap into their own resources and creativity. By working together, citizens can identify the unique strengths and talents of their community and use them to achieve common goals. This not only leads to more sustainable solutions but also builds a sense of ownership and empowerment among community members.

CSOs must, however, be cautioned against the rise of self-interested local champions. If not done correctly, development processes can be dominated by a small group of vocal individuals while others remain silent.

Another challenge is ensuring that projects are sustainable over the long term. Without proper planning and support, loose groupings and movements can quickly lose momentum and fail.

Despite these challenges, community-led development offers a promising way to achieve lasting change in communities around the world. By empowering citizens to take control of their own destinies, we can create prosperous, resilient communities that are better able to withstand adversity and thrive in the face of challenges.



THE MIDDLE SECTOR?

The Common Good and Other
Differentials Between Civil
Society and the Public and
Private Sectors

Nasim Losai

Manager, Business Development and Partnerships



“Building up and empowering the civil society sector is empowering the people to participate in bringing about sustainable development to their communities and effectively to the nation.”

THE MIDDLE SECTOR?

The Common Good and Other Differentials Between Civil Society and the Public and Private Sectors

Nasim Losai

Manager, Business Development and Partnership



Social scientists often divide modern societies into the public, the private, and the non-profit sectors. There are many connections between and dependencies among these three sectors. The relationship between the public and private sectors and the common good is not always clear-cut, and there can be tensions and conflicts between these different spheres. For example, some critics argue that the pursuit of profit in the private sector can often conflict with the interests of the broader society and that the public sector is better equipped to serve the common good.

On the other hand, others argue that the private sector can be an important partner in advancing the common good and that the public and private sectors can work together to achieve common goals. For example, public-private partnerships can be effective in addressing complex social and environmental challenges, such as improving access to education or addressing climate change.

Civil society organizations stand in the middle as the most effective mechanism to empower Tanzanian citizens. They make up the participatory sector, which exists strategically between the public and private sectors. This “middle sector” is considered the participatory sector, as it obtains much of its lifeblood in memberships, volunteerism, and collective action and is fueled by the active involvement of civil society. Building up and empowering the civil society sector is empowering the people to participate in bringing about sustainable development to their communities and effectively to the nation.

In an article for the International Institute for Environment and Development, Norman Uphoff applauds the allure of the participatory sector and, by extension, civil society organizations, noting that they share many characteristics with the public sector, including an emphasis on common interests rather than individual ones.

On the other hand, the participatory sector can operate with the flexibility of the private sector, avoiding the bureaucracy that so often constrains government decision-making and implementation. The participatory sector also differs from the public sector in that its decisions are not backed by the authority and coercion that authority can invoke.

People are willing and desirous to see the decisions made come to fruition. Unlike in the private sector, the criterion of success in the participatory sector is the collective good rather than seeking profit. This makes civil society organizations the perfect vehicles for attaining the common good for the people of Tanzania.

Another key strength of the participatory sector is its concomitant local participation. The local participation that comes with civil society organizations is critical for sustainable development in Tanzania. As institutions, civil society organizations are able to mobilize resources and regulate the use of those resources with the goal of maintaining a long-term base for productive activity. All available resources can be put to their most efficient and sustainable use with location-specific knowledge, which is best generated and interpreted locally.

As FCS has seen over the years, this has been proven time and again while working with civil society organizations in different locations throughout Tanzania. One particular resource that is useful in one locale might not carry as much use in another.

Furthermore, monitoring changes and making adaptive changes in resource use can be quicker and less costly where local people are involved. Local decision-making can be significantly faster, especially when there may be red tape delays at the higher levels of the institution. Civil society organizations are set apart by the fact that their vitality depends in large part on the extent to which they meet the expectations of the people, as citizens, members, or customers, whose resource contributions are needed to keep them operating.

For the sake of the sustainability of their capacity, civil society organizations must find ways to mobilize local or regional resources to maintain that capacity indigenously. While sustainable participatory development may take time, it is a worthy and necessary goal for civil society organizations.



LOCAL CHANGE AGENTS

Navigating the Complexities of
Grassroot Development

Sarah Masenga
Communications Officer



“For successful change management or implementation, it is important to recognize that internal change agents are aware of the group’s history of change initiatives, interpersonal dynamics, and social politics, all of which, when combined with a key understanding of the purpose and objective of the change, give the internal change agent an advantage in bringing about lasting change to the group.”

LOCAL CHANGE AGENTS

Putting the Power in the People's Hands

Sarah Masenga
Communications Officer



Scolastika Porokwa is a Maasai woman who works within the Maasai community as a Program Officer at a local civil society organization called MWEDO. Being a Masaai herself, Scolastika understands firsthand the challenges of reaching the Maasai population. As a people, they are eager to learn new things and are often quick to adapt to a different way once they have been convinced. So how does one convince them? Having the right change agent is critical for the change process at any level. Sustainable development so often requires so much change, with the adoption of new practices and ways of thinking and the forsaking of old harmful traditions. This is true not just with the Maasai but within all areas of development. Deploying the right change agents is fundamental and critical for sustainable development in Tanzania.

A change agent, also known as an advocate of change, is a person who acts as a catalyst

for the change process. They help a group of people, transform how it thinks and operates by inspiring and influencing them. A change agent will promote, champion, enable, and support the change process. Internal and external change agents can both be assets towards the change implementation. However, in most situations, internal or local change agents, when properly equipped, have proven to be significantly more effective than external ones.

An internal change agent is usually a person from within the group of people that needs the change. If change is sought among young women who sell green produce in the local market, then an internal change agent will be one of them, who may be a leader of some kind. She will be an influencer of the other women as she understands the women's needs, stories and the intervention needed.

An external change agent, on the other hand, is an outside individual who has the knowledge and expertise to drive change initiatives. They will not be limited by the biases, perspectives, or simply lack of knowledge that someone from within will have. This allows them to objectively analyze the scenarios and suggest suitable change management strategies that may help make the change a success.

For successful change management or implementation, it is important to recognize that internal change agents are aware of the group's history of change initiatives, interpersonal dynamics, and social politics, all of which, when combined with a key understanding of the purpose and objective of the change, give the internal change agent an advantage in bringing about lasting change to the group. External change agents will not have the other half of the aspects needed to make the change a success. As they are a part of the group, the internal change agent remains and will work diligently to establish strong relationships to strengthen attitudes and cultural views towards change—even after the implementation process is complete.

Scolastika is an example of an internal agent on two fronts. As a Maasai woman herself, she functions as an internal change agent with the trust she has from Maasai and her knowledge of the history, culture, and subculture of her people. She also has success and credibility with MWEDO which is the organization seeking change. She believes in the project, is knowledgeable about it, and has the ability to translate the purpose and objective of the change to the people.

She is an internal change agent for the Masaai and also for the change sponsoring organization that she works for. As such, she is positioned to make change initiatives more successful by working with key stakeholders on all fronts. In response to the effectiveness of this position, it is critical to educate and train Masaai to return back into their communities, as they are best positioned to bring about sustainable development to their communities.

Local change agents in all communities have the power to bring about this very same sustainable development when they are given the capacity through education, tools, and other resources needed for the change process.



Chapter
03

Transforming Governance

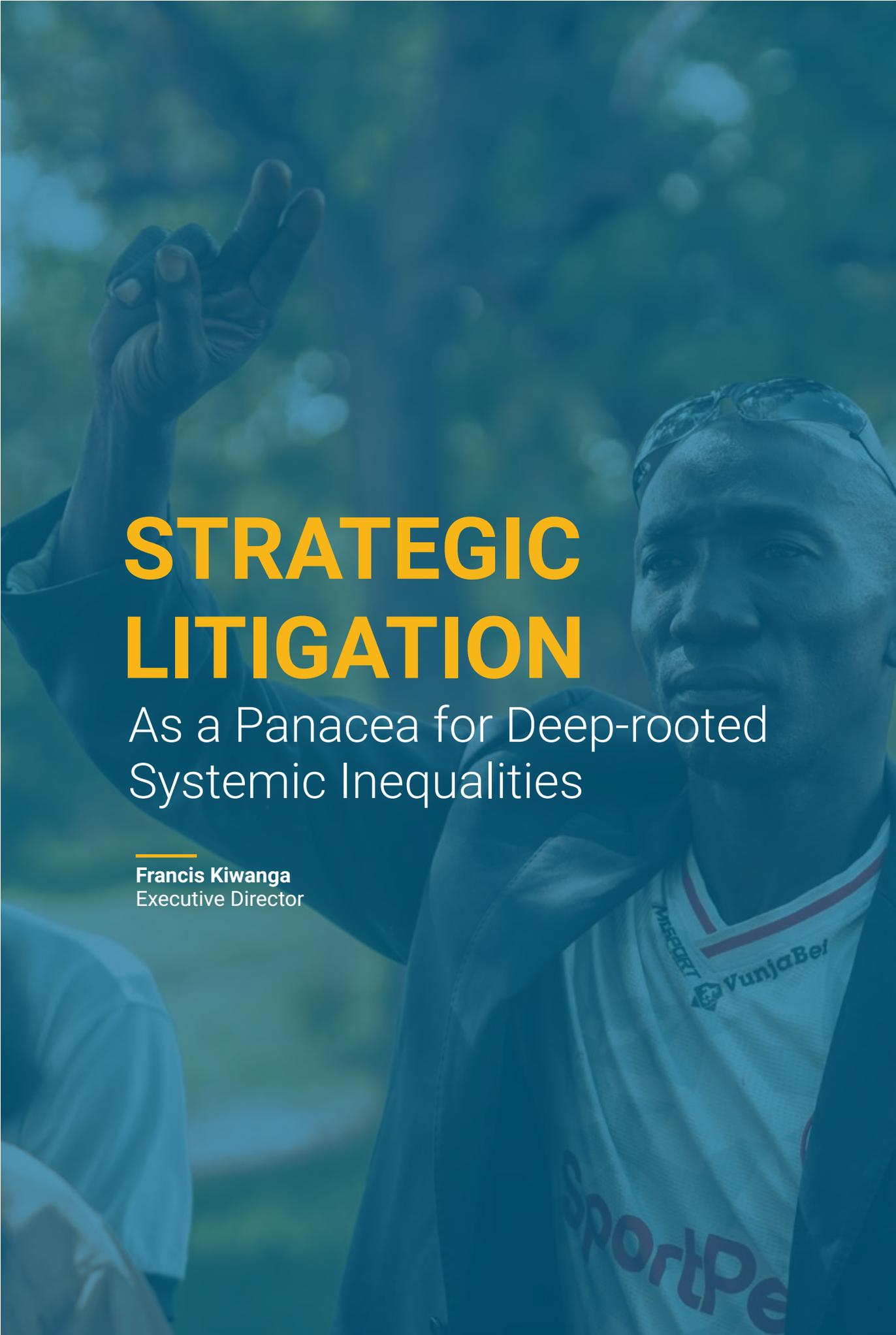
Contributors:

Francis Kiwanga | Guesturd Haule | Irene Makoko | Bertha Ngwada



Chapter Description:

The role of civil society organizations (CSOs) in transforming governance in Tanzania cannot be understated. In a country with a history of limited civic space, CSOs have emerged as key actors in promoting accountability, transparency, and inclusive decision-making. Through their advocacy efforts and grassroots initiatives, CSOs have played a crucial role in advancing good governance and democratic practices in Tanzania. This chapter provides an overview of the contributions of CSOs to governance reform in the country.



STRATEGIC LITIGATION

As a Panacea for Deep-rooted
Systemic Inequalities

Francis Kiwanga
Executive Director



“Strategic litigation works as a panacea for deep-rooted inequalities because it challenges and seeks to disrupt the social, political, and legal order of society. As such, instead of seeking to change an individual’s status in society, it seeks to challenge structural social relations that have shaped people’s lives.”

STRATEGIC LITIGATION

As a Panacea for Deep-rooted Systemic Inequalities

Francis Kiwanga
Executive Director, FCS



Strategic litigation is litigation that challenges institutions and practices whose continuation would perpetuate gross social or economic injustice. While it is increasingly being used in sub-Saharan Africa, it has long been recognized as a powerful tool for challenging structural, systemic, and entrenched forms of socio-economic inequality. It is most effective when it challenges institutions and practices whose continuation would perpetuate gross social or economic injustice.

Strategic litigation works as a panacea for deep-rooted inequalities because it challenges and seeks to disrupt the social, political, and legal order of society. As such, instead of seeking to change an individual's status in society, it seeks to challenge structural social relations that have shaped people's lives. Through the use of strategic litigation, marginalized and disadvantaged groups can challenge discriminatory laws, policies, and practices and seek remedies

for the harm that they have suffered. Strategic litigation can also have a broader impact through legal reform as it can generate policy changes as well as provide inspiration for other forms of activism.

The case of Rebecca Gyumi exemplifies the important role that strategic litigation can play in addressing deep-rooted inequalities and injustices in Tanzania. Rebecca has been at the forefront of efforts to challenge the country's discriminatory laws on marriage. She also leads Msichana Initiative, a long-term partner of FCS in the area of combating gender-based violence. In 2018, Rebecca filed a petition with the High Court of Tanzania, challenging the constitutionality of the Law of Marriage Act and calling for the minimum age of marriage to be raised to 18 for both girls and boys. In her petition, she argued that the current law violates children's rights to education, health, and protection from violence and that it undermines Tanzania's commitments under international human rights treaties.

Gyumi's challenge to the Law of Marriage Act has garnered widespread support from civil society organizations, international human rights groups, and other advocates for children's rights. Many have praised her courage and determination in standing up for the rights of girls and boys, and have called on the government of Tanzania to take action to address the problem of child marriage.

In light of strategic litigation's power to successfully challenge government authority, there have been a number of efforts to limit its use in advocacy. The recent amendments to the Basic Rights and Duties Enforcement Act passed by the Tanzanian Parliament on June 10th, 2020, are a case in point. Efforts by Tanzanian civil society to safeguard this vital advocacy resource must therefore continue. Both its benefits and drawbacks are discussed here.

One of the key advantages of strategic litigation is that it allows individuals and communities to bring their grievances to the attention of the courts, where they can be heard and addressed by neutral and independent decision-makers. This can be particularly important in contexts where other forms of advocacy and activism may be difficult or dangerous.

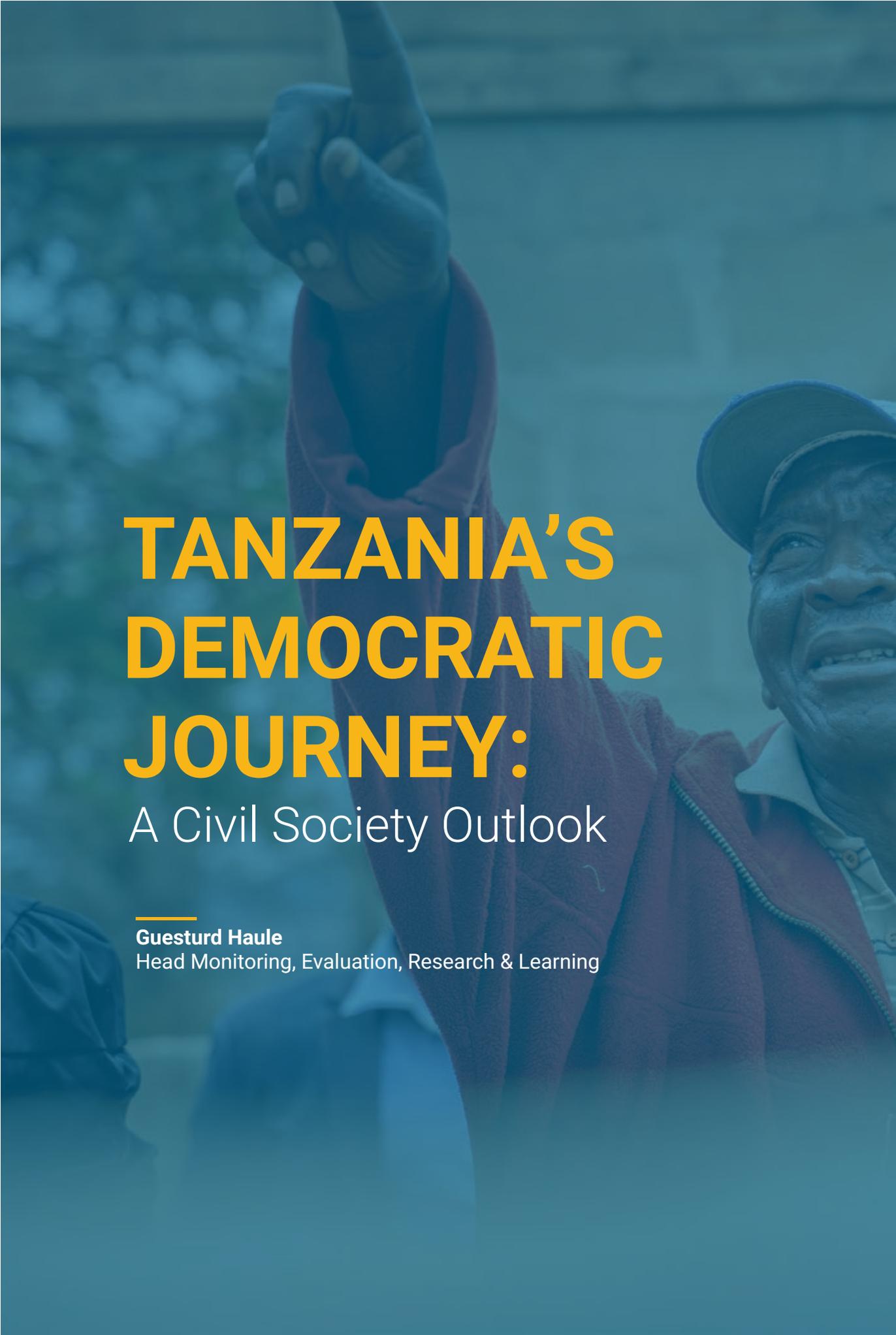
Furthermore, strategic litigation can also serve as a means of holding governments and other powerful actors accountable for their actions. By bringing lawsuits against state actors, civil society organizations can expose wrongdoing and seek redress for human rights violations. This can be an effective way of highlighting the systemic nature of inequalities and the need for systemic change.

Additionally, strategic litigation can also be used to set legal precedents that can have a broader impact on the protection of human rights. For example, successful lawsuits can establish new legal principles or interpretations of existing laws, which can be applied in other cases and contribute to the development of a more just and equal legal framework.

Despite the potential benefits of strategic litigation, there are also limitations and challenges that must be considered. For instance, strategic litigation can be a slow and costly process, and it may not always be feasible or effective for addressing deeply ingrained inequalities. In some cases, it may be necessary to pursue a range of complementary strategies, such as public advocacy and policy reform, in order to achieve lasting change.

Furthermore, strategic litigation can also be subject to political interference and other forms of resistance, which can make it difficult to secure meaningful remedies. In order to overcome these challenges, it is important for advocates to develop strong legal arguments, build strategic partnerships, and engage with a range of stakeholders.

In conclusion, strategic litigation can be a valuable tool for addressing deep-rooted systemic inequalities and promoting social justice. By bringing grievances to the attention of the courts and seeking remedies for human rights violations, marginalized and disadvantaged groups can challenge discriminatory laws and practices and contribute to the development of a more equal and inclusive society.



TANZANIA'S DEMOCRATIC JOURNEY:

A Civil Society Outlook

Guesturd Haule

Head Monitoring, Evaluation, Research & Learning



“Civil society has been instrumental in driving positive change in Tanzania’s democratic journey. As the country continues to advance on its democratic path, the role of civil society will remain crucial in promoting socio-economic justice and accountability.”

TANZANIA'S DEMOCRATIC JOURNEY:

A Civil Society Outlook



Guesturd Haule

Head, Monitoring, Evaluation,
Research & Learning

A recurring theme of democratic transitions is how civil society groups play a crucial role by facilitating collective action and improved governance within societies. Democracy helps diverse interests come together with a shared vision. In order to realize this potential, citizens must be able to fully participate in decision-making processes at all levels of governance. Civil society exists where people voluntarily or self-organize for specific objectives or general welfare interests that go beyond narrow self-interests or family loyalties.

Civil society plays an important role in democratization processes around the world by providing communities with a sense of solidarity and a common cause that allows them to mobilize around shared interests. Citizens who form part of civil society groups have the ability to influence public opinion on behalf of their interests, which can take many forms depending on the principles and values they hold dear.

The story of Tanzania's civil society in the country's democratic journey can be traced back to the days Tanzanians struggled for independence in the 1960s, although the sector was developed during the colonial era. After independence, the one-party state squashed most of the organizations. Still, it failed to deliver social services as envisioned. The Tanganyika Federation of Labour, a former TANU supporter, was banned after coming into conflict with the government and was replaced with the National Union of Tanganyika Workers (NUTA), a government-controlled trade union.

In an effort to maintain central control and prevent the fragmentation of power, the government also banned ethnic-based unions and warned religious associations to avoid involvement in politics. As part of this policy, the chiefdom system was abolished in 1964, leading to the disappearance of many traditional organizations. As a result, Tanzania was perceived as an authoritarian state with limited room for civic expression

outside the official narrative and direction of the state until multiparty politics were introduced in the 1990s.

Despite the ruling party's efforts to promote social justice and economic development, the country faced several challenges, including high poverty levels and inequality. In the 1990s, political reforms were introduced that allowed for the establishment of multiple political parties, and the first multiparty elections were held in 1995. Since then, Tanzania has held several multiparty elections, and the country has made significant progress in strengthening its democratic institutions and processes.

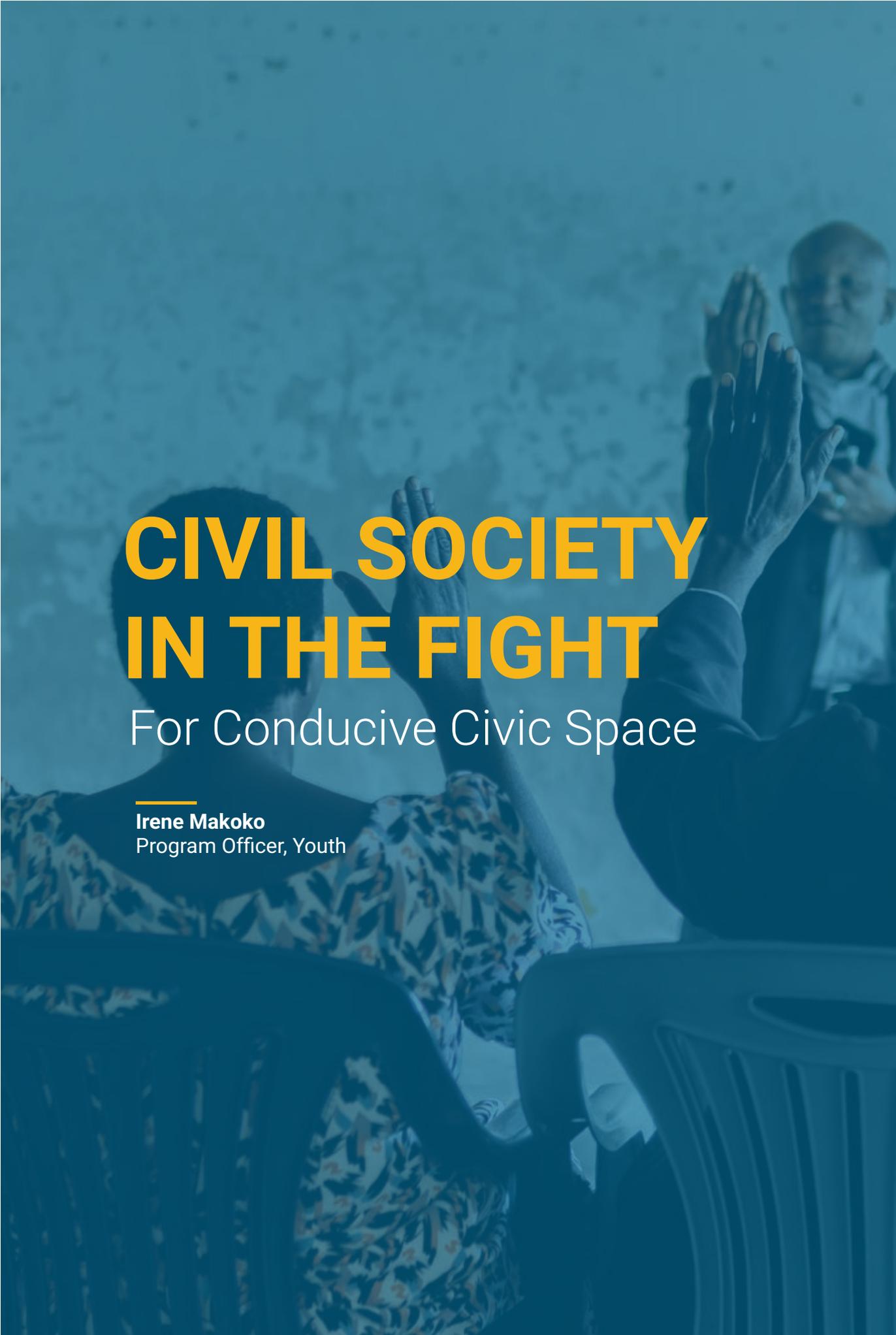
This progress has not been achieved through the efforts of key political players alone. One of the key ways that CSOs have contributed to the electoral process in Tanzania is through promoting civic and voter education, without which the electorate often struggles to make informed political choices. CSOs have also monitored electoral processes in efforts to promote transparency and fairness. CSO observers have reported on a range of issues, including the conduct of election officials, the integrity of the voting process, and the presence of any irregularities or incidents of violence, efforts that have gone a long way towards improving the conduct of elections in the country.

FCS has been a long-standing supporter of civil society's work on elections over a few election cycles, supporting civil society to provide civic education, engagement with electoral authorities, oversight of the electoral process, and inclusion of marginalized communities.

Throughout this democratic journey, civil society has played a key role in advocating for political and social change. In particular, civil society organizations have been instrumental in promoting human rights, good governance, and accountability. They have also been active in raising awareness about important issues, such as corruption, gender equality, and environmental protection—all of which are crucial goals that would easily be overlooked if alternative voices were not promoted.

They have also played a crucial role in promoting peace and reconciliation during frustrating times in the governance of the nation. In particular, CSOs have been involved in efforts to address the root causes of conflict and promote dialogue and cooperation among different groups, including political parties, community leaders, and other stakeholders.

Civil society has been instrumental in driving positive change in Tanzania's democratic journey. As the country continues to advance on its democratic path, the role of civil society will remain crucial in promoting socio-economic justice and accountability.



CIVIL SOCIETY IN THE FIGHT

For Conducive Civic Space

Irene Makoko
Program Officer, Youth



“Freedom of speech and information is also essential for the health and vibrancy of civil society. They enable individuals and organizations to share their ideas and experiences, learn from each other, and build networks and coalitions.”

CIVIL SOCIETY IN THE FIGHT For Conducive Civic Space

Irene Makoko
Program Officer, Youth



Civil society is a broad term that encompasses a wide range of organizations, from advocacy groups to religious organizations to community-based initiatives. Civil society organizations work within the framework of basic freedoms that are mentioned in Article 19 of the Universal Declaration on Human Rights, which states: “everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference by public authority and to seek, receive and impart information and ideas through any media and regardless of frontiers.”

Freedom of speech and information is essential for civil society to be effective. Without these rights, civil society organizations and individuals are unable to freely express their views, share information, and engage in dialogue and

debate. This can undermine their ability to effectively advocate for the issues they care about and can limit their ability to hold power accountable and to promote social, economic, and political change.

Freedom of speech and information is also essential for the health and vibrancy of civil society. They enable individuals and organizations to share their ideas and experiences, learn from each other, and build networks and coalitions. This is essential to creating a more diverse and inclusive civil society sector that is better able to address the challenges and opportunities facing society.

Civic space in Tanzania, like in many other African countries, has been shrinking in recent years it shrinks its room to dissent and rally for reform. This has been due to a range of factors, including restrictive

laws and regulations, intimidation and harassment of civil society organizations (CSOs) and activists, and a lack of political will to support and protect civic space. However, Tanzania's civil society can take some actions to enhance the nation's civic environment. Among the actions are:

Foremost, creating networks and coalitions. Collaboration is one of the most important strategies for CSOs to increase their influence and voice. CSOs can pool knowledge, resources, and experience, as well as magnify their messaging and advocacy efforts, by building coalitions and networks. This may contribute to the development of a stronger, more cohesive civil society sector that is better able to promote and protect civic space.

Secondly, engaging with the media. The media plays a crucial role in shaping public opinion and holding power to account. CSOs can engage with the media to raise awareness of their work and the issues they are addressing and can use the media to amplify their voices and messages. This can help to generate public support for civic space and can also put pressure on the government to respect and protect civic space.

Thirdly, since Tanzania is not the only country where civic space is under threat, working with the international community proves inevitable. There are many international organizations and networks that are working to promote and protect civic space, and Tanzanian CSOs can engage with these organizations to learn from their experiences and gain support for their efforts. This can help build a global movement for civic space and provide valuable resources and expertise to support local efforts.

Lastly, CSOs in Tanzania need to focus on building their own capacity and resilience. This can include developing the skills and knowledge they need to effectively advocate for civic space, as well as building their financial and organizational strength. By investing in their own capacity, CSOs can become more effective and sustainable, and be better able to withstand the challenges they face.

Improving civic space in Tanzania will require a concerted effort by civil society organizations. By building coalitions and networks, engaging with the media, working with the international community, and building their own capacity and resilience, CSOs can play a key role in promoting and protecting civic space in the country



COLLECTIVE VOICE AND ACTION

Fostering People-centered
Development

Bertha Ngwada
Administrative Assistant



“Through the use of collective voice and action, marginalized and disadvantaged groups have asserted their rights, challenged power imbalances, and participated in the decisions that affect their lives.”

COLLECTIVE VOICE AND ACTION

Fostering People- centered Development



Bertha Ngwada
Administrative Assistant

Collectivism is a cultural orientation where the individual's identity is largely determined by his or her group membership. In other words, people subscribe to the idea that their sense of self is rooted in belonging to a social group, which they see as a buffer against competing interests and threats. Individualism is an orientation where one's personal identity and behavior are guided principally by their own personal needs and preferences, with little reference to group membership. The key difference between collectivism and individualism is that in collectivism people tend to look at what they can get from others rather than what they can give, in terms of time, energy, skills, etc.

In socialist Tanzania, collectivism played a prominent role in the country's political, social, and economic development, and it continues to shape the country's policies and practices today.

During the country's socialist period, which began in the 1960s under the leadership of President Julius Nyerere, collectivism was reflected in a range of policies and programs. The goal of these collectives was to promote economic self-sufficiency and foster a sense of community and solidarity among Tanzanians. While Tanzania's phased-out Ujamaa system is often criticized for its inefficiency and lack of accountability, it is also praised for laying the groundwork for long-term cohesiveness and collectivism among Tanzanians.

Capitalizing on this legacy, collective voice and action have been key components of FCS' practice of people-centered development over the years, enabling the organization to prioritize the rights, needs, and aspirations of poor and marginalized individuals and communities in Tanzania. Through the use of collective voice and action, marginalized and disadvantaged groups have asserted

their rights, challenged power imbalances, and participated in the decisions that affect their lives.

One of the key ways that collective voice and action can foster people-centered development is by enabling individuals and communities to claim their rights and to demand accountability from powerful actors. For example, community-based organizations can use collective action to advocate for access to essential services, such as education, healthcare, and clean water. By speaking out and organizing, these groups can draw attention to their needs and demands, and they can hold governments, businesses, and other actors accountable for their actions.

Furthermore, collective voice and action can also help to build the capacity and resilience of individuals and communities. By working together and sharing knowledge, skills, and resources, marginalized groups can strengthen their own capacities and become more empowered to take action on the issues that affect them. This can enable them to better participate in decision-making processes and to shape the development policies and programs that affect their lives.

Additionally, collective voice and action can also support the creation of more inclusive and equitable development policies and

practices. By giving marginalized groups a platform to express their views and concerns, development practitioners and policymakers can gain a deeper understanding of the challenges and opportunities faced by these groups. This can lead to the development of more effective and responsive development interventions that are better able to address the needs of disadvantaged communities.

Despite the potential benefits of collective voice and action, there are also challenges and limitations that must be considered. For instance, it can be difficult for marginalized groups to overcome barriers to participation and assert their voices in the face of resistance from powerful actors. Additionally, collective action can be complex and time-consuming, and it requires careful planning and coordination to achieve lasting change.

Collective voice and action are essential for fostering people-centered development. By enabling marginalized groups to claim their rights and participate in decision-making, collective action can support the creation of more inclusive and equitable development policies and practices. Through their efforts to build the capacity and resilience of individuals and communities, civil society organizations can play a crucial role in advancing people-centered development.

CIVIL-SOCIETY- LED PUBLIC

Scrutiny Promoting
Accountability and Improved
Service Delivery

Shamsia Manu
Program Officer, Governance



“The nexus between social accountability and the quality of public services in Tanzania is clear. The implementation of effective social accountability initiatives can improve the delivery of public services and promote transparency and accountability within the government.”

CIVIL-SOCIETY- LED PUBLIC

Scrutiny Promoting Accountability and Improved Service Delivery



Shamsia Manu
Program Officer, Governance

The quality of public services has long been a matter of concern. Poor infrastructure, inadequate staffing, inadequate facilities, and inadequate financing have all contributed to the delivery of substandard services in many areas of the country. Social accountability is a concept that has gained increasing attention in recent years as a means of improving the quality of public services. This concept is based on the idea that citizens have a right to hold duty-bearers accountable for the delivery of services and that the government has an obligation to respond to the needs and demands of citizens. In Tanzania, social accountability has been promoted as a means of improving the quality of public services, particularly in the areas of education and health.

Tanzania has made significant progress in increasing access to public services, such as education and healthcare, in recent years. However, the quality of these

services remains a major concern. The government has taken steps to improve the delivery of public services, including the implementation of social accountability initiatives.

In Tanzania, several social accountability initiatives have been implemented in recent years, including the Citizen Report Card and the Public Expenditure Tracking Survey. The Public Expenditure Tracking Survey is a tool that tracks the flow of public funds from the central government to the service delivery level. This information is used to identify potential leakages and inefficiencies in the use of public funds.

Social accountability initiatives can contribute to improved governance, quality of public services, and increased development effectiveness through better service delivery, and empowerment. In addition, social accountability initiatives can

also help to foster a culture of accountability and transparency within the government. This can lead to increased trust between citizens and the government, and ultimately to more effective governance.

However, the implementation of social accountability initiatives is challenging. In Tanzania, the lack of capacity and resources at the local level can hinder the effectiveness of these initiatives. In addition, there can be resistance from government officials who may see these initiatives as a threat to their power and authority. Despite these challenges, the nexus between social accountability and the quality of public services in Tanzania is clear. The implementation of effective social accountability initiatives can improve the delivery of public services and promote transparency and accountability within the government. As such, it is important for the government to continue to support and invest in these initiatives.

There are a number of ways that Tanzanian civil society organizations (CSOs) have promoted transparency and accountability in local government. Some examples are discussed below:

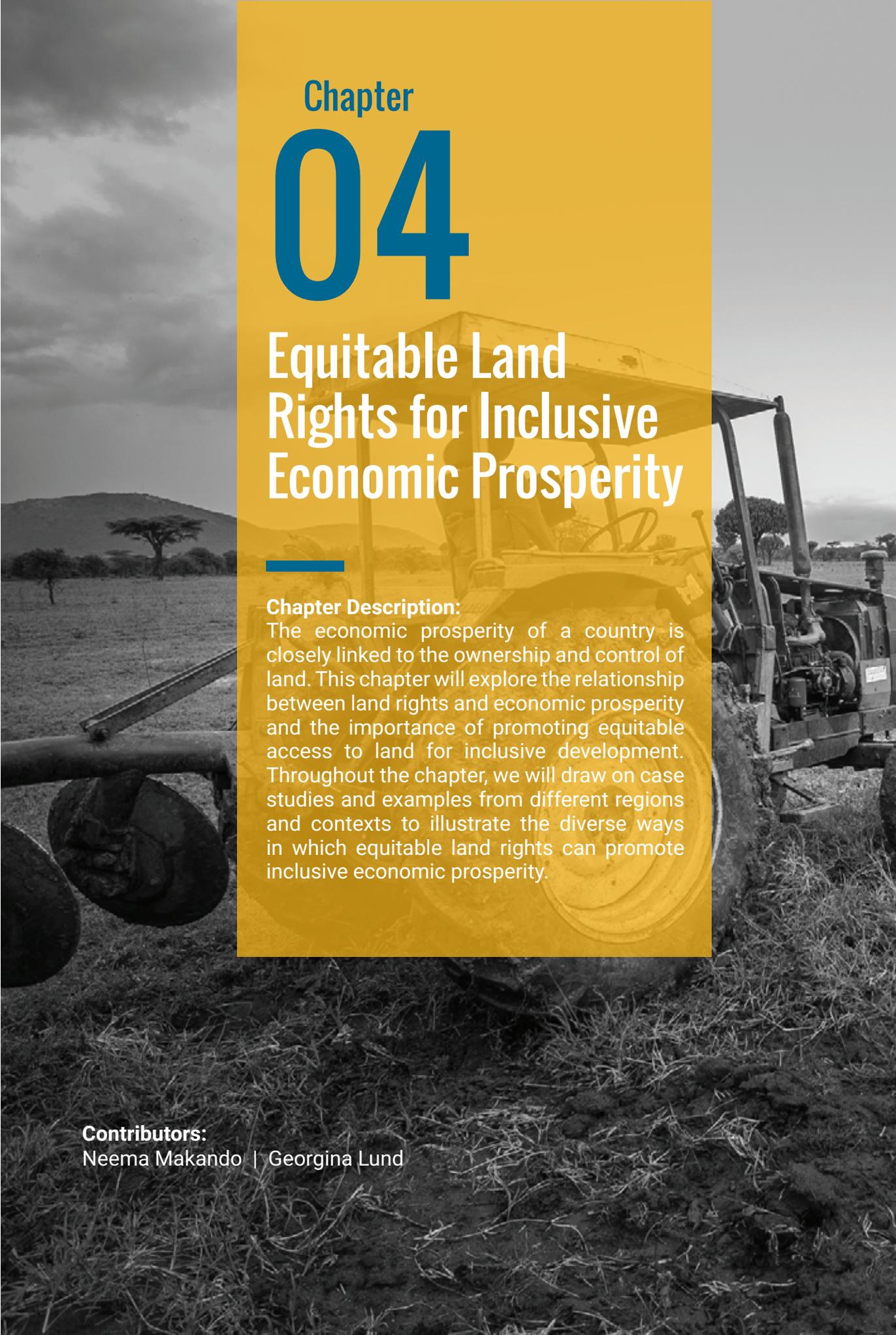
Conducting research and analysis: Many CSOs in Tanzania have conducted research and analysis on the performance of local governments, including on issues such as the use of public funds, the provision of public services, and the implementation of policies and programs. This research has

often been used to inform public debate and to hold local governments accountable for their actions.

Advocating for better laws and policies: CSOs in Tanzania have also played a key role in advocating for better laws and policies to promote transparency and accountability in local government. This can include lobbying for the adoption of laws and regulations that require local governments to disclose information about their activities and finances and to be more accountable to the public.

Providing support and training to local government: In addition to holding local governments accountable, many CSOs in Tanzania have also provided support and training to local governments to help them improve their performance and accountability. This can include providing training on financial management, public sector reform, and the implementation of policies and programs.

CSOs can also support the development of more accountable and transparent systems of local government. For instance, they can work with local leaders and other stakeholders to promote the adoption of good governance practices, such as participatory decision-making, transparency, and accountability. By fostering a more inclusive and accountable local government system, CSOs can help to ensure that local leaders are responsive to the needs and concerns of their communities.

A tractor with a tillage implement is shown in a field. The tractor is positioned on the right side of the frame, and the implement is on the left. The background shows a flat landscape with some trees and hills under a cloudy sky. The entire image has a yellow overlay on the right side where the text is located.

Chapter

04

Equitable Land Rights for Inclusive Economic Prosperity

Chapter Description:

The economic prosperity of a country is closely linked to the ownership and control of land. This chapter will explore the relationship between land rights and economic prosperity and the importance of promoting equitable access to land for inclusive development. Throughout the chapter, we will draw on case studies and examples from different regions and contexts to illustrate the diverse ways in which equitable land rights can promote inclusive economic prosperity.

Contributors:

Neema Makando | Georgina Lund



THE INTRICATE NEXUS

Between Land Ownership and
Poverty

Neema Makando
Program Officer, Gender Equality





“Recognizing the intricate relationship between access to land and poverty, it is important to recognize and challenge the gender dynamics that underlie the denial of land rights to women.”

THE INTRICATE NEXUS

Between Land Ownership and Poverty



Neema Makando
Program Officer, Gender Equality

The relationship between land ownership and poverty in Tanzania is complex and multi-faceted. On the one hand, access to land can be a key determinant of poverty, as it provides individuals and communities with the means to produce food and income, and to secure their livelihoods. On the other hand, poverty can also be a barrier to land ownership, as it can limit individuals' and communities' ability to access and control land resources.

Property rights have historically been an issue of debate and conflict in many parts of Africa, including Tanzania. As it is commonly known, ownership of property is directly linked to security, means of income, wealth, and opportunity for those who can claim it. Proof of ownership and the concomitant rights it affords, however, are not always afforded to owners, especially the poor.

In Tanzania, as in most developing nations, petty transactions in shops and public offices produce a considerable paper trail, however, most of the valuable assets typically held by the poor—land, livestock, and buildings—are often unaccompanied by legal proof of ownership. While the concept of possessing something valuable without proof of that possession is almost unthinkable for the wealthy and in wealthy societies, the poor, though they do not lack assets, lack the protected rights needed to utilize those assets appropriately. The formalization of property rights provides these rights to the poor and has thus been proven necessary for the reduction of poverty.

The property rights index score for Tanzania from The Heritage Foundation in 2022 is 37 points, compared to the world average of 55 points based on 175 countries. Kenya,

Uganda, and Rwanda listed at 41 points, 48 points, and 61 points, respectively. This index reflects the ability of individuals to accumulate private property, secured by clear laws that are fully enforced by the state. In addition to this, it also measures the likelihood of expropriation in Tanzania as well as the extent of corruption in the judiciary and the enforcement of contracts.

More practically and as seen in rural areas, Tanzanians are able to own and accumulate private property; however, there is still much lacking in the form of education about property rights, easy access to the formalization of property ownership, and gender-equitable distribution of property ownership.

Civil society organizations working on these issues find time and time again the disparities in property rights and the many consequences these bring to those living under the poverty line, especially women.

The issue of poor access to land rights and poverty among Tanzanian women is deeply rooted in gender dynamics. In Tanzania, land is often considered a male-controlled resource, and women are frequently denied access to it. This is evident in traditional gender roles and societal attitudes that assign men as the primary decision-makers and providers for their families and communities, while women are expected to

take on a more subordinate role.

This gendered power dynamic is further exacerbated by laws and policies that discriminate against women. For example, inheritance laws often favor male relatives, leaving women with little or no claim to land. Additionally, women's lack of education, economic opportunities, and access to legal resources also make it more difficult for them to claim and defend their land rights.

These gender dynamics also contribute to a cycle of poverty and vulnerability among women. Without access to land, women are unable to grow crops and earn an income, which leads to increased poverty and food insecurity. Furthermore, their lack of land rights also makes them more vulnerable to eviction and displacement, leading to the loss of homes and livelihoods.

Recognizing the intricate relationship between access to land and poverty, it is important to understand and challenge the gender dynamics that underlie the denial of land rights to women. This includes raising awareness of the importance of women's land rights, as well as working to change societal attitudes and traditional gender roles that contribute to their marginalization. Additionally, laws and policies should be reviewed and reformed to ensure they are gender-sensitive and promote equal access to land rights for women.



WOMEN'S LEADERSHIP AND THE DIFFERENTIAL IMPACT

On Longstanding
Discriminatory Traditions

Georgina Lund
Records Management Assistant



“The plight of poor access to land rights and poverty among Tanzanian women is a complex issue that requires the active engagement of women leaders to address. Women leaders, through their unique experiences and perspectives, can make a significant difference in addressing this issue and promoting equal access to land rights for women.

WOMEN'S LEADERSHIP AND THE DIFFERENTIAL IMPACT

On Longstanding Discriminatory Traditions



Georgina Lund
Records Management Assistant

Land rights for women in Tanzania have long been a contentious issue, with many women facing significant challenges in securing their rights to land. Despite some progress in recent years, women in Tanzania continue to be disproportionately affected by landlessness, insecurity of tenure, and other land-related issues. This has important implications for women's economic, social, and political rights, and for the overall development of the country.

One of the key challenges faced by women in Tanzania with regard to land rights is the existence of discriminatory laws and practices. For example, under the current legal framework, women are often unable to inherit land from their fathers or husbands and are also unable to register land in their own names. This leaves many women

without any formal legal rights to the land they occupy or use and makes them vulnerable to eviction or other forms of land dispossession.

Furthermore, women in Tanzania often face significant social and cultural barriers when it comes to land rights. For example, women are often expected to defer to men when it comes to decision-making about land, and are often viewed as inferior to men in terms of their ability to manage land and other assets. This can make it difficult for women to assert their rights and to participate fully in land-related decision-making processes.

Women's leadership has the potential to have a differential impact on these longstanding discriminatory laws and practices in Tanzania. For instance, women leaders

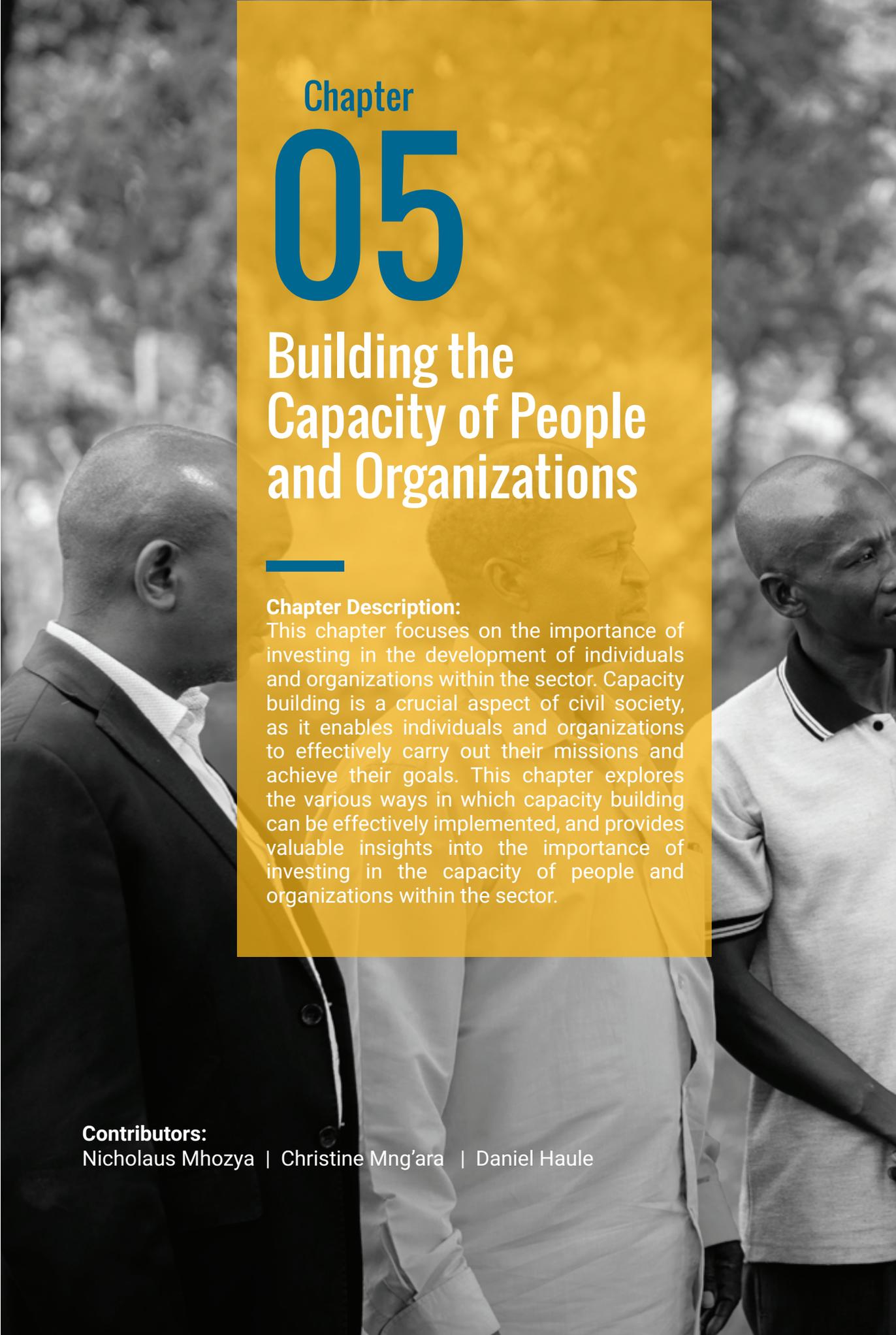
who challenge traditional gender roles and expectations can serve as role models and inspire other women to aspire to leadership roles. They can also advocate for the adoption of policies and practices that promote gender equality and the inclusion of women in decision-making. By challenging and transforming traditional gender norms and roles, women leaders can help to create more inclusive and equal societies.

The plight of poor access to land rights and poverty among Tanzanian women is a complex issue that requires the active engagement of women leaders to address. Women leaders, through their unique experiences and perspectives, can make a significant difference in addressing this issue and promoting equal access to land rights for women, for instance, by advocating for the adoption of gender-sensitive land policies and providing legal aid to women facing eviction or dispossession.

However, it is important to note that the impact of women's leadership on longstanding traditions in Tanzania may also vary depending on the context and the specific traditions in question. For example, some traditions may be more resistant to change than others, and may require more concerted efforts to challenge and transform.

The willingness and ability of women leaders to challenge and transform traditions may also vary, depending on a range of factors, such as their personal beliefs, their political and social networks, and the broader cultural and political context.

Women leaders can also serve as advocates for women's land rights within their communities, organizations, and at the national level. They can support other women to claim and defend their land rights, and provide them with the necessary resources and support to do so.



Chapter

05

Building the Capacity of People and Organizations

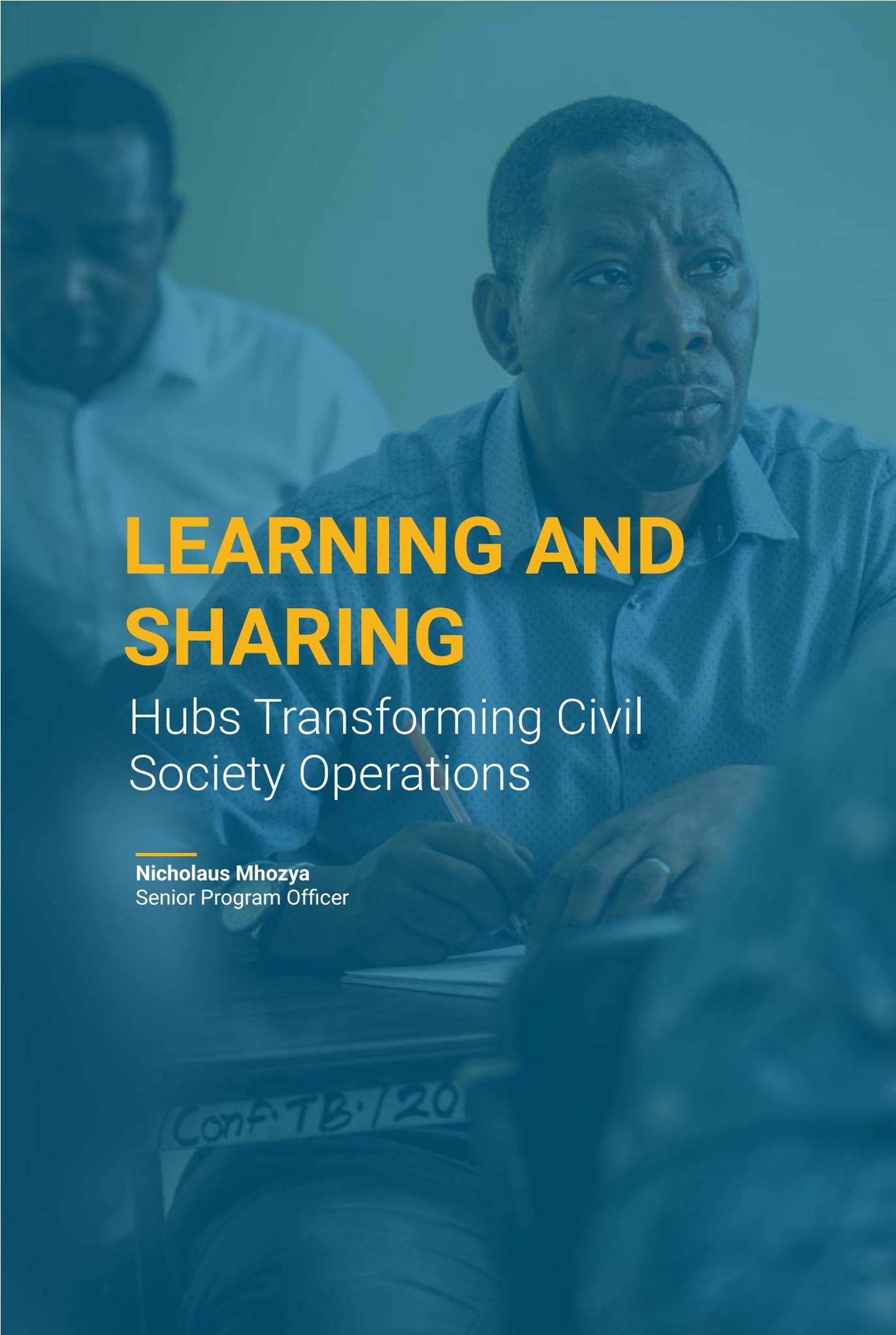
Chapter Description:

This chapter focuses on the importance of investing in the development of individuals and organizations within the sector. Capacity building is a crucial aspect of civil society, as it enables individuals and organizations to effectively carry out their missions and achieve their goals. This chapter explores the various ways in which capacity building can be effectively implemented, and provides valuable insights into the importance of investing in the capacity of people and organizations within the sector.

Contributors:

Nicholaus Mhozya | Christine Mng'ara | Daniel Haule





LEARNING AND SHARING

Hubs Transforming Civil
Society Operations

Nicholaus Mhozya
Senior Program Officer

CONF-TB-120



The resource centers play a key role in fostering collaboration and networking among CSOs. By providing a space for CSOs to come together and share experiences, knowledge, and expertise, resource centers help to build strong and effective networks of CSOs that can work together to advance common goals and interests. Through these networks and collaborations, CSOs can learn from each other, share best practices, and build collective power and influence.

LEARNING AND SHARING

Hubs Transforming Civil Society Operations



Nicholaus Mhozya
Senior Program Officer

As an umbrella organization working with many CSOs, FCS opened up two Resource centers in Tanzania – the Civil Society Resource Center (Kituo cha AZAKI) located in Dodoma and the Zanzibar Civil Society Resource Center located in Zanzibar. As hubs, these centers focus on information, knowledge, and strengthening the collaboration among all sector stakeholders like local community CSOs, policy-makers, private sector, academic and research institutions, government officials, the international community, citizens, etc.

The centers have an equipped library that is open to all CSOs and stakeholders. Published research, books, written articles, and computers are all available for use at the center. FCS staff are available to meet with and assist CSOs and sector stakeholders in an advisory role. The

centers have been open for two years now and serve a wide area including surrounding regions. A big focus of the resource centers is on moving towards a digital direction. As a unique feature, the resource center has a digital system and database that houses all materials found in the library and that is accessible to all CSOs. In Zanzibar, the database also has information on all CSOs that have registered themselves with the resource center.

Very often the locals who start CSOs to solve problems in their community, do not have all the resources they need to accomplish the work they set out to do. Among the resources they often lack is access to basic and technical information about the work they are about to begin or are already involved in. The hubs offer these groups basic information about

registering and running a CSO, as well as technical knowledge in specific areas such as governance, accountability, compliance, and NGO best practices.

The centers also connect CSOs to experts in the field and researchers interested in working with CSOs through monthly dialogues and experience-sharing events that happen at the center. In addition to this, university students are also given the opportunity to explore the sector through internships and event attendance. Internship programs connect CSOs with interns who are interested in using their skills to serve the community through the CSO. The staff visits colleges and universities to raise awareness about the center and to recruit interns.

The resource centers also play a key role in fostering collaboration and networking among CSOs. By providing a space for CSOs to come together and share experiences,

knowledge, and expertise, resource centers help build strong and effective networks of CSOs that can work together to advance common goals and interests. Through these networks and collaborations, CSOs can learn from each other, share best practices, and build collective power and influence.

Strengthening the collaboration between CSOs and the government is a big focus of the centers. In a former campaign, Kituo cha AZAKI partnered with government departments to ensure compliance with registration and taxes by visiting different parts of the country and conducting Compliance Clinics in which the center and designated government departments educated groups of CSOs about what is required of them by the government. The centers also work closely with the Registrar of NGOs to ensure any changes in regulations are quickly communicated to all the CSOs.



MINDSET MATTERS

In Capacity Development

Christina Mngara
Consultant, Dodoma Resource Centre



“The goal of a CSO should not be to gain funds from external sources, but rather to solve problems in the community. Funding is just a tool that aids this goal. Problem solving using the resources available should be the focus.”

MINDSET MATTERS

In Capacity Development

Christina Mngara

Consultant, Dodoma Resource Centre



In addition to resources available at the resource centers, the mindset of key civil society players is another resource that, when added to the mix, can help bring even more sustainable development in communities. As observed by resource center staff, the perspectives of the founders of the organizations, the attitude of the civil society organization and the community towards funding and solving community problems, and the mindset of resource center leadership all play a significant role in how these stakeholders work together.

The first observation is that the individuals who initially start the organization bring so much value to the table because they are the ones who are in direct touch with the real issues facing their community. They are members of the community. They are the ones who come up with ideas and/

or solutions and who are also affected by the outcome of the solution. As such, they understand the culture and any traditions that would hinder change. This grassroots perspective allows them to address the root causes of those challenges from the bottom in ways that outsiders cannot.

While funding is important, the mindset regarding the sourcing of funds and/or resources makes an even greater difference in the effectiveness of a CSO even more than the funds themselves. Many CSOs come with great ideas and solutions but also with the mindset that funding should come from international organizations or other non-local sources. Many organizations go on for two, three, and even five years without doing anything in the community because they do not receive funding from sponsors. The goal of a CSO should not be to gain

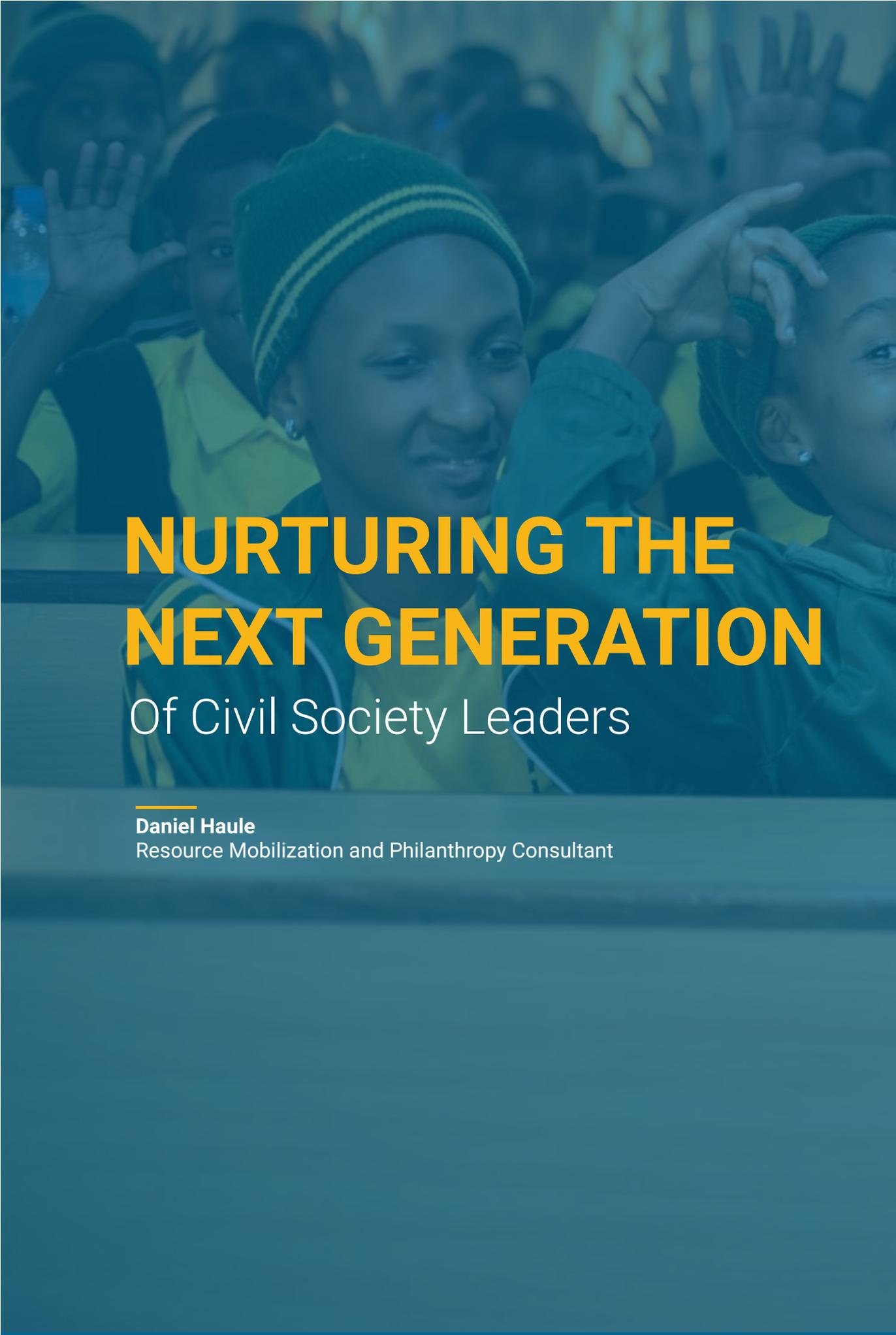
funds from external sources but rather solve community problems. Funding is just a tool that aids this goal. Problem solving using the resources available should be the focus.

On the other hand, and just as important, is the community's mindset towards a CSO. How the community perceives the CSO's role in solving the problems facing the community can hinder or enhance the outcome of the CSOs' efforts as well. A community must take ownership of the solution in collaboration with the organization. When it does not and just watches on the sidelines, waiting for the CSO to solve the issue, no amount of funding can bring about a sustainable solution. An alignment of mindsets between the community and the organization is critical in bringing about truly sustainable development.

One of the key ways that the mindset of players in civil society can contribute to

sustainable development is by promoting a culture of innovation and experimentation. By adopting a mindset that is open to new ideas and approaches, civil society players can be more receptive to experimenting with new and creative solutions to development challenges. This can help to foster a more dynamic and adaptive civil society sector that is better able to respond to the changing needs and priorities of communities.

Last but not least, the center's leadership makes a huge difference in setting the right atmosphere for CSOs to feel welcome and included. When the leadership understands the goal and heart of the center, that attitude and mindset trickle down to the staff. The CSOs will feel welcome as the center staff makes them feel welcome. This, in return, leads to the center being able to reach its objectives faster.



NURTURING THE NEXT GENERATION

Of Civil Society Leaders

Daniel Haule

Resource Mobilization and Philanthropy Consultant



“As an intern, one gains work experience, exposure, and skills, which may be difficult to get somewhere else. An internship is a time for self-development in civil society programmes, thus it is important to aim for impact and become valuable to the organization and its cause.”

NURTURING THE NEXT GENERATION

Of Civil Society Leaders

Daniel Haule

Resource Mobilization and Philanthropy
Consultant



Universities have the potential to play a leading role in enabling communities to develop more sustainable ways of living and working. However, sustainable communities may only emerge with facilitation, community learning, and continual efforts to build their capacities.

FCS has been implementing an internship programme that entails, efforts to diversify employment opportunities among youth in Zanzibar involving more than 15 university graduates as interns with civil society organizations (CSOs) in both Unguja and Pemba islands of Zanzibar.

Among the achievements of the internship programme is to increase the motivation and engagement of youth in the civil society sector. The programme has strengthened the unity and solidarity of youth to find

solutions to the challenges they face. Through exchange visits with organizations in Dar es Salaam, the interns were trained on strategic community engagements in CSO interventions through effective communication.

Internship programs that place students within civil society organizations (CSOs) have the potential to provide valuable learning experiences and foster engagement in the CSO sector. Such programs can help students gain hands-on experience in the field, develop a deeper understanding of the challenges and opportunities facing CSOs, and build a network of contacts and relationships within the sector.

Internships in civil society organizations (CSOs) can also provide young graduates with valuable experiences that can prepare

them to be future leaders in the sector. These experiences can include exposure to different aspects of the work of CSOs, such as program design and implementation, research and evaluation, fundraising, advocacy, communication, problem-solving, and leadership. As an intern, one gains work experience, exposure, and skills, which may be difficult to get somewhere else. An internship is a time for self-development in civil society programmes, thus it is important to aim for impact and become valuable to the organization and its cause.

In addition, internships in CSOs can provide young graduates with the opportunity to network and build relationships with other professionals in the sector. This can be particularly valuable for those who are looking to advance their careers in the field, as these connections can provide useful advice, support, and opportunities for further growth.

Furthermore, internships in CSOs can also provide young graduates with the opportunity to contribute to important causes and positively impact their communities. This can be a rewarding and fulfilling experience, and it can help to motivate and inspire young graduates to continue to be involved in the sector in the future.

To fully reap the rewards of such a programme, it is important to ensure that the internship programs are inclusive and accessible to a diverse range of individuals. This includes taking into consideration the needs of individuals with disabilities and those from marginalized communities. This requires organizations to have a culture of inclusivity and to actively work towards breaking down barriers to access and participation. This may include providing unconscious bias training for staff and creating a safe space for interns from marginalized communities to share their experiences and provide feedback.

It also requires ensuring that the physical and digital infrastructure of the organization is accessible, that communication and information are provided in accessible formats, and that appropriate accommodations are made to enable disadvantaged individuals to fully participate in the internship program.

An internship program that is inclusive and accessible to a diverse range of individuals benefits an organization by bringing a variety of perspectives and ideas to the organization.

Chapter 06

The Drive for a More Inclusive Tanzanian Society

Chapter Description:

The chapter explores the ongoing efforts to promote greater inclusion and equality in Tanzania. Despite significant progress in recent years, Tanzania remains a country where certain groups, such as women and people with disabilities continue to face discrimination and marginalization. This chapter draw insights from the various initiatives and programs that have been implemented to address these issues, and will discuss their effectiveness in promoting greater inclusion and equality.

Contributors:

Neil Ngala | Rehema Malongo | Mercy Mbasha | John Kibaba







THE STRENGTH IN PEOPLE WITH DISABILITIES'

Ownership of the Agenda
for Change

Mercy Mbasha
Program Officer, Peace



“Fostering empowerment and agency in PWDs is essential. By enabling them to actively manage their lives and advocate for their well-being, we truly embody the inclusive maxim, “nothing about us without us.”

THE STRENGTH IN PEOPLE WITH DISABILITIES'

Ownership of the Agenda for Change



Social inclusion is understood as a process by which efforts are made to ensure equal opportunities for all, regardless of their background, so that they can achieve their full potential in life. It is a multi-dimensional process aimed at creating conditions that enable full and active participation of every member of the society in all aspects of life, including civic, social, economic, and political activities, as well as participation in decision-making processes.

Social integration brings inclusive societies that are safe, just, and stable. Inclusive societies that are based on the promotion and protection of all human rights, as well as respect for and value of the dignity of each individual, diversity, pluralism, tolerance, non-discrimination, non-violence, equality of opportunity, solidarity, security, and participation of all people, including disadvantaged, vulnerable groups and

persons with disabilities (PWDs). Civil society organizations are at the forefront of this process, working tirelessly towards more inclusive societies.

2019 data from Comprehensive Community Based Rehabilitation in Tanzania (CCBRT) shows that there were 4.2 million Tanzanians with disability. This number has a significant impact on health, education, and employment opportunities. The report also shows that PWDs are often among the poorest and most marginalized in society, a fact also highlighted in the Disability Inclusive Development Tanzania Situational Analysis dated June 2020.

Disability and the abilities and rights of people with disabilities are not well understood in Tanzania. Contrary to what the culture may be prone to believe about PWDs, they have so much to offer their

communities, society, and the nation as a whole. Either through discrimination or inaccessible work environments, lack of inclusion in humanitarian actions, the exclusion of PWDs from society can have significant economic costs for developing countries such as Tanzania, as it can lead to a loss of human capital and productivity. According to the Disability Monograph (2016), people with disabilities make up 9.3% of all Tanzanians who are above the age of 7, yet they are often excluded from education, employment, and other opportunities that would allow them to fully participate in society. This exclusion can lead to a decrease in the overall productivity and economic growth of a country.

Enock Mbawa, who was born unable to see, is a Program Officer for the Tanzania League for the Blind (TLB). Through the support of civil society organizations like TLB and government initiatives, he received an education and now manages programs for the blind in Chamwino District, Dodoma. For Enock, empowerment and ownership are crucial for PWDs to make meaningful contributions to their communities and the nation.

Giving people with disabilities ownership of the agenda for their inclusion is important for several reasons. Firstly, it ensures that the needs and priorities of PWDs are at the forefront of any inclusion initiatives.

People with disabilities often have needs and experiences that are to be taken into account when developing policies and programs that affect them. Giving PWDs ownership of the agenda for their inclusion ensures that their perspectives are included in decision-making and that the initiatives developed are tailored to their needs.

Secondly, fostering empowerment and agency in PWDs is essential. By enabling them to actively manage their lives and advocate for their well-being, we truly embody the inclusive maxim, “nothing about us without us.” This empowerment and agency can lead to increased self-esteem, self-efficacy, and self-determination, which are essential for personal and social development.

Thirdly, it leads to more effective and sustainable inclusion initiatives. When PWDs are actively involved in the development and implementation of initiatives, they are more likely to be engaged and invested in the process. This can lead to better buy-in and participation, which can ultimately lead to more effective and sustainable outcomes.

Lastly, it highlights the importance of creating an inclusive society where everyone has the opportunity to participate, and it is a fundamental aspect of respecting people with disabilities’ human rights.



SELF-AWARENESS:

The First Step Towards
Inclusivity.

John Kibaba
Program Officer, Disability



“Self-awareness is the foremost step in the journey toward the rights of women and children. Living as self-aware individuals allows them to live in the present, know who they are and what they want. Only by doing so will they recognize that the rights they learn about also apply to them, and therefore be more vocal in demanding these rights. The process might be a barrier, but it should not be a reason to stop the movement.”

SELF-AWARENESS:

The First Step Towards Inclusivity.

John Kibaba
Program Officer, Disability



Civil society organizations have played a significant role over the years to bridge the gaps in gender equality, reduce the prevalence of FGM, and set young girls and women on their journey towards exercising their human rights in Tanzania. As they pursue these rights that allow them to be active and independent members of their communities, they have to discover who they are, heal, and find the strength to keep pushing through a world that is often fighting against them.

Recent findings from the Tanzania Gender Assessment 2022 and Tanzania Gender-based Violence Assessment 2022 show that nationally, 40 percent of all women between the ages of 15 and 49 have experienced physical violence, while 17 percent have experienced sexual violence. Almost 30 percent of Tanzanian women reported at least one experience of sexual violence

before the age of 18, and 44 percent of women have experienced either physical or sexual violence by an intimate partner. Only 54 percent of women in Tanzania who experienced physical or sexual violence seek help.

This figure is higher than the global estimates and the regional average for Sub-Saharan Africa (SSA). Although female genital mutilation (FGM) has decreased over the past two decades, at 10 percent, it still remains high. In some regions of Tanzania, such as Manyara, FGM is estimated to be as high as 58 percent.

Historically, for many young girls in specific regions of Tanzania, life came with assigned roles, most of which included marriage and childbearing at a young age. Case in point, the total fertility rate in Tanzania is high at 4.8 births per woman and is partially

driven by high adolescent fertility and early marriage. Getting an education was far fetched, to say the least, and certainly not something they could choose even if they wanted. Having any kind of voice regarding the path of their lives was often not even conceivable. Knowledge about the options they have and how they too deserve to have a choice, could only come from being told by anyone. In most cases, a person who is able to reach them is from a civil society organization.

When the Centre for Women and Children Development (CWCD) started in 1994, it was with a group of women who were aware of how prevalent the issues facing women and children were at that time, especially in regard to gender violence and inequality. Women at that time did not know their rights and were not given equal opportunities. In seeing this, they sought to educate women and children so they can know their rights, raise their voices against the practices that go against their rights, and also claim their rights.

What the founders of CWCD did not anticipate was how this task would be more complex because their target population

was not self-aware. The young women and children they came across were not aware of who they were in the world outside of their families, tribes, and traditions. They only knew what was expected of them and not what it meant to be a woman or child in the 21st century.

Self-awareness is the ability to recognize one's own emotions, thoughts, and values. It is the foundation of personal and social development and is essential for individuals to become aware of their own needs and rights. Without self-awareness, individuals may not recognize that the rights they are learning about apply to them or understand the extent to which their rights are being violated.

Self-awareness is the foremost step in the journey toward the rights of women and children. Living as self-aware individuals allows them to live in the present, know who they are and what they want. Only by doing so will they recognize that the rights they learn about also apply to them, and therefore be more vocal in demanding these rights. The process might be a barrier, but it should not be a reason to stop the movement.



UNLEASHING NEW- FOUND COURAGE

To Tackle Long-standing
Inequalities

Neil Ngala

Program Officer, Social Inclusion



“While there is still a long way to go to cover all the gaps in women’s and children’s voice and agency and the effectiveness of concrete policy and programmatic interventions that address these underlying holes, there is a glimmer of hope in the work done by civil society.”

UNLEASHING NEW- FOUND COURAGE

To Tackle Long-standing Inequalities

Neil Ngala

Program Officer, Social Inclusion



Children represent one of the most vulnerable groups in society, and in Tanzania, they face numerous issues related to inequality, including gender-based violence. Alarming statistics reveal that 75% of children have experienced physical abuse from a relative before turning 18, and over 50% of females between the ages of 13 and 17 have been physically abused in 2022 alone.

Programs and interventions implemented by civil society organizations make impactful strides towards empowering children who are marginalized and at risk of gender-based violence. Over the years the children in these programs have taken huge leaps. Now that they have a better grasp of who they are and what they're entitled to, they can more effectively express their displeasure at infringements on those rights.

This process took time but was the only path toward these children finding their voice. They are now confident in themselves because they know who they are. They have a new courage that allows them to speak up for themselves.

Some of the programs implemented in the schools in order to raise GBV and rights awareness of the children have been so successful that the Department of Education has utilized some of the programs and tools at a larger scale. One such program is the Student Clubs program implemented by the Centre for Women and Children Development (CWCD) with support from FCS. In this program, CWCD staff helped students in three districts set up clubs and educated them on their rights and responsibilities, in addition to raising their

awareness of unsafe practices that they might encounter in their community and how to go about getting help.

The children in the club would then share their knowledge with other children in the school via assembly. They gained the confidence to speak up and claim their rights at school and especially at home as a result of the knowledge they gained from the club. This program was so successful that the Department of education in the district sent out official instructions requiring each school to have such student clubs.

Through the work of FCS, children now are an active part of their own story because they speak up against any practices that go against their rights. They are empowered and courageous. They sing songs, create art, and share their stories with other children and with the decision-makers in their lives. Their voices are heard. One great example is birth certificates. Previously it was very difficult to get a child's birth certificate. However, as children were educated that having a birth certificate is their right, they started singing about this right and need to have a birth certificate. Their message was

heard by the Department of Health in their area. The department increased the number of stations across the district where women can get birth certificates for their children.

While there is still a long way to go to cover all the gaps in women's and children's voice and agency and the effectiveness of concrete policy and programmatic interventions that address these underlying holes, there is a glimmer of hope in the work done by civil society.

Civil society organizations must continue to work toward addressing the underlying causes of gender-based violence and other forms of discrimination and marginalization that affect women and children. Through their research, advocacy, and support for community-based interventions, CSOs should continue to promote gender equality and challenge the social norms and attitudes that support violence and discrimination. By addressing the underlying causes of gender-based violence and other forms of discrimination, CSOs can help create safer and more inclusive communities for women and children.

The background image shows two men standing in a dry, open landscape. They are wearing traditional Maasai attire, including patterned shukas (cloths) draped over their shoulders. The man on the left is holding a long wooden staff. The background consists of sparse, leafless trees and a clear sky. The entire image has a blue color overlay.

CREATING NEW LEGACIES

From Old Miseries

Rehema Malongo
Program Officer, Special Projects



“By involving traditional leaders in the process of changing practices such as gender-based violence, female genital mutilation, and childhood marriages, their buy-in and support can help to shift attitudes and beliefs within their communities.”

CREATING NEW LEGACIES

From Old Miseries

Rehema Malongo

Program Officer, Special Projects



Programs educating women that children and adults with disabilities have rights and need to be protected have been at work for years. Knowledge about the rights of the disabled and how to protect them is relevant because people with disabilities are among the most vulnerable groups in society. They are often undereducated, untrained, often unemployed or underemployed, and poor—especially women, youth, and those living in rural areas. Comprehensive Community Based Rehabilitation in Tanzania (CCBRT) reports that there are 4.2 million Tanzanians living with a disability. In addition to this, over 50 percent of children with disabilities do not attend school as a result of their health or activity limitations. Disability affects 13.2% of households in Tanzania with at least one person with a disability.

Upon understanding the protected status of those with disabilities, women and children in an FCS-supported program implemented by the Centre for Women and Children Development (CWCD) were able to identify the practices in their communities that go against those rights. For example, in the Maasai community, it was commonly believed that children born with defects or disabilities did not have the same rights as other children. Typically, a child born with defects or disabilities would be buried alive. However, with the new knowledge they had, these women were part and parcel in rescuing some of those children.

One rescue in particular that has been an inspiration is that of a young boy now commonly known as the FCS child. He is

a Maasai boy who was born without both arms. As it is customary in that culture, any child born with observable defects would be buried alive. When some of the Maasai women participating in the organization's programs learned of the planned burial, they notified CWCD, and a rescue plan was put in place. After being rescued, he continued with his life and later on went to school just like other children. He completed his primary education and was selected to join secondary education. He passed his Form IV exams and has been selected to continue with his A level studies.

Many did not believe he could get that far but his story is a testament to how every child deserves a chance to live life like other children! His story inspired the city council to sponsor a special classroom for special groups and children at risk at Ilboru Primary School. This has encouraged parents to send their kids to school knowing that they are welcome and that there is a convenient place for them. Other children at the school learn how to interact with the disabled children, who may be deaf, blind, or physically disabled in any way. Such learning opportunities and experiences are beneficial to all of the children and will help to build more inclusive societies in the future.

Traditional leaders are responsible for propelling harmful practices in their societies. Therefore, it is critical to involve

them in changing these practices that affect women and children, such as gender-based violence, female genital mutilation, early childhood marriages, and girls being kept from attending school.

After working with them over the years and earning their trust, CWCD was allowed to attend a significant Maasai Elders meeting that brought together all the Maasai elders from all of East Africa. At that meeting, they were given the platform to speak about early childhood marriages and how certain practices are harmful.

Through this notable meeting, the elders understood and committed in writing to help stop harmful practices in their own communities. They also spread the signed document among other communities. Now the traditional harmful practice rates to children have decreased due to increased awareness of their rights and knowledge of where to turn for help when they experience such practices.

Involving traditional leaders as gatekeepers of traditional practices is crucial in promoting positive change within communities. By involving them in the process of changing practices such as gender-based violence, female genital mutilation, and childhood marriages, their buy-in and support can help to shift attitudes and beliefs within their communities

Chapter 07

Building Peaceful Societies

Chapter Description:

The chapter focuses on the ways in which dialogue and communication have been used to prevent and resolve conflicts in Tanzania. The chapter also provides insights into the potential for dialogue to contribute to long-term peace and stability in the country.

Contributors:
Brian Mosala | Lydia Bwenda





ENGAGING YOUTH

To Build More Peaceful Futures

Brian Mosala

Programs Consultant, Youth and Peace



“Engaging youth in peace building and conflict resolution initiatives is not simply a matter of involving them in existing programs and activities. Instead, it requires a shift in mindset, that recognizes the unique needs and contributions of young people, and that empowers them to shape the peace building and conflict resolution agenda.”

ENGAGING YOUTH

To Build More Peaceful Futures

Brian Mosala

Programs Consultant, Youth and Peace



Young people have historically borne a disproportionate share of the costs of war and violence. With regard to children, the political and legal discourse has acknowledged the necessity of doing entirely away with this tradition. Article 38 of the United Nations Convention on the Rights of the Child, for instance, requires parties to prohibit minors under the age of 15 from actively engaging in hostilities; the Optional Protocol to the Convention raises this limit to under 18.

Such international legal requirements are backed by broad political disapproval of the participation of minors in combat. Meanwhile, other developments, such as the development of the subject of peace education, highlight the importance of youth to the worldwide effort to establish peace.

Most cultures have a long-standing commitment to protecting children because they see in children an expression of the best in humanity. In Zanzibar, the Zanzibar Youth Forum (ZYF) has been actively working to combat the radicalization of Zanzibari youth and violent extremism in the region, with support from FCS. Through their various programs and initiatives, ZYF has demonstrated a strong commitment to addressing this issue and promoting peace and tolerance in the community.

One of the key ways in which ZYF has worked to combat radicalization is by providing education and training to young people. This includes workshops and seminars on topics such as conflict resolution, peacebuilding and the dangers of violent extremism. By providing young people with the knowledge

and skills they need to identify and counter extremist ideology, ZYF is helping to prevent radicalization and promote a more peaceful and tolerant society.

In addition to education and training, ZYF has also worked to engage with young people and provide them with opportunities for personal and professional development. This includes providing access to education, job training and other support services that can help young people build a brighter future for themselves. By providing young people with a sense of hope and purpose, ZYF is helping to prevent them from becoming vulnerable to radicalization and violent extremism.

Engaging youth in peacebuilding and conflict resolution initiatives is essential for addressing the specific needs and concerns of young people affected by conflict, tapping into their potential as agents of change, and creating a more stable and secure future for all.

Youth have the potential to be powerful agents of change. They are often more open-minded and less entrenched in

traditional ways of thinking, which can make them more likely to embrace new ideas and approaches to conflict resolution. Young people also have a unique perspective on the issues facing their communities, and they are often more likely to be familiar with new technologies and social media platforms that can be used to promote peace.

Engaging youth in peacebuilding and conflict resolution initiatives can also have long-term benefits for the society. By investing in young people, we can create a generation of leaders who are committed to building peaceful and inclusive communities. This can help to break the cycle of violence and create a more stable and secure future.

However, it is important to note that engaging youth in peacebuilding and conflict resolution initiatives is not simply a matter of involving them in existing programs and activities. Instead, it requires a shift in mindset, that recognizes the unique needs and contributions of young people, and that empowers them to shape the peacebuilding and conflict resolution agenda.



BUILDING FOUNDATIONS

For Peace on Dialogue

Lydia Bwenda
Administrative & Procurements Secretary



“By providing a safe and respectful space for dialogue, individuals and communities can begin to build bridges and work towards a more inclusive and harmonious society.”

BUILDING FOUNDATIONS

For Peace on Dialogue

Lydia Bwenda

Administrative & Procurement Secretary



Tanzania has a rich history of peace-building initiatives, dating back to the country's independence in 1961. Since then, the government, civil society organizations, and international partners have worked together to prevent and resolve conflicts and promote peace and stability in the country.

In recent years, Tanzania has also been involved in regional peace-building efforts, including through its participation in the East African Community and the African Union. These organizations have helped to promote dialogue and cooperation among countries in the region, and have played a key role in addressing conflicts and promoting peace and stability.

In addition to government and regional initiatives, civil society organizations have also been actively involved in peace-building efforts in Tanzania. These organizations have worked on the ground to promote dialogue and reconciliation among communities, and have provided support to conflict-affected populations. Through their efforts, civil society organizations have played a vital role in helping to prevent and resolve conflicts in the country.

Dialogue is a crucial component of peace and cohesion in Tanzania. FCS has therefore been at the forefront of promoting efforts to enable people and groups to engage in open and honest communication with others in order to understand their perspectives, build

trust, and find common ground. By fostering dialogue, individuals and communities can break down barriers, resolve conflicts, and create a more harmonious society.

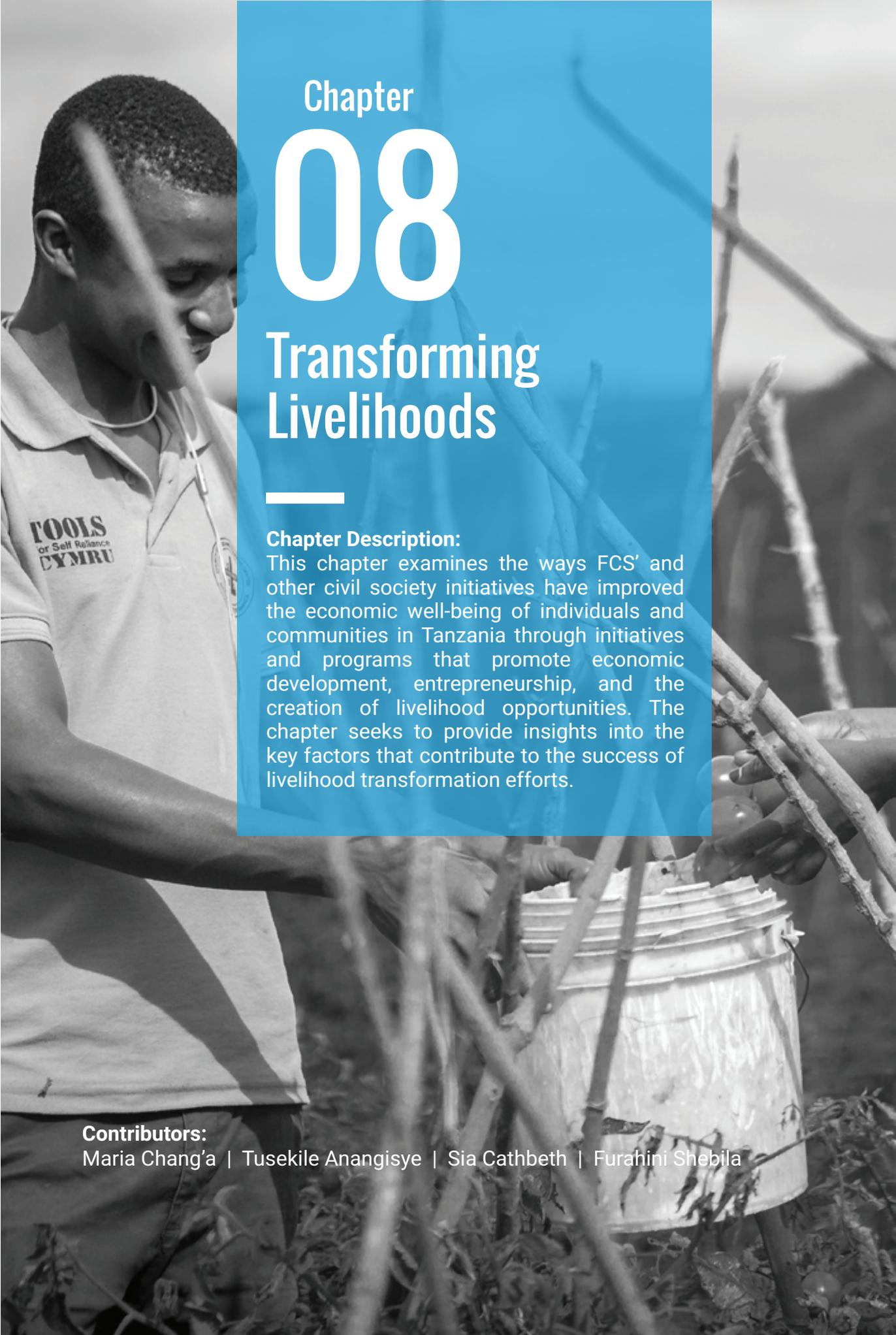
As an example, Tanzania Initiative for Social and Economic Relief (TISER), a long-term FCS partner, has showcased the transformative potential of dialogue in conflict resolution. Their intervention in the Mvomero district of the Morogoro region focused on peace management and involved collaboration with the local police force, formative capacity building, and the organization of sports events. By engaging pastoralists and farmers in constructive conversations, TISER facilitated understanding and cooperation between previously hostile groups. The use of sports as a unifying force further strengthened bonds between these communities, creating an atmosphere of mutual respect and harmony.

One of the key benefits of dialogue is that it allows individuals and groups to express their views and feelings openly and without fear of reprisal. This can be particularly important in Tanzania, where a history of political and social division has led to a lack of trust and communication among

different groups. By providing a safe and respectful space for dialogue, individuals and communities can begin to build bridges and work towards a more inclusive and harmonious society.

Furthermore, dialogue can also play a crucial role in conflict resolution. In Tanzania, many conflicts arise from misunderstandings and a lack of understanding of the perspectives and needs of others. By engaging in dialogue, individuals and groups can work together to identify the underlying causes of conflicts and find solutions that meet the needs of all parties. This can help prevent conflicts from escalating and pave the way for more peaceful and cooperative relationships in the future.

Additionally, dialogue can also promote social cohesion and a sense of belonging. In Tanzania, many individuals and communities feel isolated and disconnected from one another. By engaging in dialogue, individuals and groups can begin to build connections and foster a sense of community. This can help to create a more inclusive and cohesive society, where individuals feel valued and supported by their communities.



Chapter

08

Transforming Livelihoods

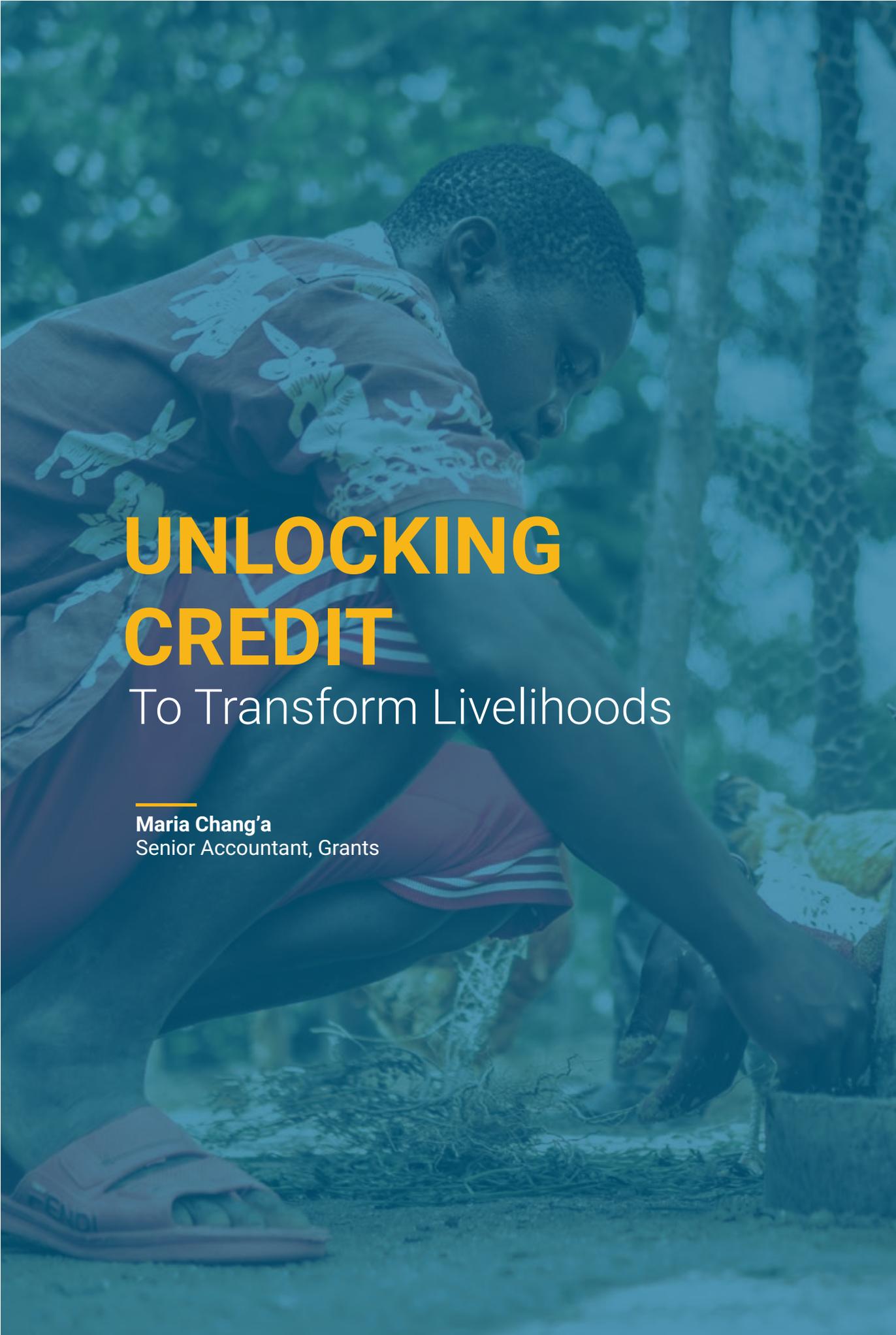
Chapter Description:

This chapter examines the ways FCS' and other civil society initiatives have improved the economic well-being of individuals and communities in Tanzania through initiatives and programs that promote economic development, entrepreneurship, and the creation of livelihood opportunities. The chapter seeks to provide insights into the key factors that contribute to the success of livelihood transformation efforts.

Contributors:

Maria Chang'a | Tusekile Anangisye | Sia Cathbeth | Furahini Shebila





UNLOCKING CREDIT

To Transform Livelihoods

Maria Chang'a
Senior Accountant, Grants



“Micro-credit has proven to be an effective tool for promoting youth enterprise development and stimulating economic growth. By providing small loans and financial services to young entrepreneurs, micro-credit helps to overcome the barriers that youth often face when trying to access traditional forms of financing.”

UNLOCKING CREDIT

To Transform Livelihoods

Maria Chang'a
Senior Accountant, Grants



Government allocated microloans granted to the youth and the disabled have proven to be helpful in catalyzing entrepreneurial development in their lives. The role of microenterprises in developing countries cannot be underestimated and access to finance is critical to their growth.

Sustainable development is considered achievable through the notion of local economic development. As fostering local economic growth becomes more central to local governments' responsibilities, these bodies must rise to the challenge of creating livable communities that can provide for their constituents' most fundamental needs while also boosting the economy.

To solve developmental backlogs and prepare for future socio-economic needs, local authorities need a thorough grasp of the many social and economic forces

acting within their domain if they are to accomplish the objective of combating youth unemployment and poverty.

Tanzanian civil society organizations have been actively working to promote microcredit as a tool for youth enterprise development. Through their various programs and initiatives, these organizations have helped to provide young people with the financial support and resources they need to start and grow their own businesses.

One of the key ways in which civil society organizations have promoted microcredit for youth enterprise development is by providing access to financial services and support. This includes offering microloans to young entrepreneurs, as well as providing training and support on financial management and business planning. By providing young people with access to the resources they

need to succeed, these organizations are helping to foster entrepreneurship and economic growth among the country's youth.

Tanzanian civil society organizations have also been working to promote the effectiveness of local government loans to youth groups. With FCS support, youth organizations have worked to ensure that these loans are being used in a way that benefits young people and supports their economic development. They have provided education and training on financial management and business planning, including important topics such as budgeting, accounting, and marketing. They have also provided one-on-one support and advice to young entrepreneurs.

By providing young people with the skills and knowledge they need to manage their businesses effectively, Tanzanian civil society organizations are helping to ensure that local government loans are being used in a way that supports economic growth.

Another important aspect of civil society organizations' efforts to promote the effectiveness of local government loans is their work to raise awareness about the availability of these funds. Through outreach programs and other initiatives, these organizations have been able to educate young people about the opportunities that local government loans can provide, and encourage them to apply for these funds. By

raising awareness about these loans, civil society organizations are helping to ensure that they reach the young people who need them most.

In addition to providing education and training and raising awareness, civil society organizations have also played a key role in advocating for policies and regulations that support the use of local government loans for youth enterprise development. This includes working with government officials and policymakers to create a favorable environment for these loans, and pushing for changes to the legal and regulatory framework that can help to support the growth of microcredit in Tanzania.

In conclusion, micro-credit has proven to be an effective tool for promoting youth enterprise development and stimulating economic growth. By providing small loans and financial services to young entrepreneurs, micro-credit helps to overcome the barriers that youth often face when trying to access traditional forms of financing. This allows young people to start and grow their own businesses, create jobs, and contribute to economic development.

However, it is important to note that micro-credit alone is not a panacea for youth unemployment and economic growth. It should be part of a comprehensive strategy that includes other measures such as skills development, access to markets, and supportive policies.



MICRO- ENTERPRISES

Uplifting Livelihoods and
Families

Tusekile Anangisye

Senior Officer - Audit, Risk and Compliance



“By supporting the growth of micro-enterprises, the government and other stakeholders can help to create a more vibrant and dynamic economy in Tanzania.”

MICRO- ENTERPRISES

Uplifting Livelihoods and Families

Tusekile Anangisye

Senior Officer - Audit, Risk and Compliance



Micro-enterprises are small businesses that are typically owned and operated by individuals or small groups. In Tanzania, micro-enterprises play a critical role in promoting economic growth and development. This is due to a number of factors, including their ability to create jobs, stimulate innovation, and contribute to the overall growth of the economy.

It is estimated that Tanzania's SME sector consists of more than 3 million enterprises which contribute to 27% of the overall GDP. Despite the significant contributions of micro-enterprises to the Tanzanian economy, they face a number of challenges. One of the biggest challenges is access to finance, as many micro-enterprises have limited access to traditional forms of credit. This can make it difficult for them to invest in their businesses and grow.

Another challenge facing micro-enterprises in Tanzania is a lack of support and training. Many entrepreneurs lack the skills and knowledge they need to run successful businesses, and they often face challenges such as inadequate business planning, financial management, and marketing.

The focus of FCS' livelihoods programs has been to enable marginalized groups, including women, youth, and people with disabilities to start thriving micro-enterprises.

One of the key ways in which micro-enterprises promote economic growth in Tanzania is through the creation of jobs. Micro-enterprises are often labor-intensive, and as such, they can provide employment opportunities for a large number of people. This is particularly important in a country like Tanzania, where unemployment rates are

high and many people are struggling to find work. By providing jobs, micro-enterprises can help reduce poverty and improve the overall standard of living in the country.

Another important way in which micro-enterprises contribute to economic growth in Tanzania is through their ability to stimulate innovation. Micro-enterprises are typically small and agile, which allows them to be more flexible and adaptable than larger businesses. This enables them to respond quickly to changing market conditions and take advantage of new opportunities. By fostering innovation, micro-enterprises can help drive economic growth and development.

In addition to creating jobs and stimulating innovation, micro-enterprises also contribute to the overall growth of the economy. As

micro-enterprises grow and expand, they generate revenue and profits that can be reinvested in the local economy. This, in turn, can lead to further economic growth and development. By supporting the growth of micro-enterprises, the government and other stakeholders can help to create a more vibrant and dynamic economy in Tanzania.

Civil society organizations have been essential in advocating for legislation and regulations that promote the development of micro-enterprises, in addition to providing access to financial services and promoting awareness. This includes working with government officials and policymakers to create a favorable environment for entrepreneurship and pushing for changes to the legal and regulatory framework that can help to support the growth of micro-enterprises in Tanzania.



SAVINGS GROUPS OFFERING

A Myriad of Economic and
Social benefits

Furahini Shebila
Program Officer, Gender



“In traditional patriarchal societies, women often have limited access to financial resources. Saving groups have provided a safe and accessible alternative for women to secure credit, which allows them to start and grow their own businesses, purchase assets, and invest in their families.”

SAVINGS GROUPS OFFERING

A Myriad of Economic and Social benefits

Furahini Shebila
Program Officer, Gender



In response to this picture of widespread financial exclusion, an alternative, highly decentralized, non-institutional savings-led approach to microfinance shows great promise. It is an emerging movement, where members of savings groups save together, lend their savings to each other with interest, and share the profits.

Savings groups are a simple and effective way for individuals to save money and access credit. These groups typically consist of 10-30 members who meet regularly to save a set amount of money and make small loans to each other. The savings and loans are managed by the members themselves, with no external financial institution involved.

For women, youth, and people with disabilities, savings groups can be particularly beneficial. These groups provide a safe and accessible way for these

individuals to save money, which can be used for a variety of purposes, including starting a business, paying for education, or covering unexpected expenses.

In addition to providing access to savings and credit, savings groups can also offer other benefits, such as social support and financial education. Members of savings groups often form close bonds and can provide each other with emotional support and advice. The groups can also be a valuable source of financial education, helping members learn about topics such as budgeting, saving, and borrowing.

Savings groups are not only a viable alternative for the vast number of people unlikely to be served by brick-and-mortar financial institutions, they are also the catalyst for enhanced social capital and improved gender relations. For example,

these groups have provided supportive communities where women can share their experiences, provide each other with emotional support, and offer advice. The groups have also been a valuable source of financial education, helping women learn about topics such as budgeting, saving, and borrowing.

Furthermore, the groups have also helped break down gender barriers and challenge traditional gender roles. In traditional patriarchal societies, women often have limited access to financial resources and are often not able to secure loans from formal financial institutions. The groups provide a safe and accessible alternative for women to secure credit, which allows them to start and grow their own businesses, purchase assets, and invest in their families.

By participating in these groups, thousands of women have gained confidence, learned new skills, and asserted their independence.

This has empowered them and enabled them to take on leadership roles in their communities. This allows women to gain experience in leadership and decision-making, which can help to break down the societal perception that men are the only ones capable of leading and managing finances.

Despite the benefits they provide, these groups become ineffectual when they do not reach the most vulnerable people. Because of the registration and management restrictions, some persons who lack the education or financial resources to participate may be barred from these groups. As a result, CSOs must continue to invest in assisting the most vulnerable groups to reap the benefits of this model. Their financial empowerment may have a knock-on impact on the whole community, improving economic, social, and political well-being for everyone.



ENHANCING POVERTY ALLEVIATION

Through a Farmer-Centric
Approach

Sia Cathbeth
Program Officer, Governance



“Bottom-up, farmer-centric approaches have significantly contributed to poverty alleviation. This success is attributed to the importance of citizens’ voices in advancing agricultural development, which ensures that farmers’ needs and concerns are recognized and addressed by policymakers.

ENHANCING POVERTY ALLEVIATION

Through a Farmer-Centric Approach



Sia Cathbeth
Program Officer, Governance

The Five Year Development Plan III (2021) in Tanzania makes it clear that the agriculture sector is an essential component of the country's economy. It provides 65% of the population with employment and is responsible for 28% of the GDP and 24% of exports. Despite this, it only contributes one-third of the GDP and faces a number of challenges, such as low productivity, inadequate infrastructure, and limited access to finance. These challenges need to be addressed in order for the sector to reach its full potential and to ensure food security and economic growth for Tanzania.

To address these challenges and stimulate agricultural development, a number of initiatives have been implemented in Tanzania, with the goal of promoting economic growth and poverty eradication. FCS is a major player in this effort. FCS' role

over the years has been to ensure that civil society organizations (CSOs) are playing a significant role in the development of the agriculture sector in Tanzania. CSOs have the potential to provide a link between the public and private sectors and to ensure that the voices of smallholder farmers are heard, and their needs addressed.

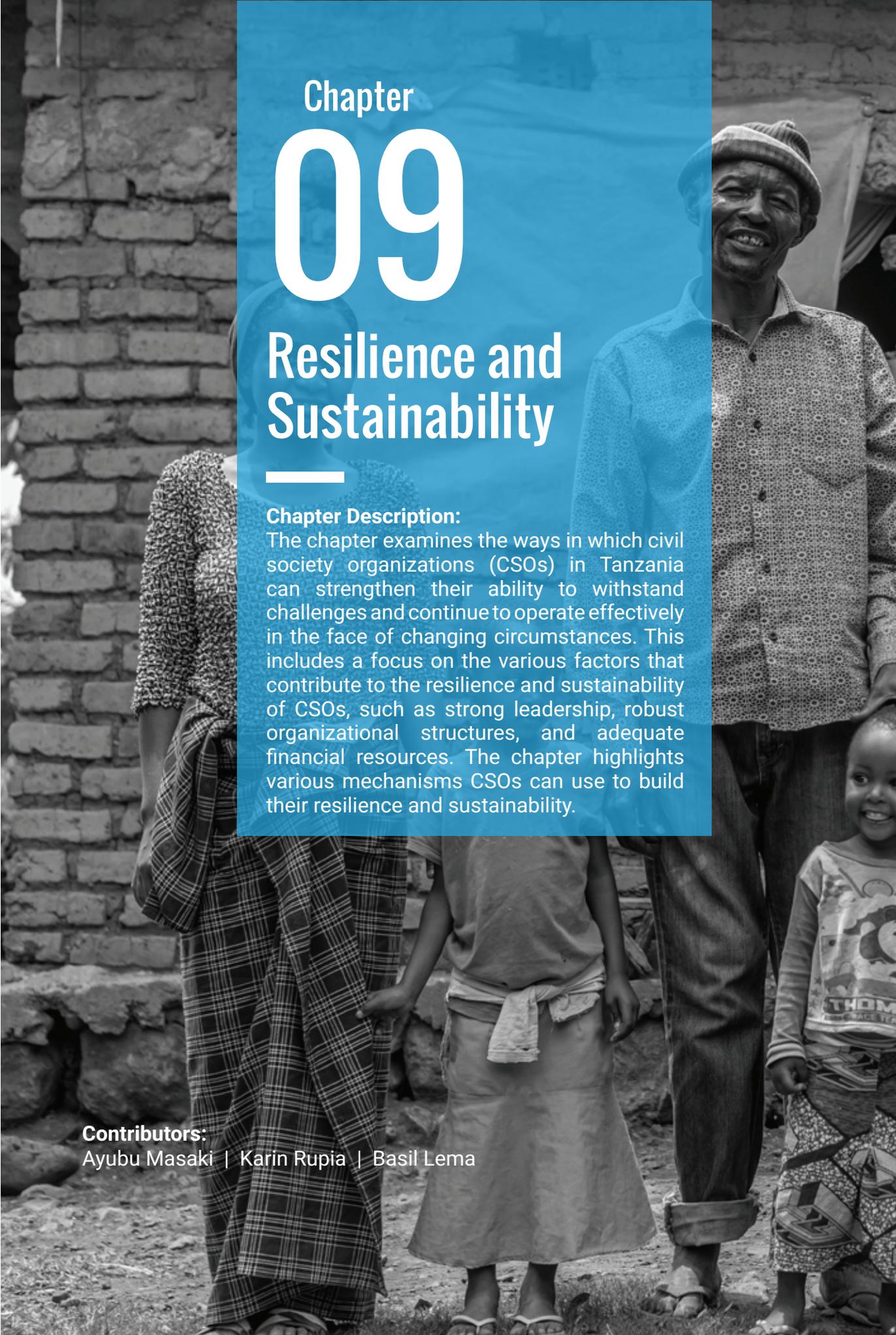
In Tanzania, bottom-up, farmer-centric approaches have significantly contributed to poverty alleviation. This success is attributed to the importance of citizens' voices in advancing agricultural development, which ensures that farmers' needs and concerns are recognized and addressed by policymakers. For example, the government recently adopted a new National Strategy for Agriculture, Fisheries, and Livestock that aims to promote sustainable development in the sector. This strategy was developed with input from stakeholders, including

civil society organizations, to ensure that it addresses the needs of both small-scale farmers and large-scale agribusinesses. By engaging with them and incorporating their views, the government can ensure that the policy is appropriately tailored to local conditions.

Furthermore, citizen voice can also help to promote accountability and transparency in the agriculture sector. By participating in the policymaking process and holding decision-makers to account, citizens can help to ensure that public resources are used effectively and efficiently to support the development of the sector. This can help to build trust and confidence in the government and other stakeholders, which is essential for promoting sustainable development.

At the local level, for instance, there is a growing interest among citizens in participatory budgeting programs in which they may demand greater investment to support agricultural projects. With participatory budgeting, there is more public engagement in decision-making, which has favorable implications for advancing equity and inclusion in the sector.

It is crucial that civil society organizations focus on promoting policies that support people-centered agriculture development initiatives, such as facilitating small-scale farmers' access to natural resources such as water, seeds, and land, and promoting agricultural extension services that reduce poverty among farming households. Allowing farmers to exercise their own voice and agency will likely have the greatest long-term effect on their prosperity.



Chapter 09

Resilience and Sustainability

Chapter Description:

The chapter examines the ways in which civil society organizations (CSOs) in Tanzania can strengthen their ability to withstand challenges and continue to operate effectively in the face of changing circumstances. This includes a focus on the various factors that contribute to the resilience and sustainability of CSOs, such as strong leadership, robust organizational structures, and adequate financial resources. The chapter highlights various mechanisms CSOs can use to build their resilience and sustainability.

Contributors:

Ayubu Masaki | Karin Rupia | Basil Lema



A woman with glasses is sitting at a desk, looking down at a stack of papers. She is holding a blue marker in her hands. The background is a blurred office setting. The entire image has a blue tint.

BUILDING ENDOWMENTS

To Become More Financially
Resilient

Ayubu Masaki
Finance and Operations Manager



“An unreliable flow of funds will always cause a lot of stress in an organization’s financial plan and force it to struggle to meet its objectives. In order to build up their resilience, CSOs should look for other sources of revenue that will help them avoid becoming financially dependent on external donors for their survival.”

BUILDING ENDOWMENTS

To Become More Financially Resilient

Ayubu Masaki

Finance and Operations Manager



Civil society organizations (CSOs) play a crucial role in promoting social justice and accountability, as well as addressing some of the most pressing challenges facing our societies. CSOs often rely on a combination of grants and donations to support their operations and achieve their objectives. However, this reliance on external sources of funding can make CSOs vulnerable to changes in the political and economic landscape, potentially jeopardizing their ability to carry out their work effectively.

Patronage from external donors is unpredictable and often unreliable as they might not provide support when a CSO needs it most, and they might also stop supporting an organization altogether. An unreliable flow of funds will always cause a lot of stress in an organization's financial plan and force it to struggle to meet its

objectives or perform its tasks. In order to build up their resilience, CSOs should look for other sources of revenue that will help them avoid becoming financially dependent on external donors for their survival.

As a foundation, FCS has a broad vision. One of those visions is to see how the organization will continue to develop and create a range of services that will give it access to various sources of resources. One way to address this goal is by building endowments, which are funds that are invested and managed with the goal of generating long-term, stable income. Endowments can provide CSOs with a more resilient source of funding, allowing them to plan for the long term and reduce their reliance on unpredictable external sources of income.

There are several ways in which CSOs can build endowments. One approach is to encourage individual donors to make long-term, unrestricted gifts to the organization. These gifts can be used to establish an endowment, which can then be invested to generate income.

Another approach is to engage in fundraising campaigns specifically aimed at building an endowment. This can involve engaging with potential donors, highlighting the importance of long-term financial stability for CSOs, and explaining the benefits of building an endowment.

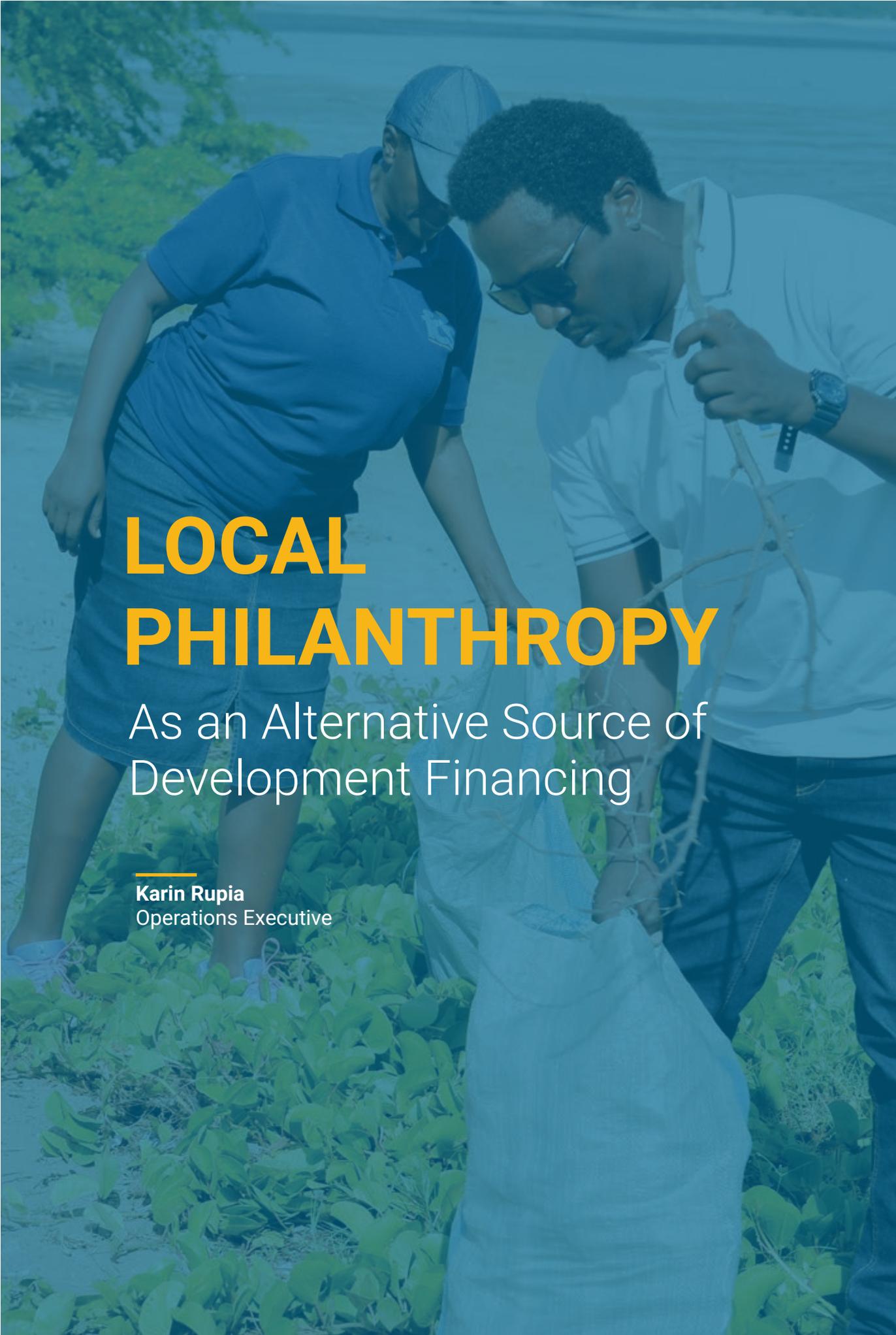
In addition to individual donors, CSOs can also seek support from foundations and other philanthropic organizations. These organizations often have a mandate to support the work of CSOs, and may be willing to provide funding specifically for the purpose of building an endowment. CSOs can also look to partner with other organizations, such as universities and hospitals, which may have established endowments and be willing to share their expertise and resources.

Once an endowment has been established, it is important to manage it effectively in order to maximize its potential benefits. This

involves selecting appropriate investment vehicles, such as stocks, bonds, or real estate, and regularly monitoring and reviewing the performance of the endowment to ensure it is meeting its goals. CSOs may need to seek out expertise and support from financial professionals in order to effectively manage their endowment.

In order to do this, FCS has established a for-profit subsidiary company named “FCS Trust” whose objective is to plow back into FCS profits obtained from its investments as well as a wide array of monetized tailored solutions for the development sector, spanning from strategy creation, grants management, system strengthening, financial management, capacity assessment and other consulting services for civil society organizations.

The key to successful endowment strategies is changing mindsets among CSOs’ staff, which should involve getting them involved in entrepreneurship-related activities and training so that they can be more flexible in their approach to solving problems. This will lead to better endowment strategies, which will help foster more resilience among CSOs and reduce the need for emergency interventions by traditional donors.



LOCAL PHILANTHROPY

As an Alternative Source of
Development Financing

Karin Rupia
Operations Executive



“The strength of local philanthropy can be found in its capacity to empower people and communities by allowing them to have a larger influence on the decisions and policies that affect them.”

LOCAL PHILANTHROPY

As an Alternative Source of Development Financing

Karin Rupia
Operations Executive



Local philanthropy refers to an alternative form of funding for development projects. It is a voluntary activity that creates a sense of community and mutual support among individuals who share a common interest in supporting their communities and can be achieved through both monetary and non-monetary means, such as volunteering.

The main difference between traditional charity organizations and local philanthropy is that while traditional charities are organized by organizations or governments at a national level, local philanthropy relies on community members to organize and deliver services.

FCS has been at the forefront of promoting local philanthropy in Tanzania. This can be seen in the organization's engagement with vulnerable populations, historically serving as a bridge between them and a

myriad of actors, in addition to traditional development finance institutions. FCS has also been playing a significant role in educating individuals and communities on how they can promote local philanthropy to achieve their own developmental goals

Promoting local philanthropy in Africa is important for several reasons. First, local philanthropy can provide a source of funding for African civil society organizations (CSOs) that is not subject to the same political and economic pressures as external sources of funding. When funding from governments or international organizations comes with requirements for CSOs to align their activities with the political or economic agenda of the funding source, the independence and effectiveness of CSOs in addressing the needs of their communities are compromised.

Second, local philanthropy can help to build stronger, more inclusive societies in Africa. By encouraging individuals and organizations to give back to their communities, philanthropy can foster a sense of social responsibility and civic engagement. This can help to promote social cohesion and inclusion, as well as empower individuals and communities to take an active role in addressing the challenges they face.

Third, promoting local philanthropy can help to diversify the funding landscape in Africa. At present, many African CSOs rely heavily on external funding from international donors, which can make them vulnerable to shifts in global political and economic conditions. By encouraging local giving, African CSOs can access a more stable and diverse range of funding sources, reducing their reliance on external funding and increasing their financial resilience.

In recent years, there has been a growing recognition of the crucial role that local philanthropy can play in supporting people-centered development. Local philanthropy can provide vital resources and support for community-based initiatives that aim to address the specific needs and challenges facing individuals and communities. The strength of local philanthropy can be found in its capacity to empower people and

communities by allowing them to have a larger influence on the decisions and policies that affect them. Some examples of such actions are backing community-led projects and participatory decision-making processes that aim to promote greater inclusion and empowerment. By providing support for these kinds of initiatives, local philanthropy can help to foster a more inclusive and equitable society.

However, to achieve its full potential, there are also potential challenges and obstacles that local philanthropy should address. One of the key challenges is the need to ensure that giving is carried out in a transparent and accountable manner. This can include establishing clear guidelines and regulations for charitable giving, as well as supporting the development of robust systems for monitoring and evaluation.

Another challenge is the need to ensure that local philanthropy is integrated into broader development efforts and policies. While local philanthropy can provide vital support for community-based initiatives, it should not be seen as a replacement for government-led development efforts. Instead, there should be a focus on ensuring that local philanthropy is integrated into broader development strategies and policies, in order to maximize its potential impact.

A photograph of a man in a dark suit and light shirt, smiling and looking towards the right. He is standing next to a bicycle. A woman in a patterned dress is partially visible on the right side of the frame. The background is a blurred outdoor setting with trees. The entire image has a blue tint.

UNLOCKING PRIVATE SECTOR

Financing for Development in
Tanzania

Basil Lema
Senior Accountant, General



“One of the key benefits of collaboration between the private sector and civil society is the ability to leverage the strengths of both sectors to tackle complex challenges. The private sector is often highly skilled at leveraging resources and expertise to drive innovation and growth, while CSOs are often well-positioned to identify and respond to the needs of individuals and communities.”

UNLOCKING PRIVATE SECTOR

Financing for Development in Tanzania



Basil Lema
Senior Accountant, General

The need for collaboration between the private sector and civil society has never been greater. In today's increasingly interconnected and globalized world, the challenges facing society are complex and multi-faceted and require a coordinated and multi-sectoral response. The private sector and civil society organizations (CSOs) each have unique strengths and expertise that can be leveraged to address these challenges, but they can only be effective if they work together in a collaborative manner.

One of the key benefits of collaboration between the private sector and civil society is the ability to leverage the strengths of both sectors to tackle complex challenges. The private sector is often highly skilled at leveraging resources and expertise to drive innovation and growth, while CSOs are often well-positioned to identify and respond to

the needs of individuals and communities. By working together, the private sector and CSOs can combine their respective strengths to develop and implement effective solutions to social and environmental challenges.

Another important benefit of collaboration between the private sector and civil society is the ability to drive systemic change and promote sustainable development. The private sector and CSOs are both powerful actors in society, and by working together they can influence policy and decision-making processes at local, national, and global levels. The private sector has significant resources and influence, and can leverage these to promote sustainable development. For example, companies can invest in sustainable practices and technologies, which can help to reduce the environmental impact of their operations.

They can also use their supply chain and distribution networks to promote sustainable products and services, which can help to create demand for these items.

On the other hand, CSOs have a deep understanding of local issues and communities, and can work to mobilize public support and advocate for sustainable development. They can also use their expertise and knowledge to inform the private sector and government on the best practices and policies to promote sustainable development. Together, the private sector and CSOs can work to create the conditions for sustainable and equitable development, and can support the implementation of the United Nations' Sustainable Development Goals.

Furthermore, collaboration between the private sector and civil society can help to foster greater trust and accountability. The

private sector and CSOs are often viewed as separate and distinct entities, and this can lead to mistrust and misunderstandings. By working together on common goals and initiatives, the private sector and CSOs can build relationships and foster greater understanding and trust. This can help to promote greater transparency and accountability, and can support the development of more effective and sustainable solutions to developmental challenges.

The need for collaboration between the private sector and civil society is clear and urgent. By leveraging the strengths of both sectors, and working together on common goals and initiatives, the private sector and CSOs can drive systemic change and promote sustainable development. This can help to create a more equitable and sustainable world for all, and can support the implementation of the global Sustainable Development Goals.

Chapter 10

Fostering Innovation

Chapter Description:

This chapter explores the ways in which civil society organizations (CSOs) in Tanzania can leverage innovation to improve their effectiveness and achieve their goals. This includes a focus on the ways in which CSOs can promote locally driven innovation, as well as the potential for technology to enhance organizational efficiency.

Contributors:
Wilson Petro | Bartholomew Mbilingi





PROMOTING LOCALLY-DRIVEN

Innovation for Sustainable
Development

Wilson Petro

Monitoring, Evaluation, Research & Learning Officer



“Promoting locally-driven innovation in Africa is crucial for the continent’s economic development and for addressing the unique challenges and needs of African communities.”

PROMOTING LOCALLY-DRIVEN Innovation for Sustainable Development

Wilson Petro

Monitoring, Evaluation, Research &
Learning Officer



The importance of locally-driven innovation has been recognized in the Sustainable Development Goals, with the promotion of local capacity being one of three critical drivers—alongside community engagement and resilience—that will help achieve progress against the SDGs.

Africa has the potential to be a major player in the global economy, but to achieve this potential, the continent must foster a culture of innovation and entrepreneurship. One way to do this is by promoting locally-driven innovation, which involves supporting and encouraging innovation at the local level, rather than relying on external sources of innovation.

One major advantage of locally-driven innovation in the context of a country like Tanzania is that it can help to ensure that new technologies and solutions are well-suited to the needs of local communities.

For example, a locally-designed irrigation system may be more effective and efficient than one imported from abroad, as it takes into account local weather patterns, soil conditions, and the availability of resources.

FCS' vision for people-centered development recognizes the important role local innovations and appropriate technologies can play. Civil society organizations of this nature can play an important role in promoting local innovation in Africa. They can work with governments and other groups to identify opportunities for local development, create educational materials, and educate people about how they can use these innovations to address some of the biggest challenges they face.

There are several reasons why promoting such tailored and locally-driven innovations is important for Africa. First, by supporting local innovators and entrepreneurs,

Africa can develop its own industries and businesses, which can create employment opportunities and drive economic development.

Second, promoting locally-driven innovation can help to address the specific challenges and needs of African communities. Many of the problems facing Africa, such as poverty, disease, and environmental degradation, are unique to the continent. By encouraging local solutions to these problems, Africa can develop solutions that are tailored to its own context, rather than trying to adapt solutions from other regions.

Third, promoting locally-driven innovation can help to foster a culture of innovation and entrepreneurship within African societies. By providing support and encouragement to local innovators and entrepreneurs, Africa can create a positive environment for innovation and encourage more people to take the risk of starting their own businesses.

Promoting locally-driven innovation in Africa will require access to funding, training, and other support to local innovators and entrepreneurs. This can include implementing policies that support entrepreneurship, such as tax breaks and grants, and creating incubator and accelerator programs that

provide mentorship and support to start-up businesses.

The importance of education and training that aims to develop the next generation of innovators and entrepreneurs can also not be understated. This can include providing access to programs that focus on entrepreneurship and innovation, as well as encouraging more young people to pursue careers in science, technology, engineering, and math (STEM).

Additionally, the agenda for research and development (R&D) needs to be supported by investing in local research institutions and encouraging partnerships between academia and industry. This can help to develop the knowledge and expertise needed to drive innovation as well as create new products and services that can be commercialized.

Promoting locally-driven innovation in Africa is crucial for the continent's economic development and for addressing the unique challenges and needs of African communities. By providing support and encouragement to local innovators and entrepreneurs, Africa can foster a culture of innovation and create opportunities for economic growth and development.

A woman wearing a light-colored hijab and a dark top is sitting at a desk in an office. She is looking at a computer monitor with a smile. The desk is cluttered with papers and a telephone. A potted plant is visible in the background. The entire image has a blue tint.

EMBRACING TECHNOLOGY

For Enhanced Organizational
and Programmatic Efficiency

Bartholomew Mbiling'i
ICT Officer



“The power of digital technologies can help rural communities overcome geographical barriers that have traditionally made it difficult to deliver services effectively.”

EMBRACING TECHNOLOGY

For Enhanced Organizational and Programmatic Efficiency



Bartholomew Mbiling'i
ICT Officer

Digital development has reshaped the landscape of development. It has made it possible for anyone with a basic mobile device to access information and resources, both local and global, at the touch of a button. Organizations can now use digital technologies to drive organizational effectiveness, streamline processes, reduce costs, and build more community-friendly interactions with stakeholders.

ICT for development is a new phrase that has been coined to describe the use of digital technologies and services in the service of poverty eradication. The general idea behind this is that we are not going to be able to solve poverty with just one type of intervention but through a combination of different interventions.

Technology innovation is not only about using new technologies and creating a better world for future generations. It also

has an important role to play in developing countries that are struggling with under-investment in infrastructure and limited access to information.

The power of digital technologies can help rural communities overcome geographical barriers that have traditionally made it difficult to deliver services effectively. Digital development can also help create economic opportunities or improve access to basic healthcare and education through affordable mobile applications or hardware.

In recent years, technology has emerged as an important tool for CSOs to achieve these goals, providing new ways to collect, analyze, and disseminate information, as well as engage with stakeholders. One notable example of this is the use of SMS technology to fight Female Genital Mutilation (FGM) in Tanzania. Empowered Society Transform Lives (ESTL), a long-term

partner of FCS implements the “Kick FGM Out of Singida” project, which used SMS tracking systems to report incidents of FGM in the community.

By utilizing mobile phones, ESTL quickly receives information about girls who undergo FGM. This allows the organization to take immediate action, reporting the incidents to the police, who take action against the perpetrators responsible for performing the procedure.

This innovative use of SMS technology not only helps to save the lives of thousands of girls but also serves as a showcase for how civil society organizations can leverage modern tools to promote positive change and enhance their impact. By embracing technological innovation, CSOs can respond more effectively to community needs, ensuring the protection of vulnerable groups and advancing their mission to create a more equitable society.

However, the rapid pace of technological change can be challenging for many CSOs, and it is important for them to stay ahead of the curve in adopting new technologies. There are several steps that CSOs can take to ensure that they are able to effectively leverage technology to achieve their goals.

First, CSOs should build their own capacity in technology, by investing in training and resources for their staff and volunteers. This

can include providing training on the use of specific technologies, such as data analysis tools or social media platforms, as well as investing in technology infrastructure, such as computers and software.

Secondly, CSOs should develop partnerships and collaborations with other organizations, including technology companies and research institutions, to share knowledge and expertise, as well as to access new technologies and resources. These partnerships can also provide opportunities for CSOs to influence the development of new technologies, ensuring that they are designed with the needs of civil society in mind.

Thirdly, CSOs should integrate technology into their operations and strategies, by incorporating it into their core activities and processes. This can include using technology to collect and analyze data, engage with stakeholders and the public, and communicate their findings and advocacy messages.

Finally, CSOs should be proactive in seeking out and leveraging new technologies as they emerge, rather than waiting for them to become established before adopting them. This requires a willingness to take risks and experiment with new technologies, as well as to learn from failures and adapt to changing circumstances.



GOVERNANCE

Our Members



Dr. Stigmata Tenga

Member/President



Alais Morindat

Member



Mary Rusimbi

Member



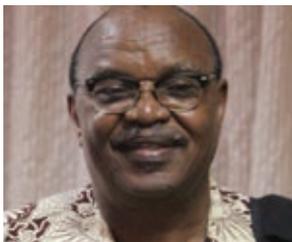
Rakesh Rajani

Member



Olive Luena

Member



Prof. Samwel Wangwe

Member



Francis Kiwanga

Member

BOARD OF DIRECTORS



Ally Laay
Director/Chairman



Tertula M Swai
Director



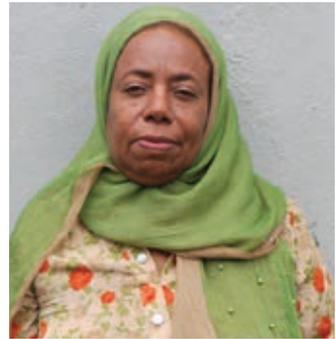
Patrick Maro Kohi
Director



Mercy E. Sila
Director



Fredrick Msigallah
Director



Munira Hamoud
Director



Dr Anthony Mveyange
Director



Francis Kiwanga
Secretary of the Board



Management Team



FRANCIS KIWANGA

Executive Director



NASIM LOSAI

Business Development & Partnership Manager



AYUB MASAKI

Finance & Operations Manager



GUESTURD HAULE

Head Monitoring, Evaluation, Research & Learning



EDNA CHILIMO

Programmes Manager, Governance and Social Inclusion



Staff



Karin Rupia



Nemes Maro



Lydia Bwenda



Neil Ngala



Neema Makando



Rehema Malongo



Bartholomew Mbiling'i



Tusekile Anangisye



Basil Lema



Maria Chang'a



Shamsia Manu



Yonah Lyimo



Nicholaus Mhozya



Sarah Masenga



Bertha Ngwada



Georgina Lund



Wilson Petro



Furahini Shebila



John Kibaba



Christina Mngara



Irene Makoko



Brian Mosala



Mercy Mbasha



Sia Cathbeth



Daniel Haule



Asha Juma



7 Madai Crescent, Ada Estate, Plot No. 154

P.O. Box 7192 Dar es Salaam, Tanzania

Phone: +255-22-2664890-2 | Fax: +255-22-2664893

Email: information@thefoundation.or.tz | Website: www.thefoundation.or.tz

Twitter: @FCSTZ | Facebook: FCSTZ

Youtube: Foundation for Civil Society