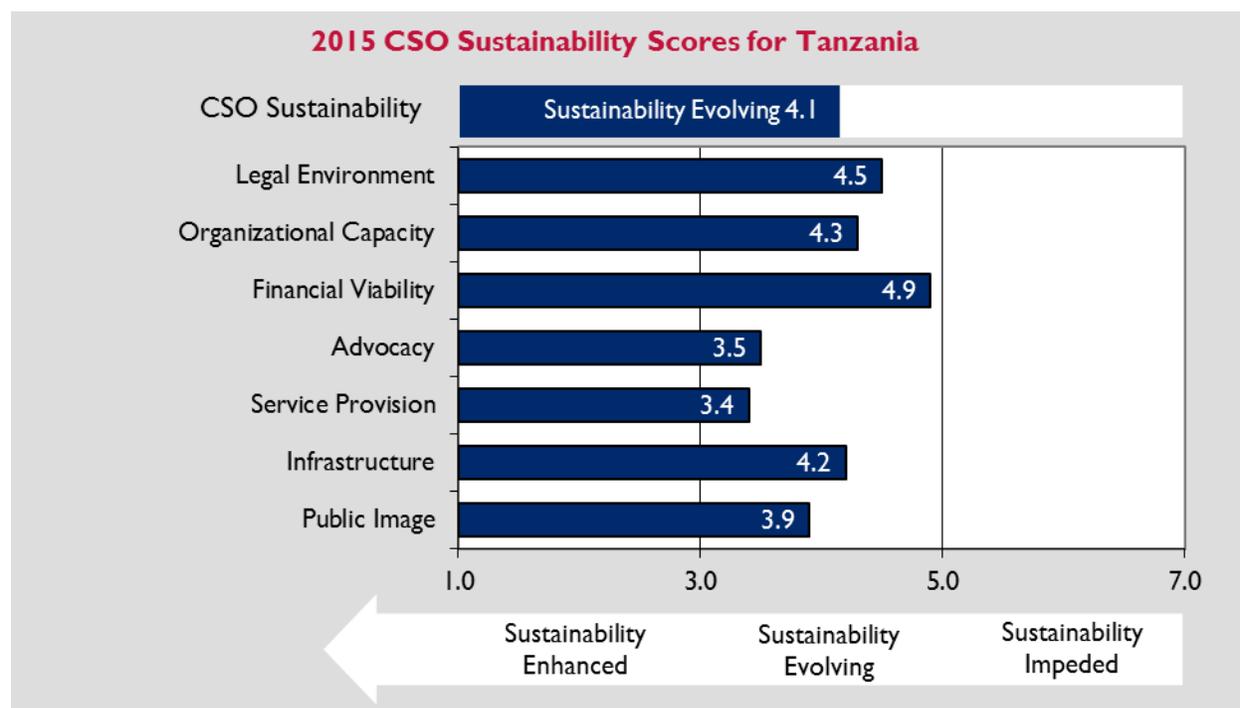


# TANZANIA



## CSO SUSTAINABILITY: 4.1

### Country Facts

**Capital:**  
Dodoma

**Government Type:**  
Republic

**Population:**  
51,045,882

**GDP per capita (PPP):** \$2,900

**Human Development Index:**  
151

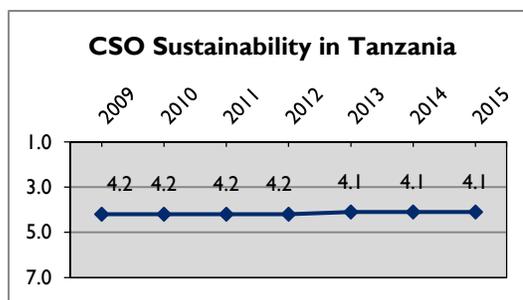
The year 2015 was marked by two important events in Tanzania. First, on April 2 the National Electoral Commission (NEC) indefinitely postponed a referendum on a highly controversial, people-centered draft constitution, which included provisions for the separation of powers and greater accountability from elected officials. The commission blamed the postponement on alleged delays in voter registration. Some members of the opposition felt



that the voter registration process was unduly rushed, leaving little time to educate the public about the draft constitution. Four main opposition parties withdrew from discussions of the draft when it came up in parliament, claiming that the most useful provisions proposed by the Constitution Review Commission had been removed during the Constituent Assembly in 2014. Among these provisions was a clause that gave the public the power to remove elected leaders from their positions if they did not implement the priorities expressed during their campaigns.

Second, general elections for the president, members of parliament, and ward councilors took place on October 25. The ruling party's candidate, John Pombe Magufuli, was elected president. However, the

Zanzibar election results were declared invalid and nullified by the Zanzibar Electoral Commission, despite reports from all observers that the elections there had been free and fair. Many CSOs engaged in election observation activities. But in contrast to previous general elections, in 2015 the NEC required CSOs to request permission before offering civic education during the period leading up to the vote. Although permission was usually granted, organizations that had included civic education in their missions at the time of registration had to undergo this process, and they therefore viewed it as an unnecessary impediment.

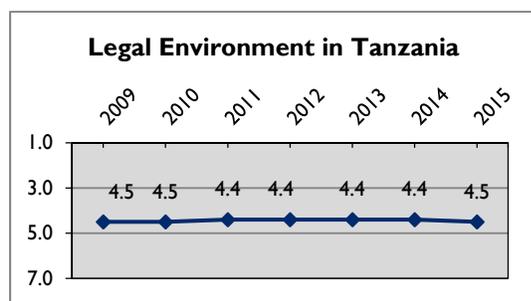


In mid-2015, the parliament enacted three new laws—the Cybercrime Act, Statistics Act, and Whistleblower and Witness Protection Act—under certificates of urgency, which limited the period for public and parliamentary comment on the bills. The speed with which the government pushed these bills through parliament was widely criticized by various stakeholders. In addition, some observers expressed concerns that the Cybercrime Act and Statistics Act would limit freedom of expression.

During the year the economy grew at a rate of 7.9 percent. But inflation was high and the Tanzanian shilling depreciated more than 20 percent against the U.S. dollar. Foreign aid to the country decreased at the same time that the cost of imports rose. These trends contributed to an increased cost of living and led to cutbacks in CSO services. In a significant shift, many CSOs redirected their activities from service provision to advocacy projects in response to donors’ priorities.

In 2015 1,450 new CSOs were registered, bringing the total to 22,055 registered organizations. Most CSOs are registered in cities but implement projects and programs in rural areas.

## LEGAL ENVIRONMENT: 4.5



Although there were no major changes in the laws governing CSOs in Tanzania, overall the legal environment for CSOs worsened in 2015, mainly because of the passage of new laws that threaten to undermine civil society.

CSOs continued to register under various acts as non-governmental organizations (NGOs), societies, cooperative societies, companies, trusts, or other types of organizations. NGOs must register with the Ministry of Community Development, Gender, and Children, while trusts register

with the Registration, Insolvency, and Trusteeship Agency (RITA). Other types of organizations register with relevant ministries and government agencies. In 2014 the government devolved the registration of NGOs to district community development offices, which helped speed up the registration process. The government also improved the process for online registration by facilitating access to registration forms through social media platforms such as Facebook. In Zanzibar the duties of the registrar of societies were redefined, and with fewer responsibilities that office was able to deal with CSO registration and other matters more quickly.

The final authority for the dissolution of a CSO rests with the agency or ministry under which it is registered. No domestic organization underwent compulsory deregistration in 2015, although a few organizations requested voluntary dissolution. Twenty-four international CSOs, including Dan Church Aid and the World Society for the Protection of Animals, were deregistered on the grounds that they had not complied with the NGO Act No. 24 of 2002. Their deregistration was a new development, because although the NGO Act requires, for example, the submission of annual reports, not many CSOs comply with the law’s requirements and the government had never before taken action.

In 2015 three new laws—the Cybercrime Act, Statistics Act, and Whistleblower and Witness Protection Act—were passed by the parliament under certificates of urgency, which limited the period in which the public and members of the parliament could offer comments on the bills. The speed with which the government pushed these bills through the parliament was widely criticized by various stakeholders, including the media, CSOs, and some legislators. CSOs generally believe that the Cybercrime Act limits freedom of expression and access to information by opening the door to punishing individuals who are the recipients of information even if they did not request it. CSOs and journalists believe the Statistics Act similarly undermines freedom of expression by requiring researchers to allow the government to review any information that they plan to make public. Several other incidents suggested that a general effort to curtail CSOs’ freedom of expression was underway. During the general elections the Association of NGOs of Zanzibar (ANGOZA) conducted civic education programs using a film on political tolerance from Ghana. Although ANGOZA had followed all necessary procedures for obtaining approval to show the film, including submitting it to government censors, the government ordered the organization to stop screenings. In addition, staff members from the Legal and Human Rights Center (LHRC) accredited as local election observers were arrested without explanation and their election monitoring equipment was confiscated. In Zanzibar a local radio was suspended after announcing the general election results, and in Kondo Sikika a local CSO was forced to close down its project after releasing the results of the public expenditure tracking system, which exposed corruption in the local government. The government also claimed that CSOs working on land issues in Loliondo were inciting communities against investors and issued verbal warnings for them to stop.

Grants and endowments are not taxed. Revenues earned from the provision of goods and services are taxed unless CSOs apply for tax exemptions. The process of applying for exemptions is long, bureaucratic, and time consuming. International organizations sometimes have long-term agreements that allow exemptions on goods brought into the country. Faith-based organizations (FBOs) enjoy automatic tax exemptions. CSOs that deliver services such as medication, food, and donations to children do not pay value-added tax.

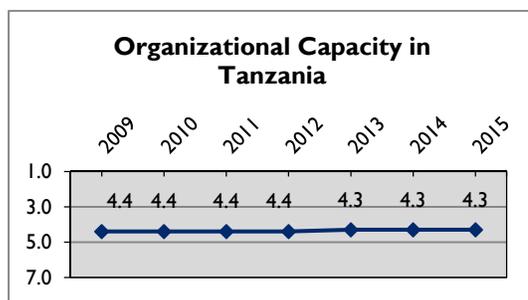
CSOs are legally allowed to compete for government contracts at the central and local levels but find it difficult to access information about tenders. The tendering process sometimes involves requirements that CSOs are unable to fulfill.

The Ministry of Community Development, Gender, and Children has lawyers on its staff who can assist CSOs with legal issues. Professional lawyers employed by LHRC, Tanzania Women Lawyers Association (TAWLA), Women’s Legal Aid Center (WLAC), and Women in Law and Development in Africa (WiLDAF) Tanzania also provide legal advice and education to CSOs.

## ORGANIZATIONAL CAPACITY: 4.3

Constituency building in the sense of influencing public opinion and motivating people to take collective action decreased among grassroots CSOs in 2015 because of the decline in their funding from donors. Better-funded national organizations generally had sufficient resources to retain more vibrant relationships with their constituencies.

Most large and mid-sized organizations have strategic plans with defined visions and mission statements, while the majority of smaller organizations do not have these tools because they are still formalizing their operations. In 2015, the Foundation for Civil Society (FCS) facilitated the development of strategic plans and vision and mission statements at ninety-five local organizations. However, most of these organizations were unable to implement their plans because they lacked sufficient funding to do so.

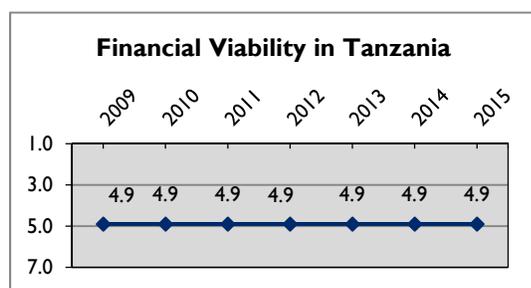


Many CSOs, especially at the regional and grassroots levels, lack internal policies as well as human resource and financial management manuals. Organizations that have such policies often find adhering to them a challenge. For example, many Tanzanian CSOs still exhibit founder's syndrome, with founders dominating decision making and thereby limiting adherence to organizational policies and curtailing organizational growth. Most CSOs have boards of directors, since they are a requirement for registration, and the majority of large and mid-sized CSOs have governing bodies with clearly defined structures, roles and responsibilities. However, boards often are not functional or are poorly constituted, with board members who lack the skills to provide guidance or hold management accountable. In many cases, board members are simply friends and relatives of other members of the board.

Many CSOs found it difficult to retain permanent staff in 2015, largely because of unstable projects, non-compliance with human resource policies, and changing funding levels, all of which affected salaries and other benefits. This situation led to high staff turnover, even at larger organizations. On the other hand, most organizations continued to be helped by volunteers, who often hope that with time they will be offered jobs. The rate of volunteerism rose during the elections, when many volunteers took part in election monitoring. CSOs continued to act as a training ground for recent university graduates and interns, which has prompted the government similarly to look at recent universities graduates for potential recruitment.

Tanzania has recently experienced a rapid growth in the use of communications technology, and national and most regional CSOs have access to modern equipment. A growing number of organizations use websites, email, blogs, Facebook, and Twitter to share information with their constituencies. Smaller and rural CSOs often do not have computers or cameras. Even if they can afford such equipment, they still must deal with the challenge of insufficient electricity supplies in rural areas.

## FINANCIAL VIABILITY: 4.9



Most Tanzanian CSOs are dependent on foreign aid. In 2015 some CSOs continued to experience a decrease in aid, largely because of shrinking foreign aid budgets and increased competition between international and domestic organizations. In addition, international organizations such as Restless Development and Right to Play International are now implementing projects directly in local communities rather than partnering with domestic organizations. Among the international organizations that continued to offer

funding to domestic organizations in 2015 were UN Women, which awarded grants for women's empowerment, and Norwegian Church Aid, which provided ongoing support to FBO partners working in governance, economic empowerment, gender, and climate change. Finally, in 2015 agreements that FCS had with donors to re-grant funds expired and were not immediately renewed, as FCS was still developing a new strategic plan. As a result, FCS distributed significantly less money during the year, and the number of CSOs receiving grants decreased from 350 in 2014 to 125.

Changing donor priorities and declining donor support limited the diversification of funding for most CSOs. Nevertheless, capacity-building training in 2015 helped some organizations diversify their sources of income. For example, New Youth Fashion Tanzania, a local organization in Sikonge district in Tabora, Nyakitonto Youth for Development Tanzania in Kigoma, and Agape AIDS Control Program in Shinyanga were able to secure funds from new donors, including Planning International, Equip Tanzania, and Board of World Mission.

Although domestic sources of funding continued to be minimal in 2015, some CSOs were able to secure local funds. For examples, six community-based organizations (CBOs) in Ileje district in Mbeya were able to access small grants of about \$500 each from the local community development office for small business projects such as goat and poultry keeping and gardening. As savings and credit cooperative organizations and village community banks continued to help meet local needs, they increased local resource mobilization and

stimulated a sense of volunteerism among individuals and groups. Corporate and individual foundations and trusts are beginning to provide support in different forms, ranging from establishing libraries to donating bed sheets to health organizations, but they usually manage their own projects. In 2015 a wealthy local businessman provided loans to youth to implement entrepreneurship projects.

In recent years CSOs' fundraising efforts have concentrated largely on proposal writing. However, many organizations now realize that this alone does not suffice and in 2015 took part in debates about the sustainability of the CSO sector. The first-ever forum on local philanthropy in Tanzania took place in September, with discussions focusing on funding diversification and opportunities for funding from local sources other than traditional donors. The private sector, charity walks, and fundraising lunches and dinners were all identified as possible new sources of funding, and a secretariat was established to stimulate the development of local philanthropy. This ongoing initiative will aim to strengthen the voice of philanthropy in national development, provide learning and exchange platforms for philanthropic organizations, and strengthen collaboration and innovation in philanthropy at the national level.

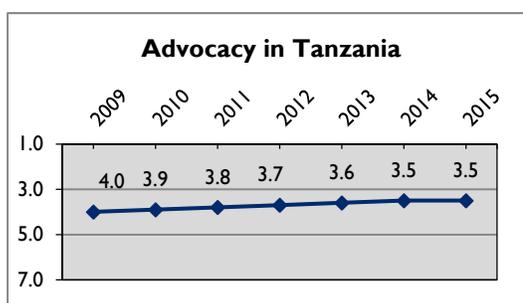
Some CSOs earn income by marketing products such as homemade goods and publications.

Other organizations have acquired land or constructed buildings to rent. Large and well-established CSOs, such as the Kilimanjaro Women Information Exchange and Consultancy Organization (KWIECO), National Networks of Farmers' Groups in Tanzania (MVIWATA), and Tanzania Gender Networking Program (TGNP), have consultancy practices that generate income.

The quality of financial management systems continued to vary greatly in 2015. Most urban and national CSOs, trade unions, and more mature organizations have well-established financial management systems and employ the services of qualified certified accountants. They also publish audited annual financial statements. Small and rural CSOs, which are the majority of organizations, have weak financial management systems and internal controls and perform limited external audits. This deficiency is mostly attributable to their poor funding base, which limits their ability to employ qualified staff and hire external audit firms. Nevertheless, the registrar of societies in the Ministry of Community Development, Gender, and Children reported an increase in the number of organizations complying with requirements for audits in 2015.

### ADVOCACY: 3.5

A significant shift from service delivery to advocacy is underway in the Tanzanian CSO sector. This change is due largely to donors' new interest in human rights issues. Donors are increasingly less interested in financing service provision and instead are focusing on developing citizens' ability to advocate for their rights. This shift is rooted partly in the belief that service provision alone is not sustainable and that other approaches, such as the empowerment of communities to demand services of the government, are also needed. This changing aid paradigm has pushed even the most traditional service providers, such as FBOs, to engage in mainstream advocacy, especially on natural resource issues, such as mining and gas. Most of the funds that FCS gave for advocacy projects in 2015 focused on the rights of people with disabilities and their needs during the elections, as well as women's inclusion and participation in the election process.



In 2015, CSOs cooperated effectively with both national and local governments. Cooperation is easiest at the district, ward, and village levels, where CSO staff members are able to engage directly with local government officials. For example, local authorities sometimes use CSO staff as trainers on climate change, gender, agriculture, and other issues. In 2015, the health department in Magu district invited the organization UVUUMA from Mwanza to conduct trainings on entrepreneurship for eighteen groups of people living with HIV/AIDS.

National authorities are less willing than local governments to work with CSOs. Their interactions with CSOs tend to be more bureaucratic in nature and focus mainly on policy issues. For example, in 2015, several ministries consulted with CSOs and other stakeholders during a review of a reporting tool known as Police Form Number Three (PF3), which allows victims of violence to access hospital treatment. As a result of CSOs' input, a new PF3 form was developed that requires medical practitioners to provide information related to sexual assault or gender-based violence for potential use in court. In Zanzibar CSOs helped draft a second strategy for growth and poverty reduction, known as MKUZA III, and took part in a review of the Zanzibar Youth Policy.

CSOs engaged in the 2015 electoral process in various ways. Some CSO practitioners participated in the elections directly by running for office. If they were not elected they often returned to their CSO positions, thereby undermining their effectiveness as civil society advocates because of their identification with political parties. CSOs such as the Tanzania Human Rights Defenders Coalition (THRD), TGNP, and organizations for people with disabilities issued manifestos during the elections to influence public opinion. A task force of people with disabilities developed a position paper outlining their needs during the act of voting, which was presented to the NEC, Zanzibar Election Committee, political parties, and media and helped ensure that voting stations had ballots available in Braille or special queues for people with disabilities. Unlike in previous general elections, most local CSOs did not engage in civic education, mainly because funding from the United Nation Development Program was not available for this purpose in 2015. However, in both mainland Tanzania and Zanzibar almost all CSOs that applied to NEC for permission to offer civic education were allowed to implement their programs with funding from FCS, Women Fund Tanzania, and Voluntary Service Overseas.

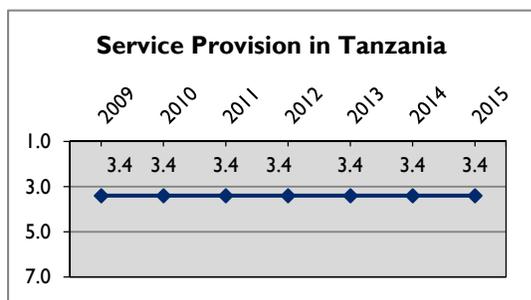
In 2015, some CSO groups worked together on the constitutional process. The Media Council of Tanzania (MCT) spoke out against the newly enacted laws, while the Mwalimu Nyerere Foundation pressed for national unity, and farmers associations championed farmers' rights. Women Dignity, Tanzania Media Women's Association (TAMWA), and Wanawake na Maendeleo (WAMA) advocated against teenage and child marriage. Other issue-based coalitions active in 2015 included religious groups promoting peace during the constitutional review and general elections and the Child Dignity Forum, which advocated for the rights of children. These groups all faced the general challenge of acquiring mass popular support from a public that was divided politically and prioritized issues differently than civil society.

CSOs continued to lobby for various legal reforms in 2015. In particular, when the long-awaited Right to Information Bill, which had been pending for more than five years, was taken to the parliament on a certificate of urgency, this move was sharply criticized by CSOs and opposition political parties, because the government had not consulted with stakeholders before re-tabling the bill. Their criticism prompted the government to drop the certificate of urgency and allow the draft law to be made public so that CSOs and other groups could provide inputs. The bill is expected to be presented to the parliament in 2016. CSOs also protested the passage of the Cybercrime Act, Statistics Act, and Whistleblower and Witness Protection Act under certificates of urgency, but their criticism had little effect.

CSOs have long believed that aspects of the NGO Act limit their freedoms. For example, Section 29 of the act requires CSOs to submit narrative and financial reports, and organizations are threatened with deregistration if they do not comply. THRD has undertaken a legal analysis of laws that limit CSOs' freedom and is expected to publish a report on the topic in 2016. In Zanzibar CSOs participated in the reform of the Zanzibar CSO Act and requested successfully that the registrar be responsible for registering NGOs and companies only.

### **SERVICE PROVISION: 3.4**

In 2015, service provision remained largely unchanged. Despite the fact that the decline in funding resulted in some reduced service provision, many CSOs continued to provide services in areas such as education, training, health care, and economic development. In Zanzibar, for example, the Zanzibar Outreach Program, which engages largely in the provision of health service and education, offered mobile health services in



various locations. WLAC offered free legal aid on women and children’s issues through a countrywide network of paralegals, and TAMWA provided assistance to victims of gender-based violence through the Crisis Resolve Center (CRC). At the same time, the changing aid paradigm shifted the focus for many CSOs from direct service provision to rights-based approaches, and some organizations concentrated on building the capacity of local communities to press for their right to receive services in such areas as health and education. CSOs also provided disaster relief.

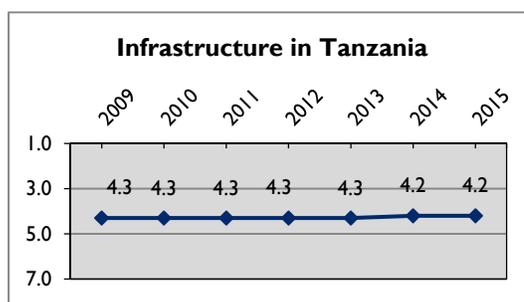
For example, the Christian Council of Tanzania supported victims of a storm that killed at least thirty-eight people and injured sixty others in Shinyanga in March 2015.

The goods and services that CSOs provide reflect community needs and priorities. Although the law allows CSOs to earn income to support their activities, in 2015 the majority of CSOs continued to provide goods and services free of charge, mainly because community members’ ability to pay is very limited. Larger CSOs continued to market their products and sell their publications at meetings and festivals. Some CSOs market services such as workshops to other CSOs as well as academia and churches.

In 2015, the government continued to recognize the contribution of CSOs and offered them various types of work and projects. The Zanzibar NGO Cluster for HIV/AIDS Prevention, Control, and Sustainable Development (ZANGOC) was commissioned by the Zanzibar AIDS Commission to conduct a study on the impact of HIV/AIDS at the community level, and Umoja wa Wawezeshaji KIOO based in Kigoma received funds from the government to implement a project on social accountability monitoring. The Zanzibar Association of People Living with HIV/AIDS (ZAPHA+) was reported to have received funds from the Revolutionary Government of Zanzibar to implement a project on HIV/AIDS. CSOs sometimes receive training from local extension officers and work with community development officers to implement projects. There were a few allegations in 2015 that government officials reported services provided by CSOs as their own achievements and misappropriated resources intended for those services.

## INFRASTRUCTURE: 4.2

CSOs’ infrastructure remained unchanged from 2014. Several networks of resource centers continue to serve as sources of information, training, and technical assistance for Tanzania’s CSO communities. Some resource centers earn income from their services. For example, TGNP charges entry fees to users to access their well-stocked libraries.



Domestic funding mechanisms, particularly FCS, Legal Services Facility (LSF), and Women Fund Tanzania (WFT), continued to re-grant donor funds to Tanzanian CSOs in 2015. FCS grants focused on governance and accountability and amounted to approximately \$1.8 million, a decrease of more than 50 percent over the 2014 budget. WFT disbursed grants to women-led organizations to raise awareness of the importance of participating in the general elections.

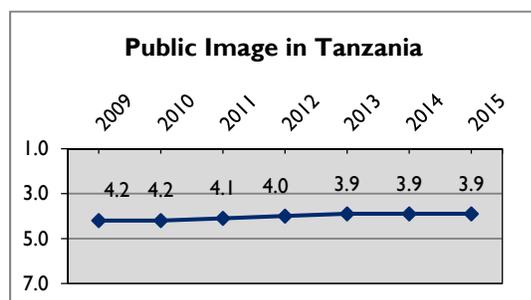
Regional- and district-based networks continued to offer information and capacity-building training to CSOs. TGNP, TAMWA, and LHRC strengthened CSO capacity in gender, women’s empowerment, and legal aid at the regional and district levels. The Coalition on Election Monitoring and Observation in Tanzania (CEMOT) offered one-stop shopping to CSOs for information and capacity building during the general elections, and the Tax Justice Group advocated for just and transparent tax regimes. Other informal alliances supporting CSOs included the Youth Climate Activists Network (YouthCan) and Tanzanian Civil Society Forum on Climate Change (Forum CC). Some organizations working in similar areas formed groups via

mailing lists and social network groups to further learning and communication. FCS facilitated a meeting of CSO chief executive officers to discuss the future of CSOs in the country.

During the year more than 1,080 organizations took part in trainings hosted by FCS, TGNP, KWIECO, and MVIWATA. These peer-learning interventions provided practical, experience-based solutions for improved organizational performance in areas such as conflict management, gender mainstreaming, financial management, and evidence-based advocacy. Most of these trainings were offered in Kiswahili, which allowed non-English-speaking staff from rural CSOs to take part.

CSOs and the government engaged in several partnerships in 2015. The Tanzania Chamber of Commerce and Trade started to work with CSOs on building awareness of trade opportunities in the East African Community. In addition, WILDAF signed a memorandum of understanding with various government entities to carry out joint campaigns against gender-based violence. CSOs also formed peace dialogue platforms with officials from district commissioners' offices and the NEC to help maintain peace during the elections. ANGOZA reached an agreement with the Zanzibar Chamber of Commerce to allow CSOs to access its resource center for information on entrepreneurship, business, and social development. The relationships between the private sector and CSOs also grew in 2015. For example, the Tanzania Private Sector Foundation participated in the annual Civil Society Forum and discussed opportunities for implementing the Sustainable Development Goals.

### PUBLIC IMAGE: 3.9



CSOs and the media continued to cooperate in 2015. In addition to routine coverage of CSO activities, the media turns to CSOs for opinions on topical issues. They also offer CSOs free airtime, especially on special occasions such as the Day of the African Child and International Women's Day. Radio spots by the organization Geha Habib and the live television show of the CSO Wanawake help spread information on gender-based violence. TAMWA, MCT, ANGOZA, and other organizations use the media for public engagement, and community-based media such as radio are

growing more accessible, making it possible even for grassroots CSOs to use the media for program outreach. However, the payments demanded by journalists and the costs of airtime remain a common challenge, as they are beyond the ability of most CSOs to pay.

CSOs generally have a good reputation with the public, and communities are ready to support them even when their positions contradict those of the government. Service-delivery and economic-empowerment projects have especially strong community support. A few government officials and politicians have negative perceptions of CSOs. For example, during a debate over local land investment, the Minister for Natural Resources and Tourism stated that CSOs should engage in service delivery only and avoid advocacy work. The private sector appreciates the role of CSOs and participates in CSO-run workshops and meetings.

Despite their media successes in 2015, CSOs usually have limited communications strategies and staff. However, the growing use of social media by CSOs is evident. For example, organizations such as CEMOT, Tanzania Election Monitoring Committee (TEMCO), and Tanzania Civil Society Consortium on Election Observation (TACCEO) used social media extensively in 2015 to share information during the general elections.

CSOs at the national level usually publish annual reports with financial information and share them on their websites. Most rural and smaller organizations produce project-based reports as feedback to their donors. However, some rural CSOs still find it difficult to document, report, and disseminate the results of their work because of limited capacity and funding. The Ministry of Community Development, Gender, and Children

reported that in 2015 it received annual reports from the majority of CSOs. The capacity of the CSOs to comply with codes of ethics is also growing.

