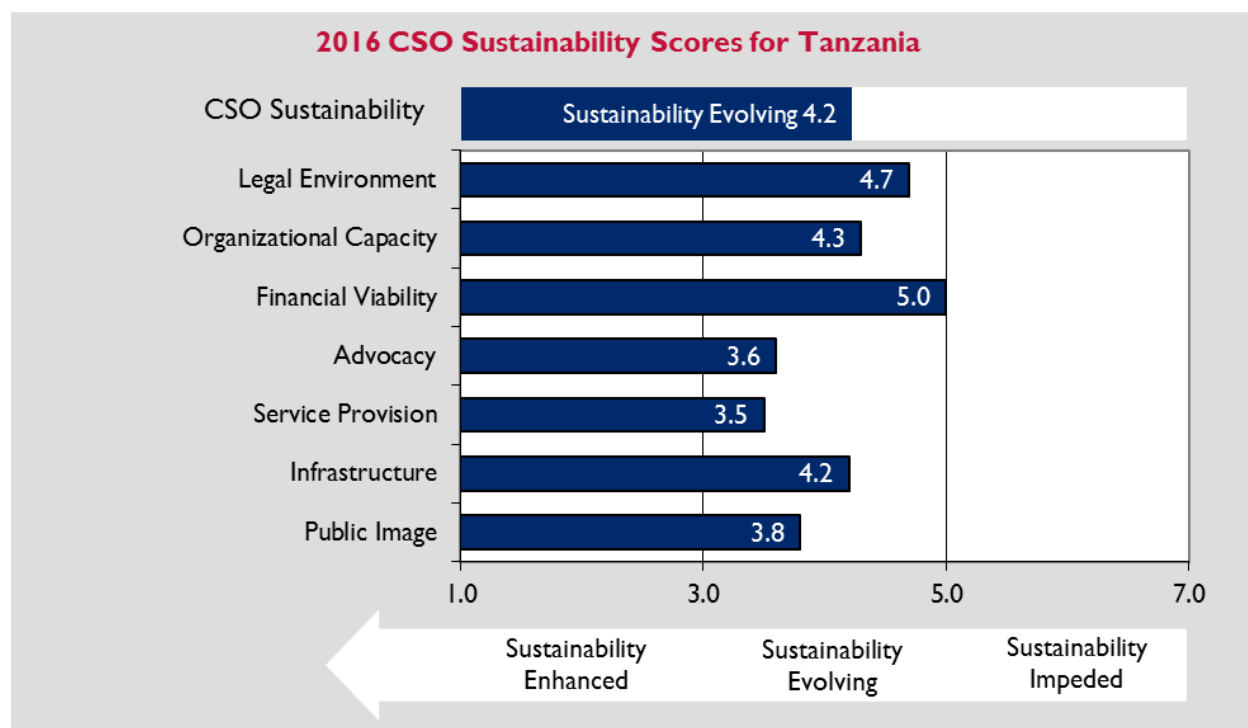


# TANZANIA



## CSO SUSTAINABILITY: 4.2

### Country Facts

**Capital:**  
Dodoma

**Government Type:**  
Republic

**Population:**  
51,045,882

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

**Human Development Index:**  
151

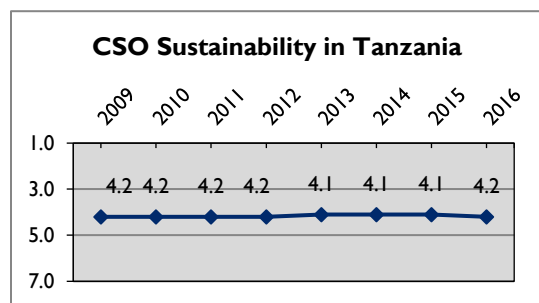
In 2016, the government of Tanzania acted on a decision taken in 1973 to relocate the seat of government to Dodoma, a city about six hundred kilometers from Dar es Salaam. The prime minister released a schedule to relocate offices incrementally over the next four years. Economically, the news sparked an upbeat reaction from investors, and for the most part the public also received the news positively, although the people of Dodoma expressed concerns about



increased demands for housing, education, water, and other services. The shift is likely to strain the budgets of CSOs based in Dar es Salaam, since many of them have made large investments in permanent premises there and now may have to spend additional funds on travel, communications, and office space in Dodoma.

On March 20, 2016, general elections were held in semi-autonomous Zanzibar for the second time in six months. In a controversial decision, the Zanzibar Electoral Commission (ZEC) nullified the results of tense, contested elections in October 2015, claiming that the number of people voting was higher than the number of registered voters. Most election observers judged the first elections to have been free and fair. Although many CSOs had taken part in various ways in the first elections, most organizations did not participate in

monitoring the follow-up elections, since they believed that doing so could be construed as giving a stamp of approval to their legitimacy. The incumbent president Ali Mohamed Shein was reelected.



The government took several actions to limit freedoms of expression and assembly in 2016 with the stated aim of maintaining national security. The constraints especially targeted pro-opposition groups. As the 2015 Cybercrimes Act came into full operation, more than 120 people were charged with sedition after expressing opinions about the presidency and other governance issues that displeased state officials. For instance, in December the owner of a social media platform was charged with obstructing an investigation in violation of Section 22(2) of the Cybercrimes Act.

Parliament passed several media-stifling laws, most notably the Access to Information Act No. 6 of 2016 and the Media Services Act No. 12 of 2016, both of which purport to promote professionalism in the media industry by establishing a regulatory framework, independent media council, and accreditation board for journalists. However, many stakeholders, including CSOs, strenuously opposed the new laws, arguing that their names do not reflect their true nature and they in fact shrink freedoms of expression and information. Freedom of expression was further suppressed when the government stopped live broadcasts of parliamentary debates to avoid public scrutiny. The government banned two newspapers, Mawio and Mseto, and two privately owned radio stations, Radio Five and Magic FM, for publishing what a state official called “seditious” material, such as a declaration that the opposition candidate had won the presidential election in Zanzibar and allegations that the president of Tanzania, John Magufuli, was involved in corrupt activities during the elections. During the year no action was taken on a highly controversial, people-centered draft constitution that has been pending for several years. President Magufuli announced that the new constitution is not on his agenda.

On the economic front, the government made what was widely viewed as great progress in introducing structural reforms in 2016. Increased public consumption together with growth in the construction, communications, financial services, and mining sectors helped GDP growth remain strong at 7 percent. Tourism continued to be the top foreign exchange earner, but agriculture—the economic mainstay of about 70 percent of households—posted slower growth. Tanzanians felt an economic pinch as inflation hit 6.5 percent and the Tanzanian shilling depreciated.

Overall CSO sustainability declined in Tanzania in 2016. The rapidly changing political atmosphere undermined CSOs’ legal environment and advocacy efforts, and many organizations shifted away from provocative programs to more timid, non-confrontational approaches. At the same time, declines in funding from Tanzania’s development partners contributed to ongoing deterioration of CSO service provision. Despite these challenges, CSOs’ organizational capacity and infrastructure remained the same as in previous years and their public image improved.

In 2016, 570 new CSOs were registered, bringing the total number of registered organizations in Tanzania to 22,525. Most CSOs are based in urban areas and implement projects and programs in rural areas.

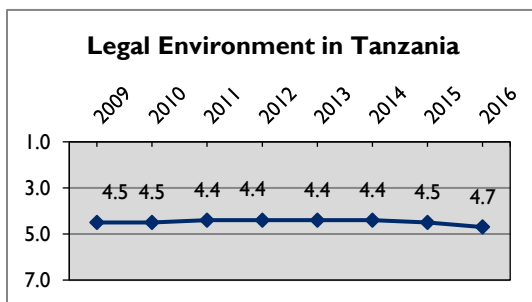
## LEGAL ENVIRONMENT: 4.7

The legal environment for CSOs in Tanzania deteriorated significantly in 2016 with the implementation of repressive new laws and increased state harassment of CSOs.

The registration process did not change during the year. Companies limited by guarantee continue to register with the Business Registration and Licensing Agency (BRELA); trusts register with the Registration, Insolvency, and Trusteeship Agency (RITA); and other types of organizations register with relevant ministries and government agencies. In 2016, the Ministry of Community Development, Gender, and Children, which housed

the Office of the Registrar of Non-Governmental Organizations (NGOs), merged with the Ministry of Health and Social Welfare to form the new Ministry of Health, Community Development, Gender, Elderly, and Children. In Zanzibar the registration of CSOs moved to the Ministry of Trade, which delayed the registration of some organizations. The NGO Act requires CSOs to submit annual narrative and financial reports, and in 2016 about one hundred organizations were de-registered because they did not comply with this requirement.

In addition to the Access to Information Act and Media Services Act, parliament has passed several other new laws in the past two years that pose threats to fundamental freedoms and shrink the scope of CSO operations. The Whistleblower and Witness Protection Act, National Statistics Act, and Cybercrimes Act were passed by the parliament in 2015 under certificates of urgency, which limited the period in which the public and members of the parliament could offer comments on the bills. Many CSOs believe that the Cybercrimes Act limits freedom of expression and access to information by



allowing recipients of information to be punished even if they did not request the information. CSOs also view the Statistics Act as undermining freedom of expression by requiring researchers to allow the government to review any information that they plan to make public. In tandem with these new laws, harassment of CSOs increased in 2016. For example, several people were arbitrarily arrested and imprisoned for criticizing the government on social media such as WhatsApp and Facebook. In one of the most disturbing incidents, the police arrested the co-founder of JamiiForums, Tanzania’s most popular social media site, which hosts political discussions and serves as a whistleblowing platform for revealing corrupt activities by government officials. The police charged JamiiForums’ co-founder under the Cybercrimes Act after he refused to surrender members’ personal data. In addition, as part of a crackdown on the LGBT community, the Ministry of Health announced a prohibition on the distribution of lubricants and ordered organizations to remove lubricants from their projects, threatening those that did not do so with de-registration. Finally, the deputy director of criminal investigations in Zanzibar intimidated lawyers by stating that those who proceeded to defend persons charged with various crimes would be prosecuted along with their clients.

The process of applying for tax exemptions did not change in 2016. As in previous years, most CSOs apply to the Tanzania Revenue Authority to benefit from tax exemptions. The application process can be bureaucratic and time consuming. International NGOs receive tax exemptions for imported goods after signing agreements with the government. Faith-based organizations enjoy automatic tax exemptions.

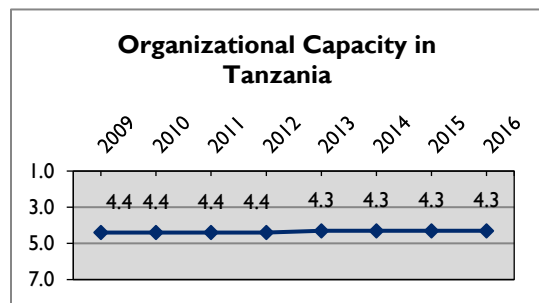
CSOs may compete for government contracts but rarely do so because they find it difficult to access information about tenders and fulfill bidding requirements. CSOs may generate income provided the profit is used to support the organization.

CSOs needing independent legal advice consult lawyers based in towns and cities. The Office of the Registrar of NGOs has lawyers on its staff who can assist CSOs with legal matters involving registration. However, the majority of lawyers in Tanzania are not aware of the legal framework for CSOs, and there is no specialized formal organization or initiative that provides legal support to CSOs that are in conflict with the law.

## ORGANIZATIONAL CAPACITY: 4.3

CSOs’ organizational capacity did not change noticeably in 2016. Several organizations developed innovative new approaches to work actively with local constituencies. For example, the organization HakiElimu established a database of citizens’ representatives to serve as a platform for Marafiki wa Elimu (“Friends of Education”), a civic movement that promotes education at the grassroots level. Other constituency-building efforts included nationwide campaigns organized by Femina Health Information Project to focus girls on

reproductive health. In an effort to tap into financial resources, some CSOs funded by donors from the geopolitical North tend to be more accountable to their donors than to the people they serve.



Some CSOs use strategic plans to guide project implementation, but other organizations view strategic plans mainly as fundraising tools. In 2016, many CSOs, including larger CSO networks such as Jukwaa la Katiba and the Policy Forum, changed their strategic plans in light of changes in the political and social-economic environment. In rewriting their plans, some organizations relied on consultants, whose fees are sometimes paid by donors.

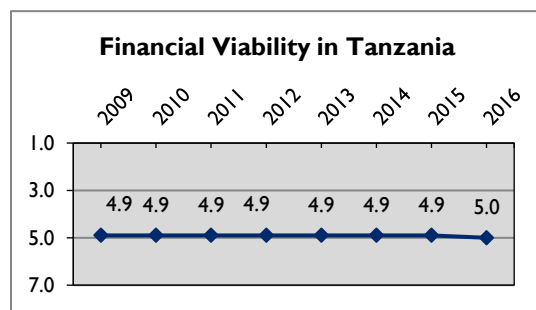
CSOs in Tanzania continue to be guided by their boards of directors or executive committees, which sometimes play a role similar to that of boards. There was no notable change in the work of CSO boards in 2016. A survey conducted by the Foundation for Civil Society (FCS) in 2016 indicated that 50 percent of organizations interviewed felt that their boards performed well and had achieved nearly all of their targets set for the year. Management teams determine and carry out CSOs' day-to-day interventions.

In 2016, staff retention remained a challenge for the majority of large and middle-sized organizations because of decreased funding. However, throughout the country the spirit of volunteerism grew, as demonstrated by the huge number of individuals, especially recent graduates, who applied to work with CSOs as volunteers. The 2016 FCS survey showed that about one thousand volunteers work as staff with CSOs. Even as organizations faced funding difficulties, many individuals, including staff members, continued to work for reduced pay. Their dedication suggests how strongly volunteers and staff are committed to realizing the missions and visions of their organizations, although in 2016 this resilience was threatened as the country's civic space shrank.

Most established urban CSOs have modern offices with phones, fax machines, and computers. With the growth of Internet penetration and telephone ownership, many of these organizations now have adequate access to information as well. Internet access and computer literacy remain a hurdle for community-based organizations (CBOs). However, the Ministry of Energy and Minerals has begun a rural electrification project, which should eventually improve internet access.

## FINANCIAL VIABILITY: 5.0

In 2016, CSOs continued to experience declines in funding. Most CSOs are dependent on foreign aid, which shrank in 2016. The main donors continued to be USAID, the United Kingdom's Department for International Development (DFID), Swedish International Development Cooperation Agency (Sida), Danish International Cooperation Agency (DANIDA), Norwegian Agency for Development Cooperation (NORAD), Canadian International Development Agency (CIDA), Open Society Initiative for Eastern Africa (OSIEA), and Ford Foundation. In 2016, these donors supported a range of interventions in governance, democracy, human rights, health, education, food security, water and sanitation, and peace maintenance. Several donors began to operate in Zanzibar, including the French Embassy, whose Fund for Innovative Projects for Civil Societies and Coalitions of Actors (PISCCA) supported advocacy and climate change projects.



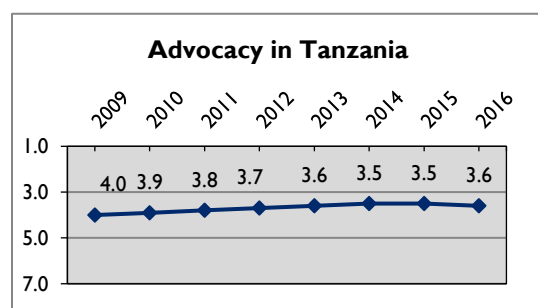
CSO funding is not sufficiently diversified in Tanzania. Very few local sources of funding exist, and most CSOs raise an insignificant portion of their funding from local sources. There are some exceptions, however. Trade

groups such as the Tanzania Teachers Union (CWT), Tanganyika Law Society, and Medical Association of Tanzania raise money from members' contributions. Moreover, the level of individual giving seems to be growing. Some entities affiliated with religious institutions receive support from their followers, and savings and credit cooperative organizations and village community banks have mobilized huge sums of money from grassroots sources. In 2016, FCS collected more than \$14,000 along with in-kind donations at a Giving Tuesday event to support students with disabilities. Corporate donations also seem to be growing, although in 2016 corporations sometimes used corporate social responsibility (CSR) programs as platforms to operate projects directly rather than fund CSOs. For instance, the Vodacom Foundation operates its own programs in women's health and education while also funding CSOs engaged in the same area. The Geita Gold Mine organized a climbing event called the Geita Gold Mine Kilimanjaro HIV/AIDS Challenge to raise money for organizations working on HIV/AIDS.

Some CSOs earn income through consultancies and charity work. For example, in 2016 the Association of Non-Governmental Organizations in Zanzibar (ANGOZA) was hired by the Revolutionary Government of Zanzibar to prepare a publicly distributed version of the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA III). Large CSOs earn income by selling their products and marketing publications such as books and training manuals. The Gando Farmers Association of Pemba sells organic spices.

Most well-established large and middle-sized organizations have financial management guidelines, procurement procedures, and internal controls. Smaller organizations tend to have inadequate capacity and hence weak financial management practices and skills. Of the 108 organizations receiving funds from FCS in 2016, more than 90 followed required financial rules and regulations with no detection of the misuse of funds. The Office of the Registrar of NGOs reported an increase in the number of CSOs complying with the legal requirement to submit financial reports in 2016. Some CSOs, especially well-established organizations, also share their audit and financial reports with donors and other stakeholders.

## ADVOCACY: 3.6



In 2016, CSO advocacy efforts were undermined by declining funding and the rapidly changing political atmosphere, which raised serious questions about the government's commitment to democratic principles, human rights, and the rule of law. In particular, the suppression of freedom of expression and assembly created a fearful atmosphere that prompted CSOs to shift from provocative advocacy actions to more timid, non-confrontational approaches. Some of the most vibrant CSOs in Tanzania have become less vocal, despite the fact

that they now have institutional experience and expertise that should allow them to advocate more skillfully than in past years. For instance, feminist activism by the Tanzania Gender Networking Program (TGNP), public demands for land rights by Haki Ardhi, protests and media programs by Legal and Human Rights Center (LHRC), press statements by Tanzania Media Women's Association (TAMWA), civic actions by Lawyers' Environmental Action Team (LEAT), and a series of litigations by Tanganyika Law Society (TILS) all seemed to fade quickly in 2016. At the same time, when the president appointed a number of CSO chief executives to serve in the government as district commissioners and district executive directors, there was some confusion as to whether this move was the president's way of recognizing CSOs' contributions or was intended to silence vocal individuals and downgrade CSOs by co-opting them into the government. In Zanzibar CSOs helped the government operationalize the Local Government Act of 2015. However, given the nullified elections in 2015, mutual trust between the CSOs and the government of Zanzibar remained tenuous.

Despite these challenges, in 2016 Tanzanian CSOs cautiously formed several issue-based coalitions and conducted notable broad-based advocacy campaigns around politically non-sensitive issues, such as combatting violence against women and children. For instance, a very successful coalition coordinated by ActionAid

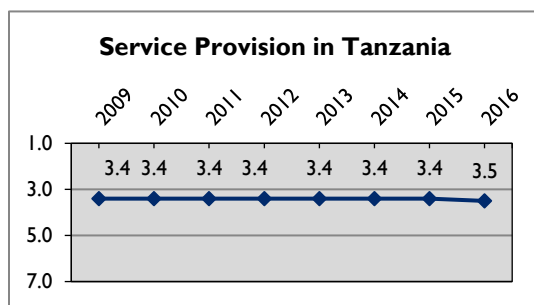
Tanzania and TGNP organized the Women to Kilimanjaro Initiative, which mobilized rural women from across Africa to take part in public decision-making processes. A campaign by the Gender Land Task Force (which changed its name to Mama Ardhi Alliance in 2016) focused on raising awareness of gender and land rights issues. A new coalition named the Tanzania Ending Child Marriages Network, in which more than 30 member organizations are hosted by the Child Dignity Forum, addressed the issue of early marriage and sought to influence a review of the Marriage Act. The Tanzania Human Rights Defenders Coalition (THRDC) coordinated the participation of Tanzanian CSOs in the Universal Periodic Review (UPR) in April, which secured government commitments to, among other things, protect women’s and children rights and the rights of persons with albinism. FCS and the Tanzania Federation of Disabled People’s Organizations (SHIVYAWATA) organized the Fifth Forum for People with Disabilities, which brought together 150 participants from CSOs and government. A coalition called the Zanzibar Network for Good Governance was formed in 2016 to promote the rule of law and human rights in Zanzibar.

Lobbying by CSOs continued in 2016. For example, under the umbrella of the Tanzania Coalition on Debt and Development (TCDD), CSOs engaged with parliament on the national debt. The Policy Forum worked with parliament on tax justice, and LHRC prepared policy briefs on amending oppressive provisions in the Statistical Act, Access to Information Bill, and Cybercrimes Law. During the World Press Day media stakeholders raised complaints about the proposed Access to Information Bill with the minister for information, youth, artists, culture, and sports. However, such efforts proceeded cautiously if they involved issues about which parliament or the media were subject to executive pressure.

In Zanzibar, CSOs led by ANGOZA met with stakeholders to discuss Zanzibar’s NGO Policy of 2009, which provides for the establishment of the NGO Council of Zanzibar. The council would resemble the National Council of NGOs (NACONGO) and act as a government-mandated regulatory authority to help CSOs self-regulate. The government promised to form a joint CSO-government committee to facilitate the process of establishing the council.

## SERVICE PROVISION: 3.5

CSO service provision declined in 2016 as a result of decreases in funding. For example, in 2014 FCS, Tanzania’s largest grant maker, supported more than 1,150 CSOs, but in 2016 this figure dropped to 116 organizations. Moreover, the government shut down some clinics and service providers delivering HIV services to key populations on the grounds that they were promoting homosexuality. Nevertheless, CSOs such as Compassion International, International Rescue Committee, Tanzania Red Cross Society, World Vision, Care International, Save the Children, ActionAid Tanzania, and the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) continued to provide vital services in health, education, relief, housing, water and sanitation, energy, and other areas. For example, in 2016 World Vision sponsored 127,113 Tanzanian children so that they and their families could access clean water, quality educational facilities, food, and health care.



The decline in funding prompted some Tanzanian organizations to shift their focus in 2016 from providing services directly to improving service-delivery systems and helping citizens claim their rights to service. Behind this change in focus was the growing realization that better utilization of public funds from taxes could reduce the need for donor funding. For example, FCS provided funding to the Wataalam Group Gairo to track public expenditures on education. In December, the Gairo district government finally disbursed the full amount previously allocated for the construction of three schools, which had been stalled until Wataalam Group Gairo intervened. FCS also provided grants to eighteen organizations to strengthen public service-delivery systems in health and education, with an emphasis on maternal and child health and access to quality education by girls

and other vulnerable children. Other funded projects similarly sought to enable citizens to protect their rights and hold duty bearers accountable. Most community members are satisfied with the change in focus because it empowers them to question and manage projects and make follow-up requests for social services in their localities, thereby improving the governance of service delivery.

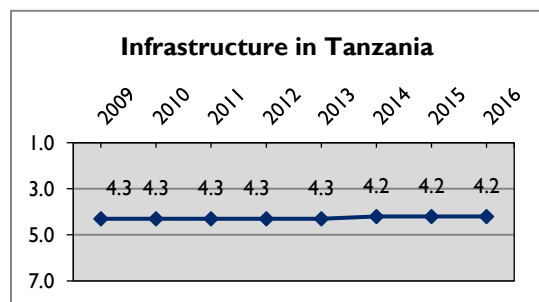
In a growing trend in 2016, CSOs with improved internet facilities and smartphones were able to share information with their beneficiaries. For example, CSOs helped farmers find out about market prices, pastoral societies electronically mark and trace their livestock, women at marketplaces share information about their businesses, and members of the public access information about the availability of medicines. CSOs such as Tanzania Women Lawyers Association (TAWLA) and Women’s Legal Aid Center (WLAC) hosted hotlines and web-based complaint forms that enabled members of the public to communicate with legal aid providers and tap into law enforcement mechanisms. All of these services were offered free of charge.

In several instances in 2016, the government reduced resource allocations for areas in which CSOs provide services, thus making CSOs’ work even more indispensable. For instance, when funding under the Legal Sector Reform Program was no longer available to legal aid providers, the Legal Service Facility (LSF) filled the gap. As a result of long-term consultations between CSOs and the central government, the Ministry of Constitutional Affairs passed a Legal Aid Bill in 2016 that, among other things, expands the scope of operation of legal aid providers and recognizes the role of paralegals. In Zanzibar, paralegals were registered with the support of LSF and the Zanzibar Legal Service Center (ZLSC). Elsewhere, WLAC, LHRC, TAWLA, and other CSOs nurtured paralegals to support communities at the grassroots level.

Many organizations produce publications and distribute them to policy makers and the public. Larger CSOs such as Women in Law and Development in Africa (WiLDAF) produce books, flyers, posters, and other materials for public consumption on such topics as human rights, women’s rights, and access to justice. A few publications are sold at subsidized prices, but otherwise Tanzanian CSOs do not usually seek to recover costs. Most services in education, health, governance, legal aid, and agriculture are provided free of charge with funding from donors.

At the national and local levels, the government recognizes the value of CSOs in providing and monitoring basic social services. In 2016, the government provided token amounts of funding to a few organizations that deal with environmental conservation, such as Ileje Environmental Conservation Association, Journalist Environmental Team, Communication for All Fund, and Mazingira Community Development Forum in Mwanza and Musoma. The government in Zanzibar supported a few organizations as well, including Umoja wa walemavu Zanzibar and the Women Entrepreneurship Development Trust Fund.

## INFRASTRUCTURE: 4.2



The infrastructure supporting the CSO sector in Tanzania did not change significantly in 2016. All CSOs operating at the national level have access to libraries, resource centers, and documentation centers that offer literature on matters relevant to their work. For instance, LHRC hosts a constitutional library and database; the TGNP resource center has materials on gender; the Media Council of Tanzania has right-to-information materials; HakiElimu’s documentation center has a rich collection of education-related publications; and the library of Zanzibar Legal

Services Center has a unique collection of publications on governance that are no longer available elsewhere.

In 2016, local community foundations and intermediary support organizations (ISOs) used locally raised funds and international donor funds to provide financial support to locally identified needs and projects. As in

previous years, the main local funding organizations in 2016 were FCS, LSF, and the Women Fund Tanzania. In 2016, FCS disbursed approximately \$2.3 million to CSOs, which was less than in previous years. The funding went mostly to projects focused on public expenditure tracking, social accountability monitoring, gender-based violence, public participation in local government planning, land rights, and advocacy for effective public service delivery. LSF supported projects on strengthening paralegal services, legal aid, and legal education. Women Fund Tanzania disbursed approximately \$150,000 to women’s organizations for projects on gender-based violence, leadership, movement building, and environmental justice. In Zanzibar, the Milele Zanzibar Foundation, which was established in part by the Zanzibari diaspora, supported health, education, and livelihood projects in rural and remote areas.

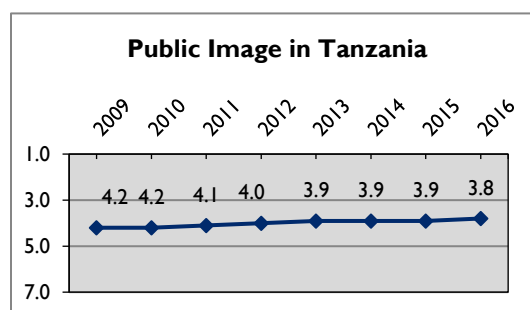
CSO networks continued to face an identity crisis in 2016, in part because of weak governance and financial management systems. Some network leaders have stayed in their positions beyond their terms in violation of their constitutions, and networks often lack reliable funding and the capacity to manage financial resources. In addition, individual members of coalitions sometimes seek to promote their own profiles, which can lead to competition among them.

In 2016, several organizations continued to enhance the organizational capacity of Tanzanian CSOs in both urban and rural areas. LSF, for example, provided technical support to more than twenty organizations and mentored grassroots CSOs and CBOs to ensure their sustainability; THRDC conducted trainings for CSOs on cyber-security; and ZLSC trained CSOs in Zanzibar on human rights approaches after the contentious 2015 elections. Other trainings addressed CSO governance and management, policy analysis and advocacy, monitoring and evaluation, and financial management. The MS Training Center for Development Cooperation (MS-TCDC) in Arusha offered a wide range of valuable trainings for CSO staff, including advanced specialized training in strategic management, accounting, financial management, fundraising, volunteer management, and board development. In addition to helping CSOs strengthen their strategic engagement in nationwide campaigns on girls’ reproductive health organized by Msichana Initiatives, FCS trained 160 women and youth on entrepreneurship and fifty-five CSOs on evidence-based advocacy. ANGOZA, FCS, and ActionAid Tanzania organized and mentored peer learning and exchange visits to promote policy engagement and evidence-based advocacy by forty CSOs.

The government and CSOs continued to engage in several partnerships in 2016. For example, in March TCDD organized a meeting of stakeholders in Dar es Salaam to discuss interventions related to Second Round Monitoring under the Global Partnership for Effective Development Cooperation, a joint project of the United Nations Development Program and the Organization for Economic Cooperation and development. In Zanzibar, the Milele Zanzibar Foundation worked closely with the government to build the capacity of staff in rural health centers. FCS participated with the National Economic Empowerment Council in an advisory committee on entrepreneurship, public investment funds, and economic empowerment policy and collaborated with the Tanzania Women Chamber of Commerce on a five-day training for youth about business opportunities in the East African region.

## PUBLIC IMAGE: 3.8

In 2016, many CSOs in Tanzania enjoyed growing and increasingly positive media coverage at the local and national levels. Competition from social media forced mainstream media to broaden their focus on marketable news by covering CSO press conferences and the launches of CSOs’ reports on human rights, research, and the re-run election in Zanzibar. At the same time, the suppression of political and civil rights during the year shifted the media spotlight to specific areas of CSO work, such as the rights of women, children, the elderly, and persons with disabilities, as well as access to water,





sanitation, energy, and food. The media's increased coverage of these issues tended to offer an uplifting profile of the country's CSOs. For instance, media coverage of the Women to Kilimanjaro Initiative was extensive and positive. Media outlets also performed many interviews with CSO representatives and published a number of popular columns and articles on or written by CSO staff. Politically sensitive issues championed by CSOs often failed to attract coverage, even if organizations were willing to pay associated costs. In a change from previous years, the media tended to self-censor and avoided coverage of human rights abuses, breaches of the constitution and the rule of law, and other issues that they thought could be unpleasant or irritating to the government.

At the grassroots level, including in Zanzibar, CSOs not engaged in politically sensitive issues continued to enjoy the services of community and commercial radio stations. On the small island of Tumbatu in Zanzibar, for example, the station Tumbatu Radio Jamii, hosted by the Tumbatu Association for Social Promotion (TASOP), addressed issues of community concern, such as water, sanitation, health, education, and access to justice. Chuchu FM in Zanzibar hosts a popular live program entitled "Farkash," which features public discussion of topical issues. In mainland Tanzania, Tandabui Health Access Tanzania operates the TANDABUI radio station in Mwanza, and the Kagera Development and Credit Revolving Fund hosts KADETF radio in the Kagera region. The private sector positively viewed CSOs in 2016, as evidenced in the joint training conducted by the Tanzania Women Chamber of Commerce and FCS. The government's perceptions of CSOs were also largely positive, and even CSOs that criticized government policies were nonetheless invited to participate in government meetings.

CSOs in Tanzania publicize their activities and promote their public image. Several CSOs have developed relationships with journalists to encourage positive coverage. CSOs' use of new technologies has greatly improved their outreach to beneficiaries. For example, Femina Health Information Project, Restless Development, United Nations Association, Tanzania Youth Vision Association (TYVA), and other CSOs focused on youth use Twitter, WhatsApp, and other smart phone applications to reach out to their constituencies in real time. In an effort to enhance public understanding of the East African Community, a regional intergovernmental organization, FCS aired nine programs on national radio and published sixteen newspaper articles.

CSOs have sought to self-regulate through NACONGO, which sponsors a code of conduct that provides guidance on sustaining democratic and participatory institutions. In 2016, NACONGO adopted rules of procedure and election regulations to ensure that its members are democratically elected. NACONGO also developed a six-month plan for establishing a strong and effective secretariat. CSOs usually publish their annual reports on their websites or in print or electronic media and distribute them at meetings, workshops, and other important events. Few CSOs prepare public versions of their annual reports to circulate to stakeholders.

## 2016 CSO Sustainability Scores for Tanzania

