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BI-ANNUAL STUDY REPORT

THE STATE OF CIVIL SOCIETY
ORGANIZATIONS IN TANZANIA,
JANUARY TO JUNE 2023



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ACKNOWLEDGEMENT

This bi-annual report is the result of a joint effort by various stakeholders from both Tanzania's mainland and Zanzibar. Representatives from the Registrar of Societies of Zanzibar, the Office of the Registrar of NGOs from Tanzania's Mainland, officials from the Ministry of Regional Administration and Local Government (TAMISEMI), leaders and members of various civil society organizations (CSOs), and a dedicated team of consultants are among those who have contributed. The Foundation for Civil Society gratefully acknowledges all of these parties for their essential contributions.

Furthermore, we would like to thank TWaweza and other organizations for providing reference materials and research reports that have considerably increased the depth and complexity of this report.

ABBREVIATIONS & ACRONYMS

ANGOZA	Zanzibar Association of NGOs
CSOs	Civil Society Organizations
EU	European Union
FCS	Foundation for Civil Society
FYDPIII	National Five-Year Development Plan of 2021/2022 – 2025/2026
GBV	Gender Based Violence
LGA s	Local Government Authorities
LHRC	Legal and Human Rights Center
LSF	Legal Service Facility
M&E	Monitoring and Evaluation
NaCONGO	National Council of NGOs
NGOs	Non-Governmental Organizations
No.	Number
NPAVAWC	National Plan of Action to End Violence Against Women and Children
NSSF	National Social Security Fund
ODI	Overseas Development Institute
OECD	Organization for Economic Co-operation and Development
OGP	Open Government Partnership
OHCHR	Office of the High Commissioner for Human Rights
PWDs	Persons with Disabilities
TAMWA	Tanzania Media Women Association
TAWLA	Tanzania Women Lawyers Association
THRDC	Tanzania Human Rights Defenders Coalition
TLS	Tanganyika Law Society
TZS	Tanzania Shillings (USD 1 = USD 2,550)
UN	United Nations
USAID	United States Agency for International Development
ZAFELA	Zanzibar Female Lawyers Association
ZDV2050	Zanzibar Development Vision 2050
ZMBF	Zanzibar Maisha Bora Foundation

EXECUTIVE SUMMARY

This report details an analysis on the state of Civil Society Organizations (CSOs) in Tanzania from January to June 2023, which involved over 500 respondents most of them being CSOs' members. The study is part of the 'Uraia Wetu' project, managed by the Foundation for Civil Society (FCS) alongside fifteen CSOs in both Tanzania Mainland and Zanzibar. This project receives generous funding from the European Union.

The study provides insight into the internal and external operating conditions of CSOs, drawing mainly from secondary data such as FCS's recent (June 2023's) survey on the legal and policy climate for CSOs. Additionally, empirical analyses from organizations like TWaweza, as well as government reports, served as key information sources.

Throughout the reporting period, the civil society sector in Tanzania, overseen by CSOs, has significantly impacted socio-economic developments. Its contributions are recognized in policies such as the Tanzania Five Year Development Plan 2021/2022-2025/2026 and the Zanzibar Development Vision 2050. Organizations like TWaweza, Zafela, ANGOZA, and LHRC exemplify the profound influences CSOs have in areas including education, healthcare, and legal services.

Yet, challenges persist. 70% of CSOs face financial constraints, mostly relying on few grant-making bodies. Notably, 68% of CSOs receive support from FCS and the Legal Service Facility (LSF), while 36% heavily rely on international donors like the EU, Sida, and UKAid, potentially prioritizing donor preferences over local needs.

Legal compliance is another hurdle for many CSOs. The June-July 2023 FCS survey reveals that only 32% fully understand legal requirements, with 56% having moderate knowledge. Financial and reporting compliance presents significant challenges, especially for organizations representing women, youth, and PWDs. Gender disparity, lack of strategic planning, and over-reliance on external donors are other notable concerns. However, 73% of CSOs express a desire to diversify funding sources.

Internal challenges often stem from institutional weaknesses within CSOs, especially concerning board member selection, gender representation, and financial transparency. Yet, the first half of 2023 brought positive changes, promoting freedom of expression and assembly without notable rights violations. While the sector's legal framework remained static, there was a perceivable leniency in enforcement from regulatory authorities. This suggests that the current 'comfort zone' is fleeting, and CSOs need to advocate for reforms.

The growth in the CSO sector is evident in their expanding geographical presence. For instance, registered NGOs on the Tanzania Mainland increased from 1,420 in 2022 to 8,818 by 2023. This growth emphasizes the significance of collaborations, especially with the public sector. Interactions between CSOs and private entities have evolved, with foundations like NMB Bank Foundation and Vodacom Foundation playing pivotal roles in developmental initiatives.

However, changes in international collaborations, shifting from basket funding to individual project funding, have implications. While international consulting firms are growing in prominence, concerns regarding local organization development persist. The USAID's localization of resources promises change, but Tanzanian CSOs are seeking a balance in power dynamics in global partnerships.

CSOs significantly contribute to Tanzania's national development. In 2022, 1,257 NGOs reported a combined income of TZS 2,249,244,846,280, underscoring the need for financial transparency. To aid the NGO sector, the Tanzanian government launched the National Strategy for NGOs Sustainability (NSNS) for 2022/2023-2026/2027. Still, its implementation and flexibility raise concerns.

Monetary contributions aside, CSOs also offer invaluable non-monetary services. For instance, organizations provide pro bono legal aid, and groups like WOTESAWA have established shelters for gender-based violence survivors.

However, despite these considerable contributions, CSOs often remain under recognized. A TWaweza report in 2021 highlighted that 86% of CSOs remained largely unknown in their target communities. To maximize their influence, CSOs should diversify projects, engage communities, enhance legal aid, and integrate grassroots initiatives. Strengthening trust in CSOs can be achieved by simplifying registration processes and enhancing collaboration with the government.

Addressing challenges related to funding and compliance is vital for CSOs. Further recommendations for their growth include diversifying funding, utilizing technology, investing in capacity building, maintaining transparency, partnering with the government, balancing advocacy and service delivery, and ensuring adaptability.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 OVERVIEW OF THE ROLE AND DYNAMISM OF CSOS IN TANZANIA

1.1.1 Growth and Impactful Work of Civil Society Organizations

The Civil Society Organizations (CSOs) are vital actors in shaping Tanzania's development landscape. They act as catalysts for positive change, addressing critical social, economic, and political issues affecting the majority of people in the country. Even major policies like the Tanzania Five Year Development Plan 2021/2022-2025/2026 (FYDP III) and Zanzibar Development Vision 2050 recognize CSOs' indispensable role in the development process.

This sector, under different legal frameworks, has witnessed significant growth in recent years. However, this growth has brought forth a set of challenges, including financial constraints, compliance issues, and shifting public perceptions.

The CSOs in Tanzania have emerged as pivotal drivers of development and social change, operating across various sectors such as education, healthcare, infrastructure development, and capacity building. Their shared goal is to improve the well-being of Tanzanian citizens. These efforts extend to both the Tanzanian Mainland and Zanzibar, where they actively engage in community empowerment, advocacy, and service provision. Notable organizations like TWaweza, LHRC, WILDAF, TAMWA, ZAFELA, AJISO, TAWLA, WOTESAWA, ANGOZA and TGNP exemplify the profound commitment of CSOs to community engagement, empowering marginalized groups, amplifying their voices, and driving social development and change.

Moreover, notable organizations like the Milele Zanzibar Foundation, TEN/MET and Zanzibar Maisha Bora Foundation (ZMBF) further highlight the impactful work of CSOs in areas like education, healthcare, and infrastructure development.

1.1.2 Navigating Challenges: CSOs' Path to Effective Mission Fulfillment

Despite their commendable contributions, Civil Society Organizations (CSOs) face a range of challenges that hinder their effective mission fulfillment. A significant obstacle is the financial constraints experienced by approximately 70% of CSOs. These constraints hamper program implementation and create an uneven playing field, often favoring larger organizations.

Around 68% of CSOs heavily rely on approximately three local grant-making organizations, notably the FCS and Legal Service Facility (LSF). About 36% of CSOs receive funds from international funding agencies such as EU, Sida, DANIDA, Ford Foundation, UKAid, and USAID, among others.

Inadequate funding typically leads to fluctuations and compromises in long-term planning. This over-dependency on donor funding also raises concerns about the autonomy and independence of CSOs, as their priorities may align more with donor preferences than local needs. Mobilization of resources from alternative sources has proven challenging, with at least 75% of CSOs consulted during baseline surveys indicating a lack of resource mobilization strategies.

Compliance with laws and regulations is another major challenge. Despite high awareness levels among CSOs, many still struggle with adherence. Only 32% of CSOs interviewed during the baseline survey of July 2023 demonstrated a high level of awareness regarding the legal compliance requirements, while 56% had moderate awareness, and the rest had low or very low awareness of the requirements. Moreover, CSOs face governance issues such as board member selection, gender disparity in leadership, and transparency in financial management to their members. Improving organizational strategies and embracing technology are essential steps toward enhancing CSOs' effectiveness in addressing these challenges.

1.1.3 Overview of Tanzania's Changing Legal Landscape: Some Prospects for CSOs

The legal and legislative environment affecting CSOs in Tanzania has undergone a consistent transformation from January to June 2023. These deliberate adjustments have been crafted to facilitate the growth and effectiveness of this vital sector. One notable trend has been the increasing freedom of expression, enabling CSOs to voice concerns and champion change with greater openness and courage. During this period, various organizations, including LHRC, THRDCs, and others, have issued multiple press releases condemning human rights violations.

Furthermore, media initiatives owned by CSOs, such as online TV channels and digital platforms, have experienced uninterrupted operation. Notably, there has been a relaxation of content control online, simplifying CSOs' engagement in online activism and outreach.

Perhaps most remarkable has been the expansion of the freedom of assembly between January and June 2023. This is evident in the rights of political parties to organize rallies and CSOs to hold meetings, a departure from previous restrictions witnessed under the previous regime.

These ongoing developments create a more conducive environment for CSOs to function and advocate for a wide array of causes. As this period continues, it remains crucial to assess how these persistent trends shape the landscape for Tanzanian civil society.

1.2 ABOUT THE REPORT ON STATE OF CSOs IN TANZANIA

This bi-annual study report examines the state of CSOs in Tanzania Mainland and Zanzibar, focusing on their situation between January and June 2023. It draws upon data from a baseline study, emphasizing significant changes, trends, and developments in the civil society sector during this period. The study involved over 500 respondents, mostly (95%) being from CSOs e.g., NGOs, societies, registered trustees, trade unions, media, and academic institutions.

The publication of this bi-annual report is part of the implementation of the three-year '*Uraia Wetu*' ('our citizenship') project, led by the Foundation for Civil Society (FCS) with generous financial support from the European Union (EU). This collaborative project involves the active participation of 15 CSOs in Mainland and Zanzibar.

1.3 SIGNIFICANCE OF BI-ANNUAL STUDY ON STATE OF CSOs

This study delves into the intricate landscape of CSOs in Tanzania, thoroughly examining their pivotal role, the challenges they face, and the ever-evolving legal and policy framework that surrounds them.

The analysis of CSOs encompasses a comprehensive view, considering both internal and external factors. On the internal front, the study meticulously assesses CSOs' institutional capabilities, including their access to the necessary resources to fulfill their mandated roles, particularly within democratic processes. The report offers an extensive overview of CSOs' involvement in policy advocacy, their impact on civic spaces, their interactions and collaborations with the government, and their active participation in policy and decision-making processes. Furthermore, it delves into specific thematic areas such as youth, gender, and persons with disabilities (PWDs), shedding light on CSOs' valuable contributions in these spheres.

The findings presented in this study report are intended to provide valuable insights into areas that warrant further enhancement, ultimately strengthening the capacity of the civil society sector to engage effectively in governance matters and drive positive transformative change. This study will be conducted on a bi-annual basis, allowing for continuous monitoring of progress and the incorporation of recommendations derived from previous reports.

1.4 STUDY METHODOLOGICAL APPROACH

This bi-annual study, which was conducted by independent consultants, drew extensively from secondary data sources, particularly data gleaned from the recently completed baseline study examining the regulatory framework governing CSOs in the realms of democratic governance within Tanzania Mainland and Zanzibar. This earlier study (of July 2023), undertook a comprehensive analysis of CSOs' status from 2021 to 2023 (i.e. covering current regime). Moreover, it involved consultations with significant stakeholders, including regulatory bodies responsible for overseeing the civil society sector, such as the Registrars of NGOs and societies in both Mainland and Zanzibar.

Within the following chapters, an exhaustive analysis and examination of key findings will delve deeper into various facets of the CSO landscape, shedding light on issues encompassing financial limitations, compliance challenges, governance matters, and the strategies deployed by CSOs to confront these obstacles head-on. Furthermore, this study will explore the influence wielded by CSOs in terms of community involvement, public perception, and the broader development panorama of Tanzania.

Subsequent chapters will furnish comprehensive recommendations aimed at bolstering the effectiveness and resilience of CSOs operating within Tanzania.

CHAPTER TWO

PARTNERSHIP AND COLLABORATIONS AMONG CSOs IN TANZANIA

2.1 INTRODUCTION

In this chapter, the focus is on exploring the complex web of relationships and collaborations that define the interactions of CSOs with various stakeholders, such as the government, private sector, local communities, international partners, and other CSOs. The chapter aims to shed light on the evolving dynamics, opportunities, and challenges that shape these collaborations.

As mentioned in Chapter One of this report, the civil society sector is steadily growing, particularly in terms of the number of CSOs registered under their respective regulatory frameworks. Additionally, the operations and services of these organizations are expanding.

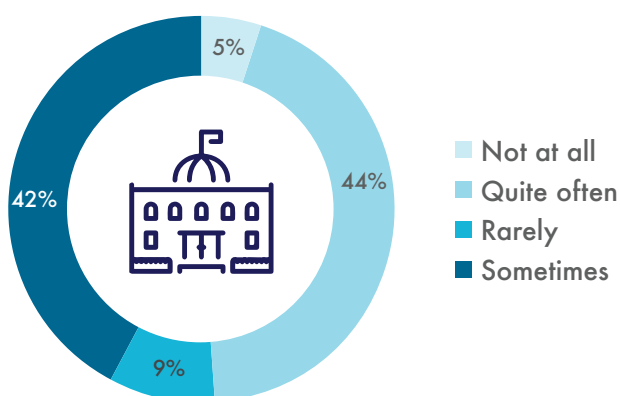
Recent data indicates a notable trend in CSOs' registration, with an estimated average of 1,000 NGOs being registered annually. For example, between January and December 2022, a total of 1,420 NGOs were registered in Mainland. Among these, 63 were international NGOs (INGOs), 1,289 operated at the regional level, and 27 operated at the district level. As of December 2022, at least 8,818 NGOs were registered in Tanzania Mainland.

Understanding the dynamics, opportunities, and challenges that influence these collaborations is essential. This understanding is pivotal in enabling the civil society sector to effectively pursue its objectives and engage strategically with other sectors, especially the public sector, to contribute to intended reforms.

2.2 CSOs AND GOVERNMENT COLLABORATION

Effective collaboration between Civil Society Organizations (CSOs) and the government plays a crucial role in the successful implementation of policies and programs aimed at enhancing the quality of life for Tanzanian citizens. Recent progress reveals that 44% of CSOs actively engage with the government, indicating a growing willingness to collaborate. Below show other responses.

CSOs' Frequency of Engagement with the Government (January to June 2023)



Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

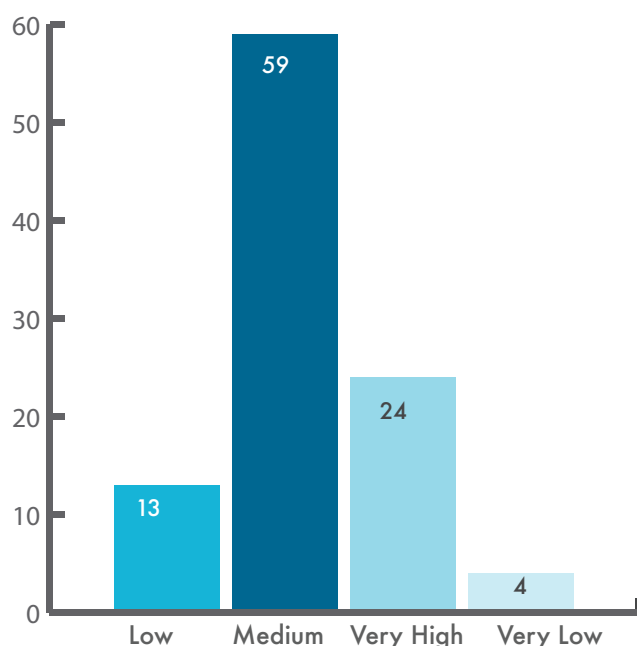
The survey noted that, while 64% of CSOs are aware of formal platforms for engagement,

challenges related to their effectiveness and responsiveness persist. As such, it is essential to refine the mechanisms and processes through which CSOs interact with government agencies to ensure that the voices of civil society are not only heard but also integrated into decision-making processes.

As for the type of nature of engagement between CSOs and the government happened in January to June 2023, it is found that, a significant 42% of respondents reported that normal meetings always take place; while, 39% of the respondents indicated that, the CSOs-government engagements are often in relation to the monitoring government policies and programs. It is also noted that, only 29% of the respondents believed that, engagement between the government and CSOs is mutually initiated. That is, each side needs the other instead of being one-way-traffic.

The CSOs' capacity level to engage with the government, 59% of the respondent members of CSOs, reported that they possess a medium level of capacity to engage with government and other power holders. This could suggest that, a substantial portion of respondents believe they have a balanced and reasonable capacity to actively participate in discussions, negotiations, and interactions with government and influential stakeholders. Below shows more details.

CSOs' Capacity to Engage with Government (January to June 2023)



Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

Regarding factors attributing to that level of engagement indicated above, the survey findings reveal that the most prominent challenge, reported by 71% of respondents, is the inadequacy of financial resources; while, approximately 11% (63) of respondents identified inadequate skills as a challenge in engaging with government; and that, a notable 8% (48) of respondents reported inadequate human resources as a capacity-related challenge.

On the other hand, it is observed that, CSOs are actively involved in national committees addressing critical issues such as HIV/AIDS and the rights of PWDs, among others. Their presence is acknowledged, yet there is a consensus that the impact of CSOs' contributions can be amplified through improved coordination, clearer mandates, and robust monitoring and evaluation mechanisms.

2.1: Actions to improve collaboration between CSOs and government

Some of the recommended actions to improve collaboration between CSOs and government are:

- a) *Enhance Communication Channels: Establish regular and open channels of communication between CSOs and government agencies to facilitate dialogue and information sharing.*
- b) *Capacity Building: Provide training and capacity-building programs for both CSOs and government officials to strengthen their skills in collaboration, negotiation, and conflict resolution.*
- c) *Transparent and Inclusive Platforms: Create transparent and inclusive platforms for engagement, such as advisory committees or working groups, to ensure that a wide range of voices and perspectives are considered.*
- d) *Clear Mandates and Roles: Define clear mandates and roles for CSOs in policy development, implementation, and monitoring to avoid duplication of efforts and confusion.*
- e) *Conflict Resolution Mechanisms: Establish effective conflict resolution mechanisms to address disagreements or disputes that may arise during the collaboration process.*
- f) *Joint Planning and Decision-Making: Encourage joint planning and decision-making processes that involve both CSOs and government representatives to ensure shared ownership of initiatives.*
- g) *Regular Evaluation and Feedback: Implement regular evaluations of collaborative projects to assess their impact and identify areas for improvement. Solicit feedback from both CSOs and government partners.*
- h) *Legal and Regulatory Framework: Review and update the legal and regulatory framework governing CSOs to ensure it supports and facilitates collaboration rather than hinders it.*
- i) *Resource Mobilization: Explore opportunities for joint resource mobilization to secure funding for collaborative projects and initiatives.*
- j) *Data and Information Sharing: Share relevant data and information between CSOs and government agencies to enhance the evidence base for policy development and decision-making.*
- k) *Monitoring and Evaluation Framework: Develop a robust monitoring and evaluation framework to assess the progress and impact of collaborative initiatives and make adjustments as needed.*

By implementing these recommended actions, both CSOs and government agencies can work together more effectively, leading to improved policy implementation and better outcomes for Tanzanian citizens.

2.3 CSOs AND PRIVATE SECTOR ENGAGEMENTS

Collaboration between CSOs and the private sector has undergone a significant transformation in recent years. Previously, the private sector primarily provided financial support for CSO-organized events, such as the Annual CSOs Week. However, there is now a growing recognition of the importance of shifting the focus towards supporting direct development causes. The challenge lies in effectively presenting CSO agendas to attract private sector funding. CSOs must articulate their impact and align their initiatives with the corporate social responsibility (CSR) goals of potential private sector partners.

The landscape has seen notable evolution with the emergence of private sector foundations such as NMB Bank Foundation, CRDB Bank Foundation, and Vodacom Foundation. These foundations play a significant role in advancing societal development.

During the period spanning January to June 2023, several of these foundations collaborated with Civil Society Organizations (CSOs) to pool resources in support of government programs, with a particular focus on maternal and child health. Notably, CRDB Bank, through its marathon event in June 2023, aimed to raise TZS 1 billion to bolster the healthcare sector through the ZMBF initiative.

Furthermore, both the bank and the Vodacom Foundation have actively contributed to this cause through their support of CCBRT. This collaborative effort underscores the commitment of private sector foundations in addressing critical issues like healthcare and their willingness to align their resources with CSOs and government initiatives for the greater good.

2.2: Adapting and thriving - recommendations for CSOs in a changing corporate approach to development

While this promising trend of private sector foundations contributing to societal development is encouraging, their presence also prompts important questions about the evolving role of 'traditional' CSOs, particularly concerning service delivery. To not only survive but thrive in this changing landscape, CSOs must embrace adaptation and seek innovative ways to collaborate with private sector foundations. It is of paramount importance to ensure that their distinctive strengths and perspectives remain highly regarded in the wider development dialogue, both within Tanzania and on a global scale.

2.4 CSOs AND COMMUNITY ENGAGEMENTS

Empowering communities and fostering engagement are central to Tanzanian CSOs. They facilitate community-led initiatives and inclusive dialogue, ensuring community voices are heard and integrated into development programs for sustainable, inclusive development.

While facing resource limitations and challenges associated with partnership and coalition building, which can hinder outreach to remote and underserved areas, there has been commendable progress observed during this period - in promoting citizen participation in project design and ownership. Particularly, the initiatives like the Participatory Grant Making project in Dodoma, supported by FCS, have empowered communities with decision-making authority over the projects they implement. The project established an advisory committee through public meetings, responsible for project coordination, ensuring community ownership, and providing training on their roles and responsibilities. This committee, representing the citizens, plays a pivotal role in receiving and reviewing project proposals and deciding which ones receive funding.

2.3: Community-centric strategies for enhanced CSOs' engagement in sustainable development

Nonetheless, challenges persist, with some CSOs continuing to draft projects without direct beneficiary involvement. To ensure a lasting impact, it is imperative to involve local communities in the decision-making process, enabling them (i.e., perspective beneficiaries) to take ownership of development initiatives that directly impact their lives. Other recommended actions in this regard are:

- a) *Community Needs Assessment: CSOs should conduct thorough needs assessments in the communities they serve. Understanding the specific needs, challenges, and aspirations of the community is crucial for developing targeted and impactful programs.*
- b) *Community Representation: Ensure that CSOs have community members or representatives on their governing boards or decision-making bodies. This helps bridge the gap between CSOs and the communities they serve, fostering trust and accountability.*
- c) *Transparency and Accountability: CSOs should regularly communicate their activities, budgets, and outcomes to the community.*

- d) *Capacity Building: Invest in community capacity-building programs to empower local individuals and organizations.*
- e) *Collaboration: Foster partnerships and collaborations with other CSOs, government agencies, and local stakeholders to leverage resources and expertise for more comprehensive community development.*
- f) *Monitoring and Evaluation: Establish robust monitoring and evaluation mechanisms to track the impact of CSO interventions.*
- g) *Sustainability: Develop exit strategies that ensure the sustainability of projects after CSO involvement ends. This might involve training local leaders to carry on the work or establishing income-generating activities.*
- h) *Feedback Mechanisms: Establish effective feedback mechanisms where community members can voice concerns, provide suggestions, and report issues related to CSO activities.*
- i) *Adaptability: Be flexible and adaptable to changing community needs and circumstances. Continuously reassess strategies and interventions to remain relevant and effective.*

By implementing these recommendations, CSOs can enhance their engagement with communities, leading to more meaningful and sustainable development outcomes.

2.5 COLLABORATIONS AMONG CSOs

The CSOs in Tanzania have increasingly come together to organize and participate in coordinated events, serving as platforms for networking, resource sharing, and advocacy. For instance, the CSOs Week, skillfully coordinated by FCS with various stakeholders, provides an annual opportunity for CSOs to combine resources, exchange best practices, and collectively address important issues. Another valuable forum is the NGO Forum, coordinated by the National Council of Non-Governmental Organizations (NaCONGO) in partnership with the government, fostering policy dialogue and advocacy at the national level. These initiatives extend to international arenas, exemplified by the International Accountability and Transparency Conference (ITAC), organized annually by the WAJIBU Institute of Accountability.

Furthermore, CSOs have launched projects designed to enhance collaboration within the sector. An outstanding project is the *Uraia Wetu* initiative, funded by the EU and executed by 15 CSOs across Tanzania. This endeavor focuses on creating an enabling environment for CSOs to thrive and collaborate effectively, involving over 1,000 CSOs through zonal reflection meetings in Tanzania mainland and Zanzibar. These meetings provide platforms for sharing experiences, forging partnerships, and addressing common challenges.

Note: Role of Umbrella CSOs

Additionally, umbrella organizations play a vital role in coordinating CSOs, advocating for their interests, and fostering unity. Entities like NaCONGO, Tanzania Association of NGOs (TANGO), ANGOZA, THRDC, WILDAF, PACSO, TANLAP, ZAFELA, SHIVYAWATA, regional networks, and others actively facilitate collaboration, providing platforms for CSOs to amplify their voices, enhance capacity, and engage in advocacy. Furthermore, there is an ongoing effort to establish an effective AZAKI/CSOs forum, coordinated by FCS and other stakeholders, to further enhance CSO coordination and collaboration.

Despite commendable collaborative efforts, there's room for improvement in the way CSOs structure their partnerships to enable more strategic interventions. For instance, recent findings from the mentioned baseline survey revealed that less than 10% of CSOs have established partnership or stakeholder engagement strategy documents, or signed memorandums of understanding (MoUs) or partnership deeds. This suggests that the majority of CSOs, over 90%, may be operating in partnerships in an ad-hoc manner.

During this reporting period, it's worth noting that certain legal limitations have persisted. As per feedback from stakeholders consulted for this bi-annual report, the existing legal framework overseeing CSOs prohibits their functioning as loose networks. Additionally, networked CSOs might encounter challenges in collaborating with other CSOs if they are not registered under the laws governing these specific networks.

2.4: Needed more unified CSOs' engagement and also, supportive legal frameworks

As a way of improving further collaborations among CSOs, the following actions are recommended:

- a) *Strengthen Partnership Frameworks:* CSOs should work on formalizing their partnerships by developing clear partnership or stakeholder engagement strategy documents. This will help in structuring collaborations and ensuring a more strategic approach to interventions.
- b) *Facilitate Legal Framework Adjustments:* Advocate for changes in the legal framework governing CSOs to allow for more flexible and effective network formations, which can foster greater collaboration.
- c) *Expand Collaboration Initiatives:* CSOs should explore the establishment of more initiatives similar to the Uraia Wetu project, which focuses on creating enabling environments for collaboration and networking. These initiatives can help in forging stronger partnerships and addressing common challenges.
- d) *Enhance Coordination through Umbrella Organizations:* Collaborate with umbrella organizations like TANGO, ANGOZA, WiLDAF, PACSO, SHIVYAWTA, and others to further strengthen coordination efforts within the CSO sector.
- e) *Promote Capacity Building:* Invest in capacity-building programs to empower CSOs to engage in more strategic collaborations, ensuring that they have the skills and knowledge required for effective partnerships.
- f) *Continuously Evaluate and Adapt:* CSOs should regularly assess the effectiveness of their partnership strategies and adapt to changing circumstances and needs.
- g) *Advocate for Inclusivity:* Advocate for more inclusive legal frameworks that allow networked CSOs to collaborate seamlessly with other organizations, even if they are not registered under the same network.
- h) *Leverage Existing Platforms:* Continue to actively engage in existing platforms like CSOs Week, the NGO Forum, and international conferences such as ITAC to expand networking, resource sharing, and advocacy efforts.
- i) *Support the AZAKI/CSOs Forum:* Collaborate with the ongoing effort to establish the AZAKI/CSOs forum to enhance coordination and collaboration at various levels.

By implementing these recommendations, CSOs can enhance their collaboration efforts, become more strategic in their partnerships, and overcome legal limitations to foster a more unified and effective CSO sector in Tanzania.

2.6 INTERNATIONAL PARTNERSHIPS AND FUNDING DYNAMICS

Collaboration between CSOs in Tanzania and international partners has a rich history, but it is undergoing important changes.

According to the stakeholders interviewed during the bi-annual study, in the past, international partners exercised more financial power and influence, often shaping the direction of development projects e.g., they typically pooled their resources into basket funding. However, a move towards funding individual projects has emerged. While this approach aligns projects more closely with local needs, it may limit CSOs in addressing broader systemic issues.

An additional trend involves international consulting firms acting as intermediaries between international donors and local CSOs to manage project implementation. While this can enhance project efficiency, concerns have arisen regarding its impact on the growth and development of local organizations.

Amid these changes, there is hope with the introduction of USAID's aid localization agenda. This initiative aims to empower local actors, including CSOs, by shifting resources and decision-making authority to the local level. Recognizing locally led development efforts is a significant step towards achieving a more equitable partnership model, in line with the principles of aid decolonization.

On the other hand, while local CSOs in Tanzania are actively advocating for aid decolonization e.g. striving to rebalance power dynamics within international partnerships and ensure that development priorities are jointly determined with local communities and organizations, challenges still remain, including the increasing direct implementation of projects by large international NGOs. This trend is increasingly hindering collaboration with grassroots CSOs.

2.5: CSOs need to promote aid decolonization and meaningful partnership

It is essential for CSOs to work together, both locally and globally, to address these challenges, promote aid decolonization, and create a more substantial and sustainable impact in the development landscape. Other suggestions:

- a) *Maintain a Balance: While funding individual projects can be beneficial, ensure there is still room for addressing broader systemic issues. Strive for a balanced approach that allows CSOs to work on both specific projects and long-term development goals.*
- b) *Enhance Efficiency with Caution: When involving international consulting firms as intermediaries, closely monitor their impact on the growth and development of local CSOs. Ensure that they do not undermine the capacity-building efforts of local organizations.*
- c) *Collaboration and Equity: Encourage international partners to collaborate more closely with grassroots CSOs rather than implementing projects directly.*
- d) *Capacity Building: Invest in capacity-building initiatives for local CSOs to strengthen their ability to engage effectively in development projects and partnerships.*
- e) *Information Sharing: Promote transparent communication between international partners, CSOs, and local communities to ensure that everyone is informed and engaged in the development process.*
- f) *Adapt to Changing Trends: Stay flexible and adaptable in response to changing trends in collaboration and funding models. Continuously assess the impact of these changes on the effectiveness of partnerships.*

These recommendations aim to support a more equitable and effective collaboration between CSOs in Tanzania and international partners in the evolving landscape of development cooperation.

CHAPTER THREE

ORGANIZATIONAL CAPACITY AND GOVERNANCE OF CSOs

3.1 INTRODUCTION

The state of CSOs in Tanzania is shaped not only by their missions and activities but also by their organizational capacity and internal governance structures. This chapter delves into the challenges and opportunities surrounding the capacity assessment, financial constraints, governance issues, and compliance with laws within the CSO sector in Tanzania. In this report, key findings from recent surveys and studies conducted among CSOs in Tanzania are presented with a focus on January to July 2023's trends. The chapter also highlights the critical statistics and examples that underscore the sector's current state.

3.2 Perceived Key Issues of Concern facing CSOs' Internal Operations

3.2.1 Financial Constraints in the CSO Sector

A recent baseline survey conducted among CSOs in Tanzania revealed a significant challenge regarding organizational capacity. According to the survey, an overwhelming 70% of CSOs reported facing financial constraints as per the recent baseline survey conducted by FCS. These constraints have far-reaching consequences, affecting the ability of CSOs to hire skilled personnel to manage and run their organizations effectively. Additionally, the survey found that 45% of these CSOs reported a decline in funding over the past two years, exacerbating their financial challenges.

3.2.2 Resource Competition between Large and Small CSOs

Financial constraints lead to unfair competition for resources between large and small CSOs. Larger organizations often have more extensive funding sources, enabling them to outcompete smaller grassroots CSOs for the limited available resources. The survey highlighted that 62% of smaller CSOs struggle to secure funding, while larger organizations with established donor networks have more stable financial foundations.

3.2.3 Financial Dependence on Local Grant-Making Organizations

The CSO sector in Tanzania also exhibits a notable trend in financial dependence. As said earlier on, about 68% of grassroots CSOs rely on funds from local grant-making organizations such as FCS, LSF, and the Women's Fund Trust (WFT). However, the survey noted that this dependence has led to vulnerabilities, as 35% of these grassroots CSOs reported fluctuations in funding, making it challenging to plan and execute long-term projects effectively.

3.2.4 Skills Gap among Newcomers to the CSO Sector

Recent years have seen an influx of graduates who have initiated CSOs as a means to address issues and seek employment opportunities. While their passion and commitment are admirable, the survey found that many graduates lack the necessary skills to manage and operate CSOs effectively. Alarmingly, 54% of these new CSOs reported high turnover rates within the first year due to inadequate management skills.

3.2.5 Mentorship Initiatives and Success Stories

Mentorship programs for these newcomers in the sector are generally lacking. However, there have been notable initiatives to address this gap during this reporting period. In Zanzibar, the Centre for Youth Dialogue (CYD) under support from FCS has an internship program for graduate since 2020, and the program has benefited more than 50 graduates of whom 80% have secured employment in the CSO sector and other sectors. Some graduates have been supported to get a scholarship for further studies abroad. Recently, 15 youth graduates have graduated from the internship. This mentorship program, as per the survey, stands out as a successful model for equipping graduates with the necessary skills for CSO management.

3.2.6 Compliance Challenges with Laws and Regulations

The compliance with laws and regulations is another challenge faced by CSOs in Tanzania. As said earlier on, while regulations are in place to ensure transparency and accountability, they are perceived to be complex and difficult to navigate especially those ones under the NGOs Act of 2002 (as amended in 2019). Although many CSOs are generally satisfied with the current compliance requirements, adherence can be challenging. On the other hand, while law enforcement is relatively lenient compared to previous administrations, the survey indicated that 39% of organizations still struggle to meet compliance requirements due to financial constraints. Moreover, the survey revealed that 68% of CSOs are aware of statutory regulations as per the baseline survey conducted recently. However, challenges remain in obtaining charitable status despite meeting all requirements.

3.2.7 Efforts in Training and Capacity Building

The efforts have been made by some organizations, FCS, WILDAF, TANLAP, NaCONGO, TAM-WA Zanzibar, SHIVYAWATA and THRDC, to provide training and capacity-building programs for CSOs including organizations of PWDs (OPDs) across the countries (Tanzania Mainland and Zanzibar). These initiatives aim to equip CSOs with the knowledge and skills needed to navigate legal requirements effectively. Importantly, these training programs are increasingly being carried out in collaboration with government agencies that CSOs are required to comply with, fostering a more cooperative relationship between CSOs and the government. According to the survey, 78% of CSOs that participated in such capacity-building programs reported improvements in their ability to adhere to regulations.

However, it is a concern that, majority of CSOs have not institutionalize skills development i.e. capacity building programs in their internal arrangements. For instance, according to the said survey conducted in July 2023, only 25% of CSOs claim to have 'very effective' institutional capacity building programs - effective in terms of being institutionalized/ systematic e.g. periodically, demand-driven, etc. Total of 54% of CSOs have some forms of institutional capacity building programs – which are not well institutionalized; while, 21% of CSOs do not have any institutional capacity building programs.

3.2.8 Governance and Policy Challenges

One of the challenges facing CSOs in Tanzania is the absence of clear and updated internal regulations and policies. Many organizations lack well-defined policies that govern their operations, and some of the existing policies are outdated. The survey found that 65% of CSOs have outdated internal policies, which can hinder effective decision-making, governance, and accountability within CSOs.

3.2.9 Proposal Writing and In-House Capacity

The CSOs often struggle with writing strong project proposals to access funds, and many depend heavily on consultants for this task. This reliance on consultants can lead to the submission of repetitive and generic content in proposals, making it challenging for CSOs to stand out in competitive funding landscapes. According to the survey, 72% of CSOs reported outsourcing proposal writing, indicating a lack of in-house capacity. However, 85% of organizations expressed an interest in building internal proposal writing expertise.

3.2.10 Weak Governance Structures and Leadership Issues

The governance structures of many CSOs in Tanzania are still weak. Board members are sometimes appointed based on personal interests rather than merit, which can compromise the effectiveness and transparency of CSO operations. In Zanzibar, CSOs are largely governed by officials who have multiple roles – especially as public servant leaders and CSOs workers at the same time. The weak governance structures tarnish the credibility and image of CSOs, making it more challenging to access funds from donors and partners who prioritize accountability and good governance. According to the survey, 59% of CSOs reported concerns about the lack of transparency in board member selection processes.

3.2.11 Compliance with Financial and Reporting Requirements

The compliance with financial and reporting requirements is a significant challenge in the CSO sector. Many CSOs struggle to submit audit reports, and only a few organizations comply with this requirement. Managing the audit process is also problematic, as evidenced by the recent efforts of FCS, which supported 84 organizations in conducting their audits. Women, youth, and PWDs organizations face even more substantial challenges in this regard. The limited capacity to manage the audit process hampers their ability to meet compliance requirements, with 63% of these organizations experiencing delays in audit submissions.

3.2.12 Gender Disparity in Leadership

The gender disparity in leadership remains a notable issue within CSOs. Many organizations are male-dominated in their leadership structures, which can hinder diversity and inclusivity. According to the survey, 70% of CSOs reported a lack of gender balance in leadership positions. Promoting gender equality and ensuring equitable representation in leadership positions is crucial for fostering a more inclusive and representative CSO sector.

3.2.13 Lack of Documented Organizational Strategies

A notable gap in many CSOs is the lack of a documented strategy e.g. strategic plans (SP) to guide their organizational mission and vision. This absence of SPs can result in a lack of direction and focus, hindering CSOs from achieving their intended impact. Developing and implementing a clear organizational SP is vital for long-term sustainability and effectiveness. The survey found that 55% of CSOs do not have clear SPs or similar documented organizational strategies.

3.2.14 Funding Reliance and Sustainability Efforts

The perception of CSOs as unreliable institutions due to their funding reliance has implications for staff retention and organizational sustainability. Many organizations lack succession planning and face challenges in attracting local resources. However, there are commendable efforts for capacity building in these aspects to empower organizations to mobilize resources locally, championed by the FCS with support from *Wilden Ganzen*. These efforts aim to capacitate CSOs and reduce their dependency on external funding sources. According to the survey, 73% of CSOs expressed interest in diversifying their funding sources to ensure long-term sustainability.

3.3 ACTIONS TO STRENGTHEN INSTITUTIONAL CAPACITIES OF CSOs

These concise recommendations address key challenges faced by CSOs in Tanzania, enabling them to improve their effectiveness and sustainability.

- a) *Diversify Funding: Seek funding from diverse sources beyond local grants.*
- b) *Mentorship and Training: Expand mentorship programs and skills training for newcomers.*
- c) *Simplify Compliance: Simplify compliance requirements and provide guidance.*
- d) *Build Capacity: Institutionalize capacity-building programs within CSOs.*
- e) *Update Policies: Update internal policies and governance standards.*
- f) *Enhance Proposal Writing: Develop in-house expertise for proposal writing.*
- g) *Strengthen Governance: Promote transparent and merit-based leadership selection.*
- h) *Improve Financial Reporting: Assist with accurate and timely financial reporting.*
- i) *Promote Gender Equality: Advocate for gender diversity in leadership.*
- j) *Develop Strategies: Create clear organizational strategies for guidance.*
- k) *Ensure Funding Sustainability: Diversify funding sources and reduce reliance on external funds.*

CHAPTER FOUR

FINANCIAL RESOURCES, FUNDING DYNAMICS AND SUSTAINABILITY

4.1 INTRODUCTION

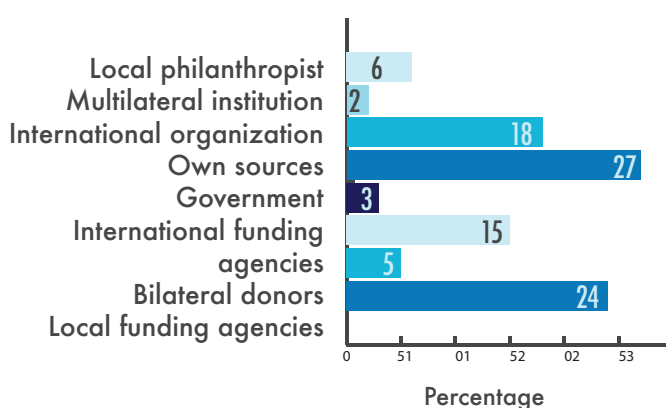
This chapter explores the financial landscape of CSOs in Tanzania, shedding light on the challenges and opportunities they encounter in securing funding. It delves into the implications of heavy reliance on external funding sources, including local grants and international donors. Additionally, it highlights the importance of diversifying funding streams, mobilizing local resources, and fostering collaboration among CSOs to enhance their financial resilience and autonomy. The chapter also touches upon the government's role in promoting sustainability within the CSO sector through the introduction of the National Strategy for NGOs Sustainability (NSNS).

4.2 FUNDING TRENDS

As it is already indicated above in this report, majority of CSOs (68%) cumulatively rely on only around three local grant-making organizations for financial support. Meaning that, the competition for funding is high owing to the number of CSOs currently operating in Tanzania Mainland and Zanzibar.

While government funding is anticipated and mentioned by some of the CSOs (3%) according to the recent baseline survey indicated earlier on, such funding predominantly takes the form of short-term event funding, primarily for organizations focused on PWDs in Zanzibar. Below shows primary or main funding source for your organization from January to June 2023 according to surveyed CSOs.

Main Source of Organization's Funds from January to June 2023 – Multiple Responses

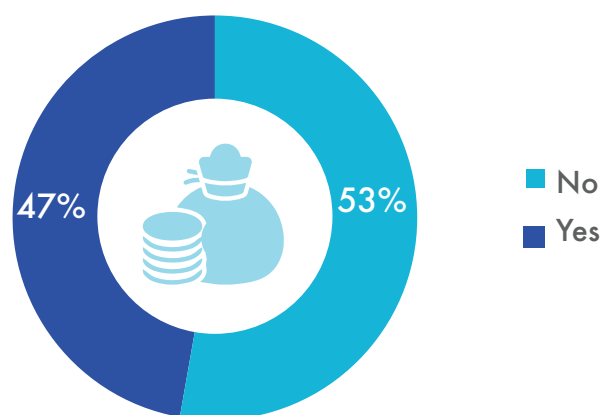


Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

Such data reveals that 24% of the respondents identified local funding agencies as the primary source of funding for their organizations during the specified period. The 'own sources' in this context included members' contributions through subscription fees and social enterprise activities that some of the organizations are doing e.g., selling of books, consultancy fees, and other goods or services.

As for the trends of receiving or securing new funds from donors during this period (January and June 2023), the survey noted that, 47% of the surveyed respondents reported a positive outcome, affirming that they successfully secured new funding or grants from donors. This trend could suggest a substantial portion of the participants, highlighting their efficacy in attracting external financial support. However, as below shows, quite substantial portion of CSOs did not share the same success in acquiring new funding or grants during the specified timeframe.

Acquisition of New Funding or Grants from Donors (January to June 2023)



Source: FCS' mid assessment Study (Tanzania Mainland and Zanzibar), October 2023.

More than 95% of the new funds reportedly received by Civil Society Organizations (CSOs) from various donors are designated for short-term projects, with durations ranging from 1 to 3 years. This trend suggests a departure from the basket funding scheme, once a prevalent funding approach, as it is no longer the preferred method of support among funding partners. Although project-based funding allows organizations to focus on specific interventions, it offers less flexibility for engaging in a wider range of activities of their own choosing.

The survey team is of the view that, dependence on donor funding and a limited diversity of funding sources present challenges for CSOs. They may encounter funding fluctuations, disrupting program implementation and long-term planning. Additionally, heavy reliance on external donors may impact the autonomy and independence of CSOs, potentially leading to their agendas being influenced by donor preferences.

To enhance financial resilience and reduce donor dependency, Tanzanian CSOs must explore diverse funding sources, including mobilizing local resources, seeking support from bilateral donors, and engaging in income-generating activities aligned with their missions. Collaboration among CSOs can significantly improve their access to funding and help achieve shared goals.

4.3 CONTRIBUTIONS TO NATIONAL DEVELOPMENT

In Tanzania, the NGO sector significantly contributes to national development. In 2020, 804 NGOs were assessed, reflecting total income and expenditure of TZS 1,423,238,932,193 and TZS 1,193,502,074,491, respectively. While there was an increase in the number of NGOs assessed in 2021, indicating potential sector growth, income decreased from 2020 to 2021. In 2022, a total of 1,257 NGOs reported collective income of TZS 2,249,244,846,280 and expenditure of TZS 2,192,036,989,575, underscoring the sector's role in social services, education, healthcare, and community development.

In 2021, the government of Zanzibar recorded substantial grants received by CSOs totaling TZS 27,856,840,438 for various development projects. However, only 89 reports were submitted by CSOs operating in the region, raising concerns about transparency and accountability. In

2022, 125 projects implemented by CSOs in Unguja and Pemba received a total grant of TZS 49,097,087,110 from 105 different NGOs, highlighting the sector's growing financial contributions. Nevertheless, comprehensive reporting and financial transparency remain critical to ensure effective fund allocation for the benefit of communities and causes served by CSOs.

4.4 NAVIGATING DIVERGENT FUNDING PRIORITIES

The disparity in financing objectives between overseas donors, particularly Western funders, and the local legal and sociocultural context is a key barrier for Tanzanian CSOs. Western donors often focus LGBTQIA2-S (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and Two-Spirit) concerns, which may conflict with Tanzania's legislative framework and social values. CSOs are therefore forced to choose between supporting issues supported by Western donors in exchange for financial assistance and conforming to local norms and regulations. This quandary may lead to disputes inside corporations as well as with external stakeholders such as the government.

Balancing donor aspirations with local circumstances is a difficult endeavor that requires extensive thought and strategic preparation. CSOs may need to engage in open communication with donors to describe the local environment as well as the possible problems and dangers associated with certain funding goals. Participating actively in industry networks and collaborative projects may also be beneficial since they provide forums for resource sharing, information exchange, and expertise. These collaborative initiatives solve not just budgetary restrictions, but also increase the collective effect of CSOs in tackling social concerns.

4.5 STRATEGIC PLANNING AND COLLABORATION

Balancing donor priorities with local contexts requires careful consideration and strategic planning. CSOs may need to engage in open dialogues with donors to explain the local context and the potential challenges associated with certain funding priorities. Active participation in existing networks and collaborative initiatives within the sector can facilitate this process, providing platforms for sharing resources, knowledge, and expertise, ultimately enhancing the collective impact of CSOs in addressing societal issues.

Enhancing Reporting and Accountability

The data from the Zanzibar Registrar underscores the need for improved reporting practices and accountability mechanisms within the CSO sector. CSOs in Zanzibar and beyond should prioritize timely and accurate reporting to maintain transparency, foster trust, and ensure resources are effectively directed toward their intended purposes. Collaborative efforts among CSOs, government agencies, and regulatory bodies are pivotal in achieving these goals and sustaining the sector's positive impact on Zanzibar's development and welfare.

4.4 GOVERNMENT'S INITIATIVES FOR SUSTAINABILITY

The Tanzanian government, under the leadership of the Ministry of Community Development, Gender, Women, and Special Groups, has unveiled the National Strategy for NGOs Sustainability (NSNS) for the period spanning 2022/2023 to 2026/2027. This innovative initiative has been crafted to enhance the endurance and influence of non-governmental organizations (NGOs) operating within the country. The NSNS represents a forward-thinking approach aimed at creating a facilitating environment for NGOs in Tanzania, addressing

their multifaceted challenges with a primary emphasis on augmenting their long-term viability and effectiveness. Key objectives encompass strengthening the institutional capacity of NGOs and establishing a resilient and diversified financial foundation to reduce reliance on limited funding sources.

While the NSNS has garnered praise for its potential positive impact, there exist noteworthy concerns and points of contention. Foremost among these is the hurdle of effectively executing this comprehensive strategy, especially given the diverse and ever-evolving landscape of Tanzania. The stakeholders consulted during the bi-annual study highlighted the significance of inclusiveness in strategy development, underscoring the necessity for broader consultation with grassroots NGOs and marginalized communities to ensure that the NSNS considers their diverse needs. The concerns also arise regarding the allocation of funds, the implementation of monitoring mechanisms, and the call for accountability, as well as the need for adaptability and a long-term perspective that addresses environmental sustainability.

4.5 ACTIONS TO IMPROVE CSOS' FINANCIAL STATUS AND SUSTAINABILITY

In order to enhance the financial efficacy and sustainability of CSOs in Tanzania, the following key recommendations have been proposed:

- a) Diversify Funding: CSOs should tap into various local and international sources, reducing dependence on external donors.*
- b) Resource Mobilization: Develop strategies to access multiple funding avenues effectively.*
- c) Transparency and Reporting: Prioritize comprehensive reporting for enhanced trust and fund allocation.*
- d) Balance Priorities: Facilitate open dialogues with donors to align international interests with local values.*
- e) Collaboration: Engage in networks for resource sharing, expertise exchange, and larger project impact.*
- f) Strategic Planning: Tailor plans to address both donor and local Tanzanian needs.*
- g) Accountability: Emphasize timely and accurate reporting, collaborating with regulatory bodies.*
- h) Engage with NSNS: Actively participate in and provide feedback on the National Strategy for NGOs Sustainability.*

CHAPTER FIVE

LEGAL AND POLICY ENVIRONMENT

5.1 INTRODUCTION

Chapter Five delves into the evolving legal and policy landscape in Tanzania Mainland and Zanzibar pertaining to Civil Society Organizations (CSOs). This chapter underscores recent developments aimed at simplifying registration processes, reinforcing legal protections, and advancing transparency and accountability within the NGO sector. While challenges associated with the current legal frameworks are briefly touched upon, it's important to note that detailed insights on this topic can be found in the baseline survey report from July 2023. The period from January to June 2023 remains relatively consistent with past legal frameworks that have governed the sector, with the exception of the 2019 miscellaneous amendments to CSOs' laws in Tanzania Mainland.

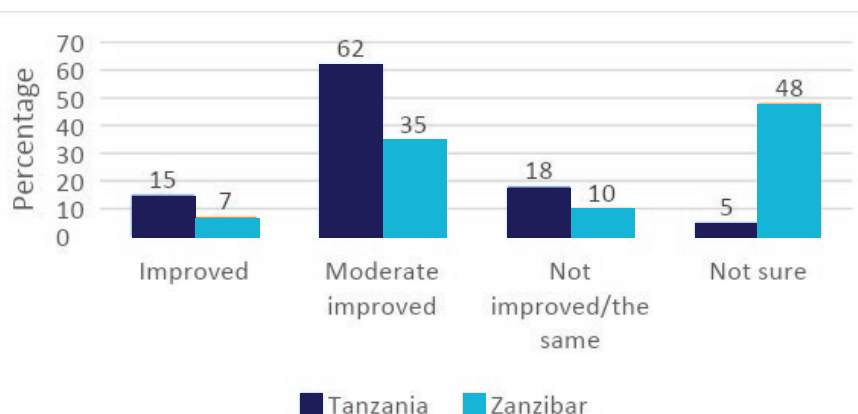
5.2 LEGAL AND POLICY ENVIRONMENT OF TANZANIA MAINLAND

5.2.1 Advancements in Civil Society: Some Promising Legal Reforms Observed

In the realm of civil society in Tanzania, there have been notable advancements, primarily focusing on administrative enhancements aimed at facilitating sectoral growth and expansion. These endeavors signify a steadfast commitment to cultivating a friendlier environment for the operations of CSOs.

The survey conducted on the current state of civic space in Tanzania Mainland and Zanzibar from January to June 2023 indicates that 62% of respondents reported a moderate improvement in Tanzania Mainland, while 35% noted a similar improvement in Zanzibar. These improvements could be attributed to the deliberate efforts of the government to engage with CSOs and the increased availability of platforms for community opinions. The below illustrates the generalized perceptions of CSO actors regarding the state of civic space in Mainland and Zanzibar during the first half of 2023.

Current Situation of Civic Space in Mainland Tanzania & Zanzibar (January to June 2023)



Source: FCS' Bi-Annual Study (Tanzania Mainland and Zanzibar), October 2023.

As such, the survey conducted between January and June 2023 indicates that a significant number of respondents in both Mainland Tanzania and Zanzibar observed a moderate improvement in civic space. Furthermore, a notable portion of respondents expressed uncertainty about the current state of civic space, emphasizing the need for better public awareness and information dissemination on these matters.

It is also observed that, a prominent transformation is evident in the newfound willingness to engage in critical analysis of media content directed towards the government. This represents a substantial departure from the past, when such actions were considered implausible under the previous regime. This shift underscores the growing recognition of the significance of freedom of expression and open dialogue within Tanzanian society as it is also well observed during this reporting period.

Furthermore, there are significant amendments and reforms in place that are conducive to developmental progress and supportive of the work of CSOs. These encompass:

- a) *Provisions within the Media Services Act of 2015, particularly sections 50, 51, 53, 55, and 64, which have introduced mechanisms for enhanced transparency and accountability in media content regulation.*
- b) *Amendments related to the relaxation of restrictive registration measures, as exemplified in the Online Content Regulation revised under GN number 136, published on the 18th of March 2022. These amendments have streamlined the registration process for online content providers, reducing bureaucratic hurdles.*
- c) *Amendments pertaining to electronic and postal communications, as well as radio and television broadcasting content, defined in GN number 135, published on the 18th of March 2022. These changes reflect an effort to modernize and adapt regulations in line with technological advancements in the communication sector.*
- d) *Modifications in licensing regulations, as summarized in G.N number 65, published on the 18th of January 2022. These changes aim to provide a more transparent and efficient process for obtaining licenses, which can benefit media organizations and CSOs alike.*

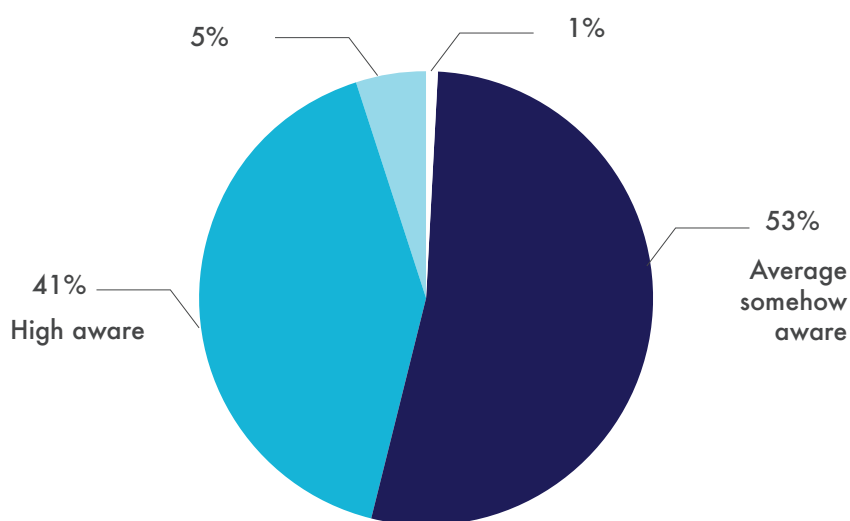
5.2.2 Increased Compliance and Reporting

There has been a considerable increase in the number of organizations submitting implementation reports and paying annual fees in accordance with the compliance requirements outlined in the NGO Act of 2002 and associated regulations. According to the Contribution of NGO Report of 2022, the number of organizations submitting reports increased from 957 in 2021 to 1,257 in 2022, a 32% increase.

Similarly, 2,945 organizations paid their annual fees out of the 6,635 organizations required to do so, accounting for 44.4% of the obligated organizations. However, it is worth noting that some organizations paid fees without submitting reports, potentially leading to a lack of funds for project implementation and accountability.

The baseline observed increased familiarity of the legal compliance requirements governing CSOs during this reporting period (January to June 2023). For instance, below shows further, 41% of the CSOs interviewed claimed to be 'very' familiar/ aware of such requirements.

Awareness/ Familiarity of Legal Compliance Requirements for CSOs



Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

The fact that a small percentage of respondents, specifically 5% or less, reported a low awareness of the legal compliance requirements for CSOs, may indicate that organizations like FCS, THRDC, Policy Forum, and NaCONGO, which are dedicated to improving CSOs' compliance capacity, have made significant progress. However, this trend should not be interpreted as an overall improvement in the working environment for CSOs. Compliance with legal requirements is mandatory, irrespective of the conditions or terms of such compliance.

5.2.3 NGO Contributions and Accountability

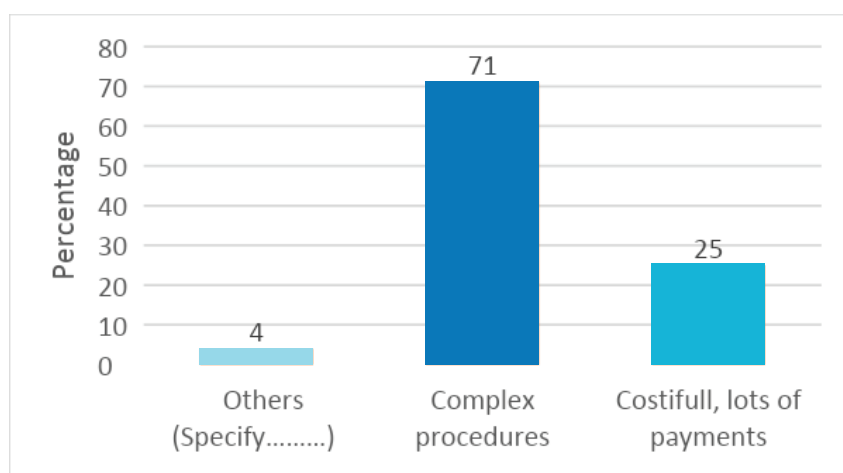
There is also a requirement for NGOs to declare and submit funding contracts for their projects with donors. According to the same report, a total of 347 contract documents amounting to TZS 278,976,601,389 were submitted to government authorities in 2022 for record-keeping and approval, underscoring the substantial contributions of NGOs to the country's development, including taxes paid and socio-economic services rendered.

5.2.4 Challenges in the Operational Landscape

Despite these positive developments, the operational landscape for CSOs in Tanzania still faces significant constraints. Creating an enabling environment for CSOs, encompassing both policy and legal dimensions, remains pivotal for the growth and flourishing of the civil society sector.

Such an environment serves as a critical foundation for fostering civic space and ensuring that CSOs can effectively carry out their vital work in the country. One of the challenges in operational landscape is perceived legal or regulatory compliance concerns they encountered. Below shows, complexity of compliance procedure is perceived as one of the critical concern they encounter while navigating through operational landscape during this period (January to June 2023).

Main Legal or Regulatory Compliance Concerns Encountered from January-June 2023



Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

The survey data reveals that a significant majority, encompassing 71% of the respondents, reported encountering complex procedures as the primary legal or regulatory compliance concern during the specified period. These complex procedures likely involved intricate and multifaceted requirements that CSOs had to navigate, potentially adding complexity to their operations. The 'complexity' was observed in terms of having statutory compliances to multiple regulatory authorities including on taxation, social security, and workers compensation fund. The critical concern here is that, the country lacks unified compliance procedure. This is a case both in Mainland and Zanzibar.

5.3 LEGAL AND POLICY ENVIRONMENT OF ZANZIBAR

5.3.1 Strengthening the Legal Framework

In Zanzibar, significant changes are currently underway to strengthen the legal framework governing societies ('NGOs'). These changes are aimed at enhancing the registration process and providing stronger legal status and protections for societies (here-in-under referred to as 'NGOs') operating in the country. One notable development is the establishment of a more efficient and accessible registration system for NGOs, intended to facilitate their formal recognition and grant them legal standing, including property ownership and legal actions like litigation.

5.3.2 New NGO Law under Review

Furthermore, a new Non-Governmental Organizations Law is currently under review, focusing on addressing existing weaknesses in NGO regulation, such as registration, deregistration, appeals, and the closure process. This legal overhaul is expected to create a more comprehensive and responsive legal framework, offering clear definitions of NGOs, a unified registration system, and legal powers and protections for registered NGOs. This, in turn, will significantly improve the operating conditions for NGOs and create a more favorable environment for civil society initiatives in Zanzibar.

5.3.3 Current Legal Foundations and NGO Landscape

Currently, Zanzibar's laws governing NGOs are rooted in the Constitution of Zanzibar of

1984. Article 20 of this constitution provides for the right to associate, and the Societies Act No. 6 of 1995 provides for the legal framework for the registration and operation of NGOs.

As of June 2023, there were 2,620 registered NGOs in Zanzibar operating on various issues including education, health, environments, access to justice, gender, and natural resources. The presence of such a big number of NGOs underscores the civil society sector's significance in contributing to social and community development. The ongoing legal reforms aim to strengthen the foundation on which these NGOs operate, ensuring their continued positive impact on Zanzibar's society and communities.

5.3.4 Registrar's Powers and Enforcement

The Societies Act No. 6 of 1995 empowers the Zanzibar Registrar of Societies to register and deregister NGOs based on legal provisions and regulations. The Registrar has demonstrated a strong commitment to enforcing compliance among NGOs, acting against those failing to adhere to the law, including failure to submit reports and straying from their stated objectives. Several non-compliant NGOs have faced consequences, including deregistration due to mission deviation.

Furthermore, as of June 2023, at least 450 NGOs received warning notices for their failure to submit annual reports. While these legal actions are seen as essential for enforcing transparency and accountability requirements, there is a need for enhancement in Zanzibar's legal framework governing societies (NGOs). This enhancement should not only focus on 'criminalizing the offenders' but should also create mechanisms for regulatory authorities to foster growth within the sector. This could involve addressing challenges related to funding for NGOs and providing support for their development.

5.3.5 NGOs Policy and Funding Challenges

On the other hand, Zanzibar's 2009 National NGOs Policy underscores the significance of cultivating a cooperative partnership between the government and NGOs, recognizing their significant roles and contributions to local communities and overall development.

Nevertheless, there is a growing concern that this policy has not been revised and implemented effectively. Stakeholders eagerly anticipate the policy and associated laws being updated to better align with the current context, especially in addressing funding challenges.

5.3.6 Advancements in NGO Management

The establishment of the NGO Portal in Zanzibar represents a significant advancement in managing and overseeing NGOs in the region. This web-based platform facilitates data collection, validation, analysis, and presentation, enhancing transparency, accountability, and stakeholder engagement. The portal empowers NGOs and aligns with the goal of creating an enabling environment for civil society organizations, promoting their responsible contributions to development in Zanzibar.

The Zanzibar NGOs Annual Forum is another important initiative, fostering collaboration between NGOs and the government. This forum provides a structured platform for dialogue, capacity building, policy advocacy, and information sharing, ensuring that NGO initiatives align with Zanzibar's development agenda.

5.4 ACTIONS TO IMPROVED LEGAL AND POLICY ENVIRONMENT

In essence, while significant strides have been made in both Tanzania Mainland and Zanzibar,

there is still a need for continuous refinement in the legal and policy landscape to fully harness the potential of the civil society sector. The following are some of actions to consider:

For Tanzania Mainland

- a) *Simplify CSO Registration and Compliance: The efforts to simplify registration and compliance processes and requirements for CSOs should be furthered to facilitate easier entry and operation of NGOs in Tanzania Mainland.*
- b) *Promote Media Freedom: The positive shift in freedom of expression and open dialogue within Tanzanian society should be consistently encouraged and safeguarded.*
- c) *Improve Online Content Regulation: The efforts from March 2022 that streamlined the registration process for online content providers should be continually assessed and improved to keep pace with the dynamic nature of online media.*
- d) *Enhance NGO Contributions: With NGOs contributing significantly to the country's development, it is crucial to further support flourishing of the civil society sector e.g., by not only enforcing compliances, but also, guiding the CSOs to access funding opportunities.*
- e) *Address Operational Challenges: Despite advancements, there remain significant constraints for CSOs in Tanzania. Focused efforts should be made to continually create a more conducive internal and external operational landscape e.g., challenges associated with resource mobilization.*

For Zanzibar

- a) *Revise the New NGO Law: The new NGOs Law under review should be assessed holistically, ensuring all potential weaknesses in NGO regulation are addressed.*
- b) *Balance Enforcement with Growth: While enforcing compliance is essential, the legal framework should also promote the growth of NGOs, addressing challenges related to funding and providing avenues for their development.*
- c) *Revise the National NGOs Policy of 2009: This policy should be reassessed and updated to be more in sync with the current context and challenges, particularly addressing funding dynamics.*
- d) *Enhance NGO Management with Technology: The NGO Portal in Zanzibar is a significant advancement, and its capabilities should be expanded, ensuring more comprehensive data management and stakeholder engagement.*
- e) *Promote Collaboration: Initiatives like the Zanzibar NGOs Annual Forum should be amplified, encouraging more NGOs, interplay of private sector and government bodies to collaborate, ensuring alignment with Zanzibar's development objectives especially under ZDV2050.*

CHAPTER SIX

ADVOCACY INTERVENTIONS AND PERCEIVED IMPACTS

6.1 INTRODUCTION

Advocacy in Tanzania is shaped by its rich culture, politics, and regulations. To be effective, advocates and CSOs need to respect local traditions, work well with the government, and partner internationally. This chapter examines the challenges and strengths of Tanzanian advocacy, spotlighting areas like health, water, agriculture, and youth. Recognizing these unique aspects is key to promoting positive change in Tanzania.

6.1.1 Advocacy Overview

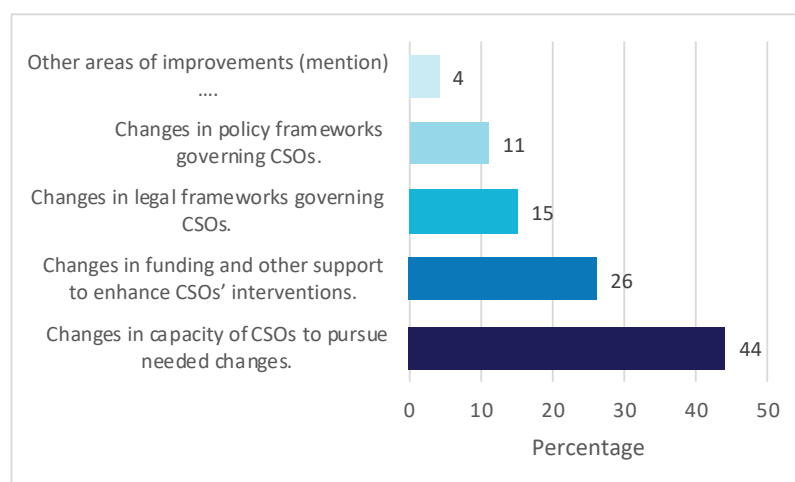
Advocacy in Tanzania is shaped by its political landscape, cultural richness, and regulatory hurdles. A successful approach respects local cultures and languages, while also navigating government intricacies and promoting collaboration among local and international entities.

Interactions with government agencies and officials are integral to Tanzanian advocacy. To influence policy and decisions, advocates need a thorough grasp of government functions and decision-making processes. Effective dialogue and negotiation skills become key when dealing with these stakeholders.

During this reporting period of January to June 2023, the survey results reveal that CSOs have made significant strides, particularly in **enhancing their capacity to drive necessary changes** with 44% of all responses indicating progress in this area.

On the other hand, the response rate for changes in the frameworks governing CSOs was notably low at just 11%, highlighting the substantial effort required by CSOs to create a more favorable operating environment for themselves. Below shows more responses on CSOs' perception of areas experiences most significant changes especially as a result of their interventions.

Areas Experience Most Significant Changes (Pursued by CSOs) in January – June 2023

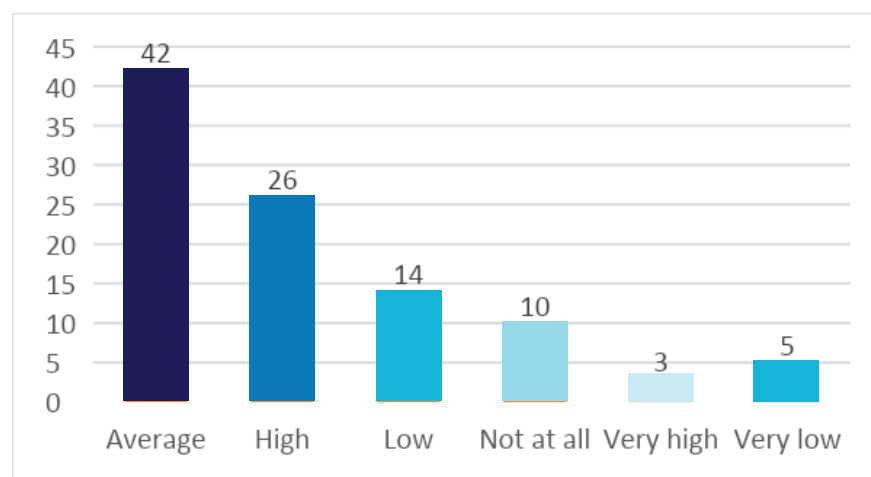


Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

As for **impact** of advocacy efforts conducted by CSOs during the first half of 2023, the survey

found that, only 3% of the respondents expressed that the impact of their advocacy efforts was at a “very high” level; while, a majority, comprising 42% of the respondents, reported that the impact of their advocacy efforts fell within the “average” range. This suggests that, for these CSOs, their advocacy initiatives had a moderate level of influence or success in addressing the issues they targeted. Below show more details.

Perceive Level of Impact of Advocacy Interventions from January to June 2023



Source: FCS’ Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

A smaller percentage, specifically 14% and below, reported that the impact of their advocacy efforts ranged from “low” to “very low.” This suggests that, for these organizations, their advocacy initiatives had limited success in influencing the issues they addressed. They may have encountered challenges or faced obstacles that hindered their effectiveness.

The survey noted that, despite their strengths and perceived level of engagement in advocacy interventions, CSOs in Tanzania still faced several challenges during this period – some being common ones. One of the foremost weaknesses is their heavy reliance on donor funding, which can be unstable and insufficient to sustain their operations. This financial constraint often limits their ability to plan and execute long-term projects effectively. Likewise, the regulatory environment further complicates the advocacy landscape for CSOs in Tanzania.

Note that, in recent years, regulatory changes have introduced new challenges, particularly concerning issues related to registration and funding. Navigating these evolving regulations while ensuring compliance has become a significant aspect of CSO operations, often demanding a considerable portion of their resources and attention.

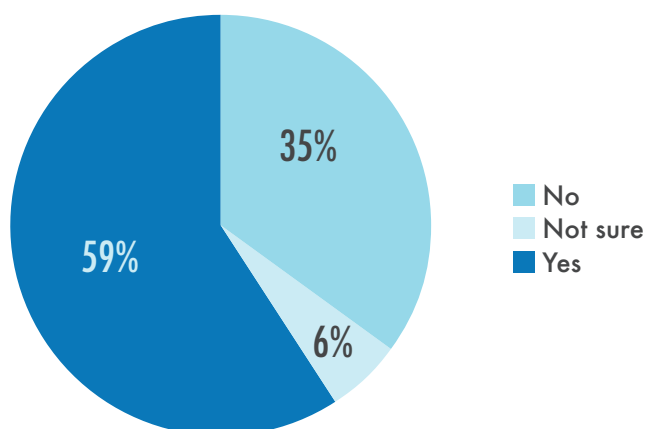
Lastly, CSOs also encounter media-related challenges. Access to mainstream media outlets for disseminating their messages is often limited, making it difficult to reach a broad audience. Additionally, some media organizations may exhibit editorial preferences that hinder coverage of certain issues, further complicating the advocacy landscape.

6.1.2 Strengths and Challenges of CSOs and NGOs in Advocacy in Tanzania

Through years of consistent development and advocacy work, many CSOs have earned the trust of local communities in Tanzania. This trust is a valuable asset that facilitates community engagement, collaboration, and the successful implementation of projects. Moreover, building collaborations with government agencies, international donors, and other local organizations is a common practice among CSOs in Tanzania as it is indicated above. These partnerships enhance the organizations’ impact and resource base, allowing them to leverage complementary

strengths and reach larger audiences. During the reporting period, at least 50% of interviewed CSOs claimed to have somehow engaged in advocacy interventions – mostly at the grassroots and national levels. Below shows the responses in percentages.

CSOs' Trends of an Engagement in Advocacy Initiatives - January to June 2023

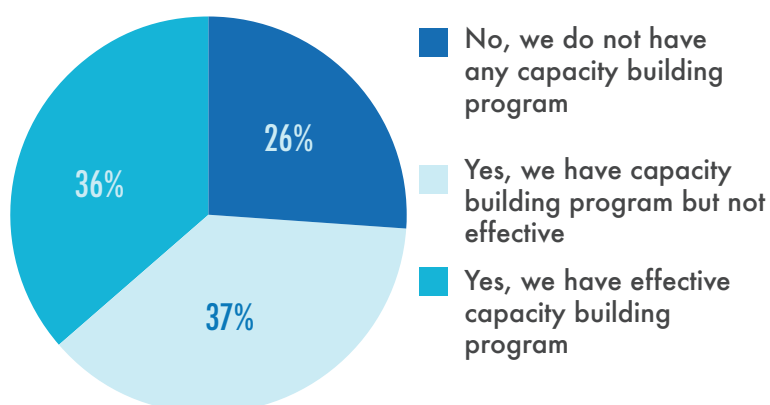


Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

The engagement encompassed a variety of advocacy initiatives, including advocacy for budget and policy reforms, criminal justice law reform, and the advocacy for children's right to attend school. For instance, CSOs actively participated in advocating for improved budget allocation and policy changes to address critical issues. They also championed reforms in the criminal justice system to ensure fairness and justice. Additionally, advocacy efforts were directed towards ensuring that every child's right to education, exemplified by initiatives in areas like Kibiti district in the Pwani region, was upheld. This multifaceted engagement demonstrates a commitment to addressing a wide spectrum of social, legal, and educational challenges.

On the other hand, having institutionalized capacity building programs on advocacy engagement is key for successful implementation of the advocacy interventions at the institutional level. The survey found that, during this period (January – June 2023), only 36% of the sampled CSOs responded that, they had 'effective' capacity-building programs focused on advocacy and engagement. Other responses are indicated in below.

Capacity-building Programs on Advocacy and Engagement (January to June 2023)



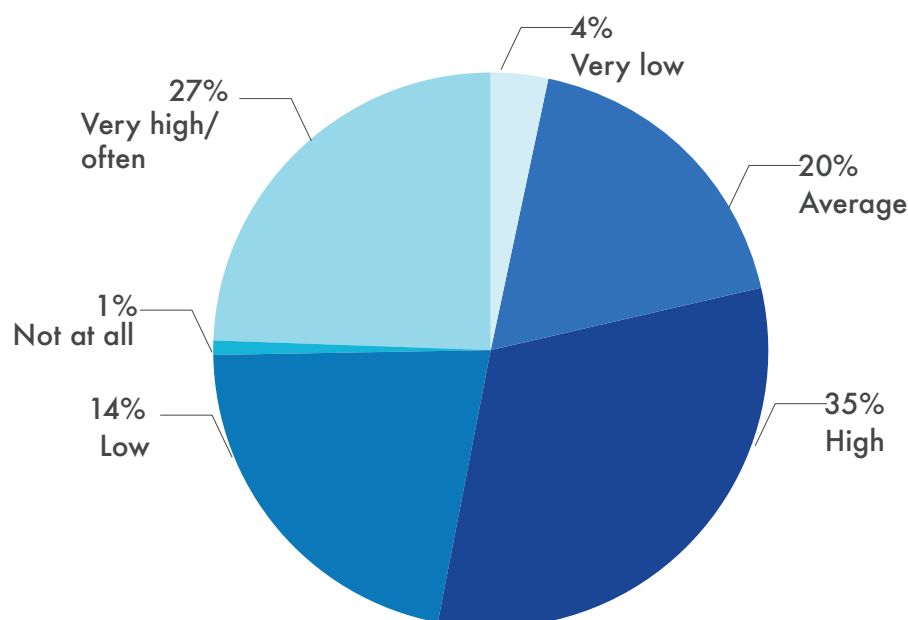
Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

Note the purported advocacy programs were likely designed to enhance their skills, knowledge, and capabilities in the domains of advocacy and engagement. As such, having more CSOs engaged in institutional capacity building programs on advocacy, would have enhanced the civil society sector's ability and results to pursue broader impact on intended changes. It is therefore advised that, CSOs need to have systemized or structured or institutionalized advocacy capacity building programs and that funding partners should always consider this as a important component in their granting decisions.

6.1.3 Inclusive Advocacy

In Tanzania, CSOs champion the cause of inclusive advocacy, ensuring that marginalized voices are not just heard but vibrate. The survey found that, a significant majority, constituting 61% of the respondents, reported a "high" or "very high" level of community engagement in the program activities implemented by CSOs from January to June 2023. This indicates that a substantial portion of CSOs successfully fostered strong connections and active participation among community members – both in the Mainland and Zanzibar. Below shows more findings.

Community Engagement in Advocacy and Other CSOs Activities (January to June 2023)



Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

By prioritizing social justice e.g., organizations like AJISO and WOTESAWA, they pave the way for more impactful and enduring transformations. Take, for instance, the Tanzania Gender Networking Program (TGNP). By empowering grassroots women and championing their involvement in policy-making, they have ushered in more gender-sensitive policies and initiatives.

Similarly, the efforts of Restless Development Tanzania underscore the power of youth engagement, particularly from marginalized and rural communities. By integrating them into decision-making, not only is youth empowerment accentuated, but a more encompassing and attuned governance system also emerges. Meanwhile, collaborations with entities like the PINGO's Forum, PAICODEO and Tanzania Forest Conservation Group (TFCG) highlight the importance of indigenous communities. By working closely with groups like the Maasai and Hadzabe, they preserve both land rights and cultural legacies.

Such comprehensive advocacy by CSOs ensures that the nuanced perspectives and genuine experiences of marginalized sections shape and influence change, spanning domains from gender equality to environmental stewardship.

6.2 EXAMPLE OF SECTOR ADVOCACY RECENTLY UNDERTAKEN BY CSOs

6.2.1 Health Sector Advocacy: Case of Sikika

In the health sector, CSOs saw an urgent need to bolster advocacy skills at the LGA level. Through funding from FCS, SIKIKA, along with 11 partner CSOs working on the Social Accountability Monitoring (SAM) project, rolled out intensive capacity-building initiatives. This empowerment was critical, enabling local CSOs to liaise effectively with LGAs. A glaring issue they spotlighted was the stark deficit of health officials at the ward-level health centers. Working together, SIKIKA and partner CSOs championed a unified strategy: synchronizing health center construction with the hiring of medical staff. Data from the 11 CSOs, generated during the project, became pivotal advocacy touchpoints both at the ministerial and local levels. Their efforts bore fruit e.g., in 2023, the government sanctioned the hiring of 8,070 health staff, with 5,319 recruited by June and another 139 by August. This significant move not only alleviated the staffing issue but also enhanced healthcare quality.

CSOs also identified another hiccup: the restricted influence and involvement of health committees in health center oversight. Acknowledging these committees' critical community role, CSOs pushed for a revamp of the rules that define their duties. Collaborative endeavors with PO-RALG and GIZ birthed a new set of guidelines, reinforcing the authority and engagement of these committees in planning and budgeting processes.

Additionally, CSOs are advocating for health centers to independently procure medicines and equipment, especially when the Medical Stores Department (MSD) lacks stock. This pursuit is ongoing, with the ultimate goal of ensuring health centers' uninterrupted access to vital medicines and equipment.

6.2.2 Water Sector and Agriculture Sector Advocacy

In the water sector, CSOs recognized a fundamental contradiction between the Water Policy of 2002 and the Water Supply and Sanitation Act of 2019 and the Water Resources Management Act of 2009. Their advocacy led to a comprehensive policy review, which was subsequently sent to the Cabinet Secretariat for technical review. This represents a significant step towards harmonizing water sector policies to ensure effective and sustainable management of this critical resource.

In the agriculture sector, CSOs have been at the forefront of advocating for the allocation of 20% of council income to support and develop the agriculture sector. This endeavor remains a work in progress, representing a long-term vision to bolster agricultural growth and food security.

6.2.3 Youth Advocacy Agenda

The youth sector has seen a multifaceted advocacy agenda promoted by CSOs during this period. This agenda includes advocating for an amendment to the Finance Act of 2023 to provide a one-year tax holiday for youth-led businesses. The goal is to encourage entrepreneurship and stimulate economic growth among the youth. CSOs are also working on localizing youth

innovation centers to provide young innovators with access to networks and support. This initiative aims to foster an ecosystem where young people can channel their creativity and problem-solving skills into impactful innovations.

Moreover, CSOs have coordinated with various stakeholders to design possible stimulus packages that support Tanzania's youth business development and growth, particularly in light of the challenges brought about by climate change and economic downturns. This collaborative approach is vital for nurturing a resilient and thriving business environment.

To support the innovation and problem-solving abilities of young people, CSOs are actively creating spaces and places that enable young individuals to address the issues they consider important, fostering a culture of innovation and entrepreneurship.

CSOs are also advocating for the operationalization of the START-UP Act, designed to simplify the processes for startups, incentivize youth entrepreneurship, and attract investments into promising companies. Lastly, the youth sector advocacy efforts include bringing the National Youth Council to life, providing young people with a platform to voice their demands and needs for successful development programs in Tanzania. This avenue for youth engagement and representation enhances the effectiveness of youth-centric policies and programs. All the above youth agenda are championed by UNA Tanzania in collaboration with 9 CSOs under support from Foundation for Civil Society.

6.3 ACTIONS TO IMPROVE ADVOCACY AND IMPACT

To bolster the efficacy of Tanzanian CSOs in their advocacy roles, it is imperative to prioritize data-driven strategies, financial sustainability, and proactive media engagement:

- a) Data-Driven and Evidence based Advocacy: While the CSOs in Tanzania engaged in advocacy effectively, there is room for improvement in the systematic collection and utilization of data. CSOs should focus on enhancing their data-gathering capabilities to provide compelling evidence for their advocacy efforts.*
- b) Sustainability in Advocacy: Many CSOs in Tanzania rely heavily on donor funding, which can be unstable. To improve advocacy efforts, CSOs should diversify their funding sources and work on long-term sustainability plans.*
- c) Engaging the Media: CSOs often encounter media-related challenges. To enhance their advocacy impact, they should work on building strong relationships with media outlets and adopting effective strategies to disseminate their messages to a broader audience.*

CHAPTER SEVEN

SERVICE PROVISION AND COMMUNITY ENGAGEMENT

7.1 INTRODUCTION

Chapter Seven delves into the instrumental contributions of Tanzanian CSOs especially during 2022-2023, covering both Mainland and Zanzibar. These organizations have been at the forefront of bridging societal gaps and uplifting communities, channeling their efforts across a myriad of sectors. The chapter provides a brief but an in-depth analysis of their transformative projects, financial investments, and ground-breaking community engagement initiatives, all anchored by a common vision of improving the quality of life for Tanzanians. There are also some recommendations made on this noble course that the civil society sector is taking.

7.2 CSOs' UNWAVERING COMMITMENT TO SOCIETAL UPLIFTMENT

In 2022-2023, Tanzanian CSOs, both from Mainland and Zanzibar, continued their instrumental contributions, bridging societal gaps and ensuring community upliftment. With efforts channeled across sectors like education, healthcare, infrastructure, and capacity building, their primary mission was clear: to improve the quality of life of every Tanzanian.

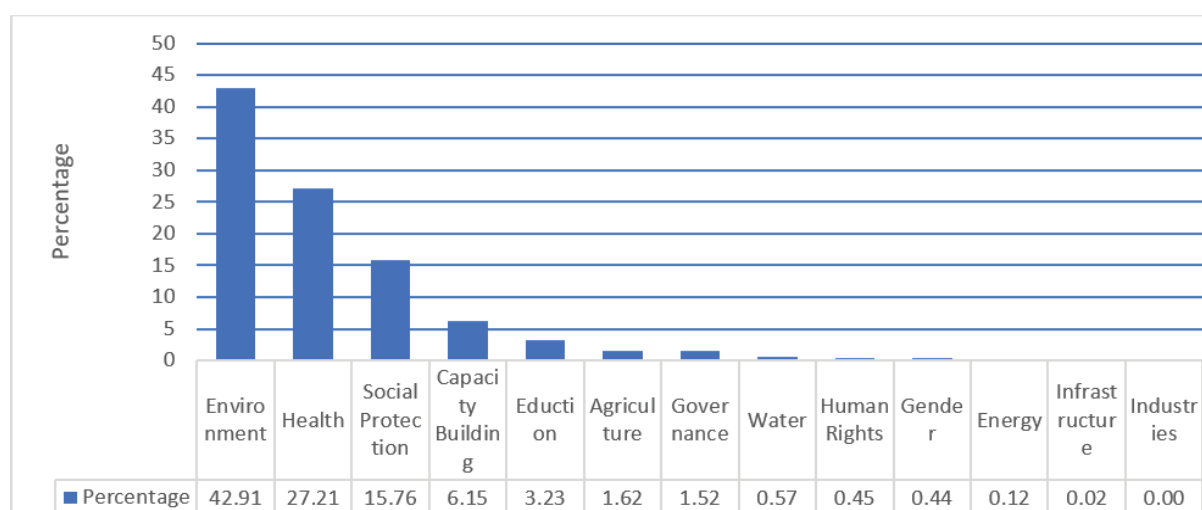
In Zanzibar, notable stalwarts like the Milele Zanzibar Foundation (MZF) and Zanzibar Maisha Bora Foundation (ZMBF) led transformative projects. The MZF, for instance, ushered in a new era of education and health. With their dedication, Zanzibar saw the rise of 13 state-of-the-art schools, the development of five residential units for academic staff, the refurbishment of 30 school roofing systems, and a stellar program that enriched 290 teachers with advanced teaching methodologies. Further, their STEM initiatives touched the lives of 16,825 eager minds, broadening horizons and nurturing dreams. Meanwhile, ZMBF spearheaded infrastructural development in the Mwani region, providing locals with schools and indispensable amenities, thus enhancing their quality of life.

On the Mainland, organizations like CCBRT, Marie Stoppes Tanzania (MST), Sense International (SI), Child Support Tanzania (CST), and PINGO's Forum steered impactful programs. From health initiatives by MST that spanned across Mainland and Zanzibar to water projects by PINGO's Forum that brought relief to areas in Arusha and Manyara, their work was a testament to unwavering commitment.

7.3 CSOs' BILLIONS IN INVESTMENTS ACROSS DIVERSE TANZANIAN INITIATIVES

In terms of funding, the 2022 NGO Contribution Report shed light on the considerable investments made. Mainland NGOs earmarked a whopping Tanzanian Shillings 1,959,334,118,380 for the execution of 2,412 projects. These projects were not just restricted to health or education, but traversed a gamut of issues, including environmental conservation and gender equality. Below clarifies further.

Percentage of Sector Funds Utilization for the year 2022



Source: NGO Contribution Report 2022.

The monetary contributions of CSOs play a pivotal role in Tanzania's national development. By channeling significant funds into diverse projects e.g. mentioned in above, CSOs help bridge the resource gap often left by limited government budgets. Their financial input not only accelerates infrastructural advancements and service provisions but also fosters innovation, ensures inclusivity, and amplifies grassroots efforts, thereby catalyzing holistic development across the nation.

7.4 SYNERGY OF CSOS AND GRASSROOTS MOVEMENTS

Community engagement stood as the bedrock of Tanzanian CSOs. Consider organizations like TWaweza, Tawla, and TGNP. Their groundbreaking initiatives have been the cornerstone of societal progression. For instance, TWaweza's 'Youth Power Hubs' and 'Youth-Led Accountability' programs offered the youth a platform to assert their rights and immerse themselves in the nation's governance.

On the other hand, paralegals units and other legal aid schemes offered by various organizations, fortified by feedback loops, turned community insights into actionable legal frameworks. This not only fostered community expression but also paved the way for dispute resolution at its very inception. TGNP, with its grassroots approach, sought to embolden women, crafting initiatives that emphasized gender sensitivity, local economic inclusion, and gender parity.

Exemplifying community engagement, TWaweza's Community Empowerment Program synergized with the URAGHABISHI model, heralding a movement centered on community upliftment and self-reliance.

7.5 CSOS' UNQUANTIFIABLE AND NON-MONETARY SERVICES

CSOs have made invaluable intangible and non-monetary contributions to the country and its citizens. These contributions encompass services such as legal aid, awareness campaigns, and community mobilization for developmental initiatives. Renowned organizations like LHRC, ZAFELA, Tawla, WLAC, and members of TANLAP and TAPANET are at the forefront of providing these services. For instance, LHRC assists over ten thousand pro bono clients annually.

Legal aid services, in particular, have emerged as a beacon, reshaping legal perspectives with the invaluable insights garnered from grassroots communities. Such services not only address individual and community concerns but also allow them to dedicate more time to economic activities.

Additionally, organizations like WOTESAWA Domestic Workers, based in Mwanza and Kasulu, extend psychosocial support, including shelters for survivors of gender-based violence (GBV). Notably, CSOs are the primary providers of these services, often stepping in where government resources fall short.

The relationship between the government and NGOs has been synergistic, especially in addressing gender-related issues. With the support of organizations like TLS, TGNP, WiLDAF, and WLAC, the gender desk initiative came to fruition. This initiative focuses on promoting gender equality, curbing violence, and ensuring a safer environment for all citizens.

7.8 ACTIONS TO IMPROVE CSOs' SERVICE PROVISION AND COMMUNITY ENGAGEMENT

For Tanzania's continued societal development, harnessing the strengths and contributions of its CSOs remains paramount. Based on those recent observations, the following recommendations aim to optimize the impact and efficiency of CSOs across both Mainland and Zanzibar:

- a) Diversify Projects: Engage in broader areas, including environmental conservation, climate change financing, blue economy, etc.*
- b) Increase Community Involvement: Prioritize grassroots participation in decision-making, planning, implementation, monitoring and evaluation of the projects.*
- c) Enhance Legal Aid: Expand community-based legal services and feedback mechanisms. This suggest further reforms of the legal aid frameworks e.g., state funding is needed.*
- d) Recognize Non-Monetary Contributions: Support and promote intangible CSO contributions like legal aid, awareness raising, etc. and make them counted in country's reports on status of CSOs' contribution.*
- e) Integrate Grassroots Movements: Emphasize community-driven programs for upliftment and self-reliance.*

CHAPTER EIGHT

PUBLIC IMAGE AND PERCEPTIONS

8.1 INTRODUCTION

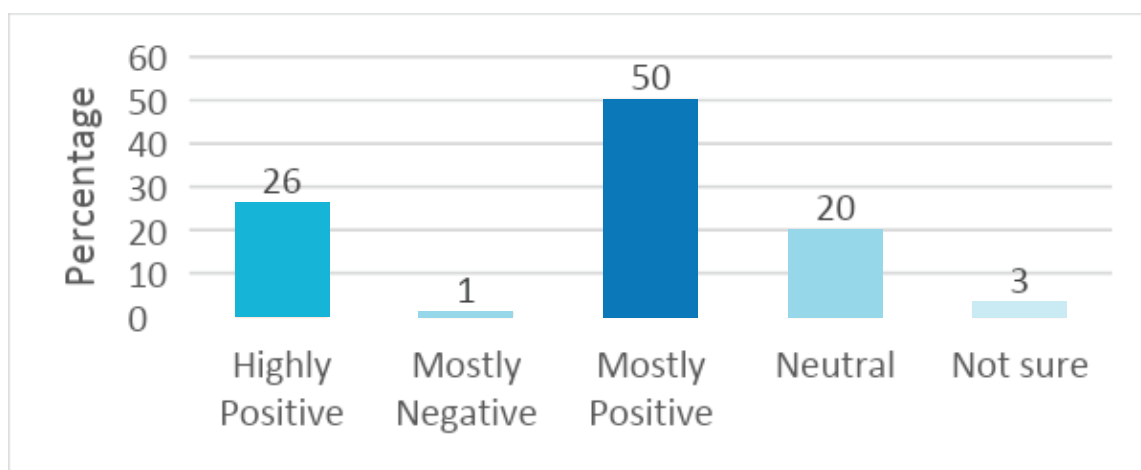
Chapter Eight provides an in-depth look at the perceived public image and perceptions of Civil Society Organizations (CSOs), emphasizing the importance of understanding and aligning with stakeholder and community expectations. It discusses the operational challenges CSOs face, including maintaining public profile, adapting to changing public perspectives, and effectively meeting community needs. The chapter also highlights the significance of CSO-government collaborations in building community trust and outlines key actions for CSOs to enhance their public image, such as balanced approaches, clear communication, tangible impacts, and transparency.

8.2 OVERVIEW OF PERCEIVED PUBLIC IMAGE AND PERCEPTIONS

The bi-annual survey sought to understand an overview of the perceived public image and perception of the CSOs' presence and operation basing on their (CSOs') self-assessment or feedback from stakeholders. Understanding these self-perceptions is crucial for CSOs as it allows them to align their efforts with the broader perceptions of their stakeholders and beneficiaries.

The survey noted that, a significant portion, representing 50% of the respondents, expressed that they perceive positive external perceptions of their organization's work. This suggests that they believe their efforts are positively recognized by stakeholders and the broader community. Below shows more responses.

Perceived External Perceptions of CSOs and Their Work (January to June 2023)



Source: FCS' Bi-Annual Survey (Tanzania Mainland and Zanzibar), October 2023.

Among the respondents, 26% highly perceived positive external perceptions. This group felt particularly confident that their organization's work was well-regarded and had a strong impact on the community and stakeholders.

8.3 OPERATIONAL ACKNOWLEDGEMENT AND COMMUNICATION

A significant obstacle that many CSOs must overcome is their lack of public profile within their respective fields of expertise. TWAWEZA reports of 2021 indicate that an alarming 86% of CSOs are mostly unknown in the areas they want to improve. This necessitates a fundamental shift within CSOs, with a consequently increased emphasis on engagement with and contributions to local communities. CSOs may acquaint themselves with communities and earn progressive recognition and confidence by taking the initiative in local activities and increasing their exposure at grassroots levels.

Moreover, the public's shifting perspective on the value of NGOs' work is an interesting trend to monitor. While 44% were appreciative in 2019, just 27% were by 2021, as shown by TWAWEZA. This drop highlights the critical necessity for CSOs to clearly communicate their effect and reevaluate their strategy to make sure they are in line with community hopes.

Thirdly, the failure of CSOs to meet the actual requirements of the communities they serve is a persistent obstacle. On this, TWAWEZA found that only 29% of people believed their problems were adequately handled by NGOs. This emphasizes the necessity for nongovernmental organizations to be adaptable, changing their work to meet the priorities of the communities they serve.

Fourthly, there is an urgent need for more CSO-public contacts in the context of 2021, when just 11% reported active NGO activities. Interestingly, as reported by TWAWEZA, just 6% of respondents indicated a preference for NGO advocacy campaigns, while the majority indicated a need for direct assistance. For CSOs, this is a signal that they have successfully balanced advocacy and service provision to meet the needs of their community.

8.4 SHOWING THE VALUE OF TEAMWORK

Trust in government is boosted when CSOs work in tandem with them. The effective collaboration between TANLAP and the Mama Samia legal aid campaign that ongoing is a great illustration of this. When backed by the government, programs like this help build confidence in communities. When government officials openly back and participate in CSO-led programs, it shows that all levels of government are working together to solve social problems.

Moreover, building public confidence in CSOs and governments requires this kind of shared commitment. Many groups have come together in recent years to organize events like CSOs week and NGO conferences. For instance, just recently, WAJIBU collaborated with the Vice President's Office to organize an international conference on accountability (ITAC). As evidence of this developing partnership, the government has taken the effort to chronicle the contributions of NGOs to national advancement, notably via the local government authorities where NGOs are members to a number of committees including on HIV, GBV, natural resources, etc.

8.5 ACTIONS FOR ENHANCING PUBLIC IMAGE AND PERCEPTIONS

An effective and impactful engagement of CSOs with their communities and stakeholders hinges on a series of best practices, outlined below, that emphasize balanced approaches, clear communication, and unwavering transparency:

- a) *Balanced Approach: CSOs should strive to strike a balance between their organizational goals and the actual needs of the community.*
- b) *Focus on Tangible Impact: Measure and communicate the tangible effects of advocacy efforts to help build credibility and show real impact.*
- c) *Deepen Understanding: CSOs should invest in understanding the nuanced aspects of advocacy to become more effective in their initiatives.*
- d) *Clear Advocacy Narratives: Ensure that advocacy narratives are clear, concise, and easy for the target audience to understand.*
- e) *Financial and Operational Transparency: Always uphold and display transparency of its operational issues e.g., finances to broaden trust with stakeholders and collaborators.*

CHAPTER NINE

CONCLUSION AND GENERAL RECOMMENDATIONS

9.1 CONCLUSION

It is noted that, during this reporting period, the civil society sector through CSOs, have continued becoming pivotal in molding the nation's developmental trajectory through monetary and non-monetary contributions. Yet, CSOs grapple with numerous obstacles. Foremost among these is the financial crunch, with approximately 70% of CSOs grappling with critical funding to operationalize their missions. This limitation affects their program efficacy and particularly disadvantages smaller CSOs in Mainland and Zanzibar as well. Their overdependence on a handful of local grant-makers further amplifies their vulnerability.

While CSOs generally recognize the prevailing laws and regulations, adhering to them consistently poses challenges. However, proactive steps, including training and capacity-building initiatives, are underway to bolster compliance. Governance-related concerns, from board member recruitment processes to gender imbalances in leadership roles and transparency issues, warrant close scrutiny. By formulating lucid organizational blueprints and leveraging technological advancements, CSOs can significantly amplify their impact.

In light of these challenges, encouragingly, there are concerted endeavors to fortify Tanzania's CSO sector. These include transparency enhancement, gender equality promotion, and local resource mobilization initiatives. The sector's inherent adaptability and resilience underscore its potential to continually influence Tanzania's developmental progress positively.

To sum up, Tanzania's CSOs are indispensable catalysts for societal advancement. Addressing their challenges head-on can further fortify their capacity to drive transformative development in the nation.

9.2 GENERAL RECOMMENDATIONS

Based on the comprehensive analysis of the state of CSOs in Tanzania, we present the following recommendations to address existing challenges and optimize impact:

- a) *Diversify funding sources: While international donors are vital, relying solely on them is perilous. CSOs should pursue diverse funding streams, including support from bilateral donors, local resource mobilization, and income-generating ventures.*
- b) *Embrace technology: Leveraging digital tools can revolutionize CSOs' outreach, fundraising, and program management, enhancing their overall effectiveness.*
- c) *Invest in capacity building: Continuous training in governance, compliance, and financial management is paramount for CSOs to navigate legal obligations efficiently.*
- d) *Prioritize gender equality: Addressing gender imbalances necessitates the implementation of gender-sensitive policies and initiatives, especially in leadership roles.*

- e) *Uphold transparency and accountability: To foster trust, it's essential for CSOs to be transparent in both financial and operational endeavors, and to establish strong oversight mechanisms.*
- f) *Collaborate with government: Platforms such as NGO forums or CSOs week can foster collaboration between CSOs and the government, reinforcing community trust and joint commitment to local needs.*
- g) *Champion community engagement: Engaging local communities through proactive communication, feedback mechanisms, and active participation is pivotal for grassroots success.*
- h) *Balance advocacy with service delivery: Gauging and responding to community needs and preferences ensures CSOs address pertinent issues effectively.*
- i) *Engage in policy and legal advocacy: CSOs should be at the forefront of legal reforms, promoting policies that bolster their mission. Regular dialogues with the government can be instrumental.*
- j) *Improve compliance and governance: In addition to following the law, addressing governance issues such as board member selection and transparency may dramatically improve a CSO's reputation and effectiveness.*
- k) *Institute robust monitoring and evaluation: Implementing strong M&E systems allows CSOs to gauge program impact, offering clear communication of their value to the public.*
- l) *Foster adaptability and resilience: In a dynamic environment, CSOs need to stay adaptable, harnessing technology and engaging the youth to remain at the forefront of change.*



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