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**PROJECT VISIT REPORT
TANZANIA**

Final Report

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ACRONYMS

AcT	Accountability Programme Tanzania
ARV	Anti-retroviral drugs
BCC	Behaviour Change Communication
BEST	Business Environment Strengthening for Tanzania
BINGO	British International Non-governmental Organisations
CAP	Country Assistance Plan
CATA	Contractors' Association of Tanzania
CCM	Chama Cha Mapinduzi
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSCF	Civil Society Challenge Fund
CSD	Civil Society Department
CSO	Civil Society Organisation
CRB	Contractors' Registration Board
DFID	Department for International Development (UK)
EAP	Engineers Against Poverty
GDP	Gross Domestic Product
GTF	Governance and Transparency Fund
HDI	Human Development Index
HIV/AIDS	Human Immuno-Deficiency Virus/ Acquired Immune Deficiency Syndrome
H&S	Health and Safety
ICPD	International Conference on Population and Development
IEC	Information, education, communication
IET	Institute of Engineers Tanzania
INGO	International non-governmental organisation
IOSH	Institution of Occupational Health and Safety
JAST	Joint Assistance Strategy
KWIECO	Kilimanjaro Women Information Exchange and Consultancy Organisation
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MKUKUTA	National Strategy for Growth and the Reduction of Poverty
MOU	Memorandum of Understanding
MSI	Marie Stopes International
MST	Marie Stopes Tanzania
MTC	Mid-term Commitment
NGO	Non-governmental organisation
OSHA	Occupation Safety and Health Authority
PE	Peer Educators
PLWHA	People living with HIV/AIDS
PMTCT	Prevention of mother-to-child transmission
PPA	Partnership Programme Agreement
PRBS	Poverty Reduction Budget Support
PPRA	Public Procurement Registration Authority
PwD	People with Disabilities

SOSPA	Sexual Offences Provision Act
SRH	Sexual and reproductive health
SRR	Sexual and reproductive rights
TACECA	Tanzania Civil Engineering Contractors' Association
TAMICO	Tanzania Mines and Construction Workers' Union
TOR	Terms of Reference
TSh	Tanzanian Shilling
UNDP	United Nations Development Programme
VCT	Voluntary counselling and testing
V2V	Village-to-Village
V-MAC	Village Multi-Sectoral AIDS Committee
W-MAC	Ward Multi-Sectoral AIDS Committee

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We would especially like to extend our thanks to all the project partners and stakeholders who took the time to explain their project interventions to us and answer our questions.

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Executive Summary

Between 9th and 20th March 2009, a two-person team, comprised of Lone Sorensen, Programme Manager, Civil Society Challenge Fund (CSCF), Department for International Development (DFID-UK) and Ceinwen Giles, Senior Social Development Consultant, Triple Line Consulting Ltd., visited four CSCF-funded projects in Tanzania. A Lesson Learning Event for all recipients of CSCF-funding in Tanzania was also held during this visit. The visit was also an opportunity for the CSCF Programme Manager to spend time with the DFID Tanzania Office to gain a deeper understanding of their work with civil society and discuss further collaboration. The Terms of Reference (TOR) for the trip are contained in **Annex 1** of this report.

This report provides information on the four projects visited, and also includes some findings in relation to key areas for the fund. The team were particularly interested in capturing emerging lessons on the ways in which the projects are operating and which may have implications for other CSCF-funded projects globally, and also the CSCF guidelines and management of the Fund. The four projects visited were:

1) CSCF 406: Strengthening Workers' Rights in the Construction Industry in Tanzania (2007 – 2012)

- Purpose: Construction workers exercise their right to a safe and healthy working environment
- UK organisation: Engineers Against Poverty (EAP)
- Tanzanian partner: Institution of Engineers Tanzania (IET)
- Purpose of project visit: To gain a better understanding of the local partner, IET, as they are not a traditional local partner within the CSCF (they are a professional body for engineers) and also to gain an understanding of how the project is working with a local trade union. Other aims of the visit were to gain a better understanding of the project's linkages to government and how advocacy work is being carried out.
- Progress and results to-date: The project has been successful in brokering a relationship between CRB and OSHA through their participation on the project's Steering Committee. The project has also successfully developed and implemented training for a number of groups on Health and Safety (H&S), including trainers who are now providing training to contractors in different regions of the country.

2) CSCF 442: Increasing Access for PLWHA to HIV/AIDS Services and Safety Nets (2008 - 2011)

- Purpose: Concerns and entitlements of poorer PLWHA are included in decentralised district planning and budgeting in order to support the achievement of NSGRP (National Strategy for Growth of the Reduction of Poverty) targets to improve the delivery of pro-poor services.
- UK organisation: Village-to-Village (V2V) UK
- Tanzania partner: Village-to-Village Tanzania
- Purpose of project visit: Village-to-Village UK is a Diaspora organisation and the team were interested in learning how this adds value to the project. This is also a very small project which offered insight into how

smaller projects operate on the ground. In addition, as the project is completing its first year so the visit enabled the team to assist with understanding of M&E requirements, reporting and the case study requirement.

3) CSCF 428: Women Fight Inequality and Destitution in Tanzania (2008 - 2012)

- Purpose: To enable vulnerable women to tackle the discrimination and abuse of rights which they face, and to influence attitudes, practices and decision-making processes to reduce the incidence of these in the future.
- UK organisation: APT Enterprise Development
- Tanzanian partner: Kilimanjaro women Information Exchange and Consultancy Organisation (KWIECO)
- Purpose of visit: The team were interested in visiting this project for a number of reasons. This project is completing its first year so the visit team had scope to assist with understanding of M&E, reporting and case study requirements. Also, APT Enterprise Development, the UK partner, does not have a Tanzania office and visiting this project offered an opportunity to see how capacity building and partnerships operate in this situation. The project is specifically focused on raising awareness of women's rights and is an example of how the CSCF can contribute to this priority area for DFID.
- Progress and results to-date: The project required the hiring of new staff which has now been completed. To-date, the project has focused largely on creating groups for women at the village level and so far has created six groups with a total of 86 women. Through these groups, women will be able to access micro-loans (e.g. of up to 15,000 Shillings¹, approx. £8.30) which they will use to develop small-scale businesses. Nine other women, who are not in groups but are KWIECO clients, have also been given micro-loans of up to Tanzanian Shillings (TShs) 100,000 each.

4) CSCF 369: Creating an Enabling Environment for Young People to Advocate for Political Commitment to Address the Sexual and Reproductive Health (SRH) and Rights in Tanzania (2006 – 2010)

- Purpose: To empower young people and create an enabling environment for young people to exercise their SRH rights as stipulated in national and international policies in Arumeru, Simanjiro, Kibaha and Bagamoyo districts in Tanzania.
- UK organisation: Marie Stopes International (MSI)
- Tanzanian partners: Marie Stopes Tanzania (MST)
- Purpose of visit: This is a four year project which is approaching the end of its third year. The project team viewed the visit to MST as an important opportunity for a number of reasons. Marie Stopes International has received 11 grants from the CSCF since 2003 and currently has six ongoing projects including this one. The organisation had not previously been visited and the team were interested to see how the project was being implemented on the ground. The project has an important service-delivery element for SRH services and the project visit presented an opportunity to see how these two elements were working together.

¹ 1 GBP = 1,800 Tanzania Shillings (approx.)

- Progress and results to-date: The project is approaching the end of its third year and has made progress in the implementation of activities in a number of areas. The project team have implemented a wide-range of activities including the training of 24 peer educators and four youth journalists; training of MST and local government service providers on the provision of youth-friendly services; developing behaviour change communication (BCC) and information, education and communication (IEC) materials which have reached 79,000 young people; and training 320 community/Local Government Authority (LGA) leaders on SRH. The project has also distributed 9,584 condoms and carried out 2,392 HIV tests for young people.

In addition to the four projects visited, a lesson learning event was held with all CSCF partners with ongoing projects in Tanzania. The objective of this was to learn lessons across the projects in order to generate some ideas for the fund as a whole and more broadly for development partners in other countries.

Some lessons learned are highlighted here:

- Capacity building takes place at various levels within CSCF projects, not just between the UK and local organisations. Local partners feel that they are often able to build the capacity of UK partners particularly in improving their understanding of development processes, and barriers to development on the ground.
- Capacity building within CSCF-funded projects takes a variety of forms. Formal capacity building tends to take place within the implementation of projects, where local partners provide specific training to community groups and government. Capacity building between the UK and local partners tends to be more informal and takes place on a one-to-one basis when it is needed.
- The approaches utilised in practice contrast with the more overt rights-based approaches which are often reflected in the proposals. Looking at this in more depth may be useful when considering the development of future civil society strategies and/or a logical framework for the CSCF. In particular, it is useful to recognise that CSCF grant holders are working across a spectrum of approaches and it may not always be realistic to assume that partners will be able to use a more overt and confrontational rights-based approach. Most of the projects visited by the team tend to use a stakeholder engagement approach rather than one which is more confrontational or assertive.
- Monitoring and evaluation remains an important and challenging area for many CSCF grant holders and their local partners. Baselines are now required for all CSCF projects, but this requirement was not in place at the time that the four projects visited received funding. It would be useful to strengthen the section on baselines within the Monitoring, Evaluation and Lesson Learning Guidelines.
- Tanzanian CSCF partners tend to draw on the experience of their UK partners in developing their M&E systems. They have increasingly realised that there is a need for staff at all levels to understand and be involved in M&E processes and for data collection to be well coordinated so that

information is collated in a timely fashion and can be used both in reporting and project management.

- There are a number of elements which need to be considered under the umbrella of sustainability: (1) Organisational sustainability and whether the organisations supported by the CSCF – either locally or in the UK – are sustainable in the long term. This requires organisations to have a longer-term vision which takes into account a programmatic strategy as well as a fundraising strategy. (2) Sustainability of services: Where the CSCF is supporting projects with a service delivery element, there needs to be a clear strategy for ensuring that these services are sustainable after the project ends.
- Many partners felt that the use of community volunteers was important in ensuring the continuation of project activities once funding ends. This approach has a number of associated difficulties, however. As poverty is high, it can be difficult to engage local people in work which is unpaid. Incentives to volunteers can help to maintain an interest during the project, but are not feasible once funding ends. Some partners also found it difficult to engage young people as volunteers as they tend to be more transient, and also keen to earn an income.

The visit also provided an opportunity to gain a better understanding of DFID Tanzania's work with civil society and how the centrally managed funding schemes fit into this. A number of options for further collaboration on civil society matters were discussed, including:

- Systematising the Head of Office's meetings with partnership programme agreement (PPA) partners by including these in the addendum to the PPA Memoranda of Understanding (MOUs) which are currently being developed.
- Holding a group meeting for Governance and Transparency Fund (GTF) grantees in Tanzania facilitated by KPMG as the managing agent.
- DFID Tanzania using 'reality checks' as an opportunity to assist the Civil Society Department (CSD) with the monitoring of CSCF projects
- Sharing CSCF case study material and collaborating on getting it written up for publication on DFID's website.
- Making use of, and inputting to, the new online CSO stakeholder management system launched by the Civil Society Department.

1. Introduction

1.1 Background to the Visit

The Civil Society Challenge Fund (CSCF) is DFID's main way of supporting small- and medium-sized UK-based civil society organisations (CSOs). The Fund focuses on empowering poor people in developing countries to become more actively involved in the decision-making process that directly affect their lives, as well as supporting service delivery programmes in difficult contexts. The CSCF places an emphasis on raising awareness of rights and entitlements as part of a process which leads to changes in government policy and practice. The Fund also provides an opportunity for DFID to support small-scale and, often, innovative projects. The CSCF provides £14 million per year to projects around the world. Since 2000, 458 projects have been supported through the Civil Society Challenge Fund (CSCF) at a total cost of £96 million (2000 -2008).

Monitoring and Lesson Learning visits are an important way of understanding the impact that the CSCF is having, building relationships with project partners and DFID staff in-country, and learning lessons for the Fund more broadly. As the CSCF Guidelines have recently been updated, and have an increased emphasis on results, the visits also present a good opportunity discuss reporting and monitoring requirements with partners, and support them in areas where there may be a lack of understanding about DFID's expectations. Only a small proportion of CSCF projects are visited annually; approximately two visits are made each year and each visit tries to cover four projects. Since the CSCF began, visits have been made to Albania, Cambodia, India (Orissa, Tamil Nadu and elsewhere), Mozambique, Nicaragua, South Africa, Rwanda, and Uganda. Tanzania was also visited early in the Fund's life (2000).

Tanzania is one of the countries with the highest proportion of CSCF-funded projects. Since 2000, 35 CSCF projects have been funded for work in the country; this includes 9 projects which covered multiple countries including Tanzania. **Annex 6** provides a list of all projects funded in Tanzania to-date.

Four projects were chosen as the focus of the visit during March 2009 and information collected during these visits is detailed in this report. The project visits were carried out by a two-person team, comprised of Lone Sorensen, Programme Manager, Civil Society Challenge Fund, Department for International Development (DFID-UK) and Ceinwen Giles, Senior Social Development Consultant, Triple Line Consulting, between 9th and 19th March 2009. Other CSCF project partners were met during a lesson learning seminar held at the end of the project visit in Dar es Salaam on 20th March 2009. The Terms of Reference (TOR) for the visit are contained in **Annex 1** of this report.

Projects visited were:

- 1) CSCF 406: Strengthening Workers' Rights in the Construction Industry in Tanzania (2007 – 2012)**
 - Purpose: Construction workers exercise their right to a safe and healthy working environment
 - UK organisation: Engineers Against Poverty (EAP)
 - Tanzanian partner: Institution of Engineers Tanzania (IET)

- 2) CSCF 442: Increasing Access for PLWHA to HIV/AIDS Services and Safety Nets (2008 - 2011)**
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 - UK organisation: Village-to-Village (V2V) UK
 - Tanzania partner: Village-to-Village Tanzania

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 - UK organisation: Marie Stopes International (MSI)
 - Tanzanian partners: Marie Stopes Tanzania (MST)

1.2 Methodology

The team utilised a participatory methodology for the visit. This involved document review in the UK before the visit (proposals and annual reports) and spending two days with each project. Each visited usually included a briefing session and discussions with project staff, partners and beneficiary groups, as well as a visit to project activities, to gain an insight into how the projects were operating on the ground. A short debriefing session was held at the end of each visit with the project team.

The project visit team was accompanied by a number of DFID Tanzania staff on the field trips. Valerie Roberts, Social Development Adviser, joined us for our first day with Kilimanjaro Women Information Exchange and Consultancy Organisation (KWIECO) in Kilimanjaro Region, and Diodatha Mwakasis,

Deputy Programme Manager, joined us for the visit to Village-to-Village Tanzania. Zabdiel Kimambo, Governance Advisor, joined us for a field trip to MSI/MST's project work in Bagamoyo, as well as for the lesson learning event held on 20th March.

As the team spent only two days with each organisation, there was not enough to analyse each of the projects in-depth, or to make specific judgements or evaluations. The team focused, however, on understanding the design and methodologies of the projects, gaining an insight into emerging lessons, and considering how key areas of interest to the CSCF (e.g. partnerships, capacity building, advocacy, etc.) were being supported. Section 4 of this report contains a description of each project, as well as the impressions and insights gained through the visits. Where possible, lessons learned to-date have been included although these are based largely on the impressions of the review team and do not necessarily reflect the views of the partner organisations.

In order to meet the lesson learning objective of the visit and build relations with other Tanzanian partner organisations funded through the CSCF, a lesson learning meeting was held it was at DFID Tanzania on 20th March 2009. This was the second time such a meeting has been held during a Monitoring and Lesson Learning Visit. **Annex 4** contains the agenda for this meeting and a list of participants is contained in **Annex 5**.

Another objective for the visit was to deepen the Civil Society Department's understanding of country office work with civil society and explore opportunities for increased cooperation. To that end, the CSCF Programme Manager spent two days in the DFID Tanzania office, holding discussions with staff involved with civil society and meeting local CSOs, including the Foundation for Civil Society and partnership programme agreement (PPA) partners working in Tanzania. In order to raise awareness of the Civil Society Department's work and the new online stakeholder management system for CSOs, a lunch-time seminar was held for all DFID Tanzania staff and interested parties from the Foreign and Commonwealth Office (FCO) and the British Council.

2 Background to Tanzania

2.1 History and Context

Tanzania assumed its present form after a merger between mainland Tanganyika and the island of Zanzibar in 1964. A German colony from the 1880s to 1919, much of Tanzania (with the exception of a small area in the northwest which later became Rwanda and Burundi) was designated a British Mandate as a result of the post-World War I accords and the League of Nations charter. British rule ended in 1961 and Julius Nyerere, a former school teacher and well-known intellectual, became Prime Minister².

² Nyerere had been Minister of Tanganyika in 1960 and played a key role in the development of the Tanganyika African National Union (TANU) which had national sovereignty as a main objective.

In 1967, Nyerere issued the Arusha Declaration which outlined the concept of *ujamaa* (familyhood) and placed an emphasis on social solidarity, collective sacrifice and self-reliance. The creation of farm village cooperatives and the nationalisation of banks as well as factories and private companies followed. The *ujamaa* concept also underpinned the creation of a one-party system under the leadership of the Chama Cha Mapinduzi (CCM), and the introduction of free and compulsory education for all Tanzanians.

In the 1970s the oil crisis, as well as inefficiencies and corruption in the State system and an expensive military intervention in Uganda, led to serious financial difficulties in the country. Julius Nyerere resigned in 1985 and was succeeded by Ali Assan Mwinyi and later Benjamin Mkapa who was elected as President in 1995. Mkapa placed an emphasis on economic reform and growth and debt reduction although high levels of poverty persisted. The current President, Jakaya Kikwete, was elected in December 2005.

2.2 Political System

Tanzania is made up of 26 regions, and elections with universal adult suffrage take place every five years. The next general election is scheduled for 2010. The President is both the chief of state and the head of government and is supported by a Vice President who is elected on the same ballot as the President. Cabinet is appointed by the President from members of the National Assembly.

Although Tanzania has a number of political parties³, CCM remains the dominant political party, and currently holds approximately 90% of seats in the National Assembly. Of 274 seats in the National Assembly, 232 are elected by popular vote, 37 are allocated to women nominated by the President, and five are allocated to members of Zanzibar's House of Representatives⁴.

3.3 Population, poverty and health indicators

Despite modest increases in gross domestic product (GDP) during the 1990s and early 2000s, Tanzania remains one of the poorest countries in the world. In 2008 it ranked 152 of 179 countries on the UN Development Programme's (UNDP) Human Development Index (HDI) which places it on the low end of countries with "medium human development"⁵. Tanzania has an average life expectancy at birth of 51.6 years and a GDP per capita of USD \$1,126. The adult illiteracy rate (aged 15 years and older) is 28% and 22% of children aged between 0 and 5 years are underweight. Almost 45% of people do not have access to an improved water source⁶.

³ Chama Cha Demokrasia na Maendeleo (Party of Democracy and Development) or CHADEMA; Chama Cha Mapinduzi or CCM (Revolutionary Party); Civic United Front or CUF; Democratic Party; Tanzania Labor Party or TLP; United Democratic Party or UDP. See CIA World Factbook (<https://www.cia.gov/library/publications/the-world-factbook/geos/tz.html>).

⁴ Zanzibar remains semi-autonomous. Zanzibar elects its own President who oversees all matters internal to Zanzibar.

⁵ See: <http://hdr.undp.org/en/statistics>. The HDI provides a composite measure of three dimensions of human development: living a long and healthy life (measured by life expectancy), being educated (measured by adult literacy and enrolment at the primary, secondary and tertiary level) and having a decent standard of living (measured by purchasing power parity, PPP, income).

⁶ See: http://hdrstats.undp.org/2008/countries/country_fact_sheets/cty_fs_TZA.html

Today, Tanzania’s population is estimated at 41 million; this is projected to increase to 82.5 million by 2050. It has a high infant mortality rate of 75 per 1,000 live births (compared with a world average of 49.4) and the lifetime risk of maternal death is 1 in 24 (compared with an average of 1 in 92 globally)⁷.

The first cases of HIV/AIDS in Tanzania were recorded in 1983. In general, the HIV/AIDS prevalence rate for the country has been lower than that of some of its sub-Saharan neighbours, and it is currently estimated at 6.2%. This is a slight reduction from a 2001 estimate of 7%, but still means that approximately 96,000 people died from AIDS in 2007 and that 907,000 children lost either their mother or father or both parents to AIDS in the same year. In 2007 there were reported to be 204 sites in the country providing anti-retroviral therapy and an estimated 136,000 people receiving ARV treatment. This compares to 440,000 people who are believed to need ARV treatment based on World Health Organization/UNAIDS methodologies for treatment⁸.

3.4 *Civil Society in Tanzania*

The concept of civil society in Tanzania is relatively new and largely emerged during the liberalisation process of the 1990s. Tanzania has a long history of organisation at the village or ward level, usually in relation to specific social issues, or for self-help. On the whole however, while there are now at least 4,000 CSOs operating throughout the country, Tanzanian civil society is considered to be relatively weak in comparison to other African countries⁹.

As with the development of civil society, the creation of networks and alliances among NGOs/CSOs is similarly relatively new to Tanzania and most are said to be at an early stage of development. Inglestam and Karlstedt (2007: 7) state that there are 16 national networks in the field of environment, gender, HIV/AIDS, human rights, disabled people’s rights, youth and children. There are a number of less formal networks for health NGOs/CSOs as well¹⁰.

The majority of registered CSOs are urban and based in and around Dar es Salaam. Inglestam and Karlstedt (2007:6) note that “civil society activism tends to be confined to a few independent-minded, urban-based human rights and advocacy organisations, while rural-based CSOs have a more service delivery focus”. DFID Tanzania’s *Accountability Strategy 2007 – 2010* further notes that:

“In many cases, there is a lack of understanding of the role and attitude envisaged for CSOs/NGOs by theorists or observers expecting to see an active role in demanding rights, accountability, participation,

⁷ Lifetime risk of maternal death is the estimated risk of an individual woman dying from pregnancy or childbirth during her lifetime, based on maternal mortality and the fertility rate in the country (see www.who.int). Population statistics from www.prb.org/datafinder.

⁸ *Epidemiological Fact Sheet on HIV and AIDS*. WHO/UNAIDS/UNICEF (2008). Available: http://www.who.int/globalatlas/predefinedReports/EFS2008/full/EFS2008_TZ.pdf

⁹ *Position Paper: Guidelines for Support to Civil Society* (2007). Anders Inglestam and Cecilia Karlstedt. See page 6.

¹⁰ Personal interview with CSO; staff member, Dar es Salaam, 10 March 2009.

transparency and so on. Other NGOs actively reject the more confrontational approach, seeing constructive citizen engagement as a more productive way of changing mind-sets, policy and practice, especially given the top-down planning tradition from which Tanzania is emerging, and the sense of Tanzanians working together against a common threat” (p. 11-12).

There are a number of entry points for engagement between CSOs and the Tanzanian Government. The two main opportunities for civil society are to engage in processes related to Tanzania’s National Strategy for Growth and Reduction of Poverty (MKUKUTA), either as members of the technical groups for monitoring implementation, or through involvement in the budget monitoring process through public expenditure reviews and sector working groups¹¹. The degree to which civil society has been able to influence the Government’s positions, however, has met with varying degrees of success at the national level, but less at the local level. According to Inglestam and Karlstedt this appears to be for a number of reasons: “it appears that Government continues to mistrust CSOs, not always understanding their roles....[and] on the other hand the reality is that CSOs have only a limited capacity to be effectively involved”¹².

Donors in Tanzania use a number of different methods to support civil society. These include Embassy funds that local CSOs can apply to for directly for short-term support; strategic partnerships with a small number of selected CSOs; support for capacity building from international NGOs (INGOs), UN agencies, and national networks and coalitions including the Foundation for Civil Society¹³; and financial support provided through INGOs working in partnership with local CSOs.

Development partners in Tanzania have established a website¹⁴ outlining principles for support to civil society in the country; this website also contains a database of donor-support to civil society in Tanzania which can be searched either by donor or by sector/thematic area.

4 DFID Tanzania

4.1 DFID Tanzania’s Scope of Work

The United Kingdom has provided development assistance to Tanzania for the past 37 years and Tanzania is currently one of the DFID’s largest bilateral programmes in Africa. The DFID Tanzania programme had a value of £130 million in 2008/9 and this will increase to £150 million in 2009/10. Most (80%) of this assistance is provided through Poverty Reduction Budget Support

¹¹ *Position Paper: Guidelines for Support to Civil Society* (2007). Anders Inglestam and Cecilia Karlstedt. See page 8.

¹² Ibid

¹³ The Foundation for Civil Society is a Tanzanian grant making body - initiated by DFID and funded by number of government donors - that seeks to contribute to domestic accountability through the provision of a small grants scheme. See Section 4.2 for more details.

¹⁴ www.civilsocietysupport.net

(PRBS), which DFID has been supporting since 2000. The UK's support aims to reduce poverty as well as promote peace and stability; strengthen democracy; promoting growth; and support sustainable development and the rule of law. This work is set in the context of Tanzania's MKUKUTA and the development partners' Joint Assistance Strategy (JAST).

The UK contributes to Tanzania's development in a variety of ways. In addition to the sizeable and growing bilateral aid programme, DFID is a major contributor to multilateral agencies such as the European Commission, World Bank, African Development Bank and the United Nations, all of whom have a significant presence in Tanzania.

DFID Tanzania work is delivered by three broad teams:

1. *Results and Aid Effectiveness*: This team is responsible for budget support and engagement with the 13 other donors providing PRBS to the Tanzanian government. They deal with public expenditure and macro-economic issues, supported by statistical research. The team is also responsible for sector engagement in education and water. The focus is on results and impact, and the work culminates in the annual PRBS Review.
2. *Capable, responsible and accountable states*: This team works towards achieving a more efficient and effective government through programmes focusing on the supply side of accountability: core reform (public sector and public financial management reform) and anti-corruption work. On the demand side, the focus is on pulling reform through the system, in part by supporting civil society to hold government to account. There is also some work with parliament and the media. In addition, the team provides support for elections and the UN reform programme.
3. *Sustainable Growth*: The third team focuses on the growth and climate change agenda. Their work encompasses the theme of reducing the cost of doing business (Support the Business Environment Strengthening for Tanzania or BEST programme) and improving access to financial services for poor people and small- and medium-sized enterprises. The team also works on regional trade and infrastructure issues and is also the home of climate change. A full time advisor has recently been recruited to DFID Tanzania to lead on this work.

4.2 *DFID Tanzania's work with Civil Society*

DFID Tanzania's Poverty Reduction Budget Support is balanced with work to enable Tanzanians to hold their government to account and claim their rights as citizens, including through a strengthened civil society. This is one of the Mid-Term Commitments (MCTs) listed in the DFID's current Tanzania Country Assistance Plan (CAP).

DFID Tanzania views civil society as a key partner in their work on accountability and has been working to ensure that the government opens up more space for policy dialogue with this group. Over the years, the space has widened. For instance, in the 2008 PRBS Annual Review civil society organisations were invited for the first time to participate fully in the entire week; in the previous year they were only able to participate in the opening. At

a sector level DFID Tanzania has been pressing for a similar opening, especially in the areas of education and water (focus areas for DFID Tanzania's sectoral engagement – see above). One of the key challenges, however, is the capacity of civil society to take advantage of the spaces that are opening up.

In addition to engaging in dialogue and policy debate, DFID Tanzania supports civil society in a variety of ways:

1. *Foundation for Civil Society*: Support is provided through the Foundation for Civil Society to local CSOs to increase their capacity to engage in decision-making. The Foundation is a Tanzanian grant making body - initiated by DFID and funded by number of government donors - that seeks to contribute to domestic accountability through the provision of a small grants scheme. It specifically targets small- and medium-sized organisations which promote community participation; raise awareness of rights; or provide services and representation of the chronically poor and marginalized (e.g. disabled groups). DFID has signed a four-year funding framework with the Foundation which will provide £4 million from 2008-2011.
2. *Tanzania Media Fund*: DFID Tanzania provides funding to the Tanzania Media Fund which targets journalists and media-related civil society organisations. This is a new three-year, US\$7.1 million pooled fund which invests in improving investigative reporting skills. It seeks to support the media and maximise its role in promoting domestic accountability. DFID's contribution to the Fund is £800,000.
3. *Strategic Grant Agreements*: DFID Tanzania provides strategic funding to a number of civil society organisations through Strategic Grant Agreements. These CSOs have been selected based on a strong alignment with DFID Tanzania's strategic goals. Funding through this mechanism is currently provided to Haki Elimu, REPOA, Women Dignity Project, WaterAid, Students Partnership Worldwide and Twaweza.
4. *Accountability Programme Tanzania (AcT)*: DFID Tanzania is aiming to scale-up strategic engagement with civil society organisations through a new Accountability Programme Tanzania (AcT). This £20 million programme over five years will seek to empower and assist a wide range of CSOs to work with duty bearers to improve the responsiveness of government policies and services to the needs of poor people. The managing agent for the programme (KPMG with ODI and MDF) will provide programmatic funding to CSOs who can demonstrate demand-led engagement with state-building reform across the CAP focus areas (growth, spending on PRBS) and sectors of priority (education, water, health, core reform), as well as cross-cutting issues like gender, inclusion, disability and multilateral effectiveness.

4.3 DFID Headquarter support to civil society in Tanzania

In addition to support from the DFID country office, civil society in Tanzania is also supported through a series of centrally managed funds, including the Civil Society Challenge Fund, Governance and Transparency Fund (GTF) and Partnership Programme Arrangements (PPAs).

- **CSCF:** There are currently 10 ongoing CSCF project in Tanzania with a total DFID commitment of £3.7m. In the latest CSCF funding round (2009) a further 4 projects were selected for funding. These projects, which are all regional, will come on-stream over the next months. For further information on CSCF projects in Tanzania, see **Annex 6**.
- **GTF:** The GTF was an initiative of the last DFID White Paper (2006) which focused on the importance of good governance in achieving poverty reduction. The fund supports 38 projects focused on strengthening government accountability and transparency across a number of sectoral themes. Seven organisations receiving GTF funding work to implement projects with local partners in Tanzania. They include: BBC World Service Trust, IDASA, TIRI, Oxfam GB, Christian Aid, Anti-Slavery International and International Budget Process.
- **PPAs:** The PPAs are long-term, unrestricted funding to civil society organisations which share strategic goals with DFID. There are currently 27 PPA partners, 18 of which operate in Tanzania: ActionAid, Action on Disability and Development (ADD), Aga Khan, Catholic Agency for Overseas Development (CAFOD), CARE, Christian Aid, HelpAge, One World Action, Oxfam, PANOS, Plan, Practical Action, Save the Children, Skills Share, Voluntary Service Overseas (VSO), WaterAid, World Vision, World Wildlife Fund (WWF).

5 Summary of Project Visits

5.1 CSCF 406: Strengthening Workers' Rights in the Construction Industry in Tanzania (Engineers against Poverty)

- Location: Dar es Salaam but also covering Mwanza, Arusha, Moshi and Mbeya
- Start and end dates: April 2007 to March 2012
- Total Budget: £301,490
- DFID's Contribution: £301,490
- Tanzanian partners: Institution of Engineers Tanzania (IET; main partner); subsidiary partners: Occupational Health and Safety Authority (OSHA) and the Contractors' Registration Board (CRB).

Project summary

This project aims to strengthen the ability of construction workers in Tanzania to exercise their rights, particularly in relation to their right to a safe and healthy workplace. The main beneficiaries are the casual, self-employed and employed workers among the over 200,000 strong construction workforce in

the country. The project will raise awareness among this group, and those who employ them, of their entitlements and rights under the law and will empower them with the essential technical knowledge that is required to realise these rights. The expected outcome of the project is an increased understanding of and compliance with Health and Safety (H&S) regulations in the construction industry, contributing to fewer accidents on construction sites and a general improvement in the income, health and well-being of construction workers.

Government interlocutor: OSHA which falls under the Ministry of Labour.

Rights Framework

Project focuses on workers' rights and in particular the right to a safe and healthy work environment. The project draws on the 2003 Occupational Health and Safety Act, which led to the creation of the Occupational Safety and Health Authority (OSHA).

Current stage of project and specific purpose of visit

The project team was interested in visiting this project for a number of reasons, and it offered a number of opportunities to:

- Gain a better understanding of the local partner, IET, as they are not a traditional local partner for CSCF projects (they are a professional body for engineers in Tanzania) and also to gain an understanding of how the project was working with a local trade union.
- Understand the project's linkages to government, and what advocacy and influencing work is being done.
- Understand how cross-cutting issues are being dealt with, especially gender given that the construction industry is heavily male-dominated.
- Gain a greater understanding of the management of the project as the Year 1 AR noted that a new steering committee had been formed.
- Provide some advice on M&E and the logframe and reporting.
- Draw attention to the case study requirement for Annual Reports.

Progress and results to-date

The project is coming to the end of its second year and has made important progress in a number of areas. It has been successful in brokering a relationship between CRB and OSHA through their participation on the project's Steering Committee. The project has also successfully developed and implemented training for a number of groups; trainers in H&S have now been trained and are providing training to contractors in different regions of the country. This training is in keeping with qualifications promoted by the Institute of Occupational Safety and Health (IOSH), a leading European body which sets professional standards, and provides authoritative advice and guidance on health and safety issues. The project has also developed a manual to support the training courses and this is currently being translated into Swahili.

Awareness Raising and Advocacy

The project is raising awareness of the need for, and benefits of, health and safety within the construction industry, as well as provisions within the 2003 Occupational Safety and Health Act. Awareness-raising is specifically targeted at contractors, workers, individuals within key institutions, and consultants, and is largely done through the development and implementation of formal training courses held in various areas of the country (Dar es Salaam, Mwanza) and organised by IET. The project is also planning a high-level seminar at the end of March 2009 to raise awareness of key people within the construction industry of the need for better H&S practices.

In terms of advocacy, the project is aiming to influence Government policy and practice, largely by encouraging OSHA to finalise regulations on health and safety and also aiming to improve collaboration between OSHA and CRB. One of the aims of increased collaboration between OSHA and CRB is to promote CRB as an organization which could support OSHA in carrying out enforcement visits to construction sites and which could assess the health and safety practices on-site. IET is taking a collaborative

Photo 1: Example of hazards on a building site in Dar es Salaam. In addition to the nails, workers are wearing harnesses but these are not anchored.

approach to their advocacy work and aiming to bring key stakeholders together and influence them to be more effective. In addition, the project is hoping to influence other organisations such as the public procurement regulatory authority (PPRA) which regulates public procurement so that health and safety is assessed in all public tenders¹⁵. PPRA are being engaged through lobbying and they have been given a specific timeslot at the upcoming high-level seminar.



The project is also trying to demonstrate to contractors that H&S should not be seen as something which is just a “net cost” to contractors but rather that there can be financial benefits to investments in health and safety. Project staff and consultants have specific experience in this area; for example, a consultant to the project worked successfully with a large Tanzanian contractor to improve health and safety regulations within the company. This company is now widely recognized as one of the best contractors in terms of H&S in the country and the company

¹⁵ PPRA have prepared and released standard tender documents (which include the elements of H&S) to be used by all public institutions. They are now finalising standard tender documents to be used by the local government authorities. The standard documents are modified accordingly to suit individual cases.

itself has recognised that this has brought them both financial and reputational benefits.

Finally, the project is aiming to influence curricula within specific institutions in Tanzania (e.g. . College of Engineering and Technology at the University of Dar es Salaam, Dar es Salaam Institute of Technology) which provide training on construction practices to include more health and safety information. This has started through the training of trainers who also hold positions at these institutions (i.e. lecturers) although a full strategy for influencing these institutions at a higher level is still being developed.

Partnerships

The project is implemented on the ground by IET, with support and technical assistance from Engineers against Poverty (EAP) in the UK. The partnership is partly based on personal relationships as Jill Wells of EAP is well known to the project coordinator at IET and many other key stakeholders, as they worked together on an earlier International Labour Organisation (ILO)-funded project (Construction Action Programme). IET draws on the assistance of EAP both in terms of technical assistance on the delivery of the project but also for help in reporting and monitoring. For example, logical frameworks are new to IET, and they have requested assistance from EAP in using this as a tool for reporting and monitoring. Both organisations work on reporting and discussed feedback received from DFID on the Year 1 Annual Report. EAP visits Tanzania approximately once per year but the organisations are in regular contact by email and, to a lesser extent, telephone.

IET’s key partners at the local level are OSHA and CRB. These have different levels of organizational capacity; CRB, for example, is better funded than OSHA as a result of income from the registration of contractors and the levying of fines.

A number of the “subsidiary partners” listed in the original proposal have not been as active in project implementation as originally envisaged. This includes TAMICO (Tanzania Mines and Construction Workers’ Union), CATA (Contractors’

Association of Tanzania) and TACECA (Tanzania Civil Engineering Contractors’ Association). More specifically TAMICO, a national trade union, has not been very active. This is, in part, for historical reasons which have seen confidence in trade unions within Tanzania wane. Today, union density within the construction industry is estimated at only 1.5% and falling (see EAP

Box 1: Changing perceptions within the construction industry

“I became interested in health and safety after completing a highway safety course. It made me wonder how H&S might be applicable within the construction industry as I lecture on construction practices. I became a trainer partly so that I could incorporate the principles of H&S into my work at [DIT - a major training institute]. Within Tanzania we are seeing more and more construction and much of it is high rise which is also more dangerous. That makes this sort of training all the more important both for me and for trainees within the industry”.

~ Lecturer at educational institute in Dar and trained trainer in H&S

proposal, p. 1). There have also been political and resource issues. The project is, however, engaging with TAMICO through one of the trainers who is TAMICO Deputy General Secretary for construction and through the deputy project coordinator who also has close links to the Trade Union movement. Through these links H&S training will be spread to all TAMICO members and other workers.

Capacity Building

Capacity building of IET by EAP is largely informal and based on specific areas where assistance is required (e.g. reporting, logframes). EAP is working closely with its local partners but not specifically working to build their capacity. Rather it is seeking to influence them to work more effectively on H&S. Capacity building for workers and contractors on H&S is a key aim of the project.

Cross-cutting issues

The construction industry is heavily male-dominated and the majority of trainers and trainees involved in the project are male. However, approximately half of the first group of trainers are women, one of whom has specific expertise on women's rights which the project has drawn on in developing training materials. For example, the training materials now include some specific issues related to women's health and safety and the need for women's toilets on construction sites.

The project works largely to prevent disability through the prevention of accidents and, as it is working on the construction industry, few workers are physically disabled. The project is, however, working to raise the awareness of trainers on the need for buildings to have access for disabled people.

National legislation means that HIV has to be incorporated into the training provided by the project. One of the trainers for this project is a doctor who wrote a specific section on HIV/AIDS for the project's training materials. The CRB also has a regulation that there must be a signboard on all sites which includes messages on HIV/AIDS and the project is working to raise awareness of this regulation.

Specific lessons

- *Training methodology:* The project has not only provided trainers with knowledge on health and safety but trainers also attend a teaching methodology course. This course is viewed as very important by trainees as it has taught them specific skills which enable them to transmit information more effectively.
- *Misconceptions about Health and Safety:* Health and safety is not widely understood in the construction industry in Tanzania and there are some misconceptions that H&S is related to cleanliness. In addition to the difficulties of engaging employees, a misconception about the meaning of H&S is a considered one of the barriers to getting trainees to the courses.

- *Importance of the private sector:* In addition to seeking change to Government practice, the project is targeting private contractors and will eventually also target their clients, both public and private. Clients are ultimately responsible for H&S in the construction industry according to international best practice and Tanzania's draft regulations to the OSHA Act of 2003. This is particularly important as the private construction industry is expanding. However, engaging the private sector in H&S training can be difficult as it means pulling staff away from sites or offices for a couple of days and some employers are reluctant to do this when the benefits of the training are not immediately clear. Once the regulations are out and the obligations of private clients (and through them contractors) are clearer the situation is expected to change.
- *Reporting on H&S:* Within the industry reporting on accidents is not very systematic, although CRB is now collecting this information through contractors' annual returns to them. As these are being filled in more regularly, the project will be able to access better information about the number and types of accidents within the construction industry. However the lack of reliable information on accidents from the outset of the project has been a challenge for the project in developing their baseline. It is likely that the number of accidents will increase as reporting improves. There is also some information from OSHA but this mainly relates to accidents on which workers have lodged claims and this is a very small percentage of all accidents that occur.

Sustainability

The project aims to bring about sustainable changes by influencing the key stakeholders on health and safety within the construction industry. They have successfully engaged OSHA and CRB and these organisations are now working together through the Steering Committee. This should bring sustainable improvements to their relationship and mean that they can work more effectively together. Ultimately the project aims to promote cooperation which could lead to formation of a new joint organ or utilize CRB as an agency which could oversee health and safety within the construction industry under the direction of OSHA. As it is unlikely that OSHA will have the organisational capacity to take up this role directly in the near future, this way of working would be more sustainable in general and would also increase the accountability of contractors' within the industry.

At the same time, if the project can successfully lobby for the release of the new regulations and provide training for clients about their responsibility for the H&S of construction workers this will also bode well for sustainable change within the construction industry as a whole.

5.2 CSCF 442: Increasing Access to PLWHA to HIV/AIDS Services and Safety Nets (Village-to-Village UK; V2V-UK)

- Location: Moshi Rural and Same Districts
- Start and end dates: June 2008 to March 2011
- Tanzanian partner: Village-to-Village Tanzania, KIKUHE
- Total Budget: £37,188.40
- DFID's Contribution: £37,188.40

Project summary

This project aims to support people living with HIV/AIDS (PLWHA) to achieve poverty and social protection entitlements included in the Tanzanian poverty reduction strategy and to mobilise them to monitor service delivery in two districts – Moshi Rural and Same – through an alliance of local governments, civil society organisations and communities.

Rights Framework

This project aims to raising awareness of rights and entitlements among service providers and duty bearers at the local level in relation to PLWHA entitlements and rights. The frameworks for these rights and entitlements are the National Strategy for Growth and the Reduction of Poverty (MKUKUTA), Tanzania's National HIV/AIDS policy, the National Strategic Framework for HIV/AIDS, Tanzania's home-based care guidelines, and the National Treatment plan. The duty bearers are government from national to village-level.

Current stage of project and specific purpose of visit

- The project is completing its first year so the visit team had scope to assist V2V-Tanzania staff to understand the M&E, reporting and case study requirements of the CSCF.
- This organisation is new to the CSCF and this is their first project of this kind. The visit also provided an opportunity to follow-up on the financial capacity assessment visit of November 2008 to Village-to-Village UK.
- The project presented an opportunity to learn about how the partnerships within the project are working.

Photo 2: Village-to-Village Tanzania and KIKUHE staff



- Village-to-Village UK is a Diaspora organisation as one salaried staff member and a number of volunteers based in the UK are Tanzanian. The visit team were particularly interested in learning how this UK-based team were adding value to the project.
- This is a very small project for the CSCF and the team wanted to learn more about how projects of this size operate on the ground.

Progress and results to-date

This project has only been implemented since June 2008, so it is still in its start-up phase. The project has made good progress in assisting in the formation of groups of PLWHA at the village, ward and District level. The project team have also developed important relationships with key stakeholders within government and civil society.

Awareness Raising and Advocacy

Awareness-raising and advocacy form the main thrust of the project. The project aims to raise awareness of rights and entitlements among PLWHA as well as the multi-sectoral AIDS Committees at a range of levels (village (V-MAC) and ward (W-MAC), District). More specifically, the project aims to raise the awareness of PLWHAs so that they are able to lobby local government to improve the efficiency of V-MACs, W-MACs and District MACs and ensure that they are more responsive to the needs of PLWHAs. The project is also engaging with key interlocutors within Government, for example, Ward Councillors and the HIV/AIDS Coordinator within the District Council.

Capacity Building

Capacity building operates on two levels within the project:

- 1) Village-to-Village Tanzania is aiming to work with KIKUHE to build the capacity of PLWHA to claim their rights. Capacity building for PLWHAs is done by KIKUHE staff members with support from V2V-Tanzania. Support to groups of PLWHAs is formalised and takes place at the regular meetings of the PLWHAs at village, ward and District level.
- 2) V2V-Tanzania is also aiming to build the capacity of KIKUHE to operate more effectively. V2V-Tanzania staff members are doing this directly, but also draw on other resources such as international volunteers received by the organization (e.g. HIV/AIDS nurse). V2V-Tanzania support to KIKUHE is largely informal and offered on a one-to-one basis and often in relation to specific issues.

V2V-Tanzania is a relatively new organization and is currently gaining experience implementing their first HIV/AIDS project. Staff do not have a great deal of experience in implementing advocacy work, although they are aiming to develop skills in this area through participation in a formalised training programme.

Partnerships

V2V-UK set up V2V-Tanzania in 2003 with a view to V2V-Tanzania becoming an independent organization (achieved in 2006). V2V-Tanzania has its own Board and Constitution, but the majority of its funding comes from, or through, V2V-UK. The project was developed as a result of research conducted by the Chair of V2V-UK on HIV/AIDS in this region of Tanzania and this is the first donor-funded project that they have implemented. V2V-UK still plays a large role in decision-making within V2V Tanzania.

Cross-cutting issues

- *HIV/AIDS*: The project is focused on HIV and AIDS in two districts of Tanzania.
- *Gender*: The large majority of PLWHA group members are women. The project is designed to take into account the fact that HIV/AIDS affects women differently than men; for example, women are the main caregivers and may have to care for other family members who are ill, in addition to caring for themselves. Many of the groups' members are widows who have lost their husbands to HIV/AIDS. The project team have found that men are more reluctant than women to disclose their HIV/AIDS status – and consequently less likely to join groups of PLWHAs - and may also be less likely to know their status as there is no regular or formal testing of males in the way that women are tested during pregnancy.
- *Disability*: The project does not have a specific focus on people with disabilities (PwDs).
- *Age*: The project is not targeting a specific age group but is working with PLWHAs across a large range of ages.

Specific lessons

The project has only been implemented for six months, so it is not possible to draw out a large number of key lessons but we have noted two emerging lessons/issues below:

- *Meeting immediate needs*: It has been difficult to organise groups of PLWHAs as they often have quite high expectations and also often expect handouts (e.g. of food) for attendance at meetings. The project does not provide direct assistance for food or transportation to health clinics although these are key needs of the target group and also an important entry point into the community. In order to meet these immediate needs, V2V-Tanzania is working to link up with other organisations (in Same District, for example, they are working with MildMay) which do provide these services in order to ensure that some of these needs can be met.
- *Working through Diaspora organisations can offer benefits*: In particular, project staff in the field felt that working with a Diaspora organisation enabled the project to get off the ground faster at the beginning as the group had good connections in the local area. It was also felt that UK partners have a solid understanding of the project context and working practices. Working through a Diaspora organisation was also felt to

facilitate smooth day-to-day management of the project as staff based in the UK had a more immediate understanding of the challenges facing the project and possible ways to overcome them.

Sustainability

One strength of the project is that it is aiming to work with committees (e.g. V-MACS, W-MACS) whose existence is mandated by an Act of Parliament. Influencing these committees to become more responsive is more sustainable than setting up separate structures and this bodes well for the sustainability of project impact in the longer term. Additional capacity building for V2V staff and KIKUHE staff will also support the sustainability of these organisations.

5.3 CSCF 428: Women Fight Inequality and Destitution in Tanzania (APT Enterprise Development)

- Location: Kilimanjaro Region, Northern Tanzania
- Start and end dates: April 2008 to March 2012
- Total Budget: £489,932
- DFID’s Contribution: £489,932
- Tanzanian partner: Kilimanjaro Women Information Exchange and Consultancy Organisation (KWIECO)

Project Summary

The goal of this project is to empower women in Tanzania to address gender inequality in society and their severe levels of poverty. The purpose is to enable vulnerable women to tackle the discrimination and abuse of rights that they face, and to influence patriarchal customs, attitudes and decision-making processes to reduce the incidence of these in the future. The project aims to help destitute women to obtain a livelihood through a range of inputs including enabling women to access training (including enterprise-based training), and market information; the provision of guidance and advice on business planning, job seeking and links to employers, as well as disbursing revolving loans which are provided to enable women to develop micro-enterprises. Awareness-raising campaigns and sensitisation

Photo 3: Upendo Women’s Group with KWIECO Project Coordinator (far left)



workshops will be developed to build support for change at the local level. The project also includes an organisational development component for KWIECO.

Government interlocutors: Ward Executive Committees, Ward Reconciliation Boards, Village Executive Committees

Rights Framework

The project design is based on the premise that women require economic empowerment – through income generation activities – as a prerequisite for claiming rights such as the right to inherit property. The project proposal notes that Tanzania is a signatory to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) but that many civil rights are limited by the existence of a dual legal system which includes statutory, as well as religious and customary laws, many of which discriminate against women¹⁶. Work to provide women with a standard of living adequate for health and well-being is also supported by the Universal Declaration of Human Rights and the International Covenant on Economic, Social and Cultural Rights.

Current stage of project and specific purpose of visit

The project was launched in 2008 and is only completing its first year of implementation. The team were particularly interested in visiting this project for a number of reasons:

- As with the other projects, APT Enterprise Development, the UK partner, does not have a Tanzania office. Visiting this project offered an opportunity to see how capacity building and partnerships operate in this situation.
- The project includes support to women's livelihoods activities which offered insight into the ways in which rights-based work could be supported by other types of interventions.
- As with Village-to-Village, this project is completing its first year so the visit team had scope to assist with understanding of M&E, reporting and case study requirements.
- The project is specifically focused on raising awareness of women's rights and is an example of how the CSCF can contribute to this priority area for DFID.

Progress and results to-date

The project required the hiring of new staff which has now been completed. To-date, the project has focused largely on creating groups for women at the village level and so far has created six groups with a total of 86 women. Through these groups, women will be able to access micro-loans (e.g. of up to 15,000 Shillings¹⁷, approx. £8.30) which they will use to develop small-scale businesses. Nine other women, who are not in groups but are KWIECO clients, have also been given micro-loans of up to TShs 100,000 each.

¹⁶ Some national frameworks also discriminate against women. The 1971 Marriage Act, for example, includes discriminatory provisions in relation to women's property and inheritance rights.

¹⁷ 1 GBP = 1,800 Tanzania Shillings (approx.)

Awareness Raising and Advocacy

KWIECO is undertaking awareness-raising within target Wards on issues such as children's rights and women's rights, particularly in relation to property, inheritance and domestic abuse. This is carried out on a general scale (e.g. through radio programmes and community meetings) and also with specific groups (e.g. teachers) and village and ward-level committees and boards. KWIECO also represent clients on specific legal issues and sometimes use these as test cases to promote change within government policy and practice.

Partnerships

The proposal for this project was developed jointly by APT and KWIECO. Since the project received funding, APT has provided some input to the project's design and implementation and has also provided support in the development of the baseline survey. It is expected that APT will visit KWIECO at least twice per year to provide support in relation to the project.

Box 2: Profile of the Upendo Women's Group

"Our group started in February 2009 and has 10 members. After we formed the group, we decided to start a business selling vegetables, fish and also keeping local chickens....The trainers we have had from KWIECO in Moshi have helped us to plant the seeds of success and we are hoping to continue this work to empower ourselves economically".

~ Leader of the Upendo Women's Group

Capacity Building

The project contains a specific element on building the capacity of KWIECO in relation to organisational development and in order to support a refinement of the organisation's strategic plan. This is largely being supported by consultants and is part of an overall strategy to better define the organisation's aims and objectives and to ensure that the strategic plan captures all elements of KWIECO's work. Over time, the project aims to build the capacity of women through their involvement in the village-level groups in terms of group organisation and management, as well as financial management and business development.

Cross-cutting issues

- *Gender:* The project is focused on women as a main target group and the claiming of women's rights more broadly. It deals with men largely through community sensitisation programmes (e.g. community meetings held on specific issues) and also where they are involved in committees at the ward and village level. The project is not working specifically with the husbands of the women engaged in the village-level groups.

The project does not have a specific strategy for dealing with other cross-cutting issues, however, the project visit team have noted the following:

- *Age:* Women included in village-level groups range in age although a criterion for inclusion in the groups is that you must be able to participate in the income-generating activities.
- *HIV/AIDS:* Some of the women included in the village-level groups are HIV-positive or have been affected by HIV/AIDS (e.g. through taking care of their grandchildren following the death of the children's parents).
- *Disability:* Women with disabilities are included in the some of the village-level groups, provided they are able to participate in income-generating activities.

Specific lessons

The project is too early in implementation to have drawn specific lessons from its activities. However, the design of the project is based on lessons learned from earlier KWIECO work which found that the poorest women were often unable to claim their rights as a result of poverty. For example, even if a woman were willing to take a case to court and had her lawyers' fees paid for, she might not be able to afford the transportation costs to appear, or the time taken away from her daily activities.

Sustainability

As with lessons learned, the project is too early in implementation to point to specific elements of sustainability. It will be important for the project team to monitor the women's businesses and to examine how sustainable they are and what lessons can be drawn from the approach the project is taking. There will also be a need to consider if/how the six staff members hired for this project will be able to continue once the funding ends.

5.4 CSCF 369: Creating an enabling environment for young people to advocate for political commitment to address sexual and reproductive health and rights in Tanzania (Marie Stopes International)

- Location: Arumeru, Bagamoyo, Kibaha and Simanjiro Districts
- Start and end dates: April 2006 to March 2010
- Total Budget: £497,374
- DFID's Contribution: £497, 374
- Tanzanian partner: Marie Stopes Tanzania (MST)

Project Summary

The goal of this project is to improve the sexual and reproductive health (SRH) of poor people in Tanzania and the purpose is specifically to empower young people and create an enabling environment for young people to exercise their SRH rights in the target districts as stipulated in national and international policies. The project takes a multi-pronged approach which includes awareness-raising for poor and vulnerable young women and men regarding their SRH rights; creating opportunities for young people to advocate to key stakeholders and policy and decision-makers for the fulfilment

of their rights; providing youth-friendly SRH services and information from existing MST centres; promoting the adherence to Government standards for the provision of youth-friendly services within government clinics; and sensitising, mobilising and building the capacity of policy- and decision-makers to acknowledge young people’s SRH needs and rights.

Government interlocutors: District authorities (including the District Medical Officers and District Reproductive and Child Health Officers), National level policy-makers from the Ministry of Health.

Rights Framework

The project uses rights as a starting point for the advocacy and awareness-raising work in relation to sexual and reproductive health, particularly for adolescents. The Government of Tanzania has endorsed the 1994 International Conference on Population and Development (ICPD) and the associated UN resolution reflecting a commitment to improving SRH within Tanzania. The National Health Policy of Tanzania recognises linkages between poverty, sustainable development and health, providing another useful national framework for this work. In addition, the National Adolescent Health and Development Strategy states that its vision is to “have healthy adolescents living in an environment that enables access to services and skills for the achievement of their full potential for development”.

Current stage of project and specific purpose of visit

This is a four year project which is approaching the end of its third year. An internal mid-term review was completed during Year 3. The project team viewed the visit to MST as an important opportunity for a number of reasons:

- Marie Stopes International has received 11 grants from the CSCF since 2003 and currently has six ongoing projects¹⁸ including this one. The organisation had not previously been visited and the team were interested to see how the project was being implemented on the ground.
- The project has an important service-delivery element for SRH services, in addition to a larger, overarching advocacy strategy and the project visit presented an opportunity to see how these two elements were working together.

Box 3: Tanzania Reproductive Health Statistics

- Births attended by skilled personnel: 36%
- Contraceptive use rate, married women (aged 15 to 49): 26%
- Women giving birth by age 18: 26%
- Women aged 15 to 19 giving birth in one year: 14%
- Pregnant women with 3+ ante-natal care visits (poorest fifth): 82%
- Births attended by medically trained personnel (poorest fifth): 29%

Source: Population Reference Bureau (2009)

¹⁸ CSCF 317 (Uganda); CSCF 322 (Bolivia); CSCF 377 (Papua New Guinea); CSCF 420 (Ethiopia); CSCF 422 (Zimbabwe) as well as this project.

- This project has been implemented for three years and the team felt that it may provide interesting lessons in terms of emerging impact.
- A number of CSCF-funded projects in Tanzania focus on SRH and/or HIV/AIDS so this project offered an opportunity for the team to learn more about the context for this type of work.

Progress and results to-date

The project is approaching the end of its third year and has made progress in the implementation of activities in a number of areas. The project operates in three wards in each of the project’s four target Districts (Arumeru, Simanjiro, Kibaha, Bagamoyo). To-date, the project team have implemented a wide-range of activities including the training of 24 peer educators and four youth journalists; training of MST and local government service providers on the provision of youth-friendly services; developing behaviour change communication (BCC) and information, education and communication (IEC) materials which have reached 79,000 young people; and training 320 community/Local Government Authority (LGA) leaders on SRH. The project has also distributed 9,584 condoms and

carried out 2,392 HIV tests for young people.

Awareness Raising and Advocacy

The project is focused on awareness-raising on adolescent sexual and reproductive health and rights and targets a range of different groups using a variety of methodologies.

Community sensitisation on SRH is carried out through the use of local comedians who perform skits on key issues, as well as through the use of BCC and IEC materials. The project specifically targets youth aged between 10 and 24 and aims to raise their awareness of SRH and sexual and reproductive rights (SRR) through both general sensitisation and through the use of Peer Educations (PEs) who have been trained through the project. The project’s advocacy work builds on awareness-raising and targets decision-makers both within communities (e.g. elders) as well as local government agencies. At the community level, advocacy work is focused on changing attitudes towards ASRH among “champions” (community leaders who are willing to act as advocates for change) so that they support the extension of SRH services to young people and do not serve as barriers to accessing the services. At the District level, the project has worked with authorities to integrate ASRH into District

Photo 4: Trained local comedians raising awareness of HIV and AIDS in Bagamoyo



budgets. To-date, they have had some success as the four Districts in which the project works have included budget lines for SRH into their most recent planning exercises although it is not yet known whether this work will be fully financially supported by the central government.

Partnerships

Marie Stopes Tanzania is an affiliate of Marie Stopes International and has its own Constitution and Board. The majority of MST funding comes from, or via, MSI. MST receives various types of technical support from MSI both generally – for the organisation as a whole – and also specifically for the project, as and when it is needed. The Programme Support Manager for East Africa at MSI currently spends significant amounts of time in Tanzania and is helping MST with various systems and processes, particularly as there have been a number of staff changes recently. MSI also provides MST with some financial support in relation to projects. For example, MSI will assist in ensuring cash flow difficulties do not cause a delay in project activities by advancing money where necessary. Where significant budget overspends occur, MSI is also able to help cover costs in some cases.

Capacity Building

MSI provides capacity building assistance to MST as and when needed. Within this project, MSI has played a particular role in assisting MST with their advocacy strategy and, more specifically, turning evidence and facts into the basis upon which advocacy strategies can be developed. MSI has also assisted in building skills research and analysis to strengthen evidence gathering.

Photo 5: Women waiting for services outside a Government-run clinic in Bagamoyo. MSI provides support and training to the clinic.



Within this project, MST has been providing training both to their own staff and staff at Government clinics in order to improve the provision of youth-friendly SRH services. This is to ensure that staff are aware of government standards for the delivery of youth-friendly services and are able to work towards meeting these standards. The project is also building the capacity of Tanzanian journalists to report on SRH issues, and provides them with some training and awareness-raising. These journalists are linked to aspiring young journalists within target communities who also have their capacity built both in relation to journalism and ASRH.

Cross-cutting issues

- *Gender:* The project's gender strategy has largely been focused on the inclusion of women and ensuring that there is a gender balance in activities such as the training of peer educators. The project is closely focused on empowering women, although they target both men and women through IEC and BCC materials. The service provision within the project is largely focused on women and improving access to family planning and provision of SRH services but MST is considering how services can be more effectively targeted at men, for example by developing male circumcision services aimed at reducing the spread of HIV/AIDS.
- *HIV/AIDS:* The project does not have a specific focus on HIV/AIDS or PLWHA but it does focus on the prevention of HIV/AIDS and also provides voluntary counselling and testing (VCT) services to males and females through the project. The project provides condoms and services for the prevention of mother-to-child transmission (PMTCT) as well as referrals to other service providers for items such as anti-retrovirals (ARVs).
- *Disability:* The project does not have a specific disability focus although staff try to make sure that their services are inclusive. The project staff are aware that people with disabilities may have different needs and may be more vulnerable to forms of abuse.
- *Age:* The project is specifically focused on youth aged between 10 and 24 years of age. Within this larger age group, the project tailors activities to three sub-groups: 10 to 14 year olds; 15 to 19 year olds and 20 to 24 year olds. However, because these young people do not always have decision-making power over their sexual and reproductive health, the project also targets decision-makers who can support the provision of services to young people. The majority of peer educators are now 20+ years old and the project may need to consider training up younger peer educators in order to reach younger groups more effectively. One challenge to working with young people as peer educators has been that they often migrate out of the project area, and the team has found that they are not always willing to commit to participating in the project for long periods of time. The project has also faced particular challenges in engaging out-of-school youth as peer educators as they suffer high levels of poverty and tend to be more interested in developing income-generating activities than volunteering.

Specific lessons

- *Working with Maasai communities requires specific strategies:* The project has not always been able to effectively reach young people within Maasai communities. Project staff have learned that carrying out SRH work with the Maasai requires specific strategies for the engagement of community gatekeepers and also greater analysis of traditional practices to ensure that IEC and BCC materials and other services are tailored to the particular needs of the Maasai communities.
- *Scale and coverage:* The project is currently working in three wards in each of the project's four target Districts. However, staff feel that it might

have been more effective initially to work in a smaller number of Districts but to increase the coverage there and then scale up to other Districts within the country.

- *Gender:* There is a need to make the services provided more user-friendly for men. For example, providing male nurses and doctors so that men are comfortable seeking treatment.
- *Monitoring and Evaluation:* Staff at all levels have to understand why M&E is important and how the collection of data at local levels fits into the larger project approach. Staff need to be trained accordingly.

Sustainability

Outreach services provided through the project are free and through their outreach work, MST is working with District-level authorities to integrate SRH services into annual budgets with a view to developing a more sustainable model for these services. MST facilities are heavily subsidized by MSI and other donors and, although service users do have to pay, this is done on a sliding scale according to the ability of the client to pay. One key issue in relation to sustainability is transportation for outreach services run by the Government. However, Districts have plans for mobile immunisation services and MST is investigating whether these staff could be trained to provide youth-friendly SRH services at the same time. Districts are providing some support to this work for fuel and SRH commodities. Sustainable engagement of peer educators has proven challenging to the project and the project staff are considering how their approach could be revised.

6 Lessons Learned

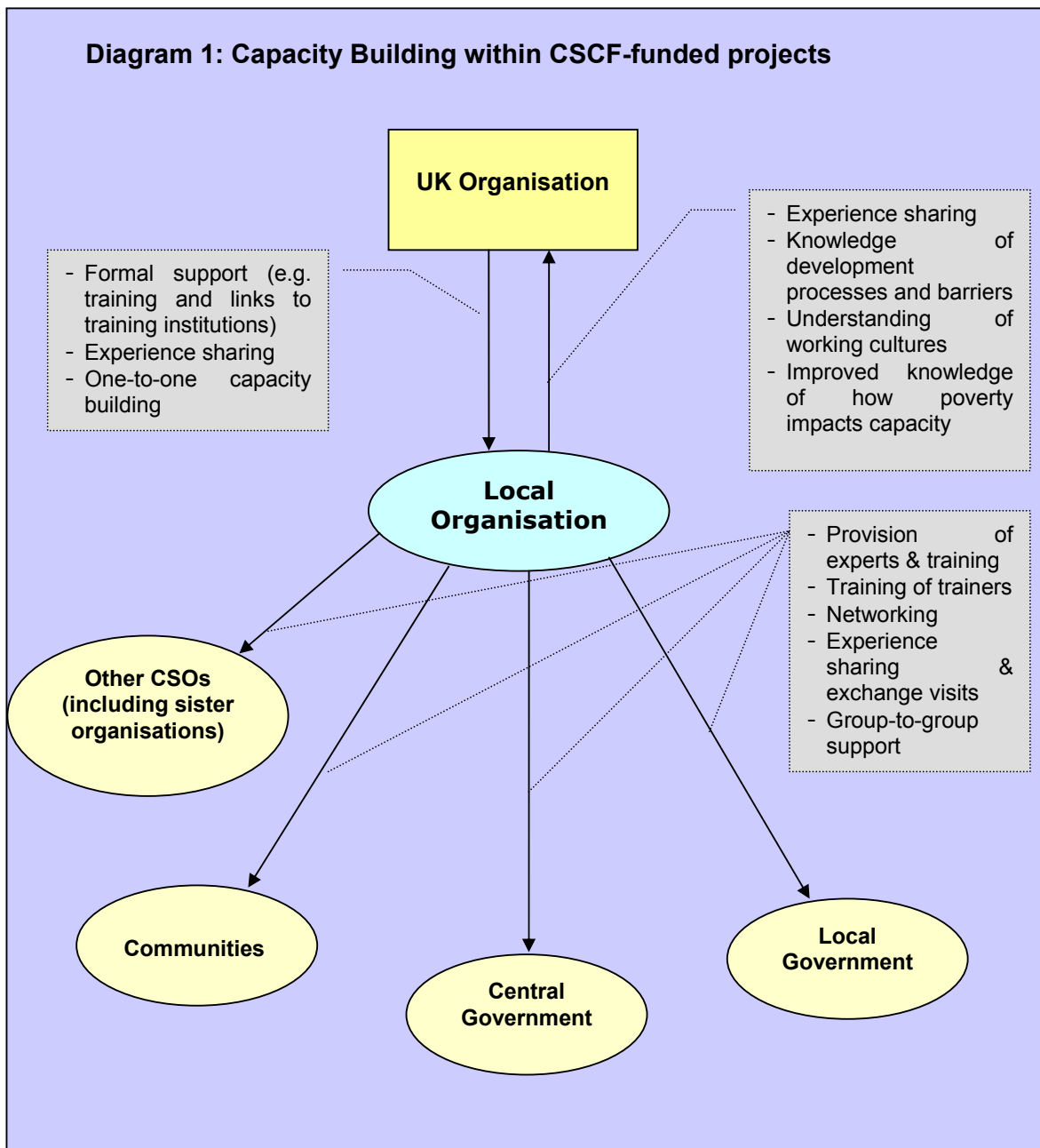
Gathering lessons in relation to the implementation of CSCF-funded projects was one of a number of activities undertaken during this visit. The section here draws on discussions held during the Lesson Learning event on 20th March as well as findings from the visits to individual projects. Lessons may represent good development practice but where they hold particular relevance to the CSCF they have been stated.

6.1 Capacity Building

Capacity building is a key area of focus for the CSCF. Current CSCF Guidelines require that capacity building is included as an output in a project's logframe and that the outputs of the capacity building are clearly specified. Although this requirement was not in place when the current projects were funded, most of the organisations visited were aware of the need for ongoing capacity building and had integrated this to varying extents into their work.

- Capacity building takes place at various levels within CSCF projects, not just between the UK and local organisations. As is shown in Diagram 1, below, local partners feel that they are often able to build the capacity of UK partners particularly in improving their understanding of development processes, and barriers to development on the ground.

- Capacity building within CSCF-funded projects takes a variety of forms. Formal capacity building tends to take place within the implementation of projects, where local partners provide specific training to community groups and government. Capacity building between the UK and local partners tends to be more informal and takes place on a one-to-one basis when it is needed.
- There was a noted need during the Lesson Learning event to move away from supply-driven capacity building for organisations, towards capacity building support which is demand-led. It is also noted that it is important that organisations adopt new and more innovative approaches to capacity building. Rather than focusing on one-off training for example, it is increasingly important for organisations to view capacity building as a long-term process which can be supported both through mentoring and “learning by doing” where organisations are supported throughout project implementation and monitoring. The form of capacity building, and the need for it, however, varies according to the strength of the organisations and the stage of implementation that the project is at.
- Tanzanian CSCF partners noted that they had experienced the following changes as a result of capacity building activities: improved professionalization; increased confidence; greater acknowledgement by Government of what they, and the groups that they have trained, have to offer; increased ability to participate in various processes at community and other levels.



6.2 Advocacy and Rights

The way in which the CSCF-funded projects in Tanzania are using rights as a basis for their advocacy and awareness-raising work was an area of particular interest for the visit.

- The CSCF-funded projects are utilising a range of different interventions which support accountability using rights as a basis to promote change. Most of the projects visited by the team tend to use a stakeholder engagement approach rather than one which is more confrontational or

assertive¹⁹. Within CSCF 406 (Strengthening Workers' Rights in the Construction Industry in Tanzania), for example, there is a specific focus on building linkages and collaboration between key institutions/interlocutors to bring about change.

- The approaches utilised in practice contrast with the more overt rights-based approaches which are often reflected in the proposals. Looking at this in more depth may be useful when considering the development of future civil society strategies and/or a logical framework for the CSCF. In particular, it is useful to recognise that CSCF grant holders are working across a spectrum of approaches and it may not always be realistic to assume that partners will be able to use a more overt and confrontational rights-based approach.
- Discussions with Tanzanian CSCF partners during the Lesson Learning event demonstrated a clear interest in advocacy approaches and the ways in which rights could be promoted. Key findings expressed by partners included:
 - Discussing rights can be difficult and can be seen as threatening to those who have power and control. Within MSI/MST's project, for example, parents and leaders were initially wary of empowering young people but this was overcome largely through linking rights with responsibilities (i.e. it was made clear that rights holders also have responsibilities within society).
 - Organisations noted that there is a need for a clear advocacy strategy in the initial stages of the project which is based on evidence and facts, and that this needs to be well-targeted.
 - Work on rights can be challenging in contexts where contradictory laws exist. For example, in Tanzania the Marriage Act and the Sexual Offences Provision Act (SOSPA) contain contradictory statements about the age of consent as the Marriage Act states that a woman can be married at 15 years of age while SOSPA states that it is an offence to have sexual intercourse with a woman under 18.
 - There is a need to develop strategic alliances and this should involve identifying partners, establish a common stand and involve a wide range of stakeholders. Memoranda of Understanding can be useful in developing these alliances and ensuring that each organisation involved understands their role and responsibilities.
 - Advocacy work often takes longer than expected; there is a need to be realistic about how long it may take for change to come about and to consider that this may be longer than funding is initially available for.

6.3 Partnerships and UK Added Value

Partnerships are a key area of interest for the Civil Society Challenge Fund as funds are only available to UK organisations working in partnership with a local civil society organisation. In most cases, this partnership involves capacity building for the local organisation.

¹⁹ DFID Tanzania's Accountability Strategy (p.8) provides a useful map of accountability interventions and explains how they relate to the accountability work within Tanzania.

- The issue of the autonomy of the local organisation is not always clear cut. CSCF Guidelines require that the local CSO has its own Board and Constitution, however, one clear lesson from this visit is that this is not always enough to ensure that the local organisation is fully autonomous, especially where large proportions of funding still come directly from – or via – the UK organisation. The degree of autonomy is related to some degree with the capacity of the staff and Board members locally; where this is weak, the UK organisation often plays a larger role in management and developing the direction of the local CSO.
- One of the projects (CSCF 406 – EAP/IET) was focused to some extent on work with the private sector (i.e. the project was seeking to improve the awareness of private sector contractors of H&S). Many CSCF projects focus on the public and non-profit sectors but working with the private sector can also offer important opportunities to bring about change in the lives of poor people. In this case, as it is the private construction industry which is expanding in Tanzania, the project is meeting an important need by seeking to improve working conditions for private sector workers.
- The CSCF views partnerships and collaboration with trades unions as an important mechanism by which workers' rights can be promoted. However, the ability to work with trades unions is influenced by the country context which can make it unfeasible. In the case of Tanzania, the historical context and the way in which unions were linked with previous political movements can be a significant barrier to encouraging workers, and others, to engage with them.

During the Lesson Learning event, CSCF local partners were asked about the value of partnership with UK-based organisations. As was found during the previous project visit to Peru, local organisations value the partnership with UK organisations greatly and the organisations outlined many perceived benefits of these partnerships. These included:

- Provision of technical support, particularly in relation to project design, planning and implementation.
- Assistance in financial planning and management
- Enabling local organisations to develop relationships with other international organisations and with other skilled individuals and trainers outside of the country.
- Providing knowledge and linkages to new opportunities for funding
- Improving the dissemination of information about projects, programmes and lessons learned (which also increases awareness and interest in the local organisation)
- Sharing of skills and experiences
- Strengthening of messages/advocacy work. In particular, local organisations felt that UK-based or other international organisations may be more powerful or well-known and this lends credibility and voice to the work they are trying to do locally.
- Building confidence of local partners, as well as their credibility. Where a local partner has a known partnership with a strong UK organisation, it was felt that this could boost the credibility of the local organisation, as well as the confidence of staff to engage with powerful stakeholders.

Some challenges to working with UK partners were noted. These included: a difference in working culture and, particularly, differing expectations about the speed at which projects within Tanzania can work; recent budgetary challenges linked to the fall in value of the British pound; communication between the UK and Tanzanian partners, especially where internet connections are slow or non-existent.

6.4 Monitoring and Evaluation

- Monitoring and evaluation remains a challenging area for many CSCF grant holders and their local partners. Some have found it difficult to obtain M&E data as it is not often recorded (e.g. gaining information on injuries and deaths on construction sites in Tanzania is difficult as it is not systematically recorded or reported), while others have found it challenging to set realistic and achievable targets for their work.
- Baselines are now required for all CSCF projects, but this requirement was not in place at the time that the four projects visited received funding. Clear baselines exist for only two of the four projects visited and in some cases, a baseline was not originally budgeted for. Much of the baseline data is not closely aligned with logframe indicators and it would be useful to strengthen the section on baselines within the Monitoring, Evaluation and Lesson Learning Guidelines (see Recommendations).
- Tanzanian CSCF partners tend to draw on the experience of their UK partners in developing their M&E systems. They have increasingly realised that there is a need for staff at all levels to understand and be involved in M&E processes and for data collection to be well coordinated so that information is collated in a timely fashion and can be used both in reporting and project management.
- Other key challenges for the implementation of M&E activities were said by the Tanzanian CSCF partners to be: poor infrastructure, which can limit the ability to collect data in a timely fashion; lack of M&E capacity within organisations; weak internal and external communication systems; geographical scale (i.e. where projects are working across numerous Districts, it can be difficult to collect information which is more than a very limited sample).

6.5 Sustainability

- There are a number of elements which need to be considered under the umbrella of sustainability: (1) Organisational sustainability and whether the organisations supported by the CSCF – either locally or in the UK – are sustainable in the long term. This requires organisations to have a longer-term vision which takes into account a programmatic strategy as well as a fundraising strategy. (2) Sustainability of services: Where the CSCF is supporting projects with a service delivery element, there needs to be a clear strategy for ensuring that these services are sustainable after the project ends.
- All of the Tanzanian partners involved in CSCF projects acknowledged that sustainability was a challenge. During the lesson learning event, FARM-Africa noted that, in addition to considering organisational sustainability, they tried to look at: environmental sustainability; technical

sustainability (particularly in terms of ensuring that specific technical skills were maintained within the communities they target); social sustainability (by working with Government agencies); and financial sustainability (this sometimes involves working to develop income-generating activities for local people so that they can maintain project activities).

- Many partners felt that the use of community volunteers was important in ensuring the continuation of project activities once funding ends. This approach has a number of associated difficulties, however. As poverty is high, it can be difficult to engage local people in work which is unpaid. Incentives to volunteers can help to maintain an interest during the project, but are not feasible once funding ends. Some partners also found it difficult to engage young people as volunteers as they tend to be more transient, and also keen to earn an income.
- Working with Government at all levels – and with people who have an influence on Government – is an important element of all project strategies and supports sustainability. Partner organisations were clear that where Government can be brought on board, changes to policy and/or practice are much more likely to succeed. However, in order to work effectively with Government, there is also a need for organisations to analyse the capacity of LGAs to deal with issues organisationally, and also to consider the capacity of LGA staff to work on these issues effectively.

6.6 Lessons in Relation to CSCF Projects and CSCF Project Management

- *Financial capacity assessments:* These were introduced in 2008 for grant holders new to the CSCF. These assessments are useful in understanding the financial systems and processes that new grant holders have in place, and also provide an indication of risk to DFID in the granting of funds to these organisations. Visiting Village-to-Village Tanzania was especially useful as V2V-UK was one of the first organisations to undergo a financial capacity visit in 2008. The visit to V2V-Tanzania provided an opportunity to see how the findings of the capacity assessment filtered through to the project on the ground. It also demonstrates the usefulness of the capacity assessment in pointing to potential areas of difficulty and indicated that these assessments will prove to be a useful additional tool for project officers when monitoring on-going projects.
- *Budgets:* Small budgets may appear to offer value for money but may also constrain the ability of the project to operate effectively. For example, CSCF 442 has a very small budget (less than £40,000 over three years) and this was considered to offer value for money at proposal stage. In practice, however, the budget is very limited and has presented the organizations with some challenges in terms of hiring adequately trained staff, and ensuring that they have the resources to respond to emerging challenges, including changes in the exchange rate.
- *Organisational Risk:* Small projects implemented by very small organisations may have increased risks. There may be cases, for example, where the local partner is struggling to survive and this makes the project vulnerable.
- *Capacity building:* In previous years, capacity building was considered to be an important part of CSCF projects, but this did not have to be formally

incorporated into a project's logframe. Current Guidelines for the CSCF do now require that capacity building is included as an output and this should make it easier to understand what has changed as a result of CSCF-funding to a specific organization.

- *Cross-cutting issues:* Although many of the projects visited touched on cross-cutting issues such as gender, age, HIV/AIDS and disability, only one of the projects visited had developed a specific strategy to deal with these issues (and, in this case, it was focused solely on gender). Disability, in particular, was often left out of project strategies or dealt within in a reactive rather than proactive manner. For example, people with disabilities may be included in project activities where feasible or an opportunity exists, but the projects did not develop specific strategies for engaging PwDs.

6.7 Lessons and opportunities to strengthen collaboration on civil society

A key objective for DFID's Civil Society Department (CSD)'s visit to Tanzania was to explore opportunities for strengthening collaboration on civil society. This included investigating how centrally managed support for Tanzanian civil society adds value to DFID Tanzania's own programmes, and discussing how DFID Tanzania might become more involved in the CSCF, Governance and Transparency Fund (GTF) and Partnership Programme Agreements (PPAs).

The findings and lessons outlined below should be seen in the context of the broad-ranging and well-functioning programmes for civil society which DFID Tanzania has put in place. For instance, there are significant overlaps in the objectives of the CSCF and Foundation for Civil Society (building capacity of local civil society) and the PPAs and DFID Tanzania's own Strategic Grant Agreements (building relationship around shared strategic goals). In a country office with fewer resources for civil society, the overall value of central funding schemes is likely to be different.

6.7.1 Partnership Programme Arrangements

Until recently DFID Tanzania's engagement with PPA partners has largely happened on an ad hoc basis. However, in the past year the Head of Office has started meeting with the group regularly. So far there have been two meetings: one before the 2008 PRBS Annual Review and another focused on climate change. It is the intention to have 2-4 face-to-face meeting per year.

The Tanzania office sees a need to factor engagement between PPA agencies and country offices into the PPA framework. In their view engagement needs to be made systematic so both PPA partners and country offices can hold each other to account. CSD is currently addressing this through the PPA Part 2 negotiations which will result in an addendum to the MOUs that formalises mutual commitments to each relationship.

As part of the visit, DFID CSD met with PPA partners in Tanzania. When asked about engagement with DFID Tanzania, PPA partners welcomed the new meetings with the Head of Office. They had found the last meeting on

climate change (i.e. with a thematic focus) particularly useful. However, there was some concern that these meetings might ‘fizzle out’ as this had happened in the past. Formalising them in the PPA agreements would prevent this.

6.7.2 Governance and Transparency Fund

Most of DFID Tanzania’s involvement in the GTF has been through the selection process. While there is a significant number of funded projects working in Tanzania, most of them are global projects. The Tanzania office questioned how projects will operate across a large number of countries (for instance there is an Oxfam project covering 18 countries). There was also a perception that, at country level, these projects may become quite small.

DFID Tanzania found it too early to make any assessment of the strategic support the GTF is likely to provide to their programmes, given that most GTF projects are not yet fully operational in Tanzania. The office would consider engaging with GTF grantees as a group. This could take the form of an annual group meeting for GTF, CSCF and PPA partners. Since this is a very diverse group emphasis might be given on some themes of common interests (e.g. capacity building or gender etc).

6.7.3 Civil Society Challenge Fund

DFID Tanzania provides comments on CSCF proposals as part of the annual CSCF selection process. Other engagement is mostly ad hoc. Although the majority of CSCF projects are not closely aligned with the CAP, they may nevertheless offer value in demonstrating DFID support to a range of issues. CSCF projects can also provide the office with examples of key cross-cutting/thematic issues such as gender and HIV/AIDS.

In order to make the CSCF a more strategic tool, it was suggested that country offices might identify themes for projects in their areas. However, given the spread of the CSCF, this would be a labour-intensive and complex process to manage. It would also add an extra layer of complexity for CSOs, many of whom already struggle to understand the broad objectives of the Fund.

DFID Tanzania indicated that CSCF applicants could consult better with country offices. In their experience applicants tend to access information on DFID’s website and the extent to which they are able to understand specific messages is mixed. The office would welcome a dialogue with applicants at the design stage.

DFID Tanzania recognises that there may be CSCF projects that they could usefully tap into. They are discussing ways of tracking centrally-managed support to civil society in Tanzania more systematically in order to be in a better position to identify opportunities. This engagement could take the form of project visits and would feed into the office’s schedule of “reality checks”. For the Civil Society Department this would be a very helpful way of extending the monitoring of centrally funded projects.

6.7.4 On-line Stakeholder Management System

The visit was also an opportunity for CSD to demonstrate the new on-line stakeholder management system and to obtain country office comments and buy-in. The demonstration was part of a lunch-time seminar for all DFID Tanzania staff. FCO and the British Council were also invited.

Feedback on the new tool was positive. The office saw it as a useful one-stop shop for information on specific CSOs which could help them in their own work. They would welcome the development of Tanzania-specific sub-sites for CSOs with a lot of engagement at country level.

6.7.5 Communications and Public Relations

DFID Tanzania's communications are focused in part on a UK audience and in part on Tanzania. As part of the visit, CSD discussed the use of case study material submitted by the CSCF grantees working in Tanzania. The office indicated a willingness to be involved in turning this material into case studies which can be used both within Tanzania, and across DFID. CSD will organise to feed case studies to DFID Tanzania on an annual basis (July).

A discussion with FCO staff also revealed that the FCO is interested in tapping into centrally-funded DFID projects and programmes in order to illustrate what the UK government is supporting in Tanzania. This could take the form of the High Commissioner launching and closing CSCF projects. FCO staff will liaise with DFID Tanzania to keep themselves abreast of opportunities.

Annex 1: Terms of Reference: CSCF Visit to Tanzania**Terms of Reference: CSCF Visit to Tanzania, CSD****1. Background**

The Civil Society Department has traditionally focused on managing a number of central funding schemes (PPA, CSCF, GTF). With the move into Policy & Research Division in 2008, CSD has taken on a broader set of objectives and made the first steps towards stakeholder management. The department recognises the need to engage more with country offices to be able to deliver on these new objectives.

The purpose of the visit to DFID Tanzania is threefold: 1) to build relations with the office with a view to strengthening cooperation, 2) to deepen the CSD Stakeholder Team Leader's understanding of country office work with civil society and project realities on the ground, and 3) to monitor CSCF projects and facilitate lesson learning for local partners and the office.

CSD has identified Tanzania as the destination for this visit because of the areas of collaboration offered by the Tanzania programme's 'rights and accountability' strand, which sees civil society as an important player, and the and the considerable amount of CSCF projects that CSD is currently funding in this country (10 in total).

Lone Sorensen, CSD Stakeholder Team Leader, will be undertaking the visit. She will be accompanied by Ceinwen Giles from Triple Line, the external consultancy which is contracted to do proposal assessment and performance appraisal for the CSCF.

1. Scope of visit and objectives

- Build relations with DFID Tanzania to strengthen cooperation and further civil society work
 - Meet the office. Outline objectives of Civil Society Department.
 - Demonstrate new CSO stakeholder management system - to raise awareness of how the system can be of use as a tool in DFID Tanzania's work and get the office's buy-in as readers and contributors.
 - Discuss current priorities and areas of mutual cooperation, including:
 - Stakeholder management
 - What it means for CSD to be part of PRD – and the potential benefit for country offices
 - Work with faith, Diaspora, trades unions, small CSOs

- PPA Part II (addendum to each PPA which will describe the PPA partner/DFID strategic relationship and mutual accountability commitments) – opportunities for DFID Tanzania.
 - Current CSCF projects in Tanzania. How do they fit in with DFID Tanzania’s overall strategy? Are there any concerns? Explore the possibility of DFID Tanzania taking on some responsibility for monitoring.
 - The link between CSCF and other centrally funded initiatives working together in a country context (e.g. Governance and Transparency Fund).
 - The potential relationship between CSD partners and DFID Tanzania’s new Accountability in Tanzania (AcT) Programme.
 - The office’s support for the ‘Foundation for Civil Society’. How does the work of the foundation interface with CSD’s programmes? For the CSCF in particular, how can we ensure there is supported projects are harmonised. How can we share lessons on voice and advocacy?
 - Concerns/areas for improvements for CSD.
- Hold a meeting for local PPA organisations to update them on the PPA reform, focusing particularly the PPA Part 2 discussions. With DFID Tanzania’s permission, use the meeting to explore if local PPA partners would like a more systematic relationship with the office.
 - With DFID Tanzania’s permission and help, engage with relevant staff at the British Embassy to raise awareness of CSD’s work in Tanzania and explore possible involvement in e.g. publicity events (openings) and monitoring.

CSCF specifically

- Visit four CSCF projects in Tanzania to assess how there are performing. Each project visit will last up to two days. Invite DFID Tanzania to accompany visits.
- Document the extent to which the four projects are contributing to the overall objectives of the CSCF and Tanzania CAP.
- Facilitate a lesson learning event which will give CSCF local partners the opportunity to share lessons and through that contribute to their capacity building. Invite DFID TANZANIA to participate.
- To gather evidence with a country perspective that will allow CSD to identify recommendations on project management, partnerships and capacity building which can feed into the CSCF guidelines - through individual project visits and a group event.
- Extract evidence from project visits and lesson learning event that can feed into the refining the purpose of Triple Line’s performance assessment work (both desk-based reviews and field visits).

- Collect/verify material for case studies.

3. Outputs

On return, produce a visit report which details:

- Purpose of visit and country context
- Outcome of discussions with DFID Tanzania around collaboration
- Assessment of individual CSCF projects
- Lessons from project visits, the event for local partners and discussions with DFID Tanzania
- Recommendations for the CSCF

3. Approach and methodology

The overall approach will be meetings and visits to projects. A final event will be held to meet current CSCF project partners and have a round table discussion on lessons learnt. CSD will make all arrangements but will welcome help with logistics from DFID Tanzania.

5. Timing and duration

The preparation for the visit will be carried out in January and February 2009. The visit will be from 9 March – 20 March 2009. The report will be written up on return from the visit by CSD/Triple Line and be submitted in draft to Lone Sorensen within 3 weeks from the end of the visit. CSD will consult with DFID Tanzania before agreeing the final report.

**Civil Society Challenge Fund (CSCF)
Contract No. Cntr 06 7304****Terms of Reference: CSCF Visit to Tanzania, Triple Line****2. Background**

Triple Line Consulting hold a contract with DFID to carry out services in support of the CSCF. One of the TOR for this contract is to take part in project monitoring visits to CSCF-funded projects. This TOR relates to the visit to be undertaken in Tanzania in March 2009.

3. Scope of work and objectives

- Visit four CSCF projects in Tanzania to assess how they are performing. Each project visit will last up to two days. Given the short duration of the visits, DFID will not be expecting a full evaluation but rather a basic feel for the extent to which the projects are on track and meeting their objectives.
- Document where possible the extent to which the four projects are contributing to the overall objectives of the CSCF.
- To co-facilitate a lesson learning event which will give CSCF local partners an opportunity to share lessons and through that contribute to their capacity building.
- To gather evidence with a country perspective that will allow CSCF to identify recommendations on project management, partnerships and capacity building which can feed into the CSCF guidelines - through individual project visits and a group event.
- Extract evidence from project visits and lesson learning event that can feed into the refining the purpose of Triple Line's performance assessment work (both desk-based reviews and field visits).
- Support CSCF programme manager to develop an understanding of project realities on the ground.
- On return, produce a visit report which details:
 - Purpose of visit and country context
 - Assessment of individual projects
 - Lessons from project visits and event for local partners
 - Recommendations for the CSCF

3. Approach and methodology

3.1 The overall approach will be visits to projects as arranged by DFID. A final event will be held to meet current CSCF project partners and to have a round table discussion on lessons learnt.

5. Timing and duration

5.1 The preparation for the visit will be carried out in March 2008. The visit will be from 9th to 20th March 2009. The report will be written up on return from the visit and be submitted in draft to Lone Sorensen within 3 weeks from the end of the visit. DFID will have two weeks to comment on the draft report.

Triple Line will complete the final version within one week of receiving comments.

Annex 2: Itinerary

Date	Activity	Organisation and project
8 March 2009	Travel to Tanzania	N/A
9 March 2009	Meeting with IET staff and consultants. Visit to training for health and safety trainees	IET, CSCF 406
10 March 2009	Consultant: Discussions with key informants on civil society in Tanzania DFID: Meetings at DFID Tanzania office	IET, CSCF 406
11 March 2009	Consultant: Visit to construction site; meeting with CRB representatives; interviews with trainees; meeting with trainers; discussions with project staff. DFID: Meetings at DFID Tanzania office	IET, CSCF 406
12 March 2009	Travel to Moshi Discussions with Village-to-Village Tanzania; meeting with District PLWHA group; meeting with village-level PLWHA group.	V2V Tanzania, CSCF 442
13 March 2009	Travel to Same District Meeting with District level officials; Discussions with KIKUHE staff, debriefing session with V2V staff	V2V Tanzania, CSCF 442
14 March 2009	Reporting and note writing. Preparation for Lesson Learning Event	All
15 March 2009	Off	N/A
16 March 2009	Meeting with KWIECO staff Field visit	KWIECO, CSCF 446
17 March 2009	Site visit with KWIECO Wrap up meeting with KWIECO Managing Director and Project Coordinator	KWIECO, CSCF 446
18 March 2009	Visit to Marie Stopes Tanzania Offices. Meeting with Project Staff	Marie Stopes Tanzania, CSCF 369
19 March 2009	Field Visits to MST outreach sites	Marie Stopes Tanzania, CSCF 369
20 March 2009	Lesson Learning Event (9:30AM – 3:30PM)	Held at DFID Tanzania

Annex 3: List of people met during project visits

CSCF 406: Engineers against Poverty/Institution of Engineers Tanzania	
Julius Kabyemera	President IET/Project Coordinator
Swaray Kasera	Assistant Coordinator
Chris Hanlon	Trainer
Victor Kassian	Assistant Coordinator for the project
Melania Kamugisha	Engineer/Trainer in H&S
Flora Mwonbeki	Assistant Registrar, CRB
Joseph Malongo	Assistant Registrar, Research, CRB
Boniface Charles Muhegi	CEO and Registrar, CRB
Godfrey Kazi	CRB trainer
Elibariki Meliara	Trainer
Ann Ngondo	Union organiser (TAMICO)/Trainer
CSCF 442: Village-to-Village UK/Village-to-Village Tanzania	
Gerald Sakaya	HIV/AIDS Project Coordinator
Paul Tieno	Project Assistant
Darran Tunstall	Director, Village-to-Village Tanzania
Helen Mmabakwai	Council AIDS Coordinator (Same District)
Enighenja Joshua	Community Development Officer (Same District))
Bryson Anderson Manento	Chairman, KIKUHE
Emmanuel Rubin Msinga	Former Chairman, KIKUHE
Others met: District-level PLWHA group, village-level PLWHA group	
CSCF 446: APT Enterprise Development/KWIECO	
Epifania Minga	Project Coordinator, KWIECO
Mapueth Manyanga,	Project Accountant, KWIECO
Elizabeth Minde, Managing Director	Managing Director, KWIECO
Anna Kisanga	Community Worker, KWIECO
Morice Yenance	Community Worker, KWIECO
Jacqueline J. Tasimo	Legal Officer, KWIECO
Stuart Nathaniel	Enterprise Officer, KWIECO
William H. Msuya	Kufila Ward Reconciliation Committee
Athumani Salehe	Kufila Ward Reconciliation Committee
Twaiba Nasibu	Kufila Ward Reconciliation Committee
Rose Daniel	Kufila Ward Reconciliation Committee
Ibrahimu Mlavwasi	Kufila Ward Reconciliation Committee
Anna E. Mwangi	Kufila Ward Reconciliation Committee
Saidani Ibrahimu	Upendo Women's Group, Kufila
Bituni Hemedi	Upendo Women's Group, Kufila
Saida Bakari	Upendo Women's Group, Kufila
Shari Aly	Upendo Women's Group, Kufila
Swalihina Rajabu	Upendo Women's Group, Kufila
Shufaa Athumani	Upendo Women's Group, Kufila
Fathila Hoseni	Upendo Women's Group, Kufila
Akashi Seseki	Upendo Women's Group, Kufila

Tatu Juma Katibu	Upendo Women’s Group, Kufila
Sauda Juma Muhazina	Upendo Women’s Group, Kufila
CSCF 369, Marie Stopes International/Marie Stopes Tanzania	
Bernard Nyamwaya	Finance Director, MST
Nicombolwe Kidagho	Senior Project Accountant, MST
Mama Lila	Bagamoyo District Reproductive and Child Health Coordinator
Justine Coulson	MST Country Director
Rahel Belete	Operations Director
Hoka Panya	Head of Projects

Annex 4: Agenda - Lesson Learning Event for Partners in Tanzania

Date: 20 March 2009 (9:30 – 15:30)

Venue: DFID Tanzania Offices, Dar es Salaam

Agenda:

9.30 – 10.00 Welcome and introductions

10.00 – 10.45 Overview of CSCF objectives and portfolio. Brief discussion.

10.45 – 11:30 Discussion on the following topics

1. UK partnership and role - Specific kinds of added value in working with UK partners. Actual relationship and aspirations for role of UK partners. Role of other international partners? [15 minutes]
2. Local partnerships – building networks and relationships towards combined outcomes. [15 minutes]
3. Capacity Building/empowerment – how has this been done, by whom and for whom? What change can be noticed as a result of the capacity building? [15 minutes]

11:30 – 11:40 Comfort Break

11:40 – 12:40 Groups discussions on Advocacy

- a. How has work to claim rights affected your advocacy work and strategy?
- b. How are you working with other organisations on advocacy work (strategic alliances)?
- c. Examples of impact, challenges and opportunities (at local and national level).

12:40 – 13:00 Discussion on sustainability

What strategies are effective in promoting sustainability? What works well? What doesn't work so well? How are innovation and sustainability linked/balanced?

13:00 – 14:00 Lunch

14:00 – 15:00 Lessons in relation to Monitoring and Evaluation

Who is doing this, how, for whom? What has worked well and what has not and why?

15:00 – 15:30 Recommendations from CSCF partners to DFID and general questions and answers

Annex 5: List of Participants at Lesson Learning Event

CSCF No	UK Organisation	Tanzanian Partner	Name	Email
345	Interact Worldwide	(Chama Cha Uzazi Na Malezi Bora) OR UMATI	Martha Mlangi (UMATI)	marthamlangi@yahoo.com
362	FARM Africa	TAPHGO, Kipoc Barabaig, CHAWABA	Mwita Mchuni (Farm Africa)	mwitam@iwayafrica.com or mchunimwita@yahoo.com
369	Marie Stopes International	Marie Stopes Tanzania	Hoka Panya Mbundi (MSI)	hpanya@mst.or.tz
381	Camfed	Camfed Tanzania	Professor Penina Mlama (CAMFED)	pmlama@camfed.org
406	Engineers against Poverty	The Institution of Engineers Tanzania (IET)	Julius Kabyemera (EIT)	kabyej@yahoo.com
428	APT Enterprise Development	KWIECO	Epifania Minja (KWIECO)	minjaepi@yahoo.co.uk
442	Village-to-Village UK	Village-to-Village Tanzania, KIKUHE	Gerald Sakaya (Village to Village)	Gerald@village-to-village.org.uk
453	Environmental Investigation Agency	The Wildlife and Conservation Society of Tanzania, Journalists' Environmental Association of Tanzania (JET)	Paul Nnyiti (Wildlife Conservation Society of Tanzania)	paul_nnyiti@yahoo.co.uk
N/A	Foundation for Civil Society	N/A	Marilyn Elinewinga	
N/A	Foundation for Civil Society	N/A	Martha Olotu	

Annex 6: CSCF-funded projects in Tanzania

No.	CSCF Number	Project Title	UK CSO
1	CSCF 1	Jijenge Reproductive Health Rights	African Medical and Research Foundation (AMREF) UK
2	CSCF 28	Adolescent Reproductive Health Rights	Interact Worldwide
3	CSCF 37	Institutional Development of NGOs	Transform
4	CSCF 56	Rights Programme	Agency for Co-operation and Research in Development (ACORD)
5	CSCF 57	Giving Disabled People a Voice in Tanzania	Action on Disability and Development (ADD)
6	CSCF 58	Gender Equity & Children's Rights - Primary Education	Aga Khan Foundation
7	CSCF 59	Older Women's Programme on Witchcraft Allegations	HelpAge International
8	CSCF 60	Advocating for Female Genital Mutilation (FGM) Eradication	World Vision UK
9	CSCF 61	Advocacy and Rights	African Initiatives
10	CSCF 62	Local Development Organisation Support	Concern Worldwide
11	CSCF 65	African Regional Reproductive Health Forum*	International Family Health
12	CSCF 129	Kiteto Partnership, Water, Sanitation & Hygiene Programme	WaterAid
13	CSCF 147	Community Livelihood Improvement Project (CLIP)	Concern Worldwide
14	CSCF 156	Older Peoples' National Advocacy Programme	HelpAge International
15	CSCF 157	Sustained Improvements, Dodoma Region	WaterAid
16	CSCF 218	Enhancing the Capacity of Civil Society*	International Forum for Rural Transport and Development
17	CSCF 274	Rights of Wheelchair Users in Uganda, Tanzania, Zimbabwe*	Motivation Charitable Trust
18	CSCF 307	Empowering Deafblind People in East Africa*	Sense International
19	CSCF 320	HIV/AIDS East and Central	Scottish Catholic

		Africa Advocacy Project*	International Aid Fund (SCIAF)
20	CSCF 329	Promoting the rights of people living with HIV/AIDS in Tanzania	VETAID
21	CSCF 345	Young Voices for Change	Interact Worldwide
22	CSCF 349	Enhancing civil society's role in ensuring that the development of horticulture and floriculture in east Africa benefits poor women workers*	Women Working Worldwide
23	CSCF 362	Northern Tanzania Pastoralist Programme	FARM-Africa
24	CSCF 369	Creating an Enabling Environment for Young People	Marie Stopes International
25	CSCF 370	Rights-based Livelihood Programme	Concern Worldwide
26	CSCF 371	Supporting sustainable pastoralist livelihoods in Tanzania	VETAID
27	CSCF 376	Jaboya: Increasing Social Cohesion & Equity*	Interact Worldwide
28	CSCF 381	Extending Girls' Access to Education in Tanzania	Camfed International
29	CSCF 392	Developing Global Partnerships to Improve Health Capacity in Less Developed Countries*	Tropical Health Education Trust
30	CSCF 406	Strengthening construction workers' rights in Tanzania	Engineers Against Poverty
31	CSCF 427	Realising the rights of PLWHA in Tanzania: Towards Universal Access to Care & Treatment	African Medical and Research Foundation (AMREF) UK
32	CSCF 428	Women fight inequality and destitution in Tanzania	APT Enterprise Development
33	CSCF 442	Entitlements through activism: mobilising PLWHA in Tanzania	Village-to-Village UK
34	CSCF 453	Improving governance of forest resources in Tanzania through increased civil society participation	Environmental Investigation Agency
35	CSCF 471	Children's rights in Africa*	Healthlink Worldwide