



**NORWEGIAN CHURCH AID**  
**actalliance**

## **Country plan 2011-2015**

### **Tanzania**

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**Abbreviations:**

AEE	African Evangelical Enterprises
BAKWATA	Baraza Kuu la Waislamu Tanzania (National Council for Muslims)
CCT	Christian Council of Tanzania
CSO	Civil Society Organisation
ELCT	Evangelical Lutheran Church in Tanzania
FBO	Faith based Organisations
FGM	Female Genital Mutulation
GBV	Gender Based Violence
GNRC	Global Network for Religion for Children
HKC	Haki Kazi Catalyst
IOP	Ilula Orphan Program
IRCPT	Inter Religious Council for Peace Tanzania (former WCRP Tanzania)
MVC	Most Vulnerable Children
PETS	Public Expenditure Tracking
PLWHA	People living with HIV and AIDS
RBA	Rights Based Approach
REDD	Reduced Emissions from Deforestation and forest Degradation
TANERELA	Tanzania Network of Religious leaders living With HIV and AIDs
TEC	Tanzania Episcopal Conference
TEDG	Tanzania Ecumenical Dialogue Group
TGNP	Tanzania Gender Networking Program
YWCA	Young Women Christian Association
VICOBA	Village Community Banks
WIA	Women in Action
WLAC	Women Legal Aids Center

# NCA Country plan 2011 – 2015 Tanzania

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## - Part I: Strategy -

### 1. CONTEXT ANALYSIS

This Country Programme Plan 2011-2015 is the third since NCA's establishment in Tanzania. This country plan spells out the NCA vision and direction for the next five years. The plan will take into consideration the political, economic and social changes that have taken place over the last five years of NCA's operations in Tanzania.

Integral to this plan is NCA's recognition that despite the positive trends registered by the government and other actors in regards to putting in place favourable macro-economic policies, Tanzania is still a less developed country with wide spread poverty and social challenges that face its population especially in the rural areas. The 2009 United Nations Development Program Human Development Index ranked Tanzania 151 out of 182 countries

The Country Plan builds on the experiences and lessons that we have learnt from our partners as they continue executing the activities that NCA supports across the Country. Special interest will be on result oriented delivery of our projects and monitoring how these results transform ordinary lives.

The country plan outlines our strategic priorities and programs, expected results and indicators of success that will form the basis of our operations in the future.

#### 1.1 Analysis of Main Rights Deficits

Tanzania is often characterized as a peaceful and united society. There is political stability and a sound macroeconomic performance. But we also find incomplete transitions in its political and economic systems and a structural lack of accountability. Hence there is a danger that the structural shortcomings may undermine the stability. There have been incidents of growing religious and religion linked tensions in Tanzania. These two trends shows that the historical peaceful co-existence of these two majority religious groups should not be taken for granted.

The macro-economic indicators show that Tanzania has maintained a positive trend registering an average economic growth of above 5% between 2000 and 2008. However this economic growth rate is far below the optimum economic growth of above 10% which is required to reduce the level of poverty in the country. As a consequence the level of poverty in the country remains relatively high.

The three key duty bearers in an analysis of gaps in participation in decision making are; (i) government structures (ii) traditional authorities and (iii) church structures. The issue of gender inequalities and gaps in participation of women figures within all three levels. The strategic key towards addressing the participation deficit is the potential of constructive engagement with each level as the potential of interaction between the three levels of duty bearers.

#### *Livelihood and trade*

According to the House Hold Budget Survey 2006/07 <sup>1</sup>over 33.3% of Tanzanians are still below the basic poverty line and 16.5% below the basic food poverty line. Poverty in the rural areas remains above 37.4% compared to 24.1% in the urban areas and 16.2% in Dar as Salaam. The life expectancy at birth has also reduced from 53 in the nineties to 43 years due to adverse economic living conditions, HIV and AIDS, declining social

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<sup>1</sup> National Bureau of Statistics Tanzania

service delivery and weakening community structures to provide the basic safety nets like food, medicine and care.

In a government report on the Views of the People (VoP) released in 2007 from a survey conducted to assess the perception of the people on economic growth, income poverty, quality of life and social wellbeing, more people appear to be worse off.<sup>2</sup> In all income groups, including the poor, more people perceive falling rather than rising living standards, and most Tanzanian adults consider the cost of living to be a major problem (particularly costs of food). The VoP reveals widespread public concern on the incidence of corruption but it also reveals that two fifths of the population feels the government is doing a commendable job to curb corruption. Clearly, public spending on basic social services is still needed, with available resources utilized effectively and efficiently.<sup>3</sup>

In Tanzania, where 60-69 per cent of the population do not have access to the formal banking system (Kessy and Urio 2006:1) the need of alternatives sources of credit is severe. The formal banking system, although existing does not reach most of the Tanzanian population; most people are unable to use the services provided. When asked about the desired government assistance to improve agricultural production, 21 % of the poorest farmers said that access to loans and credits was necessary (United Republic of Tanzania 2007:18).

#### *Resources and Finance*

Tanzania large scale mining started in the 1998. From that time mining has been the fastest growing sector of the economy. Minerals now account for nearly half the country's exports and Tanzania is Africa's third largest gold producer. Mineral contribution to GDP is however limited to 3,5%. The number in itself underlines the importance of reversing the situation and make sure that the mining sector's contribution to development is proportional to what mining companies reap from the country.

The impact of large scale mining on the local environments is a growing concern since the quality of land and water is critical for the local population. A report commissioned by the CCT, TEC and BAKWATA with support from the NCA indicates that both water and land surrounding some of the largest mines, especially North Mara, are polluted with heavy metals<sup>4</sup>.

Many positive policies and acts have been passed to secure the basis for an accountable and transparent government. These positive developments are however challenged by a perceived and experienced reality within the population of rapidly escalating corruption and lack of ability or will to implement the policies. Corruption is a major concern, likewise the limited capacity for implementation of national policy and provisions.

#### *Gender Based Violence*

Women and men are equally entitled to protection under the Tanzanian Constitution. Tanzania has also ratified the ICCPR (International Covenant on Civil and Political Rights) which guarantees equal protection under the law without distinction (Article 14-16). Tanzania has also signed and ratified the Convention on the Elimination of all forms of

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<sup>2</sup> United Republic of Tanzania (URT): Views of the People (VoP): Tanzanians give their opinions on Growth and Reduction of Income Poverty, their quality of life and Social Wellbeing and Governance and Accountability, MKUKUTA Monitoring Systems, Research Analysis Working Group & Communications Technical Working Group, Ministry of Planning, Economy and Empowerment, December 2007, pg63

<sup>3</sup> ibid

<sup>4</sup> Norwegian University of Life Sciences IPM report 2009 by Åsgeir Almås and Mkabwa Manoko: Investigation of trace metal concentration in soil, sediments and waters in the vicinity of Geita Gold Mine and North Mara Gold Mine.

Discrimination Against Women. The reality on the ground is that there are serious violations of the right to protection for many. Despite the positive strides that have been registered in the fight against gender discrimination, violence against women remains a very common practice particularly in the rural areas. There are still wide spread cases of subjecting women to inhuman degrading treatment like wife battering, Female genital mutilation (FGM) has been prohibited by law in Tanzania since 1998, but the law has not been effectively enforced. The *Tanzania Demographic and Health Survey 2004-05* indicates that it is common in several regions including Manyara, where 81 percent of women have undergone some form of FGM, followed by Dodoma, where approximately 68 percent of women have undergone the process. The net enrolment ration between boys and girls, women to men in school and the public service respectively is still tilted in favour of men. Pregnancy and teenage marriage contribute to the high number of drop out of schools even though the minimum marriage age under the Marriage Act 1971 is 18 for males and 15 for females. Working to strengthen the institutional machinery for implementing gender goals are important, but cultural factors still strongly influence the ability of Tanzanian women to realize their potential in economic life. Cultural norms govern prevailing attitudes and beliefs. They include the subordination of women to men, and have a pervasive impact on social and economic life, and on how laws and regulations operate in practice.

#### *Social mitigation of HIV and AIDS*

Around 1.3 million people are living with HIV in Tanzania, which the Tanzanian government equates to an overall HIV prevalence of 5.7 percent<sup>5</sup>. Although this percentage has recently fallen slightly, the epidemic's severity differs widely from region to region, with some regions reporting a prevalence of less than 2 percent (Arusha) and others as high as 16 percent (Iringa). Despite medication to control the disease being available free of charge from selected public health facilities throughout the country; ART rollout has reached only 21,5% of PLHIV<sup>6</sup> (WHO, 2007). Women in Tanzania are particularly affected by HIV and AIDS. In 2008, women comprised over 60 percent of people living with HIV. Among the 15-24 age group, this figure rises to 75 percent<sup>7</sup>. Women tend to become infected earlier, which is partly due to the tendency of women to have older partners or get married earlier. Stigma and discrimination against PLWHA is still a problem and results indicate that shame-related HIV stigma is strongly associated with religious beliefs such as the belief that HIV is a punishment from God or that PLWHA have not followed the Word of God<sup>8</sup>. Faith-based organizations (FBOs) have been shown to both foster HIV stigma as well as mitigate it. According to the 2007-2009 HIV and Malaria Indicator Survey there are 130,000 children living with HIV and almost 1 million children orphaned by AIDS in Tanzania<sup>9</sup>. Grandmothers and other relatives often provide invaluable support to orphans, but they are still more vulnerable to poverty, sexual abuse and poor nutrition than children who live with both their parents. In Tanzania every year about 300,000 pupils leave primary education quite early (age 13 - 17yrs) and a significant proportion migrates to large towns like Dar es Salaam in search of employment. These youth and especially the female, become very vulnerable because they end up getting employment, which is poorly paid and in turn have to supplement their meagre income through unsafe sexual practices.

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<sup>5</sup> UNGASS/TACAIDS (2010) 'UNGASS Reporting for 2010: Tanzania Mainland and Zanzibar'

<sup>6</sup> Tanzania UNGASS reporting for 2010

<sup>7</sup> TACAIDS (2008, November) 'Tanzania HIV/AIDS and Malaria Indicator Survey 2007-2008'

<sup>8</sup> BMC Public Health. 2009; 9: 75. "Religion and HIV in Tanzania: influence of religious beliefs on HIV stigma, disclosure, and treatment attitudes".

<sup>9</sup> TACAIDS (2008, November) 'Tanzania HIV/AIDS and Malaria Indicator Survey 2007-2008'

### *Climate Change Adaptation*

The adverse impacts of climate changes are already having their toll in the livelihoods of people and in the sectors of the economy in the country. The recent severe droughts which hit most parts of the country leading to severe food shortages, food insecurity, water scarcity, hunger and acute shortage of power, generated from hydro power, signify the vulnerability of the country to impacts of climate changes. Predictions show that the main daily temperature will rise by 3C-5C throughout the country and the mean annual temperature by 2C-4C<sup>10</sup>. There will also be an increase in rainfall in some parts while other parts will experience decreased rainfall. Predictions further show that areas with bimodal rainfall pattern will experience increased rainfall of 5%-45% and those with unimodal rainfall pattern will experience decreased rainfall of 5%-15%. All these changes will aggravate the situation leading to increased vulnerability of the communities to the impacts of climate change and also affecting the sectors of the economy especially agriculture, water, energy, health and forestry<sup>11</sup>.

Tanzania is endowed with large and valuable forest resources. About 33.5 million hectares is forests and woodlands. Out of this total area, almost two thirds consists of woodlands on public lands which lack proper management. However, Tanzania is facing serious environmental degradation problems. Among the most important ones are deforestation and forest degradation. This is partly due to unsustainable land-uses such as shifting agriculture, but more so because of the relationship between environmental degradation and poverty in attempts to satisfy basic needs like collecting fuel woods and charcoal production. The consequences have been loss of biodiversity and general decline of forest products and services such as fuel wood, and water catchment values. It is in this context that Tanzania has embarked on Reduced Emissions from Deforestation and forest Degradation (REDD) initiative. In Tanzania REDD initiative is taken as an opportunity that will contribute to the efforts towards ecosystem management and poverty reduction through sound forest management.

## **1.2 Role of local civil society and FBOs (in the context of state and market)**

There has been a tremendous growth in non-governmental organizations in Tanzania over the last decades. There is a high density of Civil Society Organisations (CSOs) in urban areas such as Dar es Salaam, Arusha and Dodoma. There are however very few strong, member based grassroots organisations. The great majority of Tanzanians do not belong to formal organisations. The Tanzanian Government has welcomed organisations that provide service delivery, but has been, and still seem to be, sceptical towards some of the advocacy NGOs. The challenge for CSOs in Tanzania is how they can effectively foster democracy without being regarded as "political" and thereby risking the loss of registration. The state may deregister NGOs that seek to enter the political arena, given that democracy is considered a "political" issue. Resolving this dilemma involves efforts to limit the state's control over civil society. Most organisations are also donor dependent.

Lately we have witnessed an increased interaction between parliamentarians and CSO. Especially related to the process around the new mining act the CSO seemed able to have both the capacity and the knowledge to influence the process. A number of parliamentarians interacted with CSO and made use of their capacity in the decision making process. The main challenge is however to enhance popular participation and to support processes which mobilizes local resources.

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<sup>10</sup> National Adaptation Program of Action, Tanzania 2007

<sup>11</sup> National Adaptation Program of Action, Tanzania 2007

Faith-based organisations (FBOs), especially of Christian and Muslim denominations, have long-established networks of grassroots congregations and organisations that date back to the pre-colonial era. Current estimates show that FBOs provide almost 50% of services in the education and the health sector. Religion and religious belief are increasingly recognized as factors influencing peoples' priorities and shaping their concepts of life with dignity. Religious belief is also increasingly recognized as moral capital and a motivating force in community development. Faith offers hope and courage in overcoming fear and powerlessness. The involvements by the Faith Based Organizations on many issues are of significant importance as they are the custodians of moral values for large groups of the population. Values and attitudes rooted in faith can be mobilized for transformational development. Faith actors often have access to large constituencies. Even in the poorest and most remote areas, people organize themselves for religious practice. Religious leaders are listened to and represent institutions with the potential to challenge and counter-balance injustice.

### **1.3 NCA's comparative advantages in country**

NCA's comparative advantage in Tanzania is linked to its commitment to partner with different FBOs. NCA's core partners comprise of large FBOs like the Christian Council of Tanzania, the Evangelical Lutheran Church of Tanzania, the Tanzania Episcopal Conference and the national Muslim Council of Tanzania. NCA Tanzania's has succeeded in strengthening the poverty eradication focus among FBOs and to spur their capacity to engage in governance and economic justice issues. NCA's contributed to strengthen the inter-faith movement with joint advocacy initiatives and coordinated work on the ground.

The successful Mining advocacy work championed by NCA supported FBOs since 2007 indicates that FBOs are taking more roles to advocate for the rights of marginalized communities. Since 2005 the NCA through its partners has contributed towards reduction of income poverty at household level in its operational areas. Reports from our partners indicate that the volume of financial resources mobilized through NCA supported VICOBA groups were 800 with the volume of shares totalling Tsh1.7billion<sup>12</sup> (approx NOK 8 million). This money has been loaned out to VICOBA group members to start micro-enterprises and income generating activities at household level from Geita District in Mwanza to Mamba village in Lushoto district; it is evident that the investments from VICOBA groups are transforming ordinary lives of its members<sup>13</sup>. The majority of the VICOBA members are women in order to give them opportunities to become more active in economic life and enable them to take care of their families. NCA also use VICOBA groups to introduce activities such as interfaith dialogue, accountable governance (PETS), women rights and social mitigation of HIV and AIDS. Hence it serve both to lift people out of poverty, as a means of rural empowerment, as a mechanism for spreading knowledge and as a way to keep the local leaders accountable for their actions.

The historical and current engagement of NCA in Tanzania has developed good relationships and confidence, particularly with the FBOs and interfaith structures. The positive nationwide image that NCA has established is a key strength for championing trust-building and developing co-operation with a diversity of partners.

NCA's comparative advantage in Tanzania is also linked to its commitment to building bridges between knowledge organizations and constituency based organizations. Indeed,

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<sup>12</sup> NCA Country Program Annual Report 2008, pg 6. Also reported in NCA Country Program Periodic Narrative Report- January-June 2009

<sup>13</sup> NCA Field Monitoring Report 2009

NCA's involvement in empowering FBOs to access critical information and resources to strengthen their advocacy work. Furthermore our present partners have the potential of raising awareness and mobilizing a large number of people in the communities on issues like Gender Based Violence, HIV and Aids, Climate Change Adaptation, Accountable Governance and Economic Justice.

## **1.4 Relevance in relation to development priorities**

### **1.4.1 Relevance to national policies, plans and priorities**

The NCA does not operate in isolation to the Tanzania government policy frame work. NCA finds it prudent to work under the existing government development policy framework revolving around the National Strategy for Growth and Reduction of Poverty (NSGRP), hereafter phrased by its Kiswahili acronym MKUKUTA. This strategy is the development framework forms part of Tanzania's efforts to deliver on its national Vision 2025. A review of MKUKUTA is due in 2010 and will lay the basis for a revised MKUKUTA II. The focus is outcome orientated and organized around three clusters: This national economic development plan is modelled along three main clusters

- Cluster I: Growth and Reduction of Income Poverty
- Cluster II: Improvement of Quality of Life and Social Wellbeing
- Cluster III: Accountable Governance and Accountability

The NCA will continue designing its program along these three clusters. NCA has also taken into consideration the following Tanzanian public policies:

- Tanzania Development Vision 2025
- National Policy on HIV/AIDS
- National Guidelines for Community Based Care, Support, Protection of Orphans and Vulnerable Children
- The Tanzania National Water Sector Development Strategy
- Rural Development Strategy
- Community Development Policy
- The Mineral Policy of Tanzania
- National Adaptation Program of Action, Tanzania 2007

### **1.4.2 Relevance to Norwegian development objectives**

Tanzania has for over 30 years been among the development partners of Norway and is at present one of Norway's main partner countries. Poverty reduction through Good Governance together with natural resources and environment, energy and health are outlined as key areas. Norway has been a contributor to the civil society sector in Tanzania by supporting various CSOs for a number of years in order to increase the impact of their work. The civil society is seen as one of the key engines driving development processes in Tanzania.

The policy and thematic priorities of the Norwegian Embassy and NCA continue to be compatible. The Strategic Partnership Agreement NCA Tanzania and the Norwegian Embassy enabled NCA to expand its activities and programs in Tanzania. The strategic partnership with NCA was meant to bring an extra dimension to the overall Norwegian support to Tanzania. NCA had a strategic position in terms of having good access to the community level through its network and partnerships with faith-based organisations.

## **2. MAIN INTERVENTION STRATEGIES**

The NCA mission in the next five years will be to work closely with its partners to address some of the socio-economic challenges and problems that currently face citizens of Tanzania.

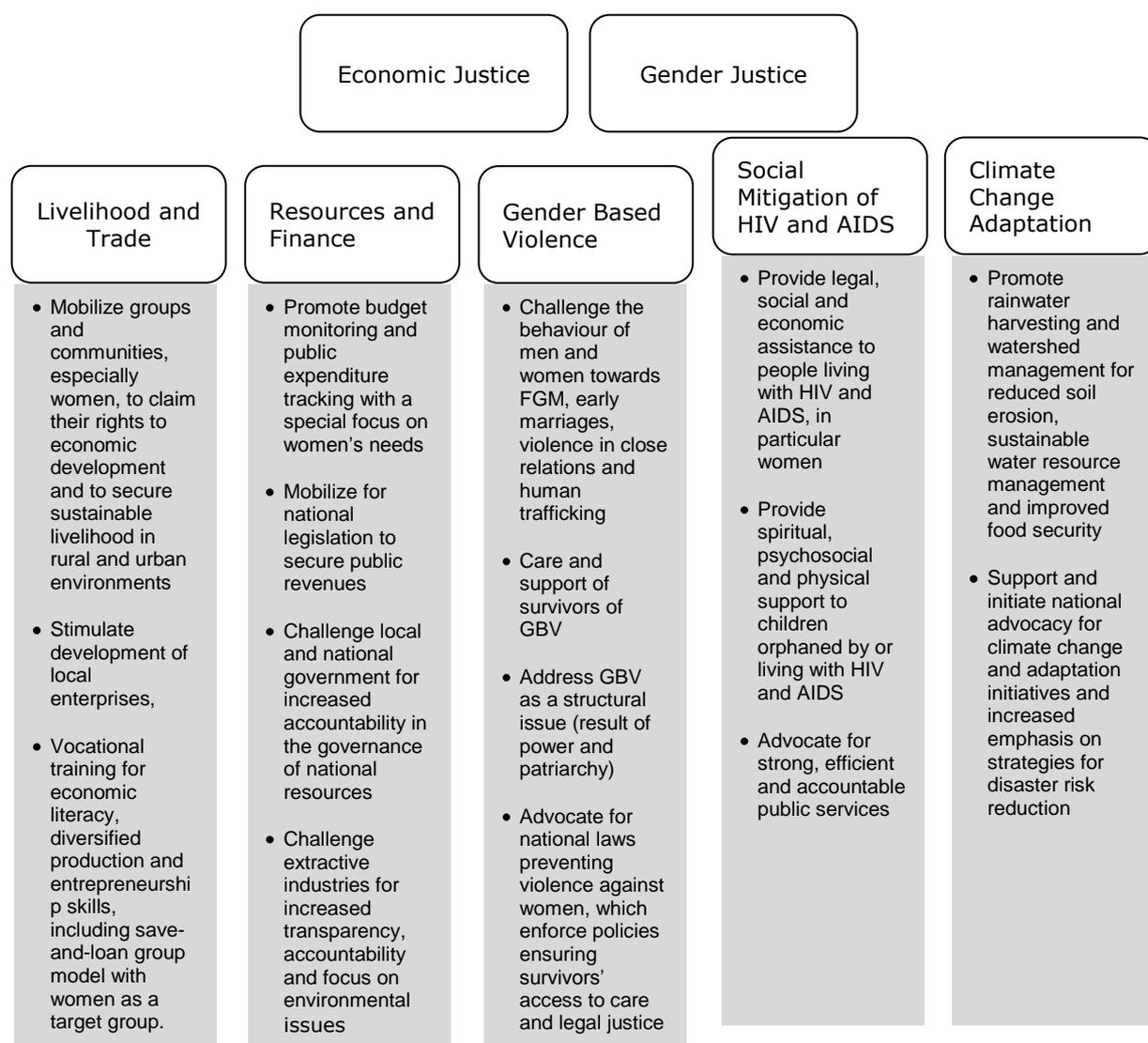
During the next five years, the NCA will continue focusing on thematic areas that formed the basis of our operations between 2005 and 2009. A new Country Strategy Plan for NCAs work in Tanzania was developed late 2009, for the period 2010 – 2012, focusing more on strengthening the already existing VICOBA groups with entrepreneurship skills. This new plan also outlined a sharper focus on Climate Change Adaptation, including this particular area as a new and separate program. In order to adjust to the NCA Global Strategy 2011 – 2015, slight adjustments have been made to this, included a stronger focus on tax and capital flight. The experiences learnt from the monitoring visits, evaluation reports, The NCA Global Strategy (GLS) 2011 – 2015, Annual Partnership meetings and Consultative meetings has formed the basis for developing this Country plan 2011 – 2015, and will provide benchmarks for NCA's next operations.

### **2.1 Strategic Priorities and Programmes**

In the next five years Economic Justice will continue being our first strategic priority, together with Gender Justice. By focusing on Economic Justice, Norwegian Church Aid Tanzania aims to increase the capacity of Civil Society especially Faith Based Organizations to address poverty and inequality *and* to advocate for justice and accountable governance. A focus on *Gender Justice* expresses a commitment to work towards equal rights, opportunities and outcomes for men and women in all areas of life.

Strengthening of the inter-faith movement is seen as a way of working and not as a strategic priority. NCA Tanzania's way of working is marked by an interfaith approach aiming at strengthening collaboration between FBOs and their capacity to carry out joint advocacy initiatives as well as coordinated work on the ground. During the next five years the NCA will selectively integrate most of the activities like PETS, social mitigation of HIV and AIDS, GBV and Climate change adaptation into the VICOBA groups. VICOBA groups will be viewed as vehicle for bringing about social transformation.

NCA Tanzania will have the following priorities and programmes 2011 – 2015:



## 2.2 Strategies for strengthening local civil society from a rights based approach

NCA-Tanzania rights based approach (RBA) will continue being the driving force of our programming for the next years. Through this approach the NCA-Tanzania seeks to engage poor and marginalized women, men and youth as right holders who are equally without any distinction, entitled to human dignity and human rights by virtue of their being human. NCA focus on improving the quality of our partnerships and together with our partners, develop good accountability mechanisms towards the rights-holders. A vital component of the RBA to programming is to provide resources and empower the poor and vulnerable women, men and youth as rights holders with tangible entitlements.

The NCA Program Approach in Tanzania proposes to continue applying its two main strategies to achieve its vision and mission: (A) Empowering rights holders and their networks at local, national and international levels; and (B) Mobilizing and challenging duty bearers, also targeting them at local levels, national and international levels as necessary. The primary rights holders for NCA in Tanzania are understood to be

marginalized women, men, youth and children (citizens) at the grassroots level. These will be empowered through multi-purpose interfaith grassroots groups for dialogue and action on priority themes. These themes and issues to address will be identified and selected by our partners in collaboration with the people they work with.

#### *Mobilizing communities for social change*

Through PETS and Civic Education NCA will mobilize groups and communities, especially women, to claim their rights to economic development, health care, access to HIV/AIDS treatment and to secure sustainable livelihood in rural and urban environments. Through VICOBA NCA will mobilize for economic literacy, diversified production and entrepreneurship skills, including save-and-loan. Through Interfaith Committees NCA will build capacity and mobilize faith communities for peace building. Through Peace Clubs NCA will mobilize youth for social change and climate justice

#### *Building vertical and horizontal alliances and networks*

Horizontally, NCA Tanzania will encourage and support community level linkages. NCAs strategy is to establish a network of VICOBA groups to facilitate exchange of experience and trading. With Interfaith Committee Structures NCA will form an entwined mesh of religious actors addressing conflicts from the grass root level to the national level as well as supporting a downward and upward expansion of interfaith dialogue and collaboration. At the national level, platforms shall be supported, and where lacking, created for the purposes of joint advocacy and lobbying. These shall include FBO platforms (e.g.Christian Council of Tanzania, Inter-Religious Council for Peace Tanzania - IRCPT, etc), Youth Networks (GNRC), and the Tanzania ACT Forum among others. NCA will continue to support and nurture the Standing Interfaith Committee on Economic Justice and the Integrity of Creation. NCA Tanzania will continue to contribute to NCAs work to mobilize the Norwegian public through lifting issues and concerns of the poor and marginalized in cooperating countries into the general public debate as well as to support increased constituency engagement in Norway.

### **2.3 NCA Integrated Approach**

NCA Tanzania will continue to develop tools and methods for the integration of advocacy in our long-term development work, as well as in our work with emergency preparedness and assistance. In all program areas the NCA Tanzania will seek to improve both policy and legislative framework and community capacity for social justice. Main components will be mobilization and sensitization of communities on their rights and responsibilities. This will be achieved through awareness raising, civic education, advocacy and research, use of mass media and provision of legal aid. NCA's integrated approach looks at working methodologies which include Disaster Risk Reduction (DRR), broader disaster/emergency preparedness, first phase emergency response and longer term sustainable development, thereby cutting across the emergency to development continuum.

### **2.4 NCA Accountability Commitments**

NCA will during this planning period focus on further development and quality assurance of our accountability to right-holders, host communities, partners and other stakeholder based on the HAP accountability and quality managements standards<sup>14</sup>. Focus will be on provision of information, securing participation and developing systems for feedback and

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<sup>14</sup> HAP :Humanitarian Accountability Partnership. The HAP Accountability and Quality management standards: [http://www.hapinternational.org/pool/files/hap-2007-standard\(1\).pdf](http://www.hapinternational.org/pool/files/hap-2007-standard(1).pdf)

complaints focusing on right-holders and host communities during all phases of project and program implementation.

Clear commitments and expectations on accountability in our relationship with partners will also be developed and adapted to the specific partnerships. Norwegian Church Aid includes accountability in our capacity development and organizational support to our partners, and in monitoring our partners' work. We focus on improving the quality of our partnerships and together with our partners develop good accountability mechanisms towards the rights-holders.

## **2.5 CA Commitments to mainstreaming development principles**

### **2.5.1 Gender equality**

Grounded in NCA Statement of Principles and *policy documents by WCC, ACT and LWF*, NCA has a commitment to women's rights and gender equality which recognizes that gender inequalities and continued discrimination of women are based on unequal power relations, access to resources and assets. A right based approach to changing this through addressing the distribution of power, resources and responsibilities whilst challenging men's attitudes, behaviour and patriarchal structures and values is how NCA foresees contributing to greater gender equality outcomes.

Based on this NCA applies the guiding principles of gender-sensitive planning and implementation. NCA as part of the ACT Alliance is also committed to promoting gender equality as a common value and gender mainstreaming as a method of work to achieve gender equality through the ACT's Gender Policy Principles (<http://www.act-intl.org/manual.php>). The Policy Principles outlines how this should be done in humanitarian action, long term development and advocacy.

### **2.5.2 Conflict sensitivity**

NCA has in its Statement of Principles and in its Global Strategy committed itself to Conflict Sensitive Programming. External aid will always impact the context where it is provided. An intervention can facilitate or hinder long-term peace and development. Conflict Sensitive Programming is about how assistance shall be provided in violent conflict settings to help local people disengage from the violence that surrounds them, and begin to develop alternative ways for addressing the problems that underlie the conflict, rather than feeding into and exacerbating the conflict.

NCA's methodology for conflict sensitive programming is drawn from the Do No Harm Project (DNH), which is coordinated by Collaborative for Development Action in Boston USA ([www.cdainc.com](http://www.cdainc.com)). This approach draws upon 20 years of evidence, showing predictable patterns of impact that external assistance has on Dividers (actors who threaten to peace and stability) and Connectors (actors who support to peace and stability). This evidence is the basis for the DNH training material, which NCA will use to equip staff and partners to develop options for conflict sensitive programming.

### **2.5.3 Environmental sustainability**

Grounded in NCA Statement of Principles is a commitment to the protection of the environment as part of the Creation with its inherent value that shall be respected and preserved. NCA shall contribute to the sustainable management of natural resources for the common good of all humanity and the benefit of future generations.

A right based approach will be used to achieve this through addressing the distribution of power, resources and responsibilities to rights holders, whilst challenging the behaviour and values amongst duty bearers, is how NCA foresees contributing to sustainable development outcomes.

Based on this NCA applies the guiding principles on Climate Change for ACT Alliance programmes. NCA as part of the ACT Alliance is committed to promote justice and rights for woman, men and children affected by climate change. The Guiding Principles on Climate Change for ACT Alliance programmes outlines how this should be done in humanitarian action, long term development and advocacy.

NCA will aspire to the following environmental standards in the next strategy period:

- Address environmental concerns and climate change in strategic planning in all aspects of the project cycle
- Identify the impact that climate change is having on the lives of right holders targeted by our activities by using the rights based criteria in programme development in order to foresee risks and take action in order to protect them.
- Plan for the effects that future climate change will have on the same right holders
- Support adaptation, mitigation and emergency response measures that do not have an negative impact on the environment. Climate secure some of the programmes in order to lay the ground for climate proofing of the portfolio in the future.

### 3. FUNDING STRATEGY

#### 3.1 Resource Frames 2011-2015

Program Area	Funding Source	Expected funding for the planned years 2011 – 2015 (Million NOK)				
		2011	2012	2013	2014	2015
Livelihood and trade	Norad EMB	4,000	4,000	4,000	4,000	4,000
	Norad					
	Norad OTHER	500	500	500	500	500
	<b>Sub Total</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
Resources and Finance	Norad EMB	2,500	1,500			
	Norad					
	Other(RWI and other)	1,600	2,500	5,000	5,000	5,000
	<b>Sub-total</b>	<b>4,100</b>	<b>4,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
Gender Based Violence	Norad EMB	2,500	2,500	2,000	2,000	2,000
	Norad					
	Norad OTHER	200	200	200	200	200
	<b>Sub-Total</b>	<b>2,700</b>	<b>2,700</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
Social Mitigation of HIV and AIDS	Norad EMB	3,000	3,000	2,000	2,000	2,000
	Norad					
	<b>Sub-Total</b>	<b>3,000</b>	<b>3,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
Climate Change Adaptation	Norad EMB	1,000	2,000	2,000	2,000	2,000
	Norad					
	<b>Sub-total</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
Representation and administrative support	Norad	1,750	1,950	2,000	2,000	2,000
	NCA	800	800	800	800	800
	<b>Sub-total</b>	<b>2,550</b>	<b>2,750</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>
<b>GRAND TOTAL TANZANIA</b>		<b>17,850</b>	<b>18,950</b>	<b>18,500</b>	<b>18,500</b>	<b>18,500</b>

## **3.2 Proposed funding strategy**

### **3.2.1 Main funding sources**

The program has largely depended on funding from Norad EMBASSY. The NCA has benefited from the support from the Strategic Partnership Agreement to execute a number of activities. A Memorandum of Understanding with the Embassy provides the framework for the cooperation for the period until end of 2012. In 2011-2012 the NCA will seek to continue the activities at the same level as in 2010 with a continued support from Norad EMBASSY as the main source. From 2013 a new framework for cooperation with Norad and the Embassy has to be developed. Tanzania has however for many years been a major cooperation country for Norway. Currently the government of Norway through the Royal Norwegian Embassy (RNE) in Dar es Salaam is among the top 10 development donors to Tanzania's government.

### **3.2.2 Diversification strategy**

The NCA will seek to diversify its funding sources. Especially within the programmatic area "Resources and finance" we see an opportunity to attract support also from other donors. The envisaged resource framework for NCA in Tanzania rests on the following strategic assumptions;

- The potential program funding of approximately NOK 3 – 7 million per year to activities related to resources and finance from Revenue Watch Institute and others.
- From 2013 a continued support from the Embassy/Norad of approx 10 million per year.
- A global NCA negotiated 5 year framework with Norad of which the NCA Tanzania will be allocated approx NOK 2,0 million to cover administration per year during the strategic planning period.
- Allocation of own NCA funds throughout the planning period at a rate of approximately NOK 800 per year to cover salaries for resident representative.
- A continued support from the Embassy/Norad EMBASSY 2011 and 2012 with a financial framework of approx NOK 14-15 million per year.

### **3.2.3 Capacity assessment**

NCA Tanzania office is in a good position to accompany partners in both development and implementation of projects, and to monitor implementation and follow up the partner portfolio. The capacity to accompany and supervise partners on financial and administrative issues has been strengthened and NCA Tanzania is able to train partners on financial reporting and administration in compliance with NCA routines and regulations.

If NCA Tanzania succeeds in attracting new funding from a new donor training will be needed to meet new reporting requirements. It is however our assessment that we have the capacity needed to relate to a new donor.

### **3.2.4 ACT Alliance coordination**

Norwegian Church Aid is a committed member of the new ACT Forum Tanzania. Members of ACT Forum Tanzania are Christian Council of Tanzania, Tanganyika Christian Refugee Service, Evangelical Lutheran Church in Tanzania, Dan Church Aid, Lutheran World Relief, Church World Service, Christian Aid and Norwegian Church Aid. NCA will invest in, and take advantage, of the potential of improved division of labour and coordination among ACT members.

CCT is currently the secretariat for ACT Forum Tanzania. NCA will take part in and play a supportive role in strengthening the capacity of the secretariat. The ACT Forum Tanzania has agreed to establish a coordination staff to strengthen the role of ACT in Tanzania.