

Norwegian Church Aid Tanzania Strategy

2016-2020



NORWEGIAN CHURCH AID
actalliance

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List of abbreviations

4CCP	Four Cultural Corners Project
AcT	Accountability –Tanzania project
ACT	Action by Churches Together
BAKWATA	Baraza Kuu la Waislamu Tanzania (National Muslim Council of Tanzania)
CCM	Chama Chama Mapinduzi
CCT	Christian Council of Tanzania
CSO	Civil Society Organisation
DfID	Department for International Development
ELCT	Evangelical Lutheran Church in Tanzania
FBO	Faith Based Organisations
GNRC	Global Network for Religion for Children
IOP	Ilula Orphan Programme
IR VICOBA	Inter-Religious Village Community Banks
PETS	Public Expenditure Tracking System
PMER	Planning, Monitoring, Evaluation and Reporting
TCRS	Tanganyika Christian Refugee Services
TEC	Tanzania Episcopal Conference
YWCA	Young Women Christian Association
WIA	Women in Action

Executive summary

If everything in this strategy was to be summed up in one, single word, it would be “*together*”. At the heart of this country programme is the strategy of collectively joining individuals and individual groups together in networks for mutual benefit, growth and influence. Social cohesion, crucial to maintain peace, stability and trust, is built through joint action.

Building upon ten years of experience of developing Tanzanian civil society through local interfaith committees, savings- and loan groups (IR VICOBA) and budget monitoring groups (PETS), NCA’s ambition is now to link these groups. Through networking and interaction, it is our theory of change that individual rights holders and groups of rights holders will be empowered economically as well as socially, and also be enabled to hold duty bearers to account with collective strength. Our partners, mainly being faith based organisations (FBOs) with a high degree of grass root presence as well as national legitimacy and credibility, are highly motivated to take on this task together with NCA.

NCA’s added value in this context is related to our faith based identity. Being a FBO, NCA are perceived with legitimacy and credibility and share a common value-base with partners opening for joint action and dialogue. On this base NCA take on different roles towards partners and add value firstly, as a *grants manager*: NCA builds partners’ financial and administrative capacity and thus empower them as increasingly sustainable civil society actors. Secondly, as a *challenger*: NCA encourages partners to stand up for social cohesion and speak out for economic justice and human rights. Thirdly, as a *facilitator*: NCA brings together partners from different faiths and denominations, creating stronger networks of people and partners acting together. Fourthly, as a *global communicator*, NCA nourish on our experience as a development agency and our global network as a member of a global Act Alliance family to argue cases for and on behalf of the marginalized rights holders in global decision making bodies. The added value of NCA in Tanzania is elaborated in chapter 4.

The global programmes NCA will implement in Tanzania are *Economic Empowerment* and *Resource Governance*. In addition, country-specific project initiatives include WASH and Haydom Lutheran Hospital. NCA has ambitious goals for scaling up our activities within the global programmes and thus making greater impact. Under the Economic Empowerment programme, NCA will facilitate partners to establish a national IR VICOBA association in order to make use of the groups’ collective power, both in regards of the supply side and demand side. In addition NCA will scale up the work on job creation and sustainable livelihood by applying a systematic value chain approach. Three pilot projects are implemented to kick-start this work. Under the Resource Governance programme NCA will scale up the grass root-based work on anti-corruption and also strengthen the political impact by having more people organised to push for more focused messages. NCA also has a strong commitment to a continued strengthening of Tanzanian civil society. As explained above, this is the core of our programme work and an integral part of the models NCA applies; NCA and partners organise rights holders in groups for empowerment and accountability. In addition, NCA aims to systematise and scale up our work to:

- Strengthen partners’ financial and administrative capacity
- Strengthen the local and district interfaith committees and their national umbrella

- Strengthen youth participation in partners' decision making bodies and programmatic work

Focused efforts is an ambition of this strategy, both thematically and geographically and in terms of number of partners. Compared with the last strategy, the number of global programmes is reduced from 4 to 2, the number of districts is reduced from 48 to 36 and the number of partners from 20 to 15. This allows for concentration of resources, which is expected to enable scale up and create bigger impact within the remaining programmes, districts and partners. For more information about focus, please refer to chapter 3.

A key lessons learnt from the previous strategy period is the realisation that the IR VICOBA model, like similar microfinance models, works best for the majority of the poor – but that it to a lesser extent capable to reach those very most marginalised in their communities. This has led to a strengthened diaconal emphasis in the current strategy, both on the empowerment side (i.e. systematize how IR VICOBA can bring social empowerment in addition to economic empowerment) and also on the accountability side (i.e. enforcing the social focus of the advocacy work). The more systematic effort to strengthen agro-business value chains can also be understood in this regard, as agriculture is the sector with lowest productivity and where most poor people find their livelihood. In addition, the context specific projects on WASH and Haydom Lutheran Hospital contributes to this diaconal emphasis.

“Together” is the key word of the strategy – also when it comes the preparation of it. The country strategy has been developed in a participatory process involving all implementing partners. It responds to the contextual needs and challenges that were identified during the consultative period of the country strategy preparation. Some of these include stable economic growth in Tanzania with uneven income distribution, social tensions and the youth bulge. These challenges open for the increasing role of religious actors in development, both empowerment strategies, accountability strategies and building social cohesion.

It is our hope and belief that this strategy will bring substantial contributions to the NCA global vision: *Together for a just world.*

1. Context analysis

Socio economic situation

Over the past five years Tanzania's macro-economic indicators performed well with the economic growth averaging at around 6 % per year. The latest official poverty figures reveal some reductions in the level of poverty. The basic needs poverty rate declined from around 37 % to 28.2 % between 2007 and 2013. This was the first significant decline in 20 years¹. Despite the stable economic growth, the economic gap between the rich and the poor has averaged between 15%-18%². The Household Budget Survey Report 2011/12 shows that 28.2 % of Tanzanians fall below the basic needs poverty line (earn less than TZS 36,482 (equivalent USD 25) and 9.7 % fall below the food poverty line (earning TZS 20,088 equivalent USD 12) per month³. This trend raises concerns that the poverty levels and the economic gap between the rich and the poor may continue throughout the next five year NCA strategic period.



Figure 1. Poverty ratios in Tanzania.

The Household Budget Survey Report 2011/12 shows that 28.2 % of Tanzanians fall below the basic needs poverty line (earn less than TZS 36,482 (equivalent USD 25) and 9.7 % fall below the food poverty line (earning TZS 20,088 equivalent USD 12) per month³. This trend raises concerns that the poverty levels and the economic gap between the rich and the poor may continue throughout the next five year NCA strategic period.

The rapid population growth and increasing youth bulge with widespread unemployment and limited opportunities for economic empowerment portends a challenge for the country. According to the National population census report 2012, Tanzania's population was 47 million. Out of this, youth (between 15 and 35 years) constitute 34.7 %, while those under 15 years constitute 44% of the population⁴. The rapid population growth has seen increased pressure on social service delivery which does not correspond with public expenditure needs to reduce poverty. The past and current population growth has resulted in a large unemployed population entering the labour market. Between 650,000 and 750,000 persons are being added into the labour force annually and about 2.3 million people have remained jobless. Unemployment rate is estimated at 10.7 % with particularly youth and women being locked out of the formal employment. Studies show that demographic benefits of surging population will not automatically occur without active commitment of government to design and implement of appropriate policies or programmes to address poverty⁵.

The government also has an ambition of becoming a middle income country and aid independent by 2025. The government's ambition for increasing household incomes and reducing poverty in the next five years will remain core of national economic planning. Our work will be geared towards complimenting these government efforts.

¹ World Bank Group: Tanzania Mainland Poverty Assessment Report 2013; www.worldbank.org/tanzania

² http://www.businessstimes.co.tz/index.php?option=com_content&view=article&id=2128:economic-and-welfare-trends-in-tanzania-since-2008-poverty-still-rising-inequality-stagnates-educated-youth-biggest-unemployed-group&catid=1:latest-news&Itemid=57

³ http://www.nbs.go.tz/nbs/index.php?option=com_content&view=article&id=457:201112-household-budget-survey-hbs-key-findings-report&catid=54:hbs&Itemid=153

⁴ www.nbs.go.tz

⁵ ESRF: Population Growth Structure and Momentum in Tanzania, THDR 2014: Background paper No 7: ESRF discussion paper 61, pg v, 2014

Tanzania is a country endowed with abundant natural extractive resources. The recent discoveries and projections of natural gas deposits which indicate that commercially viable gas deposits are estimated to run into the hundreds of trillions of cubic feet, have led many experts to project that Tanzania could achieve this ambition to graduate into a middle income country by 2025. Despite this endowment, the extractive sector faces significant challenges. According to the Minerals and Energy Minister, Hon George Simba Chawene, Tanzania only stands to gain from the gas resources if it prudently addresses the challenges of managing these resources⁶. This view is echoed by many civil society and extractive sector analysts. There is increasing natural resource nationalism and demand for better social services funded by resources from the oil and gas sectors.

This social economic context illustrates the need for economic empowerment projects to respond to these deficits and potential challenges for the future. It also demonstrates the need for a strengthened advocacy for transparency and socio-economic justice. In the past five years NCA and partners in Tanzania have mobilised around 100,000 people in over 4000 IR VICOBA groups and established over 200 PETS committees to strengthen accountability at local level. The initiatives in 2016 onwards will include scaling up the number as well as the quality of IR VICOBAs, entrepreneurship and income generating activities for poor and marginalised rights holders, as well as the advocacy for redistributive mechanisms at national and community levels.

State's institutional capacity

Tanzania's institutional state capacity is relatively strong. In times of writing, with the 2015 general election approaching, it seems likely that the elections will consolidate the state's legitimacy to govern. However, it may also leave some cracks within the society as it seems like the opposition party will gain greater strength. The new constitution making exercise in 2015 has also exerted pressure on the state's institutional capacity. If passed, the new constitution may create or strengthen some organs and institutions of governance in the new state and political dispensation during our strategic planning period. The process leading to the constitution approval and thereafter will require civic education and mass mobilisation for participation in democratic processes. There is also a risk that the general elections and the new constitution process will increase political and religious tensions in the society. Cleavages within the union (Tanganyika vs Zanzibar) may also increase.

There has been increasing reports of corruption and mismanagement of public resources. According to Transparency International's Corruption Perception Index for the year 2014, Tanzania is among 14 most corrupt countries in the world⁷. There are indications of 'state capture' by politically connected corrupt individuals or agencies. More cases of corruption have been reported by the Prevention and Combating of Corruption Bureau. The anti-corruption institutions are weak and not able to effectively address or tackle corruption. This justifies the need for scaling up community mobilisation for social accountability monitoring through initiatives like Public Expenditure Tracking System (PETS), strengthening the capacity of governmental oversight bodies and linking the PETS committees at local level with those. It will also involve mobilising religious leaders to demand for ethical leadership.

⁶ George Simba Chawene, Minister for Energy and Minerals opening a two day Oil and Gas conference and exhibition, Mlimani City, 2013

⁷ <http://www.thecitizen.co.tz/News/Tanzania-among-14-most-corrupt-countries---report/-/1840392/1910556/-/11v2nfe/-/index.html>

Power analysis

The ruling party CCM has been in power since independence and also since multi-party system was introduced in 1994. In the recent years there has been increased power of opposition political parties and corresponding extra pressure on the ruling party CCM as the opposition parties gain more presence and influence at local level and parliament. The period 2016-2020 will likely experience a potentially stronger parliament as opposition most likely gain more seats and learn to use their alliances to influence parliamentary debate and government performance. This is good for enhancing parliamentary oversight and for our accountability work.

However, the ability of citizens to challenge political power is still weak and ineffective because they often act alone. This is true both when it comes to political and economic participation. Politically, citizens are disengaged from policy making, including planning and resource allocation. This constitutes a deficit in the realisation of the right to association. Economically, because they typically act independently, they fail to get fair prices both in buying and selling, as well as fail to get access to knowledge and markets. The power is clearly in the hands of the larger players. This power imbalance could be tilted in the citizen's favour if they are mobilised to act collectively, whether it be in political dialogue or in the markets.

In recent years the increasing role and assertiveness of religious leaders has been tilting the power balance by challenging government excesses and demanding for accountability. The statements issued by religious leaders on mining, peace and the constitution making process demonstrate an increasing confidence and potential of religious leaders taking up their space as the new emerging points of power. This assertiveness has also attracted rise of religious leaders from smaller religious groups and denominations to speak out. This trend is good for mobilisation and movement building. However there is a worry of religion being politicised and used for political mobilisation.

Role of civil society

There is declining space for civil society curtailed by the increasing control of civil society operations. The government has already de-registered a number of civil society organisations. In March 2015 the government further threatened to de-register more civil society organisations said to be in contravention of the law. The space for free media is threatened by the massing of controversial pieces of legislation (Media services Act, National Statistics Act and Cyber Crimes Act). These news laws will gag access to information, research and independence of thought. Although international funding is still available for civil society organisations, the increasing pressure for well-documented and rapid results by (international) donors represents a new challenging dimension for civil society. There is need for strategic thinking and investing where results can be achieved and also a need for articulating these results well. There is growing emphasis on Private sector and Public-Private Partnership. Creating partnerships with private sector and investing in capacity of our partners as civil society actors to deliver results will be vital.

Conflict analysis

In the past years Tanzania has witnessed increase in cases of violence and social tensions. In 2012 and 2013 there were attacks on religious leaders and institutions of worship. These signs represent a potential for social tensions threatening peace, stability and social cohesion. These may arise from the outcome of the new constitution, but also the overflow of terrorism and fundamentalist tendencies from neighbouring countries. The

key actors and drivers of this conflict will be natural resources, land as a resource, fundamentalist religious leaders and propaganda as well as weak structures to maintain peace. The key actors and agents for peace building will be political leaders, youth and religious actors. NCA's work in Tanzania for the next five years will be geared towards mitigating some of the potential causes of conflict and social distress. Focus will be on religious leaders and faith actors to cement interfaith relations, peaceful co-existence and broader national stability. NCA will also be keen in undertaking conflict analysis and ensure that its work and that of its partners do not cause or aggravate conflicts.

Problem statement

Given these contextual factors, NCA will focus on addressing the root causes of poverty and social imbalances by tackling issues of economic vulnerability, resource redistribution and accountability by mobilising faith actors to bring about this change.

2. Lessons learned

The country programme strategy for the forthcoming period draws on lessons learned from the implementation of the previous strategic period (2011-2015). From programme monitoring, reviews, evaluations and partner consultations key lessons include the following. A couple of lessons were learned through a previous strategic period 2011-2015 which give evidence to the relevance and value added by NCA and partners' work in Tanzania. Some of the lessons learned include:

1) *Rapid expansion of IR VICOBA groups.* There has been a rapid expansion of IR VICOBA groups which have managed to cross-over to districts which are not covered by NCA and partners. This is beyond what NCA projected, as the receptivity has been very rapid. While this could be taken as an achievement, on the other hand their reliability to NCA and partners for training and accompaniment becomes a burden. From this unintended effect, NCA has learned that a stronger, supportive infrastructure is necessary in order to assist IR VICOBA groups with sufficient and sustainable facilitation.

2) *Overgrowth of IR VICOBA shares and transactions.* The IR VICOBA model was initiated by NCA in Tanzania to empower women and rural communities who were seen as "un-bankable". However, it has been learnt overtime that the mobilisation has uplifted the IR VICOBA members above the preliminary expectation and thus creating new demands in terms of management strategies. For example what to do when IR VICOBA shares and have grown much beyond the ability of members to borrow.

3) *IR VICOBA empower the poor, but not always the poorest.* The IR VICOBA evaluation documents how the IR VICOBA model has empowered poor rights holders and communities. However, when the evaluation finds that more than 70 % of the IR VICOBA members have completed primary education and another 20 % have secondary education, it is a likely conclusion that those with less education are not reached by this model. Thus, it remains a challenge to reach out to the most marginalised, vulnerable and needy in a society. As some IR VICOBA groups have taken on a responsibility to assist some marginalised in their community (e.g. fund school fees of orphans). This demonstrates that IR VICOBA model has the potential for bringing not only economic empowerment, but also a certain level of social empowerment to communities.

4) *Asymmetrical knowledge between right-holders and duty bearers.* In the previous strategy NCA in Tanzania had a deliberate decision of capacitating rights holders to hold duty bearers to account, for example in the local anti-corruption work (PETS). However, it was learned that an exclusive focus on rights holders creates a gap in knowledge and skills, making the duty bearers become overpowered thus create more resistance to the work of anti-corruption groups.

5) *The importance of participatory approaches in accountability and budget monitoring processes.* Evidences indicate that when the community goes through a participatory budget monitoring/corruption tracking there is larger participation in the monitoring process and thus reducing threats of attacks and intimidation being faced by budget monitoring groups/PETS committees. It was further learnt that, wider geographical coverage of programmes creates a challenge for effective continuous learning, monitoring visits and mentoring. Thus leveraging the need for NCA to concentrate its programmes and partners for effective management and accompaniment (for more on geographic concentration, please refer to chapter 3).

3. Geographic focus

NCA's geographic focus areas

In the time of writing, NCA is working with 20 implementing partners in 22 regions out of 30 in Tanzania. Within the 22 regions they are present in 48 districts. The national umbrella bodies, namely the Tanzania Christian Council, the Tanzania Episcopal Conference and the National Muslim Council who are the umbrella bodies to Protestants, Catholics and Muslims respectively, cover 22 districts. The remaining 26 districts are coordinated by the rest of the 18 partners. During the coming strategic period (2016-2020) we will continue targeting the same regions which are: Arusha, Dar es Salaam, Dodoma, Geita, Iringa, Kagera, Kigoma, Kilimanjaro, Lindi, Manyara, Mara, Mbeya, Morogoro, Mtwara, Mwanza, Njombe, Coast, Shinyanga, Singida, Tanga, Zanzibar and Pemba. However, ten districts will be removed, thus remaining with 36 only. In addition, 5 partners will be phased out thus remain with 15 partners. The reduction of districts and partners have been guided by criteria which was developed jointly by partners. Down-scaling will be done gradually within the first two years of the strategy.

Criteria used for geographic selection

The selection of 36 districts within the targeted 22 regions has been influenced by a number of important factors. These factors have allowed NCA to significantly reduce its geographic focus for this strategic period. The strategy seeks to strike a balance between focusing, but also remain with presence in a sufficient number of districts to maintain national relevance and legitimacy. District selection was based in particular on the following three criteria's:

- Where there are tangible results on the ground; where partners have proved ability to create results and have assessed there is potential for further growth and up-scaling.
- Where there are integrated projects in the same districts; where partners are implementing activities on both the two selected global programmes and any of the country contextual projects. This brings programmatic synergies and benefits in terms of cost-effectiveness.
- Where there is easy access for both NCA and partner staff by road or by air for the purposes of monitoring.

4. Theory of Change for NCA Tanzania

Vision

The overall vision for NCA Tanzania country programme is:

Together with faith based actors, NCA has empowered communities through networks for economic justice and social cohesion.

In this context economic justice include issues of economic empowerment and accountable governance.

Theory of change

The theory of change behind the vision is:

If faith actors (partners, interfaith committees) mobilise rights holders to act together through networks of empowerment (IR VICOBA) and accountability (PETS; paralegals) structures, then their collective learning and action will enable rights holders to use their power for mutual benefit as well as to influence duty bearers to act on economic injustices and governance deficiencies.

Three assumptions underpin this theory of change. NCA assumes; firstly, that faith actors have the confidence, legitimacy and rootedness to perform as transformative agents of change to mobilise and effectively empower communities. Secondly, that rights holders when organised and empowered of their rights will take action. Thirdly, that collective action enables improved access or utilisation of resources (knowledge; capital; tools and networks) and enhances ability to build and aggregate influence. The application of an interfaith approach within the above mentioned structures – where by groups are made up of members with different faiths – contributes to social cohesion. NCA sees that increased interreligious participation and collaboration on economic activities and accountability issues is supporting peaceful co-existence between different groups in society.

Preconditions to reaching the vision

The preconditions to achieve the theory of change and the overall vision are;

- Faith actors change their attitudes and working style and embrace working together in an interfaith or inter-religious manner guided by an interfaith approach to our work
- Individual people see how they change their own life and that of others and start acting on making change happen
- Individual people see the relevancy of joining community groups or structures and acting as communities of faith to address social problems affecting them
- Communities are effectively mobilised and social networks for change are facilitated
- Faith actors and religious leaders identify their inherent strengths and weakness and are able to utilise their strengths and mitigate their weaknesses
- Actors of different faiths tolerate each other and able to cooperate
- Women and youth, as a special entity of society, are effectively mobilised and empowered

NCA's role and added value in contributing to change

NCA's role and added value is derived from our long history and experience working as a development agency with poor, vulnerable, marginalised communities and faith actors in

many places in the world. In Tanzania, NCA has been present with an office for 10 years. During this time, NCA has established it self as a development actor with high credibility among faith based partners, government structures and donors.

Being a faith based organisation ourselves, NCA's approach to development work resonates well with the ones of our partners. Standing on similar, value-based ground, creates mutual trust and openings for shared practice and close dialogue. Thus, NCA adds value to partners' work and programme results through several roles.

As a *grants manager*, NCA contributes to funding of partners' development projects. NCA aims to do the grants management professionally and according to high financial standards, but also in a way which empowers partners as sustainable civil society actors. Many faith based actors do high quality diaconal (social) work on the grassroots, but have weaknesses in terms of financial and administrative systems. Being the middle-man between faith based partners and back-donors, NCA provides necessary "bi-lingual" knowledge and translation (bi-lingual in terms of the language of international donors vs the value-based / spiritual language of FBOs). NCA includes in the grants management also targeted advice, accompaniment and practical training for the strengthening of partners' financial sustainability. Being a grants manager also open space for initiating dialogue with partners on non-financial matters.

As a *challenger*, NCA encourages partners to stand up for social cohesion and speak out for economic justice and human rights. NCA works with partners with high credibility in their context, but also often having a traditional understanding of the limited role for faith based actors in political issues. Sharing a similar values, NCA is in a position to challenge partners to not only deal with symptoms of poverty, but also with its causes. This implies for partners to take a stronger role in advocacy work.

As a *facilitator*, NCA brings together partners from different faiths and denominations and partners which have different strengths and focus. By working not only with partners separately, but also with creating interface between them, NCA facilitates mutual learning and inspiration. Also in programme work, NCA's facilitation creates stronger networks of people and partners acting together. Organisational development will be a key component in our work to strengthen partners (please refer to chapter 5).

As a *global communicator*, NCA provide a bridge for stories from Tanzanian communities and politics to be told in other countries and in Norway. The success of the IR VICOBA model is widely known within NCA globally, the same goes for the interfaith work on extractives and anti-corruption. Thus, through NCA in Tanzania, partners' efforts and successes can inspire other country programmes and then come to benefit rights holders in other countries. NCA in Tanzania also function as a bridge for political concerns, which can be lifted from the local and national level in Tanzania to decision makers in relevant countries and global arenas. NCA will nourish on our experience as a development agency and our global network as a member of a global act alliance family to argue cases for and on behalf of the poor, marginalised, vulnerable and supporting the role of faith actors in development-

Duty bearers and rights holders

The rights-based approach places power analysis at the centre of development practice. Grounded in this approach, NCA in Tanzania builds our work around the two global pro-

grammes of Economic Empowerment and Resource Governance, through which NCA can apply an integrated combination of empowerment strategies and accountability strategies respectively. As for empowerment strategies, which targets rights holders, the IR VI-COBA model is our core model. As for accountability strategies, which targets duty bearers, the PETS and paralegals models are our core models.

Rights holders are individuals in the communities where NCA partners work. In this strategy period, youth as a group will be targeted specifically, as NCA has the ambition to empower youth to realise their right to participation. Duty bearers are governmental officials and structures. NCA seeks to mobilise our faith based partners as human rights defenders.

5. Strengthening civil society

Working strategically with civil society

In the work to strengthen Tanzanian civil society, the chosen entry point is the faith based organisations (FBOs); that is, to strengthen their diaconal work and voice as well as their administrative and financial capacity. NCA understands its role as to build these organisations one-by-one, but also as to bring them together for joint efforts for advocacy and social cohesion. Thus, NCA's core partners remain faith based organisations and actors, many of whom are well-known and have broad legitimacy in the national context.

A strong civil society in Tanzania is important for many reasons; among them are the facilitation of the right to participation and the establishment of an independent popular power base to balance those of the market and the government. An additional reason, which is of increasing importance and in which FBOs have to play a key role, is the role of civil society to ensure stability and social cohesion in the country given a situation where religious tensions seem to grow. For NCA, the strengthening of civil society and the protection of peace therefore goes hand in hand.

In Tanzania NCA will continue to make use of two approaches which both have proved successful in previous strategy periods. Firstly, NCA seeks to *link knowledge with constituency*. By making the connection between faith actors and professional organisations for capacity building on relevant matters, NCA contributes to equip core partners with capacities and information which infiltrates through the communities where they work and where religious leaders have platforms of influence.

Secondly, NCA wish to continue the *interfaith approach* of working with all denominations. NCA in Tanzania encourages partners to form interfaith committees at local and district level in order to support and oversee the NCA funded projects. This approach facilitates arenas for interfaith dia-praxis; that is, arenas where people and leaders of different faiths work together for the mutual benefit of marginalized and vulnerable people as well as for the peace and development in the community.

Strengthening civil society through programme work

NCA will continue to strengthen civil society by models applied to programme work which organise rights holders in community groups for a common cause. In the Economic Empowerment programme, the IR VICOBA model organises rights holders in savings- and loan groups, promoting income generation and social cohesion in addition to providing a platform for further awareness raising and advocacy. In the Resource Governance programme, the PETS model organises rights holders in budget monitoring and advocacy groups, seeking to hold governmental bodies to account. As mentioned in chapter 6, under this programme NCA will also pilot paralegal groups to work on cases related to resource governance. Both programmes take an interfaith approach, which is guided locally by interfaith committees (please refer to explanation below).

A cross-cutting priority for all programmes is to strengthen youth participation in programme work. This will be done, firstly with an inclusive approach, i.e. by including youth in existing community groups with members of mixed ages. Practically this implies to open existing IR VICOBA groups, PETS groups and interfaith committees for increased youth participation. Secondly, the strengthening of youth participation will be done with a special approach, i.e. by establishing separate community groups for youth exclusively. Practically this implies to establish separate IR VICOBA groups, PETS groups and inter-

faith committees for youth. The benefit of the latter approach is to create space where youth can participate and discuss issues on their own terms. This priority of youth is reasoned in the facts of Tanzania having a very young population, an increasing youth un-employment rate and the few youth represented in decision making bodies, both partners' and governmental ones. The risk of religious radicalisation is another important reason which NCA wants invite our faith based partners to address. Thus, to facilitate for youth realising their right to participation is seen as a key aspect of an effort to strengthen civil society. The ambition to strengthen youth participation is reflected in the results framework for each programme.

Capacitating core partners as civil society actors

As referred above, NCA partner FBOs themselves believe they can play a key role in stability and social cohesion in Tanzania. In order to do that, FBOs need to be strong one by one as well as together. NCA's contribution would be to capacitate them as accountable and sustainable civil society actors.

NCA has high ambitions in this regard. In order to lift and systematise our efforts, NCA will develop two projects with working titles "The partners project" and "The interfaith project" respectively. The projects will be cutting across the two global programmes. "The interfaith project" will be mandatory for all partners. "The partners' project" will focus on a selected number of partners. Both projects have the shared ambition of strengthening faith based actors as parts of civil society –individual partners in the first project and the interface between them in the other.

"The partners project": Strengthen partners' financial, administrative and programmatic capacity

Our partners, many of which are big, national FBOs, face challenges to adapt to new aid paradigms and declining donor funding. They see themselves lose in the competition for funding to professional NGOs. Our partners, although having a solid grass-root presence and outreach to rights holders, often have challenges to comply with financial and administrative international standards. To develop their financial and administrative capacity is necessary for the sake of sustainability, and also because a more solid financial and administrative foundation will support increased quality of their programmatic work. NCA wants to strengthen and systematise our accompaniment of the partners on this matter.

NCA therefore plan to conduct an intensive organisational development assessment for partners which assess their capacity building needs. On this basis it will be developed a systematic programme for organisational development, with emphasis on financial and administrative routines. The programme will include courses and on-the-job-training. Performance will be measured through application of the partner scorecard.

"The interfaith project": Strengthen the interfaith structure

Over the past five-ten years, NCA in Tanzania has encouraged implementing partners to form and facilitate interfaith committees in the project districts. The interfaith committees consist of representatives, often high-level representatives, from the different denominations and religions present in the district. Originally, the establishment of such committees were a Do No Harm intervention, as the models NCA applies in the programmatic work are interfaith models, and because interfaith work are sometimes met with suspicion. It was therefore important to seek support and legitimacy among different religious actors in the local community.

The roles of the interfaith committees are; firstly, to work together for the social benefit of the community. Practically this can mean to legitimise, mobilise for and oversee the NCA supported projects in the community. It can also mean to cooperate on other activities they themselves agree on. Secondly, the interfaith committees can take an advocacy role, lobbying and participating in negotiations with local governments. Where being successful, these bodies have proved to increase quality of the programme work, but also to increase mutual trust and social cohesion among different denominations and religions in the communities. Based on the fear for increasing tension between religious actors in Tanzania, partners have insisted NCA should strengthen the interfaith work. NCA therefore aim to stimulate partners to form more interfaith committees at local as well as district level, and also to establish a loose umbrella structure, whereby interfaith committees at local and district levels are linked together and also get a representation at national level. Partners and NCA will also challenge and encourage key religious leaders to be members of the district and national interfaith committees, and also strengthen their ability to do policy analysis, budget analysis and their advocacy role.

Outcomes of the two projects are covered by and reflected in the results framework for civil society and cross-cutting issues (please refer to annex 3).

6. Programmes

6.1. Global Programme: Economic Empowerment

Needs analysis

Despite the stable economic growth averaging 6 % per year, the level of poverty in Tanzania remains high. Definitions of poverty are many. While 1 in 10 suffers from food poverty⁸, 3 suffer from basic needs poverty⁹ and 9 in 10 lives on less than 3 USD per day¹⁰. The last decade, an average of 285 000 jobs have been created per annum¹¹, while 700 000 people joins the labour force each year¹². Youth and women are overrepresented among the poor (please refer to figure 1 in chapter 1 for an illustration).

Twelve million people remain clustered around the poverty line and poverty is pervasive in rural areas where around 70% of the Tanzanian population live. Most of them have their livelihood from agriculture, which employs 76.5% of the population, yet only produce 27.6% of GDP¹³, making them on average 8.5 times less productive than people outside agriculture¹⁴ (ref. figure 2). The absolute number of farmers in Tanzania are growing year on year, not declining¹⁵. The number of farmers in Tanzania is likely to remain high for decades, so GDP per farmer must be improved greatly to eradicate poverty. A major objective for the government's "Tanzanian Development Vision" is "improving agricultural productivity and competitiveness to become a food basket for the region"¹⁶. While unemployment is a major issue, especially among youths, another big problem is the one of "working poor"; most of the labor force who has a livelihood still live on less than 3 USD per day on average. A typical farmer harvest around 20 % of the Chinese average¹⁷, and the production reported by local farmers following good agronomical practices. Productivity in agriculture can be doubled more than once. However, yield improvement in itself is not enough. Multiple projects being successful in improving productivity has failed because of dysfunction further down the value chain, e.g. lack of access to markets, financial ser-



Figure 2. Productivity in agriculture vs other sectors in Tanzania.

⁸ Household Budget Survey 2011/12 <http://www.nbs.go.tz/> accessed 3rd of August 2015 18:00 Food poverty = 9.7% nationally and 11.3% in rural areas

⁹ Tanzania Mainland Poverty Assessment Report shows that despite the decline in the basic needs poverty rate from 34%-28.2% between 2007 and 2012

¹⁰ <http://www.worldbank.org/en/country/tanzania/overview> accessed 3rd of September 2015 17:45

¹¹ http://www.nbs.go.tz/nbs/index.php?option=com_content&view=article&id=620:number-of-newly-created-jobs-for-the-last-ten-years-2005-2014&catid=106:labour-force-&Itemid=148

¹² <http://documents.worldbank.org/curated/en/2014/09/20182306/tanzania-productive-jobs-wanted-vol-2-2-final-report>

¹³ USAID: <https://www.usaid.gov/what-we-do/global-health/nutrition/countries/tanzania-nutrition-profile> accessed 20th of August 2015: 10:00 GMT +2

¹⁴ $1/((\text{agri GDP/agri population}) + (\text{non agri GDP/non agri population})) = 1/((27,6/76,5)/(72,4/23,5)) = 8,5$

¹⁵ FAOSTAT, FAO of the UN, Accessed on January 24, 2014. <http://faostat.fao.org/site/550/default.aspx#ancor>

¹⁶ http://www.mipango.go.tz/index.php?option=com_docman&Itemid=49

¹⁷ <http://documents.worldbank.org/curated/en/2014/09/20182306/tanzania-productive-jobs-wanted-vol-2-2-final-report>

VICES (loans for inputs and loans to keep the maize stored awaiting the inevitable price rise a few months after the harvest) or storage facilities.

Between 2007 and 2014 NCA has successfully mobilised around 100,000 people to join and form more than 4000 IR VICOBA groups. IR VICOBA is a vehicle for development through which over TZS 32 billion (USD 21 million) have been saved and often invested in small business for improved livelihoods. However, a major challenge is how these enterprises, that have limited growth and low profit, can be transformed into a more prosperous network of faster growing business enterprises that can create more productive jobs. Hurdles for this includes access to a stronger financial mechanisms, livelihood related knowledge and skills on entrepreneurship, business management as well as having no market power.

Poor people acting alone have limited chances to climb out of poverty. They do not have much procurement power, sell-side power nor access to good knowledge about e.g. best practice farming or pricing. Their low productivity is combined with the role of a price taker with minimal bargaining power and most instances receive low prices for their products. The government regulatory systems have remained cumbersome and limits poor people's access to standardisation, certification of products and related bar codes allowing formal market penetration.

The extremely poor are vulnerable and exposed to other social challenges. The government does not have a comprehensive social protection system to maintain social security during the life cycle. This is likely to disturb economic development, as vulnerable people invest less and take smaller risk. NCA believes that economic empowerment and sustainable development must be inclusive. Profit maximisation should not be the only measure or indicator of economic empowerment. Accumulation of wealth in a few hands escalates economic inequality and can be a cause for social tensions and distress. The most vulnerable become weaker and fall out of the development capsule.

Programme goal and theory of change

Programme goal: Rights holders are economically empowered to secure entrepreneurial opportunities and sustainable employment.

NCA's Economic Empowerment Programme will empower rights holders economically and socially through securing entrepreneurial opportunities and sustainable employment. In order to achieve this goal NCA will pursue a three prong pathway which increase rights holders' ability to act together across a growing network of IR VICOBA groups, improve dysfunctional value chains and boost entrepreneurs' skills and access to financial services. The theory of change for the programme is:

If rights holders are mobilised into savings and loan groups, where they also cooperate in accessing livelihood skills, access markets (buy and sell) together and influence policy together, then they are able to use their accumulated collective saving for investment into profitable enterprises or farms, meet own economic needs or to acquire assets which can be harnessed to create wealth. This is because new skills and savings are invested into enterprises or farms that have a higher return than their current practice. Advocacy resulting in better conditions for entrepreneurs, smallholders and community banking improves this further.

NCA assumes that Tanzania will have continued economic growth, with increasing spending power and emerging markets. Further, NCA assumes that the price level is stable, both in the local and global food market and with regards to agro-input, and also that extreme weather will not ruin the harvests.

Programme description

In Tanzania NCA's Economic Empowerment Programme sees the need to enable the 100 000 IR VICOBA members to act together to gain greater control of the value chain, and thereby a fairer share of the value creation. Further, smallholders must increase their productivity. Our major vehicle for this will be to facilitate them to act together, initially inside IR VICOBA based projects, but increasingly through an emerging national IR VICOBA association and its extensions. The National IR VICOBA Association will play multiple roles, providing collective procurement, storage, transportation, collective selling, capacity building to the groups and collectively engaging with other stakeholders in defence of the interests of the groups. Providing social insurance may also be one of the benefits.

The Economic Empowerment pilot projects in agriculture is expected to increase the profitability of rights holders in the agricultural sector value chain. While starting with modest targets of 500 farmers in 2015, the vision is to reach a six-digit number of smallholder farmer families directly within 2020.

To increase access to sustainable employment, NCA and partners pursue boosting entrepreneurial activity developing micro or small enterprises. Two significantly different approaches will be followed. The first one being a consequence of people through IR VICOBA groups getting access to necessary credit facilities and basic business skills training and independently choosing to establish own enterprises. The second one being based on NCA and partners developing business models that can be reproduced in many locations, and IR VICOBA groups implementing these around the country.

NCA aims to work systematically to include youth in IR-VICOBA structures and business development. This will include both to work systematically to include youth in existing IR-VICOBA groups, but also to establish separate, specialised youth structures like business projects directed towards youth and youth IR VICOBA groups.

NCA and partners will combine these interventions with advocacy to address the systemic barriers for small entrepreneurs to engage in business, access markets and to increase their profit margins, as well as to improve social protection. NCA will combine a business and social enterprise development approach by ensuring that the established IR VICOBA groups and enterprises formed also take care of the economically and socially most vulnerable people in their groups and communities. NCA and partners will try to encourage these groups to be linked with national and community social protection systems.

Needs analysis

Tanzania is a country rich in natural resources, but the country has remained poor due to revenue loss and revenue mismanagement. The Tanzanian state still loses vast revenues to capital flight and tax evasion. Corruption and poor institutional capacity affect to a large affect public sector governance and social service delivery.

The recent discoveries of massive natural gas resources in Tanzania (about 42.7 trillion standard cubic feet or 7.5 Billion Barrels of Equivalent) by end of 2014¹⁸), have raised the expectations of Tanzania graduating into a middle income country by 2025. This will however depend upon the country being able to exploit and utilise all its resources well, including resources from mining, agriculture, industries, wildlife, tourism and others sectors. The potential is there for Tanzania to head for the better, on the other hand there are also governance deficits which may render these ambitions difficult to achieve.

Tanzania's past governance regime of its extractive sector has been poor and a result the country has not fully benefited from its vast mining resource base. There is lack of transparency in the extractive sector and economic injustices are perpetuated in the mining areas. Recent reports by the Auditor General¹⁹ and parliamentary committees show widespread corruption and mismanagement of public resources in various government ministries, departments and agencies especially at the local level. Parliamentary reports have shown corruption in public procurement and public finance management. There is poor tax administration and therefore loopholes for tax evasions and avoidance, illicit financial flows and capital flight.²⁰ The tax system and public sector policies have not been good at redistributing wealth and income and there is a genuine fear that unequal income distribution may increase and economic growth could be uneven.

There is a participation deficit and citizens are disengaged from policy making, including planning and resource allocation. The government's own development plans and policies are not followed. Tanzania has been implementing the Decentralisation by Devolution programme (D&D) which aspires to take more powers to the local authorities and people at the local level. But at local levels the village assemblies are not regularly held as required by the local government laws and D&D regulations. Planning at local level has lost value since plans are not followed and as a consequence few citizens attend village meetings to discuss village plans. Accountability mechanism are weak and there are rampant cases of local leaders flouting laws and squandering public resources with impunity²¹.

This country strategy has been tuned towards addressing these deficits at local as well as national level during the next strategic period and this is informed by our theory change as articulated below.

¹⁸ <http://www.forbes.com/sites/christopherhelman/2014/01/08/the-10-biggest-oil-and-gas-discoveries-of-2013/> accessed on 3rd September 2015 at 6: 45 pm

¹⁹ <http://www.nao.go.tz/?p=1142>

²⁰ According to the One Billion Dollar Question report, capital flight is estimated to range between USD 94-660 and illicit capital flows between USD 109-127 yearly. <http://www.policyforum-tz.org/files/ONEDOLLARBILLIONQUESTION.pdf>

²¹ Reference is made to cases documented in NCA-Tanzania four year report 2011-15 –Public Resource and Finance Program and Success Stories in PETs Booklet

Programme goal and theory of change

Programme goal: Accountable governance of public resources.

NCA's Resource Governance Programme empower rights holders politically and socially through budget monitoring and advocacy towards duty bearers. In order to achieve the goal of accountable resource governance, NCA will pursue a three prong pathway which increase rights holders' ability to act together across a growing network of PETS groups and interfaith committees (mobilisation), campaigning (communication) and lobby (political dialogue). The theory of change of the programme is;

If rights holders and religious leaders are mobilised into advocacy groups, where they can cooperate in accessing information, tracking public plans and budgets and coordinating advocacy campaigns, and if these groups are linked with each other at local, district and national level, then they are able to use their accumulated collective power to influence decision making and hold duty bearers to account. This because, through PETS groups and interfaith committees people and religious leaders are able to monitor policy implementation and compare with national policy and human rights standards.

For this entire programme, NCA assumes that religious leaders will understand their unique roles as catalytic agents to change. NCA further assumes that the duty bearers will accept the role of the community and faith actors in enhancing accountability through budget monitoring and other public financial monitoring initiatives. Similarly, it is assumed that the rights holders will access information through an enabling legislative framework in the constitution and a similar arrangement like the right of citizens to access to information law will be passed.

Programme description

A main challenge of the former Resource and Finance programme was to make the move from exposure to justice. Although corruption and inefficiency were exposed by monitoring work at local level and illicit capital flows, tax evasion and extractive industries' human rights violations were documented by religious leaders at national level, changes were not always realised on the ground. In the next strategy period it is our ambition to address this challenge and create greater impact. In order to succeed with that ambition, NCA believes there is a need to build a stronger political pressure, by applying coordinated efforts of both mobilisation, dialogue and confrontation towards decision makers. It will also be necessary to develop a policy agenda of more focused messages. This has to be done in a way which maintains rights holders power of definition; they must have ownership and interest in the policy agenda and participate in the development of it.

The two main models NCA and partners apply for this work are; firstly Public Expenditure Tracking System (PETS), a model for anti-corruption work through budget monitoring and tracking of public expenditures at local level. Today NCA partners have organised 220 groups with an average of 10 members per group. The PETS groups act independently and in isolation from each other. Secondly, at national level, religious leaders' research based advocacy is applied. NCA will continue to support the Interfaith Standing Committee for Economic Justice and Integrity of Creation as well as other relevant national faith based advocacy initiatives. Both PETS and religious readers' advocacy are done interfaith, so that faithful people of different religions cooperate. The two models will be continued.

A policy agenda of more focused messages is planned both at local and national level. At each level, NCA and partners aim to choose a communicative locomotive, a case which is easy to communicate and which illustrates clearly the broader problem complex. At national level, revenue loss with tax evasion and capital flight will continue to be the main issue. A social reform, e.g. free school lunches or universal child grant, is considered selected as the communicative locomotive. Thus, the work on revenue loss will be continued by illustrating systematically what social welfare can be realised if specific financial loopholes are closed and accountability increased. NCA anticipate that this communication will motivate more citizens and decision makers to support claims of tax justice and revenue collection. At local level, revenue management and anti-corruption will continue to be the main issue. While rights holders will be free to select a sector for public expenditure tracking and budget monitoring in accordance to their local need, main follow-up capacity from NCA and partners will be channelled into the tracking of a single sector. The WASH sector and the health sector are considered good candidates for being the communicative locomotive. Which of them to go for depend on various factors and is yet to be decided. A big vision is that faith actors can eradicate corruption in the selected sector during the next ten years.

Coordinated efforts of both mobilisation, dialogue and confrontation towards decision makers are planned both at local and national level.

Increased mobilisation will imply establishing more PETS groups, but also linking different PETS groups together, both horizontally and vertically. Since PETS groups today work in isolation, the political pressure become fragmented. Their cases would benefit from coordination and joint efforts with groups working on similar matters. Further, local level (ward and district) religious actors will be capacitated to engage in advocacy in their localities by linking them with the work of grassroots community groups, including IR VI-COBAs, interfaith committees, and national level religious leaders.

Stronger (non-violent / verbal) confrontation with duty bearers will imply building stronger advocacy cases, by issuing research and documentation to support the cases. Commissioning researches to generate advocacy agenda and engage religious leaders in tracking the implementation of the recommendations from previous studies will be a central tool. The use of media for communicating to broader masses is essential.

Stronger political dialogue will imply establishing district dialogue platforms between rights holders and duty bearers. This will provide rights holders with a forum to challenge the duty bearers on accountability and integrity from the village to district levels. Thus budget tracking will be uplifted to a ward and district level, hereunder facilitating their linkage with formal structures of accountability particularly the Prevention and Combating of Corruption Bureau, district internal auditors and the police for quick actions.

NCA will also strategically engage youth, linked with other youth networks and build their capacity in various themes including advocacy, policy analysis and will be facilitated to engage broadly in mobilising other youth to engage strategically to influence governance and integrity.

Lastly, it is to be mention in this chapter, that NCA will continue to support existing para-legal groups of our partners. The importance of paralegals in enabling women and the

most vulnerable and rural poor to access justice has been significantly documented in our previous Gender Justice programme²². NCA aims not to scale up this work, but to coordinate it with other bodies doing paralegal activities, such as Women Legal Aid Centre and the Legal Services Facility in order to ensure mutual benefit. NCA and partners also aim to use paralegals to provide legal education to communities in the extractive industries or mining operational areas and encourage the victims affected by economic injustices in these areas to use assistance from paralegals to claim their rights.

6.3. Contextual Programmes

In addition to the global programmes, NCA during the strategy period will implement two country-specific projects in Tanzania; the Water, Sanitation and Hygiene (WASH) project and the Haydom Lutheran Hospital (HLH) project. Both are funded outside Norad frame agreement, from the NRK telethon campaign and from a special Norad agreement, respectively.

Taking on board these projects has provoked certain strategic considerations in NCA, as they represent a shift from our Economic Justice related programme tradition in this country. In our country programme, activities have been dominated by initiatives to strengthen civil society, hereunder both IR-VICOBA, PETS and interfaith committees. Our programme has been marked by political activism, characterised by collective action and advocacy for change, whereas the WASH and HLH projects are more *service delivery* intensive interventions.

Conclusion to include these projects in the country programme portfolio the following reasons were emphasised. Firstly, because NCA wants to enforce the diaconal strength of the programme (ref. chapter 2). NCA acknowledge that in order to be relevant for the very most marginalised rights holders, to organise activist and savings- and loan groups in a community is not always a sufficient approach. Provision of basic services can be a better way. Secondly, because our advocacy experience can add value to the projects of service delivery. As civil society actors NCA acknowledge that the service delivery NCA and partners do can only have limited coverage. In order to ensure service provision to all rights holders, the state must be influenced to take greater responsibility. Thus, advocacy can improve the sustainability and the quality of the projects, i.e. in terms of funding and geographic coverage. Thirdly, NCA sees potential synergies between the two contextual projects and the two global programmes. Experiences from the contextual programmes can inform the advocacy agenda of the Resource Governance programme. As explained previously in this chapter, it is the intention to scale up the work on anti-corruption by making one sector a locomotive for a coordinated PETS work. The health sector and the WASH sector are both candidates to be such a locomotive. Fourthly, because partners motivated us to take these projects on board. Our partners have broad experience from service provision, both health and WASH. They know NCA as a serious co-player and welcome our contribution in a field which is new for us, but not for them.

Still, the decision to keep WASH and HLH as contextual projects and not include them as global programmes, is because NCA want to maintain Economic Justice as the main fea-

²² Reference can be made to NCA-Tanzania's Four Year Report 2011-15; Success stories in Gender Justice Program

ture of the country programme. The planned scaled up interventions of these programmes, will demand resources and focus.

6.3.1 Contextual programme: Water, Sanitation and Hygiene

As part of the NRK telethon funded projects, NCA and partners in Tanzania are implementing a water, sanitation and hygiene (WASH) programme. From 2015-2019, the project will provide 50,000 rights holders with direct access to clean water.

Needs analysis

Access to safe water and sanitation facilities continues to remain a challenge in most Tanzanian communities, leading to high rates of morbidity and mortality that relate to waterborne and water related diseases. In most rural settings, including the areas where NCA and partners undertake the NRK telethon WASH programme, only 46.2% of the population have access to improved sources of drinking water, while only 13.9% of population are using improved sanitation facility. This contributes to increased mortality rates across the villages; the infant mortality rate is 95 per 1000 live births, while the under 5 mortality rate is 154/1000²³.

Programme goal and theory of change

Programme goal: To expand access to safe water and sanitation and hygiene services and enhance sustainability of water supply infrastructure and services in the vulnerable communities of Tanzania by 2019.

If women and men rights holders are mobilised to join WASH committees, given opportunities in decision making regarding water facilities and their capacity is built on sustainable water management NCA assumes that the water infrastructures will function effectively and community will manage and sustain the water facilities. Although water is the most vital resource for all humankind traditionally responsibility for water collection, is done by women and children. When such community facilities fail to function, women are particularly exposed to hardship and increased vulnerability. NCA assumes that involvement and participation of women in management of water facilities will increase project sustainability.

If capacity of PETS committees is strengthened and the committees are provided with the necessary accompaniment greater transparency and accountability in the use of public and private fund to address water, sanitation and hygiene will increase. NCA that information on plans and budget will be made available to citizens/PETS committees and local leaders are willing to be challenged/held accountable from the findings of PETS work. While active citizens' participation in water and sanitation initiatives is crucial to ensure sustainable improvements in water services for the poorest, there is limited citizen participation partly due to top-down approaches in water management. Citizen participation could ensure oversight and transparency in the sector.

If information on sanitation and hygiene within targeted communities is made available and rights holders are trained on Household Water Treatment and Community Total Led Sanitation approach. Rights holders will improve the hygiene and sanitation situation because they will drink safe water and reduce open defecation practice.

²³ 2010 THDS and 2011/2012 THMIS

Programme description

NCA and partners in Tanzania will continue to promote a decentralized, team-based structure that enhances accountability at all levels. The programme will work closely with ministries and other key stakeholders in the planning, coordination and monitoring to ensure equity, efficiency and effectiveness. Linkages between the district and village offices will be reinforced through quarterly project coordination and reflection meetings. This project will work closely with the district departments to align with their own strategic work plans and fill key gaps. NCA will continue to work closely with respective ministries and district departments to ensure coordination and facilitate linkages between national, region and district levels of basic service provision.

Within the five years the NRK telethon WASH project expects to yield the following results; increased direct access to water for 50,000 beneficiaries through drilling and rehabilitation of bore holes, shallow wells, construction and rehabilitation of water surface dams and rain water harvesting tanks. Furthermore in areas with dilapidated piped water systems, the programme will improve and rehabilitate broken infrastructures to ensure cost effective interventions and increase access to clean water among vulnerable communities. Furthermore the project will ensure greater transparency and accountability in the use of public and private funds to address water, sanitation and hygiene. The programme will strengthen the existing village PETS committees to track resources allocated for water and sanitation in their respective villages. Additionally NCA and partners in Tanzania will establish PETS committees in all districts receiving direct water supply, either through wells or rain water harvesting interventions to assist in tracking allocated resources.

Finally the projects support rights holders to access user friendly, information, and services on hygiene through different approaches such as Participatory Hygiene and Sanitation Transformation. Targeted rights holders will be approached through IR VICOBA structures, congregations, education, learning institutions and village assembly meetings with a tailor made information, education and communication materials with clear focus on household water treatment. Subsequently the programme will attempt to improve sanitation situation of rural communities within the programme areas through a pilot phase in one district using Community Led Total Sanitation approach.

For more information on this project, please refer to Tanzania TV Campaign 5 year plan. The 360 reference for the document is 14/00194-4.

6.3.2 Contextual project: Haydom Lutheran Hospital

NCA Tanzania is grant manager for the Norwegian governmental support of 56 million NOK to Haydom Lutheran Hospital (HLH) from 2015-2019.

Project goal

The goal of this project is to lay the foundation for sustainability through ending the hospital's single-donor-dependency as a step towards the vision of developing Haydom Lutheran Hospital as a sustainable diaconal hospital in the Tanzanian context.

The project focuses on five outcomes:

- 1) Quality of service: Access to quality services maintained and made directly measurable.
- 2) Financial sustainability: Dependency on Norwegian public grant more than halved within the project period.
- 3) Institutionalisation: Effective management of all available resources is embedded in the institution.
- 4) Advocacy: Stakeholders are positively influenced to support HLH specifically and diaconal health facilities more broadly.
- 5) Replicability: HLH innovations documented and shared for potential replicability.

Project description

As a grants manager, NCA's role in the project is to make use of our international and domestic faith based networks and experience. Activities will be related to capacity development on financial and administrative matters, advocacy on health policy and funding mechanisms for diaconal hospitals, as well as fundraising efforts.

For more information on this project, please refer to documents HLH strategy 2015-2019 and HLH project document 2015-2018. The 360 reference for the documents is 15/00615-2.

7. Emergency preparedness and response

Strengthening disaster response capacity

The strengthening of NCA's capacity to respond to disasters will in Tanzania build upon existing staff and networks. NCA Tanzania office does not plan to scale up our humanitarian capacity, but the emergency preparedness plan will demonstrate how improved preparedness can be achieved through better planning, cooperation and capacity building.

Given an emergency crisis in the country, NCA's main intervention strategy in Tanzania will be WASH services. Operationally, NCA have two immediate main resources – a WASH technician employed in NCA Tanzania and our partner organisation TCRS, an experienced emergency actor in the field of WASH in the country. Through the deployment of our own staff and by supporting TCRS, NCA expect to be able to deliver high quality WASH services in emergencies.

The national ACT forum has for several reasons been a sleeping body for some time, but as NCA is currently heading it, NCA is committed to strengthen the coordination role of ACT Tanzania. Given an emergency situation, the ACT forum will be a necessary body for coordination of efforts and priorities. Present in Tanzania is one other international ACT member (Finnish Evangelical Lutheran Mission). The rest of the members are local members. This is a good starting point for building an improved emergency preparedness with a strong local ownership and participation.

NCA Tanzania will develop an emergency preparedness plan (due 31 Dec 2015). Included in the plan will be a programme for capacity building of staff, specifically the WASH officer. The ACT forum will be invited to participate in the development of NCA's emergency preparedness plan and should also be part of the programme for capacity building.

Humanitarian coordination

In case of a humanitarian crisis, NCA will coordinate our emergency response with relevant humanitarian coordination mechanisms in Tanzania. For refugee crisis, the most present kind of emergencies in Tanzania in later years, UNHCR is the main coordination mechanism and is present with an office in Dar es Salaam.

8. Finance and funding

Funding situation

Over the past few years, Tanzania as a country has benefited from favourable support from major institutional donors. According to a 2014 Report on OECD funding towards civil society by Baobab briefing²⁴, Tanzania ranks number one on growth in aid via civil society. The country has seen an increasing trend since 2009 as donors shifted from channelling aid through government to civil society with aid levels exceed USD 500 million. Consequently, for NCA this represents immense opportunities for diversification in funding for its programmes in the country. Traditionally NCA in Tanzania has relied mostly on Norwegian Government Funding with about 80 % coming from NORAD and the Embassy. However, since 2012 NCA and partners in Tanzania have benefited from a substantial support from DfID, through their Accountability Tanzania programme, having supported the work on accountability as well as climate. The experience of working with an international donor, having different and stricter requirements on documentation of results and expenses, has led to the realisation that improvements in partners' financial and administrative performance are needed in order to be able to attract such funding in the future (ref. Chapter 4). Presupposed these improvements take place, there is a potential for increased diversification in the new strategic period taking advantage of the favourable perceptions by donors.

Analysis of donor market

Tanzania has seen an increased interest in funding CSOs by various institutional donors such as DfID, Europaid, UNICEF, USAID, German Government, Danish and Finnish embassies. This has been targeted towards sectors such as accountable governance, human rights, livelihoods, water and sanitation, peace building and environment. Therefore locally, immense opportunities for funding from various institutional donors exist for NCA and its partners. In addition, the country has also seen an influx of foreign private sector companies in the oil and gas sectors which has kindled donor interest in private sector cooperation. In line with prevailing global trends, donors in Tanzania are preferring partnerships that give greater responsibility of local NGOs, consortia and initiatives from faith based actors given their influential role played.

Programme selection based on donor market analysis

The proposed funding per programme is based on documented interlinked needs in the country also informed by national policies and prevailing trends among donors. In line with its vision aimed at having empowered communities and faith actors acting together for economic justice and social cohesion, this means the allocation of resources is biased towards economic empowerment and accountable governance. Strengthening civil society is seen as a cross cutting issue, covering both programmes. Therefore the funding model will seek to promote integration and greater complementarity among programmes.

Forecasted income

²⁴ Baobab is the new online hub for sharing ideas and resources on leadership and governance in international civil society organisations. See www.baobab.org.uk or contact us at info@baobab.org.uk.

Year		2016	2017	2018	2019	2020	Total
Global Programmes	Economic Empowerment (in '000)	12,250	12,250	12,250	12,250	12,250	61,250
	Resource Governance (in '000)	11,740	10,769	10,769	10,769	10,769	54,816
Contextual Projects	WASH (in '000)	3,400	3,400	3,400	3,400	-	13,600
	Haydom Lutheran Hospital (in '000)	14,950	13,243	10,854	-	-	39,047
Grand Total (in '000)		42,340	39,662	37,273	26,419	23,019	168,713

9. Monitoring and evaluation

Monitoring principles and practices

The PMER functions for the strategic period 2016-2020 will be informed by lessons learned from past experience which indicated an increasing decline in aid for civil society and a strong demand for visible and tangible results by donors from both government and civil society. This calls for a more robust monitoring and evaluation system and strategic thinking and investing where results can be achieved and have a better way in articulating, documenting and demonstrating these results. NCA in Tanzania will therefore, continue adopting participatory approaches to monitoring and evaluation which will systematically involve right-holders and partners.

In particular, NCA will develop a combined Monitoring and Evaluation action plan to accompany the strategy incorporating both Results Based Management and Outcome Mapping models. The combination of the two models will be maintained as partners have reported to be more useful in monitoring of progress and capturing results.

Reduced partners and concentrated programme districts will provide an avenue for NCA in Tanzania to increase monitoring to twice a year by engaging both programme and finance staff. Key issues of emphasis will include firstly, both pre and post monitoring reflections where NCA will engage in internal reflection before the monitoring process and document reflections and feedback to partners on what was observed during the monitoring process. This feedback will also be archived in 360 for follow up and action. Secondly, creating synergies and increasing alignment between NCA programme outcomes and projected partner results/outcomes. Thirdly, bringing partners more close by increasing their capacity, accompaniment and putting emphasis on reporting on results and emphasizing achievement of delivery points in our work. Fourthly, adopt the use information and communication technology in monitoring processes. NCA will pilot the use of mobile technology to carry out monitoring which has already been successful with other similar organisations. Fifthly, NCA will undertake continuous partner assessments. These will be achieved through various forums with partners and rights holders which include bilateral meetings and continuous partner visits and dialogue. Similarly, periodic and continuous onsite monitoring, participation in partner forums and events and emphasize on rolling out of HAP in Designing, Implementing, Monitoring, Evaluation and Reporting on our programmes and through partner and project assessments and audits.

Evaluations

NCA will plans to carry out at least 2 thematic and 1 major country programme evaluations by 2020. These evaluations will facilitate input to programme quality management. The thematic evaluations are aimed at enabling NCA to track whether, when and how the change processes towards the outcomes are being achieved. The evaluations will also inform NCA learning sessions with partners during the programme implementation period. As mentioned in chapter 5, NCA also intend to conduct an intensive organisational development assessment of partners which assess their capacity building needs.

Examples of activities carried out in the PMER will include, developing of PMER tools, Developing of TORs and contracting consultants to undertake evaluations. Developing and overseeing the Annual Monitoring plan, Quality assurance of programming, Capacity building of partners on various PMER related areas, facilitating and coordinating the report writing exercises and facilitating of Partners Implementation Meetings and Annual Partners Conferences.

10. Organisational prerequisites

Competence development

A participatory SWOT analysis has been carried out by NCA Tanzania staff, including Worker's Union and Senior Management Team, in order to identify strengths, weaknesses, threats and opportunities on the parameters of funding, programme strength, partners and risk. This strategy is designed to take advantage of the strengths and opportunities, and to address the weaknesses and threats.

Competence areas that need to be covered include the priorities in the country programme, specifically the two global programmes Accountable Governance and Economic Empowerment, the crosscutting effort for strengthening civil society, technical WASH competence as well as health management expertise. In addition, solid finance, administrative and HR skills will also be required, including capacity to follow up donor relations as well as increased capacity to develop and follow up partners in order to improve their financial and administrative performance. Specifically, there is a need to strengthen the office's capacity on PMER tools, Business Analysis, Extractive Sector taxation, Health management and fundraising.

Human resource needs

A solid and well qualified NCA staff in Tanzania is required in order to reach the high ambitions of this strategy. The current team is good, motivated and united and can cover important tasks. There is a need for the finance and programme teams to work even closer and more coordinated, especially for the ambition of strengthening partners' financial and administrative capacity. Improved skills should be developed among existing staff or recruited externally on the following areas: grants management, PMER, business analysis and strengthening civil society / organisational development. For the grants management task for HLH, health management and health advocacy capacity is needed. A more systematic approach will be taken in order to build staff capacity. A senior officer category will be introduced in order to provide for career development within the country office.

Cost effectiveness

NCA is motivated to ensure cost effective management of the country programme. Initiatives for this purpose will include continued sharing of office facilities with partners. NCA in Tanzania will also look over purchasing routines and number of vehicles. Staff will be trained in time management in order to capacitate them with skills for more effective work days. Time-sheets will be considered for the purpose of providing better overview and ease management's planning of leaves and off-days. Number of staff will be continuously assessed. Scattered population in rural areas, long distances as well as an infrastructure (roads) in bad condition are context specific conditions that increase operational costs. As cost of living-level is rising in Dar es Salaam, many comparable NGOs have moved their offices out of Dar es Salaam, to Arusha or other cities. For the time being, this is not considered an option for NCA, because main partners are based in Dar es Salaam and to move will come with increased travel and administration.

11. Risk management

Minimising potential and real risks will be an area of NCA's focus in Tanzania over the next strategic period. Awareness on risk management has increased at the country office due to close dialogue with our donor DfID / KPMG through the Accountability Tanzania programme. On their request NCA has developed a Risk Register, which has also informed the following analysis.

NCA foresees a number of internal and external risks that can affect the programme work in Tanzania in the next strategy period. They are categorised into four categories: strategic, financial, operational and hazards.

Strategic

Externally, the political situation of Tanzania might aggravate towards more turbulence, both during and after the general and presidential election in late October 2015. NCA follows the situation closely and prepares for management of this risk. Internally, the strategic choices led out in this document comes with risks of unintended, negative consequences for rights holders. The establishment of the National IR VICOBA Association may lead to increased governmental interest in this informal structure and governmental interference, such as taxing and demands for formalisation, may disturb the progress on the ground. NCA plans to avoid this situation by enabling the Association to play an advocacy role and thus pro-actively negotiate with government for the interests of IR VICOBA members. The add-on of social responsibility as an outcome in the economic empowerment programme may risk to affect the profitability of the IR VICOBA groups and thus be a too heavy burden. NCA plans to manage this risk by underscoring the voluntarism of taking on such social responsibility in the facilitation of the groups. The one-sector focus of the PETS work might lead to less ownership in the communities and decreased legitimacy of the participatory process of selecting a project to track, as there will be incentives to choose the sector of national focus. NCA plans to accept this risk. The mobilisation of faith based actors in advocacy, comes with the risk of contributing to politisation of religion in the country. NCA plans to manage this risk by strengthening the interfaith committees and thus contribute to social cohesion and conflict prevention. The partner selection, including the phasing out the Inter-religious Council of Peace Tanzania, may come with less legitimacy of NCA among the smaller faiths which are represented in this body. NCA plans to accept this risk.

Financial

Externally, fraud and corruption are very common problems in Tanzania. As part of the management of this risk, NCA has improved its financial monitoring tools and conducts regular financial audits on NCA's operational activities and partners. All employees completed an anti-corruption training in 2012, which will be repeated during the next strategy period.

Internally, as NCA generates its revenue from donors, there is a need to prepare for a situation where access to such funds declines. NCA is managing this risk by being in close dialogue with a variety of donors, including international donors, seeking for opportunities (please refer to chapter 7). A closer relationship with private sector will also be explored as part of the Economic Empowerment programme (please refer to chapter 6). However, cooperation with international donors also comes with the risks of heavy workload and the risk of repayments, as they operate with higher and more demanding

reporting standards. This risk NCA plans to avoid through the planned work to strengthen partners' financial and administrative capacity (please refer to chapter 5). In addition, diversification of the funding base comes with the risk of heavier workload, as different donors have different report regimes. NCA plans to accept this risk.

Operational

NCA has had a very stable crew over the last strategy period. It is likely to expect some increased turnover. Well prepared and thorough recruitment procedures, including a solid introduction programme and probation period, NCA believe is a good way to manage risks related to recruitment of new staff. As NCA works in partnership with other NGOs (FBOs) our results are dependent on the performance of the partners. NCA will manage this risk by providing closer follow up, including working closely with the governance structures of partner organisations so as to provide oversight and control over the affairs of the programme activities funded by NCA. As part of improving internal controls and minimizing financial and operational mismanagement risks, NCA has worked with partners to ensure that there are written procedures and policies to govern the operations of each partner, and that these policies and procedures are respected and adhered to. NCA aims to continue to manage and avoid risks related to partners' performance by selecting partners carefully (ref. appendix 1) and also by introducing an improved and more systematic capacity building of partners (ref. chapter 5).

Hazards

The security situation of Tanzania has been deteriorating over the past years, as the country see increased instances of violence and religious tensions in Zanzibar. There is also a fear that terrorism in neighbouring Kenya and Somalia can give spill-over effects (ref. chapter 1). NCA's interfaith approach to programming, outlined in chapter 5 and 6, can also be seen as a risk mitigating measure in this situation. When it comes to security of the office and staff, risk management will include the installation of key card or code locks on office doors and establishment of a safe room at the office. A general security training, including lifesaving training, will be conducted for all staff on a regular basis.

Annex 1: Map

To be developed after project proposal with partners are finalised.

Annex 2: Partner information

NCA in Tanzania has aimed to build a composition of partners where the different selected partners complete each other with different rationales for being part of NCA portfolio. From 2016 the partner portfolio will consist of:

- The big country-wide FBOs (The national umbrellas of Catholics, Protestants and Muslims in addition to TCRS, the ELCTs and YMCA). The rationale for inclusion in the partner portfolio is that they come with strong grass root presence, national legitimacy and together they provide interfaith legitimacy.
- The national advocacy umbrellas: Their rationale in the partner portfolio is that they facilitate faith actors to speak out publicly on relevant issues, with one voice. The Interfaith Standing Committee is not registered an independent organisation, but is a looser body. The secretariat is located under CCT.
- The small, magnificent specialists with limited geographic coverage. Their rationale in the partner portfolio is that they target group of special interest (women, youth, indigenous peoples). In addition are they innovative and often develop models or approaches which can be applied by others.

As outlined in chapter 5, NCA in Tanzania will strengthen partners financial and administrative capacity through a project called "The partners' project". NCA will work systematically with partners' performance and undertake adjustments of the partner portfolio according to how they perform. The planned National IR VICOBA Association will be registered and included as a new partner.

Our partners are:

1. Christian Council of Tanzania (CCT)
2. Dogodogo Centre
3. The Evangelical Lutheran Church of Tanzania East and Coastal Diocese (ELCT ECD)
4. The Evangelical Lutheran Church of Tanzania Northern Diocese (ELCT ND)
5. The Evangelical Lutheran Church of Tanzania Northern-Eastern Diocese (ELCT NED)*
6. The Evangelical Lutheran Church of Tanzania Mbulu Diocese (ELCT Mbulu)*
7. Four Corners Cultural Programme (4CCP)
8. Global Network on Religions for Children (GNRC)
9. Haydom Lutheran Hospital (HLH)
10. Ilula Orphanage Project (IOP)
11. National Muslim Council of Tanzania (Bakwata)*
12. Tanzania Episcopal Conference (TEC)
13. Tanganyika Christian Refugee Service (TCRS)
14. Women in Action for Development (WIA)
15. YWCA

* In initial stages of the strategy, NCA will have an operational approach to these partners, i.e. NCA will handle the financial administration of the cooperation. This is due to poor financial and administrative capacity of the partner, to the extent that NCA considers it too risky to let the partner have this responsibility. The ambition is during the strategy period to build the partner so it becomes capable to take over this responsibility. ELCT Mbulu and ELCT NED will be given a probation period of two years and will be phased out if their performance does not improve.

Name of partner: Christian Council of Tanzania (CCT)	
Type of partner	Faith Based Organization
Year of establishment	1934
Legal Status	Registered in 1964 under the Society Ordinance, Reg no SO.4632
Number of employees	96 (Excluding volunteers)
Number of Members	25 (13 Protestant Churches and 12 Faith Based Organization)
Management structure	General Assembly, Executive Council, Executive Committee, Secretariat
Financial foundation	Membership Fees, Members Contributions, Investments, Development Partners
Membership in networks (including ACT Alliance)	WCC, AACC, FECCLAHA, FOCISA, ACT – Alliance
Cooperation with local government	Cooperate with government at all levels from national to local level
Other donors	Bread for the World, Tear Fund UK, United Church of Canada, Church of Sweden, Africare (USAid), Care International (USAid), Legal Service Facility (Danish Aid)
Geographic area	Dodoma, Manyara, Mbeya, Mara and Morogoro
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource governance
Rationale for NCA's partnership with this organisation	CCT has a large constituency from national to local level with 13 active member churches through this it is easier to reach the rights holders with different programs. Broad national legitimacy.
Year of when partnership with NCA was established	2003
Division of labour between NCA and partner (added value each brings)	CCT as implementing partner has vast knowledge on the ground as well as has structures and member churches from national to local level.

Name of partner: Dogodogo Centre	
Type of partner	Non-Government Organization
Year of establishment	1992
Legal Status	Registered as a TRUST in 1995
Number of employees	27
Number of Members	N/A
Management structure	Board - Management – Staff – Children
Financial foundation	Development Partners
Membership in networks (including ACT Alliance)	Member of Tanzania Child Rights Forum (TCRF), Men Engage Tanzania, Children Agenda (CA),
Cooperation with local government	Collaborate closely with Dar es Salaam Municipal Authorities
Other donors	Maryknoll Sisters, Caledonian Society, St. George Royal Society
Geographic area	Dar es Salaam
Thematic / global programme	Economic Empowerment

area (technical expertise)	
Rationale for NCA's partnership with this organisation	Dogodogo is strategic partner with diaconal aspect i.e. working with orphans and most vulnerable children.
Year of when partnership with NCA was established	2007
Division of labour between NCA and partner (added value each brings)	As implementing partner DogoDogo empowers youth through job creation through vocational skills

Name of partner: The Evangelical Lutheran Church of Tanzania East and Coastal Diocese (ELCT ECD)	
Type of partner	Faith Based Organization
Year of establishment	1986
Legal Status	Registered
Number of employees	52
Number of Members	312,000
Management structure	General Assembly, General Council, Bishop, Dean, General Secretary and Head of departments
Financial foundation	Members contribution, investments and Developing partners
Membership in networks (including ACT Alliance)	United Evangelical Mission(UEM), Lutheran Mission Cooperation (LMC), CCT, Christian Social Service Council (CSSC)
Cooperation with local government	Cooperate with government at the village and district level
Other donors	USAID, United Evangelical Mission (UEM), Lutheran Mission Cooperation(LMC),Church of Sweden (CoS), DANMission, ELCA and Tanzania Media Fund
Geographic area	Dar es Salaam and Zanzibar
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource Governance
Rationale for NCA's partnership with this organisation	The partner covers Zanzibar, Pemba and Mafia, providing NCA with presence in this important region. The partner has strong implementing capacity on the ground. As a Lutheran Church it represents an important part of the faith-based organisations which brings legitimacy.
Year of when partnership with NCA was established	2008
Division of labour between NCA and partner (added value each brings)	Through her programme in Zanzibar ELCT ECD brings together youth of different faith in peace building work as well as women economic empowerment programme through vocational skills training for female youth.

Name of partner: The Evangelical Lutheran Church of Tanzania Mbulu Diocese (ELCT- Mbulu)

Type of partner	Faith Based Organization
Year of establishment	1952
Legal Status	Registered
Number of employees	6
Number of Members	83,265
Management structure	General assembly ,Executive council, Executive Committee Management ,Administrative structure
Financial foundation	Members Contributions, Investments, Development Partners
Membership in networks (including ACT Alliance)	All Africa Conference of Churches
Cooperation with local government	Cooperate with government from local to the district level
Other donors	Donation and contributions from members
Geographic area	Manyara
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource governance
Rationale for NCA's partnership with this organisation	The partner has strong implementing capacity on the ground. As a Lutheran Church it represents an important part of the faith-based organisations which brings legitimacy. ELCT Mbulu has a large number of IR VICOBA groups and have been outstanding in the governance work. With the new cooperation with Haydom Lutheran Hospital the diocese is a position to provide strategic guidance in the management of the hospital and in networking with local and central government.
Year of when partnership with NCA was established	2006
Division of labour between NCA and partner (added value each brings)	ELCT Mbulu will coordinate activities and rights holders and duty bearers in the two districts whereas NCA will provide financial support and skills development in Resource Mobilization and Grant Management

Name of partner: The Evangelical Lutheran Church of Tanzania Northern Eastern Diocese (ELCT- NED)	
Type of partner	Faith Based Organization
Year of establishment	1963
Legal Status	Registered
Number of employees	62
Number of Members	94,450
Management structure	General assembly ,Executive council, Executive Committee and Secretariat
Financial foundation	Members Contributions, Investments, Development Partners
Membership in networks (including ACT Alliance)	Lutheran World Federation , Lutheran Mission Cooperation, CCT, World Churches Council, United Evangelical Mission
Cooperation with local government	Cooperate with government from local to the district level
Other donors	Lutheran Mission Cooperation, FELM, Swedish Evangelical Mission and Christopher Branden Mission
Geographic area	Lushoto
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource Governance
Rationale for NCA's partnership with this organisation	The partner has strong implementing capacity on the ground. As a Lutheran Church it represents an important part of the faith-based organisations which brings legitimacy.Strong ismobilizing community and have well established IR-VICOBA groups with different IR-VICOBA association establishing national VICOBA association will be easier with ELCT NED.
Year of when partnership with NCA was established	2008
Division of labour between NCA and partner (added value each brings)	As implementing partner, ELCT NED has a constituency suitable for economic empowerment work

Name of partner: The Evangelical Lutheran Church of Tanzania Northern Dioccese (ELCT ND)	
Type of partner	Faith Based Organization
Year of establishment	1963
Legal Status	Registered
Number of employees	51
Number of Members	165 parishes
Management structure	General assembly ,Executive council, Executive Committee and Secretariat
Financial foundation	Membership fees, Development partners and Private donation
Membership in networks (including ACT Alliance)	Lutheran World Federation, All AICC, Lutheran Mission Cooperation
Cooperation with local	Cooperate with government from local and reginal

government	level
Other donors	Lutheran Mission Cooperation
Geographic area	Kilimanjaro
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource governance
Rationale for NCA's partnership with this organisation	The partner has strong implementing capacity on the ground. As a Lutheran Church it represents an important part of the faith-based organisations which brings legitimacy.
Year of when partnership with NCA was established	2009
Division of labour between NCA and partner (added value each brings)	As implementing partner, ELCT ND has a constituency suitable for economic empowerment and governance work.

Name of partner: Four Corners Cultural Programme (4CCP)	
Type of partner	Faith Based Organization
Year of establishment	2006
Legal Status	Registered
Number of employees	7
Number of Members	40
Management structure	Board, Project Adviser, Project coordinator, Community
Financial foundation	Norwegian Church Aid
Membership in networks (including ACT Alliance)	N/A
Cooperation with local government	Collaborate with the government at village level, ward level and district level
Other donors	None
Geographic area	Manyara and Singida
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource Governance, WASH
Rationale for NCA's partnership with this organisation	4CCP is working with indigenous people and underserved communities in rural Tanzania. It is a community development organisation connected to Haydom Lutheran Hospital.
Year of when partnership with NCA was established	2007
Division of labour between NCA and partner (added value each brings)	4CCP has vast knowledge working with indigenous people and managed to support establish viable income generating activities as well as secured access to customary land rights.

Name of partner: Global Network on Religions for Children (GNRC)	
Type of partner	Faith Based Organization
Year of establishment	2001
Legal Status	Registered

Number of employees	14
Number of Members	2000 peace clubbers
Management structure	Board of Trustees, Country Coordinator, Programme Manager
Financial foundation	Development partners
Membership in networks (including ACT Alliance)	Cooperate with government from local, regional and National level
Cooperation with local government	
Other donors	Norwegian Embassy, Maryknoll Sisteris, Arigato Foundation (Japan), Swedish Embassy
Geographic area	Dar es Salaam and Zanzibar
Thematic / global programme area (technical expertise)	Resource governance and Peace Building
Rationale for NCA's partnership with this organisation	GNRC mobilizes and train youth on dialogue and peace building.
Year of when partnership with NCA was established	2007
Division of labour between NCA and partner (added value each brings)	GNRC bridge the gap by engaging youth and children in our programme work which most FBOs partners have not taken youth dimension on board.

Name of partner: Haydom Lutheran Hospital (HLH)	
Type of partner	Faith Based Organization
Year of establishment	1954
Legal Status	Registered
Number of employees	680
Number of Members	None
Management structure	Hospital Board, Core Administration Team
Financial foundation	Norwegian, Government , Government of Tanzania and Donations
Membership in networks (including ACT Alliance)	None
Cooperation with local government	Strong cooperation at Local, Ministerial and Central Government
Other donors	None
Geographic area	Manyara, Singida and Dodoma
Thematic / global programme area (technical expertise)	Health
Rationale for NCA's partnership with this organisation	To build hospital competency in terms of resource mobilization and advocacy work so that the hospital can seek financial sustainability.
Year of when partnership with NCA was established	2003
Division of labour between NCA and partner (added value each brings)	NCA will enhance hospital capacity in resource mobilization, grant management and advocacy work whereas the hospital will strengthen internal controls

	and grant management .
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Name of partner: Ilula Orphanage Project (IOP)	
Type of partner	NGO Affiliated with United Methodist Church
Year of establishment	2003
Legal Status	Registered August 2003
Number of employees	84
Number of Members	Above 200
Management structure	Annual General Assembly, Board of trustees, Managing director and three deputy
Financial foundation	Private donation and Development partners
Membership in networks (including ACT Alliance)	At global level IOP is a member of United Methodist Churches
Cooperation with local government	District Council and Regional Administrative office
Other donors	Africare, Jhpaigo, Deloitte, YWCA/YMCA Global, Sunflower Montessori and other private donors
Geographic area	Kilolo District
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource governance and WASH
Rationale for NCA's partnership with this organisation	IOP is a strategic partner which brings in the concept of foster parents which can be strengthened and replicated in other areas
Year of when partnership with NCA was established	2007
Division of labour between NCA and partner (added value each brings)	IOP is a strategic partner which brings in HIV/AIDS and WASH component as cross cutting issues to the wider NCA country programme.

Name of partner: National Muslim Council of Tanzania (BAKWATA)	
Type of partner	Faith Based Organization
Year of establishment	1968
Legal Status	Registered 1968
Number of employees	35
Number of Members	350
Management structure	General Assembly, Top Muslim Clerics, Executive Committee
Financial foundation	Membership fee, members contribution and investments
Membership in networks (including ACT Alliance)	None
Cooperation with local government	Cooperate with government from local, regional and National level
Other donors	UNICEF, UNDP and USAID
Geographic area	Coastal and Tanga
Thematic / global programme area (technical expertise)	Economic Empowerment and Resource Governance

Rationale for NCA's partnership with this organisation	BAKWATA brings together all Muslims of Tanzania who form a large part of the population. Interfaith legitimacy.
Year of when partnership with NCA was established	2007
Division of labour between NCA and partner (added value each brings)	BAKWATA brings in the dimension of reaching out to Muslim communities and try to clear doubts on economic empowerment and interfaith work.

Name of partner: Tanganyika Christian Refugee Service (TCRS)	
Type of partner	Faith Based Organization
Year of establishment	1964
Legal Status	Registered
Number of employees	59
Number of Members	None
Management structure	Board of Trustees, Director Secretariat
Financial foundation	Development partners
Membership in networks (including ACT Alliance)	Dormant member of ACT Alliance,
Cooperation with local government	Cooperate with government from local and regional level
Other donors	Church of Sweden, Church of World Service (USA), Concern World Wide, DanChurchAid, Danish Embassy, Embassy of Finland, Evangelical Lutheran Church in America, Evangelical Lutheran church in Japan, Film Aid International, Finnish Evangelical Lutheran Mission, International organization for Migration, United Nations High Children Fund, United Nations High Commissioner for Refugees, World Food Program, Water Drilling Unit
Geographic area	Kagera, Kigoma and Shinyanga
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource governance and Wash
Rationale for NCA's partnership with this organisation	They have a long experience in working with local communities. National organisation with broad legitimacy.
Year of when partnership with NCA was established	2002
Division of labour between NCA and partner (added value each brings)	Vast knowledge on humanitarian and development work especially in the field of WASH. TCRS will be the lead partner of the Telethon WASH funded project.

Name of partner: Tanzania Episcopal Conference (TEC)	
Type of partner	Faith Based Organization
Year of establishment	1957

Legal Status	Registered since 1957
Number of employees	120
Number of Members	30 dioceses Nationwide
Management structure	TEC President, Permanent Council, Preliminary Assembly, Secretariat
Financial foundation	Development Partners, investments and Private Donation
Membership in networks (including ACT Alliance)	No information given
Cooperation with local government	Cooperate with government from local and regional level
Other donors	The Balm in Gilead (USA), Caritas International (Italy), Miserior (Germany), Cordaid (Holland), Caritas (Australia)
Geographic area	Dar es Salaam, Arusha, Manyara, Njombe, Songwe and Kigoma
Thematic / global programme area (technical expertise)	Economic Empowerment, Resource governance
Rationale for NCA's partnership with this organisation	TEC has a very wide structure throughout the country, represented by 30 dioceses. They will compliment efforts of our other partners. Interfaith legitimacy.
Year of when partnership with NCA was established	2007
Division of labour between NCA and partner (added value each brings)	TEC as implementing partner brings in wide knowledge as well as field experience. Furthermore it can trickle down resources because of the well-functioning local structures that can manage program and finance work effectively.

Name of partner: Women in Action for Development (WIA)	
Type of partner	Non-Government Organization
Year of establishment	1999
Legal Status	Registered
Number of employees	9
Number of Members	None
Management structure	Board of Trustees, Executive Chairperson, Executive Committee
Financial foundation	Donation and Development partners
Membership in networks (including ACT Alliance)	ANGONET
Cooperation with local government	Cooperate with government from village to district level
Other donors	RFA, Global Fund for Women and anonymous donors
Geographic area	Arusha and Manyara
Thematic / global programme area (technical expertise)	Economic Empowerment, Diaconal
Rationale for NCA's	The reach out to marginalised communities in Arusha

partnership with this organisation	and Babati and their capacity to implement activities: HIV/AIDS, orphans, VICOBA and women empowerment.
Year of when partnership with NCA was established	2008
Division of labour between NCA and partner (added value each brings)	WIA is a strategic partner which complements NCA diaconal work of supporting people in needy especially orphans and vulnerable children as well as people living with HIV/AIDS

Name of partner: Young Women's Christian Association of Tanzania (YWCA)	
Type of partner	FBO
Year of establishment	1957
Legal Status	Registered on 24th July 1969 with registration number SO 4815
Number of employees	51
Number of Members	4,000
Management structure	National Council , Executive Committee, Board of Trustees and National General Secretary
Financial foundation	Members Contributions, Investments, Development Partners
Membership in networks (including ACT Alliance)	Wanawake na Katiba, National extortion coalition, Police Partnership Coordination Group, Youth Leadership Working Group
Cooperation with local government	Cooperation with government at the regional and district level.
Other donors	Y-Global through Norad, Legal Services Facility LSF, World YWCA through Packard Foundation, Finish Government and Community Action for People with Disabilities in Africa CAPDA
Geographic area	Dar es Salaam, Arusha and Mwanza
Thematic / global programme area (technical expertise)	Economic Empowerment
Rationale for NCA's partnership with this organisation	Good implementation capacity and strong grass root presence. Focus on youth mobilisation and women.
Year of when partnership with NCA was established	2008
Division of labour between NCA and partner (added value each brings)	YWCA bridge the gap by engaging youth in our Economic empowerment programme which most FBOs partners have not taken youth dimension on board.

Annex 3: Cross-cutting issues and strengthening civil society

Refer to Excel Sheet 3

Annex 4: Programme results frameworks

Refer to Excel Sheets 4.1, 4.2,

Annex 5: Funding strategy and targets

Refer to Excel Sheet 5

Annex 6: Planned evaluations

Programme/project	Year	Donor	Partner	Internal /external	Comments (size of project, evaluation requirement, etc.)
Economic Empowerment	2017	Norad	CCT and other, selected partners	External	Assess the impact of the Economic Empowerment pilots on the Economic Empowerment programme
Resource Governance	2016	AcT / DfID	8 partners	External	To assess the impact and lessons learnt from the Accountability project which can be replicated elsewhere. Also inform proposal for AcT II.
Strengthening Civil Society	2016	Norad + AcT / DfID		To be decided	Organisational development assessment to map partners' capacity building needs, especially gaps of financial and administrative capacity.
WASH	2016	NRK telethon	4CCP, IOP, TCRS	Internal mid-term evaluation	To assess whether the project is on track and take any remedial measures to improve.
WASH	2019	NRK telethon	4CCP, IOP, TCRS	External	Establish the number of rights holders accessing water and the impact of the projects on the communities.

Annex 7: Risk analysis and management

Risks identified		Analysis of risk			Management of risks			
Risk number	Description	Likelihood	Impact	Risk level	Management strategy	Risk mitigation activities	Contingency Plan	Responsible
1	Strategic: More turbulent political situation	Medium	Moderate	Medium	Mitigate	Close monitoring of situation. Seek flexibility in planning of activities in order to be able to adjust to changing situations.	Yes	NCA / Partner
2	Strategic: Unintended consequences of strategic choices	Medium	Serious	Medium	Avoid / mitigate / accept (see specification in narrative)	Close monitoring of situation. Seek flexibility in planning of activities in order to be able to adjust to changing situations.	Yes	NCA / Partner
3	Strategic: Contributing to politisation of religion	Low	Serious	Medium	Mitigate	Close dialogue with religious leaders. Strengthen interfaith approach.	Yes	NCA / Partner
4	Financial: Fraud and corruption	High	Very serious	High	Avoid		Yes	NCA / Partner
5	Financial: Declining donor funding	Medium	Very serious	High	Mitigate	Strengthen PMER functions at the office and among partners.	Yes	NCA
6	Financial: Diversification of funding brings more bureaucracy	High	Moderate	Medium	Accept		Yes	NCA
7	Operational: Failed recruitment	Low	Serious	Medium	Mitigate	Solid recruitment processes and introduction programmes.	Yes	NCA
8	Operational: Poor	Medium	Very	Medium	Mitigate	Close monitoring and	Yes	NCA / Partner

	partner performance	um	serious			strengthened capacity building.		
9	Hazards: Deteriorating security situation	Medium	Serious	Medium	Mitigate	Improve security systems of the country programme	Yes	NCA