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Sida Decentralised Evaluation

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Assessment of possibilities of Swedish support to promote accountability, transparency and civil society capacity in Tanzania

Final Report

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October 2014**

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Abbreviations and Acronyms

ACPF	African Child Policy Forum
AcT	Accountability in Tanzania Programme
APRM	African Peer Review Mechanism
BBC	British Broadcasting Cooperation
CBO	Community Based Organisation
CSI	Civil Society Index
CSO	Civil Society Organisation
DANIDA	Danish International Development Agency
DFID	Department for International Development
DP	Development Partner
FCS	Foundation for Civil Society
FGM	Female Genital Mutilation
ICT	Information and Communication Technology
LHRC	Legal and Human Rights Center
LSF	Legal Services Facility
M&E	Monitoring and Evaluation
NGO	Non-governmental Organisation
ODI	Overseas Development Institute
SDC	Swiss Agency for Development Cooperation
SEK	Swedish Krona
Sida	Swedish International Development Cooperation Agency
SSNC	Swedish Society for Nature Conservation
TAA	Tanganyika African Association
TANU	Tanganyika African National Union
TAWLA	Tanzania Women Lawyers Association
TEITI	Tanzania Extractive Industries Transparency tries Initiative
TENMET	Tanzania Education Network
TGNP	Tanzania Gender Networking Programme
TOR	Terms of Reference
TPDF	Tanzania Peoples Defence Force
UN	United Nations
UNFPA	United Nations Population Fund
WFT	Women Fund Tanzania
WWF	World Wildlife Fund
ZLSC	Zanzibar Legal Services Centre

Preface

This evaluation of Sweden's support to civil society organisations in Tanzania was commissioned by the Embassy of Sweden in Tanzania under the Sida Framework Agreement for Reviews and Evaluations. The evaluation was undertaken between July-October 2014 by a team from Indevelop in cooperation with TANA Copenhagen.

The team consisted of Pontus Modéer (team leader), Henrik Alffram, evaluator and Shamshad Rehmatullah, evaluator. Ian Christoplos conducted quality assurance of the evaluation report and Anna Liljelund Hedqvist was the project manager for the evaluation.

Executive Summary

The assignment was initiated to provide the Swedish Embassy in Tanzania with a basis for well-grounded decisions regarding its support to Tanzanian civil society organisations striving to demand accountability and increased awareness of human rights. For the period 2013 – 2019, Sweden is aiming to contribute towards “enhanced capacity in civil society to demand accountability and increased awareness of human rights.” The main target groups are women, children, and young people.¹

At the initial stages of the assignment, the Evaluation Team reviewed relevant project documents, evaluations and human rights and civil society assessments. In addition some 40 purposefully selected organisations and their activities, structures and support were mapped and Development Partners’ (DP) priorities and approaches were reviewed. Initial findings of the desk study were then verified through interviews with stakeholders and informed observers. In addition to verifying the desk study data, this provided an opportunity for the interviewees to provide useful assistance in analysing the data. The preliminary findings of the Evaluation Team were presented and discussed at a seminar with staff from the Swedish Embassy.

Even though there are serious challenges to the human rights situation in Tanzania, there is space for the country’s civil society organisations to carry out their activities and to engage with and influence the government at different levels. As a consequence, it has also been possible for the CSOs and their DPs to make important contributions towards improving the situation with regards to human rights and government accountability.

Sweden’s approach to engagement with civil society includes building relationships based on respect and partnership, a careful selection of strategic interventions and a preference for core funding and long term support. These aspects have been greatly appreciated by the partner organisations and according to available evidence contributed to an effective support. At the same time, the Embassy’s approach has in recent years traded stability for flexibility.

¹ Government offices of Sweden, Results Strategy for Sweden’s international development cooperation with Tanzania for the period 2013 – 2019

A cumbersome process for selection of partners and managing contributions, as well as a strong commitment to direct and long-term support, have contributed to making the Swedish support model limited in terms of its ability to respond to new opportunities that may arise.

To further enhance the effectiveness of the Embassy's support to CSOs working on accountability and human rights, the Evaluation Team has produced a three-step set of recommendations focusing on (i) Guiding principles for the support, (ii) Channels for the support, (iii) Untapped opportunities and (iv) Reducing the number of interventions.

Recommended guiding principles

- Promote ownership
- Promote civil society in its own right
- Strive for long-term support
- Ensure flexibility
- Be prepared to accept calculated risks
- Facilitate and encourage harmonisation
- Coordinate at a strategic level
- Reduce degree of concentration of funding
- Ensure that the capacity to manage contributions is not overstretched

Recommended channels for support

- Direct strategic support

Maintain direct long-term support to strategic CSOs as the main conduit and model of the support relationship. In order to ensure – in line with the requirements of the Swedish results strategy – a continued focus on women, youth and children, organisations with a clear focus on these groups should be given priority.

- Joint donor-fund arrangement for accountability and human rights CSOs

The most feasible complimentary modality to the current long-term direct support to strategic CSOs, which would ensure reaching out to a greater number of organisations than those directly supported, would be to support and get involved in a sector focused joint DP fund arrangement.

- Basket fund arrangement for land rights

If a basket fund arrangement with other DPs was to be established along the lines proposed in the recent ODI study, then the Embassy should consider joining such a fund.

- Quick response fund

To ensure flexibility and quick responses to initiatives making use of unexpected opportunities for change, the Embassy should explore the possibilities of setting up a Quick response fund administered by the Embassy itself.

Untapped opportunities

The evaluation points to two areas in which further DP engagement could potentially have significant impact. It is therefore recommended that the Embassy explores if and how Sweden can effectively contribute to strengthening the following:

- CSOs focusing on accountability and human rights issues relating to the extractive industries.
- CSO initiatives that could scale successful local level social accountability strategies to other area.

Reducing the number of interventions

In the ToR is stated that the Embassy will have in total 8-10 longer-term contributions, excluding support in the areas of land and education. The Embassy thus expects to see a reduction of the number of interventions. Taking this into consideration, as well as the suggested principles and channels for support and the untapped opportunities, the following three different scenarios are identified:

- Channel support through AcT
- Give priority to domestic organizations with a democratic governance structure
- Give priority to organizations with a clear rights focus

1 Introduction

1.1 THE ASSIGNMENT

The assignment was initiated to provide the Swedish Embassy with a basis for well-grounded decisions regarding its support to Tanzanian civil society organisations striving to demand accountability and increased awareness of human rights.

The support to civil society has over the past decade been regarded as a complement to the Swedish budget support for implementation of the national development strategy, the *Mkukuta*. The objective has been to assist civil society in “strengthening citizens to demand their rights to have well-functioning social services to alleviate poverty.”²

For the period 2013 – 2019, Sweden will, among other things, contribute to “enhanced capacity in civil society to demand accountability and increased awareness of human rights.” The main target groups are women, children, and young people.³

1.2 APPROACH AND METHODOLOGY

Methodologically the assessment has been divided into three distinct phases: (i) Inception phase; (ii) Data collection and analysis phase; and (iii) Reporting phase.

During the inception phase the scope, focus and methodological approach of the assessment were determined. The assessment questions identified in the ToR were analysed and relevant methodologies identified. A matrix with evaluation questions was developed and used as a guide throughout the assessment.

The data collection and analysis phase of the assessment started once the inception report was approved. An initial desk study of key documents was carried out. In addition some 40 organisations and their activities, structures and support were mapped and Development Partners’ (DP) priorities and approaches were reviewed. The

² Embassy of Sweden, Pre-study/Assessment of possibilities of Swedish support to promote accountability, transparency and civil society capacity in Tanzania, May 2014

³ Government offices of Sweden, Results Strategy for Sweden’s international development cooperation with Tanzania for the period 2013 – 2019

mapped organisations were selected through a purposeful selection in relation to the Swedish priorities. The following characteristics were considered in the CSO-mapping: Target group; Legal status; Type of organisation; Coverage; Role of organisation; Size; Funding; Donors; and Funding modalities.

The Evaluation Team then verified the initial findings of the desk study through interviews with key informants. In addition to verifying the desk study data this provided an opportunity for the interviewees to provide useful assistance in analysing the data. Interviews were carried out in Tanzania from 11 to 22 August, and the entire Evaluation Team was in the country from 10 to 16 August. Follow-up interviews were conducted in Stockholm during the following weeks.

In total has the Evaluation team conducted about 40 semi-structured interviews across a broad group of stakeholders and informed observers, including representatives of Tanzanian CSOs, media, international non-governmental organisations (NGOs), bilateral DP agencies, UN agencies and staff at the Embassy of Sweden. The majority of the interviews were conducted face-to-face, while a few were carried out by telephone and Skype.

Towards the end of the data collection phase, a verification seminar was organized with staff of the Swedish Embassy during which the Evaluation Team's preliminary findings were discussed.

1.3 LIMITATIONS

The ToR state that an overview should be made of the “capacity/scope of relevant key actors, current context, existing support...that can be seen as relating to the different results areas in the strategy,” and that this should be organised into an accountability section and a human rights section. The accountability section includes two sub-areas (i) accountability and (ii) media and information freedom; while the human rights section is divided into seven sub-areas (i) general human rights, (ii) youth rights, (iii) women's rights, (iv) children's rights, (v) women's rights, (vi) land rights and (vii) educational rights.

In assessing the Tanzanian civil society, the Evaluation Team has, as requested, made use of the division between accountability and human rights. However it did not consistently break down these two main categories into the sub-categories outlined in the ToR, as it is of little value in trying to understand and describe the context and needs of CSOs operating in the fields of human rights and in assessing the priorities and approaches of donors. The reasons for this are several.

First, many of the Embassy's partner organisations, as well as most other CSOs, work with a fairly broad range of rights. It is difficult to accurately categorize a group as working in one particular human rights area. Second, a significant overlap exists between the various thematic areas, e.g. between children's rights and the right to edu-

cation and between women's rights and land rights or girl child right to women's rights. Third, that accountability is a key human rights concept (not least in the Swedish government's definition of a human rights based approach to development) and directly linked to the realization of a range of rights. Fourth, that other DPs do not categorize the support along the same thematic areas as the Embassy, which means that the thematic categorization set out in the ToR is of limited use as a model for analysing the approaches of other DPs. Fifth, that the support Sweden is providing through other channels (CIVSAM) is not categorized in accordance with the classification used by the Embassy and stated in the ToR. Six, that the link between strengths, weaknesses and constraints of the CSOs and the thematic areas in which the Embassy considers them to be operating is weak and that the general conclusions that can be drawn regarding the characteristics and operating contexts of CSOs operating within a particular thematic area is thus limited.

2 Background

This section provides a general overview of the CSO landscape in Tanzania and briefly describes the human rights and accountability context in which the organisations are working.

2.1 THE CSO LANDSCAPE

The number of CSOs has been increasing over the years and the total number of registered organisations is today around 20,000. The number of active CSOs is, however, probably considerably lower.

Origins of the Tanzanian civil society can be traced back to the beginning of the British Colonial rule in the early 1920s. Organisations in existence then included civil servants association, cooperative movements and pastoralist movements focusing on land ownership, and associations formed to promote cultural and sports activities, as well as different religious congregations. In the 1940s labour and nationalistic organisations were formed, in response to which British colonial rule introduced restrictive legislation.

In 1954, President Nyerere reformed the Tanganyika African Association (TAA) and changed the name to Tanganyika African National Union (TANU), which became a leading organisation fighting for Tanganyika's independence in 1961. After the 1965 multiparty elections, the constitution was amended to give way to a one party state. In this environment it became impossible for civil society to organize independently. During this era, only religious groups, charity organisations and relief foundations not considered political were allowed to operate.

In the early 1990s an era of political pluralism took form and multi-party politics was introduced. Many locally initiated lobby organisations also emerged and, in many ways, could be said to have given confidence to civic-led contestations and struggles for more democratic movements. Despite several years of scepticism and avoidance of the reality of a growing civil society movement, the Tanzanian government has recently come to give more space for civil society work and acknowledges that it

lacks capacity to provide for the diverse needs and demands of its population in the development process.⁴

A constitutional reform process, beginning in early 2011, has arguably been the most important emerging vehicle for the CSOs to hold the government to account. The Tanzania Constitutional Review Commission has welcomed the involvement of CSOs and several key organisations have made effective use of this opportunity.

CSOs have also been involved in tracking public expenditure and monitoring service delivery by using various accountability tools that, for example, check government service delivery plans and budgets against the situation on the ground. Linked to this is the work CSOs have done to ensure that all citizens can access publicly held information and that freedom of expression is enhanced by repealing laws that infringe on freedom of expression and right to information. Although guaranteed by the constitution, these freedoms and rights face a number of serious legal and administrative challenges, and some argue that the government and the bureaucracy are still primarily characterised by a culture of secrecy. However, organisations monitoring the human rights situation have been able to report on their findings and publicly express their views.

2.2 THE HUMAN RIGHTS CONTEXT

From a human rights perspective, Tanzania faces a number of challenges. A 2013 human rights report by the Legal and Human Rights Centre and the Zanzibar Legal Services Centre raises concerns about a number of issues, including senior government officials condoning violations of human rights, the Tanzania Peoples Defence Force (TPDF) being deployed against unarmed civilians, extra judicial killings by government officials, mob violence and killings and maiming of albinos, and religious strife between Moslems and Christians.

The report also raises attention to problems of freedom of expression restrictions, abuse of office and illicit use of natural resources for the benefit of individuals. The report states that incidences of child abuse and gender based violence are increasing.⁵ Women suffer from insufficient economic empowerment, higher degrees of illiteracy, poor access to decision-making at all levels, and are disadvantaged in terms of medical care, property ownership, and access to credit, training and employment.

⁴ Civicus, Civil Society Index (CSI) Project Tanzania Country Report 2011

⁵ LHRC and ZLSC, Tanzania Human Rights Report 2013, March 2014, and The Citizen Newspaper, 30 August 2014

According to the African Child Policy Forum, Tanzania is the least child friendly country in the East African region.⁶ Many children suffer physical violence and sexual abuse, girls are subject to female genital mutilation (FGM), child labour and child marriages are still common and the schools suffer from poor performance.

Human rights issue probably affecting more people than any other such issues are those relating to land conflicts, the current land management regime suffers gaps in terms of policy and law.

There has, however, also been progress and CSOs have a high degree of freedom in terms of project and activity implementation. Today, many people have access to legal education and legal services through CSOs. The land laws allow women to acquire, hold, use and deal with land to the same extent and subject to the same restrictions as that of men. The ongoing constitutional review process has provided an opportunity for the general public and marginalised groups to raise issues of concern and to advocate for a strengthened human rights regime.

2.3 SWEDEN AND OTHER DEVELOPMENT PARTNERS

The position paper in preparation for the Embassies guidelines from 2006⁷ found that the DPs saw the support to civil society as increasingly important. They also identified a trend that the support was being scaled up because of a need for "alternative dialogue partners besides the government", watchdogs, improved advocacy and lobbying efforts, improved dialogue with ordinary citizens, and strengthened outreach from the centres to regions and districts.

The Evaluation Team's interviews with DPs, civil society representatives and observers indicate that the DPs continue to see the civil society organisations as essential actors in order to promote and protect human rights and to enhance transparency and accountability of government actors. However, CSO representatives fear that the overall DPs funds available will shrink and that the competition for these funds will increase.

Currently, significant DPs to human rights and accountability CSOs include bilateral DPs such as UK, Norway, Denmark, Switzerland, Ireland, Finland and the US. Other

⁶ African Child Policy Forum (ACPF), the African Report on Child Wellbeing 2013: Towards Greater Accountability to Africa's Children

⁷ Ingelstam&Karlstedt, Elaboration of guidelines for civil society support of the Swedish Embassy in Tanzania – DRAFT Position paper, January 2006

international actors providing support include UN agencies, international NGOs and international foundations. With a planned support of roughly SEK 150 to 200 million annually for the coming years, Sweden the largest financier of all DPs to CSOs operating within the areas of accountability and human rights. According to signed and planned agreements, the Embassy will provide support to some 19 organisations. The largest single recipient is Twaweza, an organisation promoting accountability through citizen's actions, which will receive SEK 114 million over a six year period. Two other large recipients of funding are the youth rights organisations Femina HIP and Restless Development.⁸

The Swedish Embassy's support has, since 2007, been guided by "Guidelines for the Swedish Embassy's direct support to the Tanzanian civil society 2006 – 2010" (hereafter referred to as the Guidelines). The Guidelines lay down the following key principles for Sweden's support:

- Core funding to a limited number of strategically selected organisations operating in the sectors prioritised in the country strategy,
- Longer term support, but not exceeding ten years, including phase-out.
- The support shall be tied to the implementation of each organisation's own strategic plan and basket funding with other DPs should be strived for. The embassy shall assist the organisations in broadening their funding bases.
- Overlaps in funding from Sida departments and the Swedish Embassy should be avoided.

In order for a CSO to be eligible for support, the organisation must satisfy a set of absolute, non-negotiable organisational, operational and internal governance conditions, including not being affiliated to a political party, being legally registered, having strong legitimacy, having representation in several parts of the country, use of a rights-based approach in its work, having statutes, having a board of directors, and having a comprehensive budget.

While direct support to a strategic partner is the preferred model under the Guidelines, funding can be channelled to local CSOs through an intermediary organisation if a suitable strategic partner cannot be identified.⁹

In addition to the funding provided by the Swedish Embassy, Tanzanian civil society actors also receive direct support from different Swedish NGOs, which in turn are

⁸ See Annex 3 for a table over Sweden's CSO support

⁹ See Jarskog, Guidelines for the Swedish Embassy's direct support to the Tanzanian civil society 2006 – 2010, March 2007

supported directly or indirectly by Sida's civil society unit (CIVSAM).

In the 2006 Position paper it is mentioned that the support at that point in time was roughly SEK 22 million per year. In 2006, eight so called framework organisations were supporting 67 projects through 35 Swedish CSOs. The year before 62 Swedish organisations were supporting 127 projects managed by organisations ranging from small community based initiatives to organisations operating at the national level.

Since 2006, the overall funding from Sida's civil society unit to support activities has increased slightly, while the number of projects has gone down. In 2014, the framework organisations Forum Syd, My Rights, PMU Interlife, Swedish Mission Council, Swedish Society for Nature Conservation (SSNC), We Effect and World Wildlife Fund (WWF) supported a total of 42 initiatives with a total budget of roughly SEK 28 million. Out of this amount, just over SEK 11 million was regarded as support within the area of democracy, human rights and gender equality.

It should be noted that there are no formal reporting structures between the Swedish Embassy and those organisations that are supported with funds from CIVSAM. The only Swedish CSO with a permanent presence in Tanzania is Forum Syd, which has an office in Mwanza.

3 Strengths and weaknesses of the CSOs

The Evaluation Team has strived to map and assess the key features of those organisations that have a reputation as being among the most well established and well known in the areas of accountability and human rights.¹⁰ Presented below are observations based on this research in addition to interviews with key players and stakeholders.

3.1 STRENGTHS AND OPPORTUNITIES

Evolving civil society voice: The civil society sector is evolving from mainly service delivery and professional member interest based CSOs to working on poverty issues, policy reform reviews, good governance, democracy, transparency and accountability and human rights. As part of this change of focus they are becoming more vocal against human rights violations with a readiness to openly criticize government and call to account public expenditures, and when deemed necessary even sue the government.

Democratic and internal governance structures: Most CSOs are duly registered under relevant statutes and have internal governance structures constituting boards of directors/trustees who oversee the organisational performance and to whom the management is accountable. Many CSOs have elaborate visions and missions using concrete programmes and strategies to reach their desired goals. The majority are endowed with dedicated staff members who have skills to pursue these goals. Few organisations have a democratic structure in which the members appoint and hold to account the organisation's highest governing body, and in which membership is open to the general public.

The NGOs Act requires each NGO to prepare a report of its activities every calendar year, which is then made available to the Public. In addition they have to prepare annual audited report. As for the independence and gender mix of CSOs' oversight bodies, the State of Civil Society Report 2013 reveals that more than half the CSOs (58%) said they had had an independent board of directors. Female representation on CSO boards was almost evenly divided with their male counterparts (48%).¹¹

¹⁰ See Annex 3

¹¹ Civil Society Foundation, The State of Civil Society Report, 2013

Conducive Socio-Political Context: In conjunction with the socio political context of multi parties and economic liberalization is the recognition of the growing role of the CSOs in the policy review processes. Increasingly CSOs are being consulted by the Government and involved in taskforces, working groups, workshops and stakeholders meetings. However according to the EU Roadmap report, “The “transaction costs” for these organisations are high. The biggest practical challenge they face is linking up local level dynamics and building critical mass outside Dar es Salaam”¹².

As noted above, Government is consulting CSOs on important policy and legal reforms and the government makes the Controller and Auditor General’s reports available to CSOs. The Government also invites or allows CSOs to participate in the Commission of Human Rights and Good Governance’s report and African Peer Review Mechanism (APRM) process. The Government makes the budget available to CSOs before it goes to Parliament. The advent of multi-party representation in Parliament has made it conducive for CSOs to engage with parliamentary committees before the budget is tabled.

3.2 WEAKNESSES AND CONSTRAINTS

Legitimacy and the urban/rural divide: CSOs rarely genuinely represent the voices of marginalised groups at grassroots level. Most CSOs have been established by urban based elites, mainly professionals with the skills for resource mobilisation and with a better awareness and understanding of rights issues. Often these organisations do not have strong links to the constituencies they purport to represent and thus do not live up to the requirements of the Swedish guidelines.¹³

Organisations consulted during this assessment accepted this criticism but pointed out that it was largely a result of communication difficulties in the geographic vastness of Tanzania, rather than a deliberate attempt to ignore those whom the organisations claim to represent.

In recognition of the need to broaden input and involvement, some CSOs such as TAWLA, TGNP and LHRC, are seeking to increase the representation of the poor people by developing networks in the regions. They are attempting to forge greater links with grassroots NGOs and Community Based Organisations (CBOs).

¹² The United Republic of Tanzania, EU Country RoadMap for Engagement with Civil Society 2014-2017

¹³ Rural Development Blog, Civil Society in Tanzania, February 15, 2009

Furthermore it should be recognised that many of the so called elite urban based CSOs have worked to improve the position of the poor and vulnerable groups through their policy lobbying efforts. Examples of this work include land issues, women's rights, debt relief, children's rights, albino rights, and the constitution process. But while these efforts are laudable, they are not evidence of a widespread movement. There is still a long way to go to build functional partnerships grounded on common understanding of how to overcome the rural-urban divide.

Inadequate resources and the difficulties of raising funds domestically: The low economic power and substantial poverty levels in Tanzania are such that CSOs operate with unreliable and limited funding sources. Many CSOs (including those engaged with rights awareness and advocacy) work under stringent financial conditions, are under resourced, and many more are heavily dependent on DP financing. DPs dependence implies that to some extent the objectives and activities of some CSOs may be driven by the DPs, which in turn is likely to weaken their local ownership.

Inadequate resources also affect networks and CSO umbrella bodies. Given the high levels of poverty it appears unlikely that a high level civil society engagement can be sustained based on internal resources.¹⁴

Capacity challenges: A number of studies and assessments on Tanzanian CSOs¹⁵ reveal that they generally face capacity challenges in finding skilled staff. For example few CSOs have enough staff members who have skills to undertake comprehensive policy analysis and thereby be able to follow the government policy making processes. This lack of capacity is not confined to just policy analysis. CSOs, DPs and INGOs contacted during the course of this assessment also raised concerns about the shortage of staff skilled in areas like: organisational systems, strategic planning, advocacy skills, resource mobilisation, research, monitoring and evaluation, and an ability to illustrate their achievements.

Poor pay compared to other sectors means that it is hard to attract people competent to create or work on strong financial management systems. This leads to weak financial management and the inability to develop future sustainability plans. This shortage has led some organisations to resort to employing insufficiently skilled staff that they do not even have the resources to train properly. This has adversely affected the performance of some CSOs.

¹⁴ CIVICUS, CSI Analytical Country Report for Tanzania, pg 40

¹⁵ UNDP in collaboration with TANGO and ALAT, EU Roadmap, FCS, Jeff Makongo, McJee, Shamshad Rehmatullah

While CSOs seeking funding could be expected to be able to meet the DPs' requirements before applying for assistance, the reality is that many of them do not. And instead rely on those DPs to assist them to write comprehensive reports, especially when it comes to tracking the results and impact of their work.

The majority of NGOs suffer from "founder member syndrome" where one person dominates the organisation and is reluctant to accept democratic leadership. There is often little inclination among older founder members to give way to upcoming younger members and to accept changes to internal governance system that are more democratic and accountable.

This lack of capacity has been a problem for many years. A challenge is to provide robust capacity building strategies for Tanzanian CSOs to allow them to develop and progress.

3.3 STRENGTHS AND WEAKNESS ACCORDING TO THE SWEDISH EMBASSY'S DIVISION OF THEMATIC AREAS

As discussed in the limitation section of this report, there are clear methodological challenges in categorizing CSOs along the thematic areas specified by the Swedish Embassy in the ToR for this evaluation. Nevertheless, the evaluation team has in the matrix below strived to identify and list strengths/opportunities and weaknesses/ constraints along these thematic areas.

ACCOUNTABILITY e.g. <i>Twaweza; Policy Forum</i>	
Strengths/Opportunities	Weaknesses/Constraints
- Strong and well established CSOs concerned with accountability. - Have attracted broad donor interest. - Have well developed analytical capacity and ability to engage duty bearers, including on policy reform. - Have Government buy-in on transparency instruments and methodologies used, such as Public Expenditure Tracking Surveys (PETS) and Gender Budgeting etc. - Policy Forum is a member based, with member organisations at grassroots, national and international level.	- Questions regarding the capacity of some actors to effectively absorb current/higher funding levels. - High degree of donor dependency. - High degree of political sensitivity around the issues - Challenges to link up with the local level dynamics and to build up the support and capacity outside of Dar es Salaam that working methods require. - Lack of coordination aimed at avoiding duplication at local level. - Twaweza: room for strengthened internal democratic governance, accountability and links to grassroots constituents.
MEDIA AND INFORMATION FREEDOM e.g. <i>Media Council of Tanzania (MCT), Tanzania Media Fund and Union of Tanzania Press Clubs (UTPC)</i>	

Strengths/Opportunities	Weaknesses/Constraints
- Considerable support from DPs - The constitution review process provides an opportunity for organizations to exercise influence. - Well-established channels to inform citizens stimulate debate and promote demand side pressure on policymakers and other duty bearers. - Experience of evidenced based research (Tanzania Media Fund). - Several established modalities for enhancing the skills and thematic knowledge of professional staff available (training on journalism). - Regional presence through Press Clubs acting to defend and promote the rights of journalists. - Presence of a self-regulatory body within media fraternity (MCT).	- Low professional capacity. - Vulnerable to physical attacks and legal harassment. - Limited engagement with and support from grass roots for objectives, including on RTI. - Lack of awareness among government officials about media freedom and freedom of expression. - No broad based and well-functioning freedom of information coalition.
GENERAL HUMAN RIGHTS <i>e.g. Legal and Human Rights Center (LHRC), Zanzibar Legal Services Center, Equity Tanzania</i>	
Strengths/Opportunities	Weaknesses/Constraints
- High degree of professionalism. - Strong public support. - Recognition by the government. - Existence of a coalition to enhance status and security of Human Rights Defenders (HRD). - Well-developed advocacy skills, contributing to legal and judicial reforms of importance for human rights. - Preparedness to make their voices heard, also on sensitive issues. - Culture of cooperation between organizations. - Strong network of paralegals operating in remote areas. - Comparatively strong and democratic internal governance structures.	- Recent increase in intimidation of HRDs. - Little success in creating strong alliances between urban-based elite organizations and grass roots. - Still limited understanding of human rights and the role of HRD among citizens and local authorities. - Limited capacity in relation to scale of human rights problems faced. - Donor dependency and competition over limited resources.
YOUTH RIGHTS <i>e.g. Restless Development, FEMINA HIP</i>	
Strengths/Opportunities	Weaknesses/Constraints
- International NGOs engaging with youths at grassroots levels have well developed capacity in terms of staff and financial resources; connection to head offices can be an added advantage - The constitution review process has provided an opportunity for Youth CSOs to form a coalition and present their demands to the Commission for Constitution Review.	- The main youth organisations have weak democratic structures and are not member-based. - Few well established home-grown youth CSOs. - Limited capacity for advocacy and collaboration. - Challenges in engaging relevant government actors. - Access to land, credit and youth unemployment constitute challenges.
CHILDREN'S RIGHTS <i>e.g. Save The Children (Mainland and Zanzibar); Tanzania Children Concern, Tanzania Childs Right Forum</i>	
Strengths/Opportunities	Weaknesses/Constraints
- Existence of networks for the children's rights, with a focus on the girl child. - Well known international NGOs are operating in Tan-	- Most domestic organisations working with child rights lack resources and are under-funded - Lack of effective child protection systems

zania; having experiences and methods that can be replicated. - Domestic child rights CSO have proven to be resilient and to have a high degree of sustainability; often depending on member contributions. - Have avoided being politicised. - Law of the Child's Act 2009 provides an opportunity for the CSOs to hold government accountable.	- FGM and child marriages are politically sensitive issues. - Connection between child drop outs and increased poverty not obvious to government and politicians. - Generally a lack of awareness of child rights in society. - Increase of orphans due to HIV/AIDS. - Needs vastly exceeds the capacity of the CSOs.
WOMEN RIGHTS <i>e.g. Tanzania Gender Networking Program (TGNP), Tanzania Women Lawyers Association (TAWLA), Tanzania Media Women Association (TAMWA), Women Fund Tanzania (WFT)</i>	
Strengths/Opportunities	Weaknesses/Constraints
- Majority of women rights CSOs are well established. - CSOs forge a strong front to lobby for important policy and law reforms and are frequently backed by other human rights organizations. - A women and constitution platform formed to ensure improvements in the new constitution from a gender perspective. - Majority of well established CSOs have international networks for support - CSOs have can access and engage government and justice sector actors in its lobbying and advocacy efforts. - Collaboration in the provision of legal aid. - An enabling policy framework for enhancing gender equality is in place.	- Challenges in attracting/retaining qualified staff members - Many of the CSOs suffer from "Founder's syndrome", i.e. that the CSO remains under strict founder control and becomes a means for survival for her/him. - Few young leaders - Government has proven capable of silencing critical voices. - Different stands on LGBT issues have brought a rift among women's rights CSOs - There is a need for further education and awareness raising on gender equality and about the harmful traditional practices. - Limited capacity to deal with Gender Based Violence. - Limited skills in monitoring implementation of pro gender equality laws and policies.
LAND RIGHTS <i>e.g. PINGO's, HakiArdhi, Community Development and Research Services (CORDS)</i>	
Strengths/Opportunities	Weaknesses/Constraints
- DFID and the embassies of Sweden and Denmark is exploring establishment of a programme of support to land-related CSOs - Existence of a strong land rights CSOs platform – TALA – for advocacy. - Apart from the more "pure" land rights CSOs, other human rights CSOs are also engaging with the land rights discourse. - The majority of CSOs engaging with land rights issues have evolved locally representing the interest of the communities whose rights they are defending.	- Financial and human resources constraints. - High dependence on funding from DPs. - Often limited capacity on policy analysis and advocacy - New challenges have come as a result of economic liberalization and new legal provisions that recognize land as a commodity-.
EDUCATIONAL RIGHTS; <i>e.g. TEN/MET, HakiElimu, Twaweza/Uwezo</i>	
Strengths/Opportunities	Weaknesses/Constraints
- Major shift from service delivery to largely influencing policies and advocating for change already in the 90s.	- Falling quality of education in government schools a source of concern for CSOs advocating

- A number of strong right to education CSOs and platforms (e.g. HakiElimu, TENMET) advocates on a whole range of development issues; using evidence based research as an important tool for advocacy - The well-established organisations and networks are connected and grounded in rural areas. - Effective in mobilizing girls and in contributing to building their capacity education rights and on HIV/AIDS . The "Friends of education" programme by HakiElimu have contributed to harness interest of communities in the education system. - Government now provides an opportunity for CSOs to see the budget before it goes to parliament.	for access and high quality education for every child. - Still low level of understanding by communities/parents that quality and access to education is a basic right and also a lack of capacity to challenge the government. - Financial and capacity challenges in terms of proposal writing, financial management and monitoring & evaluation for CBOs. - CSOs have experienced a shift in DP funding modalities, a move towards projects rather than core support. - Most CSOs not ready to hold government accountable - Improved monitoring systems needed in the sector.
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4 Results of the Embassy's civil society support

A 2010 evaluation of the Strategy for Swedish Development Cooperation with Tanzania found that there was limited evidence that Sweden's CSO support had made a significant contribution to Sweden's strategic objective of supporting Tanzania in its efforts to promote... "a civil society able to serve as a watchdog of the state and to foster political participation, a democratic culture and the rule of law..." Evidence of effective outreach was patchy, and many organisations had weak monitoring and evaluation systems focusing mainly on output level. Some organisations even made unsubstantiated claims of sustained impact.

Furthermore, it was argued that there is scope for strengthening outreach beyond Dar es Salaam, to support citizen's accountability at local level and that DPs were occupying a space of trying to hold the government to account that should ideally have been occupied by civil society.

At the same time, it was concluded that "Sweden is a trusted partner and natural 'ally' of civil society", the selected partner organisations were among "the most committed and professional NGOs working on governance issues" and that "Sweden's choices of partners were appropriate and in view of broader governance trends."¹⁶

Recent assessments of the Embassy's support paint a rather positive picture. The Embassy's own assessment has found that its support has led to:

- Strengthening the institutional capacity among media organisations leading to higher ethical standards and technical competence of the members.
- Ensuring that civil society actors and media organisations have successfully managed to influence the constitutional drafting process on issues such as freedom of expression and the right to information, children's rights and women's rights.
- Increased knowledge of, and involvement in, the constitutional drafting process among the general population.
- Enhanced capacity among pastoralists to take action to enjoy their rights.¹⁷

¹⁶ Johanna Pennarz et al., Joint Country Evaluation of the Strategy for Swedish Development Cooperation with Tanzania 2006-2010, Final report, December 2010, p. 38

¹⁷ Sida, Rapportering av strategigenomförande och resultat: Resultatstrategi för Sveriges internationella bistånd i Tanzania, januari – december 2013

At the time of writing of this report, several evaluations of the Embassy's partner organisations are ongoing or in the pipeline¹⁸. There have been other evaluations completed and, although some of them are several years old, they indicate that the Embassy's support has, among other things, contributed to the following ten outcomes:

- **Promoting and influencing law and policy reform**

Many partner organisations have managed to successfully lobby or advise the government on issues of public policy, including in relation to the Constitutional Review Bill and several adopted laws.

- **Raising awareness and knowledge among rights holders on law and human rights**

Publications and information materials, awareness raising campaigns and training sessions have all contributed to increased knowledge on law and human rights among marginalised groups. This has in turn reportedly contributed to pre-empting and resolving conflicts and led to ordinary people participating in discussions about public policies affecting them.

- **Helping rights holders defend their rights and access services through legal advice and assistance**

Large numbers of poor and marginalised people have been assisted by lawyers or paralegals, which in many cases have helped them to successfully defend their rights and access public services.

- **Giving voice to marginalised groups and promoting their involvement in political processes**

Villagers have become more aware of and engaged in ongoing political issues, such as the upcoming elections and the constitutional reform processes. Marginalised women are more openly raising issues of concern to them, and children have been given opportunities to present their views and ideas to decision makers at various levels. Young people's involvement in decision making at family, local and national level has increased.

- **Changing attitudes relating to gender discrimination**

¹⁸ The Embassy has commissioned evaluations of Twaweza and Save the Children, and Forum Syd is currently undertaking an internal evaluation.

Attitudes relating to gender discrimination, FGM and gender-based violence are changing at both individual and community level.

- **Mobilisation and strengthening of civil society organized around gender and youth**

Organisations as Femina HIP and Save the Children have supported the organisation of children and youth in clubs across the country and provided them with space to deal with issues of human rights and other issues of concern to them. Other organisations, such as Tanzania Gender Networking Programme (TGNP), have also facilitated for people to organize and work together towards goals they themselves have identified.

- **Enhancing freedom of expression and increasing standards of journalism**

Press organisations have been strengthened and journalists have been sensitized on issues of ethics and human rights. The coverage and quality of reporting have been enhanced. Many new blogs have started.

- **Investigating, reporting on and addressing human rights violations**

Dozens of human rights violations directed at men, women and children have been investigated, reported on and successfully followed up.

- **Increasing accountability of those in power**

Villagers' capacity to hold decision-makers accountable and responsible for the provision of social services and allocation of funds has increased.

- **Exposing corruption**

Corruption cases among public officials have been unveiled and facts about these cases have received public attention through the media.

According to the Swedish results strategy¹⁹ the expected result of Sweden's support in relation to human rights is "increased awareness".²⁰ As can be seen from the list above, Sweden has over the past few years contributed to much more significant results than just to the modest goal of raised awareness. There is evidence that the Swedish support has contributed to increased knowledge of human rights and to changed behaviour among rights holders, as well as to actual protection and realisation of rights.

¹⁹ Government offices of Sweden, Results Strategy for Sweden's international development cooperation with Tanzania for the period 2013 – 2019

²⁰ Result 3.2; Enhanced capacity in civil society to demand accountability and increased awareness of human rights.

5 Channels and principles for support

5.1 SUPPORT CHANNELS

The Ingelstam and Karlstedt position paper from 2006 identifies the following DP models or channels for support to civil society in Tanzania:

- direct support to a group of strategic partners
- support through CSOs from their own countries
- support through the UN system
- support included in sector programmes
- support to the Foundation for Civil Society.

Although most of these channels are still being used, some of them have changed in nature while in other cases new models have been added. The most important models or channels currently in use for supporting Tanzanian CSOs are briefly outlined below.

Direct support

Direct support to strategic partners is the most common modality used by the bilateral DPs interviewed in connection with this assessment. Typically this type of support – which is grounded in a direct agreement between the DP and the implementing organisation – is directed at fairly large and well established Dar es Salaam-based organisations, some of which have substantial financial resources through funding from a broad range of DPs. There are several exceptions. USAID is currently providing direct support to organisations that are not typically regarded as some of the better established in the CSO community. As mentioned above, direct support is the preferred modality under the Embassy of Sweden Guidelines and has also been the primary modality used in practice.

Support through international or foreign NGOs

The use of European and US based NGOs as intermediaries to channel larger amounts of funding to recipient country CSOs is not common. While there are some international NGOs that have played, and still play this role, none of them currently have a prominent donor role in comparison with other funding modalities.

Among those that act as intermediaries in the accountability and human rights fields are Norwegian Church Aid, which is the civil society actor that gets most funding from Norad, and the Dutch NGOs HIVOS and SNV. The financial resources of the Dutch NGOs have been significantly reduced in recent years due to diminishing funding from the Ministry of Development Cooperation. Oxfam Novib phased out its support to Tanzania in 2012. The US-based NGO PACT channelled, until recently, sig-

nificant USAID funding to Tanzanian CSOs, but USAID has since then chosen another model for its CSO support.

None of the Swedish Embassy's partner organisations are exclusively acting as intermediaries. An organisation like Save the Children is, however, channelling some of the support they receive to local partner organisations.

In comparison with the direct support modality, common advantages with channelling funds through international or foreign NGOs is that these NGOs know the CSO community well, are in a good position to identify suitable partner organisations, can handle a comparative large number of contributions and can provide targeted capacity building.

DP promoted international NGO consortia

There is at least one significant consortium of international NGOs that receives bilateral DPs funding. The Oxfam Consortium on Constitutional reform — comprised of Oxfam, BBC Media Action, Restless Development/VSO and Legal Human Rights Centre was established in 2012 at the prompting of DFID as a way of reducing the burden of handling three separate proposals.

DP supported national grant giving NGOs

Of the four DPs interviewed in connection with the Ingelstam and Karlstedt study, three say they used the Foundation for Civil Society (FCS) as their principal channel of support. The Foundation has been seen as a way to reach out to smaller and less experienced organisations and to organisations working in remote areas. It has also been viewed as a means of reducing the administrative burden for the DPs and to provide capacity building to the CSOs.

The study found that “there is a slow but general trend to move towards such pooling of support for capacity development of the Tanzanian civil society.” While pooling of funds has continued, it has not primarily been in the form of national grant giving NGOs. Today, the FCS remains the largest of these NGOs. Another such actor is the Women Fund Tanzania (WFT).

Foundation for Civil Society

FCS was established in 2002 in order to provide grants and capacity building assistance to CSOs. The foundation is governed by a small number of members that elect its board of directors. From its establishment until the end of 2013, FCS disbursed over USD 49 million in primarily small grants of a few thousand USD and spent more than USD 13 million for capacity building support. In recent years, FCS has, amongst others, received support from DFID, CIDA, SDC, Norad and Danida. The Swedish Embassy provided, according to FCS's account, a one year support of about USD 215,000 in 2006 and USD 4.3 Million in 2010. In 2010, the Embassy was FCS's biggest financial contributor.

The resources and strength of the FCS have grown significantly since its inception.

Its total budget for 2003, its first year of operation, was USD 2.5 million. By 2012 it had grown to more than USD 14.3 million. There are however now some indication that the international DPs' enthusiasm for FCS and its way of working may be diminishing. The total funding contributions from DPs fell to USD 9.7 million in 2013. There have also been expressions of concern in interviews about the ability of the FCS to show tangible results and additionally the capacity of its partners to bring local issues to the national level and contribute to structural changes. A majority of the projects funded by the foundation are today focused on rural areas.

Women Fund Tanzania (WFT)

WFT was set up in 2008 in order to "empower women in addressing women's rights issues affecting their lives." The organisation focuses on contributing to "the empowerment of marginalised women at community levels and to building of a strong women's movement in the country through grant making, strengthening capacity and building strategic alliances at different levels."

Currently, the financial strength of the fund is limited and funding has primarily been obtained from the international women's fund Mama Cash. For 2014, WFT has called for grant applications for small project funds ranging from USD 3,000-6,000 related to issues such as combatting violence against women, women rights needs in leadership and decision making, empowerment of women to claim economic rights, and women's political participation and constitutional rights. So far, 81 women's groups have received funds. For organisations that lack necessary skills to develop a proposal, WFT offers mentoring services and capacity building support.

WFT is registered in Tanzania and in Holland and has both a Tanzanian and an international board.

Joint DP-fund arrangements at sector level²¹

Legal Services Facility (LSF)

²¹ Experience from Tanzania and other countries indicate a number of sometimes overlapping advantages of disadvantages from the establishment of Joint donor funds and similar arrangements that needs to be taken into consideration:

Advantages include: Reduced administrative burden for the donor; Increased possibilities of reaching many organisations; Increased possibilities of reaching organisations in remote areas; Improved harmonisation of donor initiatives; Reduced administrative burden for the CSOs, as they have to deal with a lower number of donors; Ease in coordinating capacity building efforts. Having a group of people working solely on CSO issues allows for a degree of specialization that can contribute to improved quality, and makes it easier to promote shared learning among organisations.

Disadvantages include: Risk for reduced diversity in terms in terms of funding priorities; Risk that excessive powers are concentrated in the hand of a few; and Risk that organisations that for one reasons or the other are not favoured by the Fund face great difficulties obtaining any funding.

LSF was set up with funding from Danida in 2011 for the purpose of enhancing legal aid in Tanzania. LSF operates through calls for proposals. In the first such call in 2012, 12 legal aid providers - out of 55 applications - were granted funding. In total 38 initiatives have been granted funds. In addition to its grant making mandate, the LSF also offers capacity building support to its partners and focuses on policy dialogue.

Danida contributes with approximately USD 12 million to LSF's budget over a 5 year period (2011-2015) and was originally the facility's only DP. Since 2013, DFID is also providing support, contributing with USD 3 million over a four-year agreement.

LSF's highest decision making body has been a so called Basket Fund Committee under the Danish Embassy. The organisation does, however, also have a Governing Board consisting of seven members representing stakeholders of both Zanzibar and the Tanzania mainland.

Several people interviewed in connection with this assessment have very positive experiences or impressions of LSF, not the least because of its ability to reach smaller actors in rural areas. Nevertheless, there may be reasons to be concerned about the ability of the fund to provide core support to organisations with a mandate that is broader than legal aid and assistance. Because of its narrow focus, the foundation may also, to a higher extent than is the case with most other funding channels, influence the agenda, activities and methodology of the sector.

Accountability in Tanzania

The Accountability in Tanzania (AcT) programme is a six year £31m initiative established in 2009 with funding from DFID. Its purpose is to "increase the responsiveness and accountability of government to citizens, through a strengthened civil society". From 2009 to early 2012, AcT was run by a consortium including KPMG, MDF, ODI and DELTA. Since then, it is managed solely by KPMG. It has a secretariat in Dar es Salaam. Since its establishment in 2009, AcT has assisted about 25 CSOs with grants and capacity building support. Initially, AcT was funded solely by DFID. However, Danida has since 2012 provided funding to AcT for issues related to climate change and the environment.

Unlike the other more significant funders providing support to CSOs, AcT gives support to its partners' strategic plans rather than to specific projects. The AcT programme works with organisations which are "medium-sized, autonomous, and which may already be achieving good results or have strong potential to do so."²² The pro-

²² <https://www.kpmg.com/eastafrica/en/services/advisory/development-advisory->

gramme stresses that it focuses on partnerships and on shared learning between supported organisations. Its promotion of outcome mapping as a tool for the CSO partners to follow up and learn from their interventions was appreciated by several of those interviewed by the Assessment Team.

Positive comments were also given about the knowledge, skills and experiences of AcT staff members, its approach to capacity building and its effectiveness in handling a large number of contributions.

Support through the UN system

There are several UN agencies implementing programmes focusing on the human rights situation of vulnerable groups. Agencies such as UNICEF, UN Women and UNFPA provide support to CSOs, focusing on organisations working on the rights of women, youth and children. Generally, the amounts granted to individual organisations are, however, not very substantial and none of the bilateral DPs interviewed in connection with this assessment seem to be currently exploring the possibility of channelling substantial CSO-support through the UN system.

Proposed option for supporting land-related CSOs

In addition to the above mentioned channels and models already in use, it should be mentioned that various options for channelling and disbursing funds to land-related CSOs in Tanzania have been discussed in a study recently undertaken by ODI.²³ The study proposes that one of the following two options are selected:

- (a) *Option 1:* One basket fund with direct funding to CSOs through, for example, the Tanzania Land Alliance (TALA) which is comprised of seven of the core CSOs with land-related activities.
- (b) *Option 2:* One basket fund with indirect funding through an apex organisation or general grant-making body, e.g., CARE/Oxfam, Foundation for Civil Society, LSF or AcT.

The study advises that whatever option is selected, “providing core, unrestricted funding to institutions on the basis of their strategic plan is preferable to project support.”

5.2 PRINCIPLES FOR SUPPORT

In this section the advantages, disadvantages and other aspects of guiding principles for core funding, harmonisation, coordination, sustainability, outreach, flexibility, a

services/services_and_expertise/goodgovernance/accountabilityintanzania/pages/default.aspx

²³ Anna Locke et al., Supporting Tanzania’s Land-related CSOs: Draft Report/Options Paper, July 2014.

human rights based approach and support to civil society in its own rights are discussed.

Core funding

There is a common perception that DPs – due to an increasing focus on short-term results that can be attributed to their contributions, and also to a diminishing interest in the aid effectiveness agenda – are increasingly reluctant to provide core funding in support of an organisation’s strategic plan. However, interviews carried out by the Evaluation Team, with both DPs and CSO representatives, indicate that some of the larger DPs – including Sweden and AcT, remain committed to providing core funding and that several of the largest NGOs still receive a considerable part of their total funding as core support.

The civil society actors expressed a very strong support for the principle of core funding. They argue that such support allows the CSO to set its own agenda and priorities and that it enhances innovation and flexibility and thus makes it easier for the organisations to adjust to changes in its external environment. It also contributes to ensure efficient use of resources within an organisation and provides better opportunities for assessment of outcome level results. Organisations that rely on project funding rather than core support have complained that this tends to create internal divisions as staff members feel a responsibility for their particular project, and in relation to their particular DPs, but less to the organisation as a whole.

With the exception of the support to Save the Children and Forum Syd, the Swedish Embassy currently provides core support to its partners in the field of accountability and human rights.

Harmonisation

Directly related to the Embassy’s preference for core support is a commitment to basket funding arrangements through which DPs harmonize their support to, and requirements of, organisations to which they provide funding. CSO representatives interviewed have expressed a clear appreciation of such harmonisation as the amount of time and resources they have to spend on meeting the requirements of various DPs can be reduced if there is agreement on joint narrative reports, financial reports, audits, review meetings and evaluations.

A few key informants have claimed, however, that some CSOs have a more sceptical attitude towards harmonisation efforts as the strength and influence of the DPs can increase when they are well coordinated and speak with one voice. There is a fear that this may undermine the ability of CSOs to exercise control over their operations.

In practice it is primarily larger and more well established CSOs that benefit from basket funding arrangements and other attempts at DPs harmonisation. In most cases, even this type of organisations will not manage to coordinate all their DPs as some DPs have systems and reporting periods which make harmonisation impossible. The general perception among CSOs is that even though some DPs maintain a commit-

ment to core funding arrangements, the current trend points to less harmonisation and an increased focus on being able to directly attribute results to funds committed.

While the Embassy has facilitated DPs harmonisation efforts in relation to individual CSOs, it has so far shown limited interest in taking part in harmonisation attempts grounded in DPs' efforts to pool funding into DPs led grant making bodies, such as LSF and ACT.

Coordination

In general, overall coordination of DPs strategies, priorities and support is limited. Joint assessments, analysis, mappings and evaluations of an entire sector or a specific issue occasionally occur, but these are exceptions rather than the norm.

The Guidelines set ambitious goals for the Embassy in terms of donor coordination. They state that Sweden should have a leading role in such coordination, as well as in terms of influencing other DPs to work in a coordinated way and in line with good donorship principles in general.

Some of the interviewees perceived the Embassy support as “static” because Sweden has supported the same organisations for a long period of time, through the same channel and on the basis of the same principles. Due to this consistent or static approach, some argue that Sweden, despite its past preparedness to take calculated risks, has limited interest in, or space for, coordinating and sharing experiences with other DPs. Sweden is hence seen by some as being somewhat unwilling to experiment, take on new challenges and organisations, and thoroughly explore alternative funding strategies and channels.

Sustainability

Among Sweden's partner organisations, as well as other large or medium-sized CSOs, financial or organisational sustainability is low. The CSOs are heavily dependent on funding from international DPs and there are few initiatives exploring alternative sources of funding. As such the prospects of finding such support on a significant scale in the near future are small. It should also be noted that they do not have a democratic structure in the form of a sizable membership, nor large number of volunteers.

While several of the Embassy's partners were previously heavily dependent on just one or two DPs, most of them have over the years managed to diversify their sources of funding. Nevertheless, Sweden's support sometimes constitutes a very large share of an organisation's total budget. For example, during the period 2010-2012 Sida funded roughly 70 per cent of LHRC's total budget. The Embassy recognises this as a

problem and in the annual plan for 2014 stated that a “...reduced dependence of Swedish funding generally will be an important starting point for future collaborations.”²⁴

Even though the CSO’s sustainability as organisations is low, the nature of results attained is such that the effects of their work must be regarded as having a high degree of sustainability. Changes in public policy and successes in protecting the rights of individuals are likely to be long lasting and the effects of efforts to give voice, raise awareness and build capacity are likely to continue to have an impact on the overall human rights situation as long as the socio-political climate is such that people are able to use the skills and knowledge they have obtained.

Low financial sustainability does of course have an impact on the extent to which an organisation can determine its own priorities. Dependence on a few large DPs will inevitably raise issues of ownership. Nevertheless, the organisations interviewed in connection with this assessment expressed that they, overall, are able to set and work in accordance with their own agendas. The provision of core funding is essential from this perspective. It is also important that the support is long term, which gives organisations the possibility to plan beyond their immediate future, provides a higher level of flexibility and gives increased opportunities to build capacity.

There are, however, significant exceptions and some CSO interviewed have mentioned that there are DPs who re-write, almost from scratch, their proposals to ensure that they fit with the DPs’s very narrow priorities. More common are somewhat more limited adjustments to ensure that proposals and projects are in line with DPs’ specific interests, including issues such as ICT or gender-responsive budgeting.

The agreements between Sida and its partners are usually of a fairly long-term nature. The 19 agreements currently in force or committed to have an average duration of four years, the longest lasting six years. The Guidelines in force state that funding should be given for a maximum of ten years, including phase-out, in order to “avoid the danger of creating a total financial dependency.” However, some cooperation has in practice lasted much longer. LHRC has been an Embassy partner since 2001 and will under the current agreement receive support until the end of 2018. The Guidelines do not provide any specific rationale for why the cut-off date for support should be set at ten years.

²⁴ Sida: Annual plan for implementation of the Strategy for Tanzania 2014 (Sida: Årsplan för genomförandet av strategin för Tanzania 2014)

Outreach

The 2010 evaluation mentions that Sweden had “recognised the potential limitations of NGOs that are mainly Dar es Salaam based, and tried to address this shortcoming through new agreements with organisations that have an outreach beyond the capital, like Twaweza and Forum Syd...” Nevertheless, it is concluded that: “there is scope for strengthening outreach beyond Dar, to support citizen’s accountability at local level.”²⁵

The ToR for this assessment indicates that improved outreach remains an aim for the Swedish support. It is, however, important to distinguish between different kinds of outreach and an assessment of the degree to which the Embassy-supported CSOs have well developed outreach, and legitimacy. In essence it is directly dependent on how “outreach” is defined. It may, among other things, relate to:

- *The ability to raise awareness, knowledge and capacity and provide assistance in rural areas and among marginalised groups.*

All of Sida’s current partner organisations possess this ability, and some have structures and utilize media through which significant segments of their target groups are reached. FEMINA HIP Tanzania creates, for example, multimedia edutainment platforms, including magazines and TV shows, which provide an opportunity to sensitize youth on their rights and responsibilities. LHRC provides, through its staff and network of paralegals and human rights monitors, legal assistance and advice in rural areas.

- *The ability to mobilise people to organize themselves for the purpose of dealing with issues of concern and thereby contributing to a strengthened civil society generally.*

Several of Sida’s partner organisations have shown that they have this ability. These include Save the Children, TGNP and FEMINA. The latter has for instance a network of 600 clubs in schools across Tanzania which provides space for students to discuss issues on human rights, good governance, and sexual and reproductive health.

- *Existence of organisational structures at local level.*

Even though most of the organisations supported by the Embassy have their headquarters in Dar es Salaam, some, including TAWLA, LHRC, have offices or other forms of representation in other parts of the country and several are umbrella or network organisations with large numbers of

²⁵ Johanna Pennarz et al., Joint Country Evaluation of the Strategy for Swedish Development Cooperation with Tanzania 2006-2010, Final report, December 2010

member organisations spread around the country. The Union of Tanzania Press Club has for instance 23 member clubs around the country and the Tanzania Education Network (TENMET) is a national network made up of over 150 national NGOs and CBOs, international NGOs and district networks.

- *Ability to collect the views and ideas of marginalised groups in rural areas and use this information to advocate on their behalf at the national level.*

Examples of Sida supported organisations that have been shown to have the ability to do this effectively include HakiElimu, Twaweza and TENMET.

While the suggestion that there is room for the Embassy to further enhance its outreach beyond Dar es Salaam in some respects remains valid, it is also clear that many of the CSO's supported have developed a fairly strong outreach capacity.

Some of the Embassy's current partners mention the need of scaling-up the work they are doing in order to ensure increased outreach and impact. The downside with such an approach is that the organisations run the risk of becoming, if possible, even more dependent on DPs funding. Should the Embassy, within its current budget, scale up some of its support, the concentration of Swedish funding to a few strong partners that receive a large share of their total funding from Sweden would increase further.

Flexibility

While the Embassy's commitment to core funding can provide a high level of flexibility for the supported CSOs, there is less flexibility for the Embassy itself when it comes to choosing channels and principles for its assistance. The current Embassy Guidelines contain provisions that clearly restrict how flexible the Embassy can be when it comes to which organisations to support and how to support them.

The Guidelines stipulate, as mentioned above, that Sweden shall have a direct relation with a limited number of strategic partner organisations and that intermediary organisations should only be used if it is not possible to identify strategic partners that can meet the objectives of Embassy's support at regional or district level. The Guidelines also state that supported organisations shall be substantially involved in at least two of the following four areas:

- 1 Monitoring of the states obligations
- 2 Advocacy and lobbying towards elected authorities
- 3 Empowering people in their democratic rights and responsibilities
- 4 Producing independent information on public matters, accessible for the public)

The Guidelines provide no clear rationale as to why each organisation should be involved in two of these areas, at a minimum, and why an organisation that has a successful track record in only one of these areas should not be considered for support.

DPs interviewed in connection with this evaluation have underlined the importance of flexibility and of being prepared to act quickly to support initiatives so as to make use of unexpected and emerging opportunities for change. DPs such as Danida and DFID have special arrangements designed to help ensure flexibility and simplified processes for disbursement of funding.

Rights-based approach

The 2006 position paper found that there was a general trend of “making less funding available for pure service delivery, especially if it is done in isolation from the *Mkukuta*.”²⁶

In line with the requirements of the Guidelines, none of the organisations currently supported by the Swedish Embassy under the accountability and human rights umbrella can primarily be regarded as service delivery organisations. Rather, they all have a strong focus on awareness raising and empowerment and, in many cases, advocacy.

At the same time as the Guidelines make the use of a human rights-based approach a criterion for receiving support, they also seem to exclude the possibility of supporting pure watchdog organisations solely focused on bringing attention to violations of human rights and other governance problems. The guidelines state “the organisation shall recognise the role of the state and be involved in or intends to be involved in policy dialogue with the government and its authorities. The organisation may have a critical posture, but should not see its main role as only criticizing the government.”

To try to influence the extent to which CSOs criticises or engages with the government, and exclude support to organisations that focuses purely on exposing violations of human rights, as seems to be done through the current Guidelines, seems to contradict the promotion of a civil society that sets its own agenda and priorities. It could also be argued that service provision could be an example of a way of constructively showing the government how to be a more effective duty bearer.

Arguably an internal democratic structure should also be a key feature of any organization claiming to operate along the principles of a human rights based approach. In practice, such values as participation, transparency and accountability, do not always inform the internal operations of Tanzanian organizations. Few CSOs have structures under which members elect the organisations’ representatives and have ultimate decision making power over the organisations’ policies and programmes, and in which

²⁶ Ingelstam&Karlstedt, Elaboration of guidelines for civil society support of the Swedish Embassy in Tanzania – DRAFT Position paper, January 2006

membership is open to anyone who sympathises with the aims and vision of the organisations concerned. Most of them therefore remain accountable principally to their international donors rather than to the people on whose behalf they are established to serve or advocate.

Traditionally, Swedish development cooperation support has strived to encourage CSOs in which values such as transparency, accountability, participation, tolerance and the equal rights of everyone are fundamental principles on which the governance of the organisation is based.²⁷ The existence of democratic values and structures are, for reasons of credibility, of particular importance in organizations that explicitly strive to further accountability and human rights.

Civil society in its own right

During 2013, Indevelop conducted a global “Review of Civil Society Support Modalities at Sida HQ and Swedish Embassies” The Review suggests that Sida should, among other things, consider “giving more priority to strengthening CSOs in their own right and to supporting women and men in partner countries to organise, address their situation and claim their rights.” This requires, according to the study, that there is/are:

- “more focus and better tools to identify and support groups and organisations, especially in districts and communities outside the capital, that have potential to work for sustainable change;
- room for more risk taking in support to CSOs to allow small and new actors in partner countries to grow;
- more core support/organisational capacity development support to partner country organisations and groups and less focus on project support;
- a range of effective and transparent funding modalities that can handle a diversity of CSO support within a strategic framework;
- methods in place for monitoring and measuring both process and performance results of the CSO modalities used and support provided.”

These requirements correspond well, according to the Evaluation Team’s findings to the Tanzanian context. In practice, the Swedish Embassy has worked in accordance with several of these principles. As mentioned above, the Embassy support has for instance been characterized by a high degree of core funding and Embassy staff are well aware that using CSOs as implementing organisations does not strengthen CSOs in their own right, “but rather creates a plethora of consultancy-oriented CSOs bidding for projects with agendas set by DPs”²⁸ and that “such DPs-CSO relations un-

²⁷ See for instance Sida, Sida’s policy for cooperation with civil society, April 2004

²⁸ Indevelop, Review of Civil Society Support Modalities at Sida HQ and Swedish Embassies, 2013

dermine the credibility of CSOs, weaken their accountability to their own stakeholders and shift this towards the DPs, make it difficult for CSO to engage in longer term planning such as for their own policy and capacity development, and make the claims by adversaries that certain CSOs are DPs agents more believable among the public.”²⁹

However, the CSO study also puts forward requirements that do not characterize the current Embassy support. For example regarding the preparedness to take risks, as discussed above has this diminished over time in the Swedish support. Furthermore, the Embassy has in practice come to choose one funding modality rather than the suggested plurality of modalities to handle a diversity of CSO support.

5.3 GAPS AND UNTAPPED OPPORTUNITIES

With one exception, the interviews yielded no consensus on which thematic priorities and types of organisation in the CSO community had been neglected in comparison to others or those which were in critical need of further support.

A few respondents felt that comparatively little attention has been given to children’s rights as a theme and to organisations actively working on the ground. However, they did point out that while most CSOs that concentrated on children’s rights issues were under-funded, they have always shown strong resilience and ability to continue engaging despite meagre resources. In contrast a couple of interviewees pointed out that many of the more well-established women’s rights NGOs have a comparatively solid or broad funding base. The Evaluation Team’s mapping partially supports this view.

The one area in which there was a broad consensus among donors, observers and CSOs was the notable lack of civil society organisations focusing on issues surrounding extractive industries, in particular oil and gas, which are seen as potential game changers for Tanzania’s economy.

The importance of learning from and avoiding the “resource curse” – the paradox that natural resource rich countries tend to have worse development outcomes than those with fewer natural resources – is a key issue for Tanzania’s future development. A vibrant civil society and free media who monitor the conduct of those involved - from the government officials who grant licenses to the oil and gas companies themselves - is seen as essential ingredient for breaking the curse.

²⁹ *ibid*

A key area for Norwegian development cooperation with Tanzania in recent years has been energy and capacity development for management of natural resources including in the extractive sector. While much of the work is focused on capacity development and institution-building of government entities, support has also been given, or is in the pipeline, to international or internationally affiliated NGOs working on these issues, such as Norwegian Church Aid, World Wildlife Fund (WWF), Oxfam, Tanzania Extractive Industries Transparency Initiative (TEITI) and Revenue Watch. UN Women is currently coordinating a mapping exercise on *Gender and Extractive Industries* in collaboration with Canada, Norway and World Bank.

While Norway undoubtedly has extensive experience of transparency in the extractive industry sector, its role as a donor is complicated by the fact that Statoil, a multinational oil and gas company with the Government of Norway as a majority shareholder, is a key extractive industries actor in the country. Furthermore, there are allegations that Tanzania has entered into economically unfavourable agreements with the company.³⁰

Informants interviewed in connection with this study have stressed the need to coordinate social accountability initiatives at local and national level and to create a forum for sharing of experiences and accumulation and analysis of best practices. In August 2013 several NGOs and SDC jointly organized a conference to “share information and to dialogue on the best ways to monitor public resources for the interest of communities in the region and to learn from one another on different ways of advocating for changes that lead to improved service delivery to the people.”³¹ However, a more sustained coordination effort is still missing even though there are organizations that, if funding is available, have the ambition to play such a role.

Sweden has for many years been supporting ICT in Tanzania. In a 2007 assessment of the comparative advantages of Swedish ICT support, it was concluded that Sweden should continue to support and advocate the use of ICT to support its long-term development cooperation goals if this was in response to a firm Tanzanian government interest.³²

Promotion of ICT in Tanzania continues to suffer from a lack of infrastructure; growth in sector depends primarily on the spread of internet connections and mobile

³⁰ <http://naiforum.org/2014/08/leaked-document-casts-shadow-over-tanzanias-bright-gas-extraction-outlook/>

³¹ SDC, Policy Forum and other NGOs. Social Accountability Practitioners Conference Tanzania, 2013

³² Alan Greenberg, Assessment of the comparative advantages of Swedish ICT support in Tanzania: Sida evaluaton 07/47, 2007

phones. Challenges expressed by the interviewees include outreach to marginalised and rural areas and a need to bridge gaps and create platforms for common interests for interactions between government authorities and the civil society. A good technical solution must be complemented with a strategy on how to reach out and create utility for poor people. The Embassies current discussions with FOJO and Action for Transparency (A4T) might result in an approach feasible to respond to these challenges.

Among the Swedish partner organisations there are several on-going and promising ICT initiatives - integrated into the ordinary work of the organisations. Core support enables the organisations to adjust as opportunities arise. None of the interviewed organisations expressed a need for extra funding at this stage.

5.4 SWEDEN'S COMPARATIVE ADVANTAGES

The Results strategy for Sweden's development cooperation in Tanzania 2013 - 2019 states that Sweden's contributions should be targeted towards "areas in which Sweden has something special to add..." A similar requirement is laid down in the Guidelines, which emphasize that Sweden shall operate within the prioritized sectors/thematic areas in the country strategy in which Sweden has comparative advantages as a donor.

Neither the current results strategy nor the Guidelines provide a comprehensive assessment of what Sweden's comparative advantages actually are. It is possible, however, to identify areas in which Sweden's approach is particularly appreciated by its partner CSOs and by other donor agencies.

Sida is given credit for knowing Tanzania, the civil society context and its partner organisations well. It is also recognised that Sida has managed to recruit and maintain knowledgeable, qualified, skilled and committed programme officers, who have implemented a successful accountability and human rights programme. The Embassy and its staff members are also given credit for being a listening donor, striving to build a partnership based on mutual respect and understanding, and for being consistent in approaches and not making sudden adjustments in response to temporary trends.

In general terms the Evaluation Team sees little reason for the Swedish support to be only directed at areas in which Sweden, as a nation, may have a particularly strong profile. However, the examples above show that particular attention should be directed to areas in which the Swedish Embassy has been able to add value because of the way in which it has built relationships with civil society groups and seen itself a partner rather than a benefactor.

Two traditional key features or comparative advantages are:

- (a) the support has been fairly consistent over time and not particularly sensitive to new trends or fluctuations,

- (b) being prepared to take calculated risks when such risk taking may yield significant results.

The consistency aspect of the support is characterized by a long-term approach within which partner organisations have multi-year agreements with Sida, and in practice often have benefitted from support for a decade or more. In many cases this long-term approach has given the organisations opportunities to develop or strengthen organisational structures and cultures. It has also made it possible for partner organisations to maintain and further develop their thematic and methodological focus.

The preparedness to take risks is manifested in the fact that the Embassy has traditionally been prepared to support innovative and creative organisations. This support has been given even though the organisations may at the time have lacked extensive project implementation experience, well established management structures and broad financial support. In some cases, these organisations have grown to become some of Tanzania's leading human rights organisations and have managed to broaden their funding base.

As mentioned above, the CSO support has in recent years been given to large directly implementing organisations with well-developed financial and administrative capacity. Thus, the preparedness to take calculated risks does not appear to have been a significant characteristic of Swedish support during the past few years, even though Embassy staff still believe that it is important to not be overly risk averse.

6 Conclusions and recommendations

Even though there are serious challenges to the human rights situation in Tanzania, there is space for the country's civil society organisations to carry out their activities and to engage with and influence the government at different levels. As a consequence, it has also been possible for the CSOs and their DPs to make important contributions towards improving the situation with regards to human rights and government accountability.

Sweden's approach to engagement with civil society includes building relationships based on respect and partnership, a careful selection of strategic interventions and a preference for core funding and long term support. These aspects have been greatly appreciated by the partner organisations and according to available evidence contributed to an effective support.

At the same time, the Embassy's approach has in recent years traded stability for flexibility. A cumbersome process for selection of partners and managing contributions, as well as a strong commitment to direct and long-term support, have contributed to making the Swedish support model limited in terms of its ability to respond to new opportunities that may arise.

While the Embassy is known for playing a constructive role when it comes to harmonisation of DP requirements in relation to individual CSOs, its contribution to overall donor coordination in the sector is perhaps not as significant as could have been expected. Due to its strong preference for direct long-term support to a few strategic partners, Sweden has had limited incentives to explore other ways of operating.

Based on these conclusions and the findings presented above the Evaluation Team has produced a three-step set of recommendations focusing on (i) Guiding principles for the support, (ii) Channels for the support and (iii) Untapped opportunities.

6.1 RECOMMENDED GUIDING PRINCIPLES

It is recommended that the Embassy's support to CSOs operating in the fields of accountability and human rights are guided by the following principles:

Promote ownership

Promote ownership by continuing to give priority to core support on the basis of the CSOs' own strategic plans and priorities, provided that the organisations have sufficiently robust administrative and financial systems in place.

Promote civil society in its own right

Strengthen the development of a civil society “in its own right”, and not as a tool for DPs to attain particular goals.

Democratic governance

Give priority to organizations that have an internal democratic governance structure, and in particular a structure in which membership is open to those who support the objectives of the organization and in which members elect the organization’s highest decision making body.

Strive for long-term support

Continue to strive for long-term agreements and support in order to allow partners to develop and maintain long-term perspectives and establish reasonably stable organisational structures. Assess the total length of any partnership on a case-by-case basis, rather than on the basis of predetermined maximum time limit.

Ensure flexibility

Create the flexibility to respond to immediate needs and to new opportunities and initiatives. Ensuring access to a simplified process for selecting partners and managing contributions would be an essential component.

Be prepared to accept calculated risks

Be prepared to accept calculated risks in order to ensure effective utilization of unexpected windows of opportunity. The identified risks need to be closely monitored and be accompanied by a preparedness to respond to problems and obstacles that arise.

Facilitate and encourage harmonisation

Continue to promote harmonisation of DP requirements on individual CSOs by providing core support and participating in basket funding arrangements, and engage in dialogues with other DPs about the advantages of such arrangements.

Coordinate at a strategic level

Avoid duplication and waste by engaging at a strategic or sector level with other DPs on assessments, strategy development, sharing of experiences and exploration of creative ideas and initiatives.

Reduce degree of concentration of funding

Strive for less concentration of the financial support provided by the Embassy by ensuring that a fairly large number of CSOs can benefit from the Embassy’s limited number of contributions.

Ensure that the capacity to manage contributions is not overstretched

Ensure that the Embassy’s capacity to manage its CSO contributions is not overstretched by maintaining a reasonable number of interventions in relation to its staff capacity.

6.2 CHANNELS FOR SUPPORT

In order to cater for different needs for the Embassy's support for disbursing funds and providing capacity development to CSO partners the Evaluation team recommends that a mix of channels or modalities should be utilized. The mixed modalities should take into consideration the need for providing, on the one hand, a long-term approach and, on the other hand, an ability to respond quickly and utilise unexpected opportunities that may arise.

Direct strategic support

Maintain direct long-term support to strategic CSOs as the main conduit and model of the support relationship. In order to ensure – in line with the requirements of the Swedish results strategy – a continued focus on women, youth and children, organisations with a clear focus on these groups should be given priority.

Joint donor-fund arrangement for accountability and human rights CSOs

The most feasible complimentary modality to the current long-term direct support to strategic CSOs, which would ensure reaching out to a greater number of organisations than those directly supported, would be to support and get involved in a sector focused joint DP fund arrangement. While the Evaluation Team has not carried out any organisational assessments, it seems that AcT would – with its proven ability to manage contributions, purposeful selection of partners, commitment to core funding and approach to capacity building – be the most suitable channel.

Basket fund arrangement for land rights

If a special basket fund arrangement for land rights with other DPs was to be established along the lines proposed in the recent ODI study³³, then the Embassy should consider joining such a fund.

Quick response fund

To ensure flexibility and quick responses to initiatives making use of unexpected opportunities for change, the Embassy should explore the possibilities of setting up a Quick response fund administered by the Embassy itself.

³³ See Anna Locke et al., Supporting Tanzania's Land-related CSOs: Draft Report/Options Paper, July 2014.

6.3 UNTAPPED OPPORTUNITIES

The evaluation points to two areas in which further DP engagement could potentially have very significant impact. It is therefore recommended that the Embassy explores if and how it can effectively contribute to strengthening the following:

CSOs focusing on accountability and human rights issues relating to the extractive industries

Extractive industries are likely to have an enormous impact on Tanzania's future development, particularly oil and gas. And typically the human rights and accountability related issues relating to these types of industry operations are very significant. Yet there is a very notable lack of civil society actors with the focus and expertise required to work on extractive industries issues. With the exception of Norway (which is dealing with the complexities of being involved in local extractive industries commercially as well as being a DP), there has also been little preparedness among donor agencies to support such actors.

CSO initiatives that could scale-up successful local level social accountability strategies to other areas

While there are local level examples of successful implementation of creative social accountability initiatives, there is a lack of established mechanisms to broadly share and scale-up the lessons learned and for reproducing these initiatives in other areas and parts of the country.

6.4 REDUCING THE NUMBER OF INTERVENTIONS

In the ToR is stated that the Embassy will have in total 8-10 longer-term contributions, excluding support in the areas of land and education. As the current number of CSO directly supported outside of the areas of land and education are somewhat higher, the Embassy expects to see a reduction of the number of interventions. Taking this into consideration, as well as the suggested principles and channels for support and the untapped opportunities, three different scenarios for the future are presented below. While each of these three scenarios or options can by themselves guide the Embassy to a support that limits the number of contributions to no more than 10, it is of course also possible to combine them.

Channel support through AcT

As three of the CSOs currently supported by the Embassy – TGNP, LHRC and HakiElimu – are also supported by AcT, one option for the Embassy would be to channel the support to these organisations through AcT. An advantage with this approach would be that Sweden would not have to end its support to any of its current partners, while at the same time managing to reduce its number of interventions. If the Embassy would enter into an agreement with AcT it could also discuss, if deemed to be appropriate, possibilities of ring fencing part of its support for certain themes or groups, including those that may fit into the untapped opportunities category.

Give priority to domestic organizations with a democratic governance structure

Organizations working to promote democratic governance and human rights can for reasons of effectiveness and credibility be expected to abide by these same principles internally. It would thus be logical for the Embassy to give priority to organizations that are membership based and in which the members exercise ultimate control over the organizations and determines their policies and overarching priorities. In the interest of strengthening Tanzanian organizations as civil society actors in their own right it would also be logical to give priority to organizations managed by Tanzanian citizens rather than foreigners.

Give priority to organizations with a clear rights focus

While all organizations currently supported by the Embassy are relevant from a needs perspective, they are to different degrees and in different ways relevant in relation to Sweden's results strategy. Some of the organizations currently supported, including the youth organizations, have a broad life style and economic empowerment focus that at least in part relate more to Sweden's goal of strengthening possibilities for young people and women to establish and run businesses than to enhancing civil society capacity to demand accountability and raise awareness of human rights.

Annex 1 – Persons interviewed and consulted

Name	Title	Institution
Deus Bagaywa	Board Member UTPC	Mwanza Press Club
Maria Berlekom	Head of Development Cooperation	Embassy of Sweden
Marcelina Biro	Governance Advisor	Swiss Embassy
Niklas Borker Bjerre	First Secretary, Political Affairs & Good Governance	Danida
Margareta Brisman	Political and Commercial Affairs	Embassy of Sweden
Chiara Bronci	Lead Public Sector and Governance Specialist	World Bank
Anna Collins-Falk	Representative	UNWOMEN
Emma Davis	Fund Resourcing and Partnership Development Manager	Restless Development, Tanzania
Kate Dyer	Programme Director	Accountability in Tanzania Programme (AcT)
Lisa Marie Faya	Social Justice Program Coordinator	Oxfam in Tanzania
Jane Foster	Country Director - Tanzania	Oxfam in Tanzania
Minou Fuglesang	Executive Director	FEMINA HIP
Magdalena Hiza	Senior Democracy & Governance Specialist	USAID Tanzania
Anna Holmstrom	Gender PO	UNFPA Tanzania

Scholastica Jullu	Programme Manager Legal Empowerment	Legal Service Facility
Helen Kijo-Bisimba	Executive Director	Legal & Human Rights Center (LHRC)
Semkae Kilonzo	Coordinator	Policy Forum
Adam Lingano	Governance	USAID Tanzania
Usu Mallya	Executive Director	Tanzania Gender Network Program (TGNP)
Todd Malone	Country Manager	PACT
Jennifer Matafu	PO Local Governance	Embassy of Sweden
Marjorie Mbilinyi	Founding Member (Research Program)	Tanzania Gender Network Program (TGNP)
Mussa Mgata	CR	Save the Children Tanzania
Keny Mgonuo	Acting Head of Information and Communication	Tanzania Gender Network Program (TGNP)
John Mireny	Acting Executive Secretary	Media Council Tanzania (MCT)
Tumsifu Mmari	PO Media & Culture	Embassy of Sweden
Mark Montgomery		DFID
Koshuma Mtengeti	Executive Director	Children's Dignity Forum
Anthony Mwakibinga	PO Capacity Building	TENMET
Tike Mwambipile	Executive Director	Tanzania Women Lawyers Association (TAWLA)
Yefred Myenzi	Executive Director	HakiArdhi
Jacquiline Namfua	Communications Officer	UNICEF Tanzania

Rebecca Orrenius Alffram	PO Education	Embassy of Sweden
Chris Peter	Professor/Lecturer, Chairperson Board of Directors Zanzibar Legal Services Center	Law Faculty, University of Dar es Salaam
Lisbeth Petersen	Head of International Programme Department	Forum Syd - Sweden
Rakesh Rajani	Executive Director	TWaweza
Anna Rambe	Thematic Advisor	Forum Syd - Sweden
Mary Rusimbi	Executive Director	Women Fund Tanzania
Göran Schill	Controller	Embassy of Sweden
Elisabeth Schwabe-Hansen	Counsellor – Political Affairs	Embassy of Norway
Cathleen Sekwao	Coordinator	TENMET
Lars Tallert	Project Manager	Fojo Media Institute
Joyce Tesha	PO HIV/AIDS, Sexual and Reproductive Health and Rights	Embassy of Sweden
Mohamed Tibanyendera	Chairman	MISA –Tanzania
John Ulanga	Executive Director	Foundation for Civil Society
Godfrey Bone Ventura	Program Manager, Research and Policy Analysis	HakiElimu
Godfrey Wawa	Country Manager	Forum Syd - Tanzania
Anette Widholm-Bolme	PO Democracy and Human rights	Embassy of Sweden

Annex 2 – References

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Annex 3 – CSO mapping

Organization Name	Thematic focus	Intervention	Target group	Legal status	Governance & management	Type and role of organisation	Size: Staff / Funding	Donors	Coverage	References
TWAVEZA-DAR (HIVOS TANZANA)	Accountability	Twaweza works to provide practical information to everyone, to foster quality independent media and citizen monitoring services. By addressing these issues through its partner organizations, Twaweza works to foster what it calls an 'ecosystem of change.'	Citizens.	TWAVEZA housed in Hivos, which is registered in Kenya, Uganda and Tanzania as a company limited by guarantee(not holding share capital), registered according to the companies Act of 2002.	Supervisory Board (3 regional from each country, 2 international) Board appointed by joint donor meeting Approve 5 year plan, narrative reports and audited accounts and appoint financial auditors and their fees, appoint members of supervisory board Management team with Head of TWAVEZ and program manager, accounts, country coordinators in Kenya and Uganda.	Implementing organisation. Advocacy and interest organization. HIVOS Tanzania is a branch of the Dutch firm Hivos.	31 staff. Total revenue in 2012 was 7, 814, 942 USD.(AUDITED FINANCIAL STATEMENT 2012) Donor funding	SIDA, DFID, the Hewlett Foundation, SNV and Hivos Funding modalities: Core support. SIDA support amounted to up to 50 % of their funds in 2011 (Financial statement 2012)	National.	Audited Financial Statement 2012.
POLICY FORUM-DAR	Accountability	We strive to increase informed civil society participation in decisions and actions that determine how policies affect ordinary Tanzanians, particularly the most disadvantaged.	Youth, women, farmers.	Non-profit organization registered under the Companies Act 2002-network organization with membership of over 100 NGOs including both local CSOs and INGOs. Companies Act of 2002.	The Secretariat comprising of the Coordinator and programs, finance and advocacy staff are responsible for running the organization. PF has a membership covering the whole specter of CSO in Tanzania from the International level (represented by INGOs) to national level CSOs (HakiElimu, LEAT, SAHRINGON, PINGOS FORUM, FBOs) and to grassroots level(and Fishermen and Farmers Organizations)	Implementing organisation. Advocacy and interest organization. Network organization	9 Staff. Budget (According to website) Tsh: 1,489,723,688 (Annual report 2013) Donor funding	SDC, American Jewish, and PF member TNRF, Google, Embassy of Finland, Sida, CIDA. . Funding modalities: IN 2013 SDC stood for 1,117,200,000 Tsh of the total budget. Core support? (annual report 2013)	National.	Annul Report 2013
Save The Children	Children's Rights		Children.	An independent global organization	Head office located in Dar, and regional offices in Lindi, Shinyanga and Zanzibar	Implementing organisation. Interest organisation	Donor funding	SIDA, funding modality Core support.	National.	

ANNEX 3 – CSO MAPPING

Organization Name	Thematic focus	Intervention	Target group	Legal status	Governance & management	Type and role of organisation	Size: Staff / Funding	Donors	Coverage	References
The Africa network prevention & protection against child abuse and neglect	Children's Rights	To protect and prevent children from abuse and neglect through research, awareness creation, advocacy, provision of legal aid, resource mobilization and networking with governments, NGOs and community members in order to promote children's rights and welfare.	Children	Societies Ordinance law of 1954. Membership based organization.	Pan-african network with branch office.	Implementing organisation. Interest, legal and research organization. Independent NGO, branch of the African regional organization.	6 staff . Membership contributions/fees	FK Norway, Africa Regional office, HOPE-HIV, FOUNDATION FOR CIVIL SOCIETY Funding modality: Program support. (FK Norway's exchange program support)	Urban and rural	https://envaya.org/anppcantzchapter/team and
Caucus for Children's rights in Tanzania-Arusha	Children's Rights	The Caucus for Children's Rights (CCR) enables activists and development practitioners who work at the nexus between children, poverty, violence and development in Tanzania, to facilitate individual and large-scale, national social change	Children.	The NGO act of 2002.	The core of CCR is our member organizations - like-minded NGOs who share a common commitment to the protection of children from violence, abuse, and neglect. They ultimately control our direction as an organization, as our board members are elected from our member organizations.	Implementing organisation. Interest and research organisation. Independent NGO.	10 staff. 2,074,181 TShs (Annual report 2012). Membership contributions/fees	Children in Crossfire (CiC) Oak Foundation n, UNICEF	National.	Annual Report 2012
Tanzania Education Network-DAR	Educational Rights	A Tanzania in which all people, especially children, enjoy access to participatory, meaningful learning opportunities, in order to realize their fullest potential and to enhance social inclusion.	CSOs (member organizations.	Society Act Individuals/Association	National Umbrella Network Organization with over 270 INGOs, CSO, FBOs and CBOs members. Board of Directors with geographic representation. Secretariat led by the Coordinator with 12 staff members programs, admin and finance.	Implementing organisation. Interest organisation Umbrella organization.	12 staff - Revenues in 2011 Tshs 717, 772. Donors and membership fees.	SIDA, European Comission, CIDA, Embassy of Finland, Bristol University, Oxfam GB Funding modalities: Core support and some project support. About 56,300 Tshs appears to be project support. (pp. 36 in the annual report 2010-2011)	National (rural and urban). 11 districts and 3 zonal areas.	http://www.tenmet.org/Droop/?q=node
HakiElimu	Educational Rights (and accountability)	Advocacy for equity in access to quality education and provides space for citizens to engage in transforming schools and influence policy making enabling access to information to citizens	Children teachers, parents and other citizen and NGO's interested in the discussion and transformation of Tanzanian education	Non profit CSOs registered under Companies Act, 2002 ltd by guarantee, no share capital	Formed by 13 Tanzanian Board of Directors comprising of founding members. ED leads a big staff portfolio.	Implementing organization. Advocacy and facilitator of the network "Friends of Education", a network of citizens involved with local and national education policy. Research and expert organisation. Independent NGO.	Grants revenue in 2012 around: 350 000 000 THs. (annual report) 30 hired staff (according to website). Donor funding	Hivos, CIDA, International Budget Partnership Funding modality: core support	National (rural and urban)	All information accessed at: http://hakielimu.org

ANNEX 3 – CSO MAPPING

Organization Name	Thematic focus	Intervention	Target group	Legal status	Governance & management	Type and role of organisation	Size: Staff / Funding	Donors	Coverage	References
Legal and Human Rights Center DAR	General Rights	The LHRC is a non-partisan, non-profit sharing, non-governmental organization striving to empower the public, promote, reinforce and safeguard human rights and good governance in Tanzania through legal and civic education and information; sound legal research and advise; monitoring and follow up of human rights violations; and advocacy for reforms of policies, laws and practices to conform to	Indigent, women, children, youths, men, people with disabilities, politicians, policy makers, legislators, law enforcers, community leaders, influential people, civil society organizations and the general public.	The LHRC is registered under the Companies Ordinance Chapter 212 of the Laws of Tanzania as a Company without shares limited by guarantee Registered a non-profit organization under the companies ordinance, cap 212,	Board of Directors appointed at the AGM- 120 members of which two CSOs and ordinary individuals and honorary members- Holds an AGM which is ultimately responsible for policy decision The Executive Director is the head of the management team who is flanked by a directors of empowerment & accountability, finance and admin, advocacy and reform.	Implementing and advocacy. Interest, legal and expert organisation. Independent NGO.	Income: 3, 690,151 TShs. (SIDA support accounts for 50% of this income) 62 staff (2013 annual report). Donor funding	Sida, OSIEA, Norwegian People's Aid, Ford Foundation, DFID, Unicef, Oxfam, FCS, and EU Funding modality: core support	National.	2013 annual report
Zanzibar Legal Services Center	General Rights	Established to promote access to justice and advocacy for the respect and observance of human rights, popularization of the knowledge of law and production of publications in all areas of legal concern to the people of Zanzibar.	Marginalized people on Zanzibar in need of legal help.	Trustee Registered under Societies Act, 1995 (Act No. 6 of 1995)	Board of Trustees/ Executive Director/ex officio member of the board of trustees. There is a lean management team	Implementing organisation. Legal, expert and interest organization. Independent NGO.	According to strategic plan for 2013-2017, ZLSC expects a budget of TZS 8,891,921,870 (USD 5,557,451) for that five year period.	Sida, Royal Norwegian Embassy, Embassy of Finland, FCS, Ford Foundation, OSIEA, Search for Common Ground (SFCG) Save the Children. SIDA, FINLAND and NORWAY contributed to a basket fund for its 2013-2017 program period. LSF is contributing on a specific project (NOT CONTRIBUTING TO BASKET)	Zanzibar urban and rural	FIVE YEAR STRATEGIC PLAN 2013-2017 and Annual Report 2009

ANNEX 3 – CSO MAPPING

Organization Name	Thematic focus	Intervention	Target group	Legal status	Governance & management	Type and role of organisation	Size: Staff / Funding	Donors	Coverage	References
National Organization for Legal Assistance (NOLA)-Dar es salaam	General Rights	To facilitate access to justice, good governance and respect of legal and human rights by lobbying and advocacy for a conducive legal environment and provision of legal aid to the needy and vulnerable in Tanzania.	Children, families, women, ophans, etc.	Under the Companies Ordinance Non-governmental, autonomous and voluntary organization formed in 2002.	At the apex of nola's policy making is the Annual General Meeting of all subscribers of nola, under which is the Board of Directors. The management and supervision of nola's day-to-day activities are vested in the Executive Director, who is assisted by the Director of Programmes and the Director of Human Resources Development. Each of the nola's Programme is manned by a Programme Manager who is assisted by a Programme Assistant and other technical and support staff working under the respective programme.	Implementing organisation. Legal, expert, advocacy and interest organization. Independent NGO.	Around 40 hired staff (including support staff). Donors and membership fees.	DANAIDA , FCS , NDA, CIDA, CANADA	National.	CSO directory and http://www.nola.or.tz/
PINGO's	Land Rights	HR, gender perspective, Natural Resources, cultural heritage, environment, education etc	Pastoralists and hunter-gatherers.	Registered in 1999 as a non-profit organization	A coalition of over 52 pastoralists, gatherers and hunters CSOs. It comprises of a General Assembly, Board of Directors. AGM appoints members of the board. A management team led by the Executive Director supported by a team of professional staff members.	Implementing and advocacy. Interest organisation. Coalition of several CSO's.	15 staff. Tshs: 100,000,001 300,000,000. Donor funding	Oxfam, Sida, Minority Rights, WISP, PACTTZ	National. Rural.	CSO directory, PINGOs ANNUAL REPORT 2013- OXFAM and http://www.pingosforum.or.tz/
HAKIARDHI	Land Rights	To advance, promote and research into land rights of small peasants and pastoralists. Public engagement and raise awareness on land rights, Lobby and advocacy for policy reforms	Pastoralists and peasants.	Is registered as a non-governmental organization under the Companies Act, Chapter 212, without share capital.	Founded by 3 individuals, by 2008 it had 28 members. It constitutes of a General Assembly, an Advisory Council, Board of Directors and a Secretariat. The secretariat comprising of team of professional programs, administrative and support staff responsible for the management of the organization	Implementing and advocacy. Research, interest and expert organisation. Independent NGO.	21 staff and revenue of Tsh. 1,174,844,477 (Annual report 2010-2011). Mainly donors but also sale of publications	DANIDA, NOVIB, Oxfam International, WWF Tanzania Country DANIDA stood for about 45% of the grants 2010-11 (Annual report 2010-2011)	National.	HAKIARDHI ANNUAL REPORT 2010-2011

ANNEX 3 – CSO MAPPING

Organization Name	Thematic focus	Intervention	Target group	Legal status	Governance & management	Type and role of organisation	Size: Staff / Funding	Donors	Coverage	References
Community Development and Research Services (CORDS)	Land Rights	Pastoral land rights, community pastoralists radio program	Maasai pastoralist.	Voluntary organization, which is registered in Tanzania under the societies ordinance of 1954, with the certificate of registration no. 9398.	CORD emerged out of a research project carried out in 1997. The coordination and institutional development unit provides the necessary managerial systems and skills needed for the implementation of programmed activities.	Implementing organization. Conducts research. Voluntary organization	na	MS Tanzania, Oxfam, OSIEA, Caritas. IWIGIA	District and village level	http://www.cordstz.org , http://worldjusticeproject.org/world-justice-forum-iv/content/pastoral-land-rights-community-research-and-development-services-cord
MCT	Media and information freedom	Promote, assist, mediate, safeguard and defend freedom of the media Lobby and advocacy	Citizens with complaints against media and media by helping to develop ethical guidelines and practices.	Registered under the Companies Act 2002 limited by guarantee	A board of Trustees/ High profiles of the trustees Management team led by the Executive Secretary	Implementing organization. Interest, expert and reaserach organisation. Independent NGO.	26 hired staff is planeed between 2012-2015 (Programme Strategy, 2012 to 2015). Donors. Membership fees.	SIDA, CAF, SDC, Norweigan Ministry of Foreign Affairs Funding modality: core support	National	<i>MCT-Annual Report 2012</i> ,
The Union of Tanzania Press Clubs	Media and information freedom	"Building press clubs capacities through training, modernizing their offices and provision of modern equipment for official work"	Press Clubs	Registered as an NGO in 1997 not sure under which law	Members General Meeting (MGM) who are three leaders of the press clubs, that is the chair, secretary and treasurer, then there is a Board of Directors that is appointed by the MGM The Secretariat led by the Executive Director	Implementing organization. Interest organisation and trade union Independent NGO and umbrella.	9 hired staff (according to website) Total grants awarded: Shs 3,979,680,473(2012 annual repot). Donors	SIDA, DANIDA, SDC, Norway SIDA, SDC and Norway stood for about 1/3 of UTPCs total grants in 2012 (annual report).	National and regional	<i>Annual implementation and results report for the year 2012 and Mid-tem Review Report UTPC Strategic Plan and www.utpc.or.tz</i>
Tanzania Gender Networking Program	Women's Rights	Promotion and application of gender equality/ equity objectives and women empowerment through training, information, lobbying and network building.	Women and marginalized groups	Formed in 1993 as a non profit NGO later in 2012 registered as TGNP mtandao ltd. Under Companies Act, 2002	Membership Organization governed by the AGM, which appoints members of the Board of Directors The Executive Director (ED) is in charge of operations for TGNP which includes various departments, such as M&E, Finance and Human Resources, as well as programme clusters	Implementing organization. Interest, expert and reaserach organisation. Independent NGO.	5 hired staff (according to website) Donors. 240 515' Tzs (thousand) in 2012	Swedish Embassy, DANIDA, Irish Aid, Norwegian Embassy, UNFPA, UNWOMEN, and DFID. Funding modality: Core support.	National	<i>TGNP SP 2008-2012, External Evaluation Report and www.tgnp.org</i>

ANNEX 3 – CSO MAPPING

Organization Name	Thematic focus	Intervention	Target group	Legal status	Governance & management	Type and role of organisation	Size: Staff / Funding	Donors	Coverage	References
Tanzania Women Lawyers Association (TAWLA)	Women's Rights	Children's and women's rights and good governance Legal aid services –lobby and advocacy	Women and children.	Founded in 1989, it was registered as a society with trustees in 1990. Companies Act, membership organization	AGM with a board of directors and has about 500 members (women lawyers). 25 members of staff and 22 volunteers led by an Executive Director.	Implementing organization. Interest, expert, legal and reaserach organisation. Independent NGO.	Around 40 hired staff. Donors. Membership fees(?) .	SIDA, WE EFFECT, CIDA, fredskropset, LAS, Unwomen, ICR, ADA, Open Society International	National and regional	TAWLA Mid term evaluation 2013 and www.tawla.or.tz
Maasai Women Dev. Organization (MWEDO) Arusha	Women's Rights	WEDO empowers women to enhance sustainable equitable and human development for Maasai women through access to Education, Women Economic Empowerment and maternal health and HIV/AIDS education	Maasai women.	Society Act	A facilitating NGO for a network of 80 registered women's groups and more than 5,000 grassroots women members from the Arusha and Manyara regions of Northern Tanzania	Implementing organization. Interest organisation. Independent NGO.	11 paid staff. Tshs: 300,000,001 500,000,000. Donors.	Global Fund for Women, Flora Family Foundation, TRIAS	LONGIDO, MONDULI, SIMANJIR O AND KITETO DISTRICTS	CSO directory and http://www.maasaiwomentanzania.org/
Kilimanjaro Women Consultancy Organization (KWIECO)	Women's Rights	To have a community that respect people's equal rights through sharing knowledge of rights, providing equal access to legal and economic services to marginalized people and lobby for change.	Women, children and marginalized groups	Company Limited by guarantee. Based in Moshi, Kilimanjaro, KWIECO is Registered as a company limited by guarantee under Companies Act, 2002	It is a membership based organization that welcomes all women of Kilimanjaro above the age of 18 years. It has a AGM that appoints member of the board of directors The Organization management is led by the Managing Director supported by Amin, Finance and Program Managers	Implementing and advocacy. Interest, expert, legal and reaserach organisation. Independent NGO.	30 staff. Donors and membership fees	JURK:(Norway), UN WOMEN (US),UKUMBI (Finland),EED:(Germany) , Child reach International (UK), AcT		CSO directory.
Tanzania Media Women Association (TAMWA)	Women's Rights	TAMWA mission is to advocate for women and children's rights for cultural, policy and legal changes/transformations in the society through the use of media.	Media houses.	NGO formed in 1987 by 12 women journalists registered under the Societies ordinance and later under the NGO law, 2002 Societies Ordinance of 1987 and the new NGO law of 2002	All TAMWA members constitute the AGM, which elects members of the Governing Board. The Governing Board is composed of members from Zanzibar and Mainland Tz. The day to day operations are vested in the Secretariat headed by the ED assisted by program heads and support staff	Advocacy Media and interest organization. Independent NGO.	28 staff. Donors.	Danida, UNFPA, UN Women, Ford Foundation, IOGT, Forward UK	National	http://www.tamwa.org
Women Fund –Tanzania Dar es Salaam	Women's Rights	WFT provides a funding mechanism which gives voice and visibility to marginalized women on marginalized issues through grant making and capacity strengthening at different levels. Thus, WFT has started contributing to women's and feminist movement building in Tanzania and beyond.	Women.	Registered as a non-profit organization under the Companies Act, 2002 as well as a foundation in the Netherlands	Comprises of founding members and board of directors The Secretariat vested with management of the programs led by ED and supported by a skeletal staff members	Implementing and Intermediary Interest organisation. Independent NGO.	3 staff. USD 290,759 in 2013 Donors.	Mama Cash, UN Women, OSIEA, Catpult, GFW, AWDF, DM	National, Districts, villages	Annual Report 2013 and www.wft.or.tz

ANNEX 3 – CSO MAPPING

Organization Name	Thematic focus	Intervention	Target group	Legal status	Governance & management	Type and role of organisation	Size: Staff / Funding	Donors	Coverage	References
KIVULINI Women's Rights Organization	Women's Rights	To facilitate the creation of social, economic and legal environments within society that guarantee women and girls' right to live in violence free communities through self-empowerment, advocacy, and an active social movement for change.	Women.	NGO Act.	Board members assess and approve strategic plans, work plans and audited reports, as well as assisting the organisation in fundraising. Board oversight meeting was conducted and one AGM (Annual General Meeting) was conducted.	Implementing organization Interest organisation. Independent NGO.	11 staff. KIVULINI planned in 2011 that their work over the coming five years would require a budget of Tz 5,867,070,989 or 4,190,769. USD. (Strategic Plan 2011-2015). Donors.	Anti -slavery International Oxfam, HIVOS, Terre Des Hommes Schweiz, A better way Foundation, Legal Service Facility, Raising Voices	Lake Victoria and Singida regions with focus on rural areas.	FIVE YEAR STRATEGIC PLAN 2011-2015 and http://kivulinitz.org/?page_id=253 (staff info)
Restless Development	Youth Rights	Grassroots, sexual and reproductive health rights, and school HIV program & Youth Peer to Peer Program Placing young people at the forefront of change and development	Youth	Registered Charity in the UK registered in Tanzania	Restless Development is a youth-led development agency committed to mobilising young people	Implementing organization Interest organisation Independent NGO.	45 staff members , 1 MGBP, Donor funding	SIDA, Dfid, CIDA, Unicef, USAID, IYF Strategic funding?(Evaluation of Restless Development Tanzania Youth Peer-to-Peer Programme 2008-2010)	National and regional. Local level	Evaluation of Restless Development Tanzania Youth Peer-to-Peer Programme 2008-2010
FEMINA HIP	Youth Rights	Striving to achieve a gender equal society where youth are confident and competent change makers with healthy lifestyles who actively participate in the development and wellbeing of Tanzania Citizen engagement, SRH and Economic empowerment.	Youth.	Non/profit company Ltd by guarantee	Governed by a council of founding members who appoint the board of directors The organization is managed by the Executive Director (founding member) supported by a team of senior program, finance staff , etc Not a member based organization.	Implementing and advocacy. Media and interest organization. Independent NGO.	34 staff. 2.25 million USD in support (Annual Report 2013). Donor funding	SIDA, DANIDA, HIVOS, USAID Core support from funders like SIDA and DANIDA plus additional project based-support. (Strategic Plan 2006 - 2012 Final Report)	National and regional	Femina Final Report 2006-2013 and Annual Report 2013

Annex 4 – Terms of reference

Terms of Reference

Pre-study/Assessment of possibilities of Swedish support to promote accountability, transparency and civil society capacity in Tanzania

1. Background

In May 2013, Sweden adopted a new Result Strategy for the development cooperation with Tanzania for the period 2013 – 2019. The strategy aims to contribute to conditions for sustainable growth in Tanzania that provide people living in poverty with better opportunities to support themselves by obtaining work and starting and running productive businesses. Sweden's development cooperation activities in Tanzania will contribute to developing agricultural markets and increasing access to sustainable energy, as well as to improving education and increasing entrepreneurship. Sweden's development cooperation activities will contribute to local democratic accountability and greater awareness of human rights. The main target groups are women, children, and young people.

Within the area of democratic accountability and transparency, the following results are specified:

Strengthened democratic accountability and transparency, and increased awareness of human rights

- 3.1 Increased capacity and reduced corruption in Tanzanian public administration.
- 3.2 Enhanced capacity in civil society to demand accountability and increased awareness of human rights.

These ToR are limited to Result area 3.2 and civil society capacity for increased demand on accountability and awareness of human rights. The Swedish Results strategy specifically mentions free media and child rights, but are also including rights essential to other result areas like land and education and the strategies special target groups: women, youth and children.

Free media could be objectives in it selves but also potential agents of change in terms of strengthening democratic accountability, transparency/freedom of information and reduced corruption.

Civil society in Tanzania is a diverse mix of traditional institutions, community based organisations, professional organisations, co-operatives, trade unions, faith-based organisations, semi-state and independent NGOs. There are also large presences of international NGO's that often have alliances with Tanzanian partners. Since the mid-1980's, the numbers of organisations active at all levels have grown massively. Most of the organisations are neither member-based nor necessarily guided by democratic principles. A lot of the organisations are Dar es Salaam based and could not, in Swedish terms, be defined as social movements emerging from grass-root interests. The

sector is dependent on development partner funds whose interests also has, and is, steering the evolvement of the civil society sector.

Swedish support and collaboration with civil society actors and the active promotion of free and independent media has a long history and has remained a strong position throughout the years. The specific objective of Sida support to civil society in Tanzania (as outlined in “Guidelines for the Swedish Embassy’s direct support to the Tanzanian civil society 2006 – 2010 for the strategy period 2006-2010, March 2007”) was formulated as per below: “The Embassy is supporting a number of organisations in the civil society that are working on a national and/or regional levels with various aspects related to the implementation of the Mkukuta. All efforts are aiming at an increased domestic accountability.”

The support to the civil society has been seen as complementing the Swedish budget support for implementation of the Mkukuta, by strengthening citizens to demand their rights to have well-functioning social services to alleviate poverty.

The Embassy is envisaging a financially relatively small but strategic further engagement with civil society, with a maximum of providing support to 8-10 longer-term interventions, as well as a limited number of short-term and catalytic interventions.

2. Objective of the assessment

The objective of the guiding review is to provide the Embassy with a basis for decision making by:

- Providing challenges and opportunities for achieving increased accountability and transparency on national and local levels, by for example monitoring and verifying public investments/financing and quality and access to community services. This part should include a shorter orientation of foregoing results and gains from previous civil society portfolio (as found in the evaluation report of previous Swedish strategy period, other evaluations etc).
- An overview of capacity/scope of relevant key actors, current context, existing support, including ongoing Swedish interventions - that can be seen as relating to the different results areas in the strategy. This should be organized in two sections:

Accountability

1) Accountability³⁴ ; and 2) Media and Information freedom³⁵

Human Rights

1) General Human Rights³⁶ 2) Youth Rights³⁷; 3) Children’s Rights³⁸ ; 4) Women’s Rights³⁹; 5) Land Rights⁴⁰; and 6) Educational rights⁴¹

³⁴ Ongoing support: Twaweza, Forum Syd, FOJO

³⁵ Ongoing support: Media Council of Tanzania, Union of Tanzania Press Clubs

³⁶ Ongoing support: Legal Human Rights Center, Zanzibar Legal Service Center

³⁷ Ongoing support: Restless Development and Femina HIP

- Propose different approaches of support to civil society with suggestions for tentative and alternative designs of the overall portfolio, including modalities of support (direct support, core funds, baskets, platforms etc) and an analysis of pros/cons by taking one approach over the other.

The choice of proposed areas of intervention and suggestions for support should be guided by the following principles and documents:

- Sweden's comparative advantage in relation to other donors and in relation to areas where Sweden has a strong profile
- Relevance in respect to Swedish Result strategy
- Aim to have a few strategic partners in the two areas Accountability and Human Rights, complemented with short-term interventions with a strong local ownership and out-reach (maximum 10 interventions, excluded Lands and Education)
- Preferred target groups should be women, youth and children
- Promoting ICT solutions within interventions
- A desire to find opportunities of providing accountability and human rights awareness for people in the rural areas

Documents (reference list)

- Sweden's Result Strategy 2013 – 2019 for Tanzania
- Sweden's Policy Platform, 2014
- (Sida) Annual Plan for 2014 (Tanzania)
- Sida evaluation of civil society support, 2013
- Joint Country Evaluation of the Strategy for Swedish Development Cooperation with Tanzania 2006–2010
- Guidelines for the Swedish Embassy's direct support to the Tanzanian civil society 2006 – 2010, March 2007
- Existing evaluations of supported organisations

3. Scope of Work/Issues to be covered

The following aspects are to be covered by the assignment and described in the report:

Challenges/opportunities/results achieved:

³⁸ Ongoing support: Save the Children Mainland and Zanzibar

³⁹ Ongoing support: TGNP, TAWLA

⁴⁰ Ongoing support: PINGO's Forum, as well as part of the agenda of LHRC and ZLSC

⁴¹ Ongoing support: Haki Elimu, Twaweza/Uwezo, TEN/MET

The assessment will review and analyze the capacity of the civil society actors in Tanzania and identify main challenges and opportunities for improved accountability and awareness of human rights - including assessing the relevance of existing Swedish interventions - to the following areas that are assessed to be strategic as well as strategy relevant: accountability; media/information freedom; youth rights; children's rights; women's rights; land rights; and the right to education. The report should also make suggestions on how to assess civil society capacity in line with the Swedish Strategy.

Existing donor support:

The consultant should identify where the gaps and untapped opportunities are as well advantages and disadvantages of the various modalities of support. Swedish comparative advantage should be part of the analysis.

Opportunities for interventions:

The consultant shall, based on the above, propose areas of intervention for Sweden to support improved accountability and human rights interventions. This shall be done by:

- Identifying possible agents of change and where there is interest to engage in efforts to promote accountability and human rights in Tanzania.
- Assessing the relevance of ongoing interventions and modalities for the objective.
- Suggest and analyze different possible portfolios and scenarios by taking different future directions of civil society support, including implications of such decisions.

4. Expected outputs

- An overview of present CSO landscape in Tanzania working on the thematic areas (including networks/consortiums/coalitions) identified above, including description of type of each of the CSO (member-based/trust/foundation; national coverage or local; issues covered; advocacy/service provision; size; umbrella organisation or not; international/national; channeling funds further or not etc) and strengths and weaknesses of the different organisations.
- An analysis of present and anticipated donor support in the thematic areas identified above, including overview of channels and modalities for donor support (eg donor-initiated trusts, core support direct to organisations, channeling through UN/UNDP etc to mention a few examples) and analysis of pros and cons with different modalities used.
- Suggestions for modality/ies to be used by Sweden, including rationale for the suggestion/s.
- Suggestion/recommendation for a maximum of in total 8-10 longer-term contributions (excluding Lands and Education) to support civil society in Tanzania, as well as a limited number of short-term and catalytic interventions, including rationale for the suggestion/s

5. Method of Work

The consultant is free to propose the method of work but the following components shall be included:

Desk study

Much of the information needed is available in the studies and reports in the reference list.

Interviews

The consultant should engage with a selection of relevant development partners, co-operating partners, the Government of Tanzania, possibly relevant private sector actors, local NGOs working with accountability via local media/actors and awareness of human rights (children, youth, education and land).

6. Composition of the assessment Team

The composition of the team should possess a mix of evaluative skills and thematic knowledge, a minimum of two consultants, includes professionals from the country concerned and, if possible, has a gender balance. One of the members shall be Team Leader.

Team member requirements

Team Leader:

- Minimum of Master degree in relevant area with a minimum of 10 years' experience of carrying out work in civil society related interventions;
- Knowledge of sustainable civil society;
- Broad knowledge of media and civil society management/institutions;
- Knowledge of civil society in low income countries;
- Knowledge of Tanzania, and the Sub-Saharan region

Team members:

- At least 1 team member must have Master degree and knowledge of conditions for civil society operations in Tanzania
- Additional team members must have a minimum of BA degrees
- Knowledge of sustainable capacity building of civil society
- Broad knowledge of civil society management/institutions
- Knowledge of civil society in low income countries
- Knowledge of Tanzania, and the Sub-Saharan region

All members:

- Fluency in spoken and written English

7. Timeframe

The assignment will be initiated 1 June, 2014 and completed no later than 15th of September 2014. Before the assignment starts, an inception note shall be submitted to the Embassy of Sweden in Tanzania and, if considered necessary, a meeting with the Embassy shall take place (can be done via video link, if considered most effective) to discuss in further detail the objects and methods for the study. The study shall be conducted and results are made available in a timely manner. Un-envisaged changes to timeframe and budget must be explained in the report. Any discrepancies between the planned and actual implementation of the study must be explained. The major

findings and conclusions from the draft report shall be presented and discussed in a seminar at the Swedish Embassy in Tanzania.

8. Reporting

The consultants shall produce a written report of maximum 30 pages, appendixes not included. The report shall be written in English. A draft shall be presented to the Swedish Embassy in Dar es Salaam no later than 15th of September 2014. Within two weeks after receiving comments on the report from the Swedish Embassy in Dar es Salaam, a final version shall be submitted.

9. Contact persons

The contact person at the Embassy of Sweden in Dar es Salaam is: Anette Widholm Bolme, Tel: +255754570457, anette.widholm.bolme@gov.se
Alternative contact: Joyce Tesha or Tumsifu Mmari
Joyce.tesha@gov.se / Tumsifu.mmari@gov.se

Annex 5 – Inception note

1 The Assignment

The assignment has been initiated to provide the Swedish Embassy with a basis for well-grounded decisions regarding its support to civil society organisations in Tanzania striving to demand accountability and increased awareness of human rights. The assessment is expected to deliver four specific outputs:

1. An overview of present CSO landscape in the areas of accountability and human rights

The overview should focus on the following thematic areas:

- Accountability⁴²
- Media and Information freedom⁴³
- General Human Rights⁴⁴
- Youth Rights⁴⁵
- Children's Rights⁴⁶
- Women's Rights⁴⁷
- Land Rights⁴⁸
- Educational rights⁴⁹

The overview should include:

- A shorter orientation of foregoing results and gains from the Embassy's previous civil society portfolio.
- A mapping of relevant key actors within each of the thematic areas listed above.

⁴² Ongoing support: Twaweza, Forum Syd, FOJO

⁴³ Ongoing support: Media Council of Tanzania, Union of Tanzania Press Clubs

⁴⁴ Ongoing support: Legal Human Rights Center, Zanzibar Legal Service Center

⁴⁵ Ongoing support: Restless Development and Femina HIP

⁴⁶ Ongoing support: Save the Children Mainland and Zanzibar

⁴⁷ Ongoing support: TGNP, TAWLA

⁴⁸ Ongoing support: PINGO's Forum, as well as part of the agenda of LHRC and ZLSC

⁴⁹ Ongoing support: Haki Elimu, Twaweza/Uwezo, TEN/MET

For the purpose of this study, key actors will be defined as civil society organisations that:

- Have documented capacity to attain results.
- Have documented capacity to meet the financial and project management requirements of international donors.
- Are generally well reputed.
- May potentially be relevant for Swedish support.

2. An overview and analysis of existing donor support in the areas of accountability and human rights

The overview and analysis should include:

- A description of Sweden's comparative advantage in relation to other donors and in relation to areas where Sweden has a strong profile.
- A mapping of present and anticipated civil society support provided by 5-6 important donors in the areas of accountability and human rights.
- An analysis of gaps and untapped opportunities in the civil society support.
- A mapping and analysis of the various modalities of support applied.

3. Suggestions for modality/ies to be used by Sweden

Based on the assessment of the CSO landscape and of existing donors support the assessment team should discuss and suggest various modalities for the Swedish Embassy's support to CSOs in the areas of accountability and human rights.

4. Recommendations for longer-term and catalytic shorter-term interventions

The assessment team should present pros and cons of different scenarios of contributions, recommending:

- A maximum of 8-10 longer-term CSO contributions within the areas of accountability and human rights (excluding lands and education).
- A limited number of short-term and catalytic interventions.

2 Assessment Questions

The assessment questions identified in the ToR are set out in matrix below. It also refers to the expected methodologies or tools to address the questions. Further information about these methodologies or tools will be provided in the following sections of this inception note.

This matrix will guide the assessment as well as the assessment report.

ASSESSMENT AREA (OUTPUT)	ASSESSMENT ISSUES IDENTIFIED IN TERMS OF REFERENCE	METHODOLOGY/TOOLS
Overview of CSO landscape in thematic areas	What types of organisations are there per thematic area? ⁵⁰	CSO-mapping matrix
	What are the strengths and weaknesses of different categories of CSOs?	CSO-mapping matrix Document review Informant interviews
	How, and to what extent are issues of ownership and sustainability upheld?	CSO-mapping matrix Document review Informant interviews
	What are the earlier results and gains of the civil society portfolio?	Document review
	According to informants how can ICT-solutions best be promoted?	Document review Informant interviews
	What are the challenges and opportunities for improved accountability and awareness of human rights per thematic area?	CSO-mapping matrix Document review Informant interviews
Donor support in thematic areas	What channels and modalities are used?	Donor-mapping matrix
	What are the advantages and disadvantages with different channels and modalities?	Document review Informant (donors and CSOs) interviews
	What are the gaps and untapped opportunities in CSO support?	CSO-mapping matrix Donor-mapping matrix Document review Informant interviews
	What are Sweden's comparative advantages in relation to other donors and in relation to areas where Sweden has a strong profile?	Document review Informant (donors) interviews
Potential modalities	What modality/ies are appropriate for Sweden's support (include rationale)?	Donor-mapping matrix Document review Informant interviews
	What interventions are relevant in respect to Sweden's Result Strategy?	Donor-mapping matrix Document review Informant interviews
Recommended short-and longer term interventions	How can the interest of the target groups in the Swedish results strategy - women, youth and children - best be secured in future interventions?	CSO-mapping matrix Donor-mapping matrix Document review Informant interviews
	What interventions provide opportunities for promoting ICT solutions?	CSO-mapping matrix Document review Informant interviews
	What interventions provide opportunities for providing accountability and human rights awareness for people in rural areas?	CSO-mapping matrix Donor-mapping matrix Document review Informant interviews
	Suggestions for longer-term contributions (in total no more than 8-10 excluding land and education)	CSO-mapping matrix Donor-mapping matrix Document review

⁵⁰ Types of organisations will be categorized according to the table in section 3.2

		Informant interviews
	Suggestions for short-term and catalytic contributions	CSO-mapping matrix Donor-mapping matrix Document review Informant interviews

3 Proposed Approach and Methodology

Methodologically the assessment can be divided into the following three phases:

- Inception
- Data collection and analysis
- Reporting

3.1 INCEPTION

The inception phase will end once the Swedish Embassy has approved this inception note referred to in the Terms of Reference. It is envisaged that the note – once approved – will regulate the scope, focus and methodological approach of the assessment.

3.2 DATA COLLECTION AND ANALYSIS

The data collection and analysis phase of the assessment will start once the inception report has been approved. It will be based on (i) a desk study based on the documents listed below in section 3.2.1, (ii) key informant interviews as listed in the section 3.2.2, and (iii) a verification seminar as described in section 3.2.3.

All aspects of the data collection and analysis phase will obviously be guided by the assessment questions presented in section 3. In relation to the CSO-mapping and mapping of donor approaches, these questions have been broken down further.

CSO-mapping

The following characteristics will be considered in the CSO-mapping.

Thematic focus	Accountability / Media and information freedom / General Human Rights / Youth Rights / Children's Rights / Women's Rights / Land Rights / Educational Rights
Target group	Women / Youth / Children / other
Legal status	Companies Act / NGO Act / Societies Act / Trustees Inc. Act
Type of organisation I	Research organisation / Expert organisation / Media / Interest organisation / Trade union / Faith based organisation
Type of organisation II	Traditional / Community based / Co-operative / Gongo / Independent NGO / International organisation / National organisation / Network/consortium/coalition/umbrella
Coverage	National / Regional / Local
Role of organisation	Implementing / Intermediary and Service / Advocacy

Size	Staff / Funding
Funding	Donor / Membership fees / Service fees / Income generation
Donors	Name of donors
Funding modalities	Project support / Programme support / Core support / Direct support / Indirect support
Development effectiveness/ownership	Institutional strategy/project oriented PME

Mapping of donor approaches

The following issues will be looked at in the mapping of approaches and lessons learned of donor agencies.

Organisations supported
Annual budget
Purpose of support
Focus of support (e.g. service provision, empowerment, advocacy, organisational development)
Type of support (core, project, programme)
Direct or indirect support (through various types of intermediary channels)
Bilateral or joint/pool funding
Selection methods (e.g. calls for proposals, earmarking, basket arrangements, personal contacts)

3.2.1 Desk study

The desk study will pay particular attention to the documents listed in the ToR as well as to the conclusions and recommendations set out in the *Review of Civil Society Support Modalities at Sida HQ and Swedish Embassies* (Sida-Indevelop 2013). Documents expected to be reviewed are:

Swedish guiding documents, strategies, and general evaluations:

Annual Plan for 2014 Tanzania/Årsplan för genomförandet av strategin för Tanzania 2014, Stockholm: Sida, 2014

Guidelines for the Swedish Embassy's direct support to the Tanzanian civil society 2006 – 2010, Stockholm: Jarskog Konsult, March 2007

Joint Country Evaluation of the Strategy for Swedish Development Cooperation with Tanzania 2006–2010, Hove: IATD, December 2010

Review of Civil Society Support Modalities at Sida HQ and Swedish Embassies, Sida Decentralised Evaluation 2013:15, Stockholm: Sida - Indevelop, 2013

Sweden's Policy Platform, Stockholm: Ministry of Foreign Affairs, March 2014

Sweden's Result Strategy 2013 – 2019 for Tanzania, Stockholm: Ministry of Foreign Affairs, July 2013

Evaluations of supported organisations/interventions

End-term External Evaluation of the HakiElimu Program (2008-2011), Nairobi: Hivos – Nduko o'Matigere, May 2013

Evaluation of Legal and Human Rights Centre (LHRC) in Tanzania, Stockholm: In-develop – Tana, July 2012

Evaluation of Restless Development Tanzania Youth Peer-to-Peer Programme 2008-2010, Dar es Salaam: Amca Inter-Consult Ltd, July 2011

Evaluation of the Tanzania Gender Networking Programme Strategic Plan, Sida Decentralised Evaluation 2014:7, Stockholm: Sida-Indevelop, 2014

Mid-term Evaluation: Enhancing Good Governance, Accountability, Gender Equity and Sexual Reproductive Health Rights in Tanzania, In-depth Consulting – Tanzania Women Lawyers Association (TAWLA), December 2013

Mid-term Review of the Union of Tanzania Press Clubs' Strategic Plan 2011-2013, Union of Tanzania Press Clubs – EcomResearch Ltd, August 2013

Rural Radio in Tanzania: Background Research and Stakeholder Assessment, Bern: Swiss Agency of Development and Cooperation – Strategic Consulting for Media, March 2014

Save the Children Mid-term Evaluation of project titled "Giving Rights to the silent majority: Children in Tanzania 2009-2012" supported by Save the Children, Dar Es Salaam: AMCA Inter-Consult Limited, October 2011

Zanzibar Legal Services Centre (ZLSC) Organisational Evaluation Strategic Plan 2008-2011, Kawive, Wambua & Helen Kijo-Bisimba, 2012

Reports from supported organisations:

Annual Implementation and Results Report for the Year 2012, Mwanza: Union of Tanzania Press Clubs, 2013

Annual Narrative Report To Sida September 2012-December 2013, Zanzibar: Save the Children, 2014

Designing Support to CSOs in the Tanzania Land Transparency Partnership, forthcoming. DFID – ODI

Femina HIP Strategic Plan 2006-2012, Femina HIP, 2006

Femina HIP Strategic Plan 2013-2017, Femina HIP, 2013

Giving Rights to the Silent Majority Children in Tanzania: Annual Narrative Programme Report, Dar Es Salaam: Save the Children, March 2014

HakiElimu Progress Report 2013, HakiElimu, 2014

MCT Results Report 2013, Dar es Salaam: Media Council Tanzania, 2014

Media Council Tanzania: Programme Strategy, Description and Budget January 2012 to December 2015, draft 6, Dar es Salaam: Media Council Tanzania, 2012

Pingo's Forum: Annual Report 2012-2013 June 2012-June 2013, Pingo's Forum, 2013

Pingo's Forum Strategic Plan 2011-2015, Pingo's Forum 2011

Social Accountability Programme Tanzania: Narrative Programme Report 2013, Forum Syd, 2014

Strategic Plan 2011-2013, Mwanza: Union of Tanzania Press Club

Youth-led Development in Tanzania delivered in partnership with Sweden: Restless Development Annual Review 2013, Restless Development, 2013

Zanzibar Legal Services Centre (ZLSC) Annual Narrative Report for 2013, Zanzibar: Zanzibar Legal Services Centre, 2014

Zanzibar Legal Services Centre (ZLSC) Five Year Strategic Plan 2012-2016, 6th Draft, Zanzibar: ZLSC, October 2011

3.2.2 Key informant interviews

Following the desk study, key informant interviews will be carried out to verify information collected during the desk study phase and to obtain assistance in analysing the information gathered. Primary for the purpose of interviewing key informants, the entire assessment team will be in Tanzania from 11 to 16 August.

The assessment team will carry out interviews with a broad group of stakeholders, including, as suggested in the ToR “a selection of relevant development partners, co-operating partners, the Government of Tanzania, possibly relevant private sector actors, local NGOs working with accountability via local media/actors and awareness of human rights (children, youth, education and land)”. Obviously, interviews will also be conducted with Embassy staff. All interviews will be semi-structured and adapted to reflect the respondent’s expected area of experience and knowledge. While most interviews will be face-to-face interviews, additional interviews may be carried out by telephone or Skype.

Key informants that will be interviewed are:

Sector	Institution	Contact person, position
Donors	DFID	Mark Montgomery
	Danida	Niklas Björker Bjerre
	Norway	Elisabeth Schwabe-Hansen
	World Bank	Chiara Bronchi
	The Netherlands	
	USAID	
	UN Women	Anna Collins Falk
	UNDP	
International NGOs	PACT	Todd Malone
	Oxfam	
	Norwegian People’s Aid	
	Action Aid	
	FOJO	Lasse Tallert
	Forum Syd	
	Plan International	
Sida’s civil society partners	LHRC	Helen Kijo-Bisimba
	Media Council Tanzania	Kajubi Mukajanga
	Twaweza	Rakesh Rajani
	Save the Children mainland	Johan Kalagi
	Femina HIP	Minou Fuglesang
	TENMET	Catleen Sekwao coordinating education NGO’s
	TGNP	

	HakiElimu	
Other national and international civil society organisations	HakiArdhi	
	Foundation for Civil Society	John Ulanga
	Legal Service Facility	Kees Groenendijk
	Policy Forum	Semkae Kilonzo
	Disabled Organisation for Legal Affairs and Social Economic Development (DOLASED)	
	Equity Tanzania	
	Media Institute of Southern Africa-Tanzania Chapter	
	African Youth Dev. Foundation	
	Tanzania Childs Right Forum	
	Tanzania Media Women Association (TAMWA)	
	KIVULINI Women's Rights Organisation	
	Children's Dignity Forum	Koshuma Mtenget
	Accountability in Tanzania (ACT) programme (managed by KPMG)	
	Community Development and Research Services	
Government of Tanzania	TBD	
External observers	University of Dar es Salaam, Department of political science and administration	Dr Juma Bakar
		Prof Chris Peter Maina (also chair-person of ZLSC)
Swedish Embassy in Dar Es Salaam	Staff	Joyce Tesha (gender, children, youth)
		Jennifer Matafu (CSO, local governance, lands)
		Rebecka Alffram (education)
		Tumsifu Mmari (media, education)
		Maria van Berlekom (head of development cooperation)
Sida	Relevant Sida staff	To be identified

3.2.3 A verification seminar

In connection with the full assessment team's visit in Tanzania, major findings and preliminary conclusions will be presented and discussed at a seminar at the Swedish Embassy. The seminar will give the assessment team an opportunity to verify findings and an opportunity for participants to provide their reflections on these as well as to raise alternative solutions.

4 Reporting

The data collection and analysis will result in a report written in English not exceeding 30 pages excluding annexes and executive summary. The draft report will be submitted to the Embassy of Sweden no later than September 11. Within two weeks after receiving comments on the report from the Swedish Embassy, a final version will be submitted.

4.1 TENTATIVE REPORT OUTLINE

It is envisaged that the report will contain findings, conclusions and recommendations structured around the four expected output areas. It is tentatively expected that the report will have the following outline:

1. Introduction
 - Background to the assignment
 - Purpose and scope
 - Approach and methodology
 - Structure of the report
2. Overview of the CSO landscape in the areas of accountability and human rights
 - CSOs working with accountability
 - CSOs working with human rights issues
 - Results and gains from Sweden's previous civil society portfolio
 - Challenges and opportunities
3. Analysis of donor support in the areas of accountability and human rights
 - Channels and modalities
 - Gaps and untapped opportunities
 - Sweden's comparative advantages
4. Potential support modalities
 - Past experiences of support modalities
 - Appropriate modalities for Sweden's support
5. Scenarios for interventions
 - Scenarios for longer-term contributions
 - Scenarios for short-term and catalytic contributions

5 Other Issues

5.1 UTILITY FOCUS

It is deemed essential that a strong utility focus is applied and that the Swedish Embassy has a clear sense of ownership of the assessment process and the ability to actively contribute to it. The assessment team expects to have a close dialogue with the Embassy throughout the assignment and particular attention will be paid to ensuring that the perspectives and ideas of the Embassy, other donors, civil society organisations and others consulted are accurately reflected in reporting.

5.2 DEFINITIONS

Key concepts expected to be used throughout the assessment are likely to be understood slightly differently by different stakeholders. We therefore proposed the following definitions, which are adjusted from *the Review of Civil Society Support Modalities at Sida HQ and Swedish Embassies* to ensure relevance for the context of the Tanzania study.

Implementing organisation	An organisation that directly implements development cooperation.
Intermediary organisation	An organisation, agency or company that receives and passes on funds to CSOs that implement development cooperation. An intermediary organisation can be an active partner in development or an administrative conduit. An active partner engages in exchange of ideas, mutual capacity development and joint advocacy. An administrative conduit limits the relationship to planning and monitoring of the funding arrangement. Intermediaries can be international CSOs, Swedish CSOs or umbrellas, national CSOs or umbrellas, UN agencies (such as UNDP or UNICEF), a consortium of CSOs, a private company/consortium of companies, or a board (common for pooled funds with several donors).
Umbrella organisation	An organisation that unites and represents several organisations as well as coordinates the activities of a number of member organisations and promotes a common purpose.
Interest and membership organisation	An organisation that promotes/advocates for a specific issue on behalf of its members. It includes, for example, national and international professional and branch of trade organisations, private sector organisations, trade unions, disability and women's organisations and think tanks.

Note: an organisation can belong to more than one of the above categories.

Relating to the above definitions are the following descriptions of various types of support:

Core support	Here understood as general budget support i.e. support to the overall strategic plan and operations of a CSO, including administrative costs. Can be part of programme support but is not the same as “programme support”.
Programme support	Programmes support is understood as long term support or partnership arrangement where partners cooperate on a multitude of issues to achieve results on an outcome level.
Project support	Project support is understood as support to specific time bound initiatives to deliver specific outputs.
Direct support	Donor support to a CSO through a bilateral agreement without intermediaries.
Indirect support	A donor supports one or several CSOs through an intermediary partner (CSO, CS fund, network/umbrella, government department).
Unilateral support	Donor support is given through a bilateral agreement with the CSO partner or intermediary without cooperation with other donors.
Joint support	Donor support is coordinated with other donors either through a basket fund, a special civil society support mechanism, sector or specific programme.
Support modalities and funding mechanisms	These are the various methods, channels and purposes underpinning the support to, and engagement of, civil society organisations in development cooperation. These concepts overlap each other and are understood as to refer to the same arrangement in some of the reviewed earlier analysis on Swedish, Danish and Nordic+ countries support to the civil society. In this study the concept “support modality” is understood to include funding mechanisms, but also other dimensions of the support. “Funding mechanism” is understood to only express how financial support is channelled and decided upon. In this study we will use the term “support modality” to cover the broader definition.



Assessment of possibilities of Swedish support to promote accountability, transparency and civil society capacity in Tanzania

The assignment was initiated to provide the Swedish Embassy in Tanzania with a basis for well-grounded decisions regarding its support to Tanzanian CSOs striving to demand accountability and increased awareness of human rights. Sweden's approach to engagement with civil society includes building relationships based on respect and partnership, a careful selection of strategic interventions and a preference for core funding and long term support. These aspects have been appreciated by partner organisations and contributed to an effective support. Even though there are serious challenges to the human rights situation in Tanzania, there is space for the country's civil society organisations to carry out their activities and to engage with and influence government. As a consequence, it has also been possible for CSOs and their DPs to make important contributions to improving the human rights situation and government accountability.

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