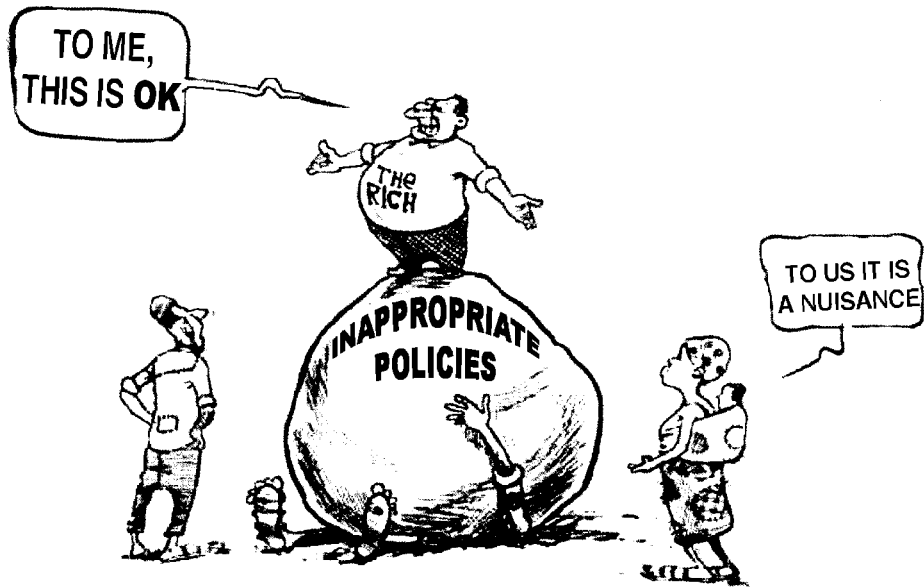


# HAKIKAZI CATALYST

## ANNUAL REPORT 2004



Promoting the rights of poor and marginalized communities to fully participate in decisions that affect their lives – supporting their 'Right to a Say'.

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## **TABLE OF CONTENTS**

<b>1. Introduction</b>	<b>1</b>
<b>2. Message from the Director</b>	<b>5</b>
<b>3. Zinduka: Civic Education for Policy Engagement</b>	<b>7</b>
<b>4. Community Governance Programme</b>	<b>12</b>
<b>5. Community Livelihoods Programme</b>	<b>15</b>
<b>6. Networking and Collaboration</b>	<b>22</b>
<b>7. Direction for the Future</b>	<b>25</b>
<b>8. Programme Services Report</b>	<b>27</b>

## I. INTRODUCTION

### Hakikazi Catalyst

Hakikazi Catalyst is a non-profit, non-political and non-religious organization committed to social and economic justice. We promote the rights of all people to fully participate in social, technical, environmental, and economic decisions that affect their lives. We support poor and vulnerable people by giving them an effective voice, 'the right to a say', which enables them to work towards:

- Reducing poverty
- Achieving sustainable livelihoods through securing their social, civil and economic rights
- Enjoying equality with others at community, national and international levels

Hakikazi Catalyst's **vision** is of a Tanzania where poor people are empowered with knowledge and skills to generate an active and effective voice with which to influence pro-poor policy decisions and hence achieve sustainable livelihoods.

Our **mission** is to act as a local catalyst in facilitating participatory processes, which empower poor and marginalized people with knowledge about policies which effect their development, and skills to enable them to engage constructively with government and other stakeholders to secure their social and economic rights.

The **goal** of our current strategic plan is to facilitate processes which support the initiatives of poor and marginalized communities to influence change in national and local level policy and practice, in order to promote the eradication of poverty.

### The Context in which We Work

After decades of fighting the three enemies of development – poverty, hunger and disease – 48% of Tanzanians are still living in absolute poverty<sup>1</sup> and 35.7% are below the basic needs poverty line<sup>2</sup>. According to the Poverty and Human Development Reports of 2002 and 2003, which are outputs of the Government's Poverty Monitoring System, progress in poverty reduction in Tanzania has been mixed. These reports analyze key poverty reduction indicators based on the Poverty Reduction Strategy (PRS) 2000. While some PRS indicators showed signs of improvement, others remained much the same, and some were actually worse. There are still many large disparities between the rich and poor, rural and urban areas, and males and females. Furthermore, it has become clear that women, children, youth, the elderly, the disabled and those living with HIV/AIDS have their own poverty problems and that all problems are felt to different extents in different parts of the country.

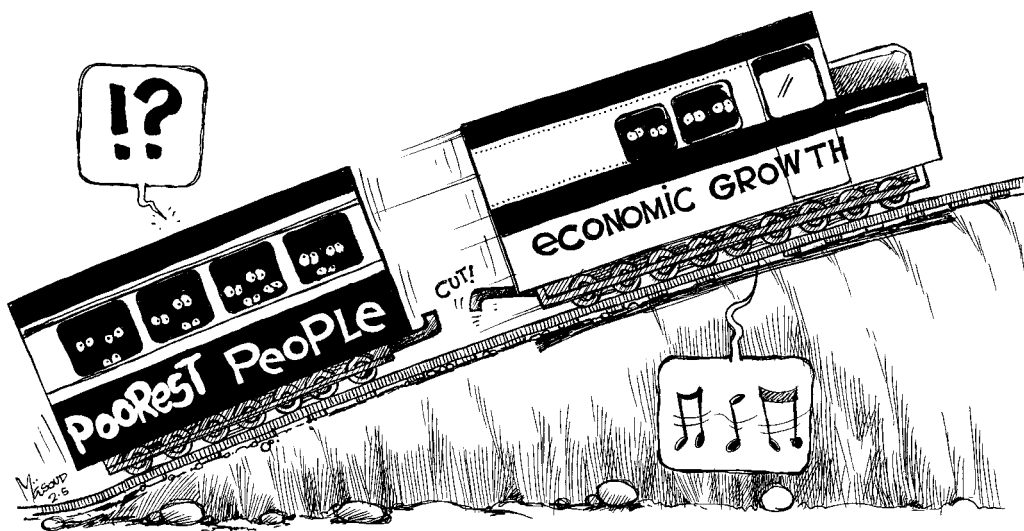


<sup>1</sup> Poverty Reduction Strategy Paper (PRSP) Progress Report 2000/01, United Republic of Tanzania, Dar es Salaam, August 2001.

<sup>2</sup> Household Budget Survey 2000/01, National Bureau of Statistics, Dar es Salaam, July 2002.

Poor service delivery and standards of governance constitute two major constraints to poverty reduction in Tanzania. Management of state resources can, in many cases, be characterised by inefficiency, lack of integrity, indifference and low levels of capacity. Policy and legislative choices often prioritize prescribed objectives while failing to adequately address the needs of the poor and marginalized. As a result, limited resources are not used effectively. Services fail to reach their intended recipients, poor plans produce inadequate outcomes, expenditures are not transparent, societal inequalities are exacerbated and poor people feel excluded from policy-making and planning processes. There is a need to improve the efficiency and effectiveness of policy making, policy implementation and public expenditure.

However, low levels of grassroots capacity, both to effectively participate in decision-making processes and to enforce accountability, lessen the potential demand for these necessary improvements. Lack of capacity is rooted in poor knowledge of existing national policies and legislation, local development planning procedures and budgeting, and basic citizens' rights. This lack of knowledge in turn creates a gap between legislators and administrators on the one hand and people facing difficult and diverse livelihoods problems on the other. Without collective knowledge and understanding the propensity to act collectively is reduced, and without action change is unlikely.



## Our Approach

Some approaches to development work focus solely on meeting the 'practical needs' of impoverished and marginalised groups. While this is necessary and valuable work, it needs to be strengthened by linkages to larger strategic and policy issues, otherwise, unequal power relations are left untouched. These interventions are often not sustainable and work tends to focus on one sector, without adequate appreciation of the multi-faceted nature of poverty and the need for cross-sectoral approaches to address it.

Hakikazi Catalyst approaches development differently, as we believe **being able to understand issues of policy and engage with them is, in itself, a practical as well as a strategic need for poor and marginalized people.** Key features of this approach are:

- Addressing directly the sense of powerlessness and hopelessness of impoverished and marginalized peoples, by helping them to understand the forces acting on their lives and livelihoods, and how to act upon them.
- Stimulating information sharing, reflection and community-based action to solve problems, which reduces the risk of promoting an unsustainable dependence on the goodwill of donors.
- Taking advantage of emerging opportunities for popular participation in policy formulation and monitoring, and ensuring that the priorities and concerns of the poor and marginalized are heard and addressed.
- Working cross-sectorally, within the relationships between sectors and with a holistic understanding of local, national and international linkages, both culturally and historically.
- Generating a social process – we recognize that it is neither possible nor desirable to predict or control every outcome of the inputs we make. After one community meeting, for example, community members sat together and made plans to open a bank account. For them, it was a logical follow-up to the stimulus and understanding they had gained at the meeting, even though the issue was never mentioned in the course of discussion.

### **Our Programme Strategy**

Hakikazi has designed three programmes, based on our situational analysis and our approach, to stimulate participatory development and poverty reduction efforts:

1. *'Zinduka'*<sup>3</sup>: *Civic Education for Policy Engagement* – This programme aims to raise the awareness of the poor and marginalized about their social and economic rights and responsibilities by providing knowledge and facilitating understanding of policies and poverty and development issues.
2. *Community Governance: Action for Accountability* – Building on the 'Zinduka' programme, this programme aims to equip poor communities and their representative structures with governance tools, which will help them to monitor the inputs into poverty reduction as well as outputs and outcomes.
3. *Community Livelihoods Opportunities* – This programme builds on the other two programmes, but specifically focuses on promoting secure livelihoods, by making the crucial linkage between livelihoods which depend on access to, ownership and use of natural resources and institutional reforms related to natural resource management and trade and investment policies.

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<sup>3</sup> Zinduka means 'wake up' or 'gain consciousness' in Kiswahili.

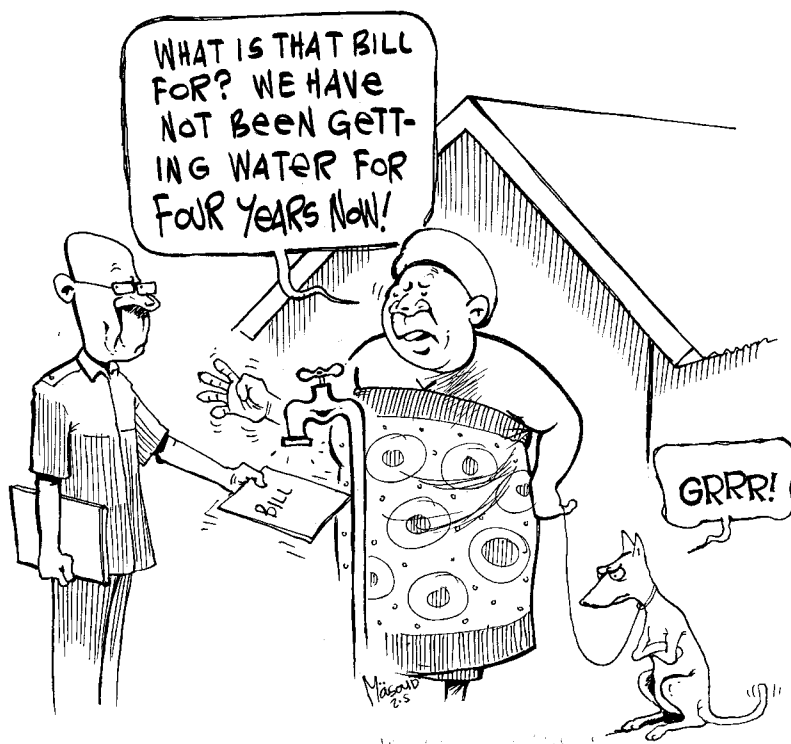
## Geographical Coverage

In terms of direct programme intervention and support, Hakikazi worked in the following geographical areas in 2004:

- Three districts of Arusha Region (Arusha Municipality, Arumeru and Monduli Districts)
- One district of Manyara Region (Simanjiro)

These areas have a diverse population facing a variety of political, social and economic issues, and include rural villages and wards, tourist attraction areas, mining communities, farming areas, urban areas and pastoralist communities. They are also heavily under-served in terms of current development programmes, and existing levels of poverty are worsening because of interventions or investments that have not taken into account the needs of local residents.

Hakikazi is also a national NGO, working collaboratively with a number of national networks and partners, specifically in the areas of public education, policy analysis, and pro-poor policy advocacy. Our popular policy materials are distributed throughout the country through a variety of channels.



## 2. MESSAGE FROM THE DIRECTOR

Hakikazi Catalyst has had a busy and exciting year – we have developed as an organization and expanded our programmes to strengthen participatory policy processes and empower poor and marginalized communities to secure their social and economic rights.

Organizationally, we have had two new important developments in 2004: the first annual Friends of Hakikazi Assembly and a three-day Strategic Planning Retreat for all staff in which we developed our 2004-2006 Strategic Plan. The Friends of Hakikazi includes supporters, partners and beneficiaries of Hakikazi's work and those who seek Hakikazi's services. Both of these activities have contributed to making our strategic and programming processes more participatory as well as strengthening our ability to reflect on our work, making changes and improvements where necessary and expanding in areas where we have been successful. We also participated in an organizational evaluation carried out by independent consultants on behalf of Oxfam Ireland; we expect the recommendations of this evaluation to guide us in strengthening our organizational capacity and improving our programme work over the next year and beyond.



One of our most exciting activities during the last year was our active role in organizing and facilitating civil society consultations in both the northern and southern zones for the Poverty Reduction Strategy (PRS) Review, which led to the drafting of a new PRS – the National Strategy for Growth and Reduction of Poverty (NSGRP). We collaborated with the Vice President's Office, NGO Policy Forum, and other civil society organizations to carry out the consultation process, which was a deliberate effort by the Government to increase the participation of civil society, grassroots' communities, and the general public in the development of poverty reduction strategies. The success of this activity is reflected in the inclusion of a number of new pro-poor objectives, strategies, and activities in the NSGRP.

Another achievement was the completion of our research on "Participatory Monitoring of PRS and Pro-Poor Expenditure in Selected Districts and Areas of Arusha Region" and publication of the final report. In collaboration with Oxfam Ireland, we used Participatory Action Research to learn about how poverty reduction strategies are working in grassroots' communities, as part of our Community Governance programme. We pioneered the use of the 'PIMA'<sup>4</sup> card, a type of community scorecard, which was used to collect information on PRS targets, indicators and activities. Each community selected a poverty monitoring committee and two PRS priority sectors to monitor and evaluate using the PIMA cards. Some key lessons of this research included gaining insight on communities' perceptions of the PRS, the status of PRS priority sectors, and the process of community empowerment in the areas of transparency, accountability, and governance.

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<sup>4</sup> PIMA means 'measure' in Kiswahili.

We also continued implementation of our Community Livelihoods programme, in which we are working directly with pastoralists and small traders and producers dependent on natural resources, to help them overcome the limitations they face in securing sustainable livelihoods and reducing income poverty. In Karangai village, Arumeru District, we facilitated the community's participation in the Participatory Agricultural Development and Empowerment Project (PADEP) and provided a revolving fund of three million shillings which the villagers contributed to their PADEP. The fund is targeted to five groups of small producers and traders and will help the groups take advantage of emerging livelihood and marketing opportunities and undertake small businesses. We have also facilitated the establishment of Savings and Credit Cooperative Societies (SACCOS) in Mkonoo and Nadosoito villages in Terrat ward, Arusha municipality, including contribution of a revolving fund. So far we have established working relationships with 46 livelihoods groups, each group having an average of 35 people.

For our Civic Education programme, we continued to produce popular policy materials – 'plain language guides' – on a variety of policies and programmes, including the Tanzania Assistance Strategy, the National Forest Programme and National Beekeeping Programme, the Land and Natural Resources Law and Policy Syllabus, and a popular version of the Tanzania Participatory Poverty Assessment (TzPPA). A total of 42,000 popular guides were produced, 10,500 English and 31,500 Kiswahili. We have also started developing a popular version of the Agricultural Sector Development Strategy (ASDS), which will be completed and published in 2005.

Overall, we expect to build on these programmes and processes, and we anticipate that our new strategic plan will give us a clear direction of where Hakikazi is going in the next three years, how we will fund our activities, and what priorities staff and management should be working towards. We would like to thank the communities we work with and our staff, partners, friends, and donors for working together with us and supporting empowerment of the poor and marginalized, the reduction of poverty and vulnerability, and the promotion of participation, accountability, and good governance in Tanzania.



Emmanuel Kallonga  
Director

#### **Hakikazi Catalyst's Values**

- We value trustworthiness, being responsible and accountable, adherence to commitments, and transparency in all our activities.
- We value others, and seek to work effectively with them.
- We specifically care about the needs of marginalized groups, including those affected by HIV/AIDS.
- We value assertiveness, innovativeness and being ready to learn.
- We value persuasive communication, which promotes positive development and change.
- We care about promoting and maintaining the relationships with our partners and care about accountability to all Hakikazi Catalyst stakeholders.



### 3. ZINDUKA: CIVIC EDUCATION FOR POLICY ENGAGEMENT

#### **Introduction**

This programme works to develop a shared understanding among grassroots' communities and key decision-makers, particularly at the national level, about policies and practices and their impact on poor and marginalized people. This is achieved through production and dissemination of popular policy materials, information-sharing, community-based action and reflection, and pro-poor policy advocacy. These activities contribute to developing a policy environment which enables the poor to secure their social and economic rights.

There are two key components of the programme:

- Poverty Policy Down-streaming, so that lower levels of government and grassroots communities are well informed about the content of key policies and reforms
- Poverty Policy Up-streaming, so that key decision makers understand the impact of current policy and practice on poor and marginalized communities, and what can be done to improve their lives and livelihoods

#### **Producing Popular Policy Materials**

One of the primary activities of this programme is to provide relevant, user-friendly information on current poverty-related policies to lower levels of government and grassroots communities through the production of popular materials, or 'plain language guides'. Hakikazi Catalyst has pioneered the use of these guides in Tanzania to explain complex policy documents in an accessible and user-friendly way. These encourage people to learn about and engage with the policies that impact their lives and to articulate their concerns about them. These publications can also be used to stimulate community discussion and action and to promote feedback from the grassroots to the national level. These guides demonstrate the vital interest of ordinary people in policies that affect their lives, and the value of policy engagement in addressing urgent poverty issues.



Hakikazi translates policies into plain language guides by demystifying technical language into simple English and Kiswahili and by using cartoons, text boxes and diagrams to highlight key ideas. These materials are then disseminated through various channels to local communities, CBOs, NGOs, and government at all levels.

During 2004, we produced and published the following popular policy documents in both English and Kiswahili:

<b>Publication</b>	<b>Produced for</b>	<b>No. of English copies</b>	<b>No. of Kiswahili copies</b>	<b>Disseminated by</b>	<b>Target groups</b>
<i>Tanzania Assistance Strategy (TAS)</i>	Ministry of Finance	2,000	5,000	Ministry of Finance, Hakikazi	intermediate level government and CSOs

<i>People &amp; Trees: A Plain Language Guide to the National Forestry Programme (NFP)</i>	Ministry of Natural Resources & Tourism	4,000	10,000	Ministry of Natural Resources & Tourism, Hakikazi	local communities, local government, CSOs
<i>People &amp; Bees: A Plain Language Guide to the National Beekeeping Programme (NBKP)</i>	Ministry of Natural Resources & Tourism	2,000	4,000	Ministry of Natural Resources & Tourism, Hakikazi	local communities, local government, CSOs
<i>Land &amp; Natural Resources Law &amp; Policy Syllabus</i>	Wildlife Working Group	1,500	3,500	Wildlife Working Group <sup>5</sup> , Hakikazi	local communities, local government, CSOs
<i>Tackling Vulnerability: An Approach to Poverty Reduction – A Plain Language Guide to the Tanzania Participatory Poverty Assessment</i>	Research & Analysis Working Group	1,000	9,000	REPOA, Dissemination, Sensitization & Advocacy Working Group (Vice President's Office)	local communities, local government, CSOs
<b>TOTAL:</b>		<b>10,500</b>	<b>31,500</b>	<b>42,000 books</b>	

### **Testing Popular Policy Materials**

Popularizing policy requires that the primary readers are consulted about the process of generating knowledge and understanding of popular materials produced. Therefore, part of the development of plain language guides involves field-testing in local communities or focus group workshops. This activity lets us know if the essential message of the popular materials is understood. It also helps us to check for clarity and whether the message fits into the local contexts of the readers. We also like to find out what readers feel is missing and their suggestions on dissemination.

Two field-testing workshops were carried out during the preparation of the plain language guides to the National Forest Programme (NFP) and the National Beekeeping Programme (NBKP). We tested the popular Swahili version of the NBKP, 'Watu na Nyuki', with beekeepers in the village of King'ori, Arumeru District. The popular Swahili version of the NFP, 'Watu na Miti', was tested with members of the community-based environmental organization OSOTWA in Ngaramtoni, Arumeru District. Both of these workshops were successful in that we were able to share valuable information about two programmes of which the participants had no previous knowledge. As a result, they were very interested in the content of the popular materials and actively participated in providing suggestions to improve the clarity of the text and cartoons. Participants also went beyond the scope of the workshop by noting gaps and suggesting changes that should be made to the programmes, which demonstrates the desire people have to participate in policy and programme formulation. The valuable feedback they provided on the text and cartoons was then incorporated into the drafts of the plain language guides. We could not incorporate suggested changes to the programme as the popular version must reflect the contents of the

<sup>5</sup> Wildlife Working Group is now the Tanzania Natural Resources Forum (TNRF).

original document. These comments, however, were upstreamed to the appropriate Ministry staff.

We also carried out three focus-group meetings on the draft popular Agricultural Sector Development Strategy (ASDS) in Dodoma, Mbeya and Moshi. A total of 94 participants were involved in testing at the three sites. The participants included farmers, women's and youth groups, local agricultural and irrigation officials, community development workers, CBOs and



NGOs. The Regional Agricultural Advisors attended to open the workshops in their respective regions. Participants conveyed that the information in the popular version was understandable in terms of language and well-organized. They felt that once finalized, the primary target audience of district-level officials, NGOs and CBOs would be able to use the popular version. The participants generally agreed that the strategic areas and the overall objectives of the ASDS were adequately covered. There was a general consensus, however, that the delivery framework that links the national level and district level was not very clear. Access to the finalized popular version was expressed as a concern, as participants noted that copies may not trickle down to the beneficiaries. Lastly, participants from all three sites concluded that the ASDS should be regarded as a living document and as such it should be revised periodically and popular versions produced. In light of this, participants provided feedback throughout the workshop on what they felt were gaps in the ASDS and recommendations for improvement. The feedback received from all three sites were summarized in a report and up-streamed to the ASDP Secretariat of the Ministry of Agricultural for their review.

### ***Policy Influencing – PRS Review Consultations***

A review of the Poverty Reduction Strategy (2000) was conducted in 2004 in order to update the current PRS and make it more comprehensive and pro-poor. The Government and other stakeholders initiated a series of consultative processes on the PRS Review to increase the participation of civil society, the public and grassroots organizations in the development and implementation of the PRS. Hakikazi, together with several other NGOs, organized and facilitated workshops in Arusha and Mbeya to generate understanding and participatory action on the PRS Review. Through these regional workshops, information from a wide range of stakeholders was collected in a participatory manner. Local NGOs and CBOs gathered feedback on critical issues and recommendations for the next PRS from their constituents, with attention to marginalized groups such as pastoralists, the disabled, women, youth and children. During the process of gathering feedback, people were asked to comment on:

- How well is the PRS goal of poverty reduction being achieved?
- What are the gaps or areas for improvement in the PRS?

A PRS Review workshop was held in Arusha in March 2004 as a follow-up event to the workshop “Mapping Government: Understanding Key Policymaking Processes and the Poverty Reduction Strategy Review”, held in Arusha in February 2004. The objectives of

the Mapping Government workshop were to provide participants with information and understanding of government structures, the PRS and its ongoing review, and to formulate an action plan for grassroots' consultations in order to provide participatory feedback to the PRS Review.

The second workshop, the PRS Review, collected feedback according to action plans formulated and agreed upon at the first workshop. The feedback involved consultations by the participating organizations with a total of 1,803 people at the local level in 12 districts. The most widely discussed issue during the workshop was that of governance. It was repeatedly stated that progress in poverty reduction at all levels will not occur without more effective ways of addressing governance and corruption.

Following the successful Arusha workshop, Hakikazi facilitated a PRS Review Workshop for 135 participants in Mbeya for the Southern Highlands at the end of March 2004, with the participation of CSO networks in Mbeya, Rukwa, Ruvuma and Iringa. Participants shared information on the consultations they had conducted within their organizations and programme areas. Once again, the issues of governance and corruption were raised as key issues that need to be more effectively addressed in the next PRS.

The feedback from both of these consultation workshops was summarized in two reports, one for Arusha and one for Mbeya, which were delivered to the Poverty Monitoring Division of the VPO. The feedback was then used to inform the preparation and production of the PRS II, known as the National Strategy for Growth and Poverty Reduction (NSGRP), the final draft of which was published in January 2005.

#### **Examples of NSGRP Goals, Targets and Strategies Influenced by the PRS Review Consultations**

##### **Pastoralism**

- **Cluster 1:** Growth and Reduction of Income Poverty
  - **Goal 2:** Promoting sustainable and broad-based growth
    - **Target 5:** Increased growth rate for livestock sub-sector from 2.7% in 2000/01 to 9% by 2010
      - **Strategy 1:** Promoting efficient utilization of rangeland and empowerment of pastoral institutions, for improved livestock productivity
      - **Strategy 3:** Promote pastoralism as a sustainable livelihood system

##### **Social Protection and Vulnerability**

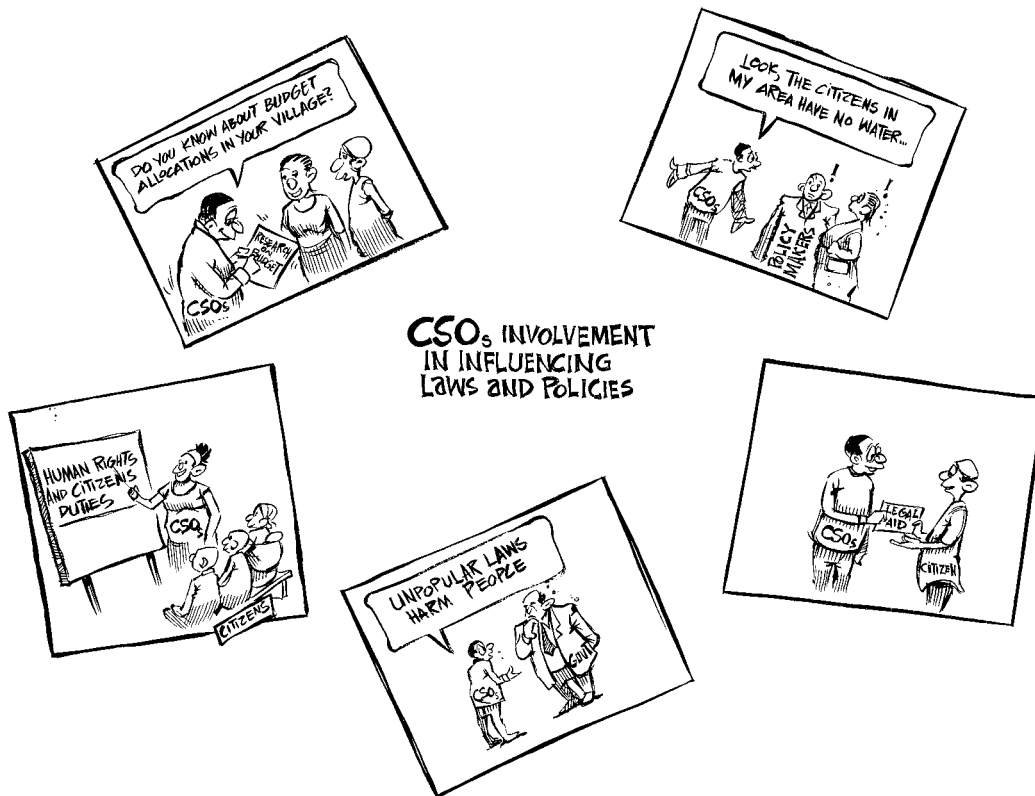
- **Cluster 2:** Improving Quality of Life and Social Well-being
  - **Goal 4:** Adequate social protection and the rights of vulnerable and needy groups to basic needs and services
    - **Target Sub-category A:** Social Protection
      - **Strategy 5:** Implement and resource a comprehensive policy on vulnerability and social protection, as well as procedures for accessing support; disseminate information widely to potential beneficiaries and service providers

##### **Equity of Economic Growth**

- **Cluster 3:** Governance and Accountability
  - **Goal 2:** Equitable allocation of public resources with corruption effectively addressed
    - **Target 1:** Public resources are allocated, accessible and used in an equitable, accountable and transparent manner
      - **Strategy 1:** Ensure that all Public Expenditure Reviews (PERs) adequately address issues of equity and equality to monitor "pro-poor" budgeting, with particular reference to the needs of poor and vulnerable groups

### Information Sharing at the Local Level

Hakikazi initiated a series of development seminars starting in June of 2004. The purpose of these half-day seminars was to provide information, raise awareness, and promote discussion and action on a variety of relevant development issues among NGOs and CBOs in Arusha municipality and Arumeru and Monduli districts. Two monthly seminars were organized, the first of which focused on “The Reality of Aid in Tanzania” and was facilitated by the Director, Emmanuel Kallonga. The second seminar was on “The Effects of HIV/AIDS on Sustainable Development”, facilitated by Theofrida Kapinga of the Tanzania Council for Social Development (TACOSODE). Overall, participants expressed a strong interest in the topics and agreed the seminars were relevant and useful for the work they are doing in communities. We will continue the seminars in 2005, on a monthly basis, with the topics determined by the timeliness and relevance of issues and the availability of speakers.



## 4. COMMUNITY GOVERNANCE PROGRAMME

### **Introduction**

Building on materials generated by the Zinduka Programme, this programme promotes a culture of participation, accountability and transparency, by equipping poor communities with knowledge and information about key policies and reforms, and stimulating participation in public life.

Communities and their representative structures are supported to develop skills and governance tools with which to monitor inputs into the poverty eradication process, their outputs and outcomes, as the means to ensure that resources are allocated and disbursed in line with stated priorities. Communities are further supported in the development of local level action plans to help them take advantage of opportunities provided by significant changes, such as local government reform, as they come on stream.



The goal of the community governance programme is that selected marginalised communities in four districts of northern Tanzania are empowered to secure effective pro-poor policy implementation through generation of common understanding of poverty issues, raised awareness about social, economic and civic rights and responsibilities, enhanced participation in public life, and skills to exact transparency and accountable governance.

### **Participatory Expenditure Monitoring in Local Communities**

The primary achievement of the Community Governance Programme (CGP) in 2004 was the production and publication of our final report on “Participatory Monitoring of PRS and Pro-Poor Expenditure in Selected Districts and Areas of Arusha Region”<sup>6</sup>. In late 2003 and early 2004, we used Participatory Action Research to learn about how poverty reduction strategies are working in grassroots’ communities. The research focused on three areas:

1. An analysis of the Arusha Municipal and Arumeru District Councils’ 2003/2004 Budgets was carried out to determine recurrent and development budgets for PRS priority sectors; what PRS activities for the priority sectors were included; and expenditure allocation for PRS activities.
2. Information was collected on PRS targets, indicators and activities by used a modified ‘community score card’, called the ‘PIMA’<sup>7</sup> card, which we developed. Each community selected a 15-member poverty monitoring committee and two PRS priority sectors (from the education, health, water, roads and agriculture sectors) to monitor and evaluate using the PIMA cards. Both quantitative and qualitative information were collected. The process involved

“The Government should ensure that all development activities such as tendering and rehabilitation of roads and dispensaries are done with community participation. Currently, we are not aware of the quality standards or how funds are being allocated.”

*Loolasho, Lolovon and Mangashini communities (Arumeru District),  
Olevolosi and Erangau communities  
(Arusha Municipality)*

<sup>6</sup> Available on our website at [http://www.hakikazi.org/local\\_monitoring.htm](http://www.hakikazi.org/local_monitoring.htm)

<sup>7</sup> PIMA means ‘measure’ in Kiswahili.

capacity building; holding community-based PRS debates; selecting and training monitoring committees; collecting information with the PIMA card; and analysis of the information.

3. A Self-Evaluation Card was completed by local governments. These were similar to the PIMA cards, but they collected information for entire districts and included amounts spent on outputs in the last 12 months.

Some key lessons of this research included gaining insight on communities' perceptions of the PRS, the status of PRS priority sectors, and the process of community empowerment in the areas of transparency, accountability, and governance.



### **Other Community Governance Activities**

In 2004, the CGP was constrained by a lack of funding for other programme activities, which were therefore limited. The activities included information sharing, identification of and networking with key partners (local government and CSOs), mobilizing communities for participation in the programme, and facilitating capacity building in communities. However, these activities only reached a small number of communities, institutions and partners. The activities took place in the four districts of Arusha, Arumeru, Monduli and Simanjiro.

The CGP continued working with its traditional partner communities in Arusha municipality and Arumeru district, primarily by supporting the activities of the Community Livelihoods Programme (CLP) and the Zinduka Programme (ZP), for example by helping to facilitate field-testing of popular policy materials. It also initiated contact with new CSO and local government partners in Monduli and Simanjiro districts. In Monduli district, it identified key CSO partners and conducted meetings with two community-based organizations, SHIME and MONET (Monduli NGO Network), in order to share information on the work of our respective organizations and to discuss future collaborations on community governance issues in the district. In Simanjiro district, Hakikazi

<b>Examples of Findings from Community PRS Monitoring Committees</b>
<ul style="list-style-type: none"> <li>• The Government is making a difference in the priority sectors. However, resources allocated are not adequate to meet the demand of services required and resources for poverty reduction are not being allocated fairly.</li> <li>• Some of the most vulnerable groups (e.g. widows, orphans, people living with HIV/AIDS) have difficulty accessing basic services, such as education and water.</li> <li>• HIV/AIDS awareness and sensitization programmes are not having the desired impact on communities.</li> <li>• There is a lack of transparency in terms of comparing what resources have been allocated versus actual expenditure.</li> <li>• There are indications that the priorities of Councils do not match the priorities of local communities.</li> <li>• Lack of good governance and corruption are hindering poverty reduction.</li> </ul>

identified a key partner in the local government. CGP presented Hakikazi's programme plans to the District Planning Officer, who offered her cooperation whenever we would be ready to start our activities there. It also conducted a community meeting, together with the Community Livelihoods Team, with the Tanzania Mineworkers Development Organization (TMWDO) in Mererani in order to exchange information on the work of Hakikazi and TMWDO and to initiate a collaborative project on governance and livelihood issues as they relate to mineworkers. All three organizations, TMWDO, SHIME and MONET, have since received various capacity building trainings, with a focus on advocacy skills. CGP also facilitated trainings on writing a strategic plan for both TMWDO and the Arusha Press Club.

In order to raise awareness and broaden the understanding of our CSO, local government, and community partners, the CGP also facilitated their participation in the PRS monitoring and review process as well as in various trainings and seminars organized by Hakikazi. These included the development seminars and trainings on economic literacy and the budget process. The programme also helped to mobilize four villages – Karangai and King'ori in Arumeru district and Mkonoo and Nadosoito in Simanjiro district – to participate in the Community Livelihoods Programme.

The CGP also hosted visitors from the UK's Department for International Development (DFID) who came to learn about Hakikazi's work on PRS monitoring. The DFID staff visited and held meetings with four of Hakikazi's partner communities in Terrat Ward, Arusha Municipality, to gain field experience and learn how participatory monitoring of the PRS is carried out at the grassroots level. The CGP also hosted visitors from Oxfam Ireland who visited Karangai village in Arumeru district to learn about Hakikazi's activities in the community.

#### CGP Participation in External Capacity Building Trainings:

- Lower Level Governance Workshop (SNV)
- Tanzania Social and Economic Database (TSED) Seminar
- Participatory Budget Monitoring Training Workshop (TCDD)
- Training Workshop on Participatory Research Methodologies (REPOA)
- National Civil Society Forum to Share Experience on PRS Monitoring
- Media Strategy Training (Pact)
- HIV/AIDS Training Workshop (Oxfam)





## 5. COMMUNITY LIVELIHOODS PROGRAMME

### *Introduction*

This programme builds on the other two programmes, but specifically focuses on promoting secure livelihoods among pastoralists, hunters and gatherers, and small traders and producers, by making the crucial linkage between livelihoods which depend on access to, ownership and use of natural resources and institutional reforms related to natural resource management and trade and investment policies. These reforms and policies are linked to governance dynamics and reform efforts and critically affect the livelihoods of those dependent on natural resources, but the voices of those most affected are largely absent from the policy and reform formulation processes. Communities are also supported in identifying viable ways forward in the face of additional constraints imposed by the impact of HIV/AIDS.

Under this programme, Hakikazi is working to increase the capabilities of groups of pastoralists, hunters and gatherers (PHG) and small producers and traders by facilitating informed action to take advantage of emerging livelihood opportunities and by promoting accountability in natural resource use.

During 2004, Hakikazi carried out a number of activities with the goal of promoting secure livelihoods among these groups. We identified and mobilized partner communities in Arumeru and Simanjiro districts and Arusha municipality and initiated collaboration with them. We worked with a total of five villages – Karangai and King'ori in Arumeru district; Mkonoo and Nadosoito in Arusha municipality; and Mererani in Simanjiro district.

### *Linking Communities to Emerging Livelihood Opportunities*

One of the goals of this programme is to empower communities to take advantage of livelihood opportunities that are being created by the current policy environment. These include both market and funding opportunities, particularly through the Participatory Agricultural Development and Empowerment Project (PADEP). PADEP, a World Bank-funded programme, is being implemented through the Government of Tanzania at the district-level. Arumeru is one of the



districts covered by PADEP, and the District Council is responsible for implementation. One of the components of PADEP is to empower communities through small funding schemes to help them implement livelihood activities. In order to access these opportunities, however, communities must organize themselves, formulate an action plan, and contribute matching funds (10%). In the two villages of Arumeru district, Hakikazi has facilitated these communities in organizing themselves so that they could qualify for PADEP funds, including providing a revolving fund of three million shillings to each village.

Hakikazi carried out the following activities in Karangai village:

- Conducted a Participatory Rural Appraisal (PRA) to identify opportunities and constraints
- Held community meeting to introduce the project and discuss livelihood issues and emerging opportunities such as PADEP
- Facilitated participatory workshop in which villagers decided the revolving fund provided would be used for PADEP
- Facilitated participatory workshop to formulate a community action plan for how PADEP funds will be used
- Assisted with establishing PADEP in the community, in collaboration with the District Council
- Provided revolving fund of three million shillings as matching funds for PADEP
- Identified five groups of small producers and small traders who will use the PADEP funds to develop their businesses

The same activities were carried out in King'ori village, however the process for establishing PADEP has not yet been completed there, so the community has not yet received the revolving fund.

In Terrat ward, Arusha municipality, Hakikazi conducted community meetings with Mkonoo and Nadosoito villages to introduce the project, discuss livelihood issues and emerging opportunities, and explain the revolving fund. Participatory workshops were then conducted with community members to develop strategies on how the revolving fund should be used. The communities both decided that they would use the fund to start a Savings and Credit Cooperative Society (SACCOS), a legal framework that allows villages to establish small community banks, which are registered through the local government.<sup>8</sup> They decided the SACCOS would provide credit to groups of small producers, traders and livestock keepers to develop their livelihoods. After that, Hakikazi organized trainings for community members to learn about how SACCOS works and how to establish one in their villages. The communities also selected SACCOS Committees, with the facilitation of Hakikazi. The trainings took place over three phases, from September to December 2004, and were facilitated by officers of the Department of Cooperatives, Arusha. The communities are now in the process of establishing and registering the SACCOS. Once the process is completed, they will each receive the revolving fund from Hakikazi.

### ***Promoting Policy Engagement on Sustainable Livelihoods***

In Mererani, Simanjiro district, Hakikazi facilitated a workshop with the Tanzania Mineworkers Development Organization (TMWDO), which advocates for sustainable livelihoods and for the rights of small Tanzanite miners. TMWDO is a membership organization with approximately 200 members. The purpose of the workshop was to introduce Hakikazi's livelihoods programme and to come up with a collaborative project based on common goals and strategies to implement the project. TMWDO and Hakikazi jointly identified the following priority areas for the project:

- Community education about laws and policies that affect small miners and their livelihoods (i.e. trade and investment, land and natural resources)
- Advocacy and lobbying on these laws and policies

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<sup>8</sup> Since PADEP only works in districts and not municipalities, Terrat communities are not eligible since they are located in Arusha municipality.

- Identifying opportunities and obstacles in access to ownership, use and management of natural resources

Draft collaborative work plans were designed to implement activities for each of the priority areas. We also identified small traders for future Participatory Action Research and assessed small miners' awareness of key policies related to natural resource use and trade and investment. TMWDO has since received training on advocacy skills and strategic planning.

In order to influence pro-poor decision-making at the local level, Hakikazi facilitated a training for the 14 members of the Arusha Municipal Poverty and Environment Committee, which is responsible for setting guidelines and bylaws on access to and use of natural resources.



### ***Empowering Communities to Secure their Economic Rights***

Hakikazi also collaborated with the local CSO KAMMAMA to devise a strategy to help two villages in Arumeru district, Msitu wa Mbogo and Kikuletwa, claim the rights to their village lands. Their land and those of other villages in Arumeru district were taken away years ago by private investors, however the Ministry of Land under President Nyerere ordered that the land be returned to the villages. To this day, the villagers still do not have rights to their land, which is a serious threat to their livelihoods. In collaboration with KAMMAMA, HKC facilitated a participatory meeting with village representatives to come up with strategies to reclaim their land, which resulted in the development of a plan of action. One of the activities was to facilitate a trip to Dar es Salaam for KAMMAMA and village representatives so that they could collect relevant information and engage the Legal and Human Rights Centre (LHRC) and HakiArdhi to assist them with legal analysis and advocacy. Other activities were to build the capacity of villagers to lobby and advocate on their own behalf and to engage the media to provide publicity on the issue. As a result of Hakikazi's facilitation, the villages, with the help of KAMMAMA, have been empowered to continue the process of attaining their land rights.

Hakikazi is also working with a local CBO for disabled people called Disabled Survival Programme (DSP) to assist them in lobbying for their rights in terms of obtaining working premises and capital to set up small businesses. Hakikazi facilitated a training for DSP on identifying and analyzing constraints and opportunities in seeking sustainable livelihood opportunities. Hakikazi is continuing to provide them with support and capacity building as needed.

### **Community Livelihoods Programme Achievements**

All these activities have facilitated communities in taking action towards achieving secure livelihoods. Because communities participated actively in devising their own action plans, establishing projects, and building their knowledge and skills through trainings, this indicates that they have made some progress in the journey toward self-reliance. Additionally, the project is sustainable because there are existing community groups that have action plans in place, and they are already undertaking small businesses and taking advantage of opportunities like PADEP. This means that they will be able to take advantage of other emerging opportunities because they have the knowledge and capacity to access these opportunities. Additionally, the capacity of communities has been built through the trainings which will allow them to establish SACCOS as a means of developing their livelihoods. Hakikazi is continuing to empower communities by acting as a crucial link between communities and emerging livelihood opportunities provided by existing government programmes, such as SACCOS and PADEP.

Hakikazi has established working relationships with 46 livelihoods groups, each group having an average of 35 people.

In 2005, Hakikazi plans to demystify and disseminate the National Trade Policy, Small and Medium Enterprise Policy, Cooperative Policy, and various natural resources' laws and policies to its partner communities in the CLP in order to provide knowledge and understanding of these key policies and stimulate action on them at the grassroots level.

### **Three Stories from Karangai Village, Arumeru District**

The following are three personal accounts of how Hakikazi's Community Livelihoods programme has impacted people's lives at the grassroots' level. They feature members of three separate livelihoods groups in the village of Karangai, Arumeru district.

#### **Tupendane Group**

Salome Paulo is the chairperson of Tupendane livelihoods group, which was formed in 1993 and currently has 40 members. Mrs. Paulo explained that "from the beginning our focus was on our environment. We set up a tree nursery, and we planted fodder for our animals. We didn't receive any assistance, but the village chairman helped us to set up our organization officially, and we used our own money, which we deposited in the group's bank account. In the end, we didn't achieve all that much... We stopped being very active and we thought about disbanding the organization until Hakikazi came."



“We benefited from Hakikazi’s involvement in two ways: they came and conducted a Participatory Rural Appraisal (PRA). It was a long session that enabled us to identify our problems, to work out how we could find solutions and how to plan our activities. Secondly, Hakikazi also helped us to reach the matching fund target that was required in order to qualify for the [PADEP] grant.”

“As a group, we proposed to buy one dairy goat for each group member and one male goat to breed with. The goats will increase our income by providing milk, and we can also sell the offspring. We expect to have 26 goats after a few months; it is hard to find good dairy goats to buy, so they’re coming in slowly... The PADEP funds [also] paid for a short course in goat-keeping for all of our members, and there is money available for medicine that the goats will need on a regular basis, such as de-worming tablets.”

Asked whether keeping one dairy goat can really make a difference to the livelihood of a family, Mrs. Paulo explained: “A pregnant dairy goat is worth more than a calf; you can get 120,000 Tsh for it. Each female goat will give birth twice every three years, so over time the sale of the goats can be profitable. I won’t sell the first offspring, but I hope to build up a small number of goats that can produce a decent quantity of milk for sale. I hope I can reach a total of four dairy goats, and once I achieve that, I may sell one and buy another cow. After that, I would like to use the profits to improve my house. Tupendane Group is planning to apply for a second round of PADEP funding and purchase milk processing equipment. In the rainy season, milk production will be greater than the demand, but fresh milk is impossible to keep, so we would like to learn how to make cheese and butter.”

Considering whether they will be able to access PADEP funding without further assistance, Mrs. Paulo thinks for a while and shakes her head: “We still need help with writing the proposal... We may ask the people from Hakikazi to come and help us with that. Also, I am not sure how easy it would be to collect the matching funds that PADEP requires, but we’ll try our best.”

### **Bijampola Group**

Lydia Baraki is a member of the Bijampola Group, the youngest of the livelihood groups in Karangai. The group was formed in 2004, when the other groups were getting their proposals [for PADEP] assessed, and the process provided real inspiration for other community members to also form groups. Out of 300 households in Karangai, about half have a family member in a livelihoods group. Many more people are considering forming new groups now that they’ve seen the success of the existing groups. Mrs. Baraki explained that it was the Tupendane Group that inspired them most, and Hakikazi... “The people from Hakikazi came and helped us build up our skills. They talked about forming groups and about all the things we could do if we worked together. We got enthusiastic



and formed the Bijampola Group. We have 33 members and our key economic activity is based on keeping dairy cows.”

“Dairy cows are expensive; in order to buy a cow, each family has to raise 84,000 Tsh. It was a lot of money, more than some of the members managed, even after Hakikazi gave us some assistance. Hakikazi gave each of the families that managed to raise 66,000 Tsh the extra 18,000 Tsh to reach the PADEP target. In our proposal we requested 20 cows, but in the end only 13 families managed to raise the required capital. As a group, we’ve decided that those whose cows give birth will have to give the calf to another member until we each have one dairy cow. Any bulls that are born will be raised and sold and the money will be used to buy cows.”

As for the future, Mrs. Baraki said: “We have formed a group, and we’ve achieved something; we have 13 dairy cows and we got training in cattle-keeping. We don’t have any immediate plans for the future. We’ll concentrate on breeding the cows and making sure all members get their own animal. Once we start seeing the benefits from the cattle and from the milk they produce, we’ll think about our next plans.”

### **Kumekucha Group**

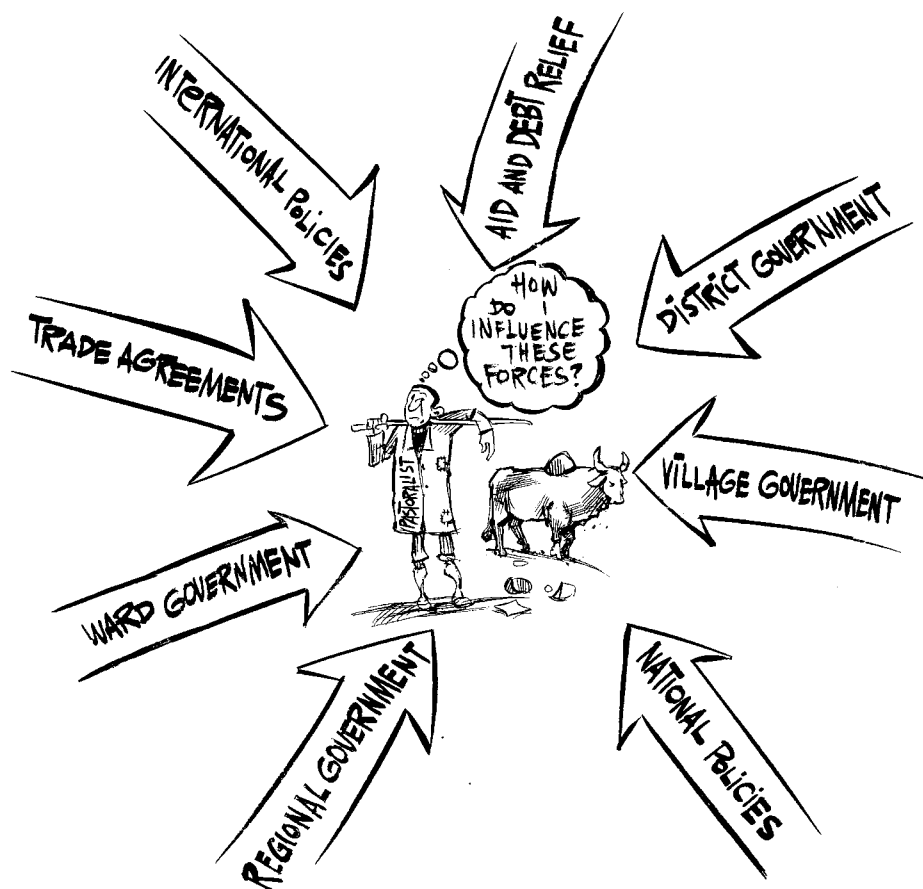
Dewoya Kaaya is the chairman of the Kumekucha Group, the second-oldest livelihoods group in Karangai. Mr. Kaaya, his wife Elizabeth Kaaya, the group’s secretary Emmanuel Bernhard, and group member Elia Ndekesio all gathered to tell the group’s story and to show off their achievements. “This group was formed in 1996 with the following objective: to work together, to share ideas and information, and to tackle our



problems together. Our main activities were tree planting, fodder growing, and the cultivation of vegetables. We got a joint plot for the tree nursery; we used the land of one group member to work on the growing of fodder together, and we each grew the vegetables on our own plots. We got help from an organization called SCAPA; they taught us about tree nursery techniques and about growing fodder. The programme has been phased out, but we still use a lot of the skills that we learned from them. Overall, our group was able to increase the income of our members; we made a small profit from the sale of tree seedlings and all members benefited from having fodder for their cattle.”

“When the PADEP funding was discussed, we were interested in expanding our activities to goat-keeping. We put together a proposal that set our matching fund target at 36,000 Tsh. We were glad that Hakikazi came to our aid because it was difficult to reach it within the limited time that we had. In the end, each family contributed 18,000 Tsh and Hakikazi did the same. With the PADEP money, we’ve managed to buy 25 dairy goats and one male goat of the same improved variety. Each of our 25 members has received one goat, and the male will stay here but will visit the other goats on a regular basis. We all hope to breed the goats and benefit from the sale of the milk they produce.”

Mrs. Ndekesio adds that the goats will make a big difference to the income of the members, and it will provide milk to drink for their children, too. The mother of five young children explained: "I joined the group in 2004 because there was so much talk of the benefits of people working together; I decided I just had to join myself. I really liked the idea of keeping dairy goats. I already had one goat for breeding, so the chance of getting a milk-producing goat was a great opportunity. It took me 2 months to save up the required 18,000 Tsh. I sold as many vegetables as I could in those months. Since I joined the group, I've also started growing fodder. Through PADEP, we got the opportunity to visit the agricultural research institute nearby and learned all about goat-keeping and the different fodders we can give them. It has been a great experience so far, and I'm proud that I'm part of the Kumekucha Group."



## 6. NETWORKING AND COLLABORATION

Hakikazi initiated the first Friends of Hakikazi Catalyst Assembly in February 2004 for its partners and stakeholders. The Assembly was attended by over forty participants, which included those who seek the services of Hakikazi, supporters of Hakikazi, and beneficiaries of Hakikazi's work. The Arusha District Commissioner, Mr. Fulgence Saria, opened the meeting, and the Chairman of Hakikazi Catalyst's Board of Directors, Mr. Paul Chikira, provided the welcoming speech. The Assembly had four main objectives:

- To share information with friends and colleagues on our programmes, opportunities and challenges
- To solicit views and recommendations on our three-year strategic plan (2004-2006)
- To establish strong relationships with friends and partners for the purpose of networking, collaboration and information sharing
- To build skills on selected organizational development topics, including monitoring and evaluation using a logical framework and the Organizational Capacity Assessment Tool (OCAT)
- The Assembly will be an annual event and will help to guide the direction of Hakikazi's work, in addition to providing opportunities for networking, information-sharing, and collaboration.

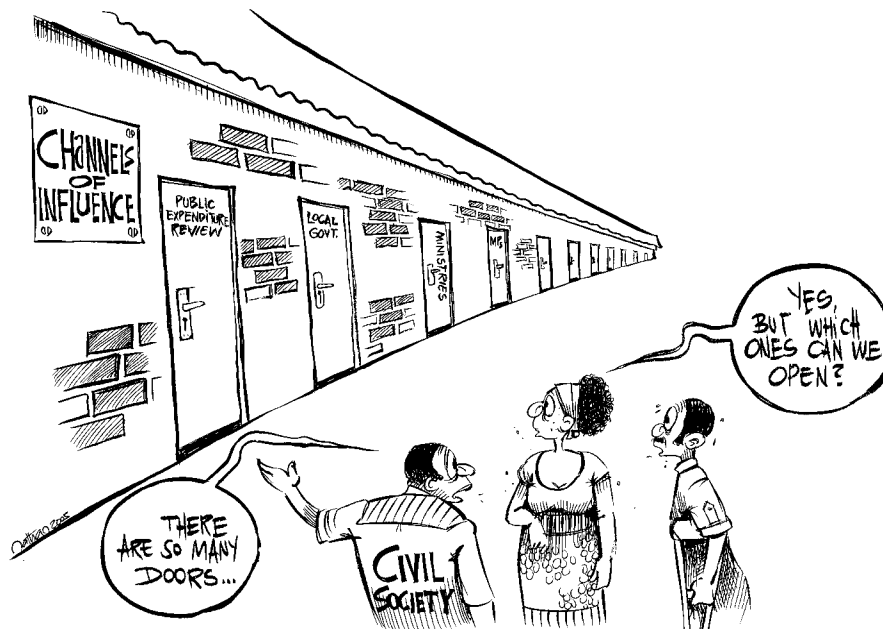
In July 2004, Hakikazi successfully participated in the CSO Exhibition for Members of Parliament in Dodoma, which was facilitated by the State University of New York (SUNY-Tanzania). The purpose of the Exhibition was to raise awareness among MPs about the work that CSOs are doing in the country and to promote cooperation between CSOs and Parliament on important issues affecting Tanzanians. Hakikazi's exhibit was visited by over two hundred people, including Ministers, MPs, representatives of other CSOs and the general public. Hundreds of Hakikazi's popular policy materials, brochures, and information bulletins were distributed. Hakikazi was also able to fundraise through the sale of polo-shirts and caps with the organization's logo and message, "Act Now for Poverty Reduction".

Hakikazi is also an active member of a number of networks and forums, including the NGO Policy Forum (NPF), Tanzania Coalition on Debt and Development (TCDD), Tanzania Natural Resources Forum (TNRF), Tanzania Council for Social Development (TACOSODE), Tanzania Association of NGOs (TANGO), Feminist Activist Coalition (FemAct), and the Arusha NGO Network (ANGONET). In particular, NPF, TNRF, and ANGONET worked closely with Hakikazi to organize and facilitate the PRS Review consultations in Arusha. NPF also provided assistance in organizing the consultations in Mbeya Region, together with the Mbeya NGO Network. With reference to government partners, Hakikazi collaborated with the Vice President's Office in carrying out the PRS Reviews in both Arusha and Mbeya. Additionally, Hakikazi worked with several Ministries in 2004 to produce popular policy documents, including the Ministry of Natural Resources and Tourism, the Ministry of Agriculture and Food Security and the Ministry of Finance.

As for external partners, Oxfam Ireland has in particular made a unique contribution to Hakikazi by building our institution and funding our core programmes. Hakikazi also has a close link with the Caledonia Centre for Social Development in Scotland, which has been responsible for providing technical support and building our capacity to produce plain language guides to policy documents. Lastly, Pact Tanzania has made a significant contribution to building Hakikazi's capacity through its Organizational Capacity Assessment



(OCA) and subsequent support and trainings, which have enabled Hakikazi to make improvements in the following areas: governance, management, financial management, sustainability, advocacy, external relations, human resources management and service delivery.



At the local level, Hakikazi has been an active member of the Arusha Municipal Poverty and Environment Committee, providing capacity building to Committee members on linking poverty and environmental issues and understanding and using Environmental Impact Assessments (EIAs). Hakikazi has also participated in government EIAs in local communities. As a result of these efforts, Hakikazi received a first place award in the Arusha Municipal Environment Competition 2004 which was held during the annual Environment Week, in addition to a Certificate of Appreciation from the Arusha Municipal Poverty and Environment Committee. Local training institutions which are partners of Hakikazi are Mapambazuko Training Centre and MS Training Centre for Development Co-operation (MS-TCDC), both of which have invited Hakikazi to share lobbying and advocacy skills at their trainings in the future.

As part of Hakikazi's commitment to social and economic justice, we became a member of the Arusha Caucus for Children's Rights, which was initiated by Mkombozi Centre for Street Children in July 2004. The purpose of the Caucus is to provide practical alternatives and strategies for addressing the needs of street children in Arusha and to work collaboratively with the local government to plan and implement these strategies. As an active member of the Caucus, Hakikazi assisted with developing a 2-year Plan of Action starting in 2005. We have committed to use our skills to carry out the following Caucus activities:

- Conduct a budget analysis of funds allocated to vulnerable children, particularly in areas of school and health costs, and how to access them
- Build CSO skills in budget literacy and advocacy, particularly about how Ward & Municipal budgets are developed

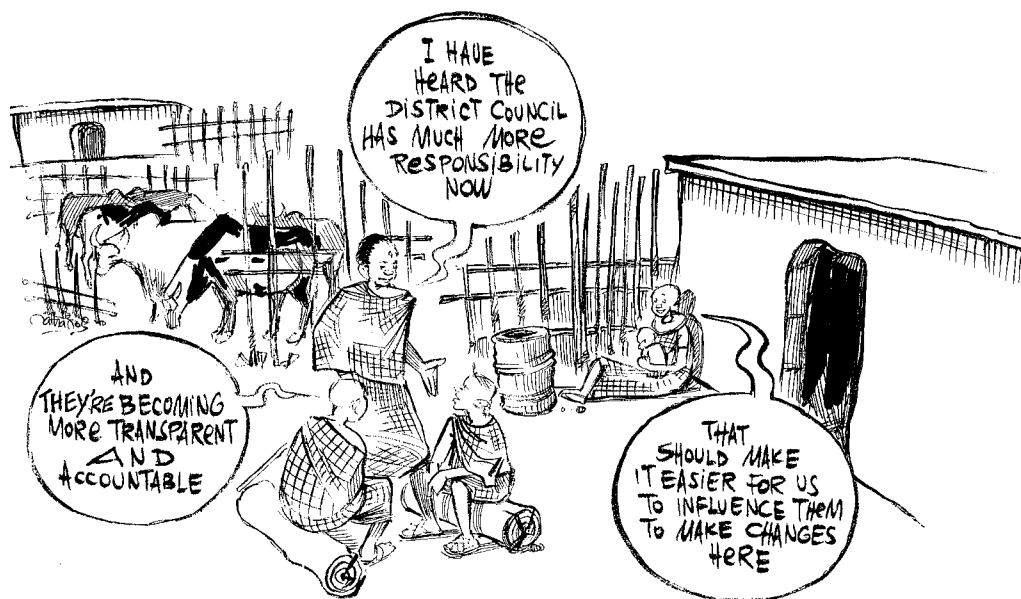
- Produce plain language guides that simplify provisions of laws related to domestic violence and neglect
- Assist with fundraising for Caucus activities

In 2004, Hakikazi was also a member of the Early Childhood Development (ECD) & HIV/AIDS Working Group, which was initiated by Amani ECCD, a Dar es Salaam based NGO. The purpose of the Working Group is to ensure that the needs of HIV/AIDS-affected infants, young children and their caregivers are truly reflected in the development, planning and implementation of the National ECD & HIV/AIDS Action Plan. As a member of the Working Group, Hakikazi actively participated in CSO consultations in October 2004 in which CSOs provided feedback for both a situational and policy analysis of ECD & HIV/AIDS in the country. The results of these consultations are being used to design a National ECD & HIV/AIDS Policy Framework. Hakikazi will continue to play an active role in the Working Group by sharing information, networking with the broader CSO community in Arusha, and up-streaming feedback from the community to the national level on ECD & HIV/AIDS issues.

## 7. DIRECTION FOR THE FUTURE

Over the next year, Hakikazi plans to continue building its organizational capacity as well as strengthening and expanding its programme work. As an organization, we would like to become more self-sufficient and sustainable by seeking multi-year funding for our programmes and expanding our funding sources and donor base. In the future, we will also aim to acquire our own office premises in order to use resources which normally go to rent for our important development work.

Over the next year, Hakikazi will continue to strengthen its three programmes and expand its geographical coverage to include more districts in Arusha and Manyara Regions and districts in Iringa and Mbeya Regions in the south. Under the Zinduka programme, we will work on developing a policy 'early warning system', in which we will identify new policies and reforms in the pipeline in order to influence the policy-making and reform process during the development phase. This will involve both an upstreaming and downstreaming process; we will raise awareness of policies and reforms being developed among civil society and the communities in which we work in order to stimulate discussion and feedback, which will then be taken to policy-makers to influence the formulation process. We will also be building our capacity to provide information more efficiently to policy-makers and other stakeholders on the implications of policies and reforms for poor and marginalized people.



In the Community Governance programme, we intend to strengthen accountability in the communities in which we work through participatory processes. This activity will build on our first participatory research project on PRS and pro-poor expenditure; we will facilitate participatory monitoring of poverty reduction strategies and pro-poor expenditure in order to equip local communities with the skills to effectively monitor public expenditure according to NSGRP inputs, outputs and outcomes. The rationale behind this intervention is to make a contribution to the NSGRP Monitoring Plan by providing evidence which can be used to influence future pro-poor strategies.

Additionally, we will be embarking on a new project under the Community Livelihoods programme. We will be working with pastoralists, small traders, and small producers to build their capacity to identify livelihood opportunities and constraints and develop ways to take advantage of the opportunities and to overcome the constraints. This project will also involve empowering communities to engage in decision-making processes regarding access to, ownership and use of natural resources, as well as on trade and investment policies. We will raise their awareness of these issues through the development and use of popular policy materials on natural resources, trade, enterprise, and investment.

Streamlining effective monitoring and evaluations systems into all of our programmes will be another area in which we will be building our capacity, so that our interventions are more holistic, effective and sustainable. Strengthening our participatory skills and approaches in working with communities is another goal for the coming year. We also intend to mainstream HIV/AIDS internally at Hakikazi as well as in all of our programme work. Another aim for the next year is to develop a strategy for working with media (local and national) to build their capacity to cover current development and policy issues, while linking them to related human interest stories describing the experiences of grassroots' communities.

Overall, we will continue to build strategic relationships and strengthen our partnerships with communities, other civil society organizations, and government at all levels in order to build the foundation of a social movement for change.

## 8. PROGRAMME SERVICES REPORT

### *Financial Report*

[Coming Soon]

### *Staffing and Governance*

Hakikazi Catalyst is legally registered under the Companies Ordinance as a company limited by guarantee. It is governed by a Board of Directors, of whom there are currently five. We also work with the Friends of Hakikazi Assembly, which is a large body consisting of those who seek our services, are our 'beneficiaries', or those who in any way support our work. Both the Board and the Assembly help to guide the direction of our work. Strategic leadership of the organization is provided by the Executive Director.

Hakikazi Catalyst had a total of thirteen staff in 2004. Of these, eleven were full-time contract staff, and two were volunteers. One was from New Zealand, but has since finished her term at Hakikazi, and the other is from the United States. Our activities are carried out by the following programme teams:

- Zinduka Team, responsible for the Civic Education programme
- Community Governance Team, responsible for the programme promoting government accountability
- Community Livelihoods Team, responsible for the livelihood opportunities programme



There are also cross-cutting teams whose work supports all the programme teams:

- Programme Services Team, responsible for programme administration and management of human resources, finances, filing system, databases, and movable and immovable assets
- Research and Analysis, Monitoring and Evaluation
- Public Engagement and Communication

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