Acknowledgment

We wish to thank all those who have supported UZIKWASA during the past year in our efforts to make our programs more effective and responsive to the needs of the people we serve.

We are grateful to Pangani communities who enthusiastically took part in the program implementation, providing continuous feedback and new ideas.

Special thanks to eed Germany, Oxfam and Coastal Resource Centre of the University of Rhode Island for providing funding support to our HIV/AIDS, Gender & Leadership, Communications and organizational development program activities. We thank USAID Tanzania for financing our second fiction film Chukua Pipi-Sweet Deceit.

 Mention should be made of the following institutions and individuals who contributed one way or the other to our work during 2011.

- District Council who collaborated through sharing field staff and participation in numerous events.

- TACAIDS who provided encouragement to our work and time to participate in Pangani community and stakeholder events.

- Antiquities division and World Monument Fund who shared concepts and supported UZIKWASA Culture and Heritage promotion activities.

- EASUN Arusha who accompanied us on the often stony path of organizational learning.

- Jeremy Cross for his great commitment to UZIKWASA and technical support to the Culture program.

- Dr. Nicola Desmond for long years of research capacity building to the UZIKWASA team and support in the development and testing of innovative behavioral impact monitoring approaches.

- Abel Masedwane for his technical support to Administration and Finance and his commitment to help UZIKWASA systems meet growing demands.

- Brian Kangetta who donated his time to UZIKWASA to guide us with regards to tax related issues.

- Board members for their time and commitment to UZIKWASA management and programs.

- Staff and volunteers whose excitement and creativeness make UZIKWASA a unique place where innovative model interventions for empowerment of rural communities are being developed, tested, adjusted and further improved.
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Message from the Chair

The development of two new innovative and comprehensive program proposals that build on previous lessons and that are increasingly linked and complementing each other have been major achievements of 2011. We are proud that both proposals were developed jointly with all program staff. Hence, the new interventions are fully owned by our team and their field experience and lessons alongside with direct community feedback are strongly reflected in the proposals.

New opportunities for furthering our Culture program were identified. We are confident that UZIKWASA is now on its path to become an important player in the area of community based culture and heritage preservation. Our strong partnerships with stakeholders such as the people of Pangani, World Monument Fund, Antiquity division and District Council is expected to support our efforts in this program area.

The capacity demands that come with rapid organizational growth with regards to strengthening administration and finance systems and the need for continuous capacity building of the respective staff remained a priority for us in 2011. This is also true with regards to the immense requirements that come with running our own radio station. We are very fortunate that the partnership with BBC Media Action is providing the needed capacity building to radio staff and volunteers alike.

Finally, strong partnerships with organizational development institutions such as EASUN, have been very beneficial and supported us on our path towards developing into a true learning institution with a team that is always ready for reflective organizational learning.

Making the world a better place starts with ourselves

Dr. W. Mwengee
Chairperson
1. Introduction

This report covers UZIKWASA’s activities implemented from January to December 2011. For the UZIKWASA team the year 2011 has been a very productive period evidenced by two new large proposals that were developed within the program areas HIV/AIDS and Community Health and Communication and Partnership building. “Promoting effective and Gender responsive leadership in Pangani” is an intervention that builds on our previous work in participatory HIV/AIDS planning by using the UZIKWASA planning model to address village gender needs and strengthen village leadership through formation of wider Village leadership coalitions, technical support and providing space for self-reflection and personal change and growth for effective and responsible leadership. The other large program proposal “Tracking behavior change in action” outlines Phase II of our Model rural behavior change communication campaign creating strong synergy to our leadership work through raising community voices and facilitating ongoing public dialogue.

Since Pangani FM, UZIKWASA’s own community radio station, came on air for the first time in May 2011 it has already proven a powerful instrument for creating an active community dialogue able to re-enforce UZIKWASA program messages especially as far as the behavior change campaign and issues around responsible leadership are concerned.

A great event was the launch of UZIKWASA’s second fiction film “Chukua Pipi-Sweet deceit” in Pangani that attracted thousands to Pangani including stakeholders and partners from all over the country.

UZIKWASA’s participation in the Action Research Project a global initiative that started in East Africa in May 2011 has paved the way for our organization to develop into a strong learning organization through self-reflection and proactively tackling identified organizational development priorities and challenges.

2. Pangani District in 2011

Pangani District has not been spared by the challenges of poverty and global political, climatic and economic uncertainties. Food shortage forced the government to provide food to the poorest community members. Budget cuts resulted in big shortages of drugs in Pangani Health facilities. These include new dispensaries that had opened in Sange, Miembeni, and Langoni villages. Empty government pockets hampered district development initiatives such as the constituency development fund (mfuko wa jimbo) and resulted in serious drug shortages as described above. Water shortages were caused by drought, frequent electricity cuts and insufficient water piping maintenance.

Panganians continue to suffer transport problems due to the desolate state of connecting roads.

While in the education sector efforts to erect new classrooms for primary schools continued, there are still schools where children of three different levels study in one classroom taught by only one teacher. An educational highlight is the new English Medium Primary school in Choba village that continues to attract a lot of children from a wide area.
who all like to benefit from the quality service that this school offers to pupils up to Standard V.

In 2011 funds for rehabilitation of the Pangani seawall have finally been released. Restoration of the wall is very urgent because the river/sea has started to erode the shore including parts of Jamhuri Street, where our offices are located. However, bidding processes for selection of a contractor to do the work is expected to take a long time.

There is a remarkable new trend among Pangani citizen who have been increasingly engaging in agriculture. Especially young people requested land from village governments for cultivating to make a living. The GoT initiated “Kilimo Kwanza” program supported one village with a tractor and others with power tillers which were unfortunately short lived so that the majority of people reverted back to traditional hand hoes. It is very likely that UZIKWASA’s “Banja Basi” campaign with its strong messages in promoting cultivation and discouraging citizens from selling their arable land, played a role in this for Pangani very unusual new development.

While agriculture activities were on the rise, the same applies for pressure and community complaints about land grabbing through external investors. For example in one village the Chairperson was removed as a result of community frustration that he had sold their arable land to investors under non-transparent circumstances. In an other village community members complained to Pangani FM that their chair had not called a meeting for a long period thereby preventing villagers to make important decisions.

Community increasingly complain that they do not get sufficient information and feed back on their development plans and related problems. There are also rising conflicts among local leaders themselves for example chairpersons, Village Executive Officers (VEO) and councilors regarding issues around good governance. A good example is the case of a village in Bushiri ward which received a new VEO who was transferred from elsewhere because he was, according to community accounts not performing his duties. The transfer was not welcomed by the councilor and he challenged the DED why would the village have to put up with non-performing government staff. In two occasions village government- pressurized by the community-employed a new VEO and paid him through the villages’ own resources (instead of District council) as a reaction to the district government decision not to remove the previous VEO who did not perform.

In conclusion there is growing evidence that the Banja basi campaign along side with UZIKWASA leadership intervention have already started to show impact. This trend was positively influenced by the general political climate in the Nation which increasingly shows indications of people and their leaders no more tolerating extreme misuse of power and the likes.

3. Program achievements

3.1 HIV/AIDS and Community Health program
After a long process of refining and “engendering” the UZIKWASA HIV/AIDS village participatory Planning tool the final version of the document went to print in October 2011. In her acknowledgement letter the Executive Chairman of TACAIDS Dr. Fatma Mrisho commented as follows: “This tool ...is such an excellent initiative. We appreciate its
simplicity, but also its comprehensiveness in terms of focus and coverage. Such community based initiative with a bottom-up approach is realistic and practicable. In addition, your inclusion of gender affects in the planning is relevant to address the problems which are often tied to social inequalities fueling the spread of the epidemic rural settings.”

Our long years working experience in the implementation of unique approaches to bottom-up HIV/AIDS planning and community empowerment for ownership of their HIV/AIDS response has made us realize the increasing importance of addressing leadership at all levels for fostering rural development even beyond HIV/AIDS control. This is based on our previous observations that Village Multisectoral AIDS Committee performance in implementing HIV/AIDS control activities was directly linked to leadership commitment, hence the lack of commitment impacted negatively on village HIV/AIDS control and development efforts in general. With the implementation of our new proposal “Promoting effective and Gender responsive leadership in Pangani” that started in November 2011 our HIV/AIDS program is now gradually transitioning into a program for HIV/AIDS, Gender and Transformative Leadership. Supported by Oxfam Ireland and University of Rhode Island (URI) the proposal is a result of almost two years of work going back to a first reflective leadership workshop in December 2009 with leadership experts from South Africa. The new proposal outlines a unique approach to gender responsive leadership development and its core concept is a framework for effective leadership which has been developed by our team as shown in Figure 1.

**Figure 1. Leadership framework**

![Leadership framework diagram](image-url)
Technical and process capacity is achieved through enabling leaders to fulfill their roles related to HIV/AIDS control, gender justice and village development in general.

Pressure from below (community dialogue) is being exerted through the ongoing Banja Bas! campaign and through public debates, competitions and interactive radio campaigns. Specifically, the problem of women lacking access to leadership positions and its underlying causes\(^1\) will be increasingly addressed by all media. Women are encouraged to contest in competitions during village festivals and actively participate in debates and radio programs. Understanding and actively demanding their rights build their confidence and prepare them to finally contest in political leadership positions as well.

Personal commitment will be addressed through a series of Resonant Leadership for Result workshops and through VMAC coaching (piloted). Here we expect to reach a deeper level of self reflection, self-management, relationship management that will lead to interpersonal skills, resonant human relationships, eventually resulting in increased leadership commitment and gradual change in leadership culture.

Stakeholder coalition dialogue is promoted through strengthening local CSO and public institutions to advocate for transformed Pangani society and gender responsive leadership.

Lessons from our communications program especially the ongoing Banja Bas! campaign were similar to leadership challenges experienced within the HIV/AIDS program: whilst community have started to raise their voices (banja) and fight various behaviors, they lacked the necessary support through their leaders. A case study from sub village x illustrates this well.

One night in June 2011, just three days after a theatre show on Gang rape was shown at sub village x, a group of woman caught a young man red handed while he was gang raping another woman. The other men in the group managed to escape. The women decided to take the young man to the Village Executive Officer (VEO) that same night. To their dismay they were told by the VEO that he has no place to keep the man over night so they should bring him back the next day. The women didn’t know what to do with the man and had to let him go. No surprise, the next morning he was nowhere to be seen.

We are glad that funding of the entire leadership program could be secured by the end of 2011 with two grants from Oxfam and PEPFAR funding through University of Rhode Island (URI). However, unexpected cuts of PEPFAR funding to URI forced us to reconsider our approach regarding the planned RLfR workshops and we are currently working on more affordable local solutions to fostering leadership commitment through a series of reflective leadership workshops that will be tailored to Pangani needs.

\(^1\) See page 5 first paragraph
3.2 Communication and Partnership Building

Phase I of our behavior change communication campaign *Giving Rural Communities a Voice 2009-2011* will be ending in June 2012 after a 6 months extension period was granted by our main donor eed Germany.

The initial program objective and outputs were focused on establishing a successful communication campaign “engine” and were largely process oriented.

Figure 2.

Phase I made huge progress, both in terms of capacity strengthening within the organization and the community and in meeting program aims. We can comfortably say that the purpose of the intervention could be fully achieved through the successful establishment of an evidence-based communication/BCC program for HIV/AIDS with clear community priorities and interventions that build and maintain behaviour change at individual, family, and village levels. A full package of integrated campaign activities using integrated messages and media was developed that includes annual community participatory theatre programs (VARANGATI), re-enforced by VARANGATI comic book series and posters, Mobile Village Cinema shows, and production of UZIKWASA’s own fiction films. Finally, the establishment of Pangani FM that has been up and running since August 2011 airing campaign relevant interactive radio programs. The radio’s popularity is evidenced by up to 300 sms and around 100 call-ins received every day (see also p. 8 section Pangani FM) Additionally, an innovative longitudinal behavioural monitoring project has been established alongside the campaign including a community diary research for continuous attitude and behavior trend monitoring.

Despite considerable challenges we experienced during Phase 1, the intervention actually overachieved as far as outputs are concerned and which were not defined as targets of the original proposal. These are wide ranging and the examples included below highlight the extent of capacity strengthening that has accompanied the implementation of the project within the project team and especially within the community.
Some additional achievements in 2011

1. **Development of new partnerships (radio):** Pangani FM radio station was only two months old when it was selected as one of six out of 120 radio stations across Tanzania to participate in the BBC Media Action Campaign on Governance. This brings additional capacity building to raise standards to the international level of BBC broadcasting.

2. **Improvement of relationship between separate campaign components:** Theatre plays performed live in the villages are recorded in audio format and aired on the radio and the storyline from the theatre show is repeated within the Varangati comic books. Theatre promotion through the radio has increased demand for the comic books enormously.

3. **Introduction of ‘letters to the editor’ series:** Youth are invited on the last page of the comic books to contribute their responses to the message of the comic through writing to the UZIKWASA editor. This has proven very popular and provides an additional feedback process and will be expanded in Phase 2 where winning letters will be aired on the radio.

4. **Documentation and monitoring through case studies:** The collection of case studies was informally introduced as community members began to approach UZIKWASA field teams with stories of events happening in the village. These were often reflective of positive actions towards negative social behaviours in response to the themes identified during the campaign. Whilst these are subjective accounts and not representative of the whole community, the frequency of reporting has increased and shall formalise this process to contribute to triangulation of the impact monitoring component in Phase 2.

5. **Behaviour change** is already happening. Despite the fact that Phase I was intended to primarily set up the campaign engine, infrastructure and capacity to run it, trends of visible attitude change have been observed since quarter 3, 2011. Although not yet reflected in the community diaries, there is strong evidence that these changes have already started to be visible and they are documented through a considerable number of case studies that reached us through community members or recorded community call-ins to the interactive radio programs.²

6. **Wosia wa Bibi** - a touching drama that wraps up the entire Phase I VARANGATI theatre program. It shows “Bibi Redio” a main character full of regrets and sorrow about what has happened during her life time. The dying Bibi leaves behind a young generation that promises her to fight for a better world after she has left. The play leads the audience to the next phase of the campaign which is going to demonstrate tangible positive behavior change in Pangani District.

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² For more details see Communications program reports 2011
Outlook at BCC Phase II

BCC Phase I focused on setting up a behavioral change campaign addressing underlying behaviors and context related to HIV/AIDS. Phase II will move further towards context and draw away from a specific focus on HIV. Through our increasing knowledge of local level change and influences on behavior, we have realized that communities have become empowered to reflect themselves on broader social issues and to act on this in order to effect actual progress. Community priorities themselves, which UZIKWASA aims to reflect in its vision, are broader than those of HIV, which has become more embedded within the broader social context and it is this social context which will become the focus of our campaign activities, still linked to the original themes, within Phase 2 of the BCC. Impact documentation and wide sharing will be a key priority for Phase II. We are very glad that our proposal for phase II: Tracking behavioral change in action: A model communications campaign in rural Pangani District has successfully solicited funding from eed Germany for the period of July 2012 to June 2015.

3.3 Culture

A comprehensive inventory on local crafts people in Pangani District could be completed with UZIKWASA’s own funding, overseen by a part time staff and supported by students from University of Dodoma. The inventory is the first step towards establishing an initiative for capacity and skills building for local artisans that UZIKWASA plans to implement in collaboration with partners who are specialized in this area. This is part of a new proposal submitted to the US Ambassador for Cultural Preservation in November 2011, a global initiative for the preservation of threatened heritage in the world. If funding comes through it will also allow us to rehabilitate the Bwanga house, an antique building that is expected provide the venue for the artisan project after its restoration.
In early September UZIKWASA attended a meeting in Dar es Salaam that was initiated by World Monument Watch Fund and Antiquities Division. The meeting was attended by CSOs and initiatives in Tanzania that are concerned with heritage preservation. UZIKWASA’s presentation was well received and eventually resulted in World Monument Fund supporting our submission to the US Ambassador Fund.

While building rehabilitation plays an important part in UZIKWASA’s culture program its key priority is still to make Pangani culture alive and recognized by its people. This necessitates mobilization of the community and local leadership to engage in sustaining culture activity. It also requires a government that values and recognizes the values and importance of culture.

Outlook 2012

Striving for enhanced community ownership and government involvement in sustaining culture heritage, in 2012 UZIKWASA will put strong effort on the development of a model intervention for community based culture and heritage promotion. A baseline study to explore the value of culture heritage among Pangani communities is under preparation and expected to be finalized by mid 2012.

3.4 Organizational Development and Sustainability:

Organizational learning-Partnership with EASUN in the Action research Project:

An important initiative for strengthening UZIKWASA towards developing into a learning organization was its participation in the Action Research Project. This was a global initiative that took place from May 2011 in various organizations in Europe, Africa and Asia over a period of nine month. The main purpose of the action research was to explore the effectiveness of resource material to enhance organizational learning that leads to improved practice and social change. The initiative was launched in May 2011 after the completion of the Bare Foot Guide 2 (BFG 2), which was the key resource material that was used by the participating organizations. The organizations that took part in the initiative were organized into regional hubs coordinated and facilitated by one organization. In the East African region, this coordination and facilitative role was held by EASUN (East African Support Unit for NGOs). EASUN selected UZIKWASA to represent Tanzanian CSOs because of its growing efforts to undergo organizational learning processes. The three organizations held internal and joint reflective meetings that enabled them identify and work on their organizational questions drawing on support from one another as well as using the Bare Foot Guide as resource material in the process. During the final meeting at the East Africa Regional level all three participating organizations jointly developed new plans to strengthen organizational learning practices and facilitate leadership practices.

As a result the UZIKWASA team became more conscious of the need to increased collaboration with other organizations. At the same time, sharing of feelings about what individuals had to let go of in order to integrate new practices brought about deeper awareness about change and development, including the capacities and skills required for conscious change management. Such capacities, particularly for leaders and teams, it was noted, include self-development support to surface and own one’s feelings, i.e., learning and development requires unlearning.
Figure 3. Drawing exercise during Action research workshop aiming at encouraging participants to share their individual turning points that they experienced during the period of the action research. This drawing illustrates the learning experience of one UZIKWASA staff X.

The Crying Fish represents the “great” UZIKWASA spirit which defines our collective identity of who we are. But some staff like X. may not always see or feel the greatness of this amazing spirit, but they fear to commit the “sacrilege” to question it. Hence, their frustration remains invisible like the tears of a fish who is crying in the water. The turning point was when X. learnt that one should never take anything for granted, not even “The spirit”. Once he overcame his fear and questioned the spirit, and other staff joined in, it was like a huge liberation for all resulting in UNLEARNING (school upside down) and RELEARNING (re-defining the spirit). X. had conquered his fear and the process helped him to open up, listen to other people and take their concerns into his heart.

It was therefore decided that one way of keeping the organizational learning process alive in the daily routine of UZIKWASA was to make sure that staff who have already shown interest and were considered capable would undergo further training in facilitation of organizational development (FOD). Two people were therefore selected to undergo an intensive FOD training course in 2012 and take on the task to facilitate further organizational learning within UZIKWASA for the coming 2 years.

Financial and Administrative management
In order to meet the demands of our fast growing organization capacity building efforts to finance staff continued to be a priority in 2011. Assisted by a financial management advisor our finance systems were reviewed and improved and staff further trained in fully utilizing accounts software. Further performance reviews will continue throughout 2012. Similar assistance was provided through review and upgrading of our procurement system.

UZIKWASA Charity status:
In line with the spectrum of UZIKWASA’s community work and the strong need for income generation towards sustainability of Pangani FM, formal acknowledgement of Charity Organization status by Tanzania Revenue Authority is needed to enjoy permanent
exemption from income tax. An application was submitted to the regional revenue authority in Tanga. If successful, exemption will be granted provided 75% of the organization’s income is applied in pursuit of the organization’s function. In other works we look at 25% of our income as free from income taxation.

4. UZIKWASA Human resources

4.1 Board of Directors in 2011

- Dr. William Mwengee, Medical Doctor, Public Health Specialist WHO Tanzania (Chairperson)
- Mary Rusimbi, Development Practitioner, Policy Analyst, Gender Budgeting Specialist (Vice Chairperson)
- Dr. Frowin Nyoni, Fine and Performing Art and Communication expert, University Dodoma (member)
- Dr. Calista Simbakalia, Medical Doctor, Public Health Specialist HealthScope, Tanzania (member)
- Maggie Bangser, Development specialist, Strategic Policy and Program Formulation, (member)
- Richard Shilamba, Legal expert, Human Rights, CHESO, Tanzania (member)
- Gudrun Leirvaag, Culture heritage and media consultant (member)

4.2 Staff

Management

- Dr. Vera Pieroth, Development practitioner, Public Health professional, Executive Director
- Novatus Urassa, Community development practitioner, Program manager HIV/AIDS and community health,
- Abdullah Mfuruki, Sociologist, Program manager Communication and partnership building
- Ismail Mwishashi, Community development and radio broadcasting, Manager Pangani FM

Finance and administration

- Hilda Marco, Finance manager
- Sayuna Makassy, Cashier
- Oscar Adios, Accountant
- Rehema Kilapilo, Administrator
Program

- Joseph P. Mushi, Monitoring & Evaluation and Community Development, M&E officer
- Nickson Lutenda, Community development, Community outreach coordinator
- Emmanuel Mlule, Community development, Community outreach coordinator
- Hassan Bumbuli, Journalist, Public relations officer and Radio editor
- Salvatha Kalanga, Community development, Gender and Leadership coordinator
- Mohamed Rajab, Radio producer and presenter
- Saumu H. Sakala, Radio presenter
- Zahoro Chomoka, Culture officer

Support staff

- Drivers: George Mchopa, Waziri Tunutu, Shaha H. Shaha,
- Security: Ali Bakari, Rajabu A. Salehe, Edwin Daudi, Rajabu Sengomba,
- House keeping: Mwanamkuu Hamisi, Rhoida Peter, Ramadhani Juma

UZIKWASA volunteers and student interns 2011

- Volunteers: Rashid Kupaza, John Charles, Tabu Mula, Abdi Washuku, Zainab Yassin, Agnes Kitivo, Neema Samson
- Students: Richard Katuma, and Shimela Amon from University of Dodoma Pili Mlindwa, Pendo Minja & Ezekiel Nyoni from Dar es Salaam School of Journalism Pendo Michael from TIME
5. UZIKWASA Financial Summary 2011

Consolidated Receipts and Payments for the period ended 31 Dec 2011 (Tzs)

Receipts 2011
Grant Income
EED 305,740,955
Oxfam 310,353,630
University of Rhodes Island 183,350,743
USAID 38,182,453
837,627,781
Others 28,855,649
Total Receipts during the year 866,483,430

Expenditure
Program Costs 453,383,496
Coordination expenses 134,280,819
Capital costs 13,808,365
Bank charges and other expenses 3,280,725
Total Expenditure 604,753,405
Excess of Receipts and Payment for the year 261,730,025

Consolidated Statement of Financial Position as at 31 December 2011 Tzs

Assets 2011
Non – Current Assets -
Current Assets
Cash and bank balance 358,462,898
Accounts receivable 8,416,025
366,878,923
Total Assets 366,878,923

Equity and Liabilities
Equity
Opening balance at 1 January 2011 65,040,192
Surplus for the year 261,730,025
5.7 326,770,217

Current liabilities
Accounts payable/Project liabilities 5.8 38,023,699
Inter General ledger payable 5.9 2,085,007
40,108,706
366,878,923