



**WOMEN
FUND
TANZANIA**
Empowering Local
Women Heroes



ANNUAL REPORT 2012

Empowering Local Women heroes

INTRODUCTION

This annual report provides a discussion on the implementation of planned activities from January to December 2012. Within this framework, the report highlights key achievements and outcomes, including challenges faced and mitigation plans put in place to minimise them. The report also points out key lessons learnt and the way forward for moving WFT's agenda into planned 2013 processes.

PLANNED ACTIVITIES FOR JANUARY – DECEMBER 2012

The planned activities for 2012 focussed on: pilot grant making, strategic alliances building, resource mobilization/ fundraising, profiling and marketing, further strengthening of the funding mechanism, and institutional strengthening activities. Details of the planned activities under each of the programming areas as per approved work plan are being provided in box I below.

Box I: Planned Activities 2012

1. Pilot Grant Making:
 - 1.1 Expand 2 existing pilots
 - 1.2 Add 1 new pilot
 - 1.3 Update tools/procedures for grant making
 - 1.4 Engage mentors for supporting young grantees
 - 1.5 Facilitate Technical/Selection Committee's activities
 - 1.6 Documenting
 - 1.7 Field visits
2. Strategic Alliance Building:
 - 2.1 Identify, build, maintain, and participate for further learning and sharing
 - 2.2 Facilitate one grantee forum in Tanzania
 - 2.3 Apply for membership of African Grant Makers Network (AGN) and explore selected other networks
 - 2.4 Make selected learning visits to women's funds (AWDF, Accra; others)
 - 2.5 Participate in AWID's 12th International Forum on Women's Rights and Development, Istanbul
 - 2.6 Participate in annual general meeting of AGN in combination with Regional Meeting INWF-Africa Chapter, Johannesburg
 - 2.7 Participate in INWF Biannual Meeting, Johannesburg
3. Resource Mobilization (RM)/ Fundraising
 - 3.1 Finalize RM Strategy
 - 3.2 Build proposals
 - 3.3 Explore, convene and build joint proposal initiatives
 - 3.4 Update/finalize set-up functional database
 - 3.5 Engage with funders
 - 3.6 Facilitate RM Committees' activities
 - 3.7 Provide training in selected RM skills
4. Profiling and Marketing
 - 4.1 Finalize and launch 3 websites in Swahili, English and Dutch
 - 4.2 Develop and implement digital marketing campaign using social media
 - 4.3 Develop communication strategy for each of WFT's program areas
 - 4.4 Update/ collect visual materials and documentation
 - 4.5 Put together profiling package
 - 4.6 Provide training in selected profiling and marketing skills to key WFT actors
5. Further Strengthening of the Funding Mechanism
 - 5.1 Finalize the setting of grant making modalities
 - 5.2 Update and develop structures, policies/manuals, systems, procedures and tools
6. Institutional Strengthening Activities
 - 6.1 Update 3 year Strategic Plan
 - 6.2 Conduct annual financial audit
 - 6.3 Facilitate governance structures' activities
 - 6.4 Update and finalize selected financial and administrative systems and procedures
 - 6.5 Update M&E strategy and tools for enhanced learning, sharing and understanding impact
 - 6.6 Engage part time services for facilitating WFT activities (program staff, resource persons)
 - 6.7 Provide training for selected actors within WFT

KEY ACHIEVEMENTS AND OUTCOMES

On the overall, more than 80% of the planned activities for 2012 were implemented with varied levels of results. The following discussion provides details of the implementation status of each programming area in Tanzania and internationally, including major achievements in resource mobilization/fund raising activities, building strategic alliances and partnerships with like-minded organisations, profiling and marketing WFT as an organisation and its main products, and strengthening institutional development and governance processes. All these have been leading to key outcomes, which continue to support the effective translation of WFT's vision, mission and values into a practical agenda at different levels.

1. Pilot Grant Making

Expanding 2 existing pilots

1.1 Implementation efforts focused on further strengthening and deepening the work of **1. Sex Workers' Rights** (Kinondoni District in Dar es Salaam) and **2. Sexual and Reproductive Rights of Young Girls** (Morogoro Urban District). The first six months were used for preparatory activities: communication with pilots, conducting field visits, documenting, submission and review of concept note/proposal under the leadership of the Grant Making Technical/Selection Committee. Between July and December, intense follow-up activities took place: finalization of proposals with support of two mentors, contractual/financial activities and disbursement of funds for implementation.

All pilot grant making activities are taking place in Tanzania. The international secretariat is being kept informed and updated; support is being provided as per need and upon request mainly in the form of thinking along and editing inputs, with more practical hands on support during working visits.

1.2 Adding 1 new pilot:

- Apart from adding a new pilot out of Mama Cash funds, **three other pilots were added** as more funds were secured by the secretariat in Tanzania;
- The secretariat in Tanzania raised funds from and worked in partnership (together with some other women's rights organizations) with the Open Society Initiative for East Africa (OSIEA) and UN Women Tanzania to organize a strategic pilot **"National Convening of Women's Rights Issues and Constitutionalism**. On the last day of the forum, a Task Force was formed involving more than 15 organizations (including WFT, TAMWA, TAWLA, and WILAC) to secure follow-ups under the sub-themes of legal issues, media advocacy, outreach, lobbying and fund raising. WFT is coordinating the Task Force processes and leads the sub-theme on fundraising.

As Tanzania is moving towards developing a new Constitution, women rights groups need to stand together and raise their voice collectively on issues that are important to them. Unfortunately, women's rights organizations working in this area are often isolated and at times lack conceptual clarity or a feminist approach.

The National Convening was attended by more than 110 women from selected national and local women's rights organizations and took place from 22-24 October 2012. It aimed at providing a safe space for articulating key women's rights/feminist issues and for strategizing on how to make these central to the ongoing constitutional review agenda and processes in the country. It also turned out to be an important event that not only highlighted WFT's agenda in the country, but also enabled participants to build consensus on key feminist/women's rights issues for advocating as a movement in ongoing debates and public opinion seeking processes regarding the new constitution.

- Funds for **2 more pilots** in selected communities in Dar es Salaam and Shinyanga were raised from UN Women Tanzania. Both initiatives focus on empowering adolescent young girls on their rights in leadership and labour/empowerment: **1. Empowering Young Girls on Leadership Issues** in Shinyanga and **2. Empowering Young Girls/Housemaids on Their Labour and Sexual Rights** in Dar es Salaam.

1.3 Updating of tools/procedures for grant making

- **Several initiatives** have been undertaken at the Secretariat level in this **ongoing process**. For example, over the January- June period, a series of selected grant making tools were reviewed for adoption of more simple formats and brevity. The reviewed tools included: Grant Application Formats; Budget Proposal Formats and Concept Development Formats. These tools, which were then used to support the preparation of the new pilot funding initiatives, are expected to provide a more enabling framework for grantees, especially those young and community-based, as they engage with instituted funding/compliances procedures by WFT.

1.4 Documenting:

- **Ongoing documentation of key lessons learnt** from last year's experiences and challenges was part of this year's implementation focus on pilot grant making activities. This on-going process already demonstrates important key learnings especially on deepening the knowledge on a model for small-scale grant making (pilots) as a potential entry point for accessing funding by women's rights initiatives at local levels in Tanzania;
- **Putting "Her Story" together** is being done by identification of grantees and highlights to be documented, including summarizing grantees' activity reports on key implementation achievements and lessons. This process was further enriched by photographs and videos, and by one to one interviews between implementers and beneficiaries. Also, documenting post-activities' effects of the pilots has been undertaken, involving several field trips to pilot areas for observations and documenting emerging changes, if any.
- At the Secretariat, this activity is under the leadership of the **program officer**, assisted initially by an **intern** from Fraser University in Canada, and currently by a UN Women **volunteer**. The phasing out of this activity in 2013 is planned to coincide with the phasing out of the pilots as WFT transitions to the up-scaled women's fund.

"Her Story" on WFT Pilot Grant Making Program shall be a great contribution to WFT's organizational learning process as well as to sharing this experience with like-minded organizations in the country and beyond.

2. Strategic Alliance Building

2.1 Identify, build, maintain, participate for further learning and sharing

- In Tanzania, several interventions were undertaken over the year to **further identify and build working relationships with local groups/women's rights organizations** such as the Legal and Human Rights Centre (LHRC), Women Legal Aid Centre, and the Centre for the Rights of Housemaids;
- Also **new relationships were built with human rights funders** in the country such as OSIEA (Tanzania office) and beyond such as Women For Water Partnership in the Netherlands and the Public Health Institute for Women's Reproductive Rights in the US;

- In June, the Executive Director **participated in a regional Safe Abortion Convening organized by IPAS in Nairobi**. This important experience highlighted the need to consider promotion of abortion rights as one of the funding areas at national/community levels;
- Under the leadership of the international secretariat, **relationships** with Mama Cash (MC), the International Network of Women's Funds, the African Women Development Fund (AWDF), the Association for Women's Rights in Development (AWID) were **further built and deepened** during a variety of occasions and on several issues;
- Also **new relationships were initiated** with the Oak Foundation, the Global Fund for Women, Channel Foundation and the Sigrid Rausing Trust;
- **Organizational briefs** on WFT for inclusion in **websites** of AWID and INWF were prepared; **inputs** for AWID's **survey** were provided; **inputs** were provided to AWDF/INWF to support the development of a **brochure of African Women's Funds**;
- WFT International participated actively in the **Platform for International Cooperation of the Deventer Municipality**. This brings much needed voice and visibility on a local Dutch level at a time when WFT International is getting ready to embark on a major fundraising campaign;
- In July, the international director was invited by the Municipality to **help prepare and represent both WFT and the Platform** during the visit of Archbishop **Desmond Tutu** of South Africa to Deventer in September.

2.3 Apply for membership of African Grant Makers Network (AGN) and explore selected other networks

- Continued efforts were made, under the leadership of the international secretariat, **to explore and link up with other like-minded women's funds and networks in Africa and beyond**;
- Under this umbrella, during the January-June period, WFT applied for **membership of the African Grant Makers Network (AGN)**. Though this response is yet to be achieved, being accepted in the AGN is anticipated to add significant value for WFT in connecting with more grant makers with a focus on Africa;
- In March 2012, a **free institutional membership with AWID** for three years was obtained, bringing a successful conclusion to an application procedure which started in September 2011.

2.4 Make selected learning visits to women's funds

- In January, WFT's International Director paid a **visit to AWDF in Accra**, where she was able to share, learn and internalize key implementation processes and challenges for implementing women funds in Africa. Her report sheds important highlights on the deployed procedures, lessons and strategies for overcoming challenges regarding resource mobilization and grant making activities. Some of the accrued lessons from this learning have already been mainstreamed in WFT's ongoing programming activities. Initial promising discussions took place on submitting a project proposal for institutional support;
- In September, the International Director paid a **visit to Mama Cash (MC) in Amsterdam** under MC's umbrella of Strengthening Local Fundraising Initiatives (SLFI). MC's willingness to share experiences, information and documents is of great practical assistance to WFT in further developing, setting and implementing her own tailor made systems and procedures next to local and international

Mama Cash expressed its trust in WFT and its readiness to consider multi-year funding based on clear and practical arrangements. No need to say how grateful WFT is for this support

fundraising strategies. Also, it was reassuring to notice that although still a young fund, WFT is on the right track with the systems and procedures it has managed to build thus far.

An unexpected and welcome opportunity for WFT arose when invited to make a presentation on WFT to a donor event for MC's individual donors. What made it unique and a huge learning for WFT was the joint presentation with inputs from Mama Cash and from both the International Director and, through Skype, the Executive Director in Tanzania. The result was well appreciated by the audience. It made it clear to WFT that this way of presentation can really make a difference in e.g. local fundraising activities in The Netherlands.

2.5 Participate in AWID's 12th International Forum on Women's Rights and Development, Istanbul, Turkey

- In April, both Directors **participated actively in the 12th International Forum on Women's Rights and Development**, organized by the Association of Women's Rights in Development (AWID) in Istanbul. Besides, the Executive Director was invited as a Presenter on the UN Women sponsored Panel **"Are Gender Budgeting Initiatives Tools for Economic Empowerment for Women?"** It brought out a useful discussion on women's economic transformation issues, and in particular on what is to be done for this to take place at different levels, including community levels. ED's active participation in this session can be considered an important landmark for WFT's contribution to ongoing global dialogues on important feminist issues;
- Most important for WFT was also the **active participation of both Directors in the Resource Mobilization Hub**. This space was created specifically for enabling women's funds members of the International Network of Women's Funds (INWF) and other interested funders from different countries/regions to interact and get to know each other's work. Besides, several sessions were organized for broader discussions on funding for women's rights agenda and processes, including existing challenges women's funds face in grant-making at different levels, such as for instance the level at which a young fund as WFT is functioning!

This Global Forum was attended by more than 2,000 participants from women's rights initiatives. It proved to be a great opportunity to learn new ideas and to engage with and contribute to dialogues and debates on feminist issues through various workshops and plenary sessions.

Several contacts with potential funders such as the Oak Foundation and the Global Fund for Women were made.

2.6 Participate in annual general meeting of AGN in combination with Regional Meeting INWF-Africa Chapter, Johannesburg/ 2.7 Participate in INWF Biennial Meeting, Johannesburg

- In November, both Directors attended **three consecutive meetings of the International Network for Women Funds (INWF)** for 10 days in Johannesburg: the annual Regional Africa Chapter Meeting for INWF African Women's Funds Members, followed by a special Monitoring and Learning/Evaluation Meeting and INWF's Biennial Meeting.
- The 2 days **Regional Meeting-Africa Chapter for INWF African Women's Funds Members** was strategically used by the active participation of both Directors in articulating a regional program. This led to the development of a Strategic Plan (SP) to guide the implementation process. For the finalization of the SP, WFT committed itself to coordinate the articulation of a sub-program on

The regional Africa program aims to work together and to position women's funds in Africa as a strong block of actors within INWF, in the African Region and beyond for the purpose of resource mobilization and playing an active advocacy role to promote women's rights in Africa and beyond.

policy engagement. This subprogram aims to enable the African Women's Funds/Region to play a pro-active role in policy engagement in order to influence progressive debates and processes for, and funding of women's rights issues in Africa;

Moving as Regional African Block will assist women's funds in Africa, especially young ones as WFT, to grow in different ways, in particular in areas such as profiling and resource mobilization. This process has started working already with the production of a joint Africa Brochure, led by AWDF and with inputs of all members, highlighting key information on each of them. This brochure will be used by WFT to increase her visibility as a growing fund for women's rights in Tanzania/Africa and in further connecting with like-minded organizations and (potential) funders in Africa and beyond.

- As a new INWF member, both Directors joined with other women's funds worldwide and met with several donors during the **Monitoring and Learning/Evaluation Meeting and INWF's Biennial Meeting**. They benefited tremendously from the various learning provided through different sessions on monitoring and learning/evaluation for women's funds, the role and issues INWF members face and related others. Much as WFT is one among the three youngest members of INWF, both Directors seized this opportunity to share and sell WFT to other women's funds as well as to several potential funders, including the Oak Foundation and the Global Fund for Women.

3. Fundraising/ Resource Mobilization (RM)

Several activities were intensively implemented over the year which resulted in an increased resource base for WFT. Deployed strategies guided by the RMS has proven to be instrumental in deepening the work of WFT, especially in pilot grant making and in promoting public debates on key movement building and feminist issues such as those relating to constitutionalism in the country.

Huge learning took place by sharing each other's practical experiences and achievements/challenges with a variety of women's funds from all continents.

3.1 Finalize Resource Mobilization Strategy (RMS)

After intense work by both secretariats and supported by the RM Committees, the finalization and attaining of the Boards' approval on the RMS in July is a major implemented intervention. It is now a key guiding policy document for all RM activities, locally, regionally and internationally.

3.2 Build proposals

- In Tanzania alone, over 10 proposals were developed for small grants and one strategic one, for both short and long term engagement, to support the expansion of pilot grant making activities. They were submitted to potential funders, such as Elton John Foundation, Pepsi Cola Foundation, Stars Foundation, RITA Fund, UNFPA-Tanzania, UN-Women-Tanzania and OSIEA. This led to three financial commitments from OISEA, UN-Women Tanzania and the Rita Fund, leading in turn to an increase in pilot funding from three planned ones to a total of six;
- During the visit of the international director in September and after MC's positive 6 monthly progress review in June, Mama Cash expressed her trust and willingness to provide longer term institutional support to WFT; in December, proposal documents were developed and submitted resulting in a financial commitment for 2013;

The fundraising and organizing of the major pilot "National Convening on Women's Rights Issues and Constitutionalism" tested WFT's window for strategic funding successfully.

- In The Netherlands, proposals for 2 small grants for travel and project costs were developed and successfully submitted to Deventer Municipality in October and November;
- One disappointment was the rejection in April of WFT's application with the Nepad/Spanish Fund in South Africa. Submitted in May 2011, WFT had hoped to be able to expand its grant making program and to strengthen its institutional development base. For almost a year, numerous follow-ups on the status of the proposal were made. Although the proposal was well received, the rejection was based on the overwhelming amount of proposals received and the fact that Tanzania does not belong to their first priority countries

3.3 Explore, convene and build joint proposal initiatives

- Joint proposal development has been taken seriously on board as a feasible and realistic option. Possibilities are carefully being explored and some initial exchanges have started with other women's funds in the African region and beyond. This strategy will be further deployed in the coming years as WFT builds more contacts and capacity.

3.4 Update/finalize set-up functional database

Although still rudimentary, the database has proven to be a useful tool already in supporting the engaging process with potential funders and for the Tanzanian secretariat specifically in the organization of the Convening and in pilot grant making activities .

- Both locally and internationally, the present database is being kept updated with new, potential funders and women's rights organizations/ like-minded organizations. WFT's secretariats are working out on how best to align the organizational database with possible inclusion of information on grantees as well;

3.5 Engage with funders

- Internationally, two brainstorming sessions on fundraising in the Netherlands were held in March and April; this led to exploring the possibility for a local fundraising campaign 'iGive' through social media with Mobillion;
- A top 5 of potential funders in The Netherlands and internationally was put together to guide WFT RM-efforts internationally. Exploring international funding possibilities was then started through letters of interest and direct contacts with positive indications for 2013 through (further) engaging with AWDF, Oak Foundation and Ford Foundation East Africa, and for the future with Global Fund for Women and Sigrid Rausing Trust;
- Internationally, through continuous engagement with funders, small funds were received from different sources: individual givers, Rabobank-Salland for reimbursements of banking costs, Artpollo for website maintenance and support for a reduced fee;
- In Tanzania and internationally (on a modest scale) resources in the form of human capital were raised through regular voluntary support from board and committee members and numerous others (program, financial, media support, etc);
- In September, after a long period (since 2009/10) of engaging with different sources, WFT International's search for a free office-hosting arrangement was finally honoured by the Board of Directors of Saxion University in Deventer: from 2013 onwards, WFT-Int will have access to flexible working space and other services and facilities for 4 days per week;

Negotiations for starting a local fundraising campaign in the Netherlands through social media are in an advanced stage: groundwork has been done, a price reduction of 45 % was negotiated for the license and the major part of remaining funds were raised

- WFT International also initiated local contacts with Saxion University, Deventer Centre for Volunteers and individuals from own network for the specific purpose of attracting voluntary assistance for e.g. proposal writing, use of social media, fundraising, translation, financial and administrative assistance;
- In October, successful negotiations took place with Internet Solutions Limited (ISP) from Dar es Salaam, Tanzania, resulting in ISP's willingness to design a new website for free (www.wft.or.tz) using the latest insights.

4 Profiling and Marketing

4.1 Finalize and launch 3 websites in Swahili, English and Dutch

- In March, after a long and tedious process under the leadership of the international secretariat, **WFT's English website** finally went into the air. From there onwards, continuous efforts went into solving technical issues, updating content and visuals, establishing a hotline/news line between Tanzania and internationally, and preparing for 2 websites in Kiswahili and Dutch;
- In October, a working relationship was established with Internet Solutions Limited (IPS) in Tanzania. Who volunteered to **design a new website** for enhanced WFT's profile.
- In November, WFT's newest website (www.wft.or.tz) according to latest insights went into the air. Under the leadership of WFT International, both WFT-secretariats are working closely together to update and edit its content, and to translate the website in Kiswahili and Dutch to reach out to more users in the country and beyond;
- In spite of being a tedious and engaging process, the (re)design and updating of the website is proving to be a crucial and rewarding initiative with great potential for profiling and marketing WFT's agenda/activities on a longer term. For example, we are already being approached by organizations/people who have visited our latest website and want to engage and collaborate with the organisation at different levels.

4.2 Develop and implement digital marketing campaign using social media

- Several activities were undertaken during the course of the year by both secretariats to get familiar with profiling and marketing WFT through social media. During the National Convening in October, this resulted, with the help of volunteers, to open a WFT Facebook page, and use blog and twitter;
- The strategy to enhance the use of social media (face book, blog, twitter) as an important tool for profiling and marketing WFT will go hand in hand with the new website. A volunteer has already been found for updating WFT's face book's page.

4.4 Update/ collect visual materials and documentation

4.5 Put together profiling package

- During the year, in Tanzania and internationally, different materials and documentation were put together for marketing and profiling WFT at various presentations to different audiences. For instance: content and visuals for WFT's website, local and international brochures, concept notes, business cards, letterheads and posters were updated, developed and printed; WFT's annual and financial reports 2011 were finalized as marketing tools;
- Under the leadership of WFT International, organizational briefs on WFT for inclusion in websites of AWID and INWF were prepared, inputs for AWID's survey were provided and inputs were provided to AWDF/INWF for the development of a joint brochure of INWF-African Women's Funds;

- In August/ September, WFT International was actively involved with press coverage of and marketing material for WFT and the Platform for International Cooperation of the Deventer Municipality during a visit of Archbishop Desmond Tutu of South Africa to Deventer; an interview with WFT's International Director is awaiting publication in the regional newspaper in January 2013.

4.6 Provide training in selected profiling and marketing skills to key WFT actors

- As none of WFT actors is too familiar with especially website design and the use of social media, all are exposed to daily 'on the job' training. For specific training outside assistance was sought. With WFT's limited capacity, this proves to be tedious and time consuming. The one-day per week assistance to WFT International of a technical media volunteer is invaluable.

5 Further Strengthening of the Funding Mechanism

As with pilot grant making activities, all activities to further strengthen the funding mechanism are taking place in Tanzania. The international secretariat is being kept informed and updated. Support is being provided as per need and upon request mainly in the form of thinking along and discussing next steps.

5.1 Finalize the setting of grant making modalities

- Few but strategic and prerequisite activities have been undertaken during the year in Tanzania;
- The executive director approached other CSOs funding mechanisms (Foundation for Civil Society and Legal Facility Services) for consultations and identification of qualified resource persons for this process;
- Also, UNFPA was approached as a potential funder for hiring technical expertise to work on the finalization of the funding modalities for the fully fledged women's fund in the country. Unfortunately, this proposal was not considered positively due to shift of senior UNFPA staff;
- Further, UN-Women Tanzania was approached on the same and fortunately provided WFT with a volunteer at WFT's secretariat for 6 months starting in October. This additional capacity is instrumental in supporting the updating of grant making tools and procedures necessary for enriching the scaled-up grant making modalities;
- As the activity of finalizing and documenting the setting of the fully fledged grant making modalities is yet to be finalized, the secretariat shall continue to contact funders, including UN-Women Tanzania, for further technical support.

WFT's fully fledged grant making modalities address 3 funding windows: small-scale, middle-sized and strategic funding window

5.2 Update and develop structures, policies/manuals, systems, procedures and tools

- The updating of organizational policies/manuals, systems, procedures and tools for strengthening the funding mechanism was implemented on an ongoing basis;
- The implementation emphasis this year was on planned activities, such as finalizing the organizational Financial Policy (under preparation since 2011). This policy provides a sound framework for guiding WFT in its financial management processes and decisions on a day-to-day basis;
- As part of implementing this Policy, further development of simple financial procedures and tools for enhanced financial management and administration were either updated or developed. All

these have been important implemented interventions for enabling growth of a strong women's funding mechanism in the country.

6. Institutional strengthening

6.1 Update 3 year Strategic Plan

- A Draft Strategic Plan 2013-2015 (SP 13-15) has been prepared and is awaiting Board's review and approval in January 2013. The document includes a logical framework and budget projection, and articulates the five core programming areas for the coming three years: Grant Making, Capacity Strengthening, Resource Mobilization, Strategic Alliances Building and Institutional Development;
- Work by both secretariats on putting the SP together started late 2010/11 and was intensified during this year. During the last half year, this activity was facilitated by an external consultant with heavy contributions of both directors;
- The approved SP13-15 will not only serve as WFT's planning tool, but is also much needed as an important tool for resource mobilization for the coming years.

6.2 Conduct annual financial audit

- A key achievement was that both secretariats (under the leadership of the boards) successfully conducted audits of the 2011 accounts leading to 2 approved audit reports;
- Being WFT's first time experience, it turned out to be a time-consuming exercise. In Tanzania, it was done in February/March with the assistance of a hired part-time financial consultant. After board's approval in March, the audit report was sent to the international secretariat for merging before sharing with key stakeholders, including Mama Cash;
- Although successfully completed, the auditing exercise of WFT-International came with its own complications, which delayed the final merging and submission process;
- The financial consultant in Tanzania has continued to be an important asset for WFT under a new, part-time contract that ends in March 2013;
- A clean audit is important for enhancing financial accountability issues within WFT, and serves as a fund raising tool.

6.3 Facilitate governance structures' activities

- During board meetings, several policy documents were reviewed and approved for implementation. Key approved documents include Audit Reports 2011, Annual and Financial Reports 2011 and Six-Monthly Narrative and Financial Reports 2012;
- In Tanzania one board meeting was held. WFT International held two meetings in March and July. December board meetings were postponed to January 2013 to allow for the SP document to be finalized
- The board vacancy in Tanzania was filled by a board member who represents voices of grassroots women. Until late this year, she was heading an active community-based initiative on violence against women in Mwanza, North-Eastern Tanzania.
- The board treasurer of WFT International is winding up his term at the end of 2012; the search for a successor, familiar with the women's movement and bringing fundraising expertise started in September. The board secretary is willing to combine the two statutory functions until a candidate has been found;

- In Tanzania, a resource mobilization committee meeting took place in May and in The Netherlands in June, to prepare submission of the RM Strategy for Board's approval. On the whole, members have been playing active roles in supporting both directors/secretariats in matters pertaining to RM activities, including identifying and following up with, especially locally based, potential funders;
- As the collaborative partnership between WFT Tanzania and WFT International gains clarity at board level, this also aids the type and scope of activities assigned to each secretariat, including the (so far annual) working visit of the international director to Tanzania.

6.4 Update and finalize selected financial and administrative systems and procedures

- In Tanzania, the updating of organizational policies/manuals, systems, procedures and tools for strengthening the funding mechanism was implemented on an ongoing basis. The organizational financial policy was finalized, providing a sound framework for guiding WFT 's financial management processes and decisions on a day-to-day basis; as part of implementing this policy, further development of simple financial procedures and tools for enhanced financial management and administration were either updated or developed. All these have been important implemented interventions for enabling growth of a strong women's funding mechanism in the country.
- WFT International updated its financial administrative system; an electronic and hard-copy archive based on WFT's five core program areas was updated; a format for narrative reports was developed; time writing was started in a more systematic way for the purpose of enhancing understanding on the minimal requirements for human and financial resources needed to operate an international secretariat for supporting WFT's implementation in Tanzania;

6.5 Update M&E strategy and tools for enhanced learning, sharing and understanding impact

- Only few activities were implemented this year due to WFT's limited funding base, mainly focusing on documenting pilot grants;
- Updating the M&E strategy and tools are still awaiting further implementation. The SP 13-15 will better facilitate the generation of a new M&E strategy for guiding WFT the coming 3 years. Also the exposure of both directors to new insights in Monitoring & Learning/Evaluation through INWF's M&E meeting in Johannesburg last November enables the coming into existence of a supportive M&E strategy and tools.

6.6 Engage (part time services) for facilitating WFT activities (program staff, resource persons)

6.7 Provide training for selected actors within WFT

- The services of both directors were engaged again on a (more than) full time basis although reimbursement is catering for only 15% of their time;
- In Tanzania, implementation and reporting activities have increased significantly over the year because of WFT's growing visibility and credibility, and her successes in local fundraising, increase in number of pilots and the organization of the National Convening as a major strategic event. Services of program support, financial and administrative staff are still mainly voluntary and/or only partly paid. From May-July, voluntary assistance was also received

Before, during and after the National Convening, WFT managed to mobilize and attract a good number of volunteers, who assisted in all aspects of the organization and in media coverage.

from a Canadian intern and since October from a UN Women volunteer.

- Also internationally, as WFT's visibility and credibility are growing, implementation activities are on the increase. A home-based office combined with few hands on deck offer the main practical constraints to what can be done as opposed to what needs to be done. As in 2011, WFT International was supported by WFT's media volunteer for one day a week focusing on technical issues in developing media and marketing materials, and on some updating of the present data base. Efforts to get more volunteers on board for proposal writing, social media, fundraising, translation, financial and administrative assistance are underway. The newly acquired office hosting construction with Saxion University from 2013 is expected to create new opportunities for voluntary assistance;
- Within the present situation, all actors within WFT are exposed to a continuous on the job learning by doing process, whilst both directors provide intensive guidance all along. This interactive and open process is of benefit to all concerned and especially to WFT's growth and development.

CHALLENGES

1. WFT's main challenge remains her resource mobilisation status. Despite all ongoing efforts in this area, including sustaining existing funding and assistance, successes in attracting new funding (OISEA, UN-Women Tanzania, Rita Fund) and the submission of proposals to different funders, WFT is yet to get firm commitments with a long term perspective for all three years of its Strategic Plan from different funding channels. This is with the exception of already obtained financial commitments from Mama Cash for year one, the UN-Women Tanzania for the first six months, and the RITA Fund for one activity in year one;
2. Although WFT has managed to date to continue implementing its strategies on a modest scale, the current funding limitations definitely have their effect on expanding its institutional base, on expanding its Pilot Grant Making Program and on transitioning from pilot granting to establishing funding modalities for the fully-fledged women's fund;
3. WFT's growing visibility and credibility, and her success in raising funds for expanding its pilots, have significantly increased implementation and reporting activities over the year. This in combination with the limited funding in place adds extra pressure on already limited available human resources;
4. Experience is teaching WFT that building relationships with potential funders takes at least an average of 9-12 months;
5. A key potential challenge to WFT's work in Tanzania is the growing fundamentalism or backlash with threats to effective funding/promotion of 'controversial' feminist issues such as issues of sex workers or sexual minorities. Much as it is still a situation 'under control', the public opinion, motivated by government's increasing criticisms on issues such as 'marriage of same sex' has been increasingly negative since last year to-date. WFT believes that there shall be no tolerance to discrimination of any kind. WFT needs to be aware of this potential challenge as it embarks on raising funds for implementing its own interventions including partnership building, grant making and others at different levels.

MITIGATION PLANS

1. In 2013, WFT plans to raise funds from existing and potential funders, both locally and internationally, with renewed vigour and intensity, and guided and supported by WFT's RM Strategy and SP 13-15. It will also utilize potential ideas on fundraising from WFT's strategic alliances within the country and beyond;
2. As part of this, in Tanzania, relevant follow-ups on funding possibilities will be pursued with UNFPA, OSIEA and other potential funders. Internationally, the same will be done with AWDF, Oak Foundation, Ford Foundation East Africa, and for the future with Global Fund for Women and Sigrid Rausing Trust. Also proposals for small amounts of funding, both locally and internationally, to a wider variety of potential funders will be developed next to a local fundraising campaign using social media in The Netherlands;
3. Furthermore, ongoing efforts on building new strategic alliances with like-minded organizations in the country and beyond will be strengthened for exploring new funding possibilities and especially for building joint proposals;
4. On how to mitigate the growing fundamentalism on feminist/women's rights issues in the country, WFT shall continue to deepen its strategies towards building stronger alliances with women's organizations/movements in the country and beyond, who as a block can stand to challenge the growing backlashes on feminist agenda in the country.

LESSONS LEARNT AND THE WAY FORWARD

- An important learning has been that WFT has been able to survive yet another year because of the strong commitment and support it has been receiving from its key stakeholders, i.e. board members, board committee members, staff, grantees, funders, especially Women's Funds such as Mama Cash and others, as well as individuals committed to our agenda. This inspirational process of teamwork shall continue to be cherished for the coming years;
- A key lesson has also been to realize the importance of documenting all our achievements to date including strategic contributions from all team members;
- In spite of the fact that the results of our activities have been quite in line with our work plan for 2012, the concretization of WFT implementation processes continues to be a learning by doing process without pre-set and tested scenarios in place. However, through this process, we have further built our own capacities and experiences on how to move programming processes forward with more enhanced outcomes;
- The engaging, fundraising, profiling and marketing approaches used in 2012 have confirmed to us the potential of deploying a variety of fund raising strategies as supported by our RM Strategy. This includes the opening up for more in kind support from a variety of individuals and private companies, and on the need for exploring joint proposals within the country and beyond
- The importance of linking, learning and sharing with likeminded organizations (UAF Africa, INWF, AWDF, WHEAT Trust, and others) and partaking in strategic events/meetings have been a major learning for WFT. The working relationships established with these organizations shall be deepened the coming year, especially with the African women's funds, for more fruitful results and for connecting with funding sources;

- The coming into existence of WFT's collaborative partnership (Tanzania and International) has been a search into the unknown; it has been about enabling & facilitating, about creating spaces, networking, and accessing knowledge & resources. This partnership not only strengthens WFT's work by sharing leadership, it also serves as a metaphor for rethinking and reinventing global connections based on collaborative responsibility and for building new models of work among women across continents;
- WFT is still to be launched officially in Tanzania. We are planning to do this during TGNP's biennial Gender Festival in September 2013.

An interesting learning, which we have only slowly come to realize, is the importance to give adequate words to this collaborative partnership in Tanzania and beyond to catch and honour its viability, its potential and innovativeness.

CONCLUSION

- As a young and emerging women's rights fund in the country, WFT is learning and engaging with other relevant actors every day. In doing so, we feel that we are on the right track and that we have been doing well so far. Already, WFT has made its mark in the Tanzanian scenario with a fund for the promotion of women's rights issues at both the national (the Convening pilot) and at local levels (grassroots pilots);
- In particular, its recent funding/organizing of the National Convening on Women's Rights and Constitutionalism Issues has been a milestone towards demonstrating WFT's potential in strengthening the women's movement in the country. This situation has led many funders and actors in the movement starting to realize the potential of this initiative. This recognition has been challenging in terms of raised expectations on WFT's services, especially regarding funding;
- It is also important to mention that WFT has become one of key players within the women's movement in Tanzania: a key player with a transformative potential and a combined key role to build on as funder and as a women's rights organization in the country and beyond.

www.wft.or.tz | info@wft.or.tz