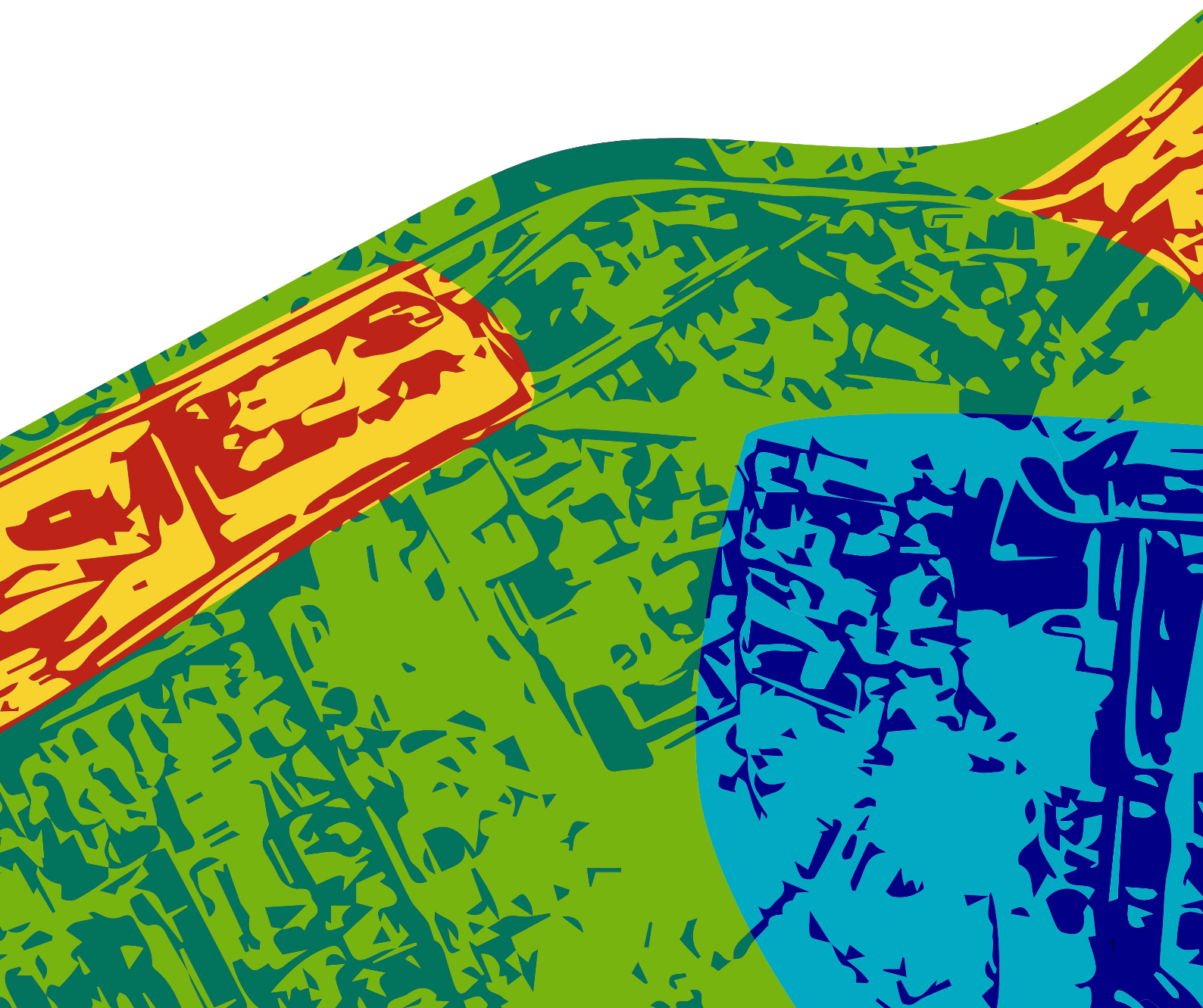


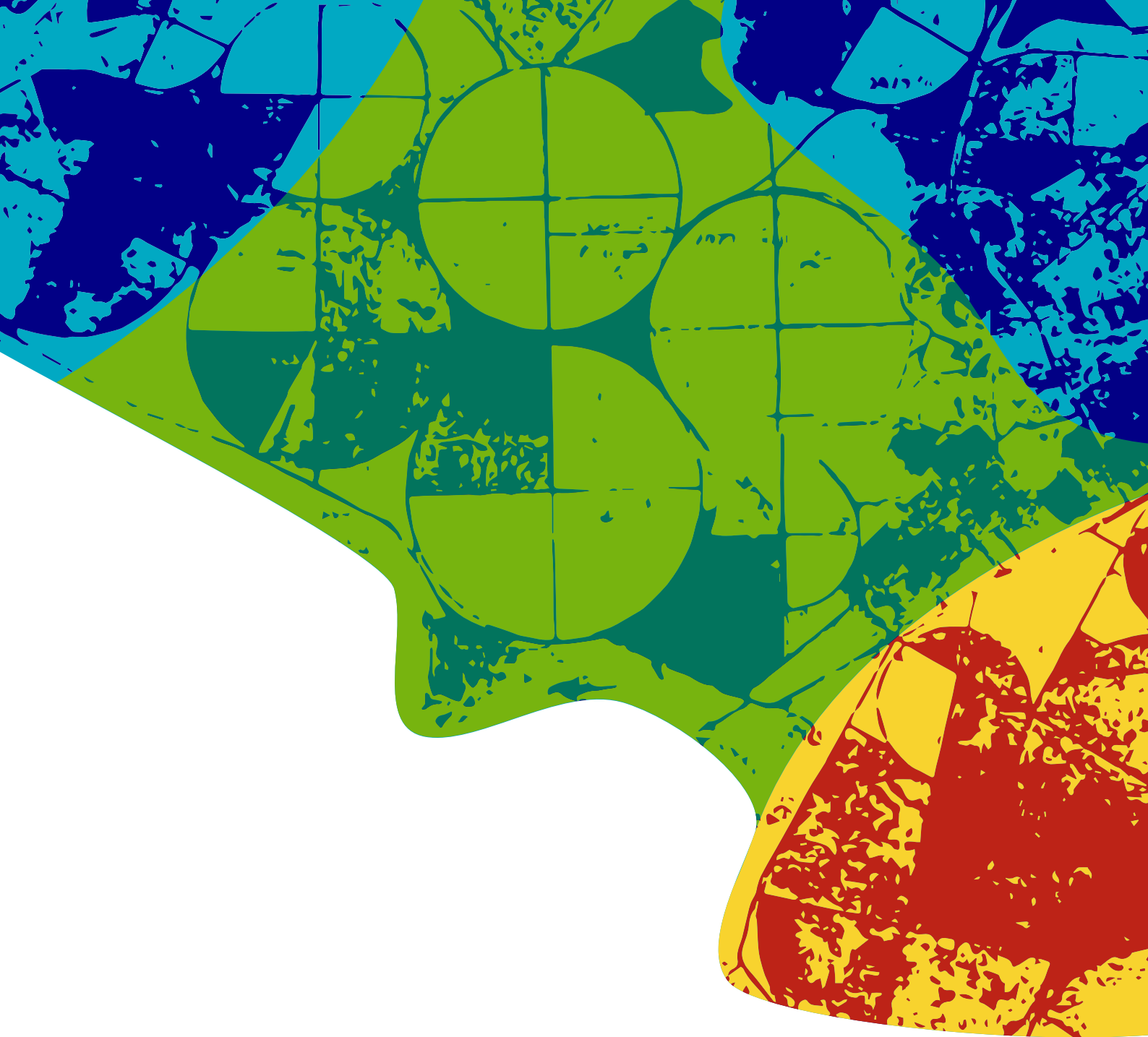
Reimagining Civil Society Resourcing In Tanzania

A Scoping Study

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Global Fund for Community Foundations

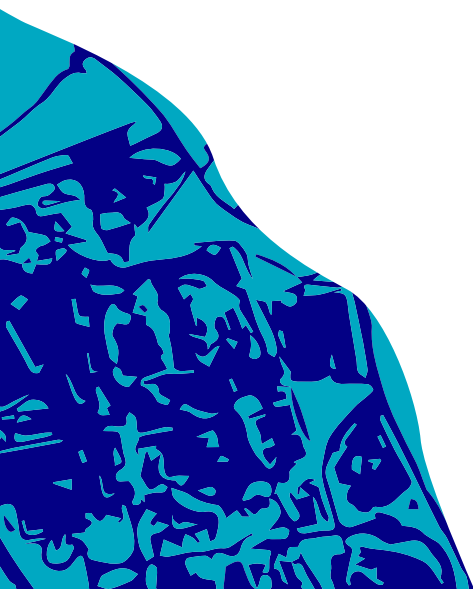
“Kutoa ni moyo na sio utajiri”
(Kiswahili saying: “Giving is of the heart not the wealthy”)





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Introduction



Introduction

In 2021, the Global Fund for Community Foundations (GFCF) embarked on a series of consultations and conversations aimed at exploring the potential for alternative and future resourcing strategies to support community-led action and civil society in Tanzania. The study was conducted within the framework of a larger programme, Kukuza Uwezo, aimed at strengthening the capacity of Disabled People's Organizations (DPOs) in Tanzania and Uganda, funded by the National Lottery Community Fund and implemented by GlobalGiving.¹ It also forms part of larger global conversations associated with the #ShiftThePower movement aimed at addressing issues of equity and power in international philanthropy and development aid, and at fostering the development of local resourcing strategies – such as crowdfunding and community philanthropy – as a way of strengthening local ownership and voice.

The goal of the study was to help stimulate a larger conversation about the role and potential for growing, organizing, and measuring the role of local resources in a meaningful way in Tanzania. Although the focus of the Kukuza Uwezo programme was on the disability sector in Tanzania specifically, the study explores the question of civil society resourcing more broadly. It involved exploring and gathering evidence about different kinds of existing local resourcing models and practices, as well as inviting views from a range of local, national, and international actors about the potential for expanding different approaches – and the barriers that might stand in the way.

The study reveals that different kinds of approaches to local resource mobilization already exist in Tanzania, each shaped by specific socio-cultural and economic factors. These take various forms, including local community-based organizations (CBOs) working with their communities and government, local non-profit organizations working with the private sector, and non-governmental organizations (NGOs) hosting fundraising events.

Local resource mobilization is often about more than just money; it stimulates citizen participation and strengthens local ownership. The study demonstrates the extent to which local actors have built social cohesion in their localities by practising what might be described as a form of “community philanthropy”, even if that term is not widely

used. Community philanthropy originates from long-held practices of exchange, mutual aid, solidarity and community development. More recently, as a form of emergent practice and theory, community philanthropy has been further conceptualized “*both as a form of, and a force for, locally driven development that strengthens community capacity and voice, builds trust, and most importantly, taps into and builds on local resources, which are pooled together to build and sustain a strong community*” (Doan, 2019). However, the scale of such practices in Tanzania appears to be small and, to date, there have been limited efforts to develop and demonstrate the role of structures that might facilitate local resource mobilization and the broader field of community philanthropy. Arguably, the availability of international funding has impeded the emergence of community philanthropy and local resourcing approaches, clouding the visibility of existing structures and limiting its growth potential.

For community philanthropy to play a meaningful role in building local ownership and power in Tanzania, shifts in behaviours and practices among local and international actors, and investments that foster new approaches and structures will be required.

As a specific development strategy, community philanthropy – which places a deliberate emphasis on local resource mobilization as a collective strategy – can help to build local capabilities. When power dynamics are managed effectively, it can enable inclusive community action through the meaningful engagement of marginalized and vulnerable groups bringing to the table what they have. This study, which is meant as a conversation starter, calls for more appreciation of alternative resourcing mechanisms and the need to explore and pilot some of these models to strengthen and increase local ownership of civil society over the long term.

¹Kukuza Uwezo is Kiswahili for “We build our own capacity.”



About the scoping study

As has already been stated, the study represents one step in a more extensive and longer-term process aimed at stimulating and contributing to broader discussions at a sectoral level, shining a light on existing innovative practices, and identifying ways to strengthen practice and experimentation in local resource mobilization.

Specifically, the study seeks to:

- **Scan the landscape:** Explore existing community-led initiatives and local resource mobilization practices.
- **Surface examples of innovative practice:** Identify alternative resourcing / power-shifting approaches already practised or tested to support community-led work, which might be of broader interest and relevant to other civil society actors including DPOs.
- **Introduce the idea of community philanthropy as theory and practice:** Introduce to key informants the framing of community philanthropy as a growing global field and strategy for building assets, capacities, trust, and potential in Tanzania.
- **Foster and sustain the conversation:** Establish interest among key informants for further action and identify kinds of supports, networks, learning agendas and opportunities for experimentation

- **Identify opportunities for influence:** Identify broad trends in civil society resourcing in Tanzania and the potential to influence funders and other development actors to support local resource mobilization and community philanthropy approaches.
- **Identify trailblazers and thought leaders:** Identify the skills, assets and energies within Tanzanian civil society to build community philanthropy and new civil society resources in Tanzania.

Research methodology

The study drew on two main data sources:

- A desk review of existing literature, reports and media posts related to community-led development, civil society resourcing practices and local resource mobilization.
- Interviews with civil society practitioners, NGOs, funders and others who work with and for communities in Tanzania, and who could bring a specific perspective, interest and experience to the conversation. Individual respondents were identified through national and international networks, including the National Lottery Community Fund, GlobalGiving, Africa Philanthropy Network, and GFCF.

Due to the COVID-19 pandemic, all activities were conducted remotely.



An Overview Of The Civil Society Landscape In Tanzania

Civic action in Tanzania is embedded in a particular historical context in which citizens have contributed to the country's development (Marsland, 2006). The philosophies of Kujitegemea ("self-reliance") and Ujamaa ("socialism") originate from the development philosophy of Julius Nyerere, the country's first post-independence President, and were broadly conceived as socialist principles combined with a communal understanding of African societies and a strong commitment to egalitarianism (Jennings, 2017). This approach has informed much community-led development in Tanzania, where communities identified their collective needs, made decisions on the responses required and acted on them. These approaches also inform some of the alternative resourcing models discussed later in this study.

Tanzanian civil society comprises mostly informal groups and small CBOs (Haapanen, 2007). Informal groups and CBOs operate at the grassroots level and are recognized for improving the lives of socially excluded communities (low-income households and marginalized groups). However, the exact numbers are unknown as many of these groups are not officially registered. Other civil society actors include professional associations, trade unions and faith-based organizations, the latter playing an essential role in providing healthcare and education services. Finally, VICOBA (village

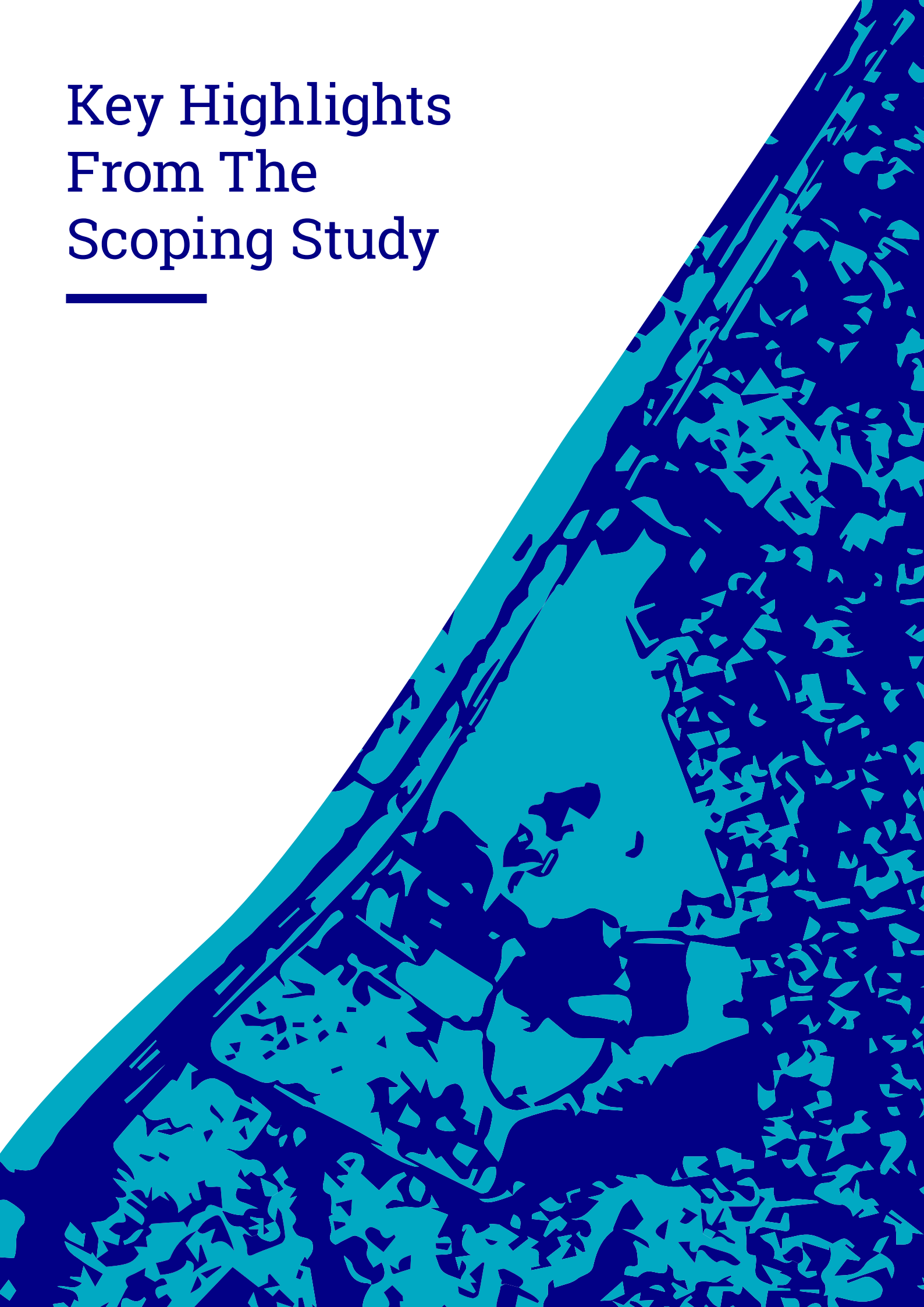
community banking) were established to grow members' access to capital to address individual needs.

The NGO sector mushroomed following the influx of donor support from the 1980s onwards into a "third sector that focused on advocacy interventions in partnership with international donors" (Haapanen, 2007). Though fewer in number than community-based groups, NGOs are now the leading players in engaging in policy formulation processes and international partnerships. They play a central role in fostering civic space and broadly enabling civil society.

International NGOs (INGOs) function as intermediaries between international and local players and provide local organizations with grant funding and capacity-building services. They also play a role in influencing development agendas that have informed the formation of local civil society and have also determined how resources are distributed. INGOs dominate the civil society policy influencing space and, in turn, influence local organizations based on the policies of their back donors (Engel, 2010). This has influenced the frameworks and operations of nationally based organizations and, in turn, has undermined or "crowded out" the work of local organizations.



Key Highlights From The Scoping Study



Key Highlights From The Scoping Study

1. Current context of CSO resourcing

Foreign funding has been the main source of support for development work in Tanzania for a long time. Figures from the Foundation for Civil Society (2018) confirm the dominant role of international aid (at 71%) and the limited presence of local alternatives.

Study respondents recognized that foreign funding has been instrumental in shaping much of Tanzania's formal civil society infrastructure as a mechanism to deliver aid and to support development interventions. One respondent noted the challenges faced by INGOs and bilateral agencies in reaching CBOs, adding that this had given rise to the emergence of "mid-level" organizations in the form of national NGOs and an overall explosion in the growth of formal civil society organizations in the country.

Respondents observed that the mobilization of local resources tends to be associated with short-term, emergency response-type interventions, typically organized in ad hoc rather than very structured ways. They include community investments, village savings and loans, merry-go-rounds, local fundraisers and the donation of in-kind contributions (in the form of labour or natural resources, local expertise or tangible goods such as building materials).

International funding priorities continue to inform and shape the development discourse

One respondent noted the influence of international funding in determining which sectors receive the most funding, with health, infrastructure, education, water, natural resources, agriculture, and climate change at the top of the list. Cross-cutting themes like social justice, gender and democracy, however, are less well funded, and organizations working on these issues are often forced to fit their work into other categories (e.g., gender and education or gender and water) to access funding. Inevitably, this has limited the potential of local organizations to grow on their terms as they are forced to balance their social purpose goals with the reality of the kinds of funding available to them.

Some respondents acknowledged that donor dependency was a sad reality among many CSOs. Commenting on this, one community development practitioner observed: *"We see challenges in the attitudes of most locally based*

organizations. The traditional practices of project funding which have been practiced for many years (North to South) has heavily drained the thinking of people."

Where external funding is available for particular areas, there are few incentives to seek or innovate around potential local alternatives. At the same time, funding partnerships with external actors often do not feel particularly equitable or based on a shared sense of mutuality and accountability.

Indeed, respondents noted that the absence of guiding principles or frameworks around partnerships in general or sector-based commitments to "local-led-ness" have further contributed to power imbalances in grant relationships. International partners that are willing to explore funding partnerships based on an understanding and appreciation of local partners' existing ways of working continue to be few and far between even, shared one respondent, when the funding on the table is described as flexible.

One contributor to the study, who works for a local CBO, shared their frustration: "Current (international) funding is based on donor needs and not local priorities; this has influenced the top-bottom approaches in development interventions. We must recognize that money doesn't mean one has the solutions to local problems; the local partner knows the local problems" (the respondent represents a local CBO). Too often, projects on the ground are heavily shaped by donors rather than local realities, needs and opportunities.

International funding continues to strongly influence the development of Tanzanian civil society

In Tanzania, international funding is mainly for those who can access and manage significant funds, usually national and international NGOs.

"We (local organizations) are always told that we do not have the capacity, and so when international funders come into the space, they prefer to give to their own (INGOs)." Respondent, local CBO

One respondent noted that smaller local organizations often have limited capacity to meet international funding partnerships' conditions and compliance requirements, particularly in proposal writing, technical capabilities, and finance and programme structure. Absorption capacity can also be an issue for smaller organizations. However, it was also noted that sometimes this was bound up with stereotypes and inaccurate perceptions of "capacity" among external actors. This, plus the sense that international donors prefer to partner with INGOs, has contributed to low-level tensions between local organizations and INGOs. Either way, local CSOs continue to receive very little funding, operating with far fewer resources and on considerably lower salaries; their proximity to and knowledge of the community is consistently overlooked as a potential asset and opportunities for growth are severely limited.

Among those local actors who have been able to access the funding, several often found themselves prioritizing international partners' interests over their own, operating more as a service provider than as a "true" and equal partner. This, it was observed, has meant that creativity and innovation have ended up being stifled.

Some respondents, in contrast, noted recent, more promising behaviours among certain international actors (particularly private foundations, whose resources come with far fewer restrictions than most public funders) who are more aware of the potential power they wield, are interested in strengthening Tanzanian civil society as a good and are more intentional about fostering meaningful and mutually based partnerships with local organizations. On the part of international donors and INGOs, several noted that not only was this the right thing to do – i.e., that people-centred development was a core ethos of their organization – but also, that they had learnt from experience that a more trust-based approach generated better programme outcomes in the long term too.

One international funding organization representative reflected that:

"As a grantmaker, I am aware that they (local partners) are not equal in the relationship. I have often contemplated how our partners view us. I want to get critical feedback on this, which is rare; people usually do not like to hear about failure or problems. There is no equal power-sharing in our sector, and I hope this is something that is going to change."

Point of reflection

Critical questions for international and local actors

International development funding continues to play a significant role in Tanzania. However, the overall global trend is one of declining aid flows. With Tanzania reaching lower middle-income status, there will soon come a time when alternative sources of support for civil society will become not just "nice to have" but essential. Recent experience has already shown how vulnerable civil society can be when it relies too heavily on external donors as a sole or significant source of support because it leaves itself open to accusations of being the instrument of foreign powers. Meaningful, field-wide conversations and processes need to start sooner rather than later about civil society's long-term resourcing, viability and ownership. Critical questions for international and local actors alike include:

- How can external funding start to help create the conditions in which civil society will, over the long term, be owned, resourced and directed by the communities it seeks to serve?
- What are some of the ways in which local contributions - including money and other supports - can start to be recognized, harnessed, and pooled as part of a blended approach which includes and values both external and local resources, and shifts and shares power?
- What are some of the new - and perhaps, challenging - conversations that need to start to happen in Tanzania about money, power, decolonization and transformation in development aid, and a vision of "the system we want" that is based on new and more inclusive ways of deciding and doing?

2. Alternative resourcing models and community-led initiatives

As mentioned previously, local systems of giving and resource mobilization exist in Tanzania, but they tend to be informal, small and / or organized on an ad hoc basis in response to an event or an emergency. Among the local organizations consulted that deliberately seek to mobilize local resources for their work, respondents described a range of motivations that drive them:

1. A passion for community-led work, accompanied by a strong conviction that local giving builds local ownership.
2. A personal desire to give back to their community, and to rally other like-minded individuals to do the same.
3. A response to frustrations arising from unsuccessful bids to international donors.
4. The realization that international funding was “off limits” in terms of the stringent requirements involved, and that other strategies were necessary.
5. As a last resort: to get initiatives started, in the hope that international donors might subsequently pick them up.

One respondent described how, during the COVID-19 pandemic, they had turned to the community in the absence of external support to raise funds for their emergency response work. As a result, they provided personal protective equipment (PPE) to healthcare workers and masks to community members. Another, whose organization has been exploring and experimenting with community philanthropy at the local level, described how the process had pushed them and shifted mindsets both within the organization and at the community level. At the start, “It was scary! Most board members...didn’t believe it would happen. Staff were a little bit more ambitious, but you could also see some fears in their face.” But by the end, when the community had contributed towards the successful building of a girls’ toilet block, the idea of community philanthropy as a development strategy that is about more than money, was clear. “The completion of the girls’ toilet project by normal citizens belonging to a local community, where everyone provided different building materials, time and expertise, shows that it is not about money. In the survey [conducted at the start] people responded that they wish to participate in every project because it gives them power and authority over

that specific project, unlike projects which are simply brought to the ground without their knowledge and participation. With community philanthropy we can help to shift the power. People are ready and waiting to re-claim their power. The power to solve their own problems, power to decide and make choices, power to share the little they have and power to collectively take care of the assets available in their communities.”

Key findings on community resource mobilization

There is a strong giving culture in Tanzania that thrives in socio-cultural engagements and in support of specific events and emergencies, but it has not yet been tapped or directed as a deliberate strategy for resourcing communities’ own development.

“Religion and personal connection are powerful motives for giving in Tanzania. How can local organizations leverage this to ensure that local development is well catered for?”
Respondent, local community-based organization

Despite Tanzania’s strong sense of community and history of communal practices, community philanthropy has not yet been adopted – or encouraged – on any significant scale as an organized strategy for mobilizing resources and strengthening communities’ voice, agency and power in the context of development work.



Study respondents gave various reasons for this:

- i. Nyerere's vision of African socialism and the social and economic policy of ujamaa which was based on villagization, collective farming and an "economy of affection," has meant that, historically, Tanzania's post-independence state has been responsible for driving community-led mobilization and development work, which has had the effect of limiting the role (perceived or actual) that CSOs see themselves playing.
- ii. The belief that, given the scale of development challenges faced in Tanzania and the size of international funding that is still available, local resources are seen as "too small" to count or to matter. Among those working in internationally-funded organizations or INGOs, local funding does not currently seem like a long-term viable option worth exploring.

The idea of "alternative" funding strategies tends to be understood as shifting from one kind of international donor or investor to another, with local funding rarely considered as an option

International funding is still considered by many working in the development sector to be the "only show in town." Several respondents commented that philanthropic funding (from private foundations) would be a preferable (and more flexible) alternative to bilateral or public funding. Local resource mobilization or fundraising, however, tends to be perceived purely in financial terms: compared with the "return on investment" of writing a grant proposal to an international donor, it is seen as a slow, thankless task that generates little in terms of actual income. As a substitution strategy (i.e., where local money replaces international money at a similar scale and rate), local resource mobilization is not an attractive – or, at the moment, realistic – option. The idea, however, is that local resource mobilization might be part of a broader and deliberate development practice and that, by encouraging communities to contribute resources (whether financial or non-financial), they would be in a stronger position to organize and drive their development and make demands of others. This is far from established as a serious conversation in Tanzania.

Legislation and policy guidance that would favour alternative / local resourcing for CSOs are not always clear

Reflecting on the potential for alternative funding approaches in Tanzania, several respondents observed that current legal and policy frameworks needed to be explicitly conducive to such experimentation. One respondent, for example, cited a government directive to district councils to give 10% of their funds towards development, with a breakdown of 4% for women-led initiatives, 4% for youth, and 2% for persons with disabilities. However, the directive had not been fully enforced, whether due to a lack of its existence or because clear accountability mechanisms had not been established which would enable it to be effectively operationalized.

Another local organization that takes a community-led approach in its work observed that introducing new laws to support and foster local giving would be essential for such practices to become more mainstream.



Weak infrastructure to promote alternative resourcing strategies

"You must invest in the ecosystem and the infrastructure that is locally-led, thus creating a giving culture that is local rather than international." Respondent from national-based NGO

Beyond the challenges of how funding is currently structured in Tanzania and the lack of a supportive policy framework, infrastructural support for CSOs is still quite weak. This includes the lack of an evidence base, case studies and knowledge products, and spaces and networks that would enable CSOs to learn, share and experiment together.

- On knowledge management, several respondents expressed an interest in exploring the potential for local resource mobilization but noted that there were currently few resources and supports in Tanzania as to how to go about it. Several acknowledged that their organizations did not have specific fundraising skills in-house and, among the few that had begun to map local resources in the past, they felt that their efforts had been sporadic or focused on a specific need and that what was required was a way to see local resource mobilization as a long-term strategy.
- In many instances, organizations that are working closely and effectively with the local communities they serve tend to stay focused on the local level. There are currently few opportunities in Tanzania to extend their efforts beyond their immediate communities, to participate in networks and other spaces for sharing and co-creating with others, let alone to create a force for broader influence and field-building.

"There is no funding to engage the community on the programme design, and likewise there is no flexibility to make changes to suit the community's priorities. Local civil society organizations are not seeking out what is needed in the community; they are just fixing their priorities in the community." Respondent, local network

- In Tanzania, the absence of a vibrant eco-system of "community-led" allies and community philanthropy builders means that there are few opportunities for peer learning and experimentation at scale.

3. Civil society resourcing in the disability sector: a particular set of issues and challenges

Historically, bilateral donors and UN agencies have been the main funders of the disability sector and, because of their size and their inability to make smaller grants, local organizations have tended not to receive funds from these kinds of donors directly. There is a widescale perception – expressed by both local organizations and INGOs in the study – that disability organizations cannot access resources directly from such donors because of their limited capacity to manage large-scale grants. This has meant that DPOs have been limited to applying to special vehicles, where, for instance a national CSO receives funding from bilateral missions like the US, Norway and the like, and disburses to DPOs.

INGOs have tended to be the primary vehicle through which support for the disability sector in Tanzania is channelled. In general, interventions focus on strengthening the capacities of DPOs (including financial systems, governance structures and service delivery), and / or on building out their constituencies (e.g., supporting a local organization to identify and engage with persons living with disabilities and their families). According to several respondents spoken to for the study, much of this funding has tended to conform to a more conventional, donor-driven, grants-based approach, with little space for community participation in decisions as to how resources are allocated.

Local DPOs and their constituents are seen as (and, as a result, tend to see themselves as) recipients of international donor support. There is little evidence of more innovative partnership models between local DPOs and funders that centre issues of equity and power.

More broadly, local resourcing initiatives exist within civil society, but these are few and limited in scope, usually aimed at addressing immediate needs. They include pooling resources from the community for medical bills, school fees or housing needs. They often comprise the donation of in-kind contributions, such as materials from private donors or manual or technical labour from the communities of persons living with disabilities. A clear implication of these arrangements is that the power often lies in the hands of those bringing the resources and that the primary stakeholders (disability organizations and their constituents) are reduced to being passive “beneficiaries” who must take what they are given.

Historically, the disability sector has often been perceived as separate from human rights or other development work. According to one respondent working in the sector, the initial intention for specific funding for disability was to ensure that funds were set aside to respond to the unique needs of persons with disabilities. Unfortunately, this has had the unintended effect of side-lining the disability sector within the broader civil society ecosystem, where it is often largely invisible.

Interviews with respondents working in this area revealed that there have been some positive developments, with overall global funding for the disability sector increasing, thanks to the focus on social inclusion in the Sustainable Development Goals (SDGs).

“Neither international nor local partners have taken time to understand the sector or engage the persons with disabilities themselves to understand their shared interest or the potential for partnership.” Practitioner, programme specialist - disability sector

However, funding practices on the ground could have been faster to catch up. Several respondents described the relationship between funders and DPOs as still being based on a “charity” approach, where persons with disabilities receive resources based on their perceived needs instead of addressing the larger, structural, or systemic issues that would create an enabling environment in which they could thrive.

Furthermore, one practitioner in the disability sector noted that, at times, funders to the disability sector had afforded disability organizations “special treatment” when it comes to questions of governance and management, perhaps turning a blind eye to poor practices and behaviours. This has sometimes created a vicious cycle, trapping organizations in dysfunctional dynamics and stunting institutional growth.

Several interviewed for this scoping study noted the challenges associated with integrating the disability sector into larger discussions around civil society resourcing in Tanzania. Several reasons were given for this:

- DPOs have generally not sought to diversify their funding resources, tending to focus on the specific funding available for the disability sector rather than compete for funding for civil society more broadly. This has meant that few have participated in more significant sector-wide efforts to shift power. To date, there has been relatively little advocacy by disability organizations for better funding arrangements and more equitable relationships with existing funders.

- The disability sector occupies its silo and inevitably has internal power dynamics. One or two respondents commented on gatekeeping behaviours by larger DPOs, particularly those with direct access to international funders, with sector-related information not constantly flowing down to local, community-based actors. Similarly, the information does not always flow smoothly “up” the pipeline from the grassroots to funders.
- Funding for the disability sector has tended to focus on building the capacities of organizations to receive and account for external funding. This emphasis on systems, policies and compliance has sometimes been at the expense of other kinds of skills (such as strategy development, networking, advocacy and influencing etc.). Respondents also emphasized the importance of strengthening DPOs to operate in today's technology-based world, innovate and leverage new opportunities, and be better prepared to respond to crises of various kinds.

Point of reflection

Insights on ways forward for disability funding

Funding partners who have adapted their support to the sector to be more responsive and community-led, shared some of the following observations.

Bring a multi-sectoral approach to programmes in the disability sector

There is growing collaboration between the government and non-profits in the disability sector. This makes the sector a good entry point to support civic space development.

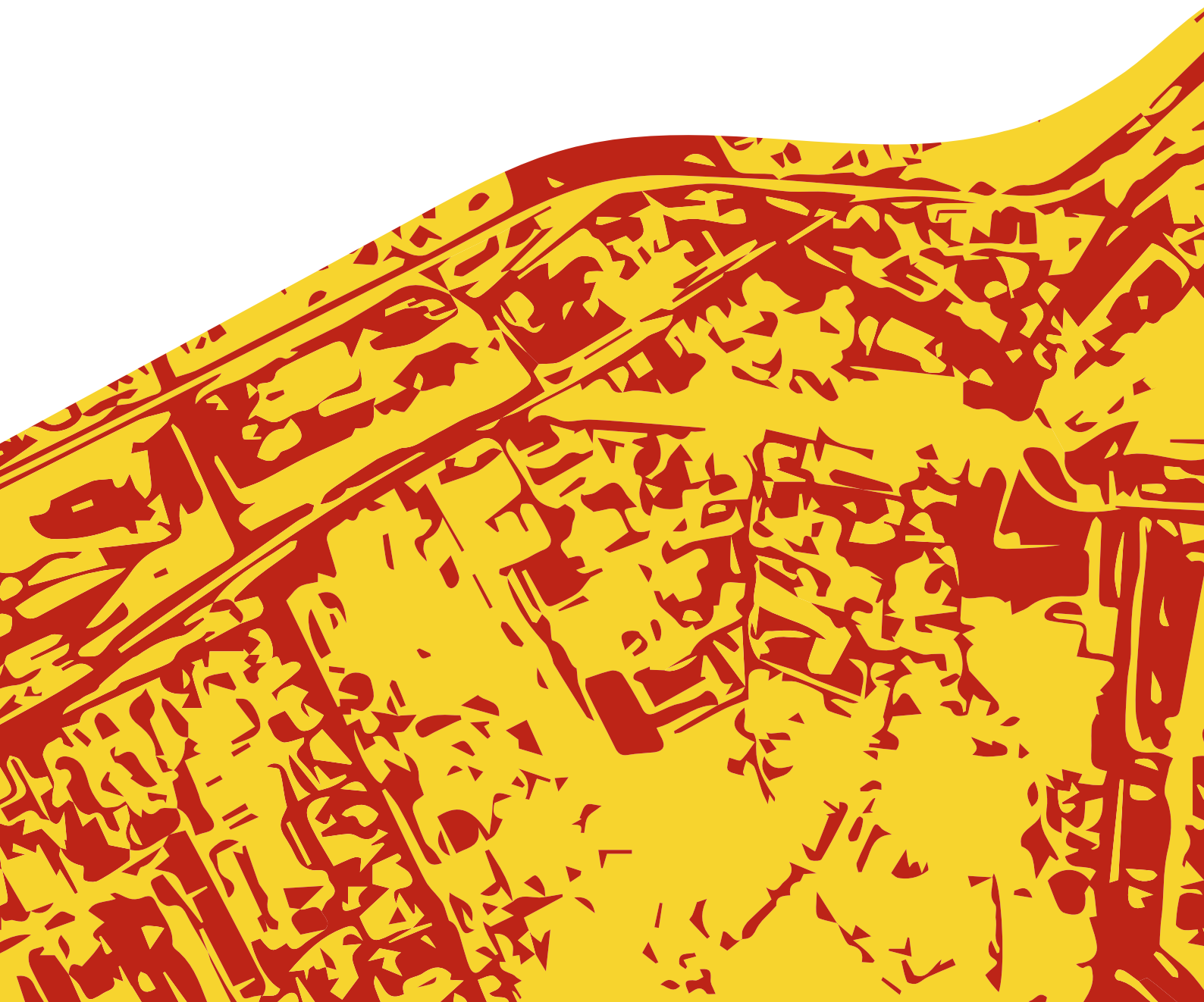
Recognize local expertise

Recognizing persons with disabilities as experts in their field and getting to know their context is an important way to strengthen partnerships in the long-term. Centring knowledge is key, as it is the entry point for building on assets and relationships that already exist which, in turn, is essential for building local agency and trust.

Consult and engage across the diversity of players that make up the disability sector

Listening to the different voices and perspectives of those with lived experience of disability – and using that information to inform action – is essential to the long-term success of any programme. Taking a proactive role in engaging persons with disabilities at the inception stages of programme design is a sure way to strengthen funding outcomes.

Re-Imagining Civil Society Resourcing In Tanzania: Recommendations And Areas Of Action



Re-Imagining Civil Society Resourcing In Tanzania: Recommendations And Areas Of Action

This section draws on ideas generated from conversations with study participants, as well as experiences from the global community philanthropy and #ShiftThePower movements more broadly.

1. Acknowledge and address existing challenges and barriers

The study surfaced a number of obstacles – and knowledge gaps – that prevent local resource mobilization and community philanthropy from being recognized as an essential cornerstone of locally-led development in Tanzania. They include:

- **Scepticism among local development practitioners that local resource mobilization might be as valid and important a strategy as international funding.**

Action: Explore arguments around how community philanthropy shifts power, the “quality vs quantity” nature of different kinds of resources (external and local) and the power of local resource mobilization as a strategy for civic participation and building community power.² Look to models such as the [Kenya Community Development Foundation](#) and examples of international donors investing in community philanthropy development.

- **The existing architecture for civil society funding has been profoundly shaped by the dynamics and structures of international development aid.** Local organizations don’t believe they know anything better, so they have focused more on adapting to current funding structures rather than questioning them and / or investing in building alternatives.

Action: The formal aid system is under pressure to change (look to the [NEAR Network](#), [#ShiftThePower movement](#), resources such as [Time to Decolonize Aid](#) etc.). While change needs to come from within the system (from

donors / INGOs), there is as great a need for local organizations (the “demand side”) to be part of any re-imagining, including a vision of the civil society sector beyond international development aid. These are conversations that can and must begin to happen in Tanzania.

- **Underlying tensions between INGOs and local organizations.** In Tanzania, as in many other countries, there is growing competition for resources at the local level, not least in the light of the growing trend for INGOs to register local offices to enable them to compete for funding. At times, this has led local CSOs, particularly disability organizations, to feel crowded out, further removed from and even less visible to international donors.

Action: Create spaces and identify allies with whom to begin to have “brave conversations” about decolonization, anti-racism, transformation of development aid and the role of international donors and INGOs. Look to countries like Uganda and Kenya, where local CSOs and networks are starting to drive new conversations around decolonization and imagining “the civil society we want.”

- **Despite the growing recognition, at a sector level, of the importance of locally driven development, both as the right and the most effective way to work, there continues to be a gap between narrative and practice on the ground.**

Action: Create safe spaces for local CSOs to be encouraged to share their experiences of good and poor funder practices, in ways that can be shared with other partners and stakeholders with a view to improving relationships and practices on the ground.

² <https://globalfundcommunityfoundations.org/news/new-animated-video-the-answer-is-local-how-community-philant/>

2. Identify specific opportunities to foster and grow alternative resourcing strategies, including community philanthropy

The concept of community philanthropy as a deliberate development strategy that can complement and add value to external development funding is still relatively new in Tanzania. However, there are opportunities to tap into and harness emerging practices and conversations on the ground and internationally, in support of a more organized process of experimentation and constituency building in Tanzania. Areas of exploration might include:

Positioning community philanthropy and local resource mobilization as a strategy for co-creation, co-investment and shifting power

As movements such as #ShiftThePower insist on the recognition and value of local resources and as funders such as the Dutch Ministry of Foreign Affairs and FCDO (UK) are starting to explore local resource mobilization as more than just a financial strategy through programmes like [Giving for Change](#) and Shifting the Power,³ there are new opportunities to deepen and expand the conversation at a national level in Tanzania. This might include advocating for funding approaches that support local CSOs to engage local constituencies and potential supporters in their work and to value local contributions in ways that go beyond merely the financial dimension. A set of funding principles aimed at shifting power might include approaches that:

- Centre shared values, trust and respect at the heart of any funding partnerships.
- Emphasize accountability to communities as well as to external donors.
- Respect, recognize and strengthen local resourcing models.
- Understand the importance of mind-set shifts in navigating away from the dominant system of international development aid.
- Promote more equal power dynamics between funders and recipients by recognizing the diverse resources that they bring to the table

and understanding the importance of flexibility, adaptability and mutual learning in the delivery of programmes.

Identifying champions, building “counter-narratives” that dignify, celebrate and harness community resources and recognize communities as agents of change

The specific context in Tanzania – and its history of Kujitegemea (“self-reliance”) and Ujamaa (“community”) – provides an important and conducive backdrop against which a newly-invigorated approach to community-driven development and a greater recognition of community assets (particularly by external actors) can take place. In this, the communities that civil society serves and partners with must be central, because they hold the key to strengthening the sustainability of development initiatives. Showcasing community-owned models will grow the visibility of community philanthropy and may inspire local development practitioners to adopt such models.

Strengthening infrastructure and networks for innovation, experimentation and exploration of alternative models within Tanzania

It is clear that pockets of innovation and experimentation around local resource mobilization and shifting power are already emerging in Tanzania. However, they are often occurring in isolation from each other, at the level of specific communities, or in the hearts and minds of individual champions and trailblazers. There is a real opportunity to begin to join the dots between those actors and parts of the funding and civil society system for sharing, co-creation and network-weaving to start to take place, as well as to begin to frame arguments and influencing strategies, and to amplify the voice of local actors as agents of change and “builders of the new.” Particular areas of action might include:

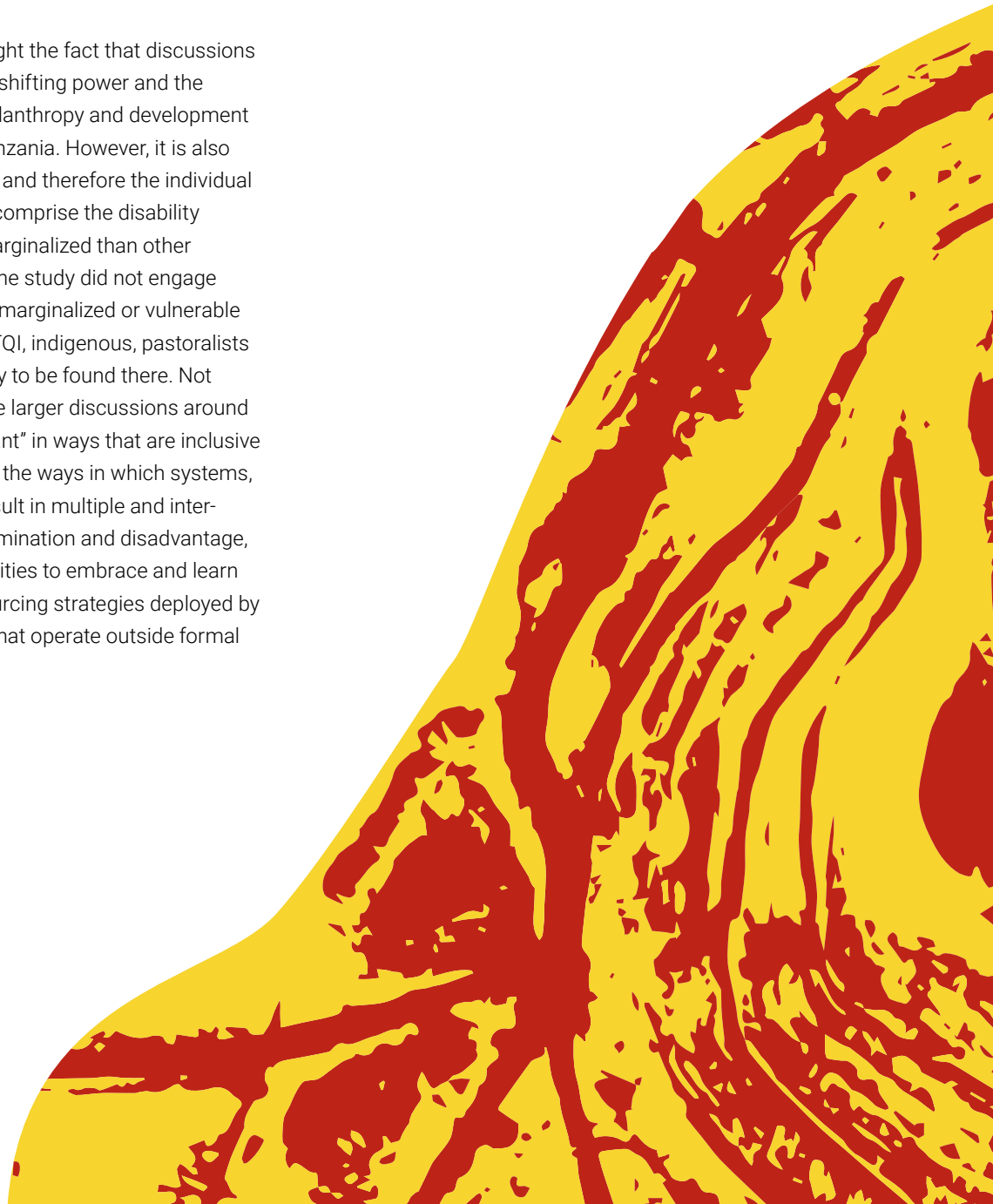
- Scoping and feasibility studies for different kinds of alternative, particularly local, resourcing approaches as a way to raise their visibility and importance.

³Shifting the Power is a multi-year programme in Zambia, Ghana and Malawi, aimed at strengthening civil society, including through the mobilization of local resources a strategy for long-term civil society sustainability and strengthening legitimacy.

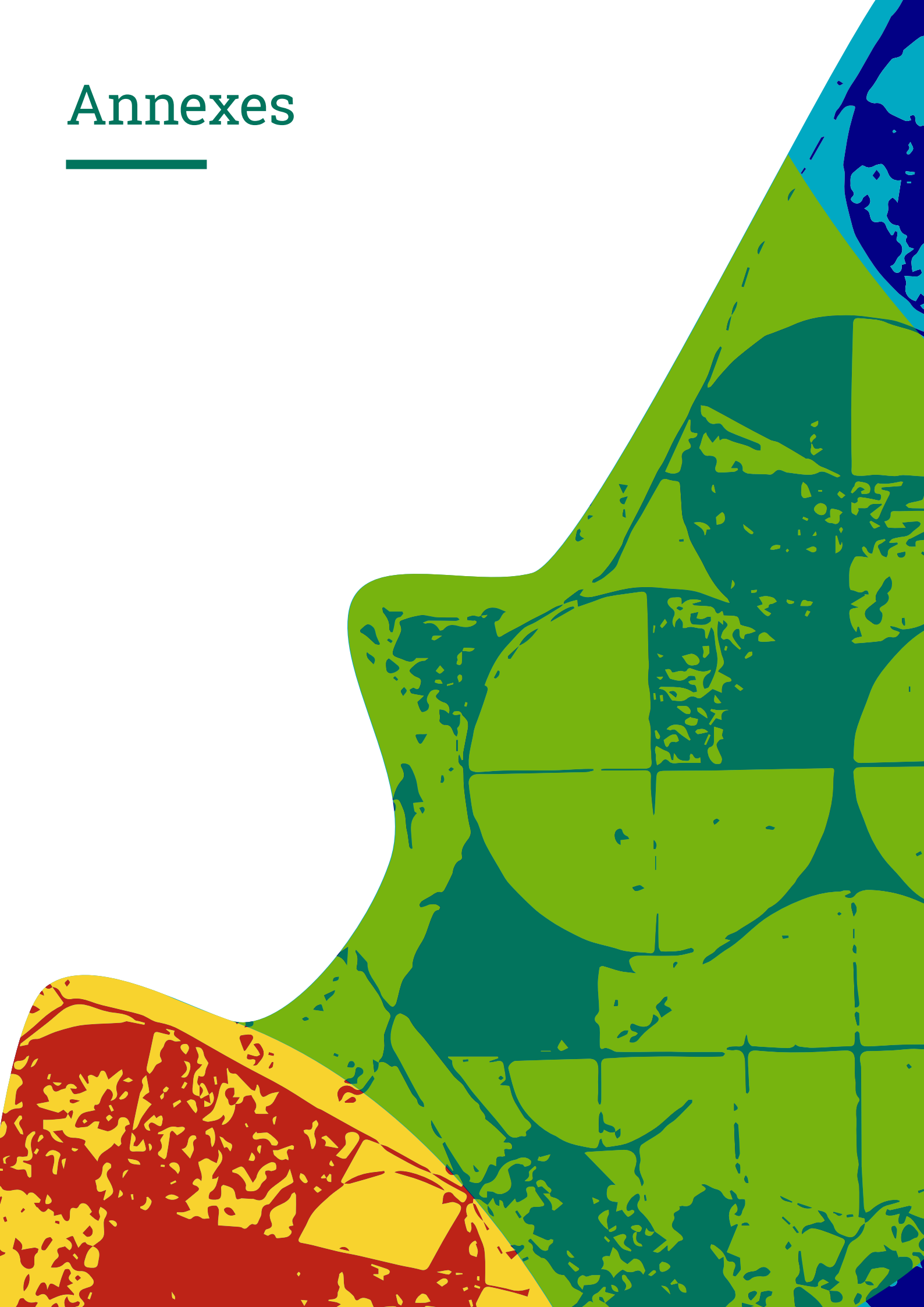
- Highlighting examples of existing practices, both at the local level and where funders are investing in long-term partnerships that include investment in local resource mobilization and community philanthropy development.
- Organizing discussions and debates that locate community philanthropy and alternative resourcing strategies in the context of shifts within the larger international development space.

3. Ensure that any debates and conversations around shifting power and harnessing and dignifying local assets and resources are intersectional and inclusive of marginalized, stigmatized and vulnerable communities in their approach.

The findings of this study highlight the fact that discussions around alternative approaches, shifting power and the long-term transformation of philanthropy and development aid are still in their infancy in Tanzania. However, it is also clear that the disability sector – and therefore the individual women, men and children that comprise the disability community – are even more marginalized than other parts of civil society. Although the study did not engage specifically with other minority, marginalized or vulnerable groups – such as women, LGBTQI, indigenous, pastoralists etc. – similar dynamics are likely to be found there. Not only will it be important to frame larger discussions around re-imagining “the system we want” in ways that are inclusive and that recognize and address the ways in which systems, structures and attitudes can result in multiple and inter-linked forms of structural discrimination and disadvantage, but that there are also opportunities to embrace and learn from solidarity-based self-resourcing strategies deployed by movements and communities that operate outside formal development funding.



Annexes



Annexes

List of respondents

- Abilis Foundation, Tanzania Programme Coordinator, James O’Sullivan
- Action on Poverty (APT UK), Program Manager, Becky Mellows
- Africa Philanthropy Network (APN), Executive Director, Stigmata Tenga
- Aga Khan Foundation (AKF), Country Director – Tanzania, Revealed Kataru; Senior Programme Officer – Tanzania, Tarcille Mballa; and Global Lead, Civil Society, Matt Reeves
- Charities Aid Foundation (CAF), Head of Global and International Networks, Sameera Mehra
- CBM International Tanzania, Country Director, Nesia Mahenge
- East Africa Philanthropy Network (EAPN), Research and Knowledge Management, Mike O’Meara
- Firelight Foundation, Learning and Evaluation Officer, Ronald Kasembo
- GlobalGiving, Strategic Partnership Manager, Soha Abdel-Razek; Tanzania In-country consultant, Khalid Kumbuka; Programmes Manager – Research and Learning, Eda Tajuddin
- Open Society Institute – East Africa (OSIEA), Programs Officer – Disability Sector, Fred Ouko
- Organization for Community Development (OCODE), Director of Programs, Joseph Jackson
- Partnership for Nutrition in Tanzania (PANITA), Director, Tumaini Mikindo
- Sense International, Senior Program Funding Manager, Philip Middleton; and Tanzania Country Director, Naomi Lugoe
- Tanzania Association of Microfinance Institutions (TAMFI), Executive Secretary, Winnie Terry
- Foundation for Civil Society (FCS), Capacity Development Manager, Edna Chilimo; Business Development and Partnership, Nasim Losai; and Resource Mobilization Executive, Karin Rupia
- The National Lottery Community Fund (NLCF), Administrator, Philip Mole; and Portfolio Officer, Mitali Sen
- Segal Family Foundation (SFF), Tanzania Programme Manager, Carolyn Kandusi
- Thubutu Africa Initiatives, Executive Director, Jonathan Kifunda
- Tusonge, Executive Director, Aginatha Rutazaa
- Wellspring Philanthropic Fund, Regional and Country Programs Officer, Amy Bisno; and Local Consultant, Philomena Modu



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The GFCF works to strengthen, harness and demonstrate the value of community philanthropy as an essential element of community-led development and as a strategy for shifting power. Through small grants, technical support, peer exchange and evidence-based learning, the GFCF helps to strengthen community philanthropy institutions around the world, so that they can fulfill their potential as vehicles for locally-led development, and as part of the larger global infrastructure for progressive social change

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