

HakiElimu Annual Report 2010







"When talking about Secondary School Expanding, we are very quick to say that the people will put the buildings by their efforts. But the buildings are less important…. The important things in education are the teachers, the books, and for science the laboratories"
(The Situation and Challenges of Education in Tanzania, 22 October 1984)

J.K Nyerere
Founding President of Tanzania

ISSN 1821-5017

Executive Summary / Strategic Overview

Executive Summary / Strategic Overview

HakiElimu's vision and mission is of a democratic transformation of education and society in Tanzania. The challenge of this in terms of annual reporting is that transformative results are not achieved in convenient annual time slots, and do not necessarily, or solely, show up in terms of improvements in routine education sector indicators of enrolment, completion and so on. Implicitly, the focus is on changing attitudes and behaviour of key stakeholders – for example, of ordinary citizens to demand the kinds of schools and education system to which they are entitled, of civil servants to deliver services accountably and transparently, and of the media to inform citizens about issues of local and national interest. Measuring such changes is notoriously difficult.

Nevertheless, for 2010, HakiElimu is pleased to report the following high-level results:

- **Stimulation of a national debate on teacher housing, leading to a commitment by government to spend an additional TSh 250 Billion on building houses.** HakiElimu conducted a tactical campaign beginning with research which highlighted the discrepancy between the 2007/08 plan to build 22,000 houses and the fact that less than 1% of that number had actually been built. Originally accused of misrepresentation and exaggeration, a carefully targeted media campaign stimulated debate, and questions were eventually raised in parliament citing HakiElimu's research and publications. Eventually the government conceded that HakiElimu was correct and committed itself to additional expenditure to ensure that the houses were constructed.

- **Commitment by government to improve quality of education, including through enhanced in-service education and training (INSET) for teachers.** Again this was based on long-term work supporting journalists to investigate the situation in their local areas, to stimulate debate on the issue and elicit specific commitments to improve. HakiElimu also broadcast a media spot on in-service training.

- **Enhanced participation in the democratic process.** HakiElimu facilitated young people from higher learning institutions, secondary schools and community-based youth groups to come together, debate, and develop their confidence and creativity. This resulted in the production of a 'Youth Agenda' for the 2010 elections, which received coverage by 12 media houses. One of the features of the election was a high youth turnout. Citizens were also supported to track promises that elected leaders had made and to challenge them over fulfilment of their commitments.

- As an indication of HakiElimu's growing credibility as an education stakeholder with technical expertise to contribute to the development of the sector, HakiElimu is pleased to report a growing number of requests from LGAs for assistance in policy analysis. HakiElimu staff facilitates an analysis of the education sector, and a critical discussion of strong and weak areas of policy implementation, followed by the development of recommendations and prioritised action plans, which are now being monitored.

In order to deliver results, HakiElimu is organised to carry out four key strategies, which are the responsibility of different units within the organisation. These are: media, access to information, policy analysis and advocacy and citizen engagement. Administration and finance are under the Executive Director's office. Each of these units is charged with the responsibility of carrying out a range of activities to generate particular outputs that contribute to the achievements of HakiElimu as a whole. Some of this work is routine, other elements involve being able to respond rapidly to emerging opportunities. Some of the outputs contribute to the achievement of outcomes during 2010, but others of them can be seen as an investment contributing to the outcomes for HakiElimu in the years ahead.

Highlights of outputs from 2010 include:

- Printing and distribution of over 650,000 publications
- Almost 9,000 media spots were broadcast – an average of 3 per day on each of the nationwide stations
- Recruitment of over 2,500 new *Friends of Education*, who contribute to the development of the education sector through activities as diverse as contributing to research, budget tracking, and establishing community libraries – 32 of these have now been established by *Friends*. The total number of *Friends* is now over 34,000.
- Distribution of nearly 7,000 Freeplay radios to low income people in remote areas to enable them to access information
- Distribution of 30 computers to schools with visually handicapped pupils – again to facilitate access to information
- Printing of 10,000,000 exercise books, with targeted educational messages, in collaboration with Tanzania Printing Services
- Research and development of a position paper on 'Girls have the right to complete their studies;' research into the relationship between curriculum quality and provision of quality education, including the impact of rapid curriculum changes – these will form the basis of future advocacy work.
- Detailed analysis of the Controller and Auditor General's report, with findings published in an easily accessible format.

HakiElimu is proud to work in partnership with others. Particularly to be highlighted are partners who help to foster the growth of the *Friends* movement and reach out into broader concerns such as TGNP and HakiKazi Catalyst, TENMET and FemAct. Other local partners include: MPI, Policy Forum and Uwezo. International partners include the International Budget Partnership, IDASA and INTERIGHTS. HakiElimu also contributes to the broader development of civil society in Tanzania by responding to requests from CSOs for training and support in areas in which HakiElimu is particularly strong, such as media engagement.

Administration and Finance continued to provide effective support to programming during the year. Four new staff joined the organisation – two programme officers and two programme assistants.

Table of Contents

Executive Summary / Strategic Overview..... i

List of Abbreviations..... v

1. Media Unit 1

1.1 Unit Purpose and Plans..... 1

1.2 Results Achieved..... 1

1.3 Summary of Strategies and Activities..... 2

1.4 Challenges Faced..... 3

1.5 Reflections on Lessons Learned..... 3

2. Information Access..... 4

2.1 Unit Purpose and Plans..... 4

2.2 Results Achieved..... 4

2.3 Summary of Strategies and Activities..... 24

2.4 Challenges Faced..... 6

2.5 Reflections on Lessons Learned..... 6

3. Citizen Engagement Unit..... 7

3.1 Unit Purpose and Plans..... 7

3.2 Results Achieved..... 7

3.3 Summary of Strategies and Activities..... 27

3.4 Challenges Faced..... 9

3.5 Reflections on Lessons Learned..... 9

4. Policy Analysis and Advocacy Unit..... 10

4.1 Unit Purpose and Plans..... 10

4.2 Results Achieved..... 10

4.3 Summary of Strategies and Actions..... 31

4.4 Challenges Faced..... 12

4.5 Reflections on Lessons Learned..... 12

5. Administration Unit **13**

5.1 Unit Purpose and Plans 13

5.2 Activities Carried Out 38

5.3 Challenges Faced 14

6. Financial Unit **15**

6.1 Unit Purpose and Plans 15

6.2 Activities and Results 42

7. Executive Director's Office **16**

7.1 Purpose and Plans 16

7.2 Activities and Results 45

8.0 Conclusion **48**

List of Abbreviations

AIDS	Acquired Immune Deficient Syndrome
CAG	Controller and Auditor General
CBO	Community Based Organization
CBPP	Centre for Budget and Policy Priorities
CE	Citizen Engagement
CHES	Canadian Harambee Education Society
CSBI	Civil Society Budget Initiative
CSO	Civil Society Organizations
DED	District Executive Director
DSM	Dar es Salaam
DUCE	Dar es Salaam University College of Education
ED	Executive Director
EDO	Executive Director Office
ESRF	Economic and Socio Research Foundation
FPR	Free Play Radio
GDSS	Gender Development Seminar Series
GRN	Good Received Note
HEMIS	HakiElimu Management Information System
HIV	Human Immune Deficient Virus
IA	Information Access
IBP	International Budget Partnership
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standards
INSET	In service Education and Training
ITV	Independent Television
LGAs	Local Government Authority
MCT	Media Council of Tanzania
MKUKUTA	Mpango wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MMEM	Mpango wa Maendeleo Elimu ya Msingi
MoEVT	Ministry of Education and Vocational Training
MoFEA	Ministry of Finance and Economic Affairs

MP	Member of Parliament
MPI	Mwanza Policy Initiative
NGO	Non Government Organization
OBI	Open Budget Index
OVC	Orphans and Vulnerable Children
PAA	Policy Analysis and Advocacy
PCCB	Prevention and Combating Corruption Bureau
PEDP	Primary Education Development Program
PETS	Public Expenditure Tracking Survey
PF	Policy Forum
PPF	Parastatal Pension Fund
REPOA	Research and Poverty Alleviation
RFA	Radio Free Africa
SDL	Skills Development Levy
SEDP	Secondary Education Development Program
TBC	Tanzania Broadcasting Corporation
TDMS	Teacher Management and Development Strategy
TGNP	Tanzania Gender and Networking Program
TRA	Tanzania Revenue Authority
TV	Television
UDSM	University of Dar es Salaam
VAT	Value Added Tax

1

Media Unit

1.1 Unit Purpose and Plans

The purpose of this unit is to ensure that issues of basic quality education, democracy, governance, human rights and accountability are effectively reported and discussed critically in the mass media and that people are debating, raising their opinions/priorities and the government at ministry and local levels is responding to people's opinions, demands and priorities.

Developments from previous years:

Reflecting on lessons learned from previous years, the unit planned to maintain the work that was demonstrably successful but also to make the following changes:

- Publishing the findings of the media survey in short versions for use in advocacy work
- Focusing on training journalists from regions, such as Singida, Tabora, Kigoma and Rukwa, which have little coverage of education issues
- Broadcasting *Tafakari Time* fortnightly rather than weekly to give proper time for preparations and production, and hence a higher quality result
- Using a wider range of media stations, including the use of community radios which are both cheaper and have large audiences, to achieve a greater range of listeners and viewers,
- Introducing some innovations: Production and distribution of ringtones and caller tunes from our popular media spots, a comic book based on previous media spots, uploading media spots unto a YouTube for wider sharing and public forums involving students in secondary schools in order to further their creativity, debate and confidence on issues related to education, democracy and good governance.

1.2 Results Achieved

During 2010 HakiElimu's media work contributed to the following results, as detailed in the strategic overview:

- **Wide public participation in the democratic process**, especially in terms of discussing and questioning the fulfilment of promises made by their Members of Parliament, in the context of the general election.
- **Wide public debate about the provision of houses for teachers –** based on HakiElimu's highlighting the plan to build 22,000 houses, and the fact that only 1% of those planned for 2007/08 had actually been built. The government has committed to spend Tsh 250 billions for the next five years to construct teachers' houses.
- **High youth turnout in the general election –** supported by a Youth Agenda developed by organisations receiving support from HakiElimu.[1]
- **Presidential acknowledgement of the issues of teenage pregnancy and violence against girls in school.** President Kikwete, and the First Lady, Salma Kikwete, acknowledged the growing seriousness of the problem, and the President directed local government to take legal measures against the culprits. The Ministry of Education and Vocational Training (MoEVT) pledged to campaign against early pregnancy in the 2010/11.

[1] *Mtanzania*, November 11, 2010, page 14.

- **Corporate donations of 6 buses for students** to alleviate transportation problems in Dar es Salaam. Although by no means sufficient to address the problem, the donations by CRDB and Tigo in response to coverage of the issue on a HakiElimu sponsored radio programme, showed the interest of the private sector in the issue and was used to pressurise the government further to address public transportation problems for students.
- **Launching of the program to enhance teachers' capacity** in English and Mathematics. In 2010 HakiElimu broadcasted a spot on in-service training.

1.3 Summary of Strategies and Activities

HakiElimu pursued a comprehensive range of strategies reaching all elements of the print and electronic media, as well as training journalists and supporting ordinary citizens to engage with the media.

A very wide range of topics related to education were covered during the course of the year – reflecting the interests of a wide range of stakeholders. These included: school girls and early pregnancy, rape, challenges facing ward schools, scarcity of science and mathematics teachers, reasons for the decline in quality of education, in-service training for teachers, Nyerere on education, youth ethics, civic education and corruption in elections, the effectiveness of PCCB, transportation problems for students, corporal punishment, teacher training and welfare, children's voices in the 2010 elections, girl child agenda for the elections, food provision in schools, inadequacy of libraries and laboratories in schools, teacher shortages, quality education and good governance, poor performance in mathematics, language of instruction, lack of discipline amongst students, education for self-reliance. The following table summarises activities and outputs, with reflections on outreach and cost.



1.4 Challenges Faced

Overall the Media Unit was able to carry out most of its planned activities during the course of the year. Among the major challenges faced were:

- Election coverage squeezed the amount of space and air-time for issues of concern to HakiElimu.
- Major increases in the costs of media spots (25% on Clouds FM, 42% on RFA, and 140% on TBC1) – although bonus slots given to HakiElimu, on top of purchased time, meant that overall the same number of broadcasts was made as in the previous year.

1.5 Reflections on Lessons Learned

Looking back on 2010, the following changes are planned for the coming year:

- Training of journalists will be done as part of media surveys, rather than as a stand alone activity, hence building their capacity to report on education issues 'on the job.' Individual media surveys will also be replaced with mini-surveys focused on identified issues in a particular district – this will ensure that the work is targeted and focused on local priorities.
- Programme sponsorship will be discontinued as it has proved to be very difficult to monitor the impact and justify the value for money. The Unit's efforts will be geared to improve its *Tafakari Time* TV program and produce a radio version of the program.
- Finally, an emphasis will be placed on the use of social media and sms technologies to complement traditional media.



2

Information Access

2.1 Unit Purpose and Plans

The overall purpose of the IA unit is to ensure that our key audiences, *Friends of Education* and the wider public in Tanzania are better informed on education and democratic rights, policies and developments, ensuring that a more creative and vigorous public debate on these issues is generated, through popular publications, public competitions and expanded access to radios.

Developments from previous years

The unit planned to develop work in the following ways during 2010, in order to improve its quality and reach:

- A stronger focus on monitoring: monitoring the use of computers by students with visual handicaps; operations and use of community libraries, evaluation of the impact of educational messages on commercial products; surveys of user information needs among *Friends* and other audiences to inform the conceptualisation and hence contents of HakiElimu popular publications.
- Similarly, efforts would be focused on HakiElimu Management Information Systems to ensure that it becomes a more functional database that really acts as the organisation's data hub for HakiElimu publications.
- IA would also strive to strengthen the distribution process of all of HakiElimu publications by increasing the number of distribution channels including piggybacking on other organizations, as well as soliciting and making more effective use of feedback garnered from various audiences.
- HakiElimu's popular publications would continue to use less text, more visuals, ensuring that they become more comprehensible to ordinary citizens including those with elementary reading skills.

2.2 Results Achieved

During 2010, the Information Access Unit contributed to the achievement of the following results:

- Publication and distribution of almost 650,000 items – mainly to *Friends of Education*, but also to other NGOs, CBOs partners and supporters. The publications included 150,000 copies of the HakiElimu calendar, 40,000 copies of the cartoon booklet *Je, Mafunzo ya Walimu Kazini Yamepewa Kipaumbele?,* 40,000 copies of the story book *Elimu Bora Bila Mafunzo Endelevu kwa Walimu Kazini?,* 35,000 copies of the *journal Shajara ya Marafiki wa Elimu*, 35,000 copies of the *Friends of Education* booklet, which tells of the successes, travails and opinions of *Friends*, as well as reprints of popular publications – 15,000 copies of *Tafakari Nasi Kuhusu Elimu*, 10,000 copies of *Education for Self Reliance* and 50,000 copies of *HakiElimu ni nini?/What is HakiElimu?*
- A survey conducted on perceptions of HakiElimu publications in four regions, showing that it is seen as being a reliable source of information and do influence attitudes and behaviour. For example, the 2007 publication *Mimi na Polisi* was cited as having enabled citizens to see the police more as friends than enemies of ordinary citizens. Similarly, *Mwalimu Bora ni Yupi*? and *Wajibu na Jamii* had been influential in showing the community their responsibilities towards the availability of quality education and motivating them to take action. Likewise, the publication *Nyerere on Education* was cited as being particularly useful. Readers particularly appreciated the pictures and cartoons, which encouraged them to pick up the publication and read.

- Establishment of libraries at community level. Two primary school teachers and 98 *Friends of Education* were trained In the basics of running a small library. Some *Friends* have established libraries, for example, in Mwanga, Ndala, Tabora and Gongo la Mboto (Dar es Salaam).
- Distribution of nearly 7,000 Freeplay radios (FPRs) in 13 Regions as part of the Habarika Freeplay Radio Project. Monitoring established that the radios were reaching the target recipients – low income people in remote areas – and that there is still huge additional demand for them. Some citizens considered FPRs as being "money saving" devices. The Headmaster of Tukuyu Secondary School, for example, calculated that, "buying 4 batteries at 500/= each amounted to Tsh. 2,000 per week which comes to Tsh. 8,000 per month. For 3 months this amounts to Tsh 24,000. This is more than enough to pay for the school fees of a student at a ward secondary school like ours for two terms at Tsh. 10,000/- per month." In regions with frequent power-cuts or unavailability of electricity, FPRs are "important educative, liberating and linkage tools" acting as links between local people and the government according to one respondent. FPRs are effective in primary school teaching setting and are considered to be teaching aids in classrooms, especially in educational programs through TBC Taifa broadcasting.
- Thirty computers were distributed to schools with visually handicapped pupils in Mpwapwa, Korogwe and Tabora. The computers were equipped with appropriate JAWS software, and two staff members from each school received a week's training on their use. Site monitoring showed that the computers were being used. They were enabling visually handicapped students to access information quickly as well as have their work assessed by teachers unfamiliar with Braille. More specifically, some schools were being hampered as their existing Braille typewriters were worn out and the price of Braille paper had sky-rocketed. In Furaha Primary School in Tabora, the HakiElimu contribution had stimulated the school to acquire a printer for Braille text.
- Support to Book Clubs and libraries, including HakiElimu's own, to stimulate and support the development of a reading culture and enabling people to access up to date reading materials relevant to their professional and personal interests.
- Educational messages, promoting the study and teaching of science were printed on 10,000,000 exercise books in collaboration with Tanzania Printing Services.
- In collaboration with Mkuki na Nyota Publishers, bi-lingual (English/Kiswahili) Chemistry textbooks were developed, printed and distributed so that students can understand the subject using a medium of instruction with which they are more familiar.

2.4 Challenges Faced

One of the major challenges encountered in 2010 continued to be the inordinate increase in the production costs of popular publications due to increased printing costs as well as the rising costs for illustrations charged by established illustrators. In order to reduce the impact of this the Unit has since 2009 begun to identify, groom and use the services of upcoming artists whose works are more or less of similar quality and more affordable.

Due to the high costs of distribution, inadequate infrastructure and the huge geographical expanse of the country, we are yet to reach some parts of the country with the organisation's publications.

We have struggled to repair and maintain the computer which houses Alice, the electronic catalogue. When it doesn't function, it is harder to process new materials, lending and so on.

2.5 Reflections on Lessons Learned

Reflecting on the lessons learned from the 2010, work in 2011 will continue to build on past strengths:

- HakiElimu's popular publications are very popular with readers. Consequently, creased efforts will be made to ensure that they become more comprehensible to ordinary citizens especially those with elementary reading skills. This will be made by employing tried and tested formats that have popular appeal, like cartoons, comic books and illustrated story books. All publications will focus primarily on the theme of quality education outcomes, an organization-wide theme for 2011.
- IA will also strive to strengthen the distribution process of all of HakiElimu publications by increasing the number of distribution channels. This will include piggybacking on the services of other partner organizations to reach areas where we are currently yet to reach.
- , More efforts will be made to solicit and make more effective use of feedback garnered from various audiences. . This will help to make our publications more relevant to the readers.
- Another major expected change will be an attempt to produce some IA popular publications in Braille format so that people with visual handicaps can also use them.
- There will be an increased use of monitoring of activities in 2011. This will include monitoring the use of computers by visually handicapped people, the use of educational messages on exercise books, publications, etc.
- Considering the significance of learning form our audiences more emphasis will be put on monitoring and evaluating the impact of IA activities as well as undertaking surveys on user information needs among *Friends* and other audiences. This will help to inform the conceptualization and hence contents of HakiElimu popular publications.

3

Citizen Engagement Unit

3.1 Unit Purpose and Plans

The overall purpose of the unit is to facilitate ordinary citizens of Tanzania, including the poor and other historically disadvantaged people, to be better informed, able to monitor policy and practice, reflect debate, organize and take action to develop education and democracy and hold the government to account.

This is achieved through: (i) Recruiting a strategic group of committed citizens to the *Friends of Education* movement and providing them with information on education and democracy; (ii) Facilitating *Friends* to monitor policy implementation at the community level to inform policy makers and strengthen policy implementation at community level; (iii) Supporting *Friends* and other citizens to organize and take action for change within their communities; (iv) Facilitating *Friends* and other citizens to communicate their views and lessons learned through popular publications, media and correspondences.

Building on past successes, CE planned in 2010 to:

- Communicate the concept of *Friends of Education* to the regions that have few members (especially women) and which are poorly performing in the education sector.
- Strengthening the capacity of *Friends* to monitor policy and practice particularly implementation of PEDP and SEDP starting from school level.
- Strengthening the capacity of ordinary citizens to access information by enhancing the local capacity of documenting and sharing information as a fundamental prerequisite for improving governance and accountability in general.
- Enhancing platforms for enabling the marginalized citizens to share their views through media (community radio and television) and public forums to influence policy making processes and enhance accountability for improved education and governance.
- Strengthening the capacity of *Friends* to organize and take action as responsive citizens and agents for positive change in their communities.

3.2 Results Achieved

- Recruitment of 2,533 new *Friends*, compared to only 1,686 *Friends* in 2009. A little under half of the new recruits are women (1,023). Although there was a target of recruiting 4,000 *Friends* for the 2008 – 2011 strategic plan, we have decided that our need is to get active *Friends* rather than just numbers. The total number of *Friends* is now 34,395.
- Mwanza City Council expressed a wish to start providing lunch in secondary schools in the city, following series of debate around the issue in the media (radio, TV, and newspapers) and in open public forums. MoEVT is also reportedly considering making provision in the 2011/12 budget.
- Effective collaboration with partner organisations to co-facilitate the growth of the movement. Some partners were approached and have shown an active hand in supporting the *Friends of Education* movement. These include TGNP, MPI, Policy Forum, Uwezo/Twaweza and HakiKazi. They provide information, training and other capacity building programs (for example participation in TGNP's GDSS seminar series). "GDSS to me is a million-dollar opportunity. I meet and discuss very important issues on the status

of education, health, economy, governance and democracy of our country sometimes with people of high profiles. These seminars have enlightened and made me aware of various issues and have actually helped me become an active activist," said Lucy Magnus who is a member of the *Friends of Education* movement in Dar es Salaam (Source: feedback letter 2010).

- Nearly 1,300 letters and emails received from *Friends* and citizens. Analysis of their contents showed that poor working conditions is the biggest single contributor to problems facing the education sector in general and to poor school performance in particular.
- Monitoring of performance in 14 primary schools and 12 Secondary schools followed with public forums which raised issues of accountability and transparency of PEDP and SEDP funds, factors hindering girls' education, drop-out and absenteeism.
- 105 *Friends* trained in monitoring policy and practice, with a particular emphasis on public expenditure and budget tracking; 15 *Friends*, 18 members of MPI and local government leaders trained on social accountability monitoring.
- Three *Friends* regional meetings; one annual meeting; networks of *Friends* established in Tanga, Mwanza, Arusha and Manyara.
- 32 community libraries coordinated by *Friends*. In 2010, a total of 5 new libraries were opened through *Friends'* own initiatives to spearhead the practice of sharing information and improving reading habits. This now makes the whole movement to have 32 community libraries coordinated by the *Friends* themselves.

Examples of actions by individual *Friends* include the following:

- *"We realized that some of the well-off families here at Himo have employed children of school-age to do home activities, thus denying the children the opportunity to access education. Some of these children have completed standard seven and wish to have the opportunity to excel to another level, but due to ignorance and poverty they cannot do it. We therefore decided to address this issue as a problem in our area through public forums. Now, some of the children are in school and our group mobilizes resources to ensure they proceed well with their studies. Luckily enough, some of their ex-employers accept our efforts, and they cooperate."* –Adella Lyimo, member of Himo group of *Friends*
- *"We organized and facilitated a number of public forums to communicate our concerns to both local and district authorities. In all of our public forums we invited media people for coverage purposes. They did their jobs well, and our voices reached both the local and district authorities. As a result, the local authority allocated for us land for constructing a school, and the district authority has supported us with some funds and materials such that now we are constructing our first four classes, and therefore very soon our children will not suffer again from walking very far to the school they are currently attending.*" –Msaho Mtaki, the chairperson of Nampisi group of *Friends*.

The challenge however, remains:
"The series of radio sessions you supported us to conduct this year has sparked the attention of many people in Mara region. On our side, we feel very isolated, and a lot of issues still remain untouched especially on part of girls' education. A lot of girls terminate their studies before completing their primary education due to pregnancy and other traditional taboos. We need more radio sessions in order to engage more people in the discussion for people to consider the way out." –Berta Maingu of Yebhe Chikomesye, a group of *Friends* in Majita Musoma when reporting on the impact of radio programs they conducted under the support of HakiElimu.

3.4 Challenges Faced

It is hard to communicate the concept of *Friends of Education* in such a way as to provide the support *Friends* require without fostering their dependence on a single organisation. Steps have been made this year to foster partnerships with other organisations, but the challenge remains. We need to foster active and independent citizens rather than focusing just on increasing the numbers as an end in itself.

Despite all the positive impact of recruiting and providing information to *Friends,* we still have the challenge of tracking and assessing whether the information provided really helps to make *Friends* organize, reflect, debate and take action to hold their authorities to account. So far the acknowledgement and views we receive from *Friends* through letters and emails provide evidence that people really read our publications. This is a very important step for triggering the movement for social change. We need to improve the strategy and come up with new and more effective ways of communicating the concept to a wider public to allow more citizens to understand the concept and join the movement.

3.5 Reflections on Lessons Learned

A number of lessons have been drawn during the implementation of activities during this year:

- Linking *Friends* with other actors in regions is a very good step towards strengthening the capacity of the *Friends* as well as for sustaining the movement. However, the process of bringing in other actors for co-facilitating the movement needs to be taken carefully in order to get only committed organizations that are ready to uphold responsibilities.
- Bringing more women and people with disabilities in the movement requires more awareness-raising as it involves breaking some cultural and traditional taboos that were reported through research findings that undermine participation of women in key decision-making platforms including movements such as the *Friends of Education* movement. Therefore we need to communicate the concept more extensively, try to reach people in remote areas where those taboos and male chauvinism remain strong. The unit will therefore endeavor to organize more sensitization meetings at the community level and inject the same ideas in *Focal Friends* and partner organizations to jointly influence women and people with disabilities to join the *Friends of Education* movement since they are all part of the change we seek to achieve.
- More *Friends* are getting organized using the experience shared in their meetings at the regional level. And the movement is similarly getting widely known through interactions of *Friends* and other stakeholders. The unit is contemplating on new strategies for ensuring the meetings of *Friends* and other existing forums yield more recommendable outputs in cementing and making the movement stronger. To facilitate this, the CE team continues to re-think its working strategies and adapt new effective ways for active citizen engagement.

4

Policy Analysis and Advocacy Unit

4.1 Unit Purpose and Plans

The Policy Analysis and Advocacy (PAA) unit's overall purpose is to promote broader debate and advocacy among key actors on education policies and social accountability.

To realize this, in 2010 PAA planned to take a leading role in ensuring effective monitoring of relevant statements and actions of government leaders and share them with the public. The aim was to facilitate greater understanding, stimulate debate and ensure accountability. Similarly, the education budget would be analyzed and monitored in order to improve transparency, accountability, and advocate for improved allocations and more efficient expenditure towards improvement of education quality. Additionally, capacity of local leaders on educational policies and key issues related to quality education, governance and democracy was to be enhanced. Finally, PAA would continue to articulate citizen's views and demands on basic education and democracy issues in various key fora, as a way of making government and other public institutions more responsive, proactive change agents.

Moreover, PAA in collaboration with CE would continue with a capacity building program for ordinary citizens at the community level. Through this program, various trainings include good governance, democracy, human rights issues, budget process, public expenditure tracking and social auditing would be provided aimed at empowering them to participate in development of policies, engage with government and hold public institutions and leaders accountable.

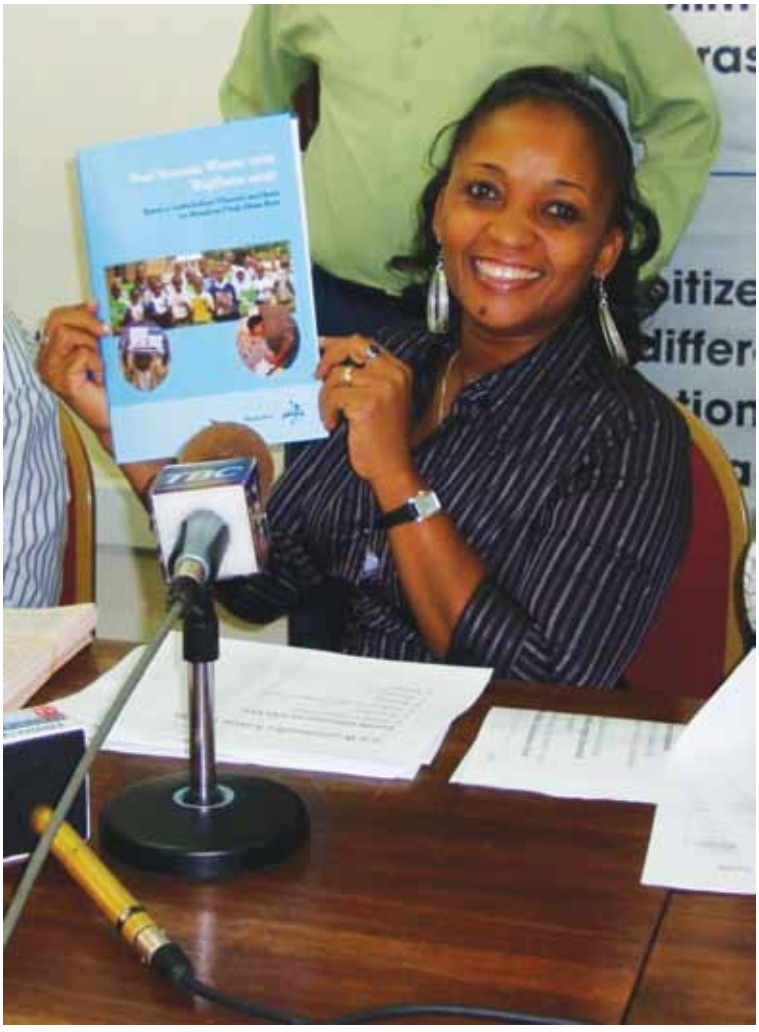
4.2 Results Achieved

Many of the results cited below have a strong focus on process. Rather than being able to highlight specific advocacy targets hit, our work has been part of a longer term process of alliance and constituency building whose fruits will hopefully be seen in years to come. A clear exception to this is the wide public debate on the short fall in construction of primary school houses – mentioned in the strategic overview. HakiElimu was also very pleased to be able to publicise the public-spirited behaviour of the Bunda District Executive Director, who re-allocated the 95m TSh originally for the construction of his own house, into the construction of two secondary schools.

Specific results include:

- Research carried out into the relationship between curriculum quality and the provision of quality education. This highlighted many popular concerns about rapid curriculum changes and the lack of orientation to them for teachers. The work will be picked up in HakiElimu future advocacy work.
- The development of a position paper on 'Girls have the right to complete their studies', based on field work in Tanga and Mara. Again this will feed into future advocacy work.
- A very mutually beneficial meeting with MPs, one week before the education budget was presented in July 2010. The issues covered included the use of PEDP funds, matters from the CAG report and the under-budgeting of the Teacher Management and Development Strategy (TDMS). Feedback from the MPs will strengthen HakiElimu's future budget advocacy, and it was apparent that the MPs were very keen to receive well documented analysis from HakiElimu.
- Further collaboration with INTERIGHTS, a firm of human rights lawyers based in London, which might develop into a strategic litigation case on the right to education in Tanzania.

- Detailed analysis of the Controller and Auditor General's report. In a change from previous years, the analysis went beyond providing the information in a simplified format and into asking pointed questions, and highlighting specific malpractices in different parts of the country.
- A brief on implementation of PEDP II was published and used to produce a spot on shortage of teacher's houses. A detailed post-budget report was also published, alongside a simplified version. A total of 5,000 copies were circulated, and will be used as the basis of advocacy sessions with Ministry officials and MPs during the development and discussion of the 2011/12 budget.
- Publication of media monitoring 'How Corruption Kills our children's Education: Media Year in Review 2009' – focusing attention on the most notorious corruption scandals.
- PETS studies were conducted in 6 districts – involving both HakiElimu staff and *Friends of Education*. Result from the study revealed that, capitation grants delivered is not relevant to PEDP II commitments. In the past three years of PEDP II implementation, the average of the capitation grants from the central government to district level is Tsh 5,005 instead of Tsh 10,000 as indicated in PEDP II. Furthermore, despite of the fact that the capitation grants reaching to the target audience is little, still there is misuse of such funds at district level. In financial year 2008/2009 approximately 8% of the capitation grants reaching at the district level were misused and during 2009/2010, the misuse of capitation grants increased to 16%. Infrastructure development is not satisfying despite a huge amount of funds allocated according to PEDP II. In the 24 schools involved in the study, only Tsh 15.9 was delivered for the construction of school infrastructure where only one teacher house, one classroom, two toilets were constructed and 24 desks were bought. This situation will continue affecting the learning environment in our schools. Findings of the report will be presented to *Friends of Education*s in all zonal meeting in 2011 so that they can hold to account head teachers and other local government leaders to account for misuse of capitation funds.



- Work continued with international partners on budget analysis and advocacy including a visit to the Centre for Budget Governance and Accountability in India, and to the International Budget Programme's Annual Meeting in Cambodia. Work started on the 2010 Open Budget Survey, contributing also to the relevant cluster working group of MKUKUTA. HakiElimu through PAA, organized a national launch for Open Budget Index (OBI) in Dar es salaam and also participated in the Regional Launch of OBI in Kigali
- HakiElimu hosted a zonal workshop to elicit civil society input into the development of MKUKUTA II, participating also in technical meetings and the national level workshop.

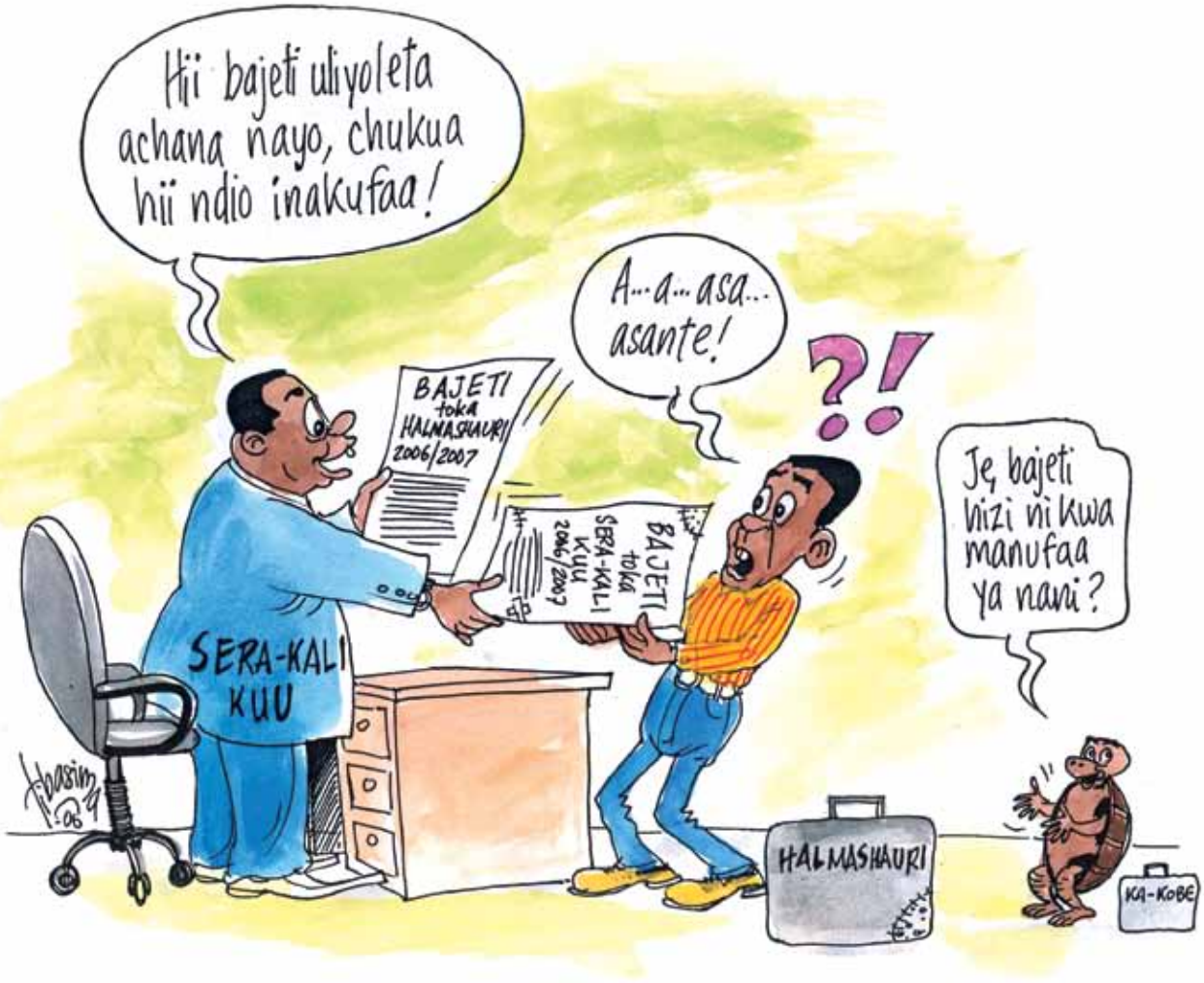
4.4 Challenges Faced

A major challenge has been to access key information and documents from MoEVT –in particular the implementation reports of SEDP. There is also the challenge to move beyond the provision of training into the trainees actually using the new-found understanding.

4.5 Reflections on Lessons Learned

Looking forward to 2011, the following changes will probably be beneficial to the unit:

- An increased focus on follow-up and monitoring – for instance of the PETS work carried out this year, PAA intends to collaborate with CE to follow-up on training previously provided to *Friends.* We also plan to work with IA to collect public feedback on PAA publications.
- Expansion and consolidation of PAA's role in generating knowledge for other units within the organization
- As a continuation of last year's SEDP review activity, PAA will produce a PEDP and SEDP factsheets and monitoring reports, to share with education stakeholders to promote citizen monitoring of education governance.
- Work with MPs and government will take a slightly different form based on the feedback we got at last year's meeting. PAA will not only hold a pre-budget meeting with MPs; it will also lobby policy makers in MoEVT and MOFEA as early as February/March with budget analysis information. Also in monitoring Parliament, efforts will be directed towards producing a list of MPs who made the most interventions in education for further use and to enhance our working relationship with them.



5

Administration Unit

5.1 Unit Purpose and Plans

User friendly administrative systems are functioning effectively and efficiently in support of smooth implementation of HakiElimu programs, including staff, partners, visitors, government institutions and the public at large. To ensure that HakiElimu profile, values and image are portrayed and communicated to the public in an effective positive manner

Changes compared to previous year

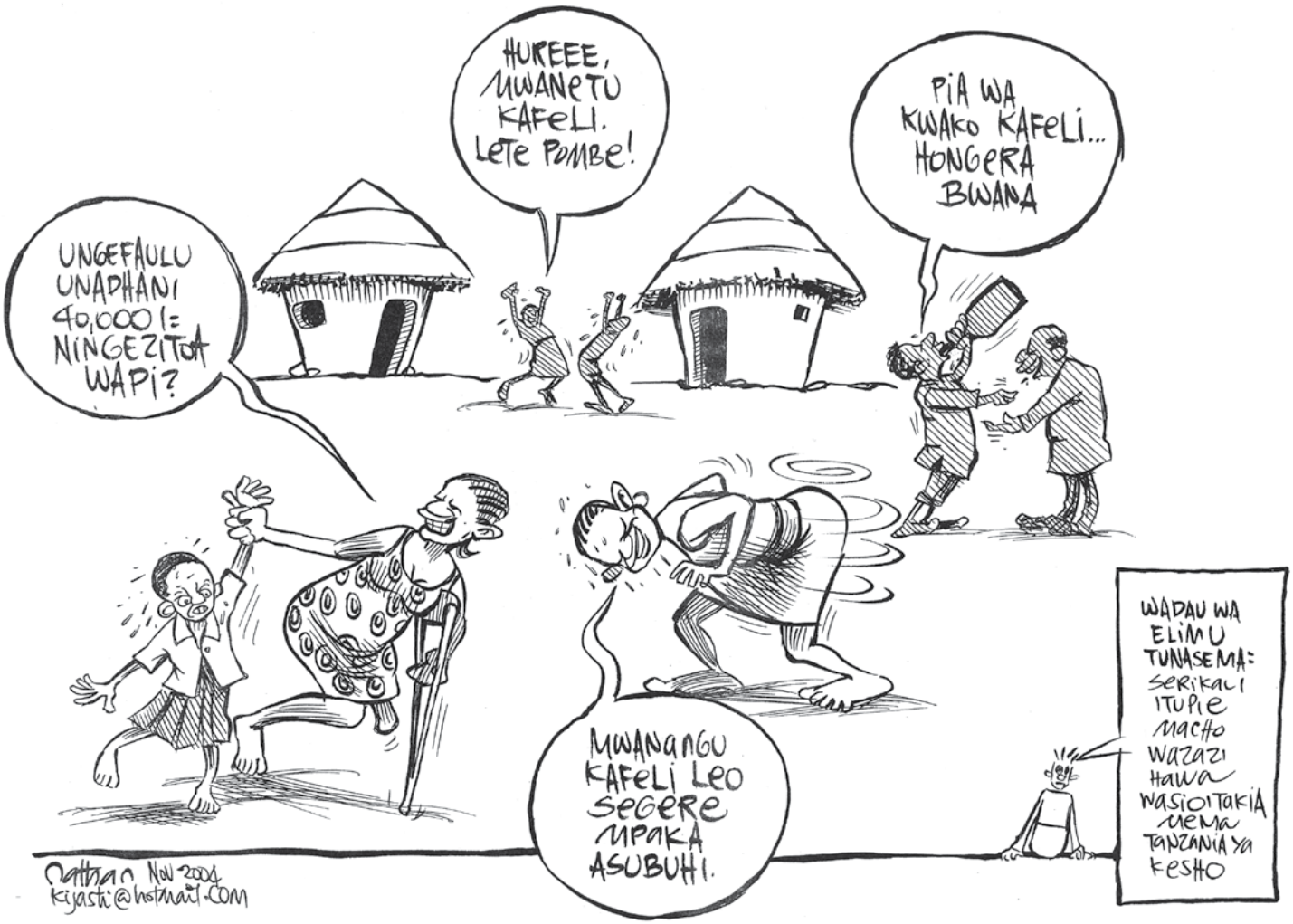
Most of Administration activities are routine and continuous; however a few changes have been made:

- The salaries of staff except for Administration and Finance will be charged in the respective Program units instead of being part of Administrative running cost.
- Due to low staff participation in gym exercises, the unit has planned to have quarterly sports events to be attended by all staff. This activity is expected to improve staff' health and encourage HakiElimu staff team building.
- An additional cleaner has been hired because of the workload involved

5.3 Challenges Faced

To recruit competent staff is a challenge. Sometimes a candidate may have all the required qualifications but fail to meet the required standards/performance. In the year 2011 we expect to liaise more with unit managers to ensure that staff capacity building is continuously promoted through mentoring and coaching. Also, motivation techniques shall be shared and discussed with all supervisors so as to ensure enhanced commitment.

There has been an improved and effective support to program units. However, the unit is prepared to foster customer service and effective communication among staff so at to ensure smooth implementation of HakiElimu work. To ensure timely feedback to program units, the unit is prepared to channel all communication/requests from program to the secretary as necessary for follow up. Furthermore, the unit is prepared to promote 'creatively' awareness of policies and procedures to ensure smooth implementation of activities.



6

Financial Unit

6.1 Unit Purpose and Plans

The core purpose of Finance unit is always to strive for the highest levels of financial standards and accountability. It recognizes that it is entrusted by HakiElimu to be responsible and effective stewards of resources and assets.

More specifically, the Finance Unit aims at improving financial systems in place that the financial records are always kept and maintained at a high level of accountability and transparency, consistent with International Accounting Standards and International Financial Reporting Standards. The Finance Unit will always strive to assist all staff to maintain quality management and documentation of financial records, and to promote value for money in day to day activities.

A significant change during 2010 was that HakiElimu was denied status as a charitable organization as per Sec. 64(8) of the Income Tax Act, 2004, in a ruling of the Commissioner of Income Tax. The HakiElimu board resolved to start paying the Skills Development Levy (SDL) from January 2010 pending the final decision of the Commissioner.

It has to be noted that the finance unit does not have budget to expend on any Finance Unit's activity

7

Executive Director's Office

7.1 Purpose and Plans

The overall purpose of the EDO is to promote HakiElimu's vision and mission; to provide conceptual and strategic guidance; to ensure HakiElimu's programs and operations are effectively planned, implemented, monitored and reviewed; and to foster learning, policy compliance and accountability. It is the strategic apex for HakiElimu.

In 2010, the plan was to continue with some of the more routine aspects of maintaining relationship with members, board and donors in assuring continuous support and guidance. These are continued alongside forging of alliances and partnerships with LGAs and regional networks to enhance active citizenship and partnership as well as to facilitate easy communication and information flow. It was also anticipated that some new activities would arise from the mid-term review report. In addition, the plan was to operationalize our new monitoring and evaluation plan and strengthen program planning, monitoring and reporting systems.

In 2010 some new staff came on board – two new programme officers for the Media Unit and two programme assistants in PAA and CE. New and existing staff need encouragement to look for learning opportunities to improve their capacity and deliver quality work at different levels.

EDO will strive in assuring that HakiElimu website is regularly updated and quality maintained to ensure reliable and updated information, provide learning opportunities and cater for the needs of its users.

HakiElimu will continue to stimulate debate through its advocacy campaigns, media, Friends of Education, forums and publications especially in issues related to teachers houses, democracy as well as budget issues. Working through LGAs to enhance transparency and accountability were issues that will be given much attention during 2011.

Finally, EDO will also facilitate preparations for the final evaluation of the current Strategic Plan and development of the coming strategic plan. This will include various assessments, analysis, planning and fund raising exercises which also means a great involvement of development partners, members and board directors in the process.

1.3 Summary of Strategies and Activities

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Comment / lessons learned
Quality/Investigative Journalism: • Increase quantity and quality of media coverage on basic quality education issues and education related issues around democracy, governance, human rights and accountability issues • Improve awareness on basic quality education issues and education related issues around, democracy, governance, human rights and accountability issues • Improve quality of journalism among supported/trained journalists	**Budget Sub-total**		**74,688,500/-**	**57,991,029.96**	
	Undertake two major media surveys on civic education: voters registration and issues of concern to ordinary citizens around public service delivery; and extent of participatory teaching in secondary schools in at least 30 districts.	One survey undertaken, covering 'People's Opinions, Interests and Priorities for the 2010 general election' – undertaken by 26 journalists and covering 15 districts[2] contributed significantly to peoples' understanding of the qualities of good leadership and of challenging election candidates on their promises.	**32,338,000/-**	**18,371,387.96**	
	Support journalists to undertake 12 immediate media surveys (individually) on education-related issues.	Research by individual journalists supported by HakiElimu in the following topics: early pregnancy, rape, ward schools, scarcity of science and maths teachers, declining education quality, and in-service teacher training.	**11,518,000/-**	**8,559,142/-**	
	Produce and publish 34 cartoons on basic quality education and education-related issues around democracy, governance, human rights and accountability in a newspaper on a weekly basis.	Total of 34 cartoons published in Tanzania Daima simplifying issues like findings of the Controller and Auditor General's 2009 Report – focusing on issues like value for money of various public expenditures – and unfulfilled promises of election candidates.	7,820,000/-	7,516,000/-	

[2] The districts surveyed were Mafia, Ngorongoro, Mbeya Urban, Muleba, Mbinga, Tarime, Newala, Sumbawanga, Temeke, Kasulu, Misungwi, Bahi, Meatu and Liwale.

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Comment / lessons learned
	Training 16 journalists from regions with little coverage of education issues (i.e. Singida, Tabora, Kigoma and Shinyanga), to improve their investigative skills so that they will be able to raise education issues emanating from their areas Training 20 journalists who write business/ finance related stories/analyses in order to enhance their competence in writing and analyzing education-related budgets and push for transparency, accountability and proper use of education budgets.	Building capacity of 15 journalists from regions with little coverage of education issues: Kigoma, Tabora, Shinyanga and Singida Building capacity of 79 journalists to cover stories on a wide range of issues from politics, gender, entertainment, environment, education, business, etc. The aim was to develop the link between budget and development as there has been has been little scrutiny and analysis of national and local government budgets by journalists.	13,012,500/-	13,587,500/-	Hard to get coverage of these stories in the run-up to the general election. Journalists lack basic information on social accountability and thus there is need for HakiElimu to increase budget for this activity in the future.
	Support a partner organization or/and a network of education journalists in promoting quality journalism.	This activity was not done as Media Council of Tanzania (MCT), the supporting partner, faced challenges due to 2010 general election.	10,000,000/-	9,957,000/-	
Media Programs: Increase level and depth of public debates/ discussions on issues of priority and significance to ordinary citizens that are raised through HakiElimu's TV and radio programs, media spots, billboards and other forms of electronic media.	**• Budget Sub-total**		**798,550,000/-**	**760,034,176.94**	
	Identify and support 2 popular weekly programs (1 TV and 1 radio) to give space for issues around quality education, policy and service delivery to be critically discussed.	Eight 'Power Breakfast' programmes[3] on Clouds FM – including one on school transportation issues mentioned above; Twenty-four 'Fataki' programmes on TBC1; TBC1 reported the Fataki programmes as attracting some of the highest viewing figures; Twenty-eight 'Kipimajoto' programmes on ITV	39,600,000/-	42,720,000/-	HakiElimu identified individuals to participate in interviews and provided background material

[3] Importance of laboratories in schools and the danger of not having one, the necessity of food programs in schools, transportation challenges for students, corporal punishment, teachers' training and welfare, children voices for 2010 general elections, inadequacy of libraries and laboratories in ward secondary schools, traffic jams, poor roads, misuse of power in land division and other public resources, CCM opinion poll, improper waste management in Dar es Salaam, election campaign launches and people's expectations on the coming government in power

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Comment / lessons learned
	Produce and broadcast HakiElimu's own TV program (*Tafakari Time*) twice a month to further debate on quality education, human rights, good governance and democracy.	19 programmes broadcast on TBC1 – contributors gave authoritative opinions and shared expertise. Requests received from professional groups and individuals to take part in this programme	75,000,000/-	82,347,000/-	Feedback collected from this activity (through telephone, office visits, etc) shows that the TV program is popular and informative. Most requests for re-broadcast were for a program on transportation problems for students. A sizable number of viewers were requesting a platform to air their views.
	Produce 3 series of inspiring radio and TV spots (participatory teaching in secondary schools, civic education and budget) and 2-3 spots on emerging issues and broadcast them on popular local and national stations in order to expand public debate and solicit response/action from target audiences.	A total of 8,656 media spots were broadcast overall. An average of 3 HakiElimu media spots were broadcast every day on each 2 national-wide stations (TBC1, ITV and RFA), each 2 multi-regional stations (Clouds FM and Channel Ten) and each 7 regional radio stations (Pride FM, Abood Radio, Radio Kwizera, Kasibante FM, Ebony FM, Kili FM, and Voice of Tabora).	542,800,000/-	520,679,753.60	Every zone in the country was reached through either a national station or a popular regional station in the area; it is more cost effective to use local radio stations.
	Prepare and distribute 4 clips of HakiElimu popular audio spots as ring tones and 2 caller tunes to attract people's attention and interest in HakiElimu's messages/work.	6 clips produced and distributed to HakiElimu staff, *Friends of Education* and families of HakiElimu staff; the distribution to larger population will continue as Media develop social media.	2,400,000/-	160,500/-	

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Comment / lessons learned
	Produce and distribute 50,000 copies of a comic book deriving from previous media spots (language of instruction, disability, MKUKUTA, teachers' salaries and embezzlement of public funds, shortage of qualified teachers) in order to attract attention to issues that HakiElimu has been campaigning for/against since 2005.	A total of 50,000 copies of comic book printed and disseminated to *Friends of Education* and citizens. Feedback collected on the use of the book revealed that provision of meals at school, transportation, disability challenges, delay of salaries and distance for teachers and language of instruction has direct correlation with school/students performance.	27,000,000/-	26,760,097/-	The comic book increased penetration of messages to wider public. It was a good idea as those without TV were in a position to access messages.
	Produce English subtitles of previous HakiElimu spots and new HakiElimu spots (in Kiswahili and English) and upload them on a YouTube to make them easily accessible for local and international audiences.	Total of 56 new and old spots and the *Friends of Education* documentary have been subtitled. The uploading to the YouTube and FaceBook will be conducted in 2011.	2,000,000/-	1,470,000/-	Since documentaries are produced in Swahili, subtitling increases their accessibility.
	Identify 2 and produce 2 development related documentaries/case studies/films for CE to use to inspire *Friends of Education* to become change agents and thereby attract 10,000 people join the *Friends* movement.	The activity was not carried out due to logistical impediments as a result of general elections. The budget was used to produce a documentary which shows *Friends'* initiatives as part of the achievements of the organization in 10 years.	16,000,000/-	18,360,000/-	This activity was not carried out. Instead, allocated funds were used to produce the ten-year anniversary of HakiElimu documentary in collaboration with CE.
	Place messages on 25 billboards countrywide in order to increase people's awareness and participation in democratic opportunities/ avenues and 5 billboards in Dar es Salaam urging daladala conductors and city commuters to help pupils/students get to school/home early.	This activity was not done as messages were communicated through media spots with positive feedback. Instead part of the budget was used to assess people's views on the billboards. The assessment revealed that people can easily associate the billboards mounted with HakiElimu, while some citizens regard HakiElimu as a government organization.	81,500,000/-	56,548,126.34	A great number of citizens participated in this assessment; there was a call for HakiElimu to mount many billboards in rural areas where there are many citizens.

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Comment / lessons learned
	Organize 2 public forums involving students in secondary schools in order to further creativity, debate and confidence among themselves and others in issues related to education, democracy and good governance.	Youth forum attended by young people from higher learning institutions, secondary schools and community-based youth groups; series of meetings for youth focused NGOs to encourage critical reflection on education – culminating in production of a Youth Agenda for 2010 election; coverage by 12 media houses, 13 organisations and about 50 individuals attended each meeting	12,250,000/-	10,988,700/-	Feedback collected from this activity revealed that there is great potential to have positive impact by involving youth from up-country regions.
HakiElimu using Media:	**• Sub-total**		**8,200,000/-**	**8,220,000/-**	
Support CE, PAA, IA and partner organizations in using media effectively and in reaching their target audiences and realizing their objectives through media use.	**Train and support partner organizations on using media as an advocacy tool for social change for them to use media more efficiently and achieve intended objectives thereby increasing potentials of influencing changes resulting from media use of partner organizations.**		**NIL**	**880,000/-**	
	Promote *Friends'* and citizens' actions through 15 profiles, 5 TV and 16 radio programs in order to encourage more citizens to play their part in bringing about changes they want to see.	20 *Friends'* profiles published in newspapers (for more information see website); 118 Programmes broadcast through TV and regional radio.	4,400,000/-	4,236,000/-	This activity led many citizens to join the movement as they have seen others talking on issues relating to education and democracy.
	Support PAA and IA in organizing 10 press conferences/launches.	90 stories were published in local newspapers, 9 stories aired on regional radio stations, and 13 news clips on prominent local and international electronic/digital media such as ITV, TBC1, Star TV, Mlimani TV, BBC, Jamii Forums and Michuzi blog.	3,400,000/-	3,104,000/-	Generally positive coverage – even though contesting for space with election coverage.

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Comment / lessons learned
	Edit and forward 150 letters to the editor/features from staff and partners to newspaper editors in order to increase coverage of people's opinions on education issues, governance and public service delivery.	163 letters were edited and sent to the editor including 26 letters from *Friends of Education*, among these 147 were published and others still pending publication. Most letters received serious attention from leaders, even if the viewpoint was rejected. For example, one letter got a reply from the Open University of Tanzania and another from PPF.	**NIL**	**NIL**	From this activity, HakiElimu has learned that writing issues of community importance has direct correlation to reader responses.
	Hold informal meetings with 4 editors and 4 senior journalists (individually) to strengthen relations.	HakiElimu met with 10 editors to discuss various issues; this was linked with other activities rather than being a separate activity.	400,000/-	**NIL**	Media unit has managed to increase its network with editors thereby making the unit's work easier.
	Link staff and partners with media.		NIL	NIL	
	Respond to media queries/requests.		Nil	NIL	
Media Monitoring: Monitor HakiElimu in the news, supported media surveys, media spots and programs.			**25,574,740/-**	**27,760,510/-**	
	Monitor, display, compile and share HakiElimu in the News (resulting from press conferences/statements, print advertisements, supported cartoons, op-eds/ kauli mbadala) and share articles resulting from media surveys, *Friends* profiles and letters with staff and board members.	HakiElimu managed to capture 115 HakiElimu in the News, 90 Major surveys, 90 individual surveys and 34 cartoons for reference purposes and evidence of the work that was covered in the media.	6,874,740/-	6,902,290/-	Majority of this news has been used to inform HakiElimu staff on what is happening and is also used as the basis for other work like writing case studies.
	Systematically monitor articles/news stories/features covered in newspapers on education, governance and human rights on a daily basis as reference materials and make them easily accessible electronically (in a database).	5,330 education-related articles identified, along with 190 on governance, 178 on human rights and 97 on the public budget.	NIL	NIL	These articles are used for reference and for monitoring the 'echo' of HakiElimu's work.

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Comment / lessons learned
	Monitor the broadcast of spots and programs produced or sponsored by HakiElimu for contractual compliance and quality assurance.	Assessment on whether the radio and TV stations are broadcasting HakiElimu spots was conducted through the use of *Friends of Education* and staff who travelled in the field.	18,700,000/-	20,858,220/-	Media unit has learned that continuous follow-up of spots is important for quality assurance monitoring as well as sustainability.
	Operating costs for implementing activities in the Media program		**127,177,827/-**	**118,267,688.88**	
Others	**Consultancy support to carry out Media Unit activities, purchase of laptop, sundry transport, mobile top-ups, various no cost activities e.g. participation in book clubs.**		**16,530,000/-**	**12,584,560.15**	
	Total		**1,050,721,067**	**984,857,965.93**	

2.3 Summary of Strategies and Activities

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Lessons Learned
Library: Improved reading culture among staff, board, members and key partners	**Sub Total**		**17,300,000/-**	**15,672,143.17**	
	Procure 400 physical and electronic materials on HakiElimu themes; organize and make them available to staff, board, members and key partners.	More than 500 books acquired – supported by activities to encourage readership and to be used by different units.	11,000,000/-	8,708,293.02	Hard to establish link with increased effectiveness of staff.
	Administer depository of HakiElimu publications.	All units provided with printed publications and audiovisuals originating from their activities.	NIL		
	Develop and maintain visuals bank of cartoons, photos and illustrations for use in the production of HakiElimu publications.	All items catalogued for future easy access.	500,000/-	453,000/-	
	Promote library usage to all staff and key partners to facilitate learning.	Book club meetings held – facilitated by the different units; new books promoted at Monday morning meetings.	500,000/-		
	Support 8 community libraries through training on their establishment and management.	Results recorded in summary above.	5,000,000/-	6,510,850.15	Need for on-going monitoring to establish how best to support in the future.
	Conduct spot-checks and annual stocktaking to ensure safety of materials and for further action.	One spot-check carried out. The result from this activity revealed that out of the 361 books checked, 25 were missing (6.9% overall) as following EGov. 50 spot-checked: 7 were missing, equals 14%; GNR 38 checked and 2 were missing, equals 5% and MAN 50 were spot checked and 2 were missing which is 4%.; DGA 80 checked, 7 were missing which is app. 9%; HRs 22 were checked, 3 were missing app. 14%; RM 18 checked, 4 were missing, 22%. Gov, HRs, RM are the areas which have suffered significant loss.	300,000/-	130,000/-	

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Lessons Learned
Popular publications: Friends of Education and other key partners informed and debating on issues related to education and democracy	**Sub Total**		**312,000,000/-**	**295,201,412.50**	
	Print and distribute 150,000 copies of 2011 calendar, also print and distribute the following publications • 40,000 copies cartoon booklet number 10 • 40,000 copies Kiswahili story book, • 40,000 copies of CAG booklet, • 40,000 copies of a *Friends* booklet, reprint and distribute relevant materials based on demand[4], • 55,000 copies of SautiElimu Kiswahili newsletter, • 10,000 copies of comprehensive HakiElimu publications catalogue and monitor the use of publications • Promote quality of education message through branding various products,	32,600 copies of cartoon booklet No. 9 were distributed to *Friends of Education* and partners, 32,600 copies of "*Elimu Bora Bila Mafunzo Endelevu kwa Walimu Kazini*?" were distributed to *Friends of Education*, 32,600 copies of popular journals in Swahili *Shajara ya Marafiki wa Elimu*, Five educational messages supported by informative and attractive illustrations, encouraging students and teachers to study and teach science subject were developed, printed on 10,000,000 exercise books and distributed	312,000,000/-	295,201,412.50	
Information Dissemination and Feedback :friends of Education , policy makers and other partners receive and provide feedback on HakiElimu publications	**Sub Total**		**296,500,000/-**	**339,087,727.22**	
	Distribute publications and materials to *Friends of Education,* government, donors, CSOs, schools, other partners and use strategic events and other opportunities to distribute publications	For the year 2010, HakiElimu distributed more than 655,000 publications to *Friends of Education* and partners (including NGOs, CBOs and different institutions) • 472,199 to *Friends of Education*, • 177, 365 to partners and • 5,460 during strategic events	283,500,000/-	333,174,837.22	
	Update and regularly maintain HakiElimu information management system (HEMIS) and analyze feedback forms to inform organization on relevance, usefulness and opportunities to improve publications	265 feedback forms analyzed and report shared. The report shows that majority of readers demands more publications from HakiElimu. Demand for our publications is high as shown by the constant demands queries about any real or perceived delay in getting publications.	13,000,000/-	5,912,890/-	IA take advantage of high demand of its publications to reach more people

[4] Demand: from organizations, individual manuscripts which are relevant to HakE themes and feedback from audience

Strategy	Summary of Planned Action	Actual Action and Results	Budget	Actual Expenditure	Lessons Learned
	Distribution of Computers for visual impared		NIL	650,000/-	
Public competition: generate views on burning issues on education and disseminate them for further action	**Sub Total**		**55,000,000/-**		
	Launch and conduct new public essay and drawing competition on quality of education and print and deliver 40,000 copies of What is the significance of in-service training for teachers in improving education Tanzania? Competition booklet to publicise 2010 competition findings	One public competition on "*Mafunzo ya valium walkway konini Yana umhimu gani katika kuboresha elimu Tanzania?"* was launched in collaboration with Tanzania Teachers Union and Teachers Resource Centres Coalition	55,000,000/-	50,183,000/-	
Website	Website		6,000,000/-	5,800,000/-	
Free Play Radio	Distribution of free-play radio			159,125,241.02	
Technical assistance	Technical Assistance		5,280,000/-	860,000/-	
IA Unit Operating Costs	**Sub Total**		**131,649,692/-**	**129,804,996.90**	
	Total IA Unit Costs		**823,729,692/-**	**996,514,202.97**	

3.3 Summary of Strategies and Activities

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Lessons Learned
Recruitment and Information: A strategically diverse group of citizens have joined the *Friends of Education* movement and are informed on relevant issues of education and democracy **Citizen Monitoring: *Friends* and other citizen groups are monitoring, documenting, debating, taking action and communicating feedbacks to all stakeholders** **Citizen Organizing and Action: *Friends* and other citizens are organizing and taking action to enable change in education and democracy**	**Sub-total**		**27,000,000/-**	**21,889,840/-**	
	At least 4,000 new *Friends*, especially women, groups, people with disabilities and local leaders from remote areas, recruited and recorded into database.	2,533 recruited – an increase on the annual figure of 2009. 1,023 are female. All newly recruited added to database and receive welcome packs.	6,300,000/-	3,933,600/-	Decision to focus on level of activity of *Friends,* not just on increasing numbers.
	All *Friends* and other citizens are informed on relevant information on education & democracy.	4 mass mailings; 99% of the 1,264 letters and emails answered; more than half the publications from IA to *Friends*, many specifically targeted at them	9,760,000/-	8,119,440/-	
	The *Friends* Movement is linked with other organizations across Tanzania to broaden ownership of the *Movement.*	Links established with TGNP, MPI, Policy Forum, HakiKazi, Uwezo/Twaweza.	3,640,000/-	3,286,000/-	Those organizations approached by HakiElimu have joined the movement while others request collaboration with HakiElimu in many aspects.
	Concept of *Friends of Education* communicated to all *Friends* and other citizens – especially through 'Friends Handbook.'		7,300,000/-	6,550,800/-	Existing *Friends* mentor others and encourage them to join by sharing publications and discussions; others just decide to request publications.
	Sub-total		**30,980,000/-**	**27,833,000/-**	
	SEDP & PEDP monitoring tools and guides promoted and shared among *Friends &* concerned citizens.	Monitoring took place in 14 primary schools and 12 secondary schools.[5]	24,800,000/-	24,800,000/-	The monitoring report revealed that, despite the efforts made on follow-up, the implementation of the program is yet to give results.
	Friends are sharing information gathered through policy monitoring with stakeholders both at community and policy levels.	Numerous meetings and forums held, at community, district, regional and national level. Linkages to community radio and TV work.	4,380,000/-	1,233,000/-	

[5] Ng'hong'onha, Ntyuka, Ipala, Maendeleo, Ng'anda, Azimio, Mashujaa, Majengo, Uzogole, Twendepamoja, Negezi, Bugimbagu

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Lessons Learned
	Monitoring feedback & information from *Friends* compiled, analyzed & shared to stakeholders.	Information from *Friends* is used to inform our annual plans. Monitoring feedbacks are shared to *Friends* and other citizens through public forums. Through forums, citizens are informed on what is going on and their views given a consideration including holding their leaders to account for their action.	1,800,000/-	1,800,000/-	
	Sub-total		**100,015,000/-**	**101,549,500/-**	
	120 new Focal Points identified in at least 4 regions across Tanzania & capacitated to assume roles & responsibilities of FP.	105 *Friends* were oriented to assume responsibilities as *Focal Friends* to organize and coordinate *Friends* activities and communication at community level – this also linked to social accountability monitoring and with partners like MPI.	19,000,000/-	19,186,100/-	Focal *Friends* have been the best linkage between HakiElimu and the community.
	One popular practical guide for effective engagement of *Friends* at community level developed and shared with all *Friends*.	Guideline for groups on organizing public forums - support also to 8 groups of *Friends* in DSM, Shinyanga, Moshi, Kilwa, Mkuranga, Morogoro, Masasi and Selela to conduct such forums – one of which was broadcast on TV. Most Focal *Friends* now use public forums as a means to air views and hold leaders to account – see the quotation above from Msaho Mtaki.	6,400,000/-	7,540,000/-	
	Direct training provided to about 30 *Friends* to enable them be able to track *Friends* initiatives and case studies, document and share the information to stakeholders including HakiElimu and media houses.	Pool of 'Community Information Volunteers' established. This year, rate of *Friends* writing letters to editors and education articles has gone up.	13,415,000/-	13,344,206/-	

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Lessons Learned
	3 regional meetings and 1 annual *Friends* meeting conducted to *Focal Friends* in regions with few *Friends*.	Networks of *Friends* formed in Tanga, Mwanza, Arusha and Manyara.	61,200,000/-	61,479,194/-	Apart from sharing experiences from *Friends*, this has been an avenue for collecting case studies and to learn more about the sustainability of the movement.
	Sub-total		**29,000,000/-**	**30,550,300/-**	
	Friends and ordinary citizens' voices enabled to be heard through media.	*Friends'* newsletter published. Television show featuring *Friends* raised questions about school meals – generating responses from Mwanza City Council and MoEVT recorded above. 118 Radio programmes aired by 9 community stations. 404 *Friends* participated and discussed issues	12,600,000/- (Film budget under Media)	13,716,000/-	
	Best practices from *Friends* initiatives and other citizens' actions on quality education and governance identified, documented and shared.	See information under Media / IA.	5,200,000/- (profiling budget in Media)	5,744,800/-	
	Information received from *Friends* correspondence systematically recorded, compiled, analyzed and shared	The study conducted by CE shows that much correspondence expressed opinions which were related to education 72.5%, disability 9.9% and governance/democracy 8.8%. The correspondence from *Friends of Education* contain various themes including Education and Democracy. The opinions emanating out of the correspondences are critical tools for enhancing citizen. engagement and for promoting discussions among citizens in the country	7,000,000/-	7,661,500/-	Through information received, it is easy to learn about areas which need attention as well as concerns and views from *Friends* which in many cases are used for publications and other HakiElimu works.

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Lessons Learned
	Friends' views and actions promoted through key forums.	*Friends'* views and actions were published in the *Friends* newsletter and shared through media (radio, TV and newspapers) to inspire other citizens to replicate and raise imaginative debate on governance and education issues around the country. 8 *Friends* had opportunity of participating in a TV program where they raised a debate on the importance of providing food to school children. Through this positive responses have been recorded through authorities regarding the public outcry; Mwanza City Council expressed a wish to start offering at least lunch in all secondary schools in the city; the Ministry of Education and Vocational Training also revealed in a parliamentary session that in the next 2011/2012 budget, it is going to consider budgeting for provision of food to school children.			
	Strategic links between *Friends* and local governments explored and promoted.	The unit identified other avenues to allow more *Friends* to participate and contribute their views to influence decisions including policy that affect their social wellbeing. So far the exercise is well taken in Dar es Salaam, Arusha and Mwanza where TGNP, HakiKazi and MPI have seminar series, respectively.	4,200,000/-	3,428,000/-	It has been very difficult for the unit to identify other related seminars series in other regions across Tanzania, however the unit is continuing to consult some partner organizations in the regions to help identifying existing initiatives of this nature to support more *Friends* in other regions.
	Unit Operating Cost		**111,804,369/-**	**106,065,864.91**	
Other	Letters to editor published, technical assistance to the Unit, staff professional development, lessons learning and documentation.		**2,970,000/-**	**1,258,000/-**	
	Total CE Cost		**301,769,369/-**	**289,146,504.91**	

4.3 Summary of Strategies and Actions

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Comment/Lessons learned
Research, Analysis & Advocacy	**Sub-total**		**99,196,000/-**	**103,728,014.84**	
	One in-depth research study on key quality basic education issue conducted and report published.	Research into Relationship between curriculum quality and provision of quality education – carried out in high performing districts (Monduli and Mufindi), Medium performing districts (Pangani and Misungwi) and low performing ones (Uyui and Bukombe) About 80% of respondents felt that the current curriculum no longer corresponds to society's needs.	34,050,000/-	38,769,058.84	Costs include printing and dissemination of 5,000 English and 5,000 Swahili copies of the research.
	One Position paper on key issues related to quality basic education published.	Position paper on 'Girls have the right to complete their studies' – poverty is noted to be a major obstacle, alongside early pregnancy.	9,650,000/-	9,761,800/-	Costs include printing and dissemination of 13,000 Swahili and 7,000 English copies
	Five year implementation progress of SEDP reviewed	The Review of five years of the implementation of the secondary education development plan 2004-2009 (SEDP I) has shown more quantitative achievements compared to qualitative aspects. In the implementation of (SEDP II) qualitative aspects should be given utmost importance so as to realize all priority areas of the plan. Monitoring and evaluation of plan should be done quarterly and yearly, by involving all stakeholders and such reports should be shared to the public	10,150,000/-	10,585,600/-	

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Comment/Lessons learned
	Awareness and capacity building of local leaders on public policy advocacy on key issues related to quality basic education governance and democracy enhanced	Leaders in Nachingwea and Meatu selected – 75 people in all. Training very enthusiastically received, and commitments revealed by participants to give follow-up training in their own areas. This to be followed up in 2011.	24,026,000/-	24,447,399.51	
	Simplified version of the Law of the Child Act of 2009 prepared: 10,000 Swahili copies of Law of the Child Act booklet 5,000 Swahili briefs on Law of the Child Act	Work completed – a total of 10,000 copies published and distributed	11,950,000/-	17,932,353.90	
	Rapid response on various education, governance and democracy issues prepared as they arise.	Publicising of the positive example set by DED of Bunda over his own housing – cited above. Coverage of Day of African Child – focusing particularly on amount of the education budget that actually benefits children.	6,000,000/-	2,124,000/-	
	Media monitored for key policy developments, and information shared with HakiElimu staff	Focus on the most notorious corruption scandals, resulting in publication cited in results above Daily monitoring of media	900,000/-	56,000/-	Media updates provided to staff, but value not clear – no feedback received.
	Key education policy developments monitored and key meetings strategically engaged either directly or through partner organizations.	Most significant meeting was with MPs prior to the presentation of the education budget speech. On-going liaison with key research and training institutions including REPOA, ESRF, UDSM, DUCE	2,470,000	51,803/-	
	HakiElimu Advocacy Strategy	Chosen focus was TDMS because of teacher quality issues; TV/radio slot developed, special session with MPs, theme of annual essay competition, post-budget analysis and 2011 calendar. This is only the start of the campaign.	NIL	NIL	

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Comment/Lessons learned
Resource Transparency & Accountability	**Sub-Total**		**126,219,000/-**	**107,115,499.12**	
	Budget and CAG report analysis for quality basic education conducted	Pre-vote budget brief on challenges of implementation of PEDPII – in particular under-funding. 5,000 copies distributed, alongside cartoons also in national newspapers – highlighted in particular the issue of teachers' houses. A detailed post-budget report was also published, alongside a simpler version. A total of 5,000 copies were circulated, and will be used as the basis of advocacy sessions with ministry officials and MPs during the development and discussion of the 2011/12 budget.	13,960,000/-	12,657,232.62	Full budget brief and then simplified version rather than trying to get one document to serve both purposes Popularization of CAG report with stronger advocacy focus, rather than just simplification of materials.
	Public Expenditure Tracking Survey (PETS) for basic education conducted and report published.	Conducted in 6 districts. PETS exercise found that capitation grants disbursed does not match with directives from MMEM II. The government has disbursed only 50% of the budgeted capitation grants.	21,000,000/-	17,189,990.30	To work more closely with *Friends of Education* so that they can monitor budget execution frequently.
	Working with international partners on budget analysis and advocacy activities enhanced.	• Continued mentoring relationship with International Budget Partnership (IBP) through Civil Society Budget Initiative (CSBI) and Centre for Budget and Policy Priorities (CBPP) • Implementation of IBP- Partnership initiative pilot phase (which was jointly implemented with Policy Forum) • Conduct a learning visit to India's Centre for Budget to learn how they track public resources/ expenditures for education • Advocated OBI findings through National Launch and press release in November 2010.	7,950,000/-	8,707,772.40	OBI national launch has empowered PAA with advocacy skills.

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Comment/Lessons learned
	***Friends of Education* trained on budget issues and are able to demonstrate capacity to monitor the budget at local level and holding government officials to account**	109 *Friends* from 4 districts took part in training – of whom 12 were selected to take part in PETS surveys in six districts– as they were able to use the tools without any additional support from HakiElimu staff. One participant has started to work on his own initiative in Pangani. Follow up will be done in 2011 during *Friends* zonal meetings	35,400,000/-	29,307,219.65	PAA has an advantage to use *Friends* for HakiElimu advocacy on budget monitoring
	Develop citizens Budget		4,000,000/-	NIL	
	Simplified Citizen's Guide to Budget (Booklet II) developed – building on publication first developed in 2009	Activity took place at the end of 2010, dissemination and impact will be felt 2011.	14,100,000/-	14,450,000/-	
	Popular Budget related materials distributed (by IA)	Apart from popular publications developed by IA and CE, a total of 87,750 policy and budget related materials[6] developed from PAA were printed and distributed	9,819,000/-	5,625,786/-	
	Competence of journalists to analyse and report budget related issues enhanced	79 Journalists trained. This activity has been reported under Media unit also. The budget was from PAA Four trainees wrote articles on budget during budget discussion in July 2010, and 3 requested for funding to conduct budget monitoring in Dodoma, Kishapu-Shinyanga and Bukoba. Follow up for this activity will continue in 2011.	19,990,000/-	19,177,500/-	The budget for training was from PAA. Working with journalists can enhance HakiElimu's advocacy work through media. Journalists are eager to work with HakiElimu as *Friends*.

[6] Sheria ya Mtoto – Kiswahili, Shule ya kwanza ya mtoto ni mzazi, Elimu Ukombozi Lugha na upashanaji , Je, Serikali inatekeleza ahadi zake, CAG Brief Report – Swahili and English, Education in Reverse, Elimu inaenda kinyume Muhtasari and Serikali yafanikiwa katika Uwazi

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Comment/Lessons learned
	Sub-total		**33,755,000/-**	**19,439,105/-**	
Monitoring Government	Government Promises made in 2010 compiled, published and distributed to various actors for them to be able to monitor/follow up on action against promises	This work entails publishing a book in English and Swahili. Follow-up activity will be conducted in 2011.	28,760,000/-	16,572,400/-	
	Parliamentary proceedings continuously monitored for key developments on education issues	This work entails publishing a book in English and Swahili. Follow-up activity will be conducted in 2011.	4,995,000/-	2,866,705/-	
National Policy Debate & Advocacy	**Sub-total**		**54,730,000/-**	**42,900,826/-**	
	Contributions made to weekly HakiElimu op-ed column	Weekly Op-eds written and submitted to IA throughout 2010.	NIL	NIL	
	Monthly Policy Forum breakfast debates on critical policy issues actively attended.	Unit staff and HakiElimu as a whole participated in 6 breakfast debates	NIL	NIL	
	8-10 working papers (2-3 per quarter) on education, governance, human rights, budget and related issues published in English (3,000) and Kiswahili (5,000) to inform key policy and public audiences.	2 Internal Working Papers and 2 External Working Papers printed and distributed.	35,250,000/-	25,561,740/-	Efforts underway to encourage more staff to write these.

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Comment/Lessons learned
	Strategically engaged with and through partners and coalitions	A total of 4 partners were visited, *Canadian Harambee Education Society (CHES), Katesh, Hanang* CHES is a one-to-one girls' secondary education sponsorship. Its target beneficiaries are vulnerable girls, most who are either orphans, financially destitute, diseased, or disabled. Kweli Center is a private, English-medium primary school established in 2008. It has 70 students, pre-K through standard two, with 4 teachers, and 2 teachers' aides. Peace House was started by an American in 2007 and now has 15 teachers with 250 students up to Form 3. Students are mostly OVCs, and it works on a one-to-one sponsorship system with funding mostly from the US. Africaid, another American initiative, began in 1996 and was registered in 2002. "Kisa" is its girls' leadership mentoring program being launched in 2010 in 2 partner schools (Arusha Secondary and Muringe Sokoine Monduli Secondary). Particular focus was on partners at district level	19,180,000/-	17,259,586/-	
	Information and lessons on policy development and budget issues shared with other HakiElimu staff	One policy day held and two meetings with Media Unit to develop budget spots. Two learning sessions by PAA staff on MKUKUTA and on 'Restore Teachers' Dignity'	300,000/-	79,500/-	
	PAA staff participation in media talk show to discuss on key policy issues strengthened.	2 live media talks were held on teachers training and education two staff participated in media programs (Tafakari Time and Wapo radio) 1 media talk was held by BBC on 500 teachers fired in Kenya for sexual relationship with their students by one staff on October, 2010 1 TV talk show organized by Compass Communications Company on 19th October, 2010 on mpango wa mafunzo kwa walimu, je unasaidia katika ukuzaji wa kiwango cha elimu nchini?	NIL	NIL	

Strategy	Summary of Planned Actions	Actual Actions and Results	Budget	Actual Expenditure	Comment/Lessons learned
4 Professional Development/Technical Assistance/others	**Sub- total**		**56,100,000/-**	**57,710,914.58**	
	Letters written to the editor on key policy issues and forwarded to Media unit	Unit staff wrote 12 letters to the editors that were published. The letters carried their personal opinion as vocal citizens who prefer publicly sharing their ideas.	NIL	210,000/-	
	PAA Unit and Staff capabilities developed consistent with learning and activity needs	All unit staff participated in short term learning opportunities, and one staff started postgraduate studies.	2,200,000/-	3,313,418/-	
	Book club sessions effectively attended	Unit staff participated in 9 book clubs out of 18 organized in the organization.	NIL		
	Technical assistance (consultancy) provided for budget-related and other activities		42,800,000/-	43,648,361.58	
	PAA staff supported with transport, stationeries and monthly telephone top up for official duties.	Transport for PAA staff was organized to facilitate implementation of program activities.	11,100,000/-	10,539,135/-	
	Policy Analysis & Advocacy Operating Costs		**131,858,588/-**	**120,253,781.50**	
		Grand Total PAA Unit Cost	**501858,588/-**	**451,148,141.04**	

5.2 Activities Carried Out

Output area	Summary of Planned Actions and Results	Budget	Actual Expenditure	Comments/ Lessons Learned
HUMAN RESOURCE MANAGEMENT: Physical and social well being of HakiElimu staff taken care of	**Sub-total**	**379,216,766/-**	**425,043,509.40**	
	Recruit staff consistent with approved policies and standards and provide them with job descriptions	3,430,000/-	2,016,780/-	Due to high competition in the labour market, it is not always easy to keep most of the organization's potential staff. Therefore, it is important to ensure that the organization has a good number staff who possess the required skills and experience to guarantee sustainability of the organization
	All eligible staff are covered by an identified reputable health insurance scheme	22,797,100/-	27,062,279.53	
	Manage staff salaries and benefits and ensure timely payment	280,596,045/-	284,802,767.10	
	Record, reconcile and manage staff leaves and attendance accurately	1,323,000/-	NIL	
	Provide staff with healthy, tasty lunch on all working days	4,920,000/-	10,226,785.10	
	Staff miscellaneous: Identify and engage temporary staff as per needs; Organize special lunch for outgoing staff as per regulations ; Organize and supervise monthly office cleaning	4,283,000/-	11,447.88	
	Manage Pension Fund Employer's contribution as per policy	NIL	NIL	
	Group Personal Accident insurance	2,700,000/-	3,192,000/-	
	Ensure that all staff understand the importance of appraisal, guidelines and are appraised and information used to identify learning needs and inform performance based promotions and contract renews	NIL	NIL	
	Administer effectively Staff Welfare Fund to enhance staff welfare and respond to genuine needs	16,000,000/-	16,000,000/-	
	Provide staff with a forum to discuss their own wellbeing and make suggestions through monthly meetings	NIL	NIL	
	Inform staff about being mindful of HIV/AIDS, Gender, Disability and Environmental care issues	140,000/-	89,200/-	

Output area	Summary of Planned Actions and Results	Budget	Actual Expenditure	Comments/ Lessons Learned
OFFICE ENVIRONMENT: Provide HakiElimu offices with reliable utilities and housed in a cleaned, maintained, safe and welcoming environment for staff and guests; and procure quality office assets and manage services effectively	**Sub-total**	**189,965,313/-**	**176,151,276.06**	
	Maintain office building, furniture, garden and surroundings and ensure they are clean, safe and in good condition at all times	6,660,000/-	8,213,454.45	Sometimes it is difficult to add other necessary facilities particularly when such additions/facilities were not part of the initial building design. For example, building a toilet for people with disability could not be done in this year
	Manage safety of the building and staff at all times	72,308,313/-	55,369,427.09	
	Maintain office equipment and make sure they are used efficiently and are in good working condition at all times	14,700,000/-	15,615,381.44	
	Key task: Maintain and ensure telephone and internet are reliable and efficiently used at all times	40,695,000/-	45,932,291.47	
	Key task: Maintain reliable supply of water and ensure availability at all times	3,000,000/-	1,990,081.26	
	Maintain electricity and back-up generator and ensure reliable availability and efficiency	17,350,000/-	11,370,518.00	
	Ensure availability of safe water, tea and coffee to all staff and visitors at all times and there is enough cleaning items	7,006,000/-	4,824,720/-	
	Ensure procurement of office supplies and stationery are of good quality, sufficient and available throughout; purchase of office supplies and stationeries is carried out as per policies	4,230,000/-	4,857,160/-	
	Ensure vehicles are well maintained and used in a manner that is efficient, safe and environmentally conscious	24,016,000/-	17,711,483/-	
OFFICE EQUIPMENT: Procure office equipment, maintain and ensure are in good working condition and staff use them efficiently at all times	**Sub-total**	**70,598,200/-**	**15,081,183/-**	
	Ensure assets are procured, managed, insured and promptly recorded in the asset register; and unusable assets are disposed consistent with policies	NIL	NIL	Purchase of items from abroad should be well planned since it involves multiple players including government bodies, particularly when it comes to clearing and taxes involved. Also, it is important to always budget for all relevant taxes regardless of the organisation being a not-for profit organization since exemptions may not always be granted
	Acquisition of New vehicle "Toyota L/Cruiser" to replace the existing vehicle Toyota L/Cruiser	48,000,000/-	NIL	
	Acquisition of furniture, computers and equipments for the smooth running of activities.	22,598,200/-	15,081,183/-	
	Procurement is undertaken in a value-for-money, accountable and transparent manner, consistent with policies and high standards	NIL	NIL	

Output area	Summary of Planned Actions and Results	Budget	Actual Expenditure	Comments/ Lessons Learned
COMMUNICATION/ PUBLIC RELATIONS AND DOCUMENT MANAGEMENT Visitors and phones are well attended to, faxes and emails and other documents are coded, registered, distributed and properly filed	**Sub-total**	**600,000/-**	**600,000/-**	
	Maintain reliable HakiElimu comprehensive database of contacts efficiently and updated each week	NIL	NIL	Number of visitors who visit HakiElimu for various reasons has been increasing yearly. Number of students, especially from higher learning institutions, who come for learning materials and publications, has increased/ increasing yearly. Various partner organizations seek contacts (e.g. tel. nos., Fax, emails, etc) of other institutions from HakiElimu, which they could easily find themselves. This indicates some degree of trust of HakiElimu by the public. They consider us as their reference point
	Register all physical and electronic mails systematically, track and respond to in a timely manner; and ensure internal mails are circulated in a reliably and efficiently manner	NIL	NIL	
	Documents systematically organized, filed and securely maintained at all times	NIL	NIL	
	Visitors and telephone calls are well received and responded to	NIL	NIL	
	Request HakiElimu publications from store, display and distribute through the reception during working hours	600,000/-	600,000/-	
	Manage Tafakari meeting hall bookings and ensure is utilized effectively	NIL	NIL	

Output area	Summary of Planned Actions and Results		Budget	Actual Expenditure	Comments/ Lessons Learned
MANAGEMENT AND POLICY COMPLIANCE Staff understanding of Admin Policies and Procedures facilitate harmonious working environment conducive to smooth running of HakiElimu programs	**Sub-total**		**6,000,000/-**	**9,666,756.35**	
	Produce accurate and analytical Monthly Reports on all key administration matters by officers concerned, checked by supervisors, shared with ED and used to improve performance		NIL	NIL	Frequent clarifications and reminders on policy issues enable staff to conduct themselves in a manner that is required which include adhering to procedure during implementation of all activities which facilitate smooth implementation of activities
	Key task: Ensure and carry out a systematic verification (including spot checks) to assess compliance with MemArts and Admin Policies and Procedures undertaken and documented, shared with ED and used to improve performance		NIL	NIL	
	Key task: Promote awareness among staff on compliance with Admin policies and relevant legislation		NIL	NIL	
	Key task: Conduct regular monitoring of new labor laws, Admin policy reviews and advise Management accordingly		NIL	NIL	
	Check all HakiElimu contracts to ensure standards, accuracy and consistency with policies; registered and managed to ensure full and timely implementation		NIL	NIL	
	All applicable statutory reporting and implementation requirements identified and adhered to		NIL	NIL	
	Key task: Bank charges managed efficiently and approved legal fees settled promptly		6,000,000/-	9,666,756/-	
	Support program units to photocopy documents, bind, as per request.		NIL	NIL	
	Provide logistic support to program and non-program units as requested		NIL	NIL	
	Key task: Support Major/Regular distribution of publications as per request from IA/CE unit		NIL	NIL	
OTHER ACTIVITIES: Admin staff to participate in other activities which contribute to their learning	Develop administration staff capacity according to approved learning needs				Useful for Admin staff capacity building especially to participate in research and field trips
		Grand Total Cost Administration Unit	646,380,297/-	**616,275,965.46**	

6.2 Activities and Results

As with other components of administration and the work of EDO, much of the work is routine, though there is always scope for creativity in ensuring that resources are used for optimal benefit and value for money. The following summarizes the activities carried out

Output Area	Summary of Key Actions and Results	Budget	Actual Expenditure
Financial Regulations / Statutory returns	**Finance regulations understood by all staff, accountability, and transparency enhanced, statutory returns (PAYE, PPF, C10 & C9 forms and TRA annual returns) completed/ paid on due dates**		
	Compile and explain FinRegs throughout the year 2010 and assist new staff joining HakiElimu to understand HAKIELIMU regulations	NIL	NIL
	Prepare and forward to BRELLA C9 & C10 forms including to complete and file annual TRA returns within due dates and remit PAYE/PPF in due dates	NIL	NIL
Budgets and Expenditures	**Budgets developed as per program strategy and expenditure managed as per FinRegs no. 5 & 8**		
	Support Managers to produce accurate, cost-effective and realistic annual and quarterly budgets and consolidate for ED approval.	NIL	NIL
	To prepare accurate monthly budget vs. expenditure reports and distribute to staff by 15th of the following month.	NIL	NIL
	Maintain accurately Imprest, Purchase Orders, and cheque registers and issue relevant reports before 10th of the following month.	NIL	NIL
	Scrutinize for accuracy, authorization, supporting documentation and policy compliance of all Purchase Orders, Imprests, Payment Vouchers and other transactions before recommending approval	NIL	NIL
	Process all approved transactions in an efficient, reliable and organized manner. Accurately register and post in the accounting software.	NIL	NIL
	Manage Petty cash effectively and efficiently at all times. Replenish always when the petty cash float is at Tshs. 500,000.	NIL	NIL
	Lodge promptly VAT and other applicable tax exemptions	NIL	NIL

Output Area	Summary of Key Actions and Results	Budget	Actual Expenditure
Income & Donor Management	**Income financial reports based on transparency and high level of accountability has been achieved in accordance to FinRegs # 07.**		
	Supporting ED in promoting long-term financial sustainability through endowment, secure investing and other means explored and advising ED accordingly	NIL	NIL
	Develop income budgets and cash flow projections in relation to annual budgets.	NIL	NIL
	Issue official receipt instantly for all HakiElimu income received and bank intact not later than seven days from day of receipt.	NIL	NIL
Payroll Management	**HakiElimu payroll managed with highest degree of accuracy and salaries paid on time in accordance to Admin Policies # 9 & and FinRegs #9**		
BANK MANAGEMENT	**HakiElimu funds kept safely, disbursements done prudently and cash flows managed efficiently as explained in FinRegs # 4**		
	Undertake all bank transactions consistent with policies/regulations and sound financial practice.	NIL	NIL
	Monitor closely Bank Accounts balances and take action in ensuring adequate funds at all times preferably to maintain a minimum of Tshs. 50 million	NIL	NIL
	Scrutinize monthly bank statements and reconciliations (both in Excel & in accounting software) and by 10th of each month, to report any anomalies identified.	NIL	NIL
AUDIT MANAGEMENT	**HakiElimu financial statements prepared in accordance to International Financial reporting Standards (IFRS) and clean independent external auditor's opinion given as per FinRegs # 3.2.6**		
STORES AND ASSET REGISTER MANAGEMENT	**Properly operated stores procedures, stock management have adequately facilitated smooth running of HakiElimu**		
	Properly document, stock and issue as per policies all incoming and outgoing items (i.e. publications and supplies)	NIL	NIL

Output Area	Summary of Key Actions and Results	Budget	Actual Expenditure
Management and Policy Compliance:	**FinRegs/policy elaboration, review and updates/amendments effectively done and managed and ED advised accordingly. Approved written FinRegs in place and translated into Kiswahili**		
	Undertake systematic verification (including spot checks) to assess compliance with FinRegs, and findings share with ED.	NIL	NIL
Other	Write at least 16 letters to the editor; attend and facilitate book clubs; participate and professional development	NIL	NIL
	Unanticipated/contingency (approximately 2%)	23,016,948/-	NIL
	ORGANIZATION GRAND TOTAL	**3,677,539,434/-**	**3,671,905,150/-**

7.2 Activities and Results

The results achieved by the EDO are apparent in the overall successes of the organization – as covered in the Strategic Overview. What is recorded here is a summary of the activities carried out under the auspices of the EDO, and which underpin the success of the organization.

Output area	Summary of Key Actions and Results	Budget	Actual Expenditure	Lessons Learned
Management team demonstrating high level of effectiveness and accountability.	High level of accountability and performance	7,774,000/-	7,076,650/-	
	Increase involvement and consultation of members and directors in the design, implementation and assessment of program activities	525,000/-	615,000/-	
	Increase involvement and consultation with board of directors in the design, implementation and assessment of program activities	6,400,000/-	6,176,550/-	
	Donor relations maintained; effective utilizing Donor 's technical expertise	224,000/-	149,000/-	
	Organizing and facilitating consultative meetings with board directors and members	625,000/-	136,000/-	
HakiElimu is effectively using the existing system for improved implementation monitoring and reporting of its work	Effective program management	**79,280,000/-**	**79,494,196.95**	
	HakiElimu annual program activities systematically monitored and documented	40,400,000/-	37,894,000/-	
	HakiElimu quarterly plans reviewed and plans developed.	240,000/-	293,000/-	
	All stakeholders are informed through Annual narrative and Mid Year Report	2,000,000/-	60,000/-	
	Conducting staff field visit for learning and assessing people's views on HakiElimu activities	29,640,000/-	35,395,196.95	
	Conducting independent surveys/reviews	7,000,000/-	5,852,000/-	
	Periodically and systematically improving standards and formats for planning, review, monitoring and reporting	NIL	NIL	
	Providing technical support and feedback on activity memos of program activities	NIL	NIL	
	Monthly monitoring of program and administration/finance activities and provide feedback	NIL	NIL	

Output area	Summary of Key Actions and Results	Budget	Actual Expenditure	Lessons Learned
	Systematic and regular assessment of actual practice against memarts, admin policies, fin-regs and other policy directives	NIL	NIL	
	Facilitating 2010 auditing	NIL	NIL	
Staff are effectively implementing their programs in line with HakiElimu strategic program	**Staff demonstrating high level of efficiency in their activities**	**3,220,000/-**	**2,445,000/-**	
	Provide strategic leadership to staff	NIL		
	Facilitate management meeting to analyze major issues, monitor progress and advise ED accordingly.	3,220,000/-	2,445,000/-	
	Fostering culture of learning, reflection and accountability among HakiElimu staff	NIL	NIL	
	Forging alliances and strategic relationship with key external partners in Government, Civil Society, Media, donors and others	NIL	NIL	
	Continuous mentoring and coaching to managers/staff to deliver quality results	NIL	NIL	
	Facilitate smooth operation of activities and communication among teams	NIL	NIL	
External Audit	External Audit	9,000,000/-	13,390,166.40	
Staff demonstrate competency and professionalism in service delivery	**Staff are proactive and deliver work at the highest standards**	**75,400,000/-**	**78,497,499.77**	
	Promote learning and active debate on social economic issues among staff	400,000/-	220,000/-	
	Promoting staff training and capacity development	70,000,000/-	70,813,666.07	
	Youth development internship	5,000,000/-	7,463,833.70	

Output area	Summary of Key Actions and Results	Budget	Actual Expenditure	Lessons Learned
HakiElimu ICT system effectively has implemented, maintained and updated ICT systems, Computers and its peripherals, LAN and Telecommuni cations system for efficient and reliable operations of its activities.	**Effective operation of ICT systems**			
	Documenting, promoting and implementing standard and sub-policies for effective ICT use.	NIL	NIL	
	Maintaining Local Area Network and Server and functioning effectively	NIL	NIL	
	Restoring of data, file security and full system backup carried out on both servers for disaster effect recovery	NIL	NIL	
	Perform maintenance and monitoring of internet and email service	NIL	NIL	
	Managing all computers and peripherals to work well at all times for safety and accountability.	NIL	NIL	
	Conduct training on basic computer and Microsoft Office application	NIL	NIL	
	Perform maintenance and monitoring of HakiElimu Telecommunication system for cost effectiveness.	NIL	NIL	
	Proving support to Users for effectively identifying and utilizing the HakiElimu's selected software (ARUTI, PASTEL, ALICE, and HEMIS-database).	NIL	NIL	
	Update, maintenance and monitoring of HakiElimu Website regularly.	NIL	NIL	
	Production and sharing of reports on all major ICT functions	NIL	NIL	
	EDO Unit Operating Costs	**155,389,491/-**	**153,058,862.27**	
	GRAND EDO UNIT TOTAL COST	**330,063,491/-**	**333,962,375.39**	

8

Conclusion

Overall Reflections on the 2010

2010 has been again another interesting and successful year for HakiElimu. It is evident that, HakiElimu has been among the Civil Society Organization that has contributed into the ongoing citizen engagement and activeness in policy, democracy and education matters. It is with no secret that the level of citizens' engagement in debating, asking questions and rising issues in politics, participation, equality, governance and accountability has increased in great deal unlike it has been in the past. This was also observed during the 2010 general elections campaigns and during the elections, where for the first time ordinary citizens spoke openly without fear or reservations. In addition, education is among the most discussed or broadcast sector in media, which commands a wider discussion and debate. This shows that, with no doubt, HakiElimu with other partners have succeeded in creating awareness and providing space for citizens, so that first they become aware and then organize to take actions to hold the government to account. To some extent this has been achieved, in terms of being informed and start debating and organizing. More efforts are still needed to enable citizens to use the information to actively organize themselves and engage in holding government to account. This is still a challenge, which needs interventions and collaboration of CSOs, in providing more space for citizens to actively engage.

Overall, 2010 has been very successful for HakiElimu, advocacy campaigns on teachers' houses and on quality education is now bearing fruits. The higher authority government officials are currently admitting that the quality of education in Tanzania is in a mess and something must be done quickly to improve quality and status of teachers. These are commitments made during the 2010 general elections and HakiElimu will deliberately monitor these promises and continue to remind the government to fulfil its promises.

The campaigns against exams leakages done by HakiElimu have proved to be very successful and effective and the results were observed in the 2010 form four national exams, where there was a poor performance.

HakiElimu, will continue to facilitate citizens to organize themselves and putting pressure for the government to be more accountable and improve education, but also push for active citizenship for a better Tanzania.

ERNST & YOUNG

Ernst & Young
Certified Public Accountants
Utalii House
36 Laibon Road, Oysterbay
P.O. Box 2475
Dar es Salaam, Tanzania
Tel: +255 22 2667227 / 7368/ 6853
Fax: +255 22 2666948/ 6869
E-mail: info.tanzania@tz.ey.com
www.ey.com/tz

INDEPENDENT AUDITORS' REPORT

To the members of HakiElimu

Report on the financial statements

We have audited the accompanying financial statements of HakiElimu, which comprise the statement of financial position as at 31 December, 2010, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information as set out on pages 10 to 29

Directors' responsibility for the financial statements

The Company's Directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and in the manner required by the Tanzanian Companies Act, 2002 and for such internal control as the Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of HakiElimu as at 31 December, 2010, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the manner required by the Tanzanian Companies Act,2002.

ERNST & YOUNG

INDEPENDENT AUDITORS' REPORT (Continued)

To the members of HakiElimu

Report on other legal and regulatory requirements

This report, including the opinion, has been prepared for, and only for, the Bank's members as a body in accordance with the Tanzanian Companies Act, 2002 and for no other purposes.

As required by the Tanzanian Companies Act, 2002, we report to you, based on our audit, that:

i. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
ii. In our opinion, proper books of accounts have been kept by the Company, so far as appears from our examination of those books;
iii. The Directors Report is consistent with the financial statements,
iv. Information specified by law regarding Directors remuneration and transactions with the company is disclosed; and
v. The Company's financial statements are in agreement with the books of accounts.

Ernst & Young
Certified Public Accountants

Signed by: Michael Kimoni
Dar es Salaam

22 June **2011**

HakiElimu

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2010

	Notes	2010	2009
		TZS'000	TZS'000
INCOME			
Revenue grants	5	3,761,524	3,744,993
Other partners contribution		32,984	6,254
Other income		8,863	0
Total		**3,803,371**	**3,751,247**
EXPENDITURE			
Media		984,858	835,017
Information access		996,514	1,154,724
Citizen engagement		289,147	196,540
Policy analysis and advocacy		451,148	272,092
Governance, Monitoring and Evaluation		333,962	178,001
Program and support staff		425,044	873,029
Running costs		176,151	123,035
Depreciation		104,700	112,555
Total		**3,761,524**	**3,744,993**
Surplus for the year		**41,848**	**6,254**
Reconciled with internally contributed funds		**41,848**	**6,254**

HakiElimu

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2010

	Notes	2010 TZS '000	2009 TZS '000
Non current assets			
Property and equipment	6	856,627	976,245
		856,627	**976,245**
Current assets			
Accounts receivable	7	140,138	33,596
Cash and bank balances	8	2,559,210	2,414,752
		2,699,348	**2,448,347**
Total Assets		**3,555,975**	**3,424,592**
EQUITY AND LIABILITY			
Reserves			
Accumulated funds		1,097,476	1,055,628
Capital grant	9	143,868	202,815
Surplus Reserve		738,759	773,431
Total		**1,980,103**	**2,031,874**
Current liabilities			
Deferred grants	5	1,206,347	1,033,458
Other payables	10	354,586	350,232
Social welfare fund		14,939	9,019
		1,575,872	**1,392,710**
Total equity and liabilities		**3,555,975**	**3,424,583**

These financial statements were approved by the Board of Directors for issue on 22 June, 2011 and were signed on its behalf by:

Name: Joaquine Debelle Title: Chairperson Signature: Debelle

Name: Elizabeth Missokia Title: Executive Director Signature: Missokia

NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2010

12 Budget Vs Actual Analysis

	Budget TZS'000 2010	Actual TZS'000 2010	Actual/ Budget % 2010
Media			
Major media Surveys	32,338	18,371	57%
Immediate media surveys in 20 districts	11,518	8,559	74%
Cartoons in newspapers	7,820	7,516	96%
Training of journalists	13,013	13,588	104%
Support partner organizations	10,000	9,957	100%
Sponsoring one talk show weekly	39,600	42,720	108%
Production & broadcast of Tafakari time	75,000	82,347	110%
TV & radio spots	542,800	520,680	96%
Production & broadcast of ringtones	2,400	161	7%
Production of comic booklet	27,000	26,760	99%
Subtitling of 2010 spots	2,000	1,470	74%
Documentaries and films for CE units	16,000	18,360	115%
Billboards	81,500	56,548	69%
Youth Press Clubs	12,250	10,989	90%
Training other organization	-	880	100%
Profile TV & radio programs for Friends of Education	4,400	4,236	96%
Coverage of press conferences & and launches	3,400	3,104	91%
Informal meetings with editors	400	-	0%
Newspapers purchase	6,875	6,902	100%
Media monitoring HAKE spots-agencies	18,700	20,858	112%
Media Unit staff operating costs	127,178	118,268	93%
Others -Technical assistance	16,530	12,585	76%
	1,050,721	**984,858**	**94%**
Information Access			
Acquisition of publications	11,000	8,708	79%
Visual bank	500	453	91%
Twenty book clubs held & friends helped use library	5,500	6,511	118%
Annual library stock taking	300	130	43%
Calendar of 2010 (150,000)	71,500	65,794	92%
Cartoon Booklet 35,000 copies	24,800	18,146	73%
Quality of education stories 35,000 copies	23,000	20,357	89%

NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2010

12 Budget Vs Actual Analysis

	Budget TZS'000 2010	Actual TZS'000 2010	Actual/ Budget % 2010
Media			
Major media Surveys	32,338	18,371	57%
Immediate media surveys in 20 districts	11,518	8,559	74%
Cartoons in newspapers	7,820	7,516	96%
Training of journalists	13,013	13,588	104%
Support partner organizations	10,000	9,957	100%
Sponsoring one talk show weekly	39,600	42,720	108%
Production & broadcast of Tafakari time	75,000	82,347	110%
TV & radio spots	542,800	520,680	96%
Production & broadcast of ringtones	2,400	161	7%
Production of comic booklet	27,000	26,760	99%
Subtitling of 2010 spots	2,000	1,470	74%
Documentaries and films for CE units	16,000	18,360	115%
Billboards	81,500	56,548	69%
Youth Press Clubs	12,250	10,989	90%
Training other organization	-	880	100%
Profile TV & radio programs for Friends of Education	4,400	4,236	96%
Coverage of press conferences & and launches	3,400	3,104	91%
Informal meetings with editors	400	-	0%
Newspapers purchase	6,875	6,902	100%
Media monitoring HAKE spots-agencies	18,700	20,858	112%
Media Unit staff operating costs	127,178	118,268	93%
Others -Technical assistance	16,530	12,585	76%
	1,050,721	**984,858**	**94%**
Information Access			
Acquisition of publications	11,000	8,708	79%
Visual bank	500	453	91%
Twenty book clubs held & friends helped use library	5,500	6,511	118%
Annual library stock taking	300	130	43%
Calendar of 2010 (150,000)	71,500	65,794	92%
Cartoon Booklet 35,000 copies	24,800	18,146	73%
Quality of education stories 35,000 copies	23,000	20,357	89%

NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2010

12 Budget Vs Actual Analysis (Continued)

	Budget TZS'000 2010	Actual TZS'000 2010	Actual/ Budget % 2010
Information Access (Continued)			
Popular journal of 2009-11 (30,000 copies)	17,500	17,166	98%
Kiswahili Friends Booklet	18,500	17,592	95%
Copies of each title demanded - 30,000 copies	87,300	84,656	97%
News letter Sauti ya Elimu-3x per year	26,400	28,272	107%
Education msgs on commercila products	25,000	24,906	100%
Annual catalogue of HAKE pubs	3,000	3,000	100%
Monitoring, conceptualising and launching HAKIELIMU publications	15,000	15,313	102%
Materials systematically distributed	283,500	333,175	118%
Free Play radio	-	159,125	
Distribution database maintained	10,000	5,913	59%
Feedback forms processed & analyzed	3,000	-	0%
Purchase of computers for disabled people	-	650	
Public eassy & drawings competitions	15,000	13,225	88%
Competition booklet printed - 40,000 copies	40,000	36,958	92%
Website maintained & usage evaluated	6,000	5,800	97%
IA - Unit Operating costs	131,650	129,805	99%
Technical Assistance			
Technical Assistance including transport and communication	5,280	860	16%
	823,730	**996,514**	**121%**
Citizen Engagement			
Friends of education recruitment, recording & update	6,300	3,934	62%
Correspondance & info kits	9,760	8,119	83%
Linking Friends of Education with other actors	3,640	3,286	90%
Friends of education concept communication	7,300	6,551	90%
Monitoring tools and training	24,800	24,800	100%
Friends of Education monitoring	4,380	1,233	28%
Monitoring tools analysis	1,800	1,800	100%
Focal points	19,000	19,186	101%
Practical guides	6,400	7,540	118%
Capacity development	13,415	13,344	99%

NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2010

12 Budget Vs Actual Analysis (Continued)

	Budget TZS'000 2010	Actual TZS'000 2010	Actual/ Budget % 2010
Citizen Engagement (Continued)			
Zonal & annual meetings	61,200	61,479	100%
Citizen in the media	12,600	13,716	109%
Print success stories	5,200	5,745	110%
Analysing Friends of education information	7,000	7,662	109%
Key Forums	4,200	3,428	82%
CE-Unit Operating Costs	111,804	106,066	95%
Technical Assistance			
Technical Assistance	2,970	1,258	42%
	301,769	**289,147**	**96%**
Policy, Analysis & Advocacy			
Special topics in quality education (field research)	34,050	38,769	114%
Position papers on quality education	9,650	9,762	101%
SEDP - 5 years implementation	10,150	10,586	104%
Capacity building-ordinary citizens on policy issues	24,026	24,447	102%
Simplified version of the law of 'child Act 2009' rapid response, actively develop HAKE position statements	11,950 6,000	17,932 2,124	150% 35%
Media monitored key education policy developments	900	56	6%
Liaison-collaborate with research institutions	2,470	52	2%
Budget analysis for quality basic education	13,960	12,657	91%
Public expenditure tracking	21,000	17,190	82%
Work collaboration with int'l partners enhence budget analysis	7,950	8,708	110%
Facilitate Friends to track resources for education	35,400	29,307	83%
Develop simplified Citizens' Guide to budget (Booklet II)	14,100	14,450	102%
Develop Citizen Budget	4,000	-	0%
Distribution popular budget related materials	9,819	5,626	57%
Enhance journalists reporting on budget issues	19,990	19,178	96%

NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2010

12 Budget Vs Actual Analysis (Continued)

	Budget TZS'000 2010	Actual TZS'000 2010	Actual/ Budget % 2010
Policy, Analysis & Advocacy(Continued)			
Compilization Government promises	28,760	16,572	58%
Parliamentary proceedings monitored	4,995	2,867	57%
Working papers	35,250	25,562	73%
Coalitions (Upcountry NGO) + support partner	19,180	17,260	90%
Information and lessons exchange with HakiElimu units	300	80	27%
Letters to the editor	-	210	0%
PAA staff capabilities developed	2,200	3,313	151%
Technical assistance	42,800	43,648	102%
Communication and transport	11,100	10,539	95%
PAA Unit Operating Costs	131,859	120,254	91%
	501,859	**451,148**	90%
Executive Office Directors (EDO)			
AGM - refreshment/Members transport	525	615	117%
Board of Directors' fees, refreshment	6,400	6,177	97%
Donor meetings	224	149	67%
Extra ordinary meeting & communications - members	625	136	22%
Annual Retreat	40,400	37,894	94%
Quarterly planning and review meetings	240	293	122%
Annual narrative report-printing	2,000	60	3%
Field visit for learning	29,640	35,395	119%
Independent surveys/assessments	7,000	5,852	84%
Mangement retreat for Managers	1,750	1,384	79%
Management strategic meeting with ED	1,470	1,062	72%
Learning sessions and transport allowance	400	220	55%
Training & organizational development	70,000	70,814	101%
Youth development & internship	5,000	7,464	149%
EDO - Staff Costs	155,389	153,059	99%
External financial audit	9,000	13,390	149%
	330,063	**333,962**	**101%**
Sub total All Programs	**3,008,142**	**3,055,629**	**102%**

NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2010

12 Budget Vs Actual Analysis (Continued)

	Budget TZS'000 2010	Actual TZS'000 2010	Actual/ Budget % 2010
Adminstration			
Staff costs and benefits			
Staff recruitment	3,430	2,017	59%
Health insurance/staff lunch	22,797	27,062	119%
Salaries and alloawances	280,596	284,803	101%
Staff leave payment in lieu of leave	1,323	-	0%
Staff lunch	4,920	10,227	208%
Misc staff costs	4,283	11	0%
PPF employer's contribution	43,028	64,554	150%
Group personal accident comprehensive insurance	2,700	3,192	118%
Staff welfare fund (employer's contribution)	16,000	16,000	100%
Staff informed about & mindful of HIV/AIDS, Gender	140	89	64%
Skills and Development Levy (SDL)	-	17,088	0%
	379,217	**425,044**	**112%**
Investments/fixed assets			
Motor vehicles	48,000	-	0%
Computer equipment and accessories	13,798	9,091	66%
Photocopiers and other equipment	2,800	2,166	77%
Furniture	6,000	3,825	64%
	70,598	**15,081**	**21%**
Program Running Costs			
Building, environment, utilities maintenance	6,660	8,213	123%
Security and cleaning services	72,308	55,369	77%
Equipment maintenaned	14,700	15,615	106%
Communication (tel. fax, e-mail/internet, postage)	40,695	45,932	113%
Reliable water supply	3,000	1,990	66%
Reliable electricity	17,350	11,371	66%
Drinking water, tea, coffee, milk & cleaning items	7,006	4,825	69%
Office supplies and stationery	4,230	4,857	115%

NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2010

12 Budget Vs Actual Analysis (Continued)

	Budget TZS'000 2010	Actual TZS'000 2010	Actual/ Budget % 2010
Program Running Costs(Continued)			
Vehicle running cost	24,016	17,711	74%
HAKE pubs displayed & distributed at receiption	600	600	100%
Bank charges	6,000	9,667	161%
	196,565	**176,151**	**90%**
Subtotal All non-program	**646,380**	**616,276**	**95%**
Unanticipated/contingency (approx. 2%)	23,017	-	0%
Grand Total	**3,677,539**	**3,671,905**	**100%**

HakiElimu Organogram

December, 2010

Report No 06
STAFFING UPDATE

MEMBERS
Elizabeth Missokia, Illuminata Tukai, Japhet Makongo, Jenerali Ulimwengu, Marjorie Mbilinyi, Mary Rusimbi, Martha Qorro, Rakesh Rajani, Richard Mabala, Suleman Sumra, Wilbert Kapinga, John Ulanga, Helen Kijo-Bisimba

BOARD OF DIRECTORS
Joaquine De Mello *(Chairperson)*
Marjorie Mbilinyi *(Director)*
John Ulanga *(Director)*
Dinah Mmbaga *(Director)*
Bashiru Ally *(Director)*
Kajubi Mkajanga *(Director)*
Elizabeth Missokia *(Ex-officio)*

EXECUTIVE DIRECTOR'S OFFICE
Elizabeth Missokia
(Executive Director)

Lilyan Omary
(Assistant to the ED)

Charles Mtoi (*Monitoring and Evaluation Officer)*

Stephen Kasambo (*IT Officer*) *on Study leave*
Nyabusu Wilson *(Temporary IT Officer)*
Jenifer Justine *(Intern-IT)*

Samuel Ole Saiguran
(Manager)

POLICY ANALYSIS AND ADVOCACY
Godfrey Boniventura (Program Officer)
Mtemi G. Zombwe *(Program Officer)*
Fausta Musokwa *(Program Officer)*
Naina Vira *(Program Assistant)*
Anthony Baker *(Intern)*

Robert Mihayo
(Manager)

INFORMATION ACCESS
Agnes Mangweha *(Librarian)*
Benedicta Mrema *(Program Officer)*
Edwin Mashasi *(Program Officer)*
Honoratus Swai (*Assistant Program Officer*)
Naomi Wambura Wasira *(Program assistant)*

Nyanda Shuli
(Manager)

MEDIA PROGRAM
Annastazia Rugaba (*Program officer*)
Abraham Lazaro *(Program Officer)*
Vicent Mnyanyika *(Program Officer)*
Rosemary Mwenda (*Program Assistant)*
Linah James (*Intern)*

Pius Makomelelo
(*Manager*)

CITIZEN ENGAGEMENT
Naomi Mwakilembe *(Program Officer)*
Lilian Urassa (*Program Assistant*
Joyce Mkina (*Program Officer*)
Magreth Paul (*Program Assistant*

Daniel Luhamo
(Manager)

FINANCE
Linus Nzabhayanga (*Accountant)*
Esther Mashoto (*Accounts Assistant)*
David Kagondi (*Administrative Assistant*)
Miriam Peter *(Intern)*

Glory Mosha
(Manager)

ADMINISTRATION
Frederick Rwehumbiza
(*Administrative Officer, Asset &Procurement)*

Sylvand Jeremiah *(Driver/Office Assistant)*
Emmanuel Dedu *(Office Assistant)*

Peter Tupa
(*Administrative Officer, Office Maintenance)*

Acland Zahabu *(Guard/Cleaner)*
Mussa Chitadu *(Guard/Cleaner)*
Raphael Kalonga *(Guard/Gardener)*
Edwin Nyangasi *(Guard/Cleaner)*
Regina Monarya *(Cleaner)*
Yona Leng'anda (*Cleaner)*

Mariam Mwambalaswa (*Secretary/Receptionist*)

HakiElimu works to realize equity, quality, human rights and democracy in education by facilitating communities to transform schools and influence policy making, stimulating imaginative public dialogue and organizing for change, conducting critical research, policy analysis and advocacy, and collaborating with partners to advance common interests and social justice.









Plot 739, Mathuradas Street • Upanga
PO Box 79401 • Dar es Salaam • Tanzania
Tel. (255 22) 2151852/3 • Fax (255 22) 2152449
info@hakielimu.org • www.hakielimu.org