









## LETTER FROM THE EXECUTIVE DIRECTOR

Dear Friends

UCRT and the communities we serve are excited to share our 2019 achievements. It was a great year with a lot achieved on the ground.

At UCRT we ensure that in our approach we continually build the fundamental connection between strengthening indigenous knowledge and practices, supporting rural economies and conserving biological diversity. We are committed to creating a positive change in people's livelihoods, promoting environmental stewardship and enhancing a sense of community. All our work aims to create a positive correlation between environmental sustainability, social justice, community empowerment and development.

As you will learn in this report, UCRT supported communities to increase large areas of land secured under Village Land Certificates, Land Use Plans and Communal Certificates of Customary Rights of Occupancy. Through the good management of communal land and natural resources, communities were able to increase their economic income, resulting in improved social services at the community level.

UCRT was able to witness the number of women actively engaging in local election processes grow through our Women Rights and Leadership Forum. In a stunning victory for women's equality, a WRLF member in Monduli district was elected to the prominent position of Village Chair – a historic moment in pastoral communities in Northern Tanzania.

All these achievements and more were made possible by a dedicated team and the generous support of all our donors and partners who constantly believe in us and in the work that we do across Northern Tanzania. Words are never enough to thank you all. I would like to extend special thanks to District and Regional officials, The National Land Use Planning Commission and the Ministry of Land for partnering with us on this journey.

Our growth as an organisation has in large part been driven by our strong team culture that is inspired by good leadership and a clear vision and mission of the organisation. This is what makes UCRT unique and I am confident we will see this culture continue in the future. I also owe a huge thank you to the organisation's Board of Directors and our committed staff for all their support and hard work throughout 2019.

Thank you for your collaboration and partnership.

Makko John Sinandei,

**Executive Director**

UCRT's focus and direction are guided by our 2018-2022 strategic plan, which has five overarching goals:

- **Securing Community Land Rights**
- **Developing Effective and Accountable Governance Institutions**
- **Strengthening Sustainable Management of Communal Resources**
- **Increasing Opportunities for Nature-Based Livelihoods**
- **Improving Social Empowerment and Equality**

This report covers some of our key achievements in 2019 within each goal.

## A SNAPSHOT OF OUR IMPACT IN 2019





# SECURING COMMUNITY LAND RIGHTS

UCRT firmly believes that when people have rights to the land they depend on to survive, powerful things happen; families benefit, communities thrive, and individuals have the opportunity to invest in their futures. In 2019, UCRT has continued to advance this belief and has made significant strides to secure community land as indicated below:

**43,441** hectares of communal grazing area was secured for 8 villages in Monduli district through the acquisition of 8 Certificates of Customary Right of Occupancy (CCRO). One of the key challenges facing pastoralist communities in Monduli is stopping the expansion of urban areas into grazing areas. As part of the CCRO process, **UCRT helped these communities to gain the knowledge and skills needed to protect and manage the areas under CCROs.** This included the establishment of a seasonal grazing calendar and grazing management committees, as well as by-laws with community protocols for managing the areas.

**21,308** hectares of village land was secured in Kinua Village. UCRT helped facilitate the acquisition of Certificate of Village Land (CVL) in Kinua- thanks to a successfully resolved land conflict between the villages of Kinua and Njia Panda villages in Kiteto district. UCRT brought the communities together to discuss and reach a consensus on the land boundary. After conducting a survey and drawing a boundary there was a very clear distinction between the two communities, as a result **reducing conflict.**

**109,374** hectares of communal grazing land was secured in 5 villages through 5 grazing CCROs in Simanjiro district. Two of the villages border Tarangire National Park, and they are all a critical part of the ecosystem that supports wildlife in northern Tanzania so these **CCROs are an important part of protecting the landscape for communities, and the wildlife that utilises it, for generations to come.** For the communities in these villages, the secured CCROs support pastoral livelihoods by protecting key grazing areas for their livestock. Securing these CCROs was a significant achievement as there were conflicting interests in Simanjiro between land grabbers, individual interests and a powerful group whose sole purpose was to convert the land into private farming. There was also a conflict between pastoralists and farmers, which led to a struggle to secure the communal area. UCRT successfully facilitated the negotiation between the conflicting groups.

***"We are glad to have finally secured our grazing land through our CCRO which will reduce individual ownership of land, where only a few benefit and not all. Our land belongs to all and not a few."***

**Martin Noongululu, former Loiborsiret village chair**

**219,024 hectares of village land** was secured in Longido and Monduli districts through the acquisition of 17 Certificates of Village Land (CVL) in 5 villages in Longido and 12 in Monduli. CVLs are land certificates which secure land tenure in all surveyed village lands against any encroachment and grabbing.

**130,576 hectares of communal dry season grazing land was secured** in Longido district through the acquisition of 9 Certificates of Customary Right of Occupancy. With drought being one of the biggest challenges in Longido for pastoralists, UCRT assisted in adjusting a portion of settlement land into a communal grazing area. **Having enough space for grazing aids in situations where there is a prolonged drought.**



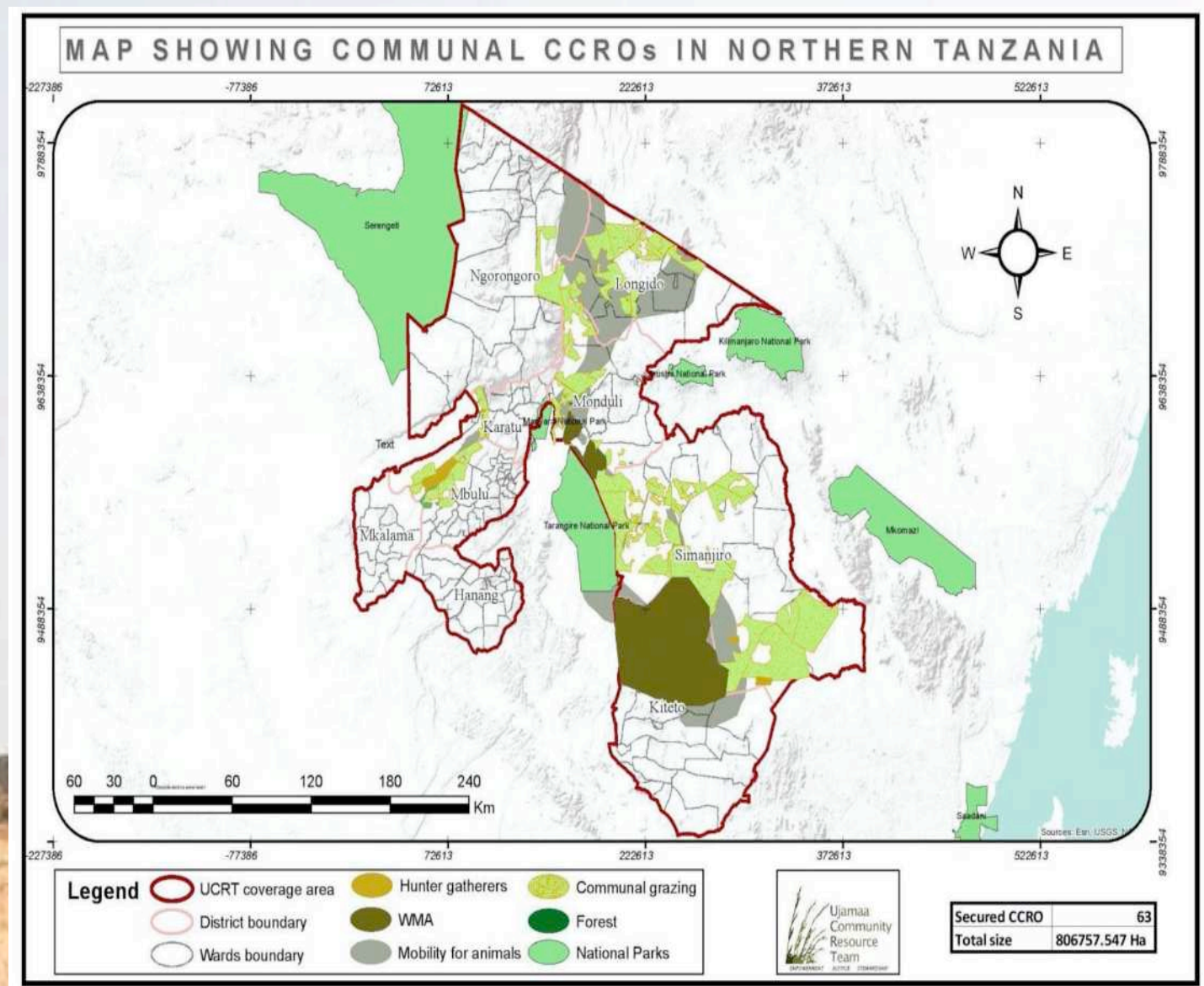
***“Today you are going to receive certificates of your village lands and certificates of Customary Rights of Occupancy which will give you the power to plan and manage your lands for your livelihoods”***

**Assistant Commissioner of Lands of Northern Zone addressing the communities at Lumbwa village, October 2019.**



## OUR VISION FOR THE LANDSCAPE

UCRT's high-level vision is to have a **connected and healthy landscape that supports the resilience of people, livestock and wildlife**. The map below shows the significant area of land secured by UCRT (with critical support from communities and other partners) under Communal Certificates of Customary Right of Occupancy in Northern Tanzania across our working areas. It illustrates how we have helped ensure the movement of people, livestock and wildlife - protecting the ecosystem for current and future generations. The map also helps us identify areas where the land still needs to be secured or demarcated by communities.



# STRENGTHENING GOVERNANCE INSTITUTIONS

For the communities UCRT works with, sharing natural resources sustainably is critical to enhancing their livelihoods.

In 2019, UCRT was able to support communities, create relationships beyond village borders, facilitate training on good governance, raise awareness on laws governing village land, basic financial skills to ensure that the village income is managed effectively; and also mediate conflict management between villages. Beyond securing rangelands for pastoral use, UCRT in collaboration with TNC, Veterinarians San Frontières Belgium and the Mara Training Centre, continued supporting holistic management in CCRO areas to ensure sustainable use of available grass and enhance healthier rangelands. In summary, these are some of the key actions and achievements:

- **UCRT assisted two villages in two districts (Karatu and Mbulu) to solve their boundary conflict** by acting as a mediator and bringing these communities to work out their differences. We helped them understand that by working together, rather than working apart had greater outcome as both villages could benefit and share the resources. This enabled communities to manage their land and resources, and learn how they can share the revenue in the tourism program. The aftermath of UCRT's efforts were **pastoralists and hunter-gatherers are now managing their land and tourism revenue jointly together.**
- **3 villages (Selela, Terrat and Kitwai B) in two districts (Simanjiro and Monduli) established a block grazing system in their CCRO areas.** This was possible through UCRT's collaboration with TNC, VSF and MTC. A block grazing system helps communities avoid overgrazing, thereby **preventing degradation.** Through this collaborative effort and facilitation, communities were also able to select their grazing coordinators, who support communities to adhere to the system.
- UCRT facilitated the establishment and training of **5 village land councils in Monduli district on their roles and responsibilities.** These institutions are lawful entities responsible for land conflict resolution on the village level before it reaches the uppermost tribunal.
- **5 villages (Orbomba, Kimokouwa, Lesing'ita, Ngoswak and Sinonik) in Longido district received training on land laws** for village governments and village general assemblies. The training that UCRT facilitated not only increased the knowledge and awareness of the community on their roles and responsibilities but also ensured that they exercised their leadership effectively.
- **2 villages (Orbomba and Kimokouwa) in Longido district were able to resolve a long-standing boundary conflict** through UCRT's mediation. Resolving conflicts is important matters for communities because it **allows tenure security processes to be carried out.**
- **2 cross border rangeland agreements** in Monduli district were signed. UCRT organised village specific meetings which emphasised the importance and **mutual benefit of collaboration in rangeland management.** The views and needs of each village were integrated into the agreement. Cross border management committees were formed and trained on their roles and responsibilities as well as the governing structures in the district



● **1 district rangeland advisory committee was established and trained in Monduli.** UCRT also made the communities aware of the district advisory committee governing body. A relationship between the district rangeland advisory committee and the Ministry of Livestock and Fisheries was also formed. Building a rapport with the ministry is crucial so that the ministry is aware of existing and functioning local institutions. Local institutions can only get support from the top when they are known. Local people also need to understand the role of the ministry and how it integrates into the community.

● **2 villages (Losirwa and Mgungani B) in Monduli district resolved a village boundary conflict** with the support of UCRT. Resolved conflicts **enhance peace, unity and collaboration of communities.**



# STRENGTHENING SUSTAINABLE MANAGEMENT OF COMMUNAL RESOURCES

UCRT works to support the rights and wellbeing of communities and the flora and fauna of northern Tanzania. This is achieved by helping communities adaptively improve and strengthen their management systems and practices. In the same breadth, UCRT facilitates village formulation of land use plans and natural resource management by-laws and building community capacity to sustainably manage the rangelands across village borders.

## **54,409,700 TSH (\$24,731 USD)**

**in fines were collected by communities while enforcing the village by-laws.** UCRT assisted in establishing the rules and constant monitoring of the by-laws. **The income derived from these fines for violating the rules and regulations related to land and natural resource management was used by communities for the development of the village.** These development projects were in the form of paying wages, transportation costs for village scouts who are responsible for ensuring natural resource governing by-laws are not violated, as well as village-running administrative costs.

## **2 LAND USE PLANS**

**were submitted to the National Land Use Plan Commission** for approval to officially legalise the documents. UCRT facilitated the entire land tenure process which included raising awareness and community mobilisation, Village Land certification, Participatory Land Use Planning and securing Certificate of Customary Rights of Occupancy. UCRT also facilitated the drafting and submission of the report, and negotiated with the government on behalf of the communities. **These Land Use Plans allow communities to sustainably manage all land and resources within their village boundaries and ensure grazing connectivity for livestock and wildlife.**

## **1 LAND USE PLAN**

**facilitated by** UCRT and submitted to the district level in Simanjiro **after ending long-standing village boundary conflicts.**

## **2 LAND USE PLANS TOTALLING 24,625 HA**

completed at the district level in Longido District.



*“Village land without demarcation is like cattle without branding: no one can return it to the owner. As a chairperson of a pastoralist association, [I believe] we need the work of UCRT in all pastoralist land in Tanzania. Land should be visually demarcated to assure grazing and water.”*

George Bajuta, Chairperson of the Pastoralist Association of Tanzania





## UCRT AND THE HADZABE: OUR STORY

**Below is an example of connected Land Use Plans, facilitated by UCRT over the years, in our Lake Eyasi & Yaeda Valley program.** The map shows the connected land use plans of 11 villages out of 13 villages of the working areas across Karatu and Mbulu districts in both Arusha and Manyara regions. This work has successfully protected the land and livelihoods of 37,117 community members.

Across this landscape, competition over land and resources amongst different groups of people is threatening to deprive local indigenous communities of control over and access to the land and natural resources upon which their livelihoods depend. This landscape has been home to the Hadzabe hunter-gatherers for at least 90,000 years, they are one of the original peoples. Over the last century, other tribes and ethnic groups have moved into this area, competing over the land and natural resources. As much as the land was converted into grazing and agricultural use, there was significant deforestation that left the Hadzabe people squeezed into smaller and smaller areas of forest, with the risk that they would soon be deprived completely of the natural resources they depend on for their survival. UCRT has spent over a decade working with all these communities in this landscape to find an equitable solution to last for future generations.


Inhabitants of these villages are pastoralists, agro-pastoralists and hunter-gatherer communities who all solely depend on land for their livelihoods. Land use planning is a key step towards land security and tenure. UCRT facilitated Land Use Plans for all villages as well as the acquisition of Certificates of Village Land (CVLs). Once LUPs and CVLs are in place, these communities are able to strengthen their tenure further and enjoy greater connectivity and ownership through CCROs. Thanks to many years of hard work, there is now improved livestock health through pasture management and livestock mobility as well as healthier forests with more abundant wildlife.

When the map was developed, only 11 villages had their plans completed, but today, one more village (Dumbechand in Karatu district) has completed its plan and is awaiting approval on the village level before submission to the ministry for registration and gazettment. The plans to start the land use plan for Matala village is ongoing.

Land Use Planning also involves helping communities to take control of the management of their land and resources by supporting them to develop natural resource by-laws. By helping communities to develop natural resource by-law, which are then adapted into local law, and building the capacity of leaders to govern well, communities are able to raise income through taxes and fines. **In Hadzabe communities, income from fines and penalties was used to buy food during the dry season.** The income further supported the enforcement of by-laws through the payment of wages.







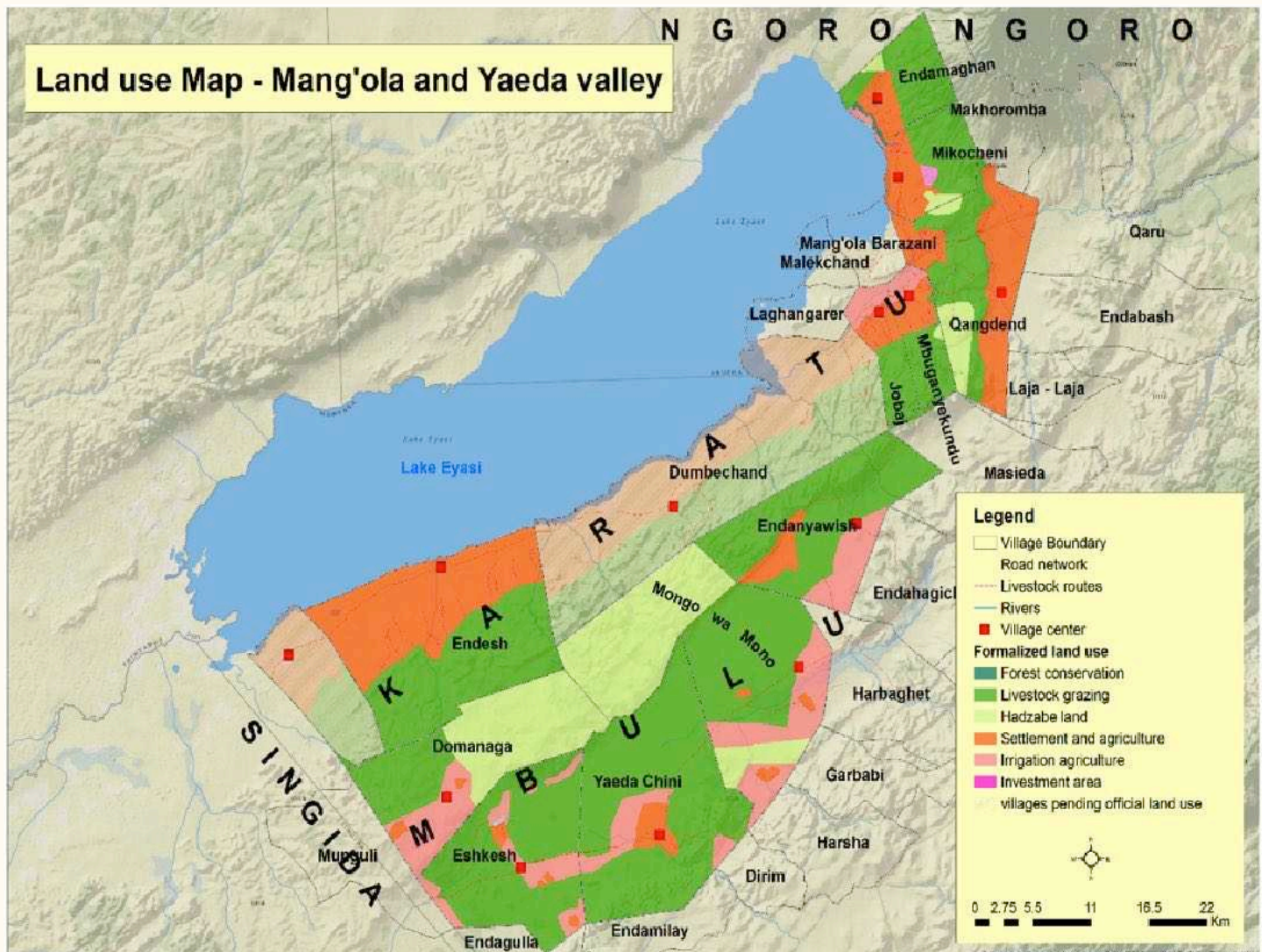
***“Today, we the people of Yaeda valley – since we prepared our land use plans – are assured of the security of land tenure, and our livestock survival during the dry season due to the availability of pasture. We will work together to make good management plans for our common grazing land for the benefit of all ”***

**Yonas Assecheck, Eshkesh village resident**





This map shows how UCRT's overarching vision creates connectivity throughout the landscape to protect and preserve the forest and wildlife the Hadzabe people depend upon, as well as securing grazing areas for their surrounding pastoralist and agro-pastoralist communities.





# INCREASING OPPORTUNITIES FOR NATURE-BASED LIVELIHOODS

Under this goal, UCRT continues to build strategic partnerships with ethical investors and organisations engaged in nature-based enterprise development. Community benefits are then increased through linking communities directly to strategic partners and building community capacity to engage in natural resource-based enterprises, such as eco-tourism, and carbon projects.

## NATURAL RESOURCE BENEFITS IN LAKE EYASI AND YAEDA VALLEY

In 2019, UCRT helped communities within the Lake Eyasi and Yaeda Valley program to generate a significant amount of nature-based income.

### TOURISM REVENUE

The Lake Eyasi area receives approximately 14,000 visitors annually from different parts of the world who come to experience unique attractions including the Hadzabe community's lifestyle as well as the stunning natural landscape. In 2019, a 5-year strategic plan 2019-2024 was developed and approved for the Lake Eyasi cultural tourism management plan through UCRT's facilitation. UCRT helped to establish the tourism programme, where 3 community groups were brought together to manage the tourism program. UCRT also introduced the local government to support the tourism programme. Legal support was also provided and the community was taught how to collect and manage the revenue. UCRT trained the community in financial literacy and linked tourism revenue to the community needs in proper transactions.

**Through tourism, the area received more than Tsh 300 Million ( \$210,171 USD) in 2019**, which was divided to various stakeholders such as village councils, district council, the Association of Tour Guides and 3 ethnic groups (Hadzabe, Datoga Black Smith and Datoga pastoralists).

**303,47,500**

**TZS (\$137, 944 USD) in tourism income** was received by 7 villages. The income was used for health services such as **paying for hospital bills, car hire, food and accommodation for patients.**

**119,520,000**

**TZS (\$54, 327 USD) in tourism revenue for 3 community CBOs**, representing 3 indigenous ethnic groups in the area, was generated and used for educational purposes such as **covering for primary school needs, secondary school fees as well as college sponsorships.**

**39,380,00**

**TZS (\$17,900 USD) in tourism** were received by the Association of Tour Guides.

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## CARBON REVENUE

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UCRT has in the past helped the communities Mongo wa Mono, Domanga and Yaeda Chini to acquire communal CCROs to protect their forest. This led to the sale of certified carbon offset credits through our partner Carbon Tanzania. This has provided a reliable and much-needed source of income for the Hadzabe community over the last eight years. UCRT continues to partner with Carbon Tanzania and the communities to ensure the continued success of the project.

**162,574,050 TZS (\$69, 924 USD)**

in carbon revenue was received in 2019 by the three villages which was utilised to build infrastructure such as schools, police stations and village offices.

***“Through the income we generate from the conservation of our natural forests, we are motivated to protect our nature more and more”***

**Athumani Magandula, Mongo wa Mono village**

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## NATURAL RESOURCE BENEFITS IN SIMANJIRO

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The Simanjiro Plains, to the east of Tarangire National Park, with its soils and grasses rich in minerals, are one of, if not the most, critical pieces of the ecosystem puzzle. Livestock, wildebeest, zebra and other species depend on these grasslands in order to successfully breed and lactate during the rainy season from November through May every year. The main breeding areas are on community land belonging to Terrat and Sukuro villages. UCRT has supported the communities to successfully create and protect the two easements for over a decade. UCRT also links the communities with tourism operators who pay an annual fee to each village for maintaining the easements.

**22,500,000 TZS (\$ 9,678 USD)**

in tourism income was received by the 2 villages and used to build a primary school classroom and a Maternal Child Health Building.





# IMPROVING SOCIAL EMPOWERMENT AND EQUALITY

UCRT recognises that it is critical to empower women and other marginalised groups as effective natural resource management depends on equitable engagement and representation. Women in predominantly pastoralist and agro-pastoralist societies suffer from enormous discrimination and inequality within their communities. Yet, women often understand better than anyone the importance of keeping land, especially forests and grazing land, intact as they depend on these resources for the survival of themselves and their families. Therefore, a critical piece of UCRT's mission is ensuring this disenfranchisement ends so that women can engage in governance and the protection of vital natural resources. Through Women Rights and Leadership Forums (WRLFs), women are supported to advocate for their rights to own, utilise and benefit from land and property. For particularly marginalised groups, such as the Akie and Hadza hunter-gatherers, UCRT helps grow their capacity to represent and advocate for themselves by supporting young people's education.

## SUPPORTING WOMEN'S LAND RIGHTS AND LIVELIHOODS

**200 women gained individual Certificates of Customary Right of Occupancy and an area totalling 895.1646 hectares in Hanang district.** This area suffers from fragmented land and high-levels of insecurity, where there were land disputes with other farming communities. UCRT ensured more pastoralist women gained land and economic security.

**UCRT helped 201 vulnerable women, including people living with disabilities and widows to acquire individual CCRO's, therefore improving food security for themselves and their families.**

**46** Individual CCRO's were granted to widows.

**116** Individual CCRO's were granted to members of Women's Rights and Leadership Forums in Hanang'.

**37** Individual CCRO's were granted to women living in poor households (women who are not part of WRLF)

**2** Individual CCRO's were issued to one woman and one man with disabilities.



*“UCRT has been supporting us in many different ways and we would like to express our sincere appreciation to them. In the beginning, they supported us to establish a village land use plan which helped us as pastoralists to secure and have rights to our land. today, they are training Datoga women on Village Community Banks (VICOBA) which is very helpful for Datoga women to be able to generate income themselves instead of relying solely on men.” Ushoka Gidobati, Qang’dend village*

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## INTERVIEW WITH MAASAILAND’S FIRST FEMALE VILLAGE CHAIR ON THE IMPACT OF THE WOMEN RIGHTS AND LEADERSHIP FORUM

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In late 2019, Tanzania held its local elections and UCRT took the initiative to create awareness among women through the Women Rights and Leadership Forums, on their democratic rights. As a result, **for the first time ever, in Maasailand, a woman, Vailet Elias of Mswakini Chini village in Monduli, was elected as a Village Chair, a position previously always held by men to date.** We were thrilled to observe the active engagement of women in this process and have also seen a number of women taking other elected positions in their respective villages. We interviewed Vailet to learn more about her story and what advice she has for other women from pastoralist communities.





**Qn: When did you first seek a leadership position?**

**Valet:** 5 years ago I ran and was elected as the Chairperson of my sub-village here in Mswakini.

**Qn: What inspired you to first seek the sub-village chair position?**

**Valet:** I wanted to be a leader because I saw women and the poorest people's rights were not being upheld. Some people had more rights than others, and leaders were abusing their position. I wanted to be in leadership to see if it's possible to lead everyone equally and treat everyone the same.

**Qn: What barriers did you face 5 years ago after you became the sub-village Chair?**

**Valet:** If I had a strong point to discuss other members of the Village Council would not listen to me. I was commanded not to talk or provide any information. I also found that there was land grabbing but the top leadership, the Village Chairman, didn't want me to talk about it. If someone wants to sell their plot of land they are meant to give the information to the sub-village Chair but men didn't want to deal with a woman so they would go to the Village Chairman for the signature.

**Qn: Why did you decide to run for Village Chair in 2019?**

**Valet:** Firstly, I was very discouraged when I was told that a woman can't be a leader. But I had done it as a sub-village Chair so wanted to show them I could also as a woman be the Village Chair and fight for the rights of the whole community. That's what made me take the form and fill it in.

**Qn: And how did people react once you decided to run?**

**Valet:** Many men were undermining me, saying a woman can't lead the village. But I wasn't afraid, I didn't listen to them. Some men even followed me to my home to stop me filling the form after I collected it. But I told them I am a Tanzanian citizen and I have the right to fill the form and a woman has the right to be a leader.

**Qn: What strategies did you use during your election campaign?**

Vailet: First of all, I prayed a lot. Secondly, I asked other women to vote for me. But there were some women who didn't believe a woman could lead the village. So during the general meeting, when someone asked why I was contesting, I said I don't have money and I don't buy votes from anyone. But if you think you need a woman who will treat everyone fairly, vote for me and I'll fight for the rights of all the people.

**Qn: Has the Women's Rights and Leadership Forum helped in any way in your journey?**

Vailet: Yes, very much. WRLF helped me because I learned a lot about women's rights. Thanks to the WRLF, 20 women contested for leadership positions when five years ago they didn't.

**Qn: What advice would you give other women who have tried and failed so far to be leaders?**

**Vailet:** I would advise women not to be afraid but to be confident. Don't believe the negative cultural perceptions that women can't be leaders. That is not true. Let women know they have rights, including the right to be a leader. Let them support each other and support those who stand. Let women understand and know that they are the majority so if they all decide to support a woman, they can win. But if they don't love and support each other it is difficult. Let women not undermine themselves, they must believe in themselves - we are capable of.

**Qn: Have you experienced any challenges so far as Village Chair?**

**Vailet:** There are a lot of land conflicts here around boundaries, as well as personal conflicts. We have a CVL and LUP but the conflicts are still there. Therefore, I visit the site and ask both sides who are quarrelling to come. After listening to both sides we look for a way to solve the conflict. If we solve the conflict, we need both sides to agree together that the issue is solved. I am happy because I have managed to solve three conflicts in my first month in office, so men are seeing the benefits of having a female leader. There were conflicts that had been there a long time before but the previous village government had ignored them.



## SUPPORTING HUNTER GATHERER LIVELIHOODS



100

MODERN  
BEEHIVES

**50 goats** were distributed to Akie women and youth in Kinua village to improve livelihoods of the Akie community in Kiteto district. The Akie are a minority hunter-gatherer group who are especially disadvantaged. In addition to the distribution of goats,

**100 modern** beehives were also distributed in two Akie villages (Ngapapa and Napilukunya) to help them supplement their traditional honey diet.



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## SUPPORTING EDUCATION FOR VULNERABLE GROUPS

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### 97 VULNERABLE STUDENTS

The majority being hunter gatherers **continue to be supported with scholarships and health support.** Among these students, 5 are in different college levels, 7 in secondary schools and 85 in primary schools.



*"After completing my primary school education, my father received the bride price to marry me off to an old man. This led me to escape from home to Emusoi centre for vulnerable Pastoralists and Hunter gatherers girls, where I found out about UCRT and requested to be supported in my pursuit for an education. I am now in my first year of college taking a Certificate in Community Development. My passion is to go back to my community and help improve the situation there. I am eager to address the problem of early and forced marriage and enlighten the community on the importance of education."*

**Naomi Gabriel, beneficiary of Friends of Serengeti Scholarship support.**





# THANK YOU TO OUR GENEROUS DONORS

- African Initiatives
- Boss+
- Dorobo Fund
- Foundation for Civil Society
- Global Green Grant Fund
- Goldman Environmental Foundation
- Legend Challenge Fund - UKAID
- Maliasili
- Ministry of Foreign Affairs of the Netherlands
- Oxfam
- PACT Tanzania
- Samburu Women Trust
- Saving People Close to Nature
- The Nature Conservancy
- The Open Society Initiative for Eastern Africa
- Trias-VZW
- United Nations Office for Project Services
- United States Agency for International Development
- University of York
- Veterinarians San Frontières
- Wellspring Philanthropic Fund
- Wildlife Conservation Society



# FINANCIALS 2019

## STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 DECEMBER 2019

|   | 2019                        | 2018                        |
|---|-----------------------------|-----------------------------|
|   | TShs                        | TShs                        |
| <b>REVENUE</b>                              |                             |                             |
| Funds received from donors                  | <u>3,497,665,731</u>        | <u>3,695,615,082</u>        |
| <b>Revenue received during the year</b>     | <b>3,497,665,731</b>        | <b>3,695,615,082</b>        |
| Deferred income brought forward             | 632,215,391                 | 804,728,941                 |
| Deferred income carried forward             | <u>(295,532,073)</u>        | <u>(633,275,390)</u>        |
| Revenue Available for the year              | <b><u>3,834,349,049</u></b> | <b><u>3,867,068,633</u></b> |
| <b>EXPENDITURE</b>                          |                             |                             |
| Programme expenditure                       | 2,306,802,355               | 2,227,855,984               |
| Human resources                             | 1,289,389,107               | 1,395,053,790               |
| Capital expenditure                         | 27,774,310                  | 36,045,583                  |
| Administration expenses                     | <u>210,383,277</u>          | <u>208,113,277</u>          |
| <b>Expenditure incurred during the year</b> | <b><u>3,834,349,049</u></b> | <b><u>3,867,068,633</u></b> |

## STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2019

|                                    | 2019                      | 2018                      |
|------------------------------------|---------------------------|---------------------------|
|                                    | TShs                      | TShs                      |
| <b>ASSETS</b>                      |                           |                           |
| Cash and cash equivalents          | 190,390,493               | 406,001,778               |
| Account receivables                | <u>105,231,579</u>        | <u>231,079,204</u>        |
| <b>Total assets</b>                | <b><u>295,622,073</u></b> | <b><u>637,080,983</u></b> |
| <b>FUNDS AND LIABILITIES</b>       |                           |                           |
| Deferred Income                    | 295,532,073               | 633,275,390               |
| Account payables                   | <u>90,000</u>             | <u>3,805,593</u>          |
| <b>Total Funds and liabilities</b> | <b><u>295,622,073</u></b> | <b><u>637,080,983</u></b> |





# 2019

## Annual Report

