Dear friends and colleagues,

At PWC we understand that change is a gradual process. This is especially true given the nature of our work – where cultural norms and traditions are deeply embedded within the day-to-day lives of the communities where we work. But that does not and has not deterred us from carrying on with seeking change, and it is because of this dedication that our achievements over the years are beginning to grow into something more substantial. For example, for years PWC has worked to raise awareness about the importance of developing budgets that support women’s development, and in 2012 the Ngorongoro District Council and Ngorongoro Conservation Area Authority both doubled their financial commitments for supporting girls’ education and pledged to build two more girl’s schools in the district. Such financial commitments speak volumes about the changes in attitudes and perceptions about the importance of educating women.

We are also seeing that change does not necessarily always turn out as we originally intended – sometimes it can be even better. For example, the Women’s Solidarity Boma (WSB) was originally intended to help women generate an income while also breaking down some cultural perceptions that women should not own livestock. Today, the WSB is not only running independently of outside funds and supporting women to earn incomes, but it is also instilling a sense of confidence in women that has led to increased engagement in community level decision making processes. This has also been the case with our programme focused on strengthening women’s land rights. Women are not only obtaining title deeds to their land, but they are also more confident and are participating in community-level discussions about issues regarding land, property rights and gender inequalities.

Because of these exciting changes – gradual as such societal changes may be – we ourselves are feeling more confident to engage in issues that are filled with risk and opportunity and that require a great deal of courage and leadership. The current food security problem in
Ngorongoro Conservation Area (NCA) is a prime example of this kind of challenging new work. NCA is a UNESCO World Heritage Site and one of Tanzania’s most popular tourist attractions and revenue earners. However, the people living in NCA remain extremely poor due to government policies that restrict land usage and income generating opportunities. After months of drought in 2012, community members – mostly led by women – requested assistance from PWC in seeking support to address the severe issues of malnutrition and hunger. Despite the political sensitivity of the area, we agreed to assist and thanks to funding from Oxfam have been able to distribute emergency food aid to children in 17 villages in the area to help with immediate problems. At a District meeting held in December, one female community representative said, “I want to cultivate so that I can feed myself. I need access to the land so that I can cultivate. Everyone depends on the land for food.” We are continuing to work with the communities to develop a much longer-term strategy for livelihood security.

It is our hope that in 2013 we will continue to build upon our previous achievements and reflect upon our failures to ensure we are moving in the right direction. However, one of our major obstacles remains finding and securing sustainable sources of funding to support our core operations and not just our specific projects, and we will prioritize addressing these funding challenges in 2013. We are looking to strengthen the capacity and sustainability of our community nursery school program and to sponsor even more girls to attend school. We hope that our planned micro-credit evaluation will guide us to improve and expand our Economic Empowerment Programme. And as part of Rights, Land and Leadership Programme we want to engage more at the national level, to raise awareness about the importance of land rights, especially for women and pastoralist communities.

I hope you enjoy reading our 2012 Annual Report and learning more about our work and achievements throughout the year. Of course, none of it would have been possible without support from our donors, partners, community members and friends. Thank you - asanteni sana!

Yours sincerely,

Maanda Ngoitiko,
Executive director
PWC’s mission: To promote sound cultural, political, environmental and educational development of pastoralist women and children to facilitate their access to essential social services and economic empowerment. PWC is guided in its work by principles of solidarity, equality, trust and transparency.

Pastoralists are among the poorest people in Tanzania, often excluded from political processes and lacking access to adequate social services. Pastoralist women are further marginalised, being both citizens of a country that undermines or disregards pastoralist values while also a member of a patriarchal culture. Pastoralist women are therefore highly marginalised members of society, lacking property and ownership rights, access to basic social services, and the ability to make decisions about their own lives. Since its founding in 1997, PWC has worked to address the root causes and effects of such social and gender injustices by empowering women to engage in social processes using a rights based development approach based on the principles of solidarity, equality, democracy and justice.

To bring about change, we focus on three main areas:

- **Education** – To promote and support women and girls’ education as a tool for women’s liberation and successes.
- **Economic Empowerment** – To facilitate and support women’s economic empowerment.
- **Rights, Land and Leadership** – To empower and facilitate women so that they can secure land and property rights for themselves and for their communities, and achieve leadership positions in society.

In addition to the above, we also help to facilitate the availability and accessibility of community social services (e.g. health and education) to beneficiary communities, such as mainstreaming HIV/AIDS education in the programmes where we work and providing adult literacy classes in NCA.

Today we have more than 5,000 members in northern Tanzania, and we are continuing to develop a network of supporters and collaborators from the village to international levels.
PWC’s programmes are implemented in Ngorongoro and Longido Districts, northern Tanzania, an area that covers approximately 22,638 square km. We primarily work with Maasai communities, the majority ethnic group in the area, along with the Sonjo agro-pastoralists, which are a minority ethnic group.
III. OUR IMPACT AT A GLANCE

Key Achievements In 2012

1,000 Women and men from Ketumbeine, Longido who benefited from the distribution of 78,000,000 TSH (USD $48,000) distributed to 39 micro credit groups. This money has been used by these individuals to build houses, send their children to school and invest in community development projects.

400 Maasai women are increasingly financially independent by participating in our revolving goat project and generating a secure and sustainable source of income.

222 Widows and women from Engaresero and Sakala villages who were allocated land titles to help preserve Maasai land and empower women through property ownership.

145 Girls receiving sponsorship at secondary, vocational and university levels.

22 Community nursery schools strengthened through capacity building initiatives, (e.g. teacher trainings and production of learning tools) and resource allocation (e.g. new chalkboards and books).

10 Schools implementing a new initiative to empower students’ voices through democratically elected school councils.

2 Number of new girl schools the Ngorongoro District Council pledged to build.

1 New website launched for Emanyata Secondary School: www.emanyataschool.weebly.com
Education standards are generally low in Ngorongoro District, with inadequate facilities, poor enrolment rates, and an illiteracy rate of 75%. While these problems affect the entire district, they are particularly challenging for women.

Pastoralist girls face many challenges in accessing education due to gender inequalities and often because they do not know or understand their basic rights. Families do not see the value of ‘investing’ in their daughter’s education because girls are often married at a young age and leave the family to join another. Further, on a day-to-day level girls experience a disproportionate workload, carrying out more household tasks than boys, including the responsibility of looking after younger siblings. As a result, young girls are often not allowed to attend school, or those who are enrolled tend to be absent so they can assist in their homes.

Although a change in community behaviour and attitude takes time, PWC believes the impact of our work in the district is becoming increasingly evident. For example, following PWC’s efforts to raise awareness about the importance of girls’ access to education and to ensuring budgets support both men and women, in 2012 the District Council committed to opening two new girls schools in the district, one at Oldonyosambu and one at Olbalbal.

ABOUT GENDER AND GENDER (IN)EQUALITY

Gender refers to the socially constructed roles and opportunities that are associated with being a man or a woman and the interactions between the two in a given context. Gender equality refers to the equal rights, responsibilities and opportunities of men and women; and gender inequality refers to the unequal rights, opportunities and treatment of men or women based upon their gender.
More children are attending community nursery schools in Ngorongoro District, preparing for state-run education programs.
Community Nursery School Programme

Working in collaboration with local communities, PWC has helped establish 22 nursery schools that run independent of donor funding. These schools are built, owned, and managed by the community and are meant to equip pastoralist children with the necessary language and classroom skills to participate in the state-run education system.

In 2012, with funding from Touchstone Trust, PWC assisted the Nursery School Programme procure new learning tools for the classrooms, such as 2,900 new books and 250 chalkboards. PWC provided childhood development and enhanced learning training to the nursery teachers and also worked with the wider communities to increase their support and understanding about the importance of nursery education, especially for young girls.

Despite the many successes, there remain ongoing challenges that PWC is working to address. For example, the schools do not generate enough revenue to support increased demand for enrolment, infrastructure needs and resource development, or continuing education opportunities for their teachers. In addition, although progress is being made, girl’s education remains of secondary importance to many community members, which PWC believes will be the greatest obstacle for this programme.

“When you educate a woman, you educate the whole community”

- Swahili Proverb
I have been a teacher at Oloikoboi Nursery School since the school began. At first, I encountered some problems because parents didn’t understand the importance of the nursery education for their children. But thanks to PWC’s trainings for the community and school’s committee members about the benefits of nursery education, this has improved. Parents are paying the school fees on time, giving their children time to study, buying them uniforms, and the number of students at the school has increased.

Moloi Olotuno, Oloikobi Nursery School Teacher

Scholarship Programme

Sponsorship is at the heart of PWC’s Education Programme. Through sponsorship girls are not only able to develop themselves in the classroom, but they are also protected from forced marriages and unplanned pregnancies. Supporting girls to attend boarding school keeps them away from distracting household duties and gives them an opportunity to develop skills and knowledge that can break cultural norms that are debilitating and instead ultimately lead to positive changes within their communities.

In 2012, PWC received 350 applications for sponsorship, of which we were able to provide scholarships to 145 students from Form One through to University level. Support for sponsorship came from African Initiatives, Oxfam Canada, Global Partners for Development, Flora Family Foundation as well as individuals supporters.

PWC would like to be in a position where we can sponsor all students interested in receiving an education, but currently our limited resources require that we be selective. However, the increasing number of applicants demonstrates a positive change of attitude about education in pastoralist communities, which we are encouraged by and hope to see grow. Unfortunately, not all families are supportive of their daughters receiving an education, and some of our sponsored girls are unable to return to their homes at holiday periods for fear of being married or becoming pregnant against their will.
The Right to an Education

In 2012, PWC implemented three programmes all aimed at raising awareness about girls’ rights to education. Two of the programmes funded by DfID, The Pastoralist Girl’s Right to Primary Education Project and The Girls Right to Education Project, both focus on ways to increase enrolment, retention and performance of girls in the classroom in Ngorongoro District. PWC worked with community members and, with student leaders in girls clubs to build capacity and awareness about women’s rights to education and the benefits education can bring. PWC also worked with the Pastoral Council, which is the institution tasked with representing the rights of Ngorongoro Conservation Area residents, to build their capacity and awareness so they can advocate for and support girls’ rights to education. The third programme, My Rights, My Voice, is an Oxfam funded programme aimed at developing leadership skills and empowering students – particularly young women – to defend their educational entitlements and to have a voice in the running of their school.

In 2012, PWC’s Right to an Education Programmes contributed to the following:

- Almost 10,000 people received training about the importance of girls’ education in Ngorongoro District.
- Enrolment rates increased from 44% to 50% since 2011.
- Eight school boards, up from just two in 2011, increased their budgets to support girl’s education.
- The Ngorongoro Conservation Area Authority’s Pastoralist Council doubled its support to female students, sponsoring 80 girls in 2012.
- The Ngorongoro District Council also doubled the number of girls they support, now sponsoring 56 girls in the District.
Thanks to sponsorship from PWC, I am in Form Four at Emanyata. I will continue to work hard so that I will achieve my goal of becoming a teacher and returning to Emanyata one day so that I can teach and to support young girls like myself. I want to be a role model for them and help promote the work of PWC to my community.

Soola Koriata is from Ololosokwan village. She is in the top 10 of her class.

**THE Emanyata Secondary School**

At the request of Ololosokwan village, PWC has been managing the Emanyata Secondary School (ESS) in Ngorongoro District since 2005. ESS is designed to provide a quality education to pastoralist boys and girls, in hopes that educating these children will lead to a more informed Maasai community, capable of protecting their rights and traditions while at the same time adapting to modernity and globalization with dignity. On top of offering a formal education, the school also has a shamba (farm) and livestock to teach students important and practical skills integral to their culture. Thanks to funding from the Waterloo Foundation, in 2012, the school installed new solar, cooking and irrigation systems all aimed at making the school more self-sufficient.

Girls at ESS enjoying sports
Pastoralist women are financially dependent on men, which is in large part due to their lack of education, property rights and lack of access to income generating opportunities. This dependency only reinforces their marginalised role in society, limiting their abilities to make their own decisions and support themselves. PWC’s Economic Empowerment Programme addresses these challenges by empowering and enabling women to become self-reliant and to take control over their own development through participation in income generating activities. The programmes also provide economic opportunities for men while working alongside women, which not only improves local livelihoods but also strengthens gender relations within communities.

**IV. ECONOMIC EMPOWERMENT**

**Women’s Groups for Income Generation**

The Savings and Credit Cooperative Societies (SACCOs) and Women’s Action Groups (WAGs) are two programmes that focus on business skill development and micro credit activities for pastoralist women in Ngorongoro and Longido Districts. PWC provides training and capacity building to the SACCOs and WAGs to support them in developing income generating activities, such as buying and selling cereals, rearing livestock and starting small shops. Training covers topics such as business skill development and group governance and monitoring. It also includes other training components that focus on basic rights, such as women’s property and land rights, the importance of girls’ education, and the importance of participation in decision-making.
After 10 years of facilitating women’s groups, PWC is starting to see women’s income generating groups form without any outside support or involvement. These groups are raising their own start-up funds and are learning from other successful groups in the area.

- By the end of 2012, 800 women were members of SACCOs in Ngorongoro District. A survey carried out found that 70% of these women are now able to support their families from income earned through SACCO initiatives.
- Over its ten years of implementation, the WAG programme has grown from 20 members to more than 3,000 in a total of 86 groups. PWC has supported this growth by providing training to new WAGs as well as financial support for start up costs. However, the growth has also occurred outside of PWC support, with some groups raising their own credit through ‘harambee’ (fundraising activities) or using a revolving fund model.
- PWC also began implementing an Oxfam-funded program entitled ‘Livelihoods through Livestock Programme’, which works through local women leadership forums to provide vulnerable women with livestock. The program aims to reach more than 400 women in Ngorongoro District over a 12-month period.
I am happy. Since beginning these businesses my family is now assured three meals a day and my children can now go to school. Supporting your family is not only vital for you alone, but for building the entire nation.

- Ngondii Masheren, Mondorosi village in Ngorongoro District. Ngondii is a member of the Oleplos WAG. She received a loan from the group to begin her own business of buying and selling maize as well as rearing livestock.

PWC is helping women in Ngorongoro Conservation Area benefit from selling their hand-made jewelry to tourists.

Chair lady of Eyasimdito Women’s Rights Committee giving feedback to the Women’s Leadership Forum.

Women in Olorien Village who received livestock as part of an income generation initiative.

Members of the Sakala Women’s Action Group.
THE WOMEN’S SOLIDARITY BOMA

The Women’s Solidarity Boma (WSB) is the flagship project of PWC, standing out as one of our greatest achievements. Traditionally, Maasai women do not own cattle in their own right, although they may have user rights over small stock. But through the WSB, PWC members have been able to exercise absolute ownership and control over livestock, a position that is traditionally held by men. Women involved with the boma say it has changed the way they see themselves and even the way they are portrayed by men.

Along with bringing social and cultural benefits, the WSB sells livestock, which assists poor women and widows. The WSB essentially serves as a savings or banking mechanism through which PWC is able to generate its own resources that can support its activities and members. The boma is key to the sustainability of PWC.

However, its greatest impact is that the WSB has given Maasai women a sense of confidence, demonstrating how women can take charge of their lives and their destiny. As the name implies, the boma is a testimony to solidarity among the women, and has become a basis for their mobilization for purposes of development action.

Ownership of cattle through the solidarity boma has empowered women and changed how they see themselves and even how the men relate to them. We are now able to stand up and talk in community meetings and be listened to, thanks to the ownership of livestock.

- PWC Chairperson
VI. RIGHTS, LAND AND LEADERSHIP

We need to bridge the gap between norms and practices. The emancipation of women will in large part depend on empowerment through their education and training to collectively organise within their own communities and to take locally appropriate and informed action.
Tanzania is a regional leader in promoting the rights of women in many aspects of public and to a lesser extent private life. For example, women have equal rights as men under the country’s constitution, they have varying but relatively strong property rights under the country’s marriage law, and following the enactment of the new land laws, women have the same rights as men to own, lease and sell land. However, the relatively strong gender equality provisions in the country’s national laws stand strongly apart from the discriminatory customary norms and practices that are a painful reality for most Tanzanian women, and for pastoralist women in particular.

It is clear that much remains to be done in bridging the gap between norms and practices, and the growing emancipation of women will in large part depend on their empowerment through education and training to collectively organise within their own communities and to take locally appropriate and informed action to improve their situation. This will ultimately enable them to transform their communities’ customary norms and practices to a point where they deliver and reinforce the rights and entitlements women locally desire.

PWC has been working to address these issues by providing leadership skills and information to women, enabling them to fight for and protect their rights. Land rights are particularly important for Maasai women because their livelihoods are directly tied to their access to land and its resources.

Women’s Rights and Leadership

Educating women about their rights is mainstreamed into all of PWC’s work. But the Women’s Rights Committee Programme focuses on this in particular, addressing the fundamental challenges that perpetuate gender inequality in pastoralist communities by educating women about their rights and creating a system to initiate dialogue between women and governance institutions at various levels. PWC has established 37 Women’s Rights Committees (WRCs) in communities throughout Ngorongoro District, seven of which were created in 2012. So far, the WRC’s have seen positive results, such as women seeking land titles, engaging in business development, and reporting cases of gender based violence.

Linked to the Women’s Rights Committee Programme is the Women’s Leadership Forum (WLF), which brings together representatives from all WRCs to discuss issues faced by women in their communities, to assess the progress of the WRCs, and to impart new training for the representatives to take back to their WRCs and communities.

Women’s Rights Committees allowed me to stop fearing the police.
I can confidently report on any matter.

- Ngodii Masheran, Sakala WRC
My husband died 5 years ago, and as is customary among the Maasai, his relatives took part of my land because I only have daughters and no sons to inherit his land and property. But as a member of the Sakala Women’s Rights Committee I was trained on women’s rights, including on rights to own property as per the law of marriage Act, 1971.

After receiving training, I began to claim my rights from my husband’s relatives. I wrote a letter to the village council requesting to be given back the land, and in total four acres of land were returned to me. I can use this for cultivation and to raise livestock.

I now have title deed and security of land. Within my community things are changing for women. Traditionally, women would never request land and men would not allow it. But now that we are learning more about our rights, women are beginning to own land and property themselves. We can now support ourselves and our families.

- Noorkitoip Sailuda,
  Sukenya Village
IMPROVING FOOD SECURITY AND LIVELIHOODS IN NORTHERN TANZANIA

PWC is working with three partners in Ketumbeine, Longido District to implement a TRIAS-funded programme, Food Security and Livelihoods in Northern Tanzania. PWC’s role in the programme includes forming mixed gender groups to improve gender relations, developing micro credit schemes for these groups, and improving livestock productivity and accessibility. Since the project inception, PWC has formed 116 groups with a total of 2,900 members. As part of this programme in 2012, PWC helped to:

IMPROVE LIVESTOCK QUALITY

By assisting in the finalization and operation of two community cattle dips as well as increasing the number and capacity of Community Animal Health Workers, PWC helped to improve the overall quality of livestock in the District.

IMPROVE MARKET ACCESS AND PRICE OF LIVESTOCK

PWC helped establish, register and make operational five livestock cooperatives with a total of 1,140 members. Further, PWC helped to link Communities to a slaughter company to facilitate market accessibility.

STRENGTHEN GENDER RELATIONS

PWC has helped establish 116 mixed gender groups to develop micro-credit projects and to provide a platform for dialogue on important social and cultural issues.

RAISE AWARENESS ABOUT HIV/AIDS

PWC mainstreams HIV/AIDS education into all aspects of this programme, ensuring information is available and shared during all trainings and workshops with community members.
Land Rights

Much of the poverty faced by the Maasai is underpinned by land loss and land access restrictions. Ngorongoro District has long been a flashpoint of tension and conflicts over land between local communities, foreign investors and the Tanzanian Government. Outside interests in the land for agricultural endeavours and tourism have often beat out pastoralist interests, leaving the communities who have lived in the area for hundreds of years struggling to support their livelihoods.

Pastoralist women are particularly vulnerable to land loss. Women’s land rights in Tanzanian pastoralist communities are subject to insecurity and expropriation by both external and internal interests. Internally, women are subject to discrimination and social marginalisation due to the patriarchal nature of Maasai society, and traditional practices that deny women rights to property and participation in social processes and decision-making. Externally, women share in the vulnerability of pastoralist communities throughout northern Tanzania to the growing range of pressures and threats linked to land grabbing, encroachment, and appropriation of communities’ assets. Resolving such conflicts by using legal and other mechanisms to clarify and secure community-scale land rights is critical to securing women’s access to land and the livestock-based livelihoods that all members of pastoralist communities depend upon.

PWC works with national and international partners to advocate on behalf of and with communities who are at risk of land exploitation by outside forces.

After cultivation ban in NCA, husband and wife journey to find important resources, such as water and firewood.

Women and children queue for water in NCA.
SEEKING LAND AND JUSTICE

At the request of community members, and in particular women leaders, PWC has been assisting to facilitate a legal case over land in Sukemya and Mondorosi villages. The case is over a long-standing land conflict between the community, the government and a private investor, Thomson Safari Company.

The land was first taken from the communities by the government in an irregular fashion in 1984; however, the communities have always believed the land, which is important for grazing and water, still belongs to them. The land was transferred to Thomson Safari Company, which in 2009 announced their intention to change the land status from pastoralism to an exclusive tourist concession, which would ban local community access to the land and its resources. This announcement was strongly opposed by the communities, and in January 2010, the village council brought this matter to the country’s High Court. Although first dismissed on a preliminary objection, in May 2012, an appeal was successful and a full trial at the High Court is scheduled in 2013.

PWC has helped to mobilize funds and has acted as the link between the legal team and communities. PWC has worked closely with both the Minority Rights Group International (MRGI) and the Legal and Human Rights Centre (LHRC). These institutions have provided both financial and technical support to PWC and the communities. Specifically, MRGI has provided legal council and has helped to ensure that local community members facing prosecution over trespassing in the disputed land receive fair representation and legal council. LHRC has supported the ongoing harassment cases that have sidelined the main suit.
Advancing the Land Rights of Pastoral Women in Tanzania

Since 2011, PWC has participated in a joint project aimed at advancing pastoralist women’s land rights in northern Tanzania. PWC and the Ujamaa Community Resource Team, supported by Maliasili Initiatives, are implementing this project. PWC’s objective is to strengthen women’s ability to secure individual land holdings in target communities in Loliondo Division, Ngorongoro District. In 2012:

- 222 individual land titles were secured for women, primarily widows, in Engaresero and Sakala villages. Seventy-two of those titles were funded by the communities and the women themselves.
- Women are now applying for their own land titles beyond those that PWC initially supported as part of the project. Women are recognising the importance of land tenure and are now challenging traditional attitudes towards women’s property ownership.
- Village General Assemblies have accepted a second phase of the project.
- PWC, in collaboration with UCRT and Maliasili Initiatives produced the publication, Securing Community Land Rights: Experiences and insights from working to secure hunter-gatherer and pastoralist land rights in northern Tanzania. The publication combines a synopsis of the political economy of land rights in Tanzania with on-the-ground case studies by PWC and UCRT and insights from a one-day learning workshop.
Overview of financial results for the year ending 31 December 2012

**Total Income**: Tsh 1,206,942,187 ($ 839,137 – this includes $ 61,151 carried over from 2011)

**Total Expenditure**: Tsh 1,040,656,050* ($ 671,391)

*Note: There was a balance of $ 107,281 at the end of 2012 because not all projects follow the calendar year and some have activities carried out until March 2013.

### Total Expenditure 2012:

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### Total Revenues 2012:

In 2012, PWC saw a 68% increase in total funding, up Tsh 415,419,799 ($ 268,013) since 2011. Yet despite this significant increase, core funding remains one of the biggest challenges we face as an organization. We have been successful in raising programme-specific funds, but the use of these funds is restricted and does not allow for sufficient flexibility or provide support to the organization as a whole. We have struggled to raise core funds to support the day-to-day running of the organization, and these funds are essential as they help us employ qualified staff and support the implementation of our work. For example, in 2012 we saw a 65% increase in project-restricted funding from 2011, but our administrative and staff funding only increased 39% and 23% respectively. In order to be a sustainable and effective organization, we need to ensure that our human and operational resources can adequately support new projects.
We are grateful to our many donors and supporters who are making the work we do possible thanks to their generous financial contributions.

Donors Tshillings USD
African Initiatives 143,580,398.31 92,633
Oxfam 143,964,190.00 92,880
Touchstone 23,637,210.32 15,250
Dorobo Fund 13,387,505.95 8,637
SDC 50,000,000.00 32,258
Minority Rights Group 22,910,285.10 14,781
Women’s Solidarity Boma 40,826,465.12 26,340
First People Worldwide 7,674,180.00 4,951
Foundation for Civil society 11,120,000.00 7,174
Maliasili Initiatives 10,440,000.00 6,735
International Centre for Research on Women 6,480,978.00 4,181
Anonymous 132,285,000.00 85,345
Flora Family Foundation 82,500,000.00 53,226
Trias 266,562,883.40 171,976
UK’s Department for International Development 155,709,640.80 100,458
Global Partners for Development 1,079,400.00 696
TOTAL 1,112,158,137.00 717,521
PWC plays a pivotal role in helping pastoral communities in Tanzania – and especially pastoralist women – address fundamental issues that have led to poverty and marginalization. By focusing on economic development, land and environmental stewardship, education and basic human rights, PWC takes a holistic and participatory approach to development, promoting positive actions that enable and empower both men and women to control their livelihoods and futures.

-Mary Morindat,
Member of the Board, Special Seat Councillor for Monduli District
I work to empower women to become self-reliant, which I believe is important because it makes women less dependent on men and allows them to provide for their own families and participate in decision-making processes. I worked with one woman in a Women’s Action Group who obtained training and a loan to start her own business. When her daughter reached the age to attend school, despite her husband’s objections, the woman sent her daughter to school and was able to support her on her own. After some time and training with the community, her husband actually also started contributing to their daughter’s education as well as he began to see the importance of educating women. I can see that my work is important.

-Lilian Joseph, Gender Officer

Staff

PWC has 25 staff members and 5 interns working throughout northern Tanzania. We seek to employ people who come from the communities where we work. We encourage our sponsored students to join PWC for a one-year internship once they have completed their schooling so that they receive valuable work and hands-on experience while helping to support and grow PWC.
During my time at PWC I have seen girls who we sponsor go on to be successful, advocating for change and challenging traditional cultural norms in their communities. One of our students is now the head teacher at Kirtalo Primary school and another is working in the District Council as a gender officer. We are seeing that with education, positive changes are being made.

-Selina Nguruma, PWC Education Officer and Coordinator

As the Longido Programme Coordinator I have a number of different responsibilities, such as coaching my colleagues, monitoring and evaluation, carrying out microcredit and business training, and mobilizing communities and the district to engage with and support the programme. I am motivated by the work we do because we see results and they are many. For example, as part of our livestock breeding programme, a man borrowed two rams for breeding. The breeding resulted in 700 kids, which benefited his entire family – improved nutrition, disposable income, education for his children and improved housing. Such results continue to motivate me.

-Timothe Yaile, Londigo Programme Coordinator
Improving PWC’s reporting, accountability and governance

In response to the continued growth of PWC, Senior Management has embarked upon a series of actions aimed at developing and improving PWC’s organisational structures. These include:

**FINANCIAL SYSTEMS:** PWC has employed a Financial Manager and is also reviewing financial policies and procedures and we re-structuring our accounts. We are working towards enhancing our financial planning and in 2013 seek to create an annual operational budget and three year financial plan for the organisation.

**MONITORING AND EVALUATION:** PWC is reviewing and enhancing our monitoring and evaluation procedures. All staff have been trained on ‘Most Significant Change Story’ collection and PWC has been adopting Outcome Mapping for its education work.

**STRATEGIC PLAN:** Since finalizing a new strategic plan in 2011, PWC has been working towards, and strategically fundraising to support, achieving our strategic objectives. Progress against the organisational strategy will be reviewed in 2013 by the Board.

**HUMAN RESOURCES:** PWC has begun developing a new human resources manual and is reviewing procedures as well as staff contracts. We have also been able to hire a programme manager to oversee the day-to-day running of our projects.

**CAPACITY BUILDING:** PWC is continuing to develop staff capacity through internally delivered workshops, study tours and by utilising external consultants and opportunities provided by partners.

**VOLUNTEERS:** PWC has developed an international volunteer programme in association with 2waydevelopment. We are utilizing these volunteers to assist PWC in organisational transformation and staff capacity building.
Photos courtesy of:

African Initiatives – Cover Photo, pg. 9 (Mondorosi community nursery school). Aisling Brehony -  pg. 6, Pg. 12 – 13
Anne Oswald – pg. 10 - 11, pg. 12 (Girls Club), pg. 15 (NCA Cultural Boma), pg. 16-17, pg. 22-23, pg. 25-25, pg. 30-31
Gabriel Perez – pg. 8-9, pg. 14-15, pg. 17 (PWC’s economic programme), pg. 16 (chairlady)
Jason Patinkin – pg. 23 (women in Loliondo). Jennifer Morrison – pg. 28-29
All other photos are courtesy of PWC staff members.

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