



20
21

CELEBRATING 20 YEARS

PROJECT ZAWADI
ANNUAL REPORT



MISSION

TO ENSURE TANZANIAN CHILDREN AND YOUTH HAVE ACCESS TO A QUALITY EDUCATION.

STRATEGY

PROJECT ZAWADI LEARNS FROM AND COLLABORATES WITH TANZANIAN COMMUNITIES, SCHOOLS AND TEACHERS TO DESIGN AND DELIVER EFFECTIVE INITIATIVES THAT ARE SUSTAINABLE, REPLICABLE AND CULTURALLY RELEVANT.

MESSAGE FROM THE BOARD

20 YEARS AND GROWING

WHEN WE EMBARKED ON OUR FIRST STRATEGIC PLAN THREE YEARS AGO, WE WERE TAKING PROJECT ZAWADI IN A NEW PROGRAMMATIC DIRECTION. TODAY WE ARE PROUD TO SAY THAT WE HAVE ACCOMPLISHED MANY OF OUR INITIAL GOALS AND ARE READY TO CARRY OUT OUR VISION FOR THE NEXT FIVE YEARS!

HERE'S A BRIEF GLIMPSE INTO OUR AMBITIOUS 2021-2026 STRATEGIC PLAN:

- The **Sponsorship Program** will add **Life Skills Training** for students that will include areas such as sexual health, gender equality, and gender-based violence prevention. The successful **Apprenticeship Program** will grow to accommodate more students, and be broadened to include entrepreneurship, business training, and start-up support.
- The **Tenda Teachers Program** will expand to additional schools while continuing to design, implement and refine its program. Upon completion of the five-year pilot program in 2024, we plan to bring the program to schools in other districts, with the goal of improving instruction for students throughout the Mara Region.
- The **Model Schools Program** will complete the five-year strategic plans that were first written by the leadership teams at the first four Model Schools. Once done, we will look to expand to other schools in the area.
- New **Fundraising Initiatives** will ensure that we have the financial resources needed to fulfill our mission. The first initiative is the creation of a **Legacy Circle**, to encourage supporters to include Project Zawadi in their planned giving (see page 22 for more details).

We are excited to work on these and other critical goals, together with the students, teachers, parents and other members of the communities we serve. And we can't do it without you. Thank you for your continued support.



Sara Skinner

Sara Skinner
BOARD CHAIR

STUDENT
SPONSORSHIP

TENDA
TEACHERS

MODEL
SCHOOLS



STUDENT CENTERED APPROACH

20 YEARS IN THE MAKING

THE IMAGE TO THE LEFT ILLUSTRATES PROJECT ZAWADI'S STUDENT CENTERED APPROACH TO ENSURING THAT TANZANIAN CHILDREN AND YOUTH HAVE ACCESS TO A QUALITY EDUCATION.

Project Zawadi provides access to the neediest students (**Sponsorship**), improves schools (**Model Schools**) and supports educators to be the best teachers they can be (**Tenda Teachers**). For Vivian (pictured) and other students like her, we look forward to their educational and career success. In fact, this supportive environment will improve thousands of students' chances for academic success.

As we near the end of our 20th anniversary, I am so proud of what we have accomplished together. Every employee, volunteer and donor noted in the following pages has played a vital role over the past 12 months along with hundreds of others, not specifically named. This includes the hundreds of community members who

carried water, sand and stones for the construction projects and dozens of community and government leaders that collaborated with us to plan the work.

It truly does take a village – figuratively and literally.

Of course we couldn't possibly list all the names of the people that have contributed to this work over the past two decades, but to everyone who has contributed in one way or another, we say asante sana! Thank you very much!

While we have accomplished so much, there is much more to do. The Project Zawadi team as well as the community and leaders are ready. All the pieces are in place for us

to see tremendous growth and impact over the next several years. If you have been supporting the work, I hope you will continue to do so. If you are new to Project Zawadi, we warmly welcome you to join our village.



Brian Singer
EXECUTIVE DIRECTOR



TOTAL NUMBER
OF SPONSORED
STUDENTS

298



PRIMARY

137



SECONDARY

121



UNIVERSITY

8



VOCATIONAL

12



APPRENTICESHIPS

17



IN TRANSITION

3

STUDENT SPONSORSHIP

DESPITE THE CHALLENGES BROUGHT ON BY THE GLOBAL PANDEMIC, THE SPONSORSHIP PROGRAM HAD A YEAR MARKED BY GREAT ACHIEVEMENTS.

HIGH LEVEL OF STUDENT ACHIEVEMENT

For the first time ever, all primary school standard seven students (28) in our program passed their exams to join secondary school. This success was made possible through collaborative efforts between Project Zawadi staff, teachers, and parents.

EMPOWERING VULNERABLE STUDENTS

Counseling continues to gain momentum. This work takes time and requires building trust with students and their families. This year we have observed vulnerable and at-risk students gain courage and confidence. We have seen students who have gone through significant trauma smile and have hope again. Counselors work one-on-one with students, meet with families, and are now facilitating empowerment clubs.

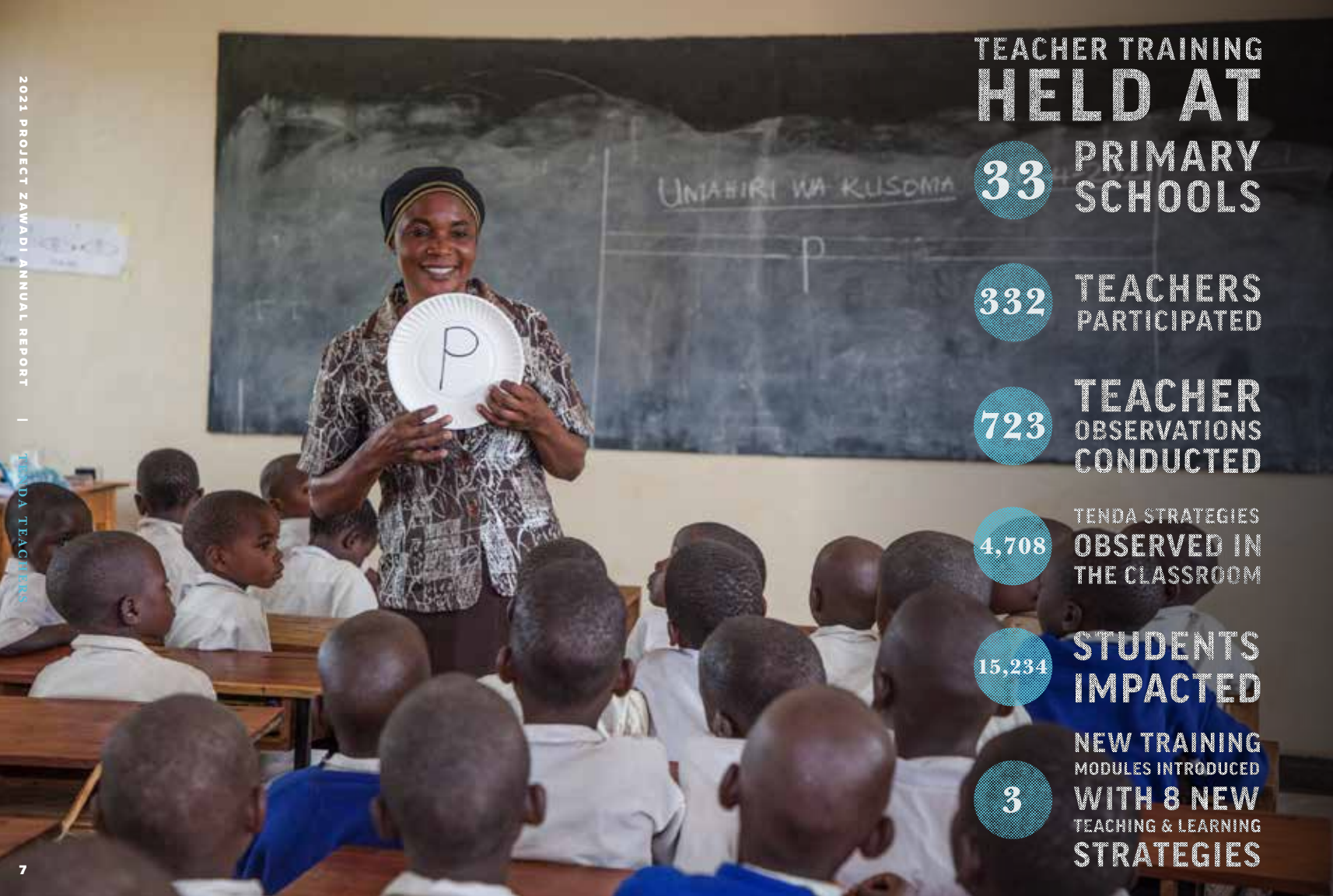
REDUCING GENDER BASED VIOLENCE

This year the Sponsorship team made a deliberate effort to work towards reducing Gender Based Violence (GBV) and Violence Against Children (VAC). To do this, the team partnered with all the major stakeholders: the District Government social worker's office, gender desk teachers, school leadership, and parents. Project Zawadi is excited to see the readiness of stakeholders to work together to ensure children and youth in the Nyamuswa area feel empowered and protected.

SUPPORTING ALUMNI

Currently, there are four University graduates doing internships with Project Zawadi. They receive hands-on training and experience by supporting Project Zawadi sponsored students in secondary school through tutoring and counseling.

THE SUCCESS WE HAVE SEEN IN THE PAST YEAR GIVES US HOPE FOR A BRIGHT FUTURE FOR OUR SPONSORED STUDENTS!



TEACHER TRAINING
HELD AT

33 PRIMARY
SCHOOLS

332 TEACHERS
PARTICIPATED

723 TEACHER
OBSERVATIONS
CONDUCTED

4,708 TENDA STRATEGIES
OBSERVED IN
THE CLASSROOM

15,234 STUDENTS
IMPACTED

3 NEW TRAINING
MODULES INTRODUCED
WITH 8 NEW
TEACHING & LEARNING
STRATEGIES

TENDA TEACHERS

TENDA TEACHERS EXPANDS AND REFINES ITS GROUND-BREAKING TEACHER PROFESSIONAL DEVELOPMENT PROGRAM TO IMPROVE TEACHING AND LEARNING IN TANZANIAN SCHOOLS.

TENDA TEACHERS PROFESSIONAL DEVELOPMENT PROGRAM EXPANDS BY 65%

This year Tenda Teachers expanded from 20 schools to 33 schools. Next year, we plan to add another eight schools. At the current pace, all 41 government primary schools in the Chamriho Division of the Bunda District will have received three years of teacher training by 2024.

Across our 20 “Wave 1” and 13 “Wave 2” schools, seven more training cycles were conducted, reaching 332 teachers. The innovative design and implementation of the training modules has been spearheaded by teacher training expert, Linda Webster. New this year is an effort to further engage teachers through text message reminders and post-training reflections to support the integration of these new techniques into their daily teaching. During the most recent training cycle completed in May 2021, Project Zawadi staff observed 174 teachers in the classroom using an average of nine strategies per lesson. This is an increase of 80% in the use of Tenda strategies from a year ago among the “Wave 1” teachers.

To facilitate this significant expansion, Project Zawadi hired six new Teacher Training Coordinators. These coordinators help to conduct the training at each school, observe teachers in the classroom, and provide feedback on the proper use of the teaching strategies.

PARTNERSHIPS AND COLLABORATIONS

Project Zawadi continues to strengthen its partnerships with all levels of the Tanzanian government. This year we have garnered support from Quality Assurers who are charged with evaluating classroom teaching throughout the district. During their evaluation, they noticed that teachers were using impressive new techniques (the Tenda strategies) and have since sought out Project Zawadi for collaboration.

In other news, the English Bridge program will now be overseen by the Model Schools program. This shift will allow for a broader focus on improving English learning opportunities for students throughout the school year.

CONSTRUCTION

40,000
BUCKETS
OF SAND24,000
BUCKETS
OF WATER147
TRUCK LOADS
OF STONE3,379
STUDENTS
TO BENEFIT
EACH YEAR

WATER

15,000
LITRES
OF WATER
PER HOUR
CAPACITY BY3
BOREHOLES
THAT WILL SERVE9,933
STUDENTS AND
COMMUNITY
MEMBERSMODEL
FARMS12
STUDENT CLUBS
WITH 420
STUDENTS
PARTICIPATING

MODEL SCHOOLS

SIGNIFICANT INFRASTRUCTURE PROGRESS WAS MADE
AT EACH OF THE FOUR MODEL SCHOOLS THIS YEAR

- We have nearly completed new construction and refurbishments of all classrooms and offices at the four Model Schools.
- 21 teacher housing units at the four schools are underway. The 6-in-1 Teacher Housing Block at Kambarage Primary is almost complete. The other three schools should complete their teacher housing units by Summer 2022 thanks to the successful 2021 *Community Vision Campaign*, which raised over \$90,000!
- Deep water wells have been successfully drilled at Kambarage, Kurusanga and Sarawe Primary Schools (we will help Busore Primary School draw water from a source developed by the district). Each new well produces enough water to meet all school needs including water for drinking, cooking, hygiene, sanitation, and irrigation.

THE MODEL SCHOOLS' HOLISTIC
APPROACH GOES BEYOND BRICKS
AND MORTAR

Working closely with our partner communities, we have increased efforts to support capacity building. This year our team carried out a detailed assessment of leadership strengths and capability gaps. This information is guiding new leadership development priorities, especially work with Head Teachers and other local leaders.

Entering its second year, Model Farms are now located at all four Model Schools. The District Agriculture Extension Officers and the African Inland Church of Tanzania (AICT) are collaborating with us to manage the Model Farm sites in order to further increase harvests and to accelerate the education of local farmers in Conservation Agriculture practices.

WELCOME GINGIRI MWESA!

Gingiri, a former sponsored student, has been developing multiple School Clubs at each school. These clubs not only supplement classroom learning in areas such as Agriculture, English, and Water, but also promote gender equity.





2003

2004

2005

2016

2017

2018

CELEBRATING 20 YEARS



2009



2012



2014



2019



2020

FINANCIAL STATEMENT

THE ORGANIZATION REMAINS FINANCIALLY SOUND AS IT CONTINUES TO GROW AT A SWIFT PACE. DURING THE YEAR, OUR FIRST FULL AUDIT WAS SUCCESSFULLY CONDUCTED IN TANZANIA AND WAS USED TO CONTINUOUSLY IMPROVE FINANCIAL CONTROLS.

EXPENSES INCREASED THIS YEAR OVER THE PREVIOUS YEAR BY 30%. THANKS TO SOME EXTRAORDINARY GIFTS BY DEDICATED DONORS, INCOME INCREASED BY 74% LEADING TO A HEALTHY SURPLUS OF \$102,345. THE ORGANIZATION IS CURRENTLY IN A STRONG FINANCIAL POSITION, WITH SUFFICIENT RESERVES, BUT IN THE COMING YEAR WE HAVE PLANNED FOR STRATEGIC EXPANSION IN HIGH-IMPACT AREAS OF OUR PROGRAM. WITH THIS EXPANSION, NEXT YEAR'S BUDGET CALLS FOR A 50% INCREASE IN EXPENSES AND A 40% INCREASE IN INCOME.

FINANCIAL SUMMARY

FINANCIAL SUMMARY JUNE 1, 2020 - MAY 31, 2021

INCOME

Foundations & Corporations	\$42,738
General Fund	\$397,312
Student Sponsorship	\$59,595
Other	\$28,912

TOTAL INCOME \$528,557

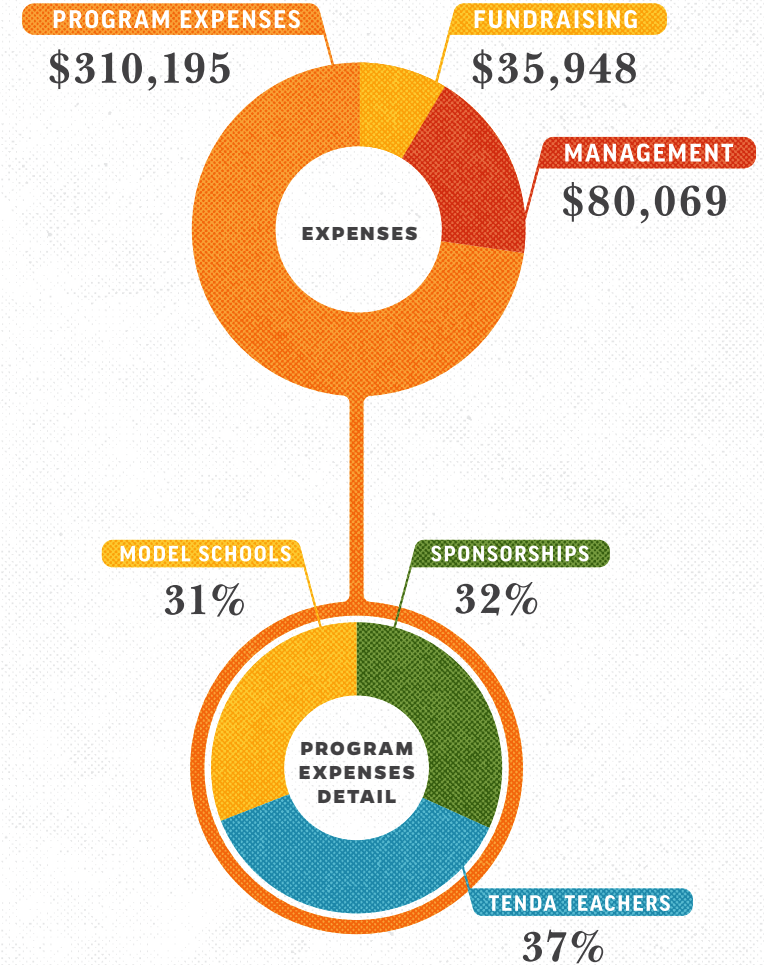
EXPENSES

Fundraising	\$35,948
Management & General	\$80,069
Program Expenses	\$310,195

TOTAL EXPENSES \$426,212
Surplus (deficit) \$102,345

ASSETS, LIABILITIES & NET ASSETS

	2018-19	2020	2021
Assets	\$312,472	\$287,077	\$450,615
Liabilities	\$2,943	\$1,805	\$64,877
Net Assets	\$309,529	\$285,272	\$385,738



LEADERSHIP – TANZANIA TEAM AT A GLANCE



JUDITH MERINYO

COUNTRY MANAGER & SPONSORSHIP PROGRAM MANAGER



EDGAR JOHN MWANSASU

TENDA TEACHERS PROGRAM MANAGER



JOEL ELPHAS

MODEL SCHOOLS PROGRAM MANAGER



BENARD MAZIBA WITH APPRENTICE STUDENT

TEACHER PRACTICING TENDA STRATEGIES



STUDENTS PRACTICING PAIRED TALK

AMINA WAZIRI SHEHOZA, TENDA COORDINATOR

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Benard Maziba
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Regina Mkama
COUNSELOR

TENDA TEACHERS

Edgar John Mwansasu
TENDA TEACHERS PROGRAM MANAGER

Catherine Kinasha
TEACHER TRAINING COORDINATOR

Chukista Malima
DATA CLERK

Nehemiah Kipande Method
TEACHER TRAINING COORDINATOR

Yonah Joseph Mwasege
TEACHER TRAINING COORDINATOR

Aziza Ngume
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Amina Waziri Shehoza
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MODEL SCHOOLS PROGRAM MANAGER

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WATER PROJECT COORDINATOR

Gingiri Mwesa
SCHOOL CLUBS COORDINATOR

Maneno Wright
CONSTRUCTION COORDINATOR

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PROJECT ACCOUNTANT

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IN HONOR OF PROJECT ZAWADI'S 20TH ANNIVERSARY YEAR, WE ACKNOWLEDGE ALL PAST BOARD MEMBERS WHOSE DEDICATION AND VISION HELPED LAY THE FOUNDATION FOR PROJECT ZAWADI'S FUTURE. ASANTENI SANA!

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