

## Strategy 2030

*“Scaling up Impact on Sustainability and Resilience”*



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## Table of Contents

<b>1.0 Background</b> .....	<b>3</b>
<b>2.0 Introduction</b> .....	<b>3</b>
<b>3.0 Identity</b> .....	<b>4</b>
<b>4.0 Emerging opportunities</b> .....	<b>5</b>
<b>5.0 What this means for Governance Links Tanzania</b> .....	<b>5</b>
<b>6.0 Principles guiding our work</b> .....	<b>6</b>
<b>7.0 Thematic alignment of our work</b> .....	<b>6</b>
<b>8.0 Thematic alignment with crosscutting issues</b> .....	<b>7</b>
<b>9.0 Membership to Civil Society Networks</b> .....	<b>8</b>
<b>10.0 Strategic Objectives and Priorities for 2021-2030</b> .....	<b>8</b>
<b>11.0 Priorities for 2022-2030</b> .....	<b>9</b>
<b>12.0 Outcomes under strategy 2023</b> .....	<b>10</b>
<b>13.0 Programming methodology</b> .....	<b>11</b>
<b>14.0 Our framework for analysis-Political Economy Analysis</b> .....	<b>11</b>
<b>15.0 Our Pillars of Good governance</b> .....	<b>12</b>
<b>16.0 Our long-term commitments to Good Enough Governance</b> .....	<b>12</b>
<b>17.0 Theory of Change- Our pathways to transformative change</b> .....	<b>13</b>
<b>18.0 Governance and Management</b> .....	<b>14</b>
<b>19.0 Who do we work with?</b> .....	<b>15</b>
<b>20.0 Our commitment to safeguarding</b> .....	<b>15</b>
<b>21.0 Governance Links Tanzania Approach to Advocacy</b> .....	<b>15</b>
<b>22.0 Delivering the strategy</b> .....	<b>17</b>
<b>23.0 Communications</b> .....	<b>18</b>
<b>24.0 Achieving Impact at Scale</b> .....	<b>18</b>
<b>25.0 Monitoring, Evaluation, Learning and Accountability</b> .....	<b>19</b>
<b>26.0 Risk Management and Accountability</b> .....	<b>20</b>
<b>27.0 Sustainability</b> .....	<b>20</b>
<b>28.0 Conclusion</b> .....	<b>21</b>
<b>Annex I: Governance Links Tanzania Organizational Structure</b> .....	<b>22</b>
<b>Annex II: Policy documents aligned to the strategy 2030</b> .....	<b>22</b>

## 1.0 Background

Development in the contemporary world is threatened by complex intersection of inequality, false narratives on globalization, exclusion and power imbalances. Governance Links Tanzania, established in 2008, is a National Research, Policy analysis and Capacity strengthening Non-Governmental Organization dedicated to strengthening governance at local, subnational and national levels as a key prerequisite for sustainable development. We collaborate with public and private institutions and work directly with partners across Tanzania while networking with international actors for learning and influencing on global governance issues. The centrality of governance in development and humanitarian programming embodies our mission and the contributions we make to achieving socially, economically and environmentally just and inclusive societies.

Governance Links Tanzania developed this strategy 2030 at a time of growing uncertainty, political polarisation, increasing competition for resources and power, and weakening collective action in both local discourses and international affairs. On top of this, the COVID-19 pandemic had devastating effects on human development, poverty, inequality, social cohesion and human rights at all levels of society. Meanwhile, climate change and unsustainable resource use increasingly threaten our natural world. In this context, the role of an independent 'think and do tank' is more relevant than ever. Governance Links Tanzania has a long and successful track record of brokering knowledge in national and regional development. Focusing in particular on Africa relations, we collaborate with an array of actors to develop and implement coherent policy and practice responses to critical sustainable development challenges. We also explore ways in which civil society and public institutions can join forces to push for multilateral solutions to global challenges. Our strategy 2030 builds on our significant knowledge of African continental policy processes, as well as our thematic expertise in economic transformation, trade, natural resources management and food systems. In the coming period, we will pay greater attention to climate change, gender equality, digitalisation and governance, to address current global development challenges and maximise our influence. We will also seek to deepen our collaboration with civil society networks and restructure ourselves to become a more agile and flexible organisation, able to respond to the expanding and evolving sustainable development agenda.

## 2.0 Introduction

Under the five-year period covered by our previous strategy 2020, Governance Links Tanzania has grown into its originally envisaged purpose of brokering knowledge and contributing to evidence informed actions on natural resources, health and trade. We have performed well against our goals through years of exceptional public health, political and economic challenges. We have accelerated uptake of approaches and ways of working and the growth of our organisation. We are building the evidence base of the widespread benefits of good enough governance to various interest groups. We have also cemented our unique position that enables us to be the place where different interests coalesce to gain access to latest knowledge on norms of good governance. Considering the critical role of natural resources to lives and livelihoods in Africa, our envisaged role is to be a frontliner and convenor for natural resources governance stewardship at scale. As we move towards

2030, with an ever-increasing sense of urgency to act on the climate emergency and make significant progress towards the UN Sustainable Development Goals (SDGs), vulnerable and marginalised groups need protection on a right-based approach. Given the increasing evidence that the impacts of trade and investments are highly interwoven, responsible investments through Environmental, Social and Governance safeguards should be critically regulated and monitored to ensure “no harm” on local communities.

### 3.0 Identity

#### 3.1 The vision of Governance Links Tanzania

Our vision is of **a society committed to social, economic and environmental sustainability through participatory governance**

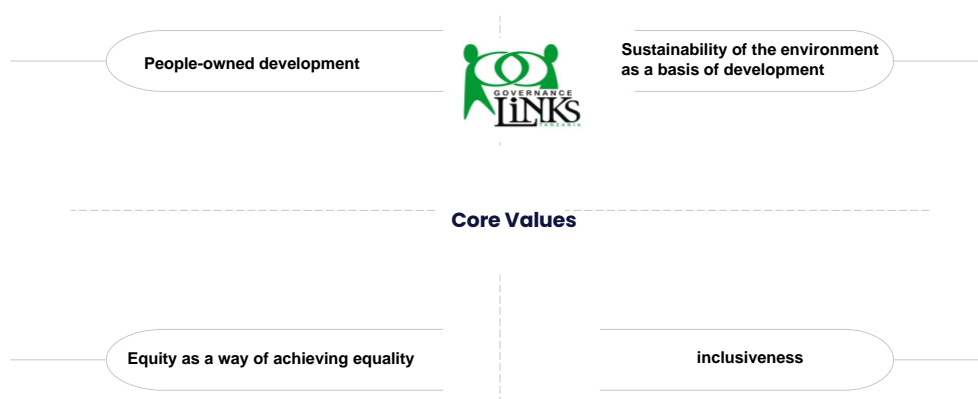
#### 3.2 The mission of Governance Links Tanzania

**To improve the quality of life of marginalised communities through promotion of effective governance and ensuring social, economic and environmental sustainability.** We are a team dedicated to rapid response research, targeted capacity strengthening and engagement in dialogues for promoting promising sustainable solutions, while helping the development and sharing of promising practices.

#### 3.3 Core values

Our core values are:

- We believe in people-owned development
- We believe in sustainability of the environment as a basis for development
- We believe in Equity as a way of achieving equality
- We believe in inclusiveness



## 4.0 Emerging opportunities

Even in this challenging context, certain trends present opportunities for building a more equitable and resilient society. The digital revolution and increasing interconnectedness, if well managed, can spur innovation and economic integration. With urbanisation on the rise, cities can become drivers of inclusive politics and sustainable development. The generational shift, too, offers great potential, as young people can drive economic innovation and reshape domestic and global politics. Young people are changing the climate movement and shaking governance systems to bring accountability and transparency. Movements have also emerged against structural inequality within societies. These have sparked new momentum for addressing inequalities in development affairs and for rethinking how knowledge of international cooperation and sustainable development is produced, communicated and used. These trends provide openings for a much-needed renewal of the collaborations across sovereign borders.

## 5.0 What this means for Governance Links Tanzania

We are seeing the most profound transformation of governance since independence in Africa. These trends highlight the need for independent analysis and brokerage for cooperation. Yet, they also oblige us to adapt, both analytically and in the way we work, communicate and organise ourselves. To respond to the complexities of multipolarity and changing geopolitics, we will adopt a more outward-looking perspective in our work. As an African organisation, we will make use of our knowledge, network and insights processes, institutions and instruments to investigate how duty bearers are can act as a modern, responsible and effective players, and how can balance its search for strategic autonomy and influence with a mutually beneficial partnerships in the face of widespread disinformation and aggressive nationalist agendas .We will work to protect and expand the space for independent knowledge production and evidence-based analysis, and shed light on how knowledge is used and abused in development discourses . Gender inequality, including Gender-Based Violence(GBV), deepens in times of crisis, In our work we will defend the value of gender equality and emphasise the need to address structural inequalities that prevent women, girls and young people from fulfilling their potential.

Governance Links Tanzania has a longstanding tradition of producing knowledge and facilitating policy dialogue in collaboration with experts and practitioners. We seek to go further and deepen our engagement with a diverse array of civil society networks ,stakeholders and experts, to produce analysis that integrates various perspectives and facilitates inclusive policy processes. Finally, we shall maintain an interdisciplinary approach to the major interconnected trends : climate crisis, geopolitical tensions, citizen action, digitalisation, cross-thematic approach in our work.

## 6.0 Principles guiding our work

Our work is guided by Commitment to impact, Effectiveness ,Accountability , Partnerships ,Localism:



## 7.0 Thematic alignment of our work

Programming at Governance Links Tanzania aims to provide institutional and thematic alignment that promotes synergies for ensuring effective agency of individuals and institutions. The work of Governance Links Tanzania is aligned to four core thematic areas: Health System Governance ,Trade system Governance ,Food system governance and Governance academy



## 8.0 Thematic alignment with crosscutting issues

### 8.1 Core thematic areas



### 8.2 Cross-cutting themes

As part of our strategy 2030, Governance Links Tanzania has committed to the meaningful inclusion and mainstreaming of gender and gender-related issues across our focus areas. A key fixture in our new organisational structure is therefore an agile core group of gender focal points for each thematic cluster, supported by a Gender Coordinator. Their work is geared towards supporting a more systematic, strategic and accountable approach to gender, to bring gender to a deeper and more embedded level within the workplace and in programmes. Through experimentation, learning and adaptation, we will further institutionalise the mainstreaming of gender in our work.

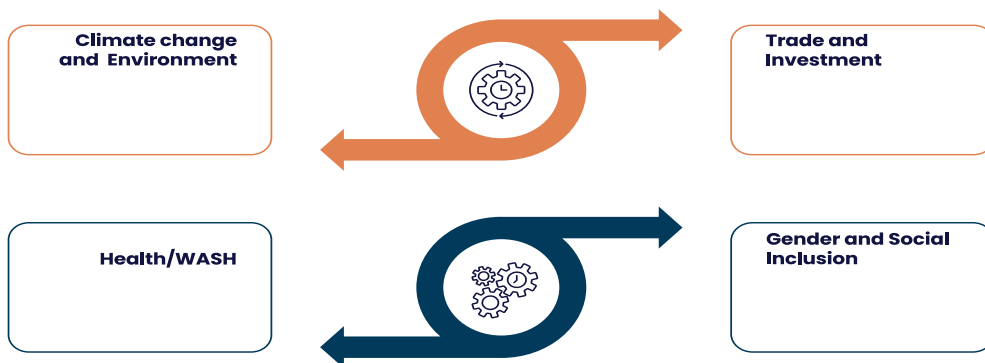
## 9.0 Membership to Civil Society Networks

### Membership to Networks



## 10.0 Strategic Objectives and Priorities for 2021-2030

### Strategic objectives



## **11.0 Priorities for 2022-2030**

The strategy 2030 is rooted in five strategic objectives:

### **Strategic objective 1: Climate change and environment**

Inspiring commitment to adoption of effective environment and climate governance with alignment to national, continental and global commitments

### **Strategic objective 2: Health/Water Sanitation and Hygiene (WASH)**

Improving knowledge and evidence base for Equitable Health and WASH Governance

### **Strategic objective 3: Trade and investment**

Promotion of inclusive and equitable trade policies and practices that contribute to poverty reduction

### **Strategic objective 4 Gender and Social Inclusion**

Effective mainstreaming of intersectional issues related to Inclusion and Gender, particularly ensuring that youth , women ,people with disabilities are supported through policies and practice

### **Strategic objective 5: Governance academy and Organisational Resilience**

Establishment the Governance Academy, a Rapid Response capacity development programme on improving governance within the organisation and across civil society , government and private sector

## 12.0 Outcomes under strategy 2023

1. Communities living in climate change hotspots are more resilient and have healthy diets because of improved access to more sustainable and inclusive food systems.

*Direct beneficiaries : 500,000 (300,000 females and 200,000 males )*

2. Through better-prepared health systems, vulnerable populations at greatest risk are better protected from epidemics ,pandemics and supported through effective Water, Sanitation and Hygiene (WASH ) systems

*Direct beneficiaries : 300,000 (200,000 females and 100,000 males )*

3. Trade and investment policies innovatively work to improve people's lives, leading to lasting, and high-quality economic opportunities for women and youth.

*Direct beneficiaries : 600,000 (400,000 females and 200,000 males )*

4. Vulnerable people and communities benefit from more inclusive, accountable, and transparent governance..

*Direct beneficiaries : 500,000 (300,000 females and 200,000 males )*

5. Local communities in Tanzania benefit from more sustainable, equitable, and inclusive economies with expanded, lasting, and high-quality economic opportunities for women and youth.

*Direct beneficiaries : 500,000 (300,000 females and 200,000 males )*

6. Rigorous research , policy analysis and capacity strengthening facilitated by governance Links Tanzania contributes to improved governance systems

*Direct beneficiaries : 200,000 (100,000 females and 100,000 males )*

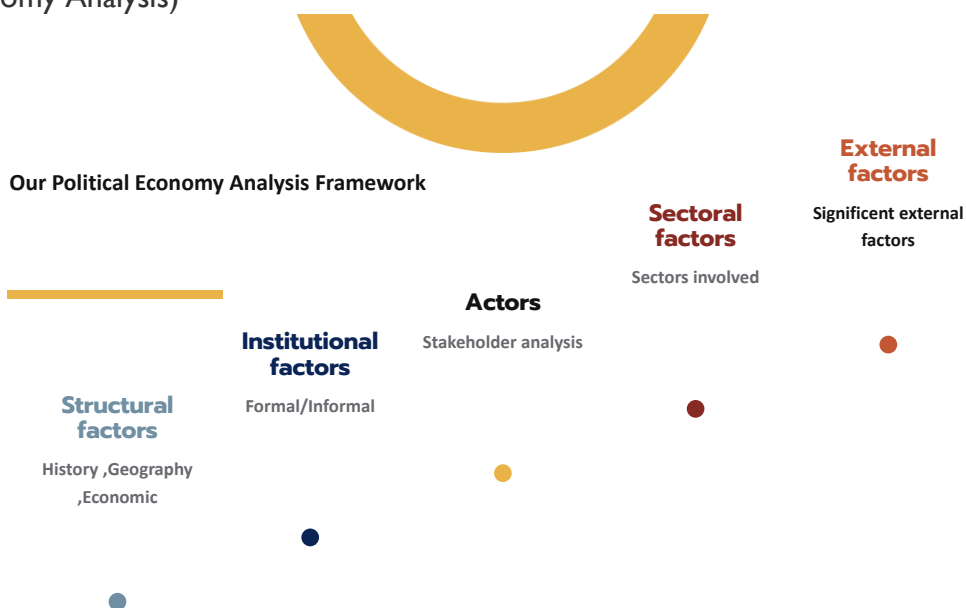
### 13.0 Programming methodology

The niche of Governance Links Tanzania is the synergetic work linking research, influencing collaborations and Capacity strengthening to ensure comprehensive achievement of desired outcomes. Our methodology is demonstrated by the combination of Research, Policy influencing, Capacity strengthening and multi-level collaborations.



### 14.0 Our framework for analysis-Political Economy Analysis

Our ways of working are canvassed in the overarching framework for analysis-(Political Economy Analysis)



## 15.0 Our Pillars of Good governance

- Leadership-Leadership from the top alongside spread leadership
- Integrity-Acting ethically and nurturing trust
- Transparency-Openness about roles, responsibilities and procedures for decision making
- Stewardship-Using every opportunity to enhance the reputation and value public assets and institutions that have been entrusted by communities
- Efficiency - Ensuring the best use of resources to further commitment to innovation and evidence-based strategies for improvement
- Accountability -Being answerable for decisions and adherence to applicable standards



## 16.0 Our long-term commitments to Good Enough Governance

- **Building a learning development community**-As a member of the international development community, as an influential organisation, we hold a position of power and privilege that others do not. We hold ourselves accountable to be part of the change that must come and to live up to our responsibilities to those affected by crises and shocks.
- **Commitment to more equitable and effective development and humanitarian research and innovation system**-We want to see a more equitable and effective research and innovation system that leads to better, locally informed, and culturally appropriate response for people we work with.
- **Commitment to being climate and environmentally responsible**-We seek to contribute to minimising the impact of human-induced climate change on the most vulnerable people

- **Working together**-To achieve our ambitions, we will need to work in partnership with a diverse range of organisations who are committed to achieving a step change in impact of research, policy analysis and innovation.

## 17.0 Theory of Change- Our pathways to transformative change

Governance Links Tanzania envisions a society committed to social, economic and environmental sustainability through participatory governance. Our long-term mission is to improve the quality of life of marginalised communities through promotion of effective governance and ensuring social, economic and environmental sustainability. This mission rests on forwarding good enough governance as a transformative framework that enables people to claim their rights and hold duty-bearers accountable, as well as self-organise and self-mobilise as development actors in their own right. Using evidence from our programming, we advocate with coalitions and networks for policy changes at sub-national, national, regional and international levels. We research the complex challenges and successes in governance, trade, health, gender, environment geopolitics, and broker context relevant civil society–governmental and multilateral debate on global issues.

**Vision :**A society committed to social, economic and environmental sustainability through participatory governance

**Mission :**To improve the quality of life of marginalised communities through promotion of effective governance and ensuring social, economic and environmental sustainability



## 18.0 Governance and Management

### 18.1 Organisational Structure and Human Resource Development

Teams at Governance Links Tanzania include policy analysts, multi-disciplinary researchers to interns, Volunteers and fellows. The teams work together to demonstrate the combination of consistency, agility and teamwork towards enhancing impact. The Annual General Meeting is the highest decision-making body, delegating its powers to the Board of Directors. Governance Links Tanzania is governed by a Board of Directors which the highest decision is making body and oversees the performance of management through Sub committees of Governance, Partnership and Programming. The management is headed by the Executive Director who is accountable to the Board of Directors. The Executive Director directly leads a team of four departmental heads: Head of Finance and Administration, Head of Programming, Research and Policy Co-ordinator and Head of Strategy, Accountability and Learning. Under the Head of Programming, there are Thematic Programme Officers for Natural Resource Governance, Health Governance and Trade Governance. The Research and Policy Co-ordinator manages a team of Research associates who are interns and volunteers mostly from higher learning institutions on industrial training.

### 18.2 Our structure and systems

- We continuously reshape our operating model to ensure our structure and systems respond to the challenges we have set out, and review and reform our financial and compliance systems to meet the needs of this working model, making us more efficient and better able to access and make use of relevant opportunities
- We reconfigure our management and governance to create more inclusive and representative leadership
- We improve our digital and information security, and invest in relevant skills and technology

### 18.3 Our culture

- Implement an organisation-wide strategy on diversity, inclusion and solidarity with colleagues, partners and communities
- Assess and audit our practice and policy on partnership, gender and climate action as part of our regular reviews
- Innovate in the way we work and use technology, building understanding and skills within our organisation and our programming
- Continue to employ talented, analytical, principled, and committed staff who care about making the world a better place
- We bring people together from research, practice and innovation backgrounds to deliver change in the development system. We unite around a shared goal of finding solutions to complex development challenges. We unite around a shared goal of finding solutions to complex development challenges.

## 19.0 Who do we work with?

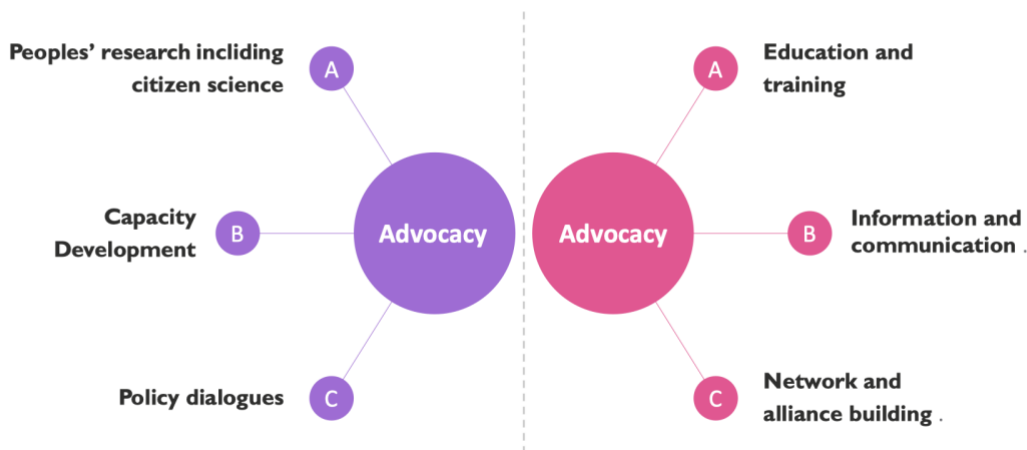
With a reputation for high-quality of research, policy analysis, capacity strengthening with Local and national Government institutions, Civil Society networks and corporate sector networks, diversity in our collaborations is an important driver for knowledge management. We are committed to multi- stakeholder collaboration linking Civil Society, Government institutions, corporate sector networks and media institutions in leveraging inclusive and equitable development. In all interventions, communities pursuing their long-term aspirations are the centre of our work.

## 20.0 Our commitment to safeguarding

Governance Links Tanzania’s integrity as an organisation is derived from the values and principles that underpin and guide our work. We have strong policies and systems to protect people – particularly women and children, and other adults at risk including volunteers, interns and all other programme participants) from potential harm that may be caused by contact with Governance Links Tanzania staff and our partners. Our Safeguarding policy has been developed to prevent all forms of harassment, abuse and exploitation, including: sexual exploitation, abuse and harassment; harassment and bullying in the workplace; and abuse and harm against children and vulnerable adults. The Safeguarding policy is supported by our Code of Good Governance. This outlines the expectations of professional and personal behaviour.

## 21.0 Governance Links Tanzania Approach to Advocacy

### Advocacy-Our Outside-Inside Approach



## **21.1 Advocacy priorities for 2021-2023(The four priorities)**

### **21.1.1. Food systems and Climate change:**

Working with institutions and communities to address the multiple impacts of climate change. Climate change and extreme weather events are threatening lives and livelihoods today, and if left unchecked, will lead to deepening the vulnerability of marginalized communities. Immediate action can and must be taken to protect food systems , slow climate change and prepare systems to protect our communities from the negative impacts on natural resources and the environment .

### **21.1.2 Health, Water, Sanitation and hygiene**

The relationship between health, water and sanitation is getting increasingly political. Establishing a relationship between environmental change and human health outcomes is a challenge because health is influenced by demographic, socioeconomic, environmental, infrastructure, and governance factors that interact with each other. Drinking water and sanitation are human rights, and access to drinking water, sanitation and hygiene services is vital to health, development and social and economic progress. Governance Links contuse to work at the strategic intersection of Health ,Water ,Sanitation and Hygiene.

### **21.1.3 Inclusive Trade and Investment**

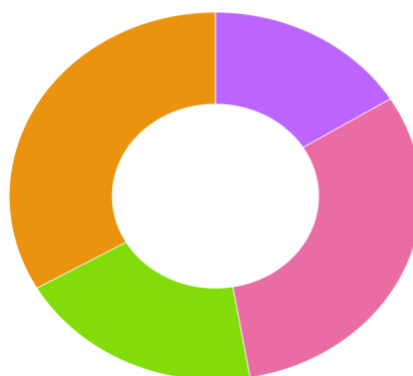
Environment, Social and Governance (ESG) issues have risen to the top of the corporate agenda in recent years as a confluence of factors from geopolitical tensions to climate change, supply chain disruption to rising stakeholder expectations dominating board room conversations. We shall promote policies and practices that contribute to a socially inclusive and environmentally sustainable transformation in rural areas through identifying strategies, instruments and measures that will help to ensure that trade liberalization is not per se an aim of agricultural-sector development policy but, rather, needs to be complemented by domestic policies aimed at socially inclusive and sustainable development.

### **21.1.4 Food sovereignty**

Food sovereignty offers a strategy to resist and dismantle the current corporate trade and food regime, and directions for food, farming, pastoral and fisheries systems determined by local producers and users. We are determine to promote food sovereignty beyond food security -Food sovereignty puts the needs of those who produce, distribute and consume food at the heart of food systems and policies rather than the demands of free markets and transnational corporations

## Advocacy priorities for 2021-2030

- Locally-Led Climate Change Adaptation
- Food sovereignty
- Inclusive trade
- Equitable access to Health services
- Water and sanitation

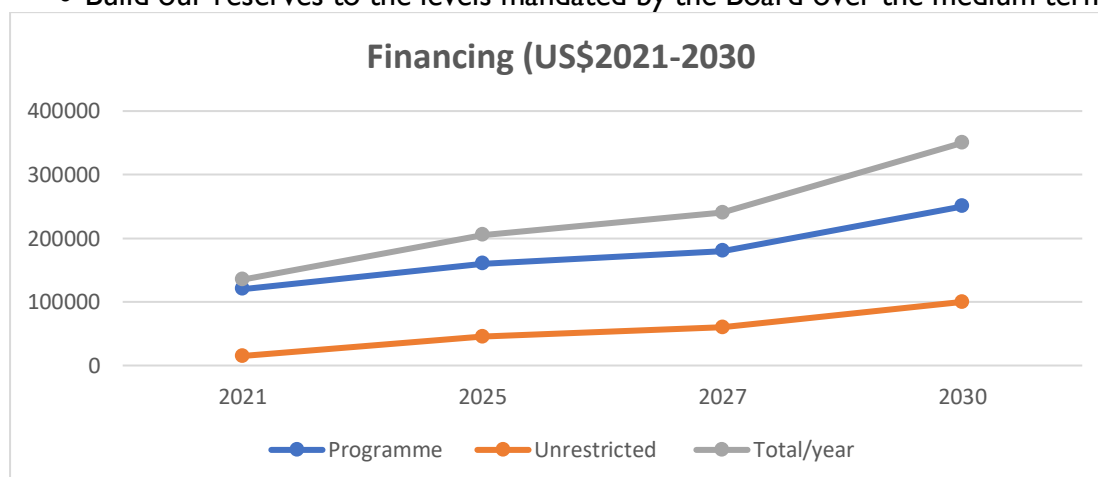


## 22.0 Delivering the strategy

The primary goal of Governance Links Tanzania is to have all core functions fully funded by the earmarked sources by 2030. To ensure the long-term sustainability, GLT will not exclude development assistance contributions to cooperation beyond 2030 but determined to progressively build a reserve to reduce dependency on restricted funding for core operations.

Governance Links Tanzania seeks to be a financially sustainable and resilient organisation. We will:

- Continue to diversify our income base and engage with funding partners. We will deliver fee-based research to private sector partners, where this does not conflict with our core mandate.
- Strengthen advisory services and engagement with social entrepreneurs. This will be a key feature of our business development.
- Increase cost recovery and margins on our work through better costing and competitive pricing, better project budgeting and focused business development.
- Secure a more cost-effective programming arrangements to secure unrestricted funding and keeping operational costs at the lowest possible levels
- Build our reserves to the levels mandated by the Board over the medium term.



### 22.1 Our fundraising approach

- Use our knowledge and research to ensure community concerns and priorities are reflected in donor strategies
- Advocate for and work with donors to bring changes in development cooperation and aid policies and practices, including a greater share of appropriate resources
- Support partners to bid for larger and more complex grants
- Increase our capacity to raise funds from new donors, diversify our funding base and grow income through commercial tendering and working in consortia

## 23.0 Communications

### Our communications approach

- Governance Links Tanzania will continue to invest in participatory communications, supporting CSOs and communities to tailor their own messages, using creative means to reach the audiences they choose
- We are committed to challenge divisive narratives by making free and wide-reaching digital space to promote the stories of communities, young people, women, people with disabilities and other vulnerable groups
- Ensuring that the language we use everywhere reflects our values
- Continuously share alternative narratives about contexts to those in the mainstream media
- Promote the use of accessible, plain and understandable language

## 24.0 Achieving Impact at Scale

- Governance Links Tanzania seeks to influence change beyond the communities where we work directly. Based on our experience and learning of effective strategies for impact at scale, the following are central:
- Scaling up and adapting proven models, both internally and with our partners, and indirectly with governments or other allies.
- Advocacy to influence changes to the policies, programs and budgets of governments and other power holders, and how those are implemented.
- Systems strengthening and Social accountability, to increase the capacities of institutions to provide inclusive and effective services and fulfil their obligations to the rights of the poor.

- Supporting social movements and other representative organizations of excluded groups in line with our vision and mission to contribute change through their collective actions, as conveners, allies, resource partners and amplifiers.
- Promoting norms change by addressing harmful norms in the economic, social and political spheres, through community dialogue and other norms-shifting interventions, as well as through broad media engagements
- Inclusive market-based approaches that mobilize the power of markets to contribute to broad scale change in ways that are economically and environmentally sustainable, uphold labour rights and are inclusive of the poor and marginalized.

## 25.0 Monitoring, Evaluation, Learning and Accountability

A strong system of Monitoring, Evaluation, Accountability and learning (MEAL) is central to the mission of Governance Links Tanzania to improve programmatic and institutional responses through research and innovation.

We want to be able to:

- Monitor-Continuously monitor the difference we make through our grants and wider work, identifying and addressing problems, and seizing opportunities.
- Evaluation-Use evaluation to periodically reflect on our overall direction of travel, re-assessing our assumptions and asking ourselves difficult and even uncomfortable questions.
- Accountability-Distil robust data to demonstrate our accountability towards the communities we serve, our partners, and our funders.
- Learning-Systematically generate learning that will inform our own work, as well as ongoing reflection and debates on what works.

Governance Links Tanzania is committed to international evaluation principles, norms and standards. To enhance the quality, credibility and utility of evaluations, the organisation will promote and encourage the use of various rigorous methodologies and approaches in line with accepted professional standards. At a minimum, it will use theory-based impact approaches and as much as possible, a combination of qualitative and quantitative methods. Governance Links Tanzania will incorporate results-based planning for monitoring and evaluation purposes by specifying which outputs, it aims to achieve and the relevant indicators for tracking implementation in each year. Governance Links Tanzania will be accountable for implementation timeliness, cost-effectiveness and quality assurance for deliverables and reporting performance to the Board of Directors, partners and other stakeholders. The M&E team in Governance Links Tanzania will assist with selection and design of verification methods and also ensure that appropriate budget is provided for monitoring the indicators. The continuous monitoring collects data to track performance and progress against established targets and focuses on resources used (inputs); activities, products and services delivered (outputs); expected short- and medium-term changes in people as well as institutional awareness and capabilities (outcomes and impacts). The detailed log-frame with key performance indicators for output, outcome and impact generates routine information for management decision making, timely adjustments, planning and accountability. Governance Links Tanzania will also use monitoring to systematically and

continuously identify and document challenges, best practices and lessons learnt from the implementation of its programmes. Governance Links will systematically and continuously monitor and report on key milestones and related timelines, the supervision missions and key expected outputs. This will help Governance Links staff and management know the status of engagement at any given time. Governance Links M&E plans and approaches are gender sensitive. Thus, the M&E system in place is designed to ensure and track how gender equality is mainstreamed within Governance Links. This will also help to demonstrate how vulnerable men, women and children are involved and impacted by our interventions.

## **26.0 Risk Management and Accountability**

The prevailing approaches to risk management in development have been identified as one of the most important blockers to supporting locally led action. We have explored a wide range of approaches and tools for assessing and managing risk. These initiatives and tools put accountability to communities at risk of crises at the centre and remove barriers to funding faced by local and national organisations. Our key initiatives for advancing an improved approach to risk and accountability include our due diligence system, taking on a risk-based approach that seeks to lower barriers to resources for local and national NGOs. We work with groups of organisations to co-design new solutions and tools for assessing and managing risk in the development sector.

## **27.0 Sustainability**

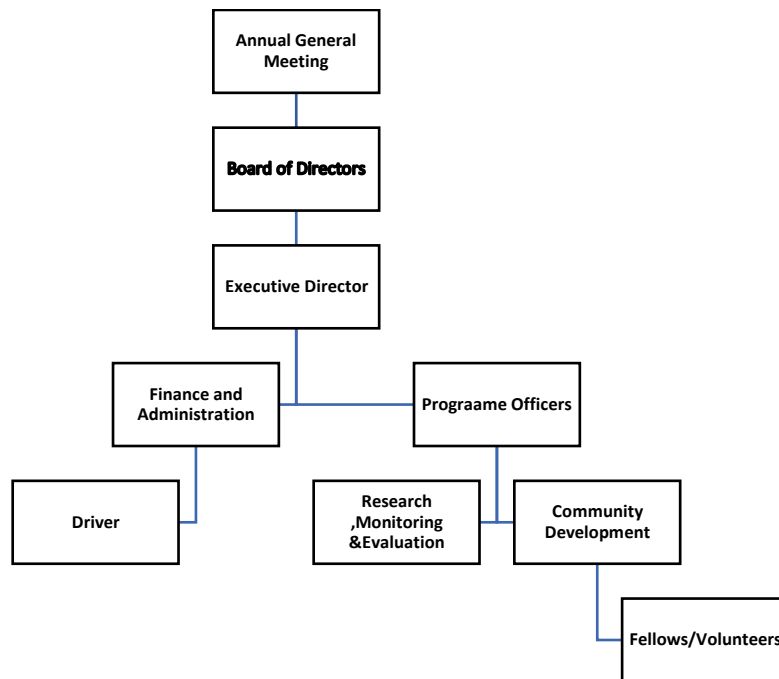
Governance Links Tanzania is considering the creation and maintenance of reserves, critical to enabling the organization to manage risk and respond to unexpected shocks. As such, the organization's reserves fulfil an important element of Board of Directors responsibilities towards the GLT stakeholders. The Board of Directors will progressively evaluate the level of reserves . When considering the appropriate level of reserves to hold, the Board of Directors will review the level of organisational risk and the potential impact of a major incident. At the latest review, the board felt that a level of unrestricted reserves in the range US \$ 60,000-100,000 would be sufficient to mitigate the current organisational level of risk. Governance Links Tanzania is committed to holding unrestricted reserves within the target range and the Board have tasked management with developing a plan to start rebuilding the reserves over the next ten years.

## 28.0 Conclusion

This strategy is the result of a co-creation process over the period 2021-2030. We consulted broadly with our key partners to identify areas where Governance Links Tanzania can contribute influence policies and practices. We work in solidarity with communities and institutions to challenge the root causes of poverty through research, policy analysis, capacity strengthening and advocacy.

We shall use evidence from our work and through networks and learning to improve local, national and international policies and practices that can help building good governance. Our priority is people we believe in a world where everyone can participate in promoting good enough governance across sectors and institutions. Our strategy aligns to the Sustainable Development Goals (SDGs), which have provided a global framework for development to the year 2030. Our focus is on contributing to a decisive shift in global trajectories: from a future of environmental destruction and livelihood crises to a future of prosperity and planetary health. This strategy reflects the confidence we feel in the relevance of our approach, and the urgency to step up and support the rapid and radical transformation that is so badly needed.

## Annex I: Governance Links Tanzania Organizational Structure



## Annex II: Policy documents aligned to the strategy 2030

### Policy documents aligned to the strategy 2030

Human Resource Policy	Financial manual	Prevention of Sexual Exploitation, Abuse and Harassment Policy
Conflict of Interest Policy	Whistleblowing Policy	Sustainability strategy
Board Charter	Code of Good Governance	Anti-corruption Policy