

ANNUAL REPORT 2020

My LEGACY

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Vision

MyLEGACY envisions poverty free communities living dignified lives.

Mission

To equip women and youth with skills to address socio-economic challenges in their communities.

Our Core Values

Leadership	We listen to and learn from our stakeholders. We address the root causes of target beneficiaries' challenges and mobilize resources for the common good.
Equality	We believe in the equal value of every human being and the importance of respecting and honoring each individual; we know that change happens through people.
Equity	We strive for equity and we focus primarily, but not exclusively, on people who are vulnerable.
Excellence	We believe that excellence is the main driver to achieving goals efficiently and effectively, and to unleashing our potentials and stretching our limits.
Accountability	We serve as stewards for our investments and honour the charitable intentions of our donors to meet current and future beneficiaries' needs. We hold ourselves to the highest standards of ethics, integrity, service, and fiduciary responsibility.

BOARD CHAIRPERSON'S MESSAGE

I am pleased to present to you the Organization's Annual Report for the financial year ended 31st December 2020. What a challenging year it has been. I don't recall a time in my working life which compares to the tumultuous year we have just experienced.

The impact of the Covid-19 pandemic has been felt right across the NGO sector in Tanzania, as it has across the world, which has necessitated a new approach to the way we all work. Budding organizations such as My Legacy which need to raise funds in order to implement projects have been hard hit. Most NGOs are dependent on funding coming from institutional or individual donors that support their cause. However, the Covid-19 Pandemic has put small NGOs in direct competition with bigger schemes that also require funding. This has resulted to severe financial constraints as many people look for Covid-19 related schemes to fund.

The Board of Directors of My Legacy is aware of the challenges and has advised the Management to look outside the box in fundraising if they are to find any support. The Board has been working closely with the Management to redefine priorities and work in a smarter way, primarily focusing on implementing measures to protect the health and safety of our members and volunteers as per the government guidelines of the time.

With meagre resources, the organization adopted an approach of using time as a resource to strengthen internal governance structure of our organization to the new operating environment. Whilst implementing all necessary changes to keep the organization alive, we seized several opportunities to further develop the organization, including establishing important partnerships with other organizations for the purposes of collaboration.

I would like to thank everyone within the organization for the remarkable adaptability and resilience they have shown in continuing to perform to the best of their abilities in such challenging circumstances.

I would also like to extend my appreciation to all of our supporters and in particular the founder members for their continued support as we continue to chart our course through these most unusual of times.

Sincerely,

Anna Kulaya

Board Chairperson

INTRODUCTION

This is My LEGACY's 2nd Annual Report covering the 2020 Financial Year (January-December). My LEGACY welcomed 2020 with a lot of optimism following its re-registration as an NGO under the NGOs Act in July 2019. Priorities for the year were organization strengthening through instituting systems and policies, fundraising and programmes development and implementation.

The COVID-19 pandemic which was unexpected brought challenges to all sectors including the NGO sector in new and unprecedented ways. The novel crisis heavily disrupted the activities of NGOs and their civic ecosystems. This included postponing programme implementation, closing down offices and reduction of funding to development programmes, all of which negatively affected plans that My LEGACY had for 2020.

While the initial preventive measures to contain the pandemic including lock down and rules of social distancing almost made most of the activities of these spaces impossible, many NGOs and development partners moved their activities online and worked from home. These measures put NGOs like My LEGACY in a peculiar situation as they struggled with fundraising because of decreased revenue.

The problem of surviving covid is accentuated by the fact that NGOs are already struggling with funding, primarily due to donors prioritizing projects responding to the COVID-19 pandemic as needs mount. Before the COVID-19 outbreak, My LEGACY was looking forward to an exciting time, and was optimistic about raising funds which would have supported the roll out of the different projects already designed, as well as establishing a formal office for our operations. The outbreak brought a lot of uncertainties to NGOs and the funders. Most if not, all had to reduce operations and programmes.

When news of the coronavirus arrived, My LEGACY was in the middle of the process of developing Governance Frameworks and Programmatic Strategies that would be used for fundraising. With the turn of events and the changing operational landscape, plans were deferred, and proposals for projects which would have been an investment into the organization's growth suffered, as they did not receive funding. The organization which depended solely on contributions from its members had to change and put on hold programmatic and financial plans, as most donors were too restrictive for the context of the pandemic response. Attempts were made to submit proposals but it was not easy to secure funds.

Moving to an all-virtual work environment for organizations with an office-based culture was also difficult—with policy, process, and technology lagging behind the need. By mid-March, My LEGACY like other organizations was implementing mandatory work from home measures. When the government opened schools and slowly people were going back to the office, it was already into the 3rd quarter of the financial year. As an organization that depended on volunteers, My LEGACY had to adapt strategic measures by using the time to develop the organization's governance structures and systems and other strategic activities which did not necessarily require much financial resources to execute.

This report therefore reflects this background and the immense contribution of the NGO members in times of crisis and adversity.

ACHIEVEMENTS FOR THE YEAR

STRATEGIC HIGHLIGHTS

I. Development of the first 5-year Strategic Plan 2021-2025

A 5-year Strategic Plan (2021-2025) was developed to be used as a promotional, fundraising and organizational development tool for the organization. The Plan will guide the organization to move towards the mission and objectives for which it was developed. Any programme that will be developed will be implemented in line with the organization's Strategic Plan.

The process of developing the Strategic Plan specifically through the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis enabled a deeper understanding of the landscape of the operating environment better in terms of capacities, obstacles to implementation and risks, and resources plan. The environmental scan which was done during the planning process was an opportunity to take a wider look around at what is going on outside the organization and how it might affect the organization. An understanding of these areas will help the organization to build on its strengths, manage risks and capitalize on the opportunities identified.

In addition, the strategic planning process was an opportunity to refine the vision, mission and values, and establish goals to accomplish over the next 5 years as a result of what is going on inside and outside the organization. It also enabled the identification of how those goals will be reached through the strategies, objectives and timelines.

Strategic priorities identified to achieve My LEGACY's vision of eradicating poverty so that communities could live dignified lives are:

- economic empowerment to enable the targeted communities to have income to afford basic needs and services
- inclusive leadership that embraces women and youth as leaders with capability to lead in addressing community challenges; and

- advocacy for the promotion and protection of the rights of women and children with a focus on the right to education for adolescent girls.

The Strategic Plan has one Strategic Goal and thirteen Strategic Objectives, six of which relates to the impact the organization seeks to have in the community, while seven objectives focus on deepening collaboration with our key partners on the one hand and on the other hand ensuring organizational and institutional strengthening in order to make a difference.

II. Projects Proposals development

Two Project proposals have been developed and submitted to be considered for funding:

- *Nawa Mikono kwa Afya* project (the proposal has the potential to receive funds under the partnership with Habitat for Humanity Tanzania)



- Addressing GBV through empowering women economically (this proposal has been submitted for consideration)

Other proposals are still at the design stage given the fact that time of the volunteers is limited.

III. Strengthening Organizational Governance

NGO CONSTITUTION AND POLICY REVIEW	NGO GOVERNANCE STRUCTURE	NGO ADMINISTRATIVE PROCESSES
➤ NGO Constitution/By laws ➤ All Necessary NGO policies ➤ NGO Policy templates	➤ Board Governance • Board set up; • Board size, responsibility, structure; • Structure of Board Meetings; • Board Charter;	➤ NGO Management • Best practices and policies; • Filing Annual returns; • Filing reports; • Securing Licenses and permits; • Fundraising Plan; • Hiring Staff and volunteers;

- Various policies have been developed: Financial Management, Human Resources management, Board Operating Procedures, Volunteers management, Quality management and IT and use of social media
- The Board of Directors consisting of 5 people has been formally instituted
- The organization constitution has been developed according to government format

IV. Partnerships

My LEGACY has signed a partnership with Habitat for Humanity Tanzania to collaborate in projects implementation.

V. Members Contribution

My LEGACY members contributed both funds and time and expertise that led to the achievements for the year.

KEY CHALLENGES AND LESSONS LEARNED

Although the period that is covered by this report was faced with challenges, there have been a lot to learning that took place. Instead of looking at the situation with hopelessness, My LEGACY embraced the challenge as an opportunity, and approached the crisis as a chance to make the right adaptations to improve its resilience in an uncertain and rapidly developing environment.



Challenges:

1. Fundraising

The prevailing global COVID 19 pandemic crises coupled with reduced donor funding has made it increasingly difficult for start-up NGOs like My LEGACY to access funding even though good proposals have been developed.

Alternatives could have been approaching local businessmen and corporations, and those benefiting from economic growth to support through Corporate Social responsibility. This did not materialize since the private sector has been equally affected.

My LEGACY being a small new organization does not yet have the capacity to engage professional fundraising staffs or fundraising consultants in fundraising activities.



2. Managing Operations

As a result of COVID-19 NGO like My LEGACY had to move to the use of digital approaches to program management.

Given the unpredictability of funding, it has not been easy to plan beyond a short period of time. This is a way to manage staffing and other operational issues. This however has a negative effect in that it is difficult to build the institution due to the uncertainties. Staff who have the capacity to deliver and may not find it attractive to be engaged on unpredictable arrangements.

3. Lack of a Business Continuity Plan

Absence of a Business Continuity Plan (BCP) that is fit for purpose or any contingency plan became glaring. This will guide the financial implications by creating a plan for managing the unavoidable fixed costs, managing cash flow, delaying the expenditures that may be delayed and basically getting into lean management mode as we gear up to roll out operations.

These challenges have greatly hindered not only implementation of projects but also organizational development and growth.

Lessons Learned and the way forward

1. Managing in order to survive

As it is not yet clear what the pandemic situation holds in future, it is important to be prepared to minimize or manage the disruption and the financial implications at this time and the times to come by safeguarding the well-being of staff and volunteers, the community and other stakeholders. My LEGACY will continue doing a donor market research to identify new funding opportunities. This should go hand-in-hand with regularly checking what donors are funding for similar NGOs.



2. Diversification of sources of funding beyond donor funds

We need to diversify revenue generation from sources such as membership fees, founders contributions, engage in income generation activities by pursuing possibilities

for consultancy contracts, where feasible sale of goods and services, commercial ventures, and partnerships with private sector business operators.

3. Working differently

During the period of a crisis, where the level of uncertainty outpaced regular business operations My LEGACY learned how to work differently. This included staying connected with internal and external stakeholders through online roundtables, discussion forums and exchange of information and approaches to new challenges, and the sharing of non-financial resources.

4. Investing strategically

My LEGACY should begin with the best-performing projects which indicates the strength of the NGO and intensify efforts so as to deliver results that will speak for the NGO. Later, a decision to invest in new themes and operating areas could be made, taking advantage of the opportunities highlighted in our strategy. This will manage costs of operations.

5. Building alliances and Partnerships with stronger NGOs

Starting an NGO is not easy feat, but there are many successful NGOs that have grown substantially to achieve a good reputation. My LEGACY will be targeting stronger NGOs that address the same causes as ours and partner with them. This will benefit our organization through advice (and funding) to reach specific goals. It is also great publicity for the partners to join forces with us as a smaller organization as they can show growth in their yearly reports.

6. Costing the Strategic plan and prepare a forecast

Our 5-year Strategic Plan (2021-2025) is dependent upon raising adequate funds for implementation. Once the Plan has been endorsed by the Board, it will be translated into a budget and spending plan by costing the plan as accurately as possible.

Furthermore, My LEGACY will utilize rolling forecasting to allow continuous planning and assessment based on frequent spending monitoring. Adopting a rolling forecast approach will facilitate the utilization of savings immediately rather than waiting for the end-of-year reports from the finance department.

CONCLUSION

There is a great likelihood that the challenges posed by COVID 19 crisis may not go away anytime soon. For this reason, donors will continue selectively picking organizations that ensure best delivery and value for money. As the adage goes, *"necessity is the mother of invention"*, the challenges of the time present a good opportunity for My LEGACY to learn and utilize the lesson to improve programming frameworks and financial management systems to address the funding and operational challenges.

My LEGACY will strive to explore new funding opportunities and respond to donor priorities by fundraising strategically.

We are clear about our goals and values; we are clear about the areas in which we want to make a difference; we know what approaches and strategies we are taking; we are on our way to making a reputable and service organization of choice!