



**ESS CREATIVE &  
LEGAL FOUNDATION**

*'When Mediation Becomes Inclusive,  
Justice Becomes Possible'*

# PROGRESS REPORT 2024-2025

Advancing Inclusive Justice Through Community based Mediation



**Prepared By:**

ESS Creative and Legal Foundation team

[www.esscreativeandlegalfoundation.org](http://www.esscreativeandlegalfoundation.org)

YEAR OF REPORT 2024-2025





# Summary

The 2024-2025 year marked a transformative period for ESS Creative and Legal Foundation as we deepened our commitment to making justice accessible for all Tanzanians, particularly underserved communities



## Key Achievements:

- **30+ inclusive mediators** trained and empowered through direct training and peer cascading
- **1 million+ disputes** resolved at the community level since our founding in 2013
- **70% cost savings** achieved for disputants compared to traditional litigation
- **Dispute resolution time** reduced from 12+ months in courts to under 30 days through mediation
- **National recognition** through ADR Stakeholders Awards and judiciary partnerships

*A broad range of strategies and tactics to promote products or services through digital channels.*



# Message from Leadership

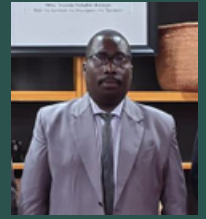
“This past year has been one of growth, learning, and deep collaboration. At ESS Creative and Legal Foundation, we have seen firsthand how access to justice can change lives when communities are given the right tools and support.

We are proud to share that ESS Creative and Legal Foundation has been officially accredited as a Mediation Institution (No. COA.MED.623) by the Ministry of Constitutional and Legal Affairs—an important milestone that strengthens our ability to provide quality, accessible mediation services across Tanzania.

Our campaign, ‘Empowering Deaf and Hard-of-Hearing Women in Tanzania: A Campaign for Alternative Dispute Resolution (ADR) Awareness, reminded us that justice becomes real when it is inclusive. With technologies like CART and the dedication of community leaders, disputes that once dragged on for months—or even years—are now resolved in days. Seeing women, widows, and persons with disabilities step forward not only as beneficiaries but also as mediators has been one of the most rewarding parts of our journey.

None of this would have been possible without our collaborators—the High Court Mediation Centre, FUWAVITA, the Ministry of Constitutional and Legal Affairs, The President's Office, Regional Administration and Local Government (PO-RALG), the US Department of State, and the many local leaders and communities who welcomed us. Your trust and partnership inspire us to keep pushing forward.

As we look ahead, our commitment is clear: to keep building a culture of peace where every voice is heard, every dispute can find resolution, and justice is truly for all.”



**Erick Elizeus Mukiza** -  
Executive Director,  
Accredited Mediator &  
ADR Policy Expert

## About Us

**Vision:** Mediation service is accessible to underserved communities

**Mission:** A justice social enterprise enabling accessible mediation services for underserved communities

**Our Model:** Find, Empower, Include - We identify trusted community leaders, equip them with inclusive mediation skills, and integrate them into Tanzania's justice ecosystem.

### Core Values

Our work is guided by seven fundamental principles:

1. **Fairness** - Ensuring equitable treatment for all participants
  2. **Integrity** - Maintaining the highest ethical standards
  3. **Confidentiality** - Protecting sensitive information and privacy
  4. **Transparency** - Operating with openness and accountability
  5. **Impartiality** - Remaining neutral in all proceedings
  6. **Objectivity** - Making decisions based on facts and evidence
  7. **Neutrality** - Avoiding bias or favoritism
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# Leadership

At ESS Creative and Legal Foundation, our leadership is driven by a shared commitment to advancing inclusive justice and empowering communities. The Board of Directors provides strategic guidance, oversight, and expertise across diverse fields, ensuring that our vision and mission remain focused and impactful.

## Board of GOVERNANCE

**Dr. Elly Ndyetabura** – *Board Chairman*

Strategic Setting and Oversight

A retired Assistant Resident Representative of the United Nations Development Program (UNDP) in Tanzania, Dr. Ndyetabura brings over 30 years of experience with international organizations. He previously served as Vice Chairman of Tanzania Development Partners and is now a retired Ward Councillor (Diwani) for Kata Ibuga in Muleba District Council. As ESS Board Chairman, he provides strategic leadership and oversight.

**Aneth Gerana Isaya** – *Board Member*

Gender and Disability Inclusion

A Deaf Tanzanian feminist and founder of FUWAVITA, Aneth has dedicated her life to empowering women and girls with disabilities through entrepreneurship and leadership. Since 2010, she has supported thousands of Deaf women and served as Secretary-General of the African Deaf Forum. She joined the ESS Board of Directors in 2024, advancing gender and disability inclusion.

**Moraa Shoo** – *Board Member*

Financial Management & Tax Issues

With over 17 years of experience in taxation, Moraa currently serves as Senior Tax Officer at the Tanzania Revenue Authority (TRA). She provides ESS with expert guidance on financial management and tax compliance.

## Board of founders

**Erick Mukiza** – *Founder & Executive Director*

Alternative Dispute Resolution (ADR) and Disability Inclusion

He is an ADR Policy Expert and Permanent Mediator accredited by the Tanzania Ministry of Constitutional and Legal Affairs. As a Professional Fellowship alum funded by the U.S. Government, and a WIPO-accredited mediator, he applies global best practices to advance inclusive mediation and justice.

**Geoffrey Bomboko** – *Co-Founder & Deputy Director*

Programs and Service Delivery

He leads program design and delivery, ensuring excellence in ESS's mediation and legal support services. He is a key representative for beneficiaries and partners, embodying ESS's commitment to impactful solutions.

**Francis Mawerere** – *Co-Founder & M&E Lead*

Monitoring & Evaluation (M&E) and Fundraising

He oversees ESS's Monitoring and Evaluation systems, ensuring accountability and measurable results. With prior experience at Justice Defenders (formerly African Prisons Project), he also contributes to training, fundraising, and resource mobilization.



# Our Work This Year



## Flagship Campaign: Empowering Deaf and Hard-of-Hearing Women

On July 12, 2024, the American Corner Hall at the National Museum in Dar es Salaam hosted the official launch of "Empowering Deaf and Hard of Hearing Women in Tanzania: A Campaign for Alternative Dispute Resolution (ADR) Awareness." This landmark project represents a significant advancement in advocating for accessibility and inclusion of deaf and hard-of-hearing persons within Tanzania's justice system.

Mrs. Mary Makondo, Permanent Secretary of the Ministry of Constitutional and Legal Affairs, officially launched the project on behalf of the guest of honor, HE Hon. Ambassador Dr. Pindi Hazara Chana, Minister of Constitutional and Legal Affairs. In her address, Mrs. Makondo outlined the government's high expectations, emphasizing the project's potential transformative impact on Tanzania's judicial system and its crucial role in improving conflict management and resolution nationwide.

The launch was designed for full accessibility and inclusion. Professional sign language interpreters, real-time text displays on screens, and WhatsApp transmission of information to participants' mobile phones ensured comprehensive engagement for all attendees.



## Technology Integration: Breaking Communication Barriers

ESS Creative and Legal Foundation introduced Communication Access Realtime Translation (CART) technology at the High Court Mediation Centre, pioneering accessibility innovations in Tanzania's justice system. This assistive technology converts spoken words into a real-time text display, enabling deaf and hard-of-hearing participants to fully engage in mediation proceedings without relying solely on sign language interpreters.

Previously, deaf and hard-of-hearing individuals faced significant barriers accessing justice services: limited qualified sign language interpreters, high interpretation costs, and communication gaps compromising legal proceedings.

Through collaboration with High Court Mediation Centre leadership, particularly Hon. Judge Zahra Maruma and her team, ESS demonstrated how technology enhances rather than replaces human interpreters. Judges expressed enthusiasm for this innovation, recognizing its potential to improve accessibility while reducing costs and increasing efficiency.

The successful CART pilot has attracted nationwide judiciary attention, with expansion plans for other courts and mediation centers across Tanzania. This breakthrough exemplifies ESS's commitment to practical solutions removing justice access barriers for persons with disabilities.







### Community-Level Mediation Excellence

Our community leaders achieved measurable results throughout the reporting period, demonstrating the effectiveness of our "Find, Empower, Include" model in creating sustainable, community-based conflict resolution solutions.

Salehe Mruma - Ward Executive Officer, Ibuga Ward: Between February 2024 and August 2025, Salehe successfully mediated 80 community disputes that would have otherwise entered the formal court system. These cases covered land boundary disagreements, inheritance disputes, money-related conflicts, and family issues involving marriage, divorce, and child custody. His success rate achieved mutually acceptable resolutions with high disputant satisfaction. Salehe's approach combines traditional Tanzanian conflict resolution wisdom with modern mediation techniques from ESS training programs, creating culturally appropriate solutions that strengthen community relationships.



### Hon. Caspin Christopher Gikanka - Chairman, Mogo Sub-ward

Between December 2024 and August 2025, Hon. Gikanka mediated 30 diverse community disputes covering land disputes, marriage conflicts, child maintenance disagreements, and financial disputes between community members. His work exemplifies how traditional local government leaders can enhance effectiveness through modern mediation training while maintaining cultural authority and community respect.

In recognition of his exceptional service and to support digitization of dispute resolution data, ESS donated a computer to his office, enabling comprehensive record maintenance of cases and outcomes, contributing to broader data collection on community-level mediation effectiveness.



### Widow's 25-Year Land Dispute Resolved Through Inclusive Mediation

On September 19, 2025, ESS Creative and Legal Foundation helped resolve a 25-year land dispute in Ilagara Village, Kigoma. The dispute between widow Monica Karoli Gengana and Charles Lusyo Bondo had persisted for decades despite the family holding the title deed.

After years of failed attempts, Monica sought ESS's support. ESS Executive Director and Accredited Mediator Erick Mukiza guided Acting Ward Executive Officer Triphonia Kasula through an inclusive community mediation process. In just one hour, both parties reached a peaceful agreement. The case demonstrates how community-based mediation can resolve long-standing disputes efficiently and respectfully.



### Anneth Gerana - Deaf Community Leader and ADR Award Recipient

From January to August 2025, Anneth successfully resolved 20 disputes specifically involving deaf community members, addressing conflicts previously nearly impossible to mediate due to communication barriers and lack of culturally competent mediators. Her work demonstrates that deaf individuals can serve as highly effective mediators, not just beneficiaries of inclusive services.

The disputes included family misunderstandings, neighborhood conflicts, workplace disagreements, and interpersonal disputes within the deaf community. Her success led to receiving the prestigious ADR Stakeholder Award Recognition from the High Court Mediation Center, making her one of the first deaf mediators to receive such recognition in Tanzania's history.



## Minister of Constitutional and Legal Affairs Congratulates High Court Mediation Center on Advancing Mediation

At the 49th Dar es Salaam International Trade Fair (Sabasaba), ESS Creative and Legal Foundation was invited by the High Court Mediation Center to collaborate in promoting mediation. A key highlight was the official visit of Hon. Dr. Damas Ndumbaro, Minister of Constitutional and Legal Affairs, to the Mediation Center's pavilion.

Dr. Ndumbaro congratulated the judiciary for its ongoing reforms, particularly technology integration and Alternative Dispute Resolution (ADR) promotion across the justice system. He acknowledged his contribution to judicial reforms and expressed satisfaction at their effective implementation. The Minister also expressed satisfaction with statistics demonstrating mediation efforts' success rate. Dr. Ndumbaro emphasized that the government remains dedicated to maintaining collaborative relationships with the High Court Mediation Center and stakeholders—including non-governmental organizations such as ESS Creative and Legal Foundation—to expand ADR reach and impact in Tanzania. This ministerial endorsement represents significant validation of our inclusive mediation approach and signals strong government support for scaling our community-based mediation model nationwide.



## Major Public Engagement: Saba Saba International Trade Fair Judiciary of Tanzania Committed to Engaging Justice Stakeholders (Video Interview)

The 2025 Saba Saba International Trade Fair provided a platform for advancing dialogue on justice accessibility in Tanzania. At the High Court Mediation Center Pavilion, Erick Mukiza was interviewed by the Judiciary of Tanzania, representing ESS Creative and Legal Foundation alongside High Court Mediation Center representatives.

In the interview, he shared insights on the High Court Mediation Center's impactful role in creating access and supporting ADR stakeholders like ESS Creative and Legal Foundation. He emphasized how the Center actively implements the 2023 Law Week theme focusing on Alternative Dispute Resolution (ADR) benefits for economic growth. This platform demonstrated growing recognition of ESS's contributions to Tanzania's justice transformation and provided opportunity to reach thousands of trade fair visitors with inclusive mediation messages. The interview highlighted how partnerships between civil society organizations and judicial institutions can amplify ADR initiatives' impact across the country.



## Find, Empower & Include: Building the Next Generation of Mediators in Tanzania

On August 30–31, 2025, the Tanzania International Arbitration Center hosted a commercial mediation training in collaboration with MoCLA and IResolve. ESS Assistant Mediators and community mediator trainees, Advocate Geoffrey Beda Simba and Lisaruth Boaz Ackim, participated as part of their mentorship under ESS Executive Director Erick Mukiza. Facilitated by leading ADR experts, the training strengthened their skills in mediation principles and legal practice. Their involvement demonstrates ESS Creative and Legal Foundation's commitment to empowering young mediators and shaping the future of peaceful dispute resolution in Tanzania.





## **Ministry of Constitutional and Legal Affairs Strengthens Family Disputes Resolution at the Community-level through Cross-Institutional Collaboration**

Family disputes are among Tanzania's most common justice system cases, often escalating from homes and communities into courts. To address this challenge, on August 27-28, 2025, at the Ministry of Home Affairs in Dar es Salaam, the Ministry of Constitutional and Legal Affairs convened a working session bringing together senior officials from PO-RALG, the Ministry of Community Development, Gender, Women, Elderly, Children and Special Groups, the Ministry of Home Affairs, the Office of the Attorney General, Academic Institutions, and ESS Creative and Legal Foundation.

The session was chaired by Ms. Consesa Kahendaguza, Assistant Director of the ADR Unit at the Ministry of Constitutional and Legal Affairs. The objective was reviewing Marriage Conciliation Boards' effectiveness and exploring ways to strengthen Alternative Dispute Resolution (ADR) at the community level. Participants agreed that empowering Marriage Conciliation Board members with practical reconciliation skills, conflict analysis, and problem-solving skills is essential for improving effectiveness.

Strong emphasis was placed on cross-institutional collaboration, where multiple government ministries and agencies will work with civil society organizations like ESS Creative and Legal Foundation to address family conflicts' root causes. The role of community leaders and accredited mediators was highlighted as a bridge between families in conflict and formal justice institutions. As an ADR Policy Expert and Accredited Mediator, Erick Mukiza represented ADR practitioners in this national forum, reflecting the government's commitment to implementing the Public-Private Partnership Policy.

## **Impact and Results**

### **Quantitative Achievements**

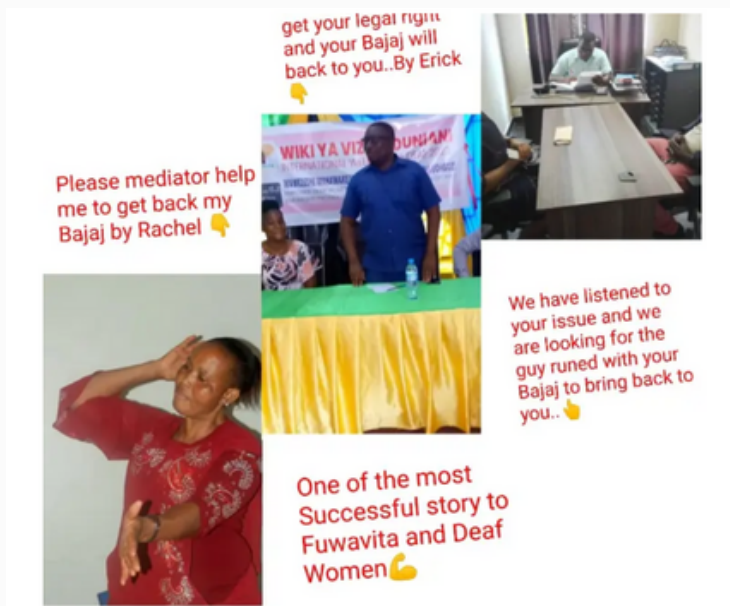
- **1M+ community disputes** resolved since 2013
- **30+ inclusive mediators** trained in 2024-25
- **<30 days** average dispute resolution time vs. 12+ months in courts
- **70% cost reduction** for disputants compared to litigation
- **50 accommodation centers** targeted for inclusive mediation integration

### **Qualitative Impact**

- **Cultural Shift:** Inclusive mediation is gaining acceptance as a first resort in communities
- **Technology Breakthrough:** CART and assistive technologies are making mediation accessible
- **Policy Influence:** Contributing to national ADR policy development and legal reforms
- **Recognition:** National awards affirming our model's credibility and impact



## Success Stories:



### Rachel's Transformation - When Mediation Becomes Inclusive, Justice Becomes Possible

Rachel, a hard-of-hearing entrepreneur operating a small-scale public transportation business, faced a devastating business dispute that tested Tanzania's dispute resolution systems' accessibility. Her employee, a motorbike driver, refused to remit daily earnings and claimed ownership of the motorbike Rachel had purchased using a government loan for women entrepreneurs.

What should have been a straightforward employment dispute escalated into a year-long nightmare exposing serious gaps in Tanzania's justice system when serving persons with disabilities. Traditional mediation and police intervention failed repeatedly because the system wasn't designed to accommodate Rachel's communication needs. Police officers struggled to communicate effectively with Rachel, becoming frustrated and unable to gather accurate case information. Without proper sign language interpretation or assistive communication technologies, Rachel was excluded from meaningful participation in her own case, watching helplessly as her business collapsed.

The turning point came when Rachel's membership organization, FUWAVITA (Foundation for Unity of Women Advancing Individually in Tanzania), referred her case to ESS Creative and Legal Foundation. Our team identified that the core issue wasn't the dispute's complexity, but the lack of an inclusive mediation environment accommodating Rachel's communication needs and ensuring her full participation.

ESS provided Rachel with Bosco Muna, an experienced certified sign language interpreter from FUWAVITA, ensuring effective communication throughout mediation. Our intervention went beyond interpretation services. We connected virtually with Chairman of Mwananyamala Street, providing real-time guidance on conducting inclusive mediation, ensuring all parties could participate fully and meaningfully.

The results were remarkable. Within one day of implementing our inclusive mediation approach, Rachel's case was completely resolved. After a full year of unsuccessful attempts through traditional channels that excluded her, our inclusive approach enabled her to recover her motorbike, restore business operations, and return to economic productivity. The resolution process strengthened community relationships, demonstrating inclusive mediation's power to create win-win outcomes.

Rachel's experience became a powerful demonstration of our core belief: when mediation becomes inclusive, justice becomes possible. Her story has been shared widely within Tanzania's justice community and inspired policy discussions about systematic accessibility improvements throughout the judicial system.

# Strategic Collaborations

## Government Collaborations



**High Court Mediation Centre Collaboration:** Our collaboration with the High Court Mediation Centre represents one of ESS's most significant partnerships, transforming how Tanzania's judiciary approaches inclusive mediation. Under Hon. Judge Zahra Maruma's leadership, Judge in Charge of the High Court Mediation Centre, we successfully piloted Communication Access Realtime Translation (CART) technology, making the Centre one of East Africa's first judicial institutions providing comprehensive accessibility services. This partnership extends beyond technology implementation to include joint training programs where ESS provides specialized training to judicial officers on inclusive mediation techniques, while the Centre provides ESS community mediators with advanced legal frameworks and procedural knowledge. The partnership's success led to invitations to participate in major judicial events including ADR Week, Law Week, and the prestigious ADR Stakeholders Awards ceremony where our work received national recognition.



**Ministry of Constitutional and Legal Affairs Collaboration:** Our strategic collaboration with the Ministry of Constitutional and Legal Affairs has positioned ESS as a key civil society partner in Tanzania's national ADR policy development and implementation. The Ministry served as the official launching partner for our flagship campaign and consistently engages ESS in high-level policy discussions and legal reform processes. Through the Ministry's ADR Unit, led by Assistant Director Ms. Consesa Kahendaguza, we have contributed to significant legal reforms, including the Arbitration Act review and Marriage Conciliation Boards evaluation. This collaboration demonstrates government recognition of ESS's expertise and our value as a bridge between grassroots communities and national policy development.



**Law Reform Commission Engagement:** ESS's engagement with the Law Reform Commission of Tanzania highlights our growing role in shaping inclusive dispute resolution. We were invited to provide expert recommendations on major reforms, notably making the Arbitration Act more accessible to persons with disabilities. Our proposals emphasized legal recognition of sign language, mandatory accessibility accommodations, and procedural fairness protections in arbitration.



## Civil Society Collaborations



**FUWAVITA:** Our partnership with Furaha ya Wanawake Wajasiriamali kwa Viziwi Tanzania (FUWAVITA) has united ESS's mediation expertise with FUWAVITA's strong ties to the deaf community. Led by Aneth Gerana Isaya, now an ESS Board member, FUWAVITA provides sign language interpretation, community engagement, and cultural guidance that make our mediation programs accessible and effective. This alliance has enabled us to reach deaf and hard-of-hearing women previously excluded from dispute resolution.



**Professional Fellows Program International Support:** Through the Professional Fellows Program, facilitated by the Institute for Community Inclusion and the American Association of People with Disabilities (AAPD), ESS gained an international perspective and expertise. Executive Director Erick Mukiza's U.S. exchange introduced advanced inclusive mediation practices that directly shaped our CART technology adoption and training methodologies.

## Community Partnerships



**Community Leadership Network:** ESS has built a network of 40+ community leaders across Tanzania, forming the backbone of our "Find, Empower, Include" model. We identify trusted local mediators and strengthen community structures by equipping them with advanced skills, tools, and links to formal justice systems. Partners include Ward Executive Officers like Salehe Mruma (Ibuga, Muleba), Sub-ward Chairmen such as Hon. Caspin Christopher Gikanka (Mogo, Ilala), as well as village and traditional leaders who embody local knowledge and community trust.



**District-Level Government Partnerships:** ESS has forged collaborations with local institutions such as Ilala District Court, Ibuga Ward (Muleba), Kamachumu Primary Court, and High Court, Bukoba. These links establish referral pathways between community mediation and formal courts, ensuring cases needing legal action are seamlessly transferred while preserving relationships and continuity of care.



# Policy Engagement, Judiciary Integration and Institutional Change

## National Legal Reform Contributions



**Tanzania Judiciary and ADR Stakeholders Advance Timely Justice through ADR:** On October 16, 2025, the Judiciary of Tanzania convened the CEO Meeting to strengthen collaboration in promoting Alternative Dispute Resolution (ADR). Leaders from government, financial institutions, law firms, and accredited ADR bodies, including ESS Creative and Legal Foundation, expressed strong commitment to faster, more accessible justice.

With over 250 disputes mediated between 2023–2025, the Judiciary emphasized expanding awareness ahead of National ADR Week. ESS proposed training community leaders through the Tanzania Mediation Hub. This partnership highlights ADR's vital role in improving justice delivery and supporting national peace and economic growth.



**Ministry of Constitutional and Legal Affairs Strengthens Collaboration with ESS on ADR Advancement:** On October 20, 2025, the Ministry of Constitutional and Legal Affairs, through its ADR Unit, visited ESS Creative and Legal Foundation to enhance cooperation with accredited ADR institutions. Led by Principal State Attorney Ms. Aveline Ombock, the visit focused on assessing ESS's ongoing initiatives, including programs empowering community leaders to deliver effective mediation.

Discussions highlighted opportunities to improve regulatory support, accreditation, and public awareness. The visit marked a significant step toward building a coordinated, accessible, and inclusive ADR system that strengthens justice delivery across Tanzania.



**Comprehensive Arbitration Act Review Participation:** ESS Creative and Legal Foundation played a key role in reviewing Tanzania's Arbitration Act, Chapter 15 (Revised 2020). On March 19, 2025, Executive Director Erick Mukiza was invited by the Law Reform Commission and the Tanzania International Arbitration Centre (TIAC) to provide recommendations, drawing on ESS's mediation experience and collaboration with the High Court Mediation Center under Hon. Judge Zahra Maruma.

Our input addressed four priority areas: legal recognition of sign language in arbitration; training programs to build arbitrators' skills and cultural competency; accessible facilities with assistive technologies such as captioning and virtual hearings; and explicit provisions that refusal to provide accommodations constitutes procedural unfairness. Together, these reforms would significantly advance disability inclusion in Tanzania's arbitration framework.



**Judiciary Recognizes ESS as a Learning Hub for Future Mediators:** On October 14, 2025, the Judiciary of Tanzania endorsed ESS Creative and Legal Foundation as a valuable learning hub for aspiring mediators. Senior Resident Magistrate Hon. Mohamed Burhani recommended Law School student Pardon Benjamin to visit ESS and observe its model of empowering community leaders in mediation.

Pardon noted that the challenges ESS addresses mirror those seen in formal courts, underscoring ESS's impact in bridging community-level disputes with the justice system. This recognition highlights ESS's growing role in shaping the next generation of mediators and advancing accessible justice in Tanzania.



**ADR Stakeholders National Recognition:** On January 16, 2025, Erick Mukiza received national recognition at the High Court Mediation Centre's second annual ADR Stakeholders Award Ceremony at Mlimani City Conference Centre. Held under the theme "Re-assessing Tradition and Innovation in Mediation to Strengthen the Civil Justice System in Tanzania," the event was officiated by Hon. Dr. Mustapher Mohamed Siyani, Principal Judge of the High Court.

Founder Erick Mukiza and Board Member Aneth G. Isaya, Founder of FUWAVITA, were honored for advancing inclusive ADR. The awards highlighted Erick's project "Empowering Deaf and Hard of Hearing Persons in Tanzania: A Campaign for ADR Awareness" and his pioneering work in introducing mediation services tailored to the deaf and hard-of-hearing community.



**Law Week 2025:** ESS's participation in Law Week 2025 marked a milestone in our integration with Tanzania's judiciary. The event, themed "Tanzania 2050: The Role of Institutions Upholding Civil Justice in Achieving the Main Objectives of the National Development Vision," offered a platform to collaborate with the High Court Mediation Center in educating senior judicial leaders on inclusive mediation.

Throughout the week, we engaged judges, magistrates, registrars, clerks, the Deputy Solicitor General, state attorneys, and other stakeholders. We shared insights on inclusive mediation, showcased assistive technologies that improve judicial processes, and proposed strategies to make Tanzania's justice system more accessible and equitable, especially for persons with disabilities.





# Financial Overview

Statement of Functional Expenses				
ESS Creative and Legal Foundation				
For the Year Ended June 31, 2025				
Expense Category	Program Expenses	Management and General	Fundraising	Total Expenses
Salaries and Wages	43,908,027	28,709,018	20,278,584	92,895,629
PAYE	1,984,763	1,297,608	916,737	4,199,108
Skills & Development Levy (SDL)	-	-	-	-
Professional Services (Consulting, Trainers)	54,410,041	5,070,840	8,451,400	67,932,281
Withholding Tax on Services	2,720,502	253,542	422,570	3,396,614
Training Allowances	4,056,013	-	3,380,011	7,436,024
Venue Costs (In-Kind and Monetary)	16,890,054	-	-	16,890,054
Technology and Software	47,982,062	15,210,180	-	63,192,242
Sign Language Interpreters	7,098,027	-	-	7,098,027
Supplies and Materials	47,650,068	10,140,240	6,760,160	64,550,468
Rent	-	12,168,036	-	12,168,036
Travel and Transportation	29,406,118	10,814,044	8,110,533	48,330,695
Monitoring & Evaluation	2,770,020	-	676,004	3,446,024
Depreciation	5,986,026	1,690,020	-	7,676,046
Other Expenses (e.g., Office Supplies, Utilities)	6,628,023	8,451,400	5,070,840	20,150,263
Total Expenses	271,489,744	94,504,928	54,370,036	420,364,708

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Statement of Activities			
ESS Creative and Legal Foundation			
For the Year Ended June 31, 2025			
Description	Amount (TZS)	Restriction Type	Tax Classification per TRA
<b>Revenues and Support</b>			
Director's Personal Contribution	84,454,888	with Restrictions	Non-Taxable
Co-founder's Personal Contribution	98,009,114	with Restrictions	Non-Taxable
Chairman's Personal Contribution	60,829,837	with Restrictions	Non-Taxable
Board Member's Personal Contribution	22,838,247	with Restrictions	Non-Taxable
Contributions (In-Kind)	0		Non-Taxable
USA Embassy, FUWAVITA, FFP, MoCLA, HCMC, Communities	88,546,711	with Restrictions	Non-Taxable
Grants	0		Non-Taxable
Program Service Revenue	0		Non-Taxable
Net Assets Released from Restrictions	90,613,445		Transfers between
Total Revenues and Support	445,092,043		
<b>Expenses</b>			
Program Expenses	271,489,744	without Restrictions	Non-Taxable
Total Program Services	271,489,744		
<b>Supporting Services</b>			
Management and General	94,504,928	without Restrictions	Incl. SDL, PAYE
Fundraising	54,370,036	without Restrictions	Incl. Withholding Tax
Total Supporting Services	148,874,964		
Total Expenses	420,364,708		
Change in Net Assets Before Taxes	24,727,335		
Corporate Tax Expense	0		30% on Tax income
Change in Net Assets After Taxes	24,727,335		
Net Assets, Beginning of Year	331,220,000		
Savings for Future Projects (40%)	0	Without Restrictions	Per ITA Sec. 64(2)
Net Assets, End of Year	355,947,335		

Statement of Cash Flows	
ESS Creative and Legal Foundation	
For the Year Ended December 31, 2025	
Description	Amount (TZS)
<b>Cash Flows from Operating Activities</b>	
Change in Net Assets	24,727,335
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Depreciation	7,676,046
Changes in operating assets and liabilities:	
(Increase) in Accounts Receivable	-24,800,000
(Increase) in Prepaid Expenses	-6,200,000
Increase in Accounts Payable	9,500,000
Increase in Accrued Taxes	2,095,185
Increase in Deferred Revenue	7,042,480
Net Cash Provided by Operating Activities	20,041,046
<b>Cash Flows from Investing Activities</b>	
Purchase of Property and Equipment	-24,800,000
Net Cash Used in Investing Activities	-24,800,000
<b>Cash Flows from Financing Activities</b>	
Proceeds from Contributions (Monetary)	354,478,598
Receipt of In-Kind Contributions	33,760,000
Long-term Borrowings (Net)	-1,620,000
Net Cash Provided by Financing Activities	386,618,598
<b>Net Increase in Cash and Cash Equivalents</b>	
Net Increase in Cash and Cash Equivalents	381,859,644
Cash and Cash Equivalents, Beginning of Year	98,000,000
Cash and Cash Equivalents, End of Year	135,000,000



# Thank You

## Comprehensive Acknowledgment of Partnership and Support

This annual report reflects the collective efforts of individuals, institutions, and communities advancing inclusive justice in Tanzania. ESS Creative and Legal Foundation sincerely thanks all partners for their expertise, resources, and trust.

**Ministry of Constitutional and Legal Affairs:** We sincerely thank the Ministry of Constitutional and Legal Affairs, our flagship campaign's launching partner, for its leadership and engagement in policy discussions and legal reforms. The ADR Unit, led by Assistant Director Ms. Consesa Kahendaguza, provided critical guidance and support, earning us national recognition and policy influence.

**Law Reform Commission of Tanzania:** We thank the Law Reform Commission for recognizing ESS's contributions to Tanzania's legal reforms. Their invitation to review the Arbitration Act and engage in policy development reflects a commitment to inclusive, participatory policy-making incorporating civil society expertise.

**FUWAVITA and Deaf Community Leadership:** We recognize FUWAVITA and its founder, Aneth Gerana Isaya, now an ESS Board member, for their vital partnership in serving the deaf community with cultural competency. Sign language interpretation by Bosco Muna and FUWAVITA interpreters has enabled truly inclusive mediation.

**Peacemaker Network and Community Mediators:** We thank the over 40 community leaders in our peacemaker network. Their dedicated, consistent efforts, including those highlighted in this report, make justice accessible across Tanzania, forming the core of our mission's success.

**Funding and Resource Partners:** We thank our funding partners for supporting ESS's program development, training, and technology implementation, enabling sustainable growth through strategic collaborations and institutional integration.

**High Court Mediation Centre and Tanzania Judiciary:** We deeply thank the High Court Mediation Centre and Tanzania Judiciary for their acceptance of inclusive practices. Hon. Judge Zahra Maruma's leadership in implementing inclusive mediation and CART technology, alongside Hon. Judges Angela Bahati, Arufani Kweka, and Deputy Registrar Augustina Mmbando, has enhanced community-based mediation's role in strengthening judicial processes.

**District and Ward Leadership:** We sincerely thank local government leaders, including Salehe Mruma (Ward Executive Officer, Ibuga Ward) and Hon. Caspin Christopher Gikanka (Chairman, Mogo Subward), and others for welcoming ESS programs and supporting our training initiatives to enhance dispute resolution services in their communities.

**Professional Fellows Program and International Mentors:** We thank the Professional Fellows Program, Institute for Community Inclusion, and AAPD for their international expertise and mentorship, which strengthened our inclusive dispute resolution programs and assistive technology implementation.

**Program Beneficiaries and Their Families:** We honor the trust of thousands of individuals and families participating in ESS's mediation programs. Their engagement with inclusive approaches showcases the transformative potential of accessible, dignified, community-driven justice systems.



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**Together, we are transforming Tanzania's justice system into one that is timely, equitable, inclusive, and sustainable. Justice is accessible when communities are empowered to resolve their own conflicts with dignity and respect.**

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