



Tanzania Coalition on Debt and Development (TCDD)

# Strategic Plan 2013 - 2017



Debt Free  
Zone

It is our hope that the current Strategic Plan is not only a strategic document but a **management tool to indicate where we are going and what we are intending to achieve** at a given time period.

**Fr.Dr. Anthony Makunde**  
Chairperson



**CONTENTS**

<b>03</b>	ABBREVIATIONS
<b>05</b>	A WORD FROM THE CHAIRPERSON
<b>06</b>	INTRODUCTION AND BACKGROUND
<b>08</b>	BACKGROUND AND JUSTIFICATION FOR THE TCDD 5 YEARS STRATEGIC PLAN
<b>14</b>	DEVELOPING THE TCDD STRATEGIC PLAN 2013 – 2017
<b>16</b>	STRATEGY ELABORATION
<b>25</b>	SUSTAINABILITY

**ABBREVIATIONS**

ADB	African Development Bank
AFRODAD	African Forum and Network on Debt and Development
AGM	Annual General Meeting
BAKWATA	Baraza Kuu la Waislamu Tanzania
BEST	Business Environment Strengthening for Tanzania
CAS	Country Assistance Program
CASEC	Community Aid and Small Enterprises Consultancy
CBO	Community-Based Organization
CCT	Christian Council of Tanzania.
CSO	Civil Society Organization
ELCT	Evangelical Lutheran Church in Tanzania
HIPC	Highly Indebted Poor Countries
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	Information Communication Technology
IMF	International Monetary Fund
KRA	Key Result Area
MDG	Millennium Development Goals
MKUKUTA	Mkakati wa Kupunguza Umaskini na Kukuza Uchumi Tanzania
MKURABITA	Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania
MTEF	Medium Term Expenditure Framework
NSGRP	National Strategy for Growth and Reduction of Poverty
N A	Not Available/Not Applicable
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PER	Public Expenditure Review
PRSP	Poverty Reduction Strategy Paper
SWOT	Strengths, Weaknesses, Opportunities and Threats
TASOET	Tanzania Social and Economic Trust
TCDD	Tanzania Coalition on Debt and Development
TEC	Tanzania Episcopal Conference
YPC	Youth Partnership Countrywide



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## A WORD FROM THE CHAIRPERSON

As TCDD marks 15 years since it was founded, it started as a loose coalition and has grown steadily to become a formal registered non-governmental organization. It went through all stages of organization starting with formation, transitional now struggling at consolidation phase. It was founded in 1998 and formally registered on 17th November 2007.

Its members has grown steadily, is pleasing that it started with 15 members currently has 88 members both faith based organizations and non-governmental organizations countrywide. TCDD is operating with a lean permanent secretariat which is coordinating day to day activities and members. One of TCDD value is member led coalition which means most of the activities are implemented by members leaving the secretariat to do the coordination role under the supervision and guidance of the Steering Committee.

The first Strategic Plan was for three years i.e. 2008-2010 while this is the second generation of Strategic Plan for five years i.e. 2013-2017. This is meant to guide TCDD operations and activities for the next five years more systematically. This document went through a very participatory process involving members, members of the steering committee and the entire secretariat led by consultant.

It is our hope that the current Strategic Plan is not only a strategic document but a management tool to indicate where we are going and what we are intending to achieve at a given time period. Our members, partners and friends are most welcome to make use of the document for our common good. Our plan is addressing issues of Debt, Aid and Development in order to provide focus and clarity. We are fully committed to implement this Strategic Plan (2013-2017) to our fullest potential possible to make our national debt sustainable, effective use of our aid to achieve sustainable development in Tanzania.

Thank you,

**Fr. Dr. Anthony Makunde**  
Chairperson

## INTRODUCTION AND BACKGROUND

### About TCDD

The Tanzania Coalition on Debt and Development (TCDD) is a formal coalition of civil society organizations set up in late 1998 to coordinate civil society participation in lobbying for pro-poor, deeper and quicker debt relief and/or total cancellation of debt and development for Tanzania.

TCDD is governed by a steering committee which is the equivalent of the board of 13 members from civil society organizations. TCDD has used advocacy, networking, capacity building as key approach in its program for civil society and members of Parliament in Tanzania.

Launched in January 1999, it is legally operating with its written constitution and official registration with 13 founding members. TCDD has total number of 88 active members. The door is open for any civil society organization engaged in lobbying and advocacy for debt relief and pro-poor development in Tanzania to join the coalition.

The Annual General Meeting (AGM), composed of all members, is the apex organ of the Coalition. It is chaired by one of the permanent member who is elected by the AGM. The AGM elects a Steering Committee (currently constituted of 13 members) to oversee the day-to-day management of the Coalition's affairs on behalf of the Coalition. A full-time Executive Director employed by the Coalition is the Secretary to the steering Committee and head of the staff team. The Coalition's office is designed, as a matter of policy, so that most program work is done by member organizations to enhance ownership.

### Vision

Freedom from an unsustainable debt burden and abject poverty characterized by pro-poor people-centered development based on full participation of the people in policy-making, implementation and monitoring from the grassroots to the national level.

### Mission

The Tanzania Coalition on Debt and Development, being a civil society platform committed to capacity building and mobilization for lobbying and advocacy for economic justice and pro-poor development seeks to campaign for sustainable foreign and domestic official debt and effective civil society involvement in the formulation and implementation monitoring of Government policies that impact upon the lives of poor people.

### Values

The following traits or qualities representing TCDD highest priorities and deeply-held driving forces for TCDD work. They will guide every decision that will be made and impact every aspect of our organization. They are the core values that set us apart from other CSOs.

- a) Service before self;
- b) Impeccable integrity;
- c) Pro-poor;
- d) Unity in diversity; and
- e) Value addition

### Mobilization of Civil Society Organizations and Networks

TCDD has worked with CSOs, stakeholders and networks. This has strengthened partnership and provided indication and position at the National level for organization engaged with national government on debt, pro-poor and development.

### Affiliation

TCDD has long-term external partners who are ready and willing to work with the Coalition to improve the lives of the poor and powerless in Tanzania. Most of them see their partnership with TCDD as a strategy for mutual benefit and are ready to respond positively to its genuine needs.

## INTRODUCTION AND BACKGROUND

Nearer home the network of local TCDD members and like-minded regional organizations provide a huge reservoir of knowledge resources that the Coalition can easily tap into. Its credibility to its members and the larger community, its positive reputation and good will with the Government and other partners, are intangible assets that will be fully exploited to make Strategic Plan 2013-2017 a success. Some of these networks are AFRODAD and Reality of Aid Africa Network (ROA AFRICA) which TCDD is affiliated to. In this Strategic Plan period if they are any important and appropriate network or coalition which will fit TCDD it will not hesitate to join.

### TCDD Organizational Structure

In this regard, TCDD has two major levels of management. These are Strategic Management level, which is referred to the Steering committee, and Operational Management level which is referred to as the Secretariat.

### The Steering Committee

TCDD being a registered coalition the supreme organ in the structure is the Annual General meeting (AGM) which elects the Steering Committee. The Steering Committee is policy level organ mandated with powers of recruiting, firing the secretariat and provide oversight of the Secretariat.

### The Secretariat

The Steering Committee have the power to decide on the size and structure of the secretariat. The Steering Committee recruits the Executive Director who becomes the Chief Executive Officer of TCDD and head of the secretariat. The Executive Director in consultation with the Steering Committee recruits other staff members for day today program and administrative activities.

This strategic plan is set to accommodate issues related to expansion and improvement of the policy, operational and administrative functions of TCDD.

### Program Management

TCDD will manage programs resulting from the implementation of this Strategic Plan through the secretariat which constitutes of Executive Director, Programme Officers, Accountant, Administrative Secretary, Driver and Administrative Assistant. A competent Accountant will administer funds in all the programs and routine auditing done internally and externally as agreed with funders and in line with the financial policy and regulations.

## BACKGROUND AND JUSTIFICATION FOR THE TCDD 5 YEARS STRATEGIC PLAN (2013-2017)

While operating without a strategic plan since her inaugural, in early 2007 TCDD commissioned the first ever external evaluation team of its programs to provide inputs onto the preparation of the defunct Strategic Plan (2008-2010).

The evaluation team concluded that so far the Coalition had done a commendable job of improving members' capacities to understand and discuss macroeconomic issues, monitor pro-poor, Government expenditure, generate critical information from the grassroots, articulate their concerns to policy makers at local and national level and demand accountability through constructive dialogue with them but remained unfocused due to lack of Strategic Plan.

The above achievements doubled during the implementation of the defunct Strategic Plan (2008-2010) but celebrated without targets between 2011 and to date (2012 when this plan was propounded) due to again lack of Strategic Plan. Having gone through the strategic plan in the recent past, TCDD proves the fact that proper planning is a key to success as we see several achievements attained such as :-

- Moving from a hosting policy of a loose and informal network to a formal and registered network.
- Prepared a financial management policy with clear systems to guide its budgeting, procurement, and accounting processes.
- Prepared and launched a human resource management policy and systems.
- Employed accountant, a program officer and a permanent office secretary to assist the Executive Director in their respective areas.
- Finally TCDD has managed to relocate and upgrade its offices to a commendable level with an office car which is currently very useful in facilitating office and field movements.
- The need to provide direction and framework, relationship and collaboration between TCDD and stakeholders.
- The need to maintain confidence and trust of partners and stakeholders.

### Situation Analysis of Tanzania

#### The economic situation of Tanzania

Tanzania which is Africa's fourth - biggest gold producer, targets average economic growth of 8-10 percent annually over the next five years, but has failed to stimulate job creation, leading to high youth joblessness. Tanzania government have not made major progress in mobilizing domestic resources since country's potential revenue collection is corresponding to between 22 to 23 percent of the GDP, but it currently collects just 16 percent of the GDP. The government was expected to achieve an economic growth rate of 7.2 percent in 2012, before rising to 7.5 percent 2013. Tanzania's economy grew at around 6.4 percent in 2011, slower than its 7 percent target. However there is evidence of mismatch between economic growth and poverty reduction.

#### Financial Flows and Aid to Tanzania

Tanzania's government is enduring to borrow heavily to pay for infrastructure development to impel its economy, but TCDD is in a view that this could get worsen the country's national debt. For example the government's 15 trillion shilling for the government budget 2012/13 fiscal year will raise spending by 11 percent. This will likely deteriorate the national debt, squeeze the private sector and lead to higher interest rates hence big burden to poor Tanzanians. Tanzania is the largest aid recipient in Africa. Thus, out of USD 2.810 million total ODA in 2007, 23.2% was social aid and only 4.85% was economic aid. ODA funds about 40% of the national budget and about 80% of the development budget; these amounts make Tanzania one of the most aid-dependent countries.

#### Debt Situation in Tanzania

Despite the efforts done by TCDD, the Government of Tanzania continues to raise its debt enormously as a result by March 2012, National Debt reached Shillings 20,276.6 trillion compared to Shilling 17,578.9 trillion, at end March, 2011 equivalent to 15.4% increase. Tanzania's debt situation for

These and many other achievements are quite important pillars of assessing the organization and so have been taken into full account in the preparation of this Strategic Plan. The previous strategy was a three years plan but this time we are coming with a 5 years strategic plan so as to provide enough room for flexibility and minimize costs of undertaking a planning exercise of similar nature after every 2 years. It is hereby expected that, the Strategic plan will guide TCDD programing, management and governance for the period of 2013-2017 and provide another fertile seedbed for future long term plans.

It remains rational to come up with this strategy due to the following reasons:-

- The need for TCDD to remain focused on Debt, Aid and Pro-poor development.
- The need to make TCDD relevant and be in a position to work towards addressing both internal and external challenges that affect TCDD agenda.
- The need to position TCDD as a Tanzania leading institution dealing with debt Aid, and pro-poor development issues.

## BACKGROUND AND JUSTIFICATION FOR THE TCDD 5 YEARS STRATEGIC PLAN (2013-2017)

the period of 2011/15 is expected to be characterized by tougher lending conditionality in terms of interest rates and repayment period which will worsen Tanzania's debt and development. In February, 2012 the Government of Tanzania conducted a Debt Sustainability Analysis (DSA) which includes guarantees issued to Ministries, Independent Departments and Agencies (MDAs), Parastatals and Public Enterprises. The fallout of DSA exercise concludes that, the Public debt is sustainable.

Even with massive flow of foreign investments which might raise domestic revenue, the national debt is still going higher and higher from time to time. More seriously the government borrows money from commercial bank with higher interest rate. Furthermore aid and debt cancellation to Tanzania, TCDD expected to reduce the amount of debt and gear to development but the situation is still not good. Thus, TCDD is calling for a further solemn attention on debt and development in Tanzania.

### Society and politics

Tanzania has a tradition of peaceful elections and political stability. The country is a multi-party democracy, though influence of opposition parties is still limited, but slightly rising. Despite of weaknesses and practice the country has long espoused national constitution that enshrined the rule of law, justice and protection of human rights. However electoral democracy, devolution of power to local authorities and assurance of accountability, transparency, and integrity leaves a lot to be desired in the management of public affairs. The experience gained so far from the country's multiparty politics re-introduced in 1992 suggests that the political situation poses no major threat to the lives and activities of individuals and organizations like TCDD. There is high expectation on ongoing constitutional making process from the community.

Likewise the growing income gap between the rich and the poor and swelling unemployment are potentially but not yet peace-threatening. The occasional conflicts between faith groups and political parties (especially in Zanzibar) are not envisaged to escalate to a point where they could threaten national peace and security. Thus in addition to the enabling overall social and economic development policy environment, political stability is evident and a 'user-friendly' social environment does exist to enable TCDD to successfully pursue its mission.

### State-run Policies

Tanzania has an elaborate policy and regulatory framework which is quite enabling to TCDD and other CSOs to carry out their activities in smooth atmosphere. The National Development Vision 2025, publicized in 1999, envisions a nation characterized by a high quality life; a strong and competitive economy; good governance; a well educated and learning population; sustained peace, stability and national unity. It states as one of its objectives the eradication of poverty and attainment of economic and social justice for all citizens irrespective of gender, race or creed.

The Poverty Reduction and Growth Strategy, MKUKUTA II, is the national strategy that translates the Vision into an all-encompassing five-year rolling program. It takes as its starting point the Millennium Development Goals (MDGs) for reducing poverty, hunger, diseases, illiteracy, environmental degradation and discrimination against women by 2015.

Having evolved from PRS (P) and the HIPC conditionality MKUKUTA aims to widen the space for country ownership and effective participation of civil society and the private sector. It takes on board the Tanzania Assistance Strategy (TAS) that provides for a comprehensive policy strategy to harmonize aid modalities for accelerated growth and reduction of poverty as well as the Tanzania Mini-Tiger Plan 2020 (TMTP2020) which aims to increase the growth momentum and fast-track the targets of Vision 2025.

Within the MKUKUTA II (NSGRP) framework there are other policy strategies such as BEST that aims to improve the business environment for both local and foreign direct private investments, MKURABITA that aims to formalize informal businesses and mainstream them into the financial intermediation system, the national, global economies and the like.

Besides this basically macro policy framework Tanzania has in place other strategies such as Tanzania five years development plan which put more weight to economic growth which create conducive environment to TCDD activities, and the previous MKUKUTA having both social and economic values inline with Millennium Development Goals (MDGs).

## DEVELOPING THE TCDD STRATEGIC PLAN (2013-2017)

### The planning process

Usually key decision makers need a reasonably structured process to help them identify and resolve the most important issues their organization face.

TCDD started the process of developing this strategic plan in January 2012 after having realized expiry of the previous plan (2008-2010). Towards the end of the preparation, a two days working session was organized and successfully conducted between 19th and 20th July 2012. The development of the 5 years strategic plan for TCDD went through several stages as described hereunder.

- Presentation of draft and Strategic Plan to TCDD
- Briefing with TCDD to agree on modalities of the process
- Literature review and design of the planning tool
- Carrying out interviews with key stakeholders
- Facilitating a 2-3 days strategic planning workshop
- Writing a report and The Draft Strategic Plan
- Production of final Strategic Plan (2013-2017) incorporating the views and comments from TCDD staff, members of steering committee, members and other stakeholders.

It is against this background that the consultant took some time to study implementation of the previous/current strategic plan and involved the relevant personnel and stakeholders to develop a new Strategic Plan.

The specific tasks which were carried out include the following:-

Assess the implementation and achievements of the defunct three years Strategic plan (2008-2010)

Develop a planning tool which later on was used to come up with a new Strategic Plan (2013-2017)

Undertake several interviews with staff, members and few beneficiaries

This Strategic planning process employed a combination of methodologies including:-

- Literature review
- Interviews with key officials and other stakeholders
- Presentation of planning concepts and the tool(roadmap)
- Plenary and group discussions
- Documentation of the process
- Report writing

Therefore the development of this strategic plan is based on the information obtained from TCDD literatures, key individuals within TCDD leadership and the 2 days working session which was held between 19th and 20th July 2012 at the Tanzania Episcopal Conference (TEC) in Dar es Salaam. The process was facilitated by the Consultant Mr Israel Ilunde from the Youth Partnership Countrywide (YPC), involved active participation from TCDD secretariat Members of the Steering Committee, volunteers, TCDD members, and representative from partner organizations.

This plan aims at focusing the organization's activities and efforts over the next five years. The strategic plan may be revised when deems necessary based on the views and recommendations of annual reflections and Monitoring, Evaluation and Learning reports (MEL).

## DEVELOPING THE TCDD STRATEGIC PLAN (2013-2017)

### Guiding principles

- The planning team should not temper with the Vision and mission of the Coalition.
- Important strategic issues must be identified and resolved through dialogue before a new strategy is written
- The planning process and tool must be participatory and open for participants inputs
- TCDD needs to set clear strategic objectives for its intervention and define performance indicators and measurement criteria to be able to measure progress.
- TCDD intervention seeks to maintain its coalition status by only coordinating, building the capacity of members and supporting members and strictly devoid of jumping onto duplication of efforts.

Experience suggests that the vision, mission and mandate of a membership organization particularly a network or coalition should not be left open to interpretation because that creates ambiguity which can be exploited when individual member interests are threatened.

This Strategic Plan reinstates the vision and mission of the coalition as well as its core values as originally conceived by the founding members but appropriately adapted to changed circumstances. It then states the key strategic objectives and expected results that TCDD hopes to achieve in the next 5 years of the Plan period.

TCDD will continuously monitor the implementation of the Plan and conduct mid-term and end-of-term evaluations to capture quantitative and qualitative performance results. The coalition will prepare realistic performance measurement tools to be able to collect the necessary data and information for each year.

The brief analysis of the coalition's strengths, weaknesses, opportunities and threats presented below has provided another angle to get strategic issues which should be addressed by the current Strategic Plan (2013-2017).

### TCDD Stakeholders Analysis

In developing this strategy, "Stakeholder" agreed to be an individual, group, societies and organizations who/which have roles, interests in the planning, implementation of interventions carried out by TCDD.

TCDD's stakeholders are defined for purposes of this strategic plan as individuals or organizations that have an interest in the coalition because they have something to gain or lose from its presence and activities. An understanding of the stakeholders' concerns therefore is a critical factor to the success of this Plan. A summary of the possible issues or problems facing them, what they gain from the coalition's activities and how they relate to it is presented in matrix form below.

## DEVELOPING THE TCDD STRATEGIC PLAN (2013-2017)

Thus the following stakeholders were identified and their specific roles and expectations were highlighted in order to position TCDD in a more dynamic and responsive mode of operation corresponding to the needs and expectations of each stakeholder.

Stakeholder	Key concerns		Gain From TCDD	Contribution to TCDD	Link to TCDD
1 Coalition Member	<ol style="list-style-type: none"> <li>Weak common voice from civil society organizations</li> <li>Lack of grassroots level feedback on social service benefits from debt relief</li> <li>Low capacity to perform watchdog, lobby and advocacy functions</li> </ol>		<ol style="list-style-type: none"> <li>Platform for collective CSO activism</li> <li>Researched data on community concerns on social service delivery</li> <li>Capacity to track public expenditure, lobby and advocate for pro-poor policies and strategies</li> </ol>	<ol style="list-style-type: none"> <li>Policy and strategic leadership.</li> <li>Network for information gathering and sharing</li> <li>Information from field research</li> </ol>	<ol style="list-style-type: none"> <li>Member</li> <li>Target group (beneficiary) of TCDD services</li> </ol>
2 Government	<ol style="list-style-type: none"> <li>Uncoordinated civil society input into the MKUKUTA process</li> <li>Low quality input from civil society into the national policy making process</li> <li>Policy dissemination to grass root level</li> </ol>		<ol style="list-style-type: none"> <li>Meet donor conditionality for civil society participation in PER and PRS process</li> <li>Improved quality of dialogue with field researched data</li> <li>Community policy awareness</li> </ol>	<ol style="list-style-type: none"> <li>Security, law, order and physical infrastructure</li> <li>Forum (e.g. PER, MKUKUTA cluster committees etc.) for consultation and policy dialogue</li> <li>Trust and good will</li> </ol>	<ol style="list-style-type: none"> <li>Governance</li> <li>Development partner</li> </ol>
3 External Partners	<ol style="list-style-type: none"> <li>Ineffective civil society organizations to lobby and advocate for pro-poor development</li> <li>TCDD low accountability for performance and results</li> <li>Development speed low</li> </ol>		<ol style="list-style-type: none"> <li>Partners in advocacy with governments on issues of common concern</li> <li>Knowledge and data of local issues and work environment</li> <li>Informed advice</li> </ol>	<ol style="list-style-type: none"> <li>Financial support</li> <li>International networking</li> <li>Benchmarking regionally and internationally</li> </ol>	<ol style="list-style-type: none"> <li>Donor</li> <li>Adviser</li> <li>Beneficiary of</li> </ol>
4 Peer civil society and Non-governmental organizations	<ol style="list-style-type: none"> <li>Weak networking and common voice</li> <li>Competition for donor resources</li> </ol>		<ol style="list-style-type: none"> <li>Shared information and experiences</li> <li>Cooperation in the provision of common services</li> </ol>	<ol style="list-style-type: none"> <li>Sharing of field and other experiences</li> <li>Benchmarking</li> </ol>	<ol style="list-style-type: none"> <li>Collaborator</li> </ol>
5 Consultants and researchers	<ol style="list-style-type: none"> <li>Inadequate or lack of professional skills</li> </ol>		<ol style="list-style-type: none"> <li>Opportunity to provide professional advisory services</li> <li>Financial gain from fees and other charges for services rendered</li> </ol>	<ol style="list-style-type: none"> <li>Independent professional analysis and advice on topical issues</li> <li>Integrity</li> <li>Representation</li> <li>Skill building</li> </ol>	<ol style="list-style-type: none"> <li>TCDD SG Co-chair</li> <li>Appointee of members</li> </ol>
6 Community	<ol style="list-style-type: none"> <li>Lack of or insufficient affordable social services</li> <li>Marginalization of the poor and vulnerable groups such as women, children and the disabled</li> <li>Policy ignorance</li> <li>Powerlessness to influence policy and public resource allocation in their favours</li> </ol>		<ol style="list-style-type: none"> <li>Policy awareness and ability to defend their interests</li> <li>Participation in policy formulation and implementation monitoring at grassroots level</li> </ol>	<ol style="list-style-type: none"> <li>Provide primary data and ideas on real community concerns and development challenges</li> <li>Moral and material support</li> </ol>	<ol style="list-style-type: none"> <li>Ultimate beneficiary of TCDD programmes</li> <li>Grassroots member of TCDD</li> </ol>
7 TCDD Staff	<ol style="list-style-type: none"> <li>Low salary</li> <li>Working environment</li> </ol>		<ol style="list-style-type: none"> <li>Reasonable Income</li> <li>Motivation</li> </ol>	<ol style="list-style-type: none"> <li>Professional and logistic support services</li> </ol>	<ol style="list-style-type: none"> <li>Employee</li> </ol>

## DEVELOPING THE TCDD STRATEGIC PLAN (2013-2017)

### Internal and External Environment Analysis

#### External Environment Analysis

##### Opportunities

- Good will. TCDD is enjoying immense good will from the Government, external donors and partners, as well as the local target community for its position on debt relief and good governance for pro-poor development. This is a big intangible asset which if properly exploited can pay the coalition good dividends.
- Clear and open operating policy guidelines and framework. The MKUKUTA process is the most elaborate programmes ever put out by the Government in terms of procedure of preparation, stakeholder involvement, division of responsibilities, implementation monitoring and performance reporting mechanisms and channels, information sharing etc. That transparency offers an unprecedented opportunity for effective delivery on the coalition program.
- Supportive global opinion. Poverty eradication and economic justice are topical themes at global level: there is no shortage of external sympathy/empathy and moral and material support for TCDD from both local and international civil society partners.
- Economic growth. Tanzania's economy and Government revenue have been growing for the past five years, giving the Government a lot more room to maneuver in terms of increased budgetary allocation to priority social sectors. This makes TCDD and other activists' demands for increased resource allocation to pro-poor sectors and expenditure items realistic in terms of Government capacity to afford.

##### Threats

- Divergent external partner interests. Official Development Assistance (ODA) partners ultimately answer to their taxpayers at home. External CSOs likewise are accountable primarily to their home constituencies whose interests may vary from those of TCDD and its target groups. The bigger the divergence of interests (political, moral, cultural, ideological etc.) with partners the greater the risk to the coalition program.
- Inadequate sources funding. Currently TCDD is hardly striving to reach a target of depending on local resources by 15% through contributions from members and fund raising programs in running its activities. Any selective or part-funding, delayed disbursement or just scaled-down budget on the part of the donors does negatively impact the coalition program implementation. Should funding partners completely cut off resource flows to the coalition for any reason, its entire program would grind to a halt.

#### Internal Environment Analysis

##### Strengths

- Integrity and official recognition. TCDD was the pioneer coalition that Government had to call and continues to rely upon to mobilize civil society to take part in the MKUKUTA process to meet HIPC conditionality. It has always been led by committed people of high integrity embodied with religious values.
- Specialization and focused agenda. TCDD has taken as its core mandate capacity building for lobbying and advocacy for the forgiveness of debt, good governance and pro-poor development - a unique combination that gives the coalition a position that very few if any other CSOs enjoy.
- Mutual trust and respect. TCDD members have shared values: they trust and respect each other, which bonds them strongly together as they work on issues of common interest within the coalition framework.
- Strong in unity. Being a broad-based membership organization, TCDD brings together different outlooks, experiences and capacities that reinforce each other to form a strong lobby and advocacy platform.
- Enormous pool of human resources. TCDD membership includes individual and organizational debt, pro-poor development and good governance activists with the best skills and experiences in Tanzania.

## DEVELOPING THE TCDD STRATEGIC PLAN (2013-2017)

- Worldwide connections. Having evolved from and being an integral part of the global movement for debt cancellation TCDD has probably the best people with the required integrity and experience for international lobbying with bilateral and multilateral aid agencies and networking with international CSOs, FBOs and other debt relief activists worldwide.
- Strong Steering committee. TCDD have members of steering committee who are well clued-up and experienced in different fields.
- Skilled and committed staff. Having skilled and committed staff there is no doubt that TCDD can perform its duties accordingly.

##### Weaknesses

- Inadequate intra-TCDD communication strategy. Geography, poor ICT infrastructure and staff shortage at the secretariat office preclude effective internal communication and networking as well as office and program administration generally.
- Lack of local fund-raising strategy. TCDD has made no attempt to date to raise money from local sources to finance its programs and meet administrative expenses. As a result only 15% of the total budget is covered by local resources and the rest dependent on partner resources, which is unsustainable in the long run and makes the coalition extremely vulnerable.

#### Identification of Strategic Issues

The planning workshop identified 4 main strategic issues which can be considered in the planning cycle. These are:-

- Inadequate skills and knowledge (on policies) and low participation of TCDD Members and the general public in civic life
- Inadequate and unreliable TCDD human and financial resources to facilitate implementation of the Strategic Plan.
- How to sustain Linkages and connections
- Improper utilization and management of public resources

## STRATEGY ELABORATION

“ THREE KEY RESULT AREAS WERE IDENTIFIED  
TCDD is going to work on them for the  
coming five years (2013 - 2017). ”

Based on the stakeholder's analysis, external and internal environmental scan as well as the general country situational analysis presented above, three key result areas were identified and subsequently four strategic objectives set in which TCDD is going to work on them on the coming five years.

**The 3 key result areas (KRAs);**

- I) Institutional development- which aim at improving institutional capacity
- II) Programs, which are core activities through which the organization was established,
- III) Networking and collaboration which appreciates the contributions of various partners and Stakeholders in the furtherance of the TCDD objects

**KRA 1: TCDD Institutional Development**

**Strategic objective1:** Strengthened the capacity of TCDD management (steering committee and secretariat) in program and organizational management and improve financial status.

This is a generic key result area, which enables the coalition to implement its core businesses (activities) more efficiently and more effectively. The SWOT analysis identified areas that need improvement in the organization. These areas include financial sustainability, capacity for information and office infrastructure.

**Major strategies include;**

- ▶ Improvement of administrative and managerial systems
  - Financial
  - Personnel
  - Communication
  - To build capacity to organizational personnel through internal and invited training seminars and workshops
- ▶ Organize leadership and management skills
  - Train TCDD leaders and managers on organizational development
  - Train the program managers in project management Result Based Management (RBM) and resource mobilization
- ▶ Improvement organizational regulations
- ▶ Improve and buy IT facilities and office furniture
- ▶ Employ more permanent staff particularly the information officer

**KRA 2: Programs**

Under programmes there will be two strategic objectives

- 1 Empowered TCDD members to hold duty bearers accountable through poverty monitoring, advocacy and public expenditure tracking to ensure government policies and resources have trickle down effects to marginalized and poor people in Tanzania
- 2 Influenced parliament, development partners and government to improve on management of debt, aid resources and monitor its effects on development and poverty eradication

## STRATEGY ELABORATION

**Empowerment of TCDD Members**

Empowered TCDD members to hold duty bearers accountable through poverty monitoring, advocacy and public expenditure tracking to ensure government policies and resources have trickle down effects to marginalized and poor people in Tanzania.

Tanzania is facing challenges because most of citizens in the country including members of TCDD lack enough skills on how to engage in political matters in the country and hence they do not understand why politics and peculiar governance dynamics are happening as they do in the country. Therefore this lead to the exclusion of the poor and the marginalized in development processes and issues. The impact of the challenge can lead to low contribution and participation of the majority poor in the developmental processes. Having the Governance and accountability knowledge and skills can make TCDD members and the general public to collaborate in development and at the same time sound alarm or bells against poor governance by the government. It is therefore important for TCDD to make sure that there is enhancement of Public Expenditure Tracking Surveys (PETS) and other social audit skills among TCDD members which can multiply to the community to be able hold duty bearers accountable through poverty monitoring, advocacy and public expenditure tracking to ensure government policies and resources have trickle down effects to marginalized and poor people in Tanzania

**Major strategies include:**

- ▶ Training of trainers workshop on issues relating
  - Advocacy and lobbying
  - Public Expenditure Tracking Surveys (PETS)
  - Public debt, Aid and development policies
- ▶ Poverty monitoring
- ▶ Awareness creation (sensitization) on different policies related to debts and pro-poor development
- ▶ Produce and disseminate Information, Education and Communication materials (IEC) i.e. Preparing education materials (popular version) on issues and programmes on public

**Influencing Policy Makers and Development Partners**

Influenced parliament, development partners and government to improve on management of Debt, aid resources and monitor its effects on development and poverty eradication

Changes and reforms require power and influence in public policy and decision making. Most of the challenges related to Governance work in Tanzania especially natural and aid resource management as it is elsewhere in Africa; are a reflection of an urgent demand for various actors particularly the Civil Society to intervene and come up with alternative solution rather than keeping on lamenting and relying on the past failures.

Alternative ideas in the form of recommendations, declarations and letters can reach decision makers and policy practitioners through organized evidence based lobbying and advocacy hence changes be reflected in policies and practices for the betterment of the majority poor.

**Major strategies include;**

- ▶ Organize dialogue meetings with members of parliament
- ▶ Organize dialogue meetings with development partners
- ▶ Organize dialogue meetings with government officials (central and local government)
- ▶ Organize workshop for disseminating information of findings on issues and budget tracking to members of parliament, development partners and government with CSOs.
- ▶ Conduct consultative meeting on issues relating to public development such as public debts and aid.

**KRA 3: Promote and Sustain Networking and collaboration with other stakeholders**

Strengthened the inter linkages, collaboration and information sharing between TCDD and its local, regional and international partners on issues related to public debt, aid and poverty eradication

For an organization to grow and be updated, networking and collaboration among them is inevitable. Networking and collaboration among CSOs can bring into unity, (To have one voice), sharing information and experiences, and can eradicate duplication of activities in a specific area. Knowing the fact, TCDD will promote if it is lowly carried and sustain if well conducted, the networking and collaboration among CSOs on issues related to Debt, Aid and pro-poor development

**Major strategies include;**

- ▶ Organize festivals
- ▶ Marking national and International events
- ▶ Joint Lobbying and advocacy on relevant issues
- ▶ Hold/host relevant National and International conferences
- ▶ Attend organized events such as seminars, training, conferences and meetings

## STRATEGY ELABORATION

## Summary of the TCDD Strategic Plan in a Logical Framework Matrix (Logframe)

## KEY RESULT AREA 1: TCDD Institutional Capacity development

Strategic Objectives	Expected Results	Strategies / Activities	Performance Indicator	Means of Verification	Assumption
Strengthened the capacity of TCDD management (steering committee and secretariat) in program, organizational management and improve financial status by December 2013	<ul style="list-style-type: none"> <li>Staff performance improved</li> <li>Strong Board with skilled and knowledgeable members on fundraising and oversight functions</li> <li>More staff members recruited and retained</li> <li>Management systems in place</li> <li>New equipments (Photocopies, projectors, laptop, etc) purchased</li> <li>Improved communication within and between partners and stakeholders</li> </ul>	<ol style="list-style-type: none"> <li>Conduct Institutional organizational capacity assessment</li> <li>Train staff on program development and implementation</li> <li>Develop and implement performance management system and plans</li> <li>Conduct Board training</li> <li>Develop and implement fundraising strategy</li> <li>Recruit information and communication personnel</li> <li>Procure office equipment</li> </ol>	<ul style="list-style-type: none"> <li>Adopted strategies to address challenges issues</li> <li>TORs for consultant</li> <li>Member of staff trained</li> <li>Number of projects and reports accepted</li> <li>Proposal and report accepted</li> <li>Clean financial report / certificate</li> </ul>	<ul style="list-style-type: none"> <li>Assessment report</li> <li>Project proposals</li> <li>Payroll</li> <li>Activity reports</li> <li>Minutes</li> <li>Signed List of participants</li> <li>A copy of fundraising strategy</li> <li>Fundraising report and feedbacks</li> <li>Audited accounts.</li> </ul>	Donors and development partners will provide support
Empowered TCDD members to hold duty bearers accountable through poverty monitoring, advocacy and public expenditure tracking to ensure government policies and resources have trickledown effect to marginalized and poor people in Tanzania by December 2017.	<ul style="list-style-type: none"> <li>Improved members capacity on advocacy, lobbying, debts and development policies</li> <li>Policy knowledge and analytical capacity among TCDD members improved</li> <li>Poverty monitoring spectrum expanded</li> </ul>	<ol style="list-style-type: none"> <li>Training of trainers workshop on issues relating <ul style="list-style-type: none"> <li>Advocacy and lobbying</li> <li>Public expenditure tracking</li> <li>Public debt policies and development policies</li> </ul> </li> <li>Poverty monitoring</li> <li>Awareness creation (sensitization) on different policies related to debts and pro-poor development</li> </ol>	<ul style="list-style-type: none"> <li>Members will be able to perform budget tracking effectively</li> <li>Number of trained members</li> <li>Number communities sensitized</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Site visits</li> <li>Success stories</li> </ul>	<p>TCDD membership increased and/sustained</p> <p>Resources available</p>

## STRATEGY ELABORATION

Strategic Objectives	Expected Results	Strategies / Activities	Performance Indicator	Means of Verification	Assumption
Empowered TCDD members to hold duty bearers accountable through poverty monitoring, advocacy and public expenditure tracking to ensure government policies and resources have trickledown effect to marginalized and poor people in Tanzania by December 2017.	<ul style="list-style-type: none"> <li>Community awareness on public debts and pro-poor development policies increased</li> </ul>	<p>4 Produce Information, Education and Communication materials (I.E.C) i.e. Preparing education materials (popular version) on issues and programmes on public debt and pro poor policies</p> <p>5 organize policy awareness and sensitization Seminars on different policies related to debts and pro-poor development</p>	<ul style="list-style-type: none"> <li>Number of member achieved to perform budget tracking</li> <li>Number of district covered in budget trucking</li> <li>Type and number of copies of IEC materials produced</li> </ul>		
Strengthened the inter linkages, collaboration and information sharing between TCDD and its local, regional and partners on issues related to public debt and poverty eradication by December 2017	<ul style="list-style-type: none"> <li>Information package on TCDD available</li> <li>Improved communication</li> <li>Strengthen networking and information sharing</li> <li>Common understanding efficient use of resources strengthen performance</li> <li>Accessibility to more people</li> <li>TCDD is widely know</li> <li>TCDD popularity gained</li> </ul>	<p>1 Develop and publish information materials on TCDD (leaflets and newsletters)</p> <p>2 Re-design and update TCDD website</p> <p>3 Participate in stakeholders forum national, regional and global level</p> <p>4 Conduct annual joint plans ad partnership meetings</p> <p>5 Organize festivals</p> <p>6 Marking national and International events</p> <p>7 Joint Lobbying and advocacy on relevant issues</p> <p>8 Hold/host relevant National and International conferences</p> <p>9 Attend organized events such as seminars ,conferences and meetings</p>	<ul style="list-style-type: none"> <li>Number of lists in TCDD website</li> <li>Number of meeting held and attends</li> <li>Number of reports produced</li> <li>Number of joint partnership conducted</li> <li>No of partnership agreement signed</li> <li>Number of donors increased</li> <li>membership to international networks expanded</li> <li>letters of invitation</li> <li>Functional website</li> </ul>	<ul style="list-style-type: none"> <li>Copies info pack</li> <li>Visiting the Website</li> <li>Website address on letter head</li> <li>Used tickets ,fuel receipts ,and signed travel packages</li> <li>Files of various partners in the TCDD office</li> <li>Activity reports</li> <li>Copies of joint plans</li> <li>newspaper cuttings etc</li> </ul>	<p>Positive response by other stakeholders</p> <p>Networking budget maintained throughout the strategy</p>

## STRATEGY ELABORATION

Strategic Objectives	Expected Results	Strategies / Activities	Performance Indicator	Means of Verification	Assumption
Influenced parliament, development partners and government to improve management of debt, aid, resource and monitor its effects on development and poverty eradication by December 2015.	<ul style="list-style-type: none"> <li>More pro poor policies in important sectors</li> <li>Public Debt management improved</li> <li>Aid resources properly utilized for poverty reduction and wealth creation</li> <li>Continuous meaningful debates and queries on public resources</li> </ul>	<ol style="list-style-type: none"> <li>Organize dialogue meeting with members of parliament</li> <li>Organize dialogue meetings with development partners</li> <li>Organize dialogue meeting with government officials (central and local government)</li> <li>Organize workshop for disseminating information of findings on issues and budget tracking to members of parliament, development partners and government with CSOs and PPP (Private Public Partnership)</li> <li>Conduct consultative meeting on issues relating to public development such as public debts (whether increasing or decreasing companies to development level)</li> <li>Prepare education materials (popular version)</li> </ol>	<ul style="list-style-type: none"> <li>Government plans and budgets at Council level and central government level are pro poor</li> <li>Success stories of the trickledown effect told by normal citizens</li> <li>Public debt reduced and well managed</li> </ul>	<ul style="list-style-type: none"> <li>Budgets and Plans</li> <li>M&amp;E reports</li> <li>Hansards</li> <li>President &amp; Ministers speeches</li> </ul>	<ul style="list-style-type: none"> <li>Enough resources available to implement the programme</li> <li>Cooperation with the Parliament, government and development partners.</li> </ul>

## STRATEGY ELABORATION

### Funding

The total financing requirement for the five-year plan period will be met from both foreign partners and local sources as follows:

- a) Foreign Partner sources TZS 1,318,095,000/= .equivalent to 85% of total Budget
- b) TCDD Local sources TZS 232,605,000/=equivalent to 15 % of total budget

### Planning, Monitoring, Evaluation and Learning (PMEL)

#### Planning

TCDD planning, monitoring, evaluation and learning structure shall be carried at levels in programs and projects in the focused areas.

Periodic planning of activities shall be done to operationalize the strategic plan. This will include production of annual and quarterly implementation plans. Six months and annual progress reports shall be produced to track the progress of plans.

#### Monitoring

The process of monitoring shall be participatory approaches involving all key stakeholders where practicable. This will include data collection and documentation on progress of the program and projects. The monitoring process shall be based on TCDD interventions at levels of output, outcome and impact.

Monitoring shall be done through periodic reports, and periodic review gatherings. Checking progress on matters relating to;

- Achievements
- Research and documentation
- Mobilization of CSOs
- Advocacy and lobbying
- Networking and capacity building
- Staff turnover
- Resource flow
- Under utilization of research work

#### Evaluation

Evaluation is one of the important part of good program management, it is a tool for learning and accountability.

Evaluation shall aim at realization of the objectives based on the following:-

1. Evaluation shall be designed to lead action and therefore produce relevant and useful findings.
2. Evaluation shall ensure the participation of staff members, partners and stakeholders to promote recognition and utilization of evaluation results.

#### Learning

After having planned, monitored, evaluated here comes an aspect of learning for a learning organization trying to track some lessons learned from the whole process of planning, monitoring and conducting evaluation. Normally lessons learned tend to inform the next circle of the plan.

TCDD shall put in place mechanism and strategies for sustainability of its activities. It shall make every effort to develop a strong institutional base, physically powerful programming approach and sound financial base for sustainability.

## SUSTAINABILITY

### Institutional Level

TCDD shall ensure that its systems works, it will promote culture of hard working to its motivated staff, promoting strong leadership and commitment to its staff members to TCDD vision and mission. TCDD also shall promote its staff members to have a sense of ownership. The steering committee and management shall ensure that there are strategies to make TCDD self reliant in the future and hence reduce overdependence on a single donor.

### Program level

TCDD shall design, implement, monitor and evaluate its programs. TCDD shall strengthen its systems of information management to improve the quality. It shall also promote transparency and accountability in the use of resources and ensure efficient in delivery of programs and projects.

### Monetary Level

TCDD shall strengthen the systems for gathering and managing its resources. TCDD shall ensure that qualified, experienced, motivated and knowledgeable staffs are made available. The steering committee shall guide TCDD to spread its sources of funding, and engage donors and development partners.

**TCDD GANT CHART 2013 - 2017**

ACTIVITY	TIME FRAME																				ESTIMATED BUDGET
	2013				2014				2015				2016				2017				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>1 Strengthened the capacity of TCDD management</b>																					<b>350,000,000</b>
1.1.1 Conduct Institutional organizational capacity assessment																					10,000,000
1.1.2 Train staff on program development and implementation																					20,000,000
1.1.3 Develop and implement performance management system and plans																					15,000,000
1.1.4 Conduct Board training																					20,000,000
1.1.5 Develop and implement fundraising strategy																					5,000,000
1.1.6 Recruit information and communication personnel																					180,000,000
1.1.7 Procure office equipment																					100,000,000
<b>2 Empowered TCDD members to hold duty bearers accountable through poverty monitoring, advocacy and public expenditure tracking survey/system</b>																					<b>455,700,000</b>
2.1 Training of trainers workshop on issues relating to:																					42,000,000
2.1.1 Advocacy and lobbying																					40,000,000
2.1.2 Public expenditure tracking survey/system																					40,000,000
2.1.3 Public debt policies and development policies																					23,200,000
2.2 Poverty monitoring																					100,000,000
2.3 Awareness creation (sensitization) on different policies related to debts and pro-poor development?																					70,500,000
2.4 Produce Information, Education and Communication materials (I.E.C) i.e. Preparing education materials (popular version) on issues and programmes on public debt and pro poor policies																					80,000,000
2.5 Organize policy awareness and sensitization Seminars on different policies related to debts and pro-poor development																					60,000,000
<b>3 Strengthened the inter linkages, collaboration and information sharing between TCDD and its local, regional and partners</b>																					<b>393,000,000</b>
3.1.1 Develop and publish information materials on TCDD (leaflets and newsletters)																					100,000,000
3.1.2 Re-design and update TCDD website																					30,000,000
3.1.3 Participate in stakeholders forum national, regional and global level																					50,000,000
3.1.4 Conduct annual joint plans and partnership meetings																					30,000,000
3.1.5 Organize festivals																					28,000,000
3.1.6 Marking national and International events																					50,000,000
3.1.7 Joint Lobbying and advocacy on relevant issues																					40,000,000
3.1.8 Hold/host relevant National and International conferences																					45,000,000
3.1.9 Attend organized events such as seminars, conferences and meetings																					20,000,000

## TCDD GANT CHART 2013 - 2017

ACTIVITY	TIME FRAME																				ESTIMATED BUDGET
	2013				2014				2015				2016				2017				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>4 Influenced parliament, development partners and government to improve management of debt, aid, resources and monitor</b>																					209,000,000
4.1.1 Organize dialogue meeting with members of parliament																					30,000,000
4.1.2 4.1.2 Organize dialogue meetings with development partners																					30,000,000
4.1.3 4.1.3 Organize dialogue meeting with government officials (central and local government)																					25,000,000
4.1.4 4.1.4 Organize workshop for disseminating information of findings on issues and budget trucking to members of parliament, development partners and government with CSOs.																					30,000,000
4.1.5 4.1.5 Conduct consultative meeting on issues relating to public development such as public debts (whether increasing or decreasing companies to development level																					20,000,000
4.1.6 Prepare education materials (popular version																					74,000,000
<b>5 Debt and Aid Management Program</b>																					143,000,000
5.2 Conduct Research on Domestic and External Debt																					30,000,000
5.3 Produce Research reports																					5,000,000
5.4 Organize National Consultations/Validations workshops																					30,000,000
5.5 Conduct Malt Stakeholder Workshops																					10,000,000
5.6 Conduct country Advocacy/Lobby visits																					30,000,000
5.7 Produce Policy Briefs																					8,000,000
5.8 Hold dialogue with members of parliament and CSOs on debt crisis in the country																					30,000,000
<b>GRAND TOTAL</b>																					1,550,700,000

# Tanzania Coalition On Debt and Development (TCDD)

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## STRATEGIC DIRECTION

## VISION



Freedom from an unsustainable debt burden and abject poverty characterized by pro-poor people-centered development based on full participation of the people in policy-making, implementation and monitoring from the grassroots to the national level.

## MISSION

The Tanzania Coalition on Debt and Development, being a civil society platform committed to capacity building and mobilization for lobbying and advocacy for economic justice and pro-poor development seeks to campaign for sustainable foreign and domestic official debt and effective civil society involvement in the formulation and implementation monitoring of Government policies that impact upon the lives of poor people.

### KEY RESULT AREA 1:

TCDD Institutional Development

### KEY RESULT AREA 2:

Programs

### KEY RESULT AREA 3:

Promote and Sustain Networking and collaboration with other stakeholders

### KEY RESULT AREA 4:

Influencing decision makers to improve debt and aid resources

## TCDD STRATEGIC OBJECTIVES

Influenced parliament, development partners and government to improve management of debt, aid, resource and monitor

Strengthened the inter linkages, collaboration and information sharing between TCDD and its local, regional and partners

Empowered TCDD members to hold duty bearers accountable through poverty monitoring, advocacy and public expenditure tracking

Strengthened the capacity of TCDD management