



TANZANIA COALITION ON DEBT AND DEVELOPMENT (TCDD)



TCDD Strategic Plan 2018 – 2022

January 2018

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Abbreviations and Acronyms

ADB	African Development Bank
AFRODAD	African Forum and Network on Debt and Development
AGM	Annual General Meeting
BAKWATA	<i>Baraza Kuu la Waislamu Tanzania</i>
BoT	Bank of Tanzania
BRN	Big Results Now
CAG	Controller and Auditor General
CBO	Community-Based Organization
CSI	Civil Society Index
CSO	Civil Society Organization
DARTS	Dar es Salaam Rapid Transport System
D-by-D	Decentralization by Devolution
DC	District Commissioner
DSA	Debt Sustainability Analysis
FBO	Faith-Based Organization
FYDP	Five-Year Development Programme
GDP	Gross Domestic Product
GLGGA	Government Loans, Guarantees and Grants (Act 1974 Revised 2004)
HIPC	Highly Indebted Poor Countries
HSDP	Health Sector Development Programme
ICT	Information Communication Technology
KRA	Key Result Area
LGRP	Local Government Reform Programme
LSRP	Legal Sector Reform Programme
MDG	Millennium Development Goals
MEAL	Monitoring, Evaluation, Accountability and Learning
MKUKUTA	<i>Mkakati wa Kupunguza Umaskini na Kukuza Uchumi Tanzania</i>
MoF	Ministry of Finance (Now Ministry of Finance and Planning)
MP	Member of Parliament
MW	Mega Watt
NGO	Non-Governmental Organization
NSGRP	National Strategy for Growth and Reduction of Poverty
PETS	Public Expenditure Tracking System
PFMRP	Public Finance Management Reform Programme
PSSC	Parliamentary Social Service Committee
PSRP	Public Service Reform Programme
ROA-Africa	Reality of Aid in Africa
SAM	Social Accountability Monitoring
SDGs	Sustainable Development Goals
SEDP	Secondary Education Development Programme
SWOT	Strengths, Weaknesses, Opportunities and Threats
TANESCO	Tanzania Electric Supply Company
TAZARA	Tanzania Zambia Railways
TCDD	Tanzania Coalition on Debt and Development
TEC	Tanzania Episcopal Conference
ToT	Training of Trainers (sessions)
TZs	Tanzanian Shilling
YPC	Youth Partnership Countrywide

TCDD Steering Committee

The Steering Committee is the policy level organ providing oversight of the Secretariat. It is also mandated with powers of recruiting and firing members of the secretariat.



TCDD Steering Committee Meeting in Session

Acknowledgement

This strategic plan document represents invaluable efforts and contributions of many individuals and organizations who contributed towards the realization of this document. TCDD is committed to achieving its vision through the cooperation, collaboration and support of other stakeholders and its members. The vision is so critical in carrying out the mission activities towards the intended destiny. TCDD in partnership with stakeholders can move forward faster and reach greater achievements. On behalf of TCDD, I invite you to play a more active role in this partnership.

I am grateful to all, who in one way or another, contributed to the development of the TCDD 2018 – 2022 strategy. We thank the consultants for facilitating the process and for the job well done. To our member organizations, partners and stakeholders, we would like to see that your active participation in the developmental process is highly appreciated and reassures us of your even greater participation in the implementation, monitoring and evaluation process of the current strategy.



Peter Maduki
Chairperson
January, 2018

Executive Summary

This strategy document is an output of a series of workshops, meetings, consultations and reviews carried out by TCDD with partners, member organizations, community members and debt stakeholders in 2017. The retreat in Dodoma and a workshop in Zanzibar facilitated the Coalition’s institutional review that include Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; a political, economic, social and technological (PEST) environmental analysis together with a thorough revisit of the previous strategy (2013 -2017) evaluation report. The analysis provides valuable information on TCDD’s achievements, experiences and lessons learnt. The document articulates the strategy for the Coalition’s engagement for public debt management and pro-poor development in Tanzania.

Since its establishment in January 1999 TCDD, now with about 88 CSO members, is legally registered with Certificate No. 00NG0/0260 under the Non-Governmental Organizations (NGO) Act No. 24 of 2002. The Annual General Meeting (AGM), which is the apex organ of TCDD which is chaired by one of the permanent members elected by the AGM; which also elects the Steering Committee. A full-time Executive Director employed by TCDD is the Secretary to the Steering Committee and head of the staff team. Most of the Coalition’s programme work is done by member organizations. The TCDD’s vision is *“to see Tanzania free from unsustainable debt burden and abject poverty engaged in pro-poor, people-centered development characterized by full participation of the people in policy-making, implementation and monitoring from the grassroots to the national level.”*

Tanzania’s economic growth rate of 7% per annum is impressive for achieving the industrialized middle income status by 2025 as spelled out in the Development Vision. However, in spite of the growth rate coupled with the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) poverty has persisted. Besides, with population of 49.1 million growing at 3% per annum and public debt at 40% of GDP, it has become difficult to alleviate poverty¹. At the same time the country has been challenged with investing in bottleneck-releasing infrastructure; improving the business environment; increasing agricultural productivity and value addition; improving service delivery; to build a skilled workforce; and better managing urbanization, and focused long –term planning. TCDD believes, with a credible and realistic financing plan, the country’s fiscal and debt sustainability will be maintained.

Tanzania’s public debt has soared in recent years. The external debt rose by 140 per cent from Tzs. 12.4tri/- in 2011/12 to Tzs. 29.8tri/- in 2015/16. As of 2017 the Gross national debt stood at Sh. 50.8 trillion. The debt comprises loans from the multilateral /international organizations and bilateral creditors together with domestic debt owed to pension funds and financial institutions.

The local government system is based on political devolution and decentralization of functions and finances within the framework of a unitary state². However, the LGAs’ autonomy is curtailed by the central government. Thus, LGAs cannot determine their own policy priorities. Civil society in Tanzania is weak and still government has been suppressing it by enacting various legislations to restrict civil society activities, freedom of expression and access to information. Hence, the space previously claimed by civil society has been shrinking.

1 IMF (2016) IMF World Economic Outlook 2016

2 URT (1998) The Policy paper on Local Government Reform.

Despite all the above, Tanzania has an elaborate policy and regulatory framework which is quite enabling TCDD and other CSOs to carry out their activities in smooth atmosphere. The National Development Vision 2025, 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. One of its objectives is eradication of poverty and attainment of economic and social justice for all citizens irrespective of gender, race or creed. Goal 17 of the Sustainable Development Goals (SDGs) calls for ‘Multi-stakeholder partnerships, involving government, the private sector and civil society to form the “glue” that will hold the process together and ensure the incredibly ambitious goals are met³’. In this light, the government is not expected to leave CSOs behind.

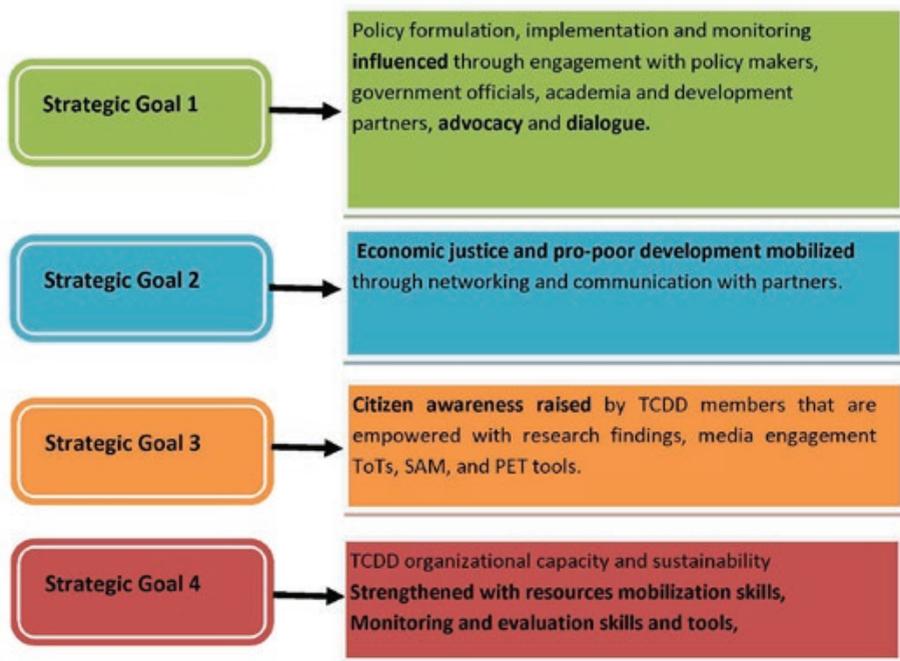
The institutional review revealed that the TCDD derives its strength from recognition by government as a registered NGO and as pioneer partner coalition bringing together four FBOs and over 80 CSOs with mutual trust, shared values in pursuit of the relevant agenda of National Debt. TCDD interacts and works in collaboration with the government, relevant Parliamentary Committees and development partners on issues related to public debt, poverty reduction and development. At the same time TCDD has weaknesses in the areas of intra-communication, Information Communication Technology (ICT), infrastructure and lack of a fund-raising strategy.

The Evaluation findings on the implementation of the 2013 – 2017 strategic plan indicated that the programme is still valid despite changed political environment. The Coalition has been working in collaboration with the Parliamentary Social Service Committee, and institutions involved in debt issues (incl. BoT, MoF). Other achievements by TCDD include –revealing through its research some gaps in debt legislation – GLGGA (1974 Rev. 2004).

The implementation of the strategy drew lessons which include: the power of evidence-based research in policy advocacy; benefits of engaging local government leadership; cost-effectiveness derived from working through member organizations; importance of raising public awareness, dialogue and information dissemination; the value of sharing experiences; and that debt and aid issues are increasingly being debated in the public domain with media support.

3 <https://www.weforum.org/agenda/2015/09/what-are-the-sustainable-development-goals/>

In implementing the current strategy, TCDD intends to attain its vision through the following Strategic Goals:



The engagement mechanism to be employed by TCDD will involve elements of information sharing (access to information) to ensure that stakeholders and the entire public are informed; ensuring that stakeholders and the community have voice to be able to participate in decision making on matters that affect their livelihood; being able to influence decision making structures at various levels; and should have access to use of sanctions (eg legislation or constitution) to enforce their demand for rights.

TCDD anticipates supporting the implementation of its strategic plan 2018 – 2022 with funds from traditional sources as well as sources to be determined after launching its resource mobilization initiatives. The initiatives will reduce dependence and it will make it possible for TCDD to expand operations to many more districts. The initiatives will include: introduction of project investments in buildings and land; initiating soft projects such as training and consultancy services; soliciting support from Steering Committee, establishment of fundraising department and TCDD members through carrying out joint projects.

1. Introduction and Background

1.1 About TCDD

TCDD is a formal coalition of civil society organizations (CSOs) 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 (equivalent to the board) comprised of 13 founder members from CSOs. TCDD has been using advocacy, networking and capacity building as key approaches in its programme for civil society and Members of Parliament (MPs) in Tanzania.

Launched in January 1999, TCDD operates legally with its written constitution and official registration Certificate No. 00NG0/0260 under the Non-Governmental Act No. 24 of 2002. The coalition has a total number of 88 active members. The door is open for any CSO 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 active members, is the apex organ of TCDD. It is chaired by one of the permanent member who is elected by the AGM. The AGM also elects a Steering Committee to oversee the management's functions. A full-time Executive Director employed by the TCDD is a Secretary to the Steering Committee and Head of the staff team. The TCDD's office is designed, as a matter of policy, in such a way that most programme work is done by member organizations to enhance ownership and sustainability.

1.2 Vision

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

1.3 Mission

TCDD, 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, implementation and monitoring of Government policies that impact upon the lives of poor people.

1.4 Values

Our core values which drive TCDD's operations and relationships; define what we should do or not; and help to elaborate what the coalition stands for, are expressed by the following set of values:

a) **Participation and inclusion;**

TCDD shall strive to ensure that all persons, regardless of their gender, age, socio-economic status or creed, get the right to participate in decision making on matters that affect them.

- b) **Gender equity and sensitivity;**
TCDD shall provide equal opportunities to both male and female, and where necessary shall apply affirmative action to promote equal socio-economic status between women and men.
- c) **Integrity and honesty;**
TCDD shall conduct its business within sincerity, honesty, truthfulness and completeness, and ensure trustworthiness and reliability.
- d) **Transparency;**
TCDD shall be transparent in all its operations and likewise, through partnership with stakeholders, and will strive to ensure information on debt and development is communicated to the public so that they understand their indebtedness.
- e) **Accountability;**
TCDD shall be accountable to the citizenry, government and all stakeholders in the ways of obtaining and use of resources.

1.5 Mobilization of CSOs and Networking

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

1.6 Affiliation

TCDD has long-term external partners who are ready and willing to work with TCDD 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.

Nearer home the network of local TCDD members and like-minded regional organizations provide a huge reservoir of knowledge resources that TCDD can easily tap into. TCDD's credibility to its members and the community at large, its positive reputation and good will with the Government and other partners, are intangible assets that will be fully exploited to make Strategic Plan 2018-2022 a success. Some of the networks to which TCDD is affiliated are – AFRODAD, erlassjahr.de – Entwicklung Braucht Entschuldung e.V (Debt Jubilee Germany) and Reality of Aid Africa Network (ROA AFRICA). AFRODAD has a goal to influence African governments to institute and implement policies and practices for sustainable development and eradication of poverty. The goal is addressed through three thematic foci as indicated below:

AFRODAD Thematic Areas:



During this Strategic Plan period, TCDD will not hesitate to join any important and relevant network or coalition with similar focus.

1.7 TCDD Organization Structure

In this regard, TCDD has two major levels of management. These are Strategic Management level, which is referred to as the Steering Committee, and Operational Management level which is referred to as the Secretariat. The remaining part of the structure is comprised of Member Organizations.

1.7.1 The Steering Committee and Annual General Meeting

TCDD being a registered coalition, AGM is the supreme organ in the organizational structure while the Steering Committee is a second organ in the apex responsible to policy making; and has powers of recruiting, firing the secretariat and provide oversight and policy guidance to the Secretariat.

1.7.2 The Secretariat

The Steering Committee has 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 better execution of programme 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.

1.7.3 Programme Management

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

1.8 Rationale for Development of the Strategy

The need for developing this strategy arose following the expiry of the previous strategy of 2013 – 2017. Also, the strategy has been developed to exploit the basic utility value of a strategic plan as a management and communication tool in an organization. As a management tool the strategy will guide TCDD to determine where it is now, where it intends to go and how to reach its destination. The strategy will be useful in balancing between Macro and Micro management; direct staff and allocate resources; manage activities; and measure performance. As a communication tool, the strategy will facilitate information sharing with stakeholders, promote future direction and market the TCDD. Besides, the rapid changes in the external environment context required updating the strategy so as to keep abreast with and address the changing demands.

1.9 The Strategy Planning Process

The process of developing this strategic plan started in January 2017 at a TCDD Retreat where an institutional review was conducted in an analytical way; i.e. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; a political, economic, social and technological (PEST) analysis were done together with a thorough revisit of strategy the evaluation report. A two- day workshop session was organized and conducted in Zanzibar to go through the recommendations from the Dodoma retreat session were analysed under guidance of the consultant. Generally, the strategy development process was highly participatory involving consultations with key stakeholders including – Steering committee Members, Member CSOs, other organizations interested in debt issues and a thorough review of reports by the Controller and Auditor General (CAG) on the debt situation. This plan presents the organization’s goals, strategies and activities to be carried out over the next five years. The strategic plan may be revised when deemed necessary based on the views and recommendations of annual reflections and Monitoring, Evaluation Accountability and Learning (MEAL) reports.

2. Situation Analysis: the Context

2.1 The External Environmental Scan

2.1.1 Tanzania's Economy and Development Planning

Tanzania's economy has been growing at the rate of 7% per annum which is impressive for achieving the industrialized middle income status by 2025 as spelled out in the Development Vision. However, in spite of the growth rate coupled with the National Strategy for Growth and Reduction of Poverty (NSGRP/ MKUKUTA) poverty has persisted. Besides, with population of 49.1 million growing at 3% per annum and public debt at 40% of GDP, it has become difficult to alleviate poverty⁴. Although statistics indicate that the poverty rate fell from 60% in 2007 to an estimated 47% in 2016, based on the \$1.90 per day global poverty line, about 12 million Tanzanians are still in extreme poverty earning less than US\$ 0.60 per day⁵.

Development plans are pegged on four phases of government plans, of which each has had its own focus. For instance, the 3rd phase focused on strengthening governance and decentralization by devolution (D-by-D), the 4th phase spent much energy to re-centralize government, promote agriculture through *Kilimo Kwanza* and the Big Results Now (BRN) quick win initiatives. The 5th phase government is focusing on markets, developing communication infrastructure to stimulate industrialization. Hence, most development plans have been focusing at short- rather than long-term sustainability gains.

2.1.2 Development Challenges

The prospects of the Tanzanian economy lean on investing in bottleneck-releasing infrastructure; improving the business environment; increasing agricultural productivity and value addition; improving service delivery; to build a skilled workforce; and better managing urbanization. Approximately 800,000 youth enter the labour force every year posing a challenge for jobs. Tanzania's second Five Year Development Plan 2016/17 - 2020/21 (FYDP II) is challenged with financing bottlenecks. The Big Result Now also experienced a financing gap of Sh. 2.9 trillion in its inception fiscal year (2013/14). Studies indicate that the BRN prioritized short-term gains against long-term sustainability⁶. Challenged with multiple projects, planned and unplanned, the current government pre-maturely abandoned the BRN programme that was initiated by the 4th phase government.

4 IMF (2016) IMF World Economic Outlook 2016

5 The World Bank IBRD.IDA (April 20,2017) Tanzania Overview at <http://www.worldbank.org/en/country/tanzania/overview>

6 Janus,H and Keijizer,N (2015) Big Results Now Emerging

TCDD believes, with a credible and realistic financing plan, the country fiscal and debt sustainability will be maintained. Lending institutions are still willing to avail funding. For instance, in March 2017 the World Bank expressed commitment to lend Tanzania \$2.4 billion as concessional financing and signed documents on other projects worth \$780 million for improving public infrastructure⁷. The projects include: construction of the 2,561-km standard gauge railway connecting Dar es Salaam port to land-locked neighbours, and other inland railway lines. Other projects include the TZs. 100 billion for construction of TAZARA flyover; the TZs.180 billion for Ubungo construction of roads intersection flyover; the TZs. 250 billion Kigamboni Bridge; Euro 180 million Dar es Salaam Rapid Transport Service (DARTS) project; and other projects. These are large projects which need external financing. TCDD's concern is not with the founding rationale of these mammoth projects but rather, with the management of the debt accrued from.

Chronic electricity shortages in 2011 and 2012 plunged the Tanzania Electric Supply Company (TANESCO) into a controversial debt of at least \$350m. In intervening for the problem of electricity, the government borrowed \$1.3bn for the Chinese-built 542km pipeline to bring natural gas from Mtwara to Dar es Salaam to upgrade power generation capacity to 3,000 MW. At the same time, China Merchants Group is planning to construct a \$10bn mega port in Bagamoyo although the new government's exact intentions are uncertain. All the above projects are necessary for Tanzania's intent to transform to a middle income industrialized nation. Considering Tanzania's weak financial capacity and the post-projects benefits, borrowing becomes rational. However, TCDD's concern stands on the origin of project ideas, whether all the projects are a result of formal long-term plans or not, prioritization of the projects, the manner of borrowing and management of debts consistent with the observations made by the Controller and Auditor General (CAG).

2.1.3 The Public Debt Situation in Tanzania

Tanzania's public debt has soared in recent years, attributed to increased borrowing to fund the persistent budget deficits, rollover of liquidity papers, new borrowings for various development projects and foreign exchange loss arising from a sharp depreciation of Tanzanian shilling against strong currencies. The external debt rose by 140 per cent from Tzs. 12.4tri/- in 2011/12 to 29.8tri/- in 2015/16. As of now (2017) the Gross national debt stands at Tzs. 50.8 trillion. The debt comprises loans from the multilateral /international organizations and bilateral creditors together with domestic debt owed to pension funds and financial institutions. It is no wonder that the CAG observed that at the current growth rate of the public debt, it was likely to double in the next five years and the government will continue to rely on borrowings to fund the national budget and development projects⁸.

7 Reuters (March 20, 2017), Ng'wanakilala Fumbuka at: www.reuters.com/article/tanzania-infrastructure-idUSL5N18G2GF

8 CAG (June, 2017) The Controller and Auditor General Audit Report for the 2015/16 Fiscal Year tabled in Parliament

Although the Debt Sustainability Analysis (DSA) results for 2016 showed public debt remained sustainable, its service to revenue ratio was nearly breaching the benchmark of 24%. The IMF report recommended strengthening debt management capacity and sustained reforms to public financial and investment management to preserve debt sustainability⁹. The public debt debilitates Tanzania's development financing capacity. For example, in the 2016/17 National Budget, most ministries received between 4% and 18% of their development budgets¹⁰. This testifies that implementation of development activities is hampered by the government's weak financing capacity as it spends much revenue in repaying local and external debts.

2.1.4 Local Government structures, powers, responsibilities and autonomy

Social and economic development processes should take place at the grassroots level where the communities are. Thus, the logic behind decentralization has been to bring decision-making closer to where things are happening and enhance people's participation. However, government in Tanzania has not been able to implement D-by-D. It failed to decentralize financial management and so weakening development activities at the local level. The central government has also taken over decision-making in LGAs by subjecting the Councils under control of District Commissioners (DCs) contravening both the constitution and the enabling legislation¹¹. The local government system is based on political devolution and decentralization of functions and finances within the framework of a unitary state¹². However, the LGAs' autonomy was curtailed by the central government. Hence, LGAs cannot determine their own policy priorities.

2.1.5 Civil Society Sector

Civil society in Tanzania is weak and is facing challenges of claiming space and mobilizing the public. State-CSO relations constitute an important component of civil society operations. Government in Tanzania, as in most of the East and Central African countries, is characterized by weak governance. Of recent, it has been undermining civil society by enacting pieces of legislation to restrict civil society activities, freedom of expression and access to information. Hence, the space previously claimed by civil society has been shrinking. Worth noting that to enhance good governance, a number of institutions have been established in Tanzania.¹³ Development organizations and CSOs have launched many interventions on social accountability¹⁴. The large number of social accountability interventions indicates the magnitude of the accountability failure problem in Tanzania.

9 IMF/URT (June 28, 2016) Staff Report for the 2016 Article IV Consultation, and Fourth Review under the Policy Support Instrument- Debt Sustainability Analysis.

10 Examples cited in the Budget Parliamentary sitting of May 2017 revealed that the Ministry of Industries and Trade received Sh. 7.6 bn/-, which is 18% of budgeted (Tzs. 42.1 bn/-); Ministry of Water and Irrigation received Tzs. 2.9 bn/- which is 8.4% of budgeted (Sh. 33 bn/-); Ministry of Agriculture Livestock and Fisheries Development received Sh. 3.3 bn/- which is 3.31% of budgeted (Sh. 101 bn/-); and Ministry of Environment received Sh. 1.2 bn/- which is 11.3% of budgeted (Sh. 10.9 bn/-).

11 Acts No. 7, 8, 9, 10 and 11 of 1982 as amended in 1999 and 2001 spell out clearly the powers, responsibilities and autonomy of LGAs.

12 URT (1998) The Policy paper on Local Government Reform.

13 The institutions include the ministry for good governance and political affairs, Prevention of corruption bureau (PCCB), Commission for Human Rights and Good Governance, Controller and Auditor General (CAG) and various oversight committees of the parliament. The government has also subscribed to the African Peer Review Mechanism in order to facilitate good governance and accountability.

14 They include - SAPT of Forum Syd; Act of DFID; SAM of Policy Forum; Citizens voice and Accountability of World Vision Tanzania; PATA of SNV Tanzania; Twaweza; Uwezo of TEN/MET; Mkakati Haki- Wajibu of ActionAid; PACT Tanzania's STAR - Strengthening Transparency, Accountability and Responsibility; Wajibika of USAID; and a myriad more of interventions.

The Civil Society Index (CSI) Project Tanzania Country Report by CIVICUS and Fordia found out that the growth of civil society in Tanzania is relatively slow, but consistent in values and impact¹⁵. The external environment where they operate is both, facilitative and constraining. The policy and regulatory environment needs further improvement since the sector is governed by different pieces of legislation.¹⁶ The main strengths of CSOs include establishment of umbrella organizations, coalitions, sector networks, alliances and consortia which promote joint advocacy efforts and information sharing. There is scanty recognition of CSOs by government including involvement in poverty eradication strategies, budget process, and in sectors reviews. TCDD is involved in reviews of legislation related to public debt management and receives audience of respective Parliamentary Committees. In order to facilitate grassroots organizations and their communities to channel their concerns to national policy making machinery, TCDD operates through member CSOs present at the local level.

2.1.6 Supportive Policy Framework

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, 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. One of its objectives is eradication of poverty and attainment of economic and social justice for all citizens irrespective of gender, race or creed. Goal 17 of the Sustainable Development Goals (SDGs) calls for ‘Multi-stakeholder partnerships, involving government, the private sector and civil society to form the “glue” that will hold the process together, and ensure the incredibly ambitious goals are met¹⁷’. In this light, government is not expected to leave CSOs behind.

¹⁵ The Civil Society Index (CSI) initiated and implemented by, and for, CSOs at national and international levels, in partnership with CIVICUS (World Alliance for Citizen Participation) together with the Concern for Development Initiatives in Africa (ForDIA).

¹⁶ The NGO national policy (2002); NGO Act number 24/2002; Societies Act (1954); Trustees Incorporation Act (1956); and Companies Act (2002).

¹⁷ <https://www.weforum.org/agenda/2015/09/what-are-the-sustainable-development-goals/>

2.1.7 Results of the PEST Analysis

Factors	Positive	Negative
Political	<ul style="list-style-type: none"> • National Development Vision 2025 • MKUKUTA II • MDGs (Now SDGs) • HIPC Conditionality (through MKUKUTA) to widen space for CSOs & Private sector • BEST and MKURABITA • Multipartism favors inclusive participation • Increased collaboration between : Decision makers, CSOs and policy makers • National Debt Policies which involve stakeholders 	<ul style="list-style-type: none"> • Instability of international political climate • Shrinking of civic space in Tanzania and Africa in general. E.g. Funding/ Political Administration/Suppression of the media-through the Statistics Act, 2016 and Media Services Act, 2016. • Gender marginalization persists • Centralization of decision making (Whither D-by-D?) • Use of legislation to suppress people's voice
Economic	<ul style="list-style-type: none"> • SDGs (No one should be left behind) • Vision 2025/ Five-Year Plan 2016 - 2021 (guide socio-economic development) • Economic integration e.g. EAC, SADC etc. • Presence of main Donor (Germany – Funding Agent) 	<ul style="list-style-type: none"> • Inadequate Finance to Fund the Budget • Lack of Fund Raising Strategy • Inadequate Relevant HR Competences • Single Funding Agent
Social	<ul style="list-style-type: none"> • Presence of Health Funds • Free Primary and Secondary Education 	<ul style="list-style-type: none"> • Slow transformation of society towards social accountability • Limited voice – community participation in decision making
Technical	<ul style="list-style-type: none"> • Existence of advanced media channels/ Electronic and print media/ Community and National Radios – enhance communication 	<ul style="list-style-type: none"> • Hacking and plagiarism of information • Use of technology in political suppression • Increased risk potential

2.1.8 The Internal Environment Scan

TCDD has a flat organization structure by design. The Secretariat consists of five staff – the Executive Director, a Programme Officer, an Accountant, Administrative Secretary and a Program Assistant Media. These are accountable to the twelve-member Steering Committee.

2.2.1 The TCDD SWOT Analysis Overview

TCDD derives its **strength** from recognition by government as a registered NGO and as pioneer partner coalition bringing together four FBOs and over 80 CSOs with mutual trust, shared values in pursuit of the relevant agenda of National Debt. TCDD interacts and works in collaboration with the government, relevant Parliamentary Committees and development partners on issues related to public debt, poverty reduction and development. It has taken at the

core of its mandate, capacity building for lobbying and advocacy for public debt management, good governance and pro-poor development.

TCDD's work at the local level is implemented by member CSOs in collaboration with LGAs and communities within the Coalition's framework. Its broad based membership brings together different outlooks, experiences and capacities that reinforce one another to form a strong lobby and advocacy platform with expertise in debt, pro-poor development, good governance and social accountability. The TCDD links and affiliates to external like-minded partner organizations like - the African Forum and Network on Debt and Development (AFRODAD) and Reality of Aid Africa Network (ROA-Africa) which are willing to collaborate and share a huge reservoir of knowledge resources to improve the lives of the poor and powerless in Tanzania. On the part of organization, TCDD has a robust, functioning organization structure, a Strategic Plan (periodically reviewed), human resource and financial management systems and the Membership Policy.

The SWOT analysis revealed that TCDD has weaknesses in the areas of intra-communication, information communication technology (ICT) infrastructure and shortage of some requisite competences at the Secretariat. TCDD has no fund-raising strategy to enable fund raising from local sources leading to dependence on partner funding making the TCDD's programmes unsustainable and extremely vulnerable. Besides, success stories and best practices achieved by TCDD have not been adequately documented and shared to enhance its goals and objectives. Also, some member organizations of TCDD have inadequate capacity to perform their mandate effectively.

3. Performance in Previous Strategy Period 2013 – 2017

3.1 Description of result areas for the 2013 – 2017 strategic plan

The strategic plan 2013- 2017 addressed three Key Result Areas (KRAs) as follows:

KRA 1: Institutional development- which aimed at having the capacity of TCDD management (steering committee and secretariat) strengthened in terms of programme and organizational management and improve financial status.

KRA 2: TCDD members empowered 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. Also KRA 2 aimed to have Parliament, Development Partners and Government influenced to improve management of debt, aid resources and monitor its effects on development and poverty eradication.

KRA 3: Having networking and collaboration with other stakeholders promoted and sustained through strengthened 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.

3.2 Relevance and validity of the programme

The Evaluation findings of the implementation of the 2013 – 2017 strategic plan indicated that the programme is still valid despite changed political environment with the onset of the 5th Phase Government. The programme drew its relevance from the fact that it complimented broader national policies (vision 2025, MKUKUTA I and II) as well as to enabled donors to see debt cancellation for improved service delivery to poor communities. At local level, with poverty monitoring teams formed in over 40 districts, TCDD has been a catalyst to development in the health and education sectors hence winning appreciation by LGAs.

The findings of evaluation revealed further that TCDD was the only debt monitoring institution in Tanzania to raise public awareness on public debt and citizens are now aware of per capita debt. During the 2015 General Election, many politicians used the TCDD agenda and findings for their campaigns. The TCDD has been working in collaboration with the PMSS Budget Committee, and other institutions involved in debt issues (incl. BoT, MoF) accountability initiatives like - PSRP; LGRP; LSRP; and Public Finance Management Reform Programme.

Other achievements made possible through 2013-2017 strategic plan, include revealing through research some gaps in debt legislation – GLGGA (1974; Revised edition of 2004); whereby, the Minister for Finance of URT was conferred authority to raise external and domestic loans; issue guarantees; and receive grants on behalf of the government. At national level, TCDD sought dialogue with the PMSS to enhance the awareness of the MPs on health and education sector dynamics; involve MPs in discussion and understanding of the MKUKUTA II structure and financing; and drew attention of MPs on the poor quality education in community secondary schools.

3.3 Effectiveness in implementation and achievement of objectives

The evaluation rated the implementation of the 2013-2017 strategy to be effective as evidenced by the poverty monitoring and budget tracking skills training seminars conducted for district-based CSOs in Dodoma in 2014. The training which attracted 48 CSOs had 48 participants, (20 of them - i.e. 42%) women. Over 50% of targeted CSOs were reported to be monitoring (MKUKUTA II) at local level (district / ward) independently-on the education and health sectors. Focus of the training also included, inter alia, research methods in poverty monitoring; planning and budgeting process at LGA levels; and raising awareness of SEDP and the Health Sector Development Program (HSDP). After training, all twelve (12) member CSOs who engaged in the poverty monitoring activities produced monitoring reports.

The evaluation further disclosed that the achievements gained by TCDD in implementing the strategy were attributed to the employment of appropriate strategies. TCDD, in the first place recognised that Community members being the recipients of services are better placed to assess the quality and effectiveness of the services. Due to the fact that Community members vote to elect leaders into power, and are better placed to press leadership for accountability and that organized communities and their CSOs and networks, become powerful with collective bargaining power. Therefore, TCDD went on to empower communities with knowledge, skills and tools for follow-up and monitoring (of income and expenditure) to hold government accountable.

3.4 Efficiency in resource utilization

The implementation of programme activities was reported to have been within focus of plans, objectives guiding performance and within planned timeframe. Much progress was recorded in – capacity building, networking, poverty monitoring, feedback, information dissemination/sharing, awareness raising, policy advocacy and lobbying, technical assistance in the field; and PETS implementation and follow-up. According to Audit Reports, TCDD expenditure for programme implementation was within budgeted limits. Similarly, Annual Progress Reports for the years 2014 and 2015 indicated spending did not exceed budget. As testimony, AGM (June 2016) commended the Secretariat for improved transparency in financial management.

3.5 Lessons learnt from strategy (2013-2017) implementation

The implementation of the strategy drew a number of lessons which included the following:-

- a) Evidence based research is a powerful tool in policy advocacy for change.
- b) Engaging with local government leaders is critical for influencing policy change and improves transparency and good governance.
- c) Implementing the program through member organizations is cost-effective and cultivates ownership of the program among them.
- d) Raising public awareness on domestic debt stimulates community concerns.
- e) Involving in dialogue and information dissemination, including publication and sensitization strengthens public awareness crucial for influencing change.
- f) Most CSOs require skills and knowledge for effective and efficient poverty monitoring and budget tracking.
- g) Cross learning and sharing of experiences between and amongst different networks (thematic and generic) adds value to the advocacy work.
- h) Debt and aid issues are increasingly being debated in the public domain with media support.

3.6 Programme sustainability

In order to enhance programme sustainability, TCDD trained CSOs at level of districts and equipped them with skills and knowledge on PRS monitoring and PETS. The trained CSOs received technical assistance/ backstopping and mentoring in the field according to their fields. In turn, CSOs trained and built capacity to communities. As the CSOs and their communities continue to engage local government, they will sustain the process as capacity developed and awareness raised will be there to stay. Also, working in close collaboration with local government contributes to the sustainability of achieved outcomes (e.g. elected leaders can formulate by-laws to support sustainability).

3.7 Issues arising from strategy implementation

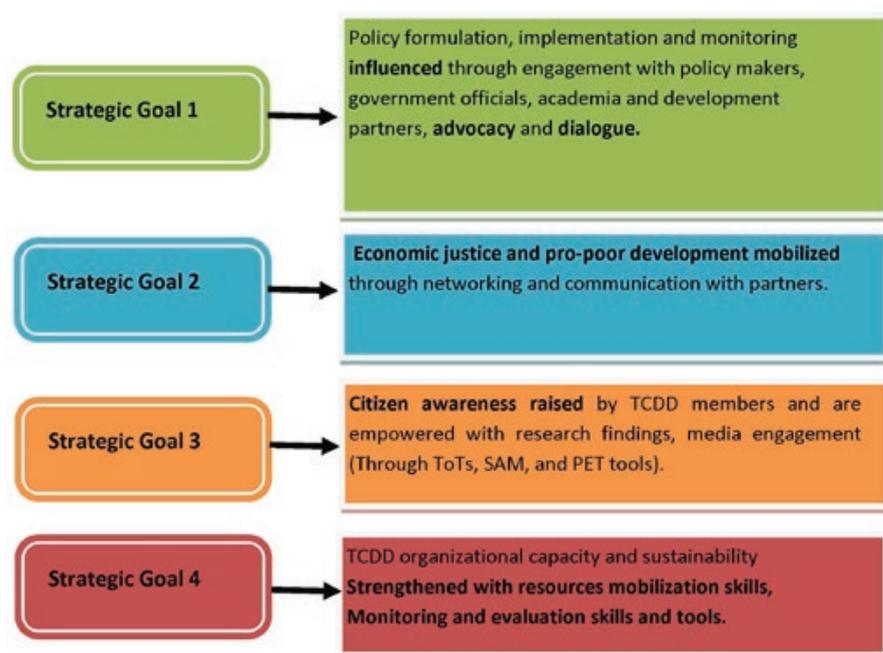
- a) **Benefits of research:** Research is crucial for generating evidence-based data for informing the public and influencing decision making at local and national level. Through research, TCDD revealed gaps emanating in the GLGGA (1974 Rev.2004). The TCDD has a strong knowledge base on public debt and poverty/ track record on PETS and SAM assessments/ Public Debt Research commissioned by TCDD eye opener to decision makers and politicians.
- b) **Dissemination of findings:** Training on Public Expenditure Tracking Surveys (PETS) has been carried out successfully in selected districts and training on Poverty Reduction Strategy reached member CSOs and who engaged in PRS monitoring. Service delivery has been improving in project geographical areas. However, copies of reports produced by TCDD on the assessments are very few hence cannot be shared with the community.
- c) **Securing District Collaboration:** Member CSOs have been facing challenges of securing cooperation, collaboration and information disclosure from local government authorities (LGAs) during monitoring sessions especially with the current political environment. Sometimes the LGAs pretend to doubt the authenticity of the CSOs involved in the process
- d) **Funding Constraints:** TCDD has been experiencing funding inadequacy. At the same time, most of its member CSOs are weak in terms of resources, organizational development and resource mobilization hence they are dependent to donations and support from the TCDD Secretariat in order to participate in national initiatives and conferences.

4. Strategic Framework: Goals, Objectives and Expected Results

Vision: The TCDD envisions - **Tanzania** free from 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.

To realize its vision, TCDD’s mission is to campaign for sustainable foreign and domestic official debt and effective civil society involvement in the formulation and implementation monitoring of public policies that impact upon the lives of poor people.

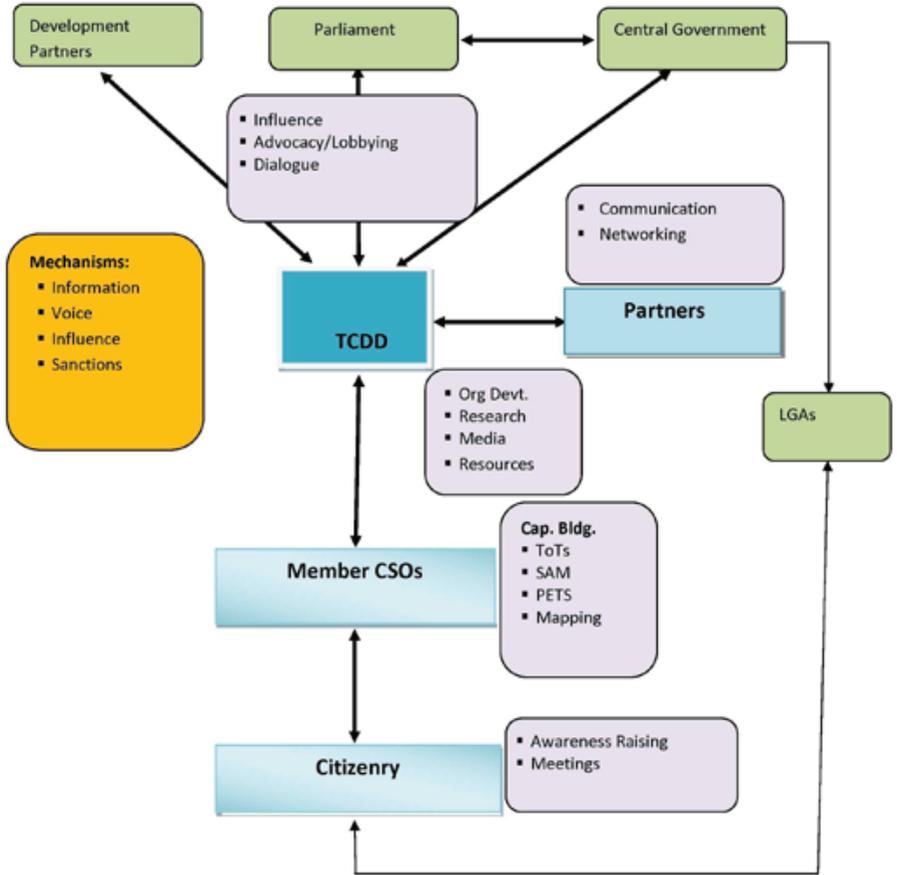
TCDD plans to attain its vision through the following Strategic Goals:



The engagement mechanism employed by TCDD will involve elements of information sharing (access to information) to ensure that stakeholders and the entire public are informed; ensuring that stakeholders and the community have voice to be able to articulate their concerns and participate in decision making on matters that affect their livelihood; being able to influence decision making structures at various levels; and should be able to use sanctions (eg legislation or constitution) to enforce their demand for rights.

Figure I below illustrates the details of the engagement strategies to be used by TCDD at various levels.

Figure I: The TCDD Engagement Strategies



4.1 Strategic Objectives of the Goals

4.1.1 Strategic Goal 1: Policy formulation, implementation and monitoring influenced through engagement with policy makers, government officials, academia and development partners, advocacy and dialogue

TCDD will strive to influence, advocate, lobby and campaign to push the government for action in the following areas:

- a) Influence legislation on establishment of a central public debt management office
- b) Influence the government that all public staff dealing with loan contraction and public debt
- c) Management is geared for effective delivery of their duties and responsibilities;
- d) Lobby with policy makers to strengthen the Government Loans, Guarantees and Grants Act 1974 (Rev. 2004) and other legal framework and structures that will be responsible for coordinating and managing public debt;
- e) Advocate to make public debt contracting processes transparent;
- f) Advocate and influence government to execute the CAG's Recommendations on each financial year on public debt;
- g) Advocate and influence government to conduct a Public Debt and Projects Audit
- h) Advocate policy makers and agitate public debt stakeholders to establish a nationwide public debt debate/dialogue; and
- i) Advocate and influence government that Parliament shall play the critical role of ensuring accountability in loan contraction and debt management processes.

4.1.2 Strategic Goal 2: Economic justice and pro-poor development mobilized through networking and communication with partners.

- j) Disseminate and share with partners, district councils, stakeholders and report back to the entire community the findings from the researches and monitoring conducted.
- k) Introduce talk shows on the community radio regarding all activities implemented by TCDD and the member organizations and findings after conducting the assessments; it has to buy air time from different community radios so as many ordinary citizens can access that information shared in the talk shows.
- l) Strengthen networking of like-minded partner organizations and coalition building.
- m) TCDD should advocate for loan contraction process and transparency, and participatory involving citizens and affected communities through giving them adequate time and information including purpose, terms and condition of the loan.

4.1.3 Strategic Goal 3: Citizen Awareness raised by TCDD members and are empowered with research findings, media engagement ToTs, SAM, and PET tools.

- a) Empower and capacitate TCDD members directly in dealing with the community and that are facing technically and financially difficulties. This intervention will be specifically in the areas of - Organizational Development, Planning, Fund raising/ Resource Mobilization, Financial Management and Proposal writing. .
- a) Continue empowering communities with knowledge, skills and tools for follow-up and monitoring (public expenditure tracking or Social accountability monitoring) to hold government accountable because it is community members/ recipients of services who are better placed to assess quality and/effectiveness.
- a) Raise community awareness on public debt and its relationship with poverty.

- a) Conducting Public expenditure tracking (PETS) on the current free education system.
- a) Member CSOs should engage with local government authorities to cultivate collaborative working relations.

4.1.4 Strategic Goal 4: TCDD organizational capacity and sustainability Strengthened with resources mobilization skills, Monitoring and evaluation skills and tools.

Under this goal, TCDD’s objectives will include:

- a) Develop a resource mobilization and research Centre for Accountability and Governance at TCDD head office to help sustaining organization activities, generate data and statistics necessary for the analysis of public debt and development issues. Such data will be more acceptable and effective to influence decision makers, politicians, scholars and the media; and to keep the public informed so they can have evidence-based voice. Also the Centre can be used to support training and consultancy services to be developed by TCDD and its members.
- b) Developing fundraising and communication strategies to enable TCDD to have focus on issues within its mandate
- c) Introduce projects for organization sustainability in areas such as buildings, land ownership, soft projects such as training and consultancy. This will reduce dependence and it will be possible for TCDD to expand operations to many more districts.
- d) Mapping of TCDD members to understand where they are, what are they doing, identifying their capacities their capacities and weaknesses so as to develop training based on their requirements.
- e) Build institutional capacity on Organizational Development and for its sustainability.

4.2 Plan and Budget Matrix of TCDD Strategic Plan 2018 -2022

Objective	Activities	Indicators	Assumptions	Budget (TShs.)	Timeframe (Years) 2018-2022			
					1	2	3	4
Strategic Goal No. 1: Policy formulation, implementation and monitoring influenced through engagement with policy makers, government and development partners, advocacy and dialogue.								
<p>Objective No. 1.1: TCDD will strive to influence, advocate , lobby and campaign to push MPs and the government for action in the following areas:</p> <p>i) To establish a central public debt management office and to train more staff to manage the proposed unified public debt office.</p> <p>ii) Lobby with policy makers to strengthen the Government Loans, Guarantees and Grants Act 1974 (Rev. 2004) and other legal framework and structures that will be responsible for coordinating and managing public debt.</p> <p>iii) To execute the CAG's Recommendations of each Financial Year on public debt.</p> <p>iv) To establish a nation-wide public debt debate/dialogue.</p> <p>v) Advocate and influence government that Parliament shall play the critical role of ensuring accountability in loan contraction and debt management processes</p>								
	1.1.1 Prepare research paper documenting arguments.	Research paper in place	There will be experts to prepare the detailed paper	20,000,000.00				
	1.1.2 Seek audience with relevant committee of the Parliament	Copy of communication with relevant MPs (physical/ electronic etc.) Name of contact person.	The relevant committee will have time to meet the TCDD team	18,000,000.00				
	1.1.3 Prepare logistics for the session with Committee of MPs	Copy of meeting programme, place and targeted participants	Resources will be available for holding the session.	95,400,000.00				
	1.1.4 Hold session with relevant Committee of the Parliament	Minutes of the TCDD meeting with the relevant Committee of Parliament	Quorum of the Committee will attend the meeting session.	95,400,000.00				

Objective	Activities	Indicators	Assumptions	Budget (TShs.)	Timeframe (Years)			
					1	2	3	4
Strategic Goal No. 1: Policy formulation, implementation and monitoring influenced through engagement with policy makers, government and development partners, advocacy and dialogue.								
	1.1.5 Establish links with individual like-minded MPs to stimulate arguments in Parliament sessions.	Names of MPs contacted and modality of engagement.	The will be like-minded MPs willing to support the TCDD course of action.	95,400,000.00				
	1.1.6 Follow-up agreement with the Committee of Parliament	Correspondence with the Committee.	The Committee will feedback progress.	95,400,000.00				
Total Goal No.1				419,600,000.00				
Strategic Goal No. 2: Economic justice and pro-poor development mobilized through networking and communication with partners.								
Objective No. 2.1: Disseminate and share with partners, LGAs, stakeholders and report back to the entire community the findings from the researches and monitoring conducted (in Kiswahili language).								
	2.1.1 Collect and compile information on public debt	Documented information and its sources	Debt stakeholders will collaborate to give information	84,000,000.00				
	2.1.2 Develop TV and Radio spots.	List of TV and Radio spots.	TV and radio stations will collaborate.	115,000,000.00				
	2.1.3 Hold press conferences	Subject and content of press conference	Members of the media will participate	40,000,000.00				
	2.1.4 Hold talk shows on community radios	Scripts of subjects discussed	Community radios will collaborate	25,000,000.00				
	2.1.5 Prepare public debt monitoring reports	Report documents in place	The partner CSOs will have capacity/ resources to prepare the reports	45,000,000.00				

Objective	Activities	Indicators	Assumptions	Budget (TShs.)	Timeframe (Years)			
					2018-2022	1	2	3
Strategic Goal No. 1: Policy formulation, implementation and monitoring influenced through engagement with policy makers, government and development partners, advocacy and dialogue.								
	2.1.6 Hold feedback meetings with stakeholders, LGAs and partners	Minutes of meetings and names of participants	The LGAs and other stakeholders will be available for feedback meetings.	120,000,000.00				
	2.1.7 Circulate public debt monitoring reports and leaflets to community members	Debt monitoring reports and leaflets circulated	The partner CSOs will have capacity/ resources to circulate reports and leaflets.	5,000,000.00				
Objective No.2 .2: To strengthen networking of like-minded partner organizations and coalition building.								
	2.2.1 Invite experts to prepare papers that give an update on public debt status in Tanzania	Quality papers on public debt in place	Experts will be available to develop the papers	30,000,000.00				
	2.2.2 Convene meetings with like-minded partner organizations and other public debt stakeholders	Meeting programmes Minutes of meetings List of names of attendants and their organizations	Relevant persons and organizations will attend the meetings	108,000,000.00				
	2.2.3 Share and circulate papers with public debt status regularly with debt stakeholders	Copies of papers circulated	Public debt stakeholders will express interest and react on the papers	75,000,000.00				
	2.2.4 Mark national and international events	List of relevant events	Communication about the events will come in well in advance to allow for preparation	216,000,000.00				

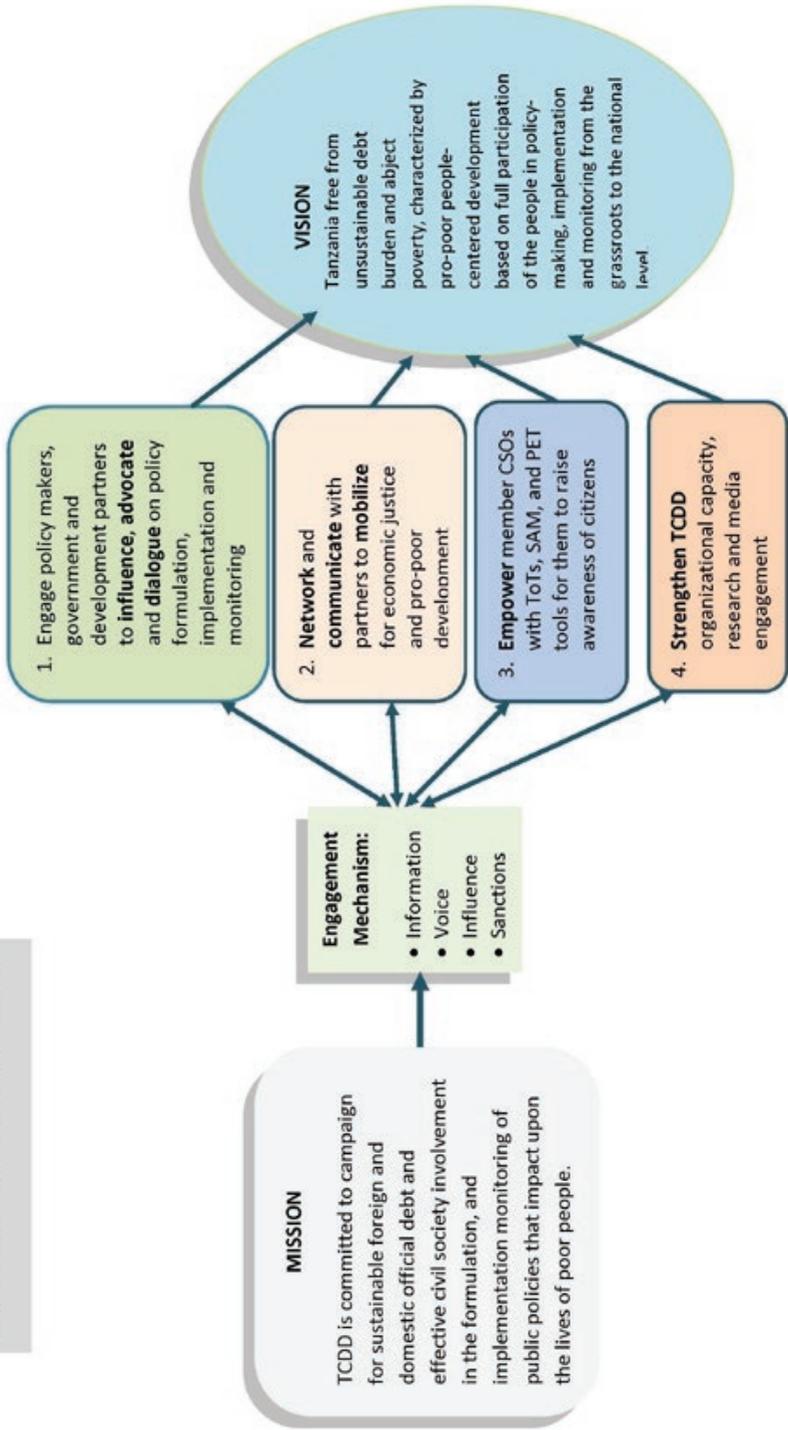
Objective	Activities	Indicators	Assumptions	Budget (TShs.)	Timeframe (Years) 2018-2022			
					1	2	3	4
Strategic Goal No. 1: Policy formulation, implementation and monitoring influenced through engagement with policy makers, government and development partners, advocacy and dialogue.								
	2.2.5 Host relevant national and international conferences	List of names of conferences	The obtaining political climate will allow for the conferences to take place	228,000,000.00				
	2.2.6 Attend relevant organized events (eg seminars, training sessions, conferences, workshops, meetings)	List of names of events and place where they were held	Invitations will come in well in advance to allow participation	45,000,000.00				
Total Goal No.2				1,136,000,000.00				
Strategic Goal No. 3: Citizen awareness raised by TCDD members and are empowered with research findings, media engagement, ToTs, SAM, and PET tools.								
Objective No.3.1 : To continue empowering Member CSOs with knowledge, skills and tools for follow-up and monitoring (income and expenditure) and raise community awareness on public debt and its relationship with poverty.								
	3.1.1 Conduct training sessions on poverty monitoring	Training schedule/ program List of participants	Member CSOs will secure collaboration from LGAs.	210,624,000.00				
	3.1.2 TCDD capacity building to its Members on government loans, public debts and how to carry advocacy	Training schedule/ program List of participants	Member CSOs will secure collaboration from LGAs.	192,000,000.00				

Objective	Activities	Indicators	Assumptions	Budget (TShs.)	Timeframe (Years)		
					1	2	3
Strategic Goal No. 1: Policy formulation, implementation and monitoring influenced through engagement with policy makers, government and development partners, advocacy and dialogue.							
	3.1.3 Backstop training in previous districts on poverty monitoring	Training schedule/ program List of participants	Member CSOs will secure collaboration from LGAs.	192,000,000.00			
a) Objective No.3.2 : To Empower and capacitate member CSOs in the areas of - Organizational Development, Planning, Fund raising/Resource Mobilization, Financial Management and Proposal writing.							
	3.2.1 Conduct member CSOs capacity needs assessment	The CSO capacity needs assessment report.	The needs assessment exercise will identify capacity building gaps.	79,200,000.00			
	3.2.2 Procure trainers to design and conduct the training sessions	Procured trainers' contracts.	Contracted trainers will deliver sessions appropriately.	16,000,000.00			
	3.2.3 Conduct training sessions	Training program List of names of trainees	Member CSOs will follow training sessions.	120,000,000.00			
				Total Goal No. 3			
Strategic Goal No. 4: TCDD organizational capacity, research and media engagement Strengthened.							
Objective No.4.1: To strengthen TCDD research capacity to generate data and statistics necessary for public debt and development issues.							
	4.1.1 Develop a research unit at the TCDD head office	Defined structure and space at TCDD office	There will be space and research expert to man the unit.	18,000,000.00			

Objective	Activities	Indicators	Assumptions	Budget (TShs.)	Timeframe (Years)			
					1	2	3	4
Strategic Goal No. 1: Policy formulation, implementation and monitoring influenced through engagement with policy makers, government and development partners, advocacy and dialogue.								
	4.1.2 Continue commissioning researches on public debt, social accountability and other relevant issues identified.	Research ToRs and Reports	Specialist researchers will be available	25,000,000.00				
	4.1.3 Publish and disseminate research findings	Published research reports	Debt stakeholders and the public will read and use the findings.	18,000,000.00				
Objective No.4 .2: To enhance TCDD communication capacity.								
	4.2.1 Invite expert to support in development of communication strategy	Consultant's report	Report will be of acceptable standards.	18,000,000.00				
	4.2.2 Prepare reports of the 5 Year National Development Plan Reviews	Implementation plan	Report will have given logical recommendations	25,000,000.00				
	4.2.3 Print reports	Printed reports	Printers will be available	65,000,000.00				
	4.2.4 Publish reports	Published reports	Publishers will be available	18,000,000.00				
	4.2.5 Hold steering Committee Meetings	Minutes of meetings	Members of the Steering Committee will attend	80,000,000.00				

Objective	Activities	Indicators	Assumptions	Budget (TShs.)	Timeframe (Years)		
					1	2	3
Strategic Goal No. 1: Policy formulation, implementation and monitoring influenced through engagement with policy makers, government and development partners, advocacy and dialogue.							
	4.2.6 Hold Annual General Meetings	Minutes of meetings	Members of the AGM will attend	125,000,000.00			
Objective No.4.3 :Strengthen TCDD institutional sustainability							
	1.1.1 Hold meetings with Board members to lobby for their support to investment projects	Schedule of meetings and agenda	The economic situation will allow Board members to support	36,000,000.00			
	4.3.2 Engage in consultancy assignments.	Marketing Strategy Implementation Plan	The New WAMA Marketing Strategy will attract customers/clients	32,000,000.00			
	4.3.3 Develop a fund raising/ resource mobilization strategy	Fund raising/ resource mobilization strategy ToRs	Experts for fund raising strategy will be available	18,000,000.00			
Total Goal No. 4				392,000,000.00			
Grand Total				2,782,424,000.00			

Fig. II: TCDD Intervention Logic



5. Financing and Fundraising

5.1 Financing TCDD

During the previous strategy period, the financing of TCDD programmes and administration had been done by a donor agency and TCDD local resources at the ratio of 85% and 15% of the total budget respectively. The local resources are comprised of annual contributions by member organizations. The contributions are at Tsh.100, 000/-per organization per annum. Hence, TCDD is 85% donor-dependent in its budget, which is a high risk financial position. In the current strategy period, TCDD will be engaged in a heavy resource mobilization initiative.

5.2 Potential sources of funds

TCDD anticipates supporting the implementation of its strategic plan 2018 – 2022 with funds from traditional sources as well as sources to be determined after launching its resource mobilization initiatives. The initiatives will reduce dependence and enable TCDD to expand operations to many more districts. These will include sources of funds indicated below:

- i) Projects introduced by TCDD for sustainability investing in areas such as buildings and land ownership.
- ii) Initiating soft projects such as training and consultancy services.
- iii) Contribution by member CSOs carrying out joint projects with the TCDD.
- iv) TCDD will empower and capacitate CSO members in the areas of - Organizational Development, Planning, Fund raising/Resource Mobilization, Financial Management and Proposal writing.
- v) Funds from donors, development partners and well-wishers.
- vi) Steering Committee - looking at how they can support and develop the organization say, in terms of outsourcing fund resource, access to land, office accommodation buildings and other assets.

5.3 Financial Management and Accountability

According to Audit Reports, TCDD expenditure for programme implementation during the entire period of the previous strategy was within budgeted limits. Similarly, Annual Progress Reports for all the years (2013-2017) indicated spending did not exceed budget. As testimony, AGM (June 2016) commended the Secretariat for improved transparency in financial management.

TCDD has developed strong financial systems and practices over time and seeks to conform to the highest ethical and technical standards. Principles of strict accountability and transparency have been stressed throughout, and steps taken to develop a shared staff ethic regarding the responsible use of resources. The staff in the Secretariat have received requisite training in the application of financial procedures and the principles underlying them.

Financially, during the current strategy period, TCDD will seek to demonstrate high impact in relation to its budget. Systems have been established to ensure full confidence in the integrity of financial management, and this will continue to be verified through independent audits by independent auditors.

5.4 Planning, Monitoring, Evaluation, Accountability and Learning (MEAL)

The current Strategic Plan will encourage implementing organizations to continually monitor and evaluate their performances. The primary and driving purpose for monitoring and evaluation is to measure progress and to enable the effective functioning, learning and development of TCDD itself. The annual work plan and review documents will also be shared with the TCDD Steering Committee, including stakeholders.

In the third year of implementation of the plan (i.e. 2020), TCDD will contract an external evaluator to conduct a review of implementation of the strategic plan. Following the review by the external evaluator, TCDD will have an opportunity to revisit the strategic document and address comments from the review report.

Apart from conducting a general evaluation of the institutional performance, another important task of the independent review will be to assess implementation of new objectives which had previously not been implemented by TCDD. Monitoring and evaluation of activities will be undertaken according to TCDD procedures within its structure and communication channels.

5.5 Sustainability

The sustainability of TCDD is highly promising with its member organizations found at the local level working with community members directly addressing issues that affect community livelihood. TCDD interventions were preceded by capacity building and creating awareness on debt and poverty issues to get member CSOs and their communities informed. In addition, they were exposed to research methods in poverty monitoring and to planning and budgeting process at municipal/district levels. The main objective was to enable CSOs to independently monitor MKUKUTA II and track budget at their districts. Besides training, the CSOs have received technical assistance/ backstopping and mentoring in the field. The trained district CSOs have also been training communities in poverty monitoring. These local CSOs have taken-up responsibility in monitoring poverty.

Under the current strategy period, capacity building of CSOs will continue beyond poverty monitoring (eg PETS and SAM) to include project proposal development and fundraising to enable them sustain their respective organization's activities. As this process takes root and CSOs and their communities continue to engage local government, there is all likelihood that the communities will sustain the poverty monitoring process.

Another factor affecting project sustainability is that, working close with local government contributes meaningfully to the sustainability of achieved benefits. While changing human behaviour and attitude is gradual and may take a long time, enforcements of compliance could be achieved by seeking close collaboration with elected leaders who after understanding the importance of poverty monitoring interventions can formulate by-laws to support sustainability of achieved benefits. In all districts where TCDD has been operating, local government authorities have collaborated. In fact, LGA staff from education and health departments were involved in the provision and discussion of service delivery information. This involvement is an indication of acceptance of the project by the government.

Notably, government relations with CSOs are bound to be amicable, collaborative and supportive because that is in line with Tanzania’s policy stance – The *National Development Vision 2025*, that 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. One of its objectives is eradication of poverty and attainment of economic and social justice for all citizens irrespective of gender, race or creed. Goal 17 of the Sustainable Development Goals (SDGs) calls for ‘Multi-stakeholder partnerships, involving government, the private sector and civil society to form the “glue” that will hold the process together, and ensure the incredibly ambitious goals are met¹⁸’. In this light, government is not expected to leave CSOs behind.

Programme sustainability also depends on the extent to which government policy will be influenced. TCDD will require enhancing communication of its activities with local government authorities and seek their collaboration and support because both are towing the same rope.

18 <https://www.weforum.org/agenda/2015/09/what-are-the-sustainable-development-goals/>

Annex I: Strategy Development Model

Strategy Development Guiding Model

1. Situation Analysis

WHERE ARE WE NOW?

- INTERNAL Environment
- SWOT Analysis
- EXTERNAL Environment
- PEST Analysis

2. Strategy Development

WHERE DO WE WANT TO BE?

- Vision & Mission
- Values
- Strategic Goals
- Objectives

3. Implementation Plan

HOW DO WE GET THERE?

- Action Plans
- Budgets

4. Performance Monitoring

ARE WE GETTING THERE?

- Monitoring
- Evaluation

Strategic Plan

Operation Plans

Performance Assessment



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