

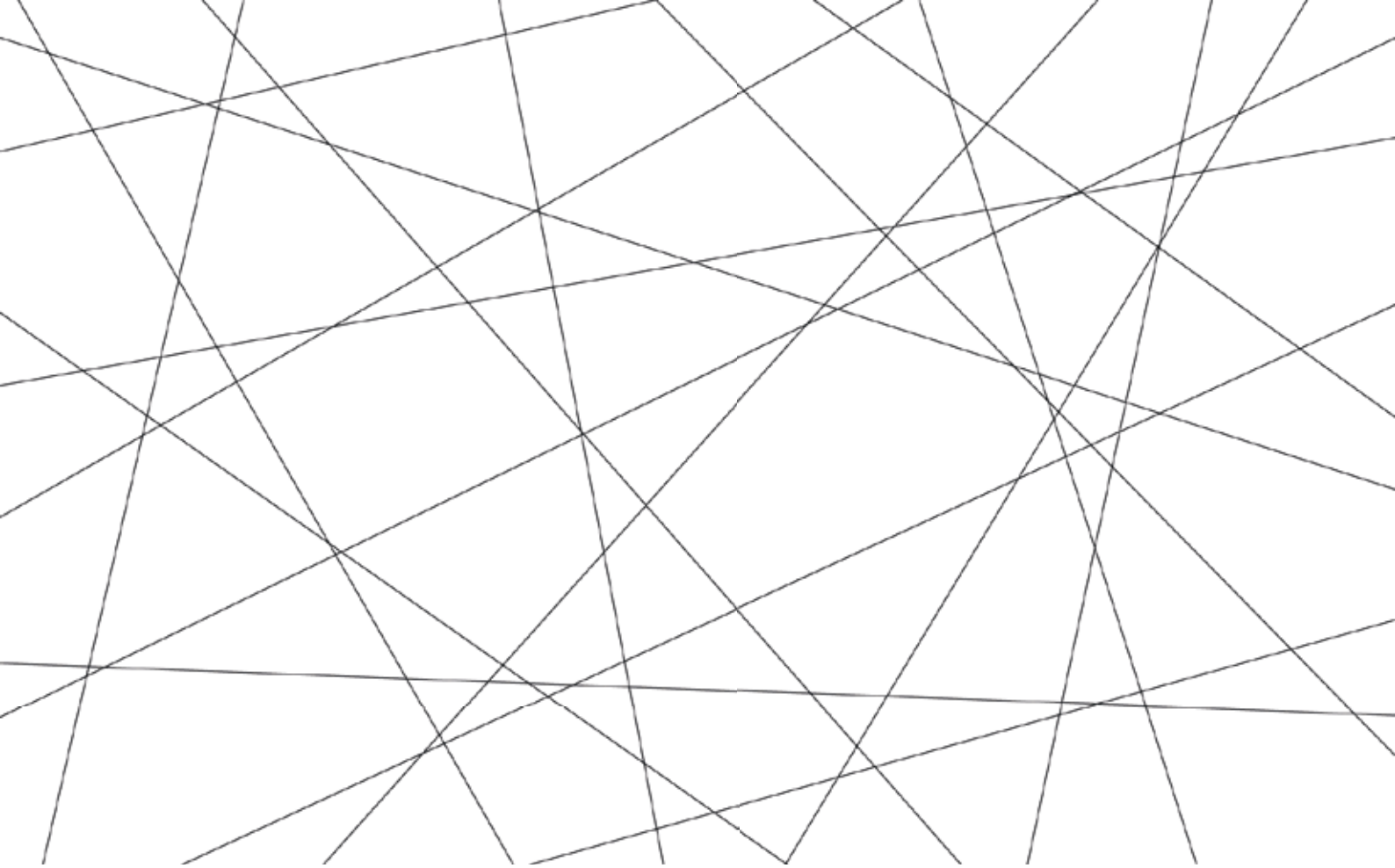


TANZANIA COALITION ON  
DEBT AND DEVELOPMENT  
(TCDD)

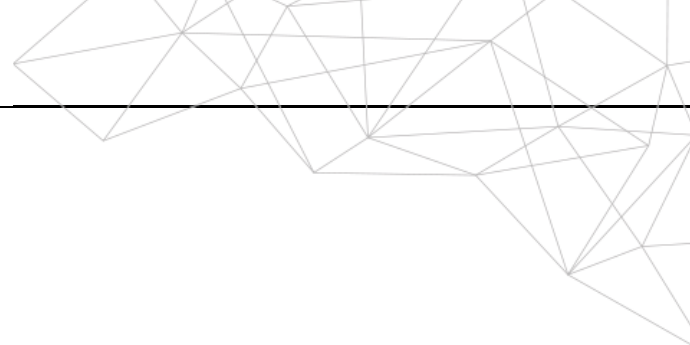


# TCDD STRATEGIC PLAN 2023 – 2027

May 2022



*Strategic Planning Meeting, 6th April, 2022 at Royal Village Hotel, Dodoma.*



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## Abbreviation

AfDB	African Development Bank
AFRODAD	African Forum and Network on Debt and Development
AGM	Annual General Meeting
BAKWATA	Baraza Kuu la Waislamu Tanzania
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
DRS	Domestic Revenues System
DRM	Domestic Revenue Mobilization
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	Mkakati wa Kupunguza Umaskini na Kukuza Uchumi Tanzania
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
TAZARA	Tanzania Zambia Railways
TCDD	Tanzania Coalition on Debt and Development
TEC	Tanzania Episcopal Conference
ToT	Trainers of Trainers
WB	World Bank
IMF	International Monetary Fund
LGAs	Local Government Authorities
PMSS	Prime Minister's Scholarship Scheme
URT	United Republic of Tanzania

## Acknowledgement

I am humbled to give my foremost appreciation and thanks to the Almighty Jehovah God, for giving me the opportunity to be part of the Tanzania Coalition on Debt and Development (TCDD) 2023-2027 Strategic Plan formulation process. I was not only privileged to be part of the Team, but more as the lead person and a consultant to ensure TCDD develops a good and a high quality informative Strategic Plan (SP) document.

Special acknowledgement goes to the Chairperson Tanzania Coalition on Debt and Development (TCDD) Mr. Peter Maduki who has provided valuable thoughts, direction and guidance during the data collection (research) and SP formulation period. Despite of his busy and tight schedules he provided time, space and energy to support what was necessary for the Consultancy work.

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I express my sincere appreciation to you all and may God bless you.

**Godfrey Benjamin Wawa**  
**Consultant. May, 2022**

## Executive Summary

Formulating a Strategic Plan is a highly technical and professional assignment, neither a one man's show or assignment. It requires effective participation and involvement of all key actors and stakeholders, who have a direct or indirect interest to have this Strategic Plan in place, as a guide and a management tool for the Organization. This is a necessary step in order to get their input, as a contribution to the SP formulation, and ensure ownership of the plan to the ones preparing it.

Preparation of the 2023-2027 TCDD Strategic Plan was not an exception of this. The process underwent all key steps and involved all key stakeholders with interest to the programme. The lead consultants used interviews, focused group discussions, dialogues, questions and answers' sessions and meetings with a number of partners, TCDD CSO Members, Management (Or Secretariat as it is officially referred too), and steering committee. This went hand in hand with in-depth desk review of programme reports, documents and evaluations. For those stakeholders, who couldn't be reached physically, by the consultants, mobile telephone call interviews to get their views and input were arranged.

As lead consultants, we are confident to say that, from the first step we started formulating this SP, the process was participatory, involving and inclusive, taking into account ideas, written inputs and contribution(s) from key stakeholders on debt and TCDD, CSO members. As

mentioned above a thorough and in-depth desk review of TCDD documents, reports and other key documents was done to get background information. We strongly believe that, this is an informed and well prepared SP, which will be an effective tool and a guide to enable TCDD achieve her set vision.

The ending TCDD Strategic Plan 2018-2022, advocated and pushed strongly for debt Public, and for all partner institutions within the government to reach the basic level of compliance on Public Debt Management. Moreover, it advocated strongly for the allocation of debt funds to finance the pro-poor programmes and projects. To some extent, this has been achieved, although a lot more is still awaiting to be done.

The intention of the new Strategic Plan is therefore to guide and assist the TCDD team and partners to be more focused, clear of what is to be done, and address gaps and weaknesses identified from the previous Strategic Plan (2018-2022). Another reason for the new SP is to lead and guide the move or shift from the traditional focus of TCDD on debt Public campaigns to Public Debt Management.

The 2023-2027 SP aims at strengthening the campaign in the remaining areas of the TCDD SP (2018-2022) and gaps identified, cement, and sustain further the good work done. This entails that, under the new 2023-2027 Strategic Plan, TCDD's major focus will be mainly on Public Debt Management, and to a lesser extend Debt Public Campaigns, as one way of ensuring

that, “always Public Debt is Manageable”, within the set international limits (meaning of lower risk), And most importantly the Loan/Debt solicited is spend on Pro-Poor Programmes/Projects to eradicate poverty and distress.

Furthermore, the new SP will improve upon the previous SP to continue engaging, advocating and lobbying the Government to be more accountable, transparent, and participatory in all dealings, especially in the area of debt. To ensure enough attention and push is given in the area of poverty eradication, for sustainable and improved livelihoods to all of our people.

The new Strategic Plan 2023-2027 will guide and enable TCDD to determine where it is now, where it intends to go and how to reach there (its main goal), and the resources needed to reach there. The coming Strategy will carry over from where the ending SP document ends and focus to balance between Macro and Micro management; direct staff and allocate resources; manage activities, and measure performance using monitoring tools.

Nevertheless, the 2023-2027 Strategic Plan Document will guide TCDD steering team, members and their debt stakeholders to the next level of celebrating more tangible results. The new SP Document will be more vibrant, focused and it will require serious commitment from TCDD and other involved stakeholders. Adding from above, the coming strategic plan will ensure focus, efficiency and effectiveness of the implementation process, plus professionalism of having few goal(s) / objectives, but with a bigger and a much felt impact, which is also sustainable. The strategy will ensure that, the hard earned resources, human and financial, are cost-effectively utilized to achieve the set goal and objectives.

It is our expectation that the new 2023-2027 Strategic Plan with carry-over from the already good work and foundation built through implementation of the previous SPs.



**Hebron Timothy Mwakagenda**  
Executive Director

The 2023-2027 Strategic Plan Document will guide TCDD steering team, members and their debt stakeholders to the next level of celebrating more tangible results.

In implementing the 2023-2027 Strategy Plan, TCDD intends to attain its vision through the following Strategic Goal: **To ensure that, Tanzania Debt and**

**Public Fund is Sustainably utilized for the development of the majority poor, transparently tracked, and shared in compliance with good governance.**



# 1. Introduction

## 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 advocacy and lobbying for pro-poor, deeper and quicker debt Public 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 engagement.

TCDD operates legally with its written constitution and official registration Certificate No. 00NGO/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 Public 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.

a) 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.

b) 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.

c) 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:

- 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.
- 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.
- Integrity and honesty: TCDD shall conduct its business within sincerity, honesty, truthfulness and completeness, and ensure trustworthiness and reliability.
- 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.
- Accountability: TCDD shall be accountable to the citizenry, government and all stakeholders in the ways of obtaining and use of resources.

## 1.2 Mobilization of CSOs and Networking

TCDD as a coalition 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.

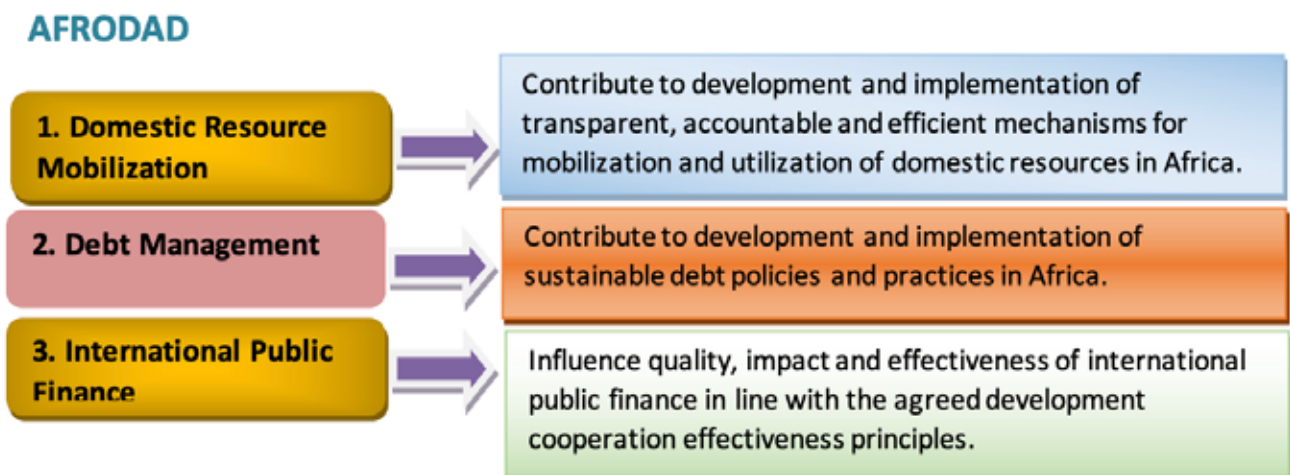
## 1.3 Affiliation

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 2023-2027 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 areas as indicated below:

**Figure 1.3 AFRODAD is African Forum and Network on Debt and Development**





**NOTE:** During the implementation period of this Strategic Plan, TCDD will not hesitate to join hands with any other like-minded and relevant network or coalition with similar focus.

#### **1.4 TCDD Organization Structure**

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 or CSOs.

##### **1.4.1 The Steering Committee and Annual General Meeting**

TCDD as a registered coalition has on top of her Organizational Structure, the Annual General Meeting (AGM), as the supreme organ in the hierarchy or TCDD organizational structure. Below the AGM we have the Steering Committee, as the second organ in the apex, responsible for policy making; and has powers of recruiting, firing the secretariat and provide oversight and policy guidance to the Secretariat.

##### **1.4.2 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.

##### **1.4.3 Programme Management**

TCDD will manage programmes resulting from the implementation of this Strategic Plan through the Secretariat which constitutes of Executive Director, Programme Officer, Monitoring and Evaluation 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.

#### **1.5 Rationale for Development of the Strategy**

The need to develop a new strategic plan for the period 2023-2027 arose from the reason that, the current Strategic Plan (2018-2022) is coming to an end December 2022. Apart of this reality, there other three critical events or ongoing activities, which are forcing TCDD to develop a new SP. These events are; the shift of TCDD main focus from Debt Public Campaign or cancellation to Public Debt Management. Secondly the need to move to Dodoma, the New Political Headquarters of Tanzania, where TCDD strategic partners and Debt stakeholders are based. The third event is the internal strengthening of TCDD and her operations, and branding of TCDD and her identity.

Allocation of debt funds to sectors which are not directly for pro-poor interventions or do not address poverty eradication, is currently a major concern, and an area which need to be looked upon. There is also concern of funds miss-management, misuse, and generally inadequate and questionable accountability and lack of transparency on the use of funds allocated.

Lack of transparency on use and allocation of funds to sectors which are not pro-poor, plus signs of misuse and misappropriation of these funds, has forced TCDD to consider shifting her focus to Public Debt Management. The new shift is to ensure that, Public Debt Funds is allocated purely to the Pro-Poor Interventions and used accountably to reduce or eradicate completely poverty and distress.

The new Strategic Plan will address the new shift of emphasis, through strengthening TCDD as an organization and her members, to effectively address the new focus on Public Debt Management and other economic challenges related to

this. And more importantly accommodate the move to Dodoma, the new political capital City of Tanzania, where most of our key stakeholders on Public Debt, the Government (policy makers), International Financial and Commercial Institutions are based.

In addition, the new strategy plan 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 and realities.

### **1.6 The Strategy Planning Process**

The process of developing this strategic plan started in early April 2022 at a TCDD

Annual General Meeting in Dodoma where an institutional review was conducted in a participatory and analytical way; looking at the organization's Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; this was done looking by at the current Political, Economic, Social and Technological (PEST) context or framework analysis. This went hand in hand with a thorough review of the current Strategy Plan 2018-2022. I also read and reviewed the TCDD, Poverty Monitoring, Accountability and Policy Advocacy January, 2017- December, 2019 Project Evaluation Report (Project No. A-TZA-2016-0366-Report done on June1,2019, Dar-es-Salaam, Tanzania).

A two- day workshop session and a one- day Steering Committee Meeting was organized and conducted at Royal Village Hotel Dodoma. A through Organizational review and that of the 2018-2022 Strategic Plan was done using the SWOT Analysis. The Internal and External Environment Context Scan was done. The process was facilitated by a Consultant using the four main questions; where are we now, where do we want to go, how are we going to reach there and how are going to know that we have reached there.



*Dodoma, capital City of Tanzania*

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. The list of interviewed CSOs, Steering Committee members is given as an annex of this Strategic Plan document.

The process went together with in depth desk review of TCDD documents, programme reports done, evaluation(s), researches and studies done and other reports and studies related with debt public campaigns and management.

This plan presents the organization’s goal, objectives, strategies and activities to be carried out over the coming five years (2023-2027). This 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.

## **1.7 Situation Analysis: The External Environment Scan**

### **1.7.1 Tanzania Economy and Public Debt Situation**

Just before the outbreak of the COVID-19 the Tanzania’s economy was growing at a rate of between 6.9 to 7% per annum. This growth was impressive for achieving the industrialized middle income status by 2025, as spelled out in the Development Vision. Indeed, Tanzania in year 2020/2021 was declared to be a lower Middle Income Country 4 to 5 years before the projected year of 2025.

However, this growth rate was slowed down to 4.8% in 2020/2021 due to the outbreak of COVID-19 Pandemic accompanied by lock down and closing of national borders, to prevent the spread of this pandemic. This marginal growth of the economy was made possible by the fact that, unlike her neighbors who closed their borders and imposed curfews and lockdowns to prevent movement of people to curb COVID-19 Pandemic, Tanzania didn’t impose lockdowns, but allowed businesses and movements to continue as normal.

Despite of these initiatives and deliberate steps taken to stimulate economic growth rate, coupled with the National Strategy for Growth and Reduction of Poverty (NSGRP/ MKUKUTA), poverty has persisted, and continued to be a hard nut to crack. With an estimated population of over 62 million, growing at 3% per annum and public debt at 40% of GDP, it has become difficult to alleviate poverty<sup>1</sup>.

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. Despite of all this TCDD believes, with a credible and realistic financing plan, the country’s fiscal and debt sustainability will be maintained.

<sup>1</sup> IMF (2016) IMF World Economic Outlook 2016

However, this may be hampered by the fact that, Covid-19 outbreak, natural disasters, economic failures and bottlenecks have forced the country to continue borrowing and relying more and heavily on loans and grants to fund the ongoing infrastructural and energy related mega projects like the Mwl Nyerere Hydro Electric Power plant, SGR and the Capital City shift to Dodoma.

Tanzania's public debt has soared in recent years. The external debt rose by 140 per cent from Tshs. 12.4tri/- in 2011/12 to Tshs. 29.8 tri/- in 2015/16, paused a bit and rapidly grew to 7706.6 Billion US Dollars October 2021, to US Dollars Billion 9249 and currently is estimated to be 9641 Billion US Dollars 2022, (over Tshs 77 Trillion) by November/ December 2021 (as per the Ministry of Finance Statement November 2021). The debt comprises of loans from the multilateral /international organizations and bilateral creditors together with domestic debt owed to pension funds and financial institutions.

The soaring of Public Debt calls for a continued TCDD Engagement on Public Debt Management and Debt Public campaigns for accountability purposes and to ensure that, the debt is used to finance prop-poor programmes and interventions. Again the need for continued campaigns on raising community awareness and their representatives for them to continue holding government to account of the debt funds spending to ensure accountability.

## 1.7.2 The Tanzania Country Political situation

The Tanzania local government system is based on political devolution and decentralization of functions and finances within the framework of a unitary state<sup>2</sup>. 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 closely watched and monitored by government. The Tanzania 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, especially the period 2015 to 2021.

However, with the passing away of the late president Dr. John P. Magufuli, March 17 ,2021, and the taking over of the presidency by Mama Samia Suluhu Hassan (the former Vice President of President of Magufuli), the situation is slowly improving with political leaders detained being released, banned newspapers and other media instruments like radios, online TVs allowed to operate again.

The new president has allowed the formation of political parties' secretariat or Task Force for reconciliation and harmony to start collecting opinions from the people (citizens) and political parties on how to improve the political harmony, tranquility and understanding in the country. Through this committee/task force there are new demands for a new constitution, more political space and free electorate committee.

<sup>2</sup> URT (1998) The Policy paper on Local Government Reform.

Despite of these bottlenecks and hurdles, Tanzania has an elaborate policy and regulatory framework, and with new government (Phase VI) in power, there are signs for having an enabling environment for TCDD and other CSOs to carry out their activities in a smooth atmosphere.

### 1.7.3 Tanzania Development Vision and Plans

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 met<sup>3</sup>'. In this light, the government is not expected to leave CSOs behind. Recently the government announced the five years' development plan (2021/2022-2025/2026). We expect the five-year development plan to activate and stimulate the economy back to the growth and focus, and address poverty eradication more effectively.

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

The implementation of the TCDD 2028-2022 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.

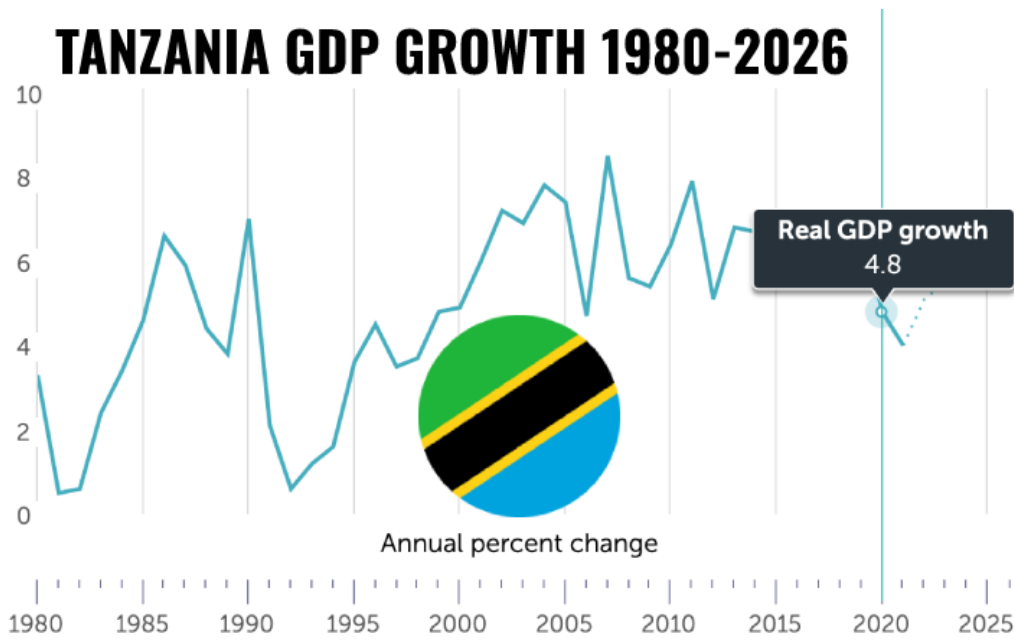
### 1.7.4 Tanzania GDP growth 1980-2026

According to the IMF, the real GDP of Tanzania grew by 4.8% in 2020, reaching USD 64.4 billion and is projected to be at +4.0% and +5.1% in 2021 and 2022, and 6.0% in 2026.

But the AfDB projects a slightly faster economic growth of 4.9% in 2022 and 6.3% in 2023. Tanzania Gross National Income (GNI) Tanzania's GNI per capita rose by 6.1% during the ten-year period 2010–2019, from USD 720 to USD 1,080.

Point to take note here: As a Consultant, I advise that, to avoid confusion or mix of any country economic data we provide, we have to always quote the source of data/information we are using. Normally we have three primary sources of information which provide data/information about Tanzania GDP, the General Country Economic status/performance, and Debt. The first source is the Government of Tanzania through the Ministry of Finance, the second source is the World Bank and lastly we have the International Monetary Fund (IMF).

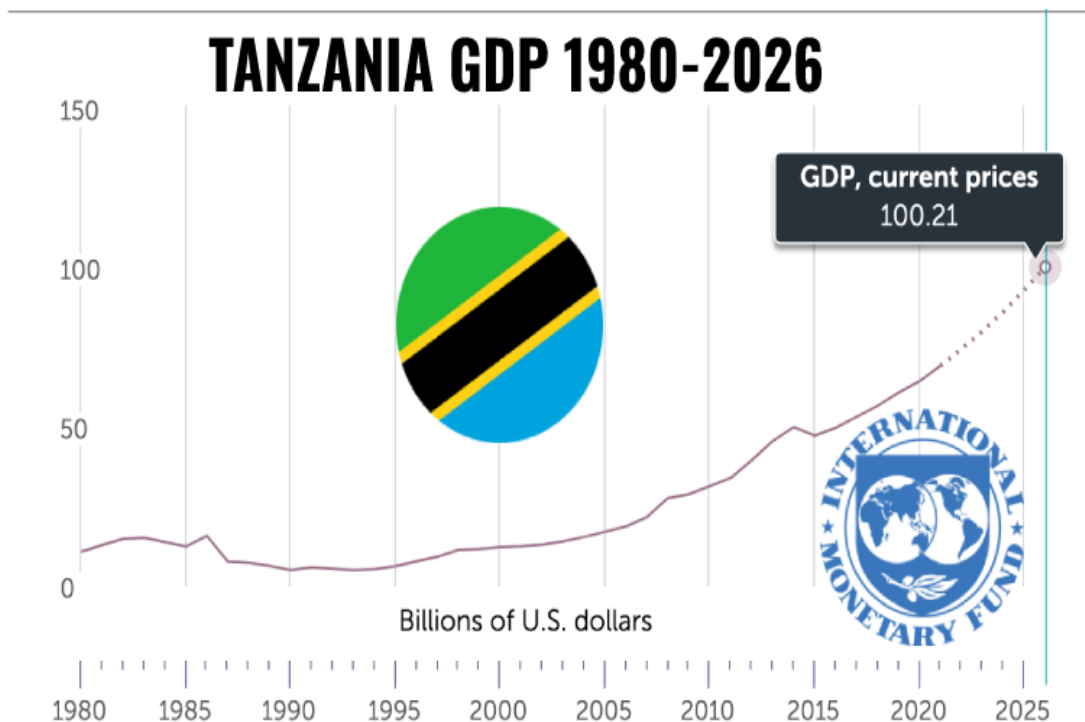
Figure 1.7.4



In 2019, Tanzania became a middle-income country with a GNI per capita of USD 1,080, against an average of USD 1,550 in Sub-Saharan Africa.

Source: <https://www.tanzaniainvest.com/wp-content/uploads/2021/10/Tanzania-GDP-growth-1980-2026.png>

Figure 1.7.4



Source: <https://www.tanzaniainvest.com/wp-content/uploads/2021/10/Tanzania-GDP-growth-1980-2026.png>

### 1.7.5 The Economy of Tanzania in 2020

The Economy of Tanzania in 2020 had an average real GDP growth rate of 6.3% over the past decade (2010-2019). Tanzania is among the fastest-growing economies in Africa and in the world. According to the IMF, the real GDP of Tanzania grew by 4.8% in 2020 reaching USD 64.4 billion versus USD 60.8 billion in 2019. The Fund projects a GDP growth for Tanzania of +4.0% and +5.1% in 2021 and 2022 respectively, and 6.0% in 2026. However, in its East Africa Economic Outlook 2021 report, the AfDB estimates that Tanzania's GDP will grow by 2.8% in 2021, and projecting a strong rebound for 2022 and 2023 with 4.9% and 6.3% economic growth respectively.

### 1.7.6 Tanzania Key Economic Sectors

According to the economic data included in the National Data of Tanzania Mainland of 2013-2019 by the National Bureau of Statistics, at current market prices, Services made the highest shares of GDP (40.0%) followed by Industry and Construction (31.1%) and Agriculture, Forestry and Fishing (28.9%) Notable sectors of the Tanzanian economy are tourism, mining, construction, agriculture, and manufacturing. In November 2020, President Magufuli announced that in the next five years its government will put great emphasis on key economic sectors, especially agriculture, livestock, fisheries, industry, mining, trade, and tourism.

### 1.7.7 The Economy of Tanzania in 2021

The African Development Bank (AfDB) projected Tanzania's GDP growth to remain stable at 6.4% in 2020 and 6.6% in 2021, subject to favorable weather, prudent fiscal management, mitigation of financial sector vulnerabilities, and implementation of reforms to improve the business environment. The IMF projects a GDP growth for Tanzania of +4.0% in 2021. The WB estimates a real GDP growth rate of 4.3% and a GDP per capita growth rate of 1.3% in 2021, following a 1.0% per capita GDP contraction in 2020. In April

2021, Tanzania's new president Samia Suluhu Hassan gave her first speech to the parliament, mentioning the priorities of the Sixth Phase Government in the next five years to reach a GDP growth rate of at least 8% yearly.

### 1.7.8 The Economy of Tanzania in 2022 and Beyond

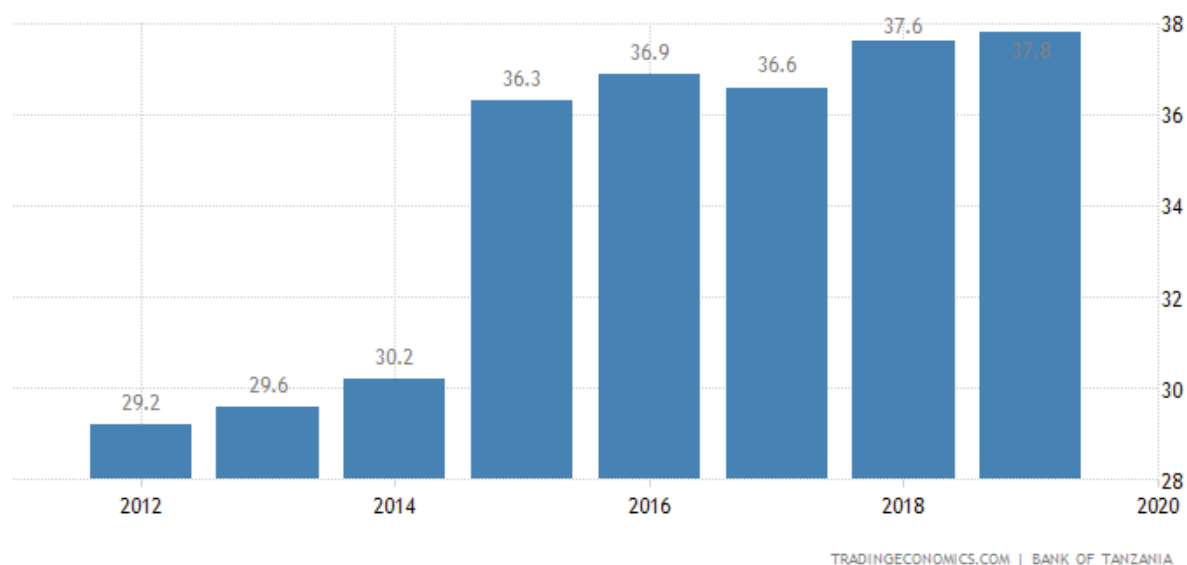
The IMF projects a GDP growth for Tanzania of +5.1% in 2022, and 6.0% in 2026. The WB, in its 17th Tanzania Economic Update (TEU), estimates a real GDP growth rate of 4.5–5.5% in 2022 and 6% over the medium term as exports and domestic demand recover from the Covid-19 pandemic. Nonetheless, Tanzania's vulnerability to the global pandemic remains high amid the slow vaccination rollout. The evolution of the pandemic and the pace of vaccination, both globally and domestically, will be the most crucial factors driving Tanzania's outlook. The government will need to strengthen its pandemic response in the short term while laying the groundwork for a private-sector-led recovery over the medium-to-long term. Read more at <https://www.tanzaniainvest.com/economy>

### 1.7.9 The Growing Risk of Debt Distress and Crisis in Tanzania

#### 1.7.10 Tanzania Government Debt to GDP

According to IMF and World Bank (WB) March 2022, Government's National Debt was 40% of the GDP, by March 2022, and this has increased to 9249 Million USD by January 2022, and her economic growth rate is not stable as it is projected to be between 4.5 to 5.5 %, and the Tanzania GDP grew by 4.8 in 2022 with the current population of Tanzania of estimated to be 62,889,028, and with an average population growth rate of 3%, based on the latest projections of United Nations (UN).

Tanzania recorded a government debt equivalent to 37.80 percent of the country's Gross Domestic Product in 2019. **source:** Bank of Tanzania

**Figure 1.7.10: Tanzania –Government –Debt by 2012-20 by Percentage**

Related	Last	Previous	Unit	Reference
<a href="#">Government Debt to GDP</a>	37.80	37.60	percent of GDP	Dec 2019
<a href="#">Government Budget</a>	-2.60	-1.40	percent of GDP	Dec 2020
<a href="#">Government Debt</a>	9641.50	9249.40	USD Million	Feb 2022

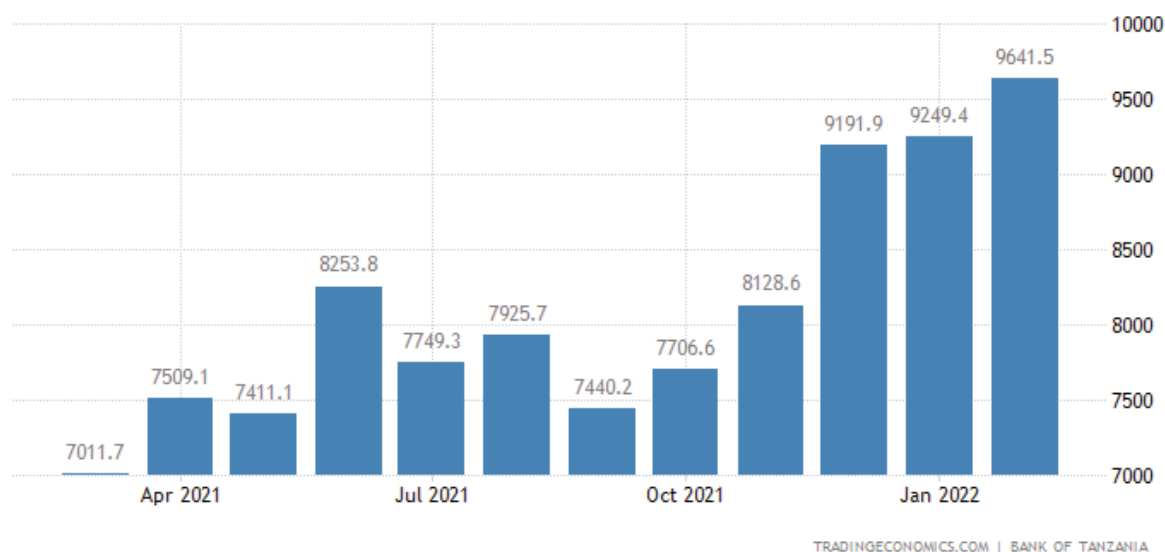
### Tanzania Government Debt to GDP

Generally, Government debt as a percent of GDP is used by investors to measure a country's ability to make future payments on its debt, thus affecting the country's borrowing costs and government bond yields.

Actual	Previous	Highest	Lowest	Dates	Unit	Frequency
37.80	37.60	50.20	21.50	2001 – 2019	percent of GDP	Yearly

Reference: <https://tradingeconomics.com/tanzania/government-debt-to-gdp>



**Figure 1.7.11: Tanzania –Government –Debt by 2022**

Related	Last	Previous	Unit	Reference
<a href="#">Government Debt to GDP</a>	37.80	37.60	percent of GDP	Dec 2019
<a href="#">Government Budget</a>	-2.60	-1.40	percent of GDP	Dec 2020
<a href="#">Government Debt</a>	9641.50	9249.40	USD Million	Feb 2022

Reference: <https://tradingeconomics.com/tanzania/government-debt>

## 1.8 Public Debt Concerns and Challenges

As of December 2019, Tanzania's total national debt amounts to USD 28.6 billion with external debt accounting for 78% of the total and domestic debt with 22%. Tanzania's external debt amounted to USD 22.4 billion (40% of GDP) in December 2019 representing a 6% YoY increase (2018: USD 21.06 billion). Tanzania's domestic debt amounted to USD 6.3 billion (11% of GDP) in December 2019 representing a 1% YoY decrease (2017: USD 6.2 billion). The Tanzanian Central Government is the largest borrower holding 78% of the country's external debt, followed by the private sector (21%), and public corporations (0.4%). The funds were allocated mostly to the transport and telecommunications sectors (27%), followed by social welfare and education (17%), and energy and mining (15%)

November last year, the Tanzanian Minister of Finance and Planning was quoted saying public debt was TZS 77.9 trillion (approximately equivalent to US\$ 35 billion) until August 2021. This figure could fund more than one fiscal year. However, Tanzania's steady economic growth rate of 7% per annum for the past decade is impressive for achieving the industrialized middle-income status by 2025 as spelled out in the Tanzania Development Vision 2025. Despite of the growth rate coupled with the Five Years National Development Plan (FYDP II-2016/2021) and now followed by FYDP III -2021/22-2025/26), poverty has persisted. Besides, with population of over 60 million growing at 3% per annum and public debt at 40% of GDP, it has become totally difficult to alleviate poverty.

Public debt is continuously on the rise in Tanzania. Debt agenda has drawn public interests and sometimes furious reactions, due to its importance to the economy and welfare of the people. This is because public debt repayment consumes about one-third of the total budget. Early this year, the Speaker of the Tanzania National Assembly, Honorable Job

Yustino Ndugai (MP) unexpectedly had to resign over his claim that “Tanzania risks being auctioned off” if the government continues with its current pace of borrowing from international lenders.

The former Speaker cautioned that repayment of the public debt is not in the best national interests. Instead of keeping on borrowing, he advised the government to plan new methods that will increase internal revenue collection capacity to fund development projects and initiatives. His caution and advice generated furious reactions from various government-leaning leaders including unprecedented rebuke from the President herself. President Samia Suluhu Hassan was quoted reiterating by saying “we will continue to implement projects with borrowed money in spite of efforts to discourage us from borrowing.” Ultimately the former Speaker took a decisive step to resign as he couldn’t face anymore the mounting criticisms against him.

The risk of debt distress in Tanzania is evident and has worsened, largely exacerbated by poor performance of tourism due to Covid-19 pandemic. This is according to the 17th Tanzania Economic Update, as released by the World Bank. As a result, it has led to borrowing of non-concessional loans from financial partners in order to keep the economy afloat. The risk that Tanzania might fall into debt distress has been already reaffirmed by the World Bank.

### **1.9 The Tanzania Debt Sustainability Analysis (DSA)**

The Debt Sustainability Analysis (DSA) is conducted in accordance with Regulation 38 (d) of the Government Loans, Guarantees and Grant Act, Cap. 134, which requires the Government to conduct DSA on annual basis. The main objective of the exercise is to evaluate the capacity of the country to meet its current and future debt obligations and guide the borrowing decisions in a way that balances gross financing needs with the ability to repay both in the present and in the future.

The Tanzania 2021 DSA has seen all external debt burden indicators continue to remain below the thresholds under the baseline, indicating that Tanzania’s debt remains sustainable in the medium and long-term. However, country debt carrying capacity has been impacted by the negative effects of COVID-19 pandemic on growth of the economy and slowdown of exports attributable to sizable decline in tourism receipts, such that under extreme external shock scenario there is limited capacity for the country to service external debt.

The Tanzania Composite Indicator (CI) is 2.92 according to the IMF Country Report No. 21/213 of September 2021. According to the CI score, the country’s debt-carrying capacity is reclassified from strong to medium performer, mainly attributed to the decline in CPIA and key macroeconomic variable such as GDP growth and exports of the country, and other external factor (world economic growth) due to negative effects of COVID-19.

This poses significant uncertainties in case of sudden external shocks, leading a country to a vulnerable position in terms of macroeconomic management. This call for dedicated intervention to further promote exports, coupled with effective implementation of tailored policies for socio-economic recovery from the effects of the pandemic for a sustainable macro-economic performance over the medium-term. In addition, directing loans to projects with relatively higher rate of return is critical to also minimize primary balance shocks and reduce liquidity risks (The United Republic of Tanzania-Ministry of Finance Planning; The National Debt Sustainability Analysis, November 2021).

Over the last ten years, resources allocated to local government have increased - year in, year out. This could be confirmed in annual budgetary allocations to pro-poor sectors, education sector included. While this positive trend is contributing highly to access to social services and high enrollments, Control and Audit

General (CAG) reports have established serious capacity constraints of some local government authorities contributing to public fund mismanagement at local government level. Recently, reports categorically cited inability of the Parliament to supervise and provide oversight to the government on public expenditure and procurement.

In addition, rampant corrupt practices, lack of transparency, financial misallocations, with fewer actions taken to hold accountable fraudulent economic actors, have increased the huge burden to taxpayers. It's high time for CSOs to wake-up and once again launch focused and strategic campaigns for debt Public, management and freedom. This should be coupled with efficient public debt management through transparency, accountability and unwavering policy advocacy.

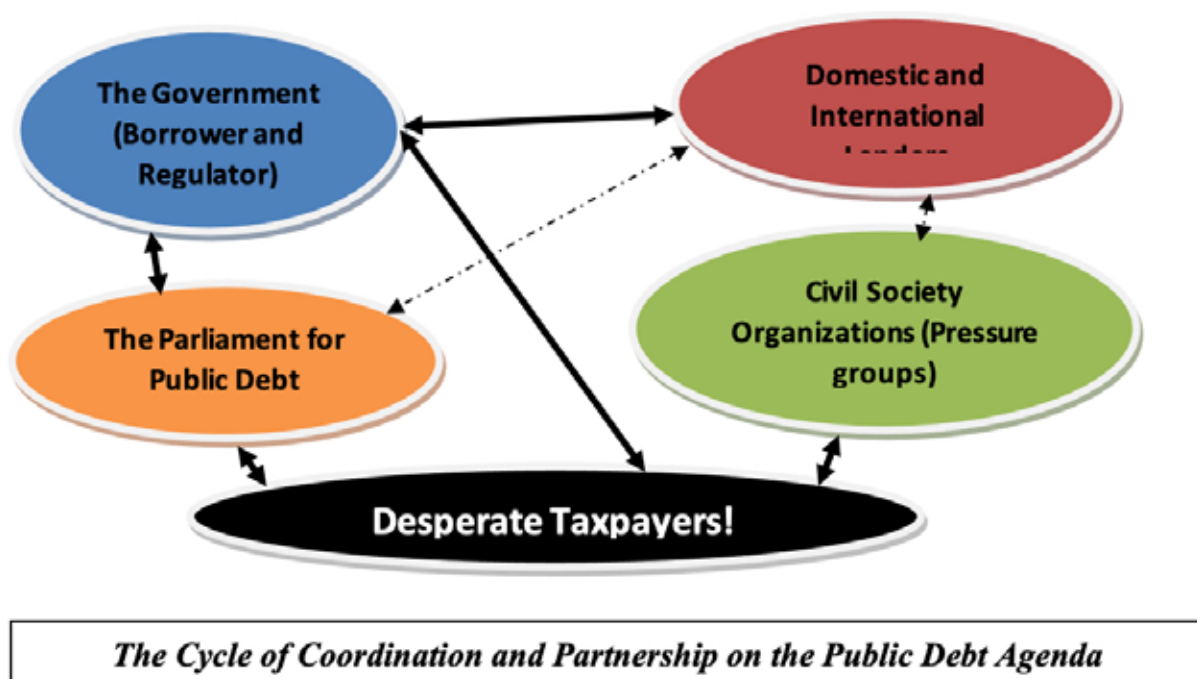
efforts of the Parliament, the government, CSOs and taxpayers, to come up with a common public debt agenda. A consensus has to be reached that requires the government, as a borrowing and regulatory body, to make radical, drastic and feasible measures on public debt sustainability.

On one hand, the Parliament has to provide a clear oversight on public debt while closely monitoring expenditures on social services and development projects, among other priorities. On the other hand, CSOs remain as crucial pressure groups to push forward the public debt agenda. At the same time, tax payers with a support of CSOs and the media, are curiously demanding and waiting for the returns of their money - hardly earned and painfully paid. Drawings below depict a cycle on how partners in the public debt agenda can meaningfully cooperate.

### 1.10 Consensus on the Public Debt Agenda

All concerns and challenges on public debt, call upon a clear coordination and concerted

**Figure 1.10: How partners in the public debt agenda can meaningfully cooperate**



### 1.10.1 Global Concerns Regarding Changes on Debt Architecture

A brochure produced by Brot (For a life of dignity - Strategy 2021+) narrates that the situation we are currently living in can be viewed from the Covid-19 pandemic which has accelerated a trend that had already begun with the financial crisis of 2008 - 2009. As a result, social inequality is picking up at high speed globally. But there are other challenges with regards to borrowing and servicing the public debt.

The debt architecture has changed drastically over 20 years since HIPC Public process. Therefore, there is a need for actors and stakeholders to start thinking and charting out the new rules and ways to face changes emerging from new lenders, including BRICS and private lenders, as opposed to bilateral lenders during HIPC. New elements of debt architecture have changed and pose new negotiations which are different from the traditional ways.

Although debt crisis is looming in different African countries, it serves as a wake-up call for civil society organizations in Africa and at global level to start preparation for another global campaign on debt cancellation or debt Public. The concerted move will cushion the effect of debt repayment which in effect most of the time tends to deny countries and citizens public financial resources they desperately need to fund development projects and social services.

#### 1.10.2 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 legislation. The local government system is based on political devolution and decentralization of functions and finances within the framework of a unitary state. However, the LGAs' autonomy was curtailed by the central government. Hence, LGAs cannot determine their own policy priorities.

#### 1.11.1 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. Development organizations and CSOs have launched many interventions on social accountability. The large number of social accountability interventions indicates the magnitude of the accountability failure problem in Tanzania.

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 impact. 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. 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.

### 1.11.2 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 met'. In this light, government is not expected to leave CSOs behind.

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- 4 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.
  - 5 URT (1998) The Policy paper on Local Government Reform.
  - 6 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.
  - 7 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.
  - 8 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).
  - 9 The NGO national policy (2002); NGO Act number 24/2002; Societies Act (1954); Trustees Incorporation Act (1956); and Companies Act (2002).

## 2. 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 Thirteen-member Steering Committee (11 Institutions, Plus the Chairperson and Secretary)

### 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.

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. Below is a figure 1.10.1 illustrates how the SWOT analysis works.

### 2.2 TCDD Organizational Capacity to attain her Vision

Our institutional review during the SP Formulation revealed that, the TCDD derives its strength from recognition by government, as a registered NGO and as pioneer partner coalition bringing together five FBOs and over 80 CSOs with mutual trust, shared values in pursuit of the relevant agenda of National Debt.

TCDD's work at the local level is implemented by member CSOs in collaboration with LGAs and communities within the Coalition's framework.

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 within its ranks and with the member organizations (CSOs), information communication technology (ICT), infrastructure, understaffed and lack of a fund-raising strategy.

The Evaluation findings on the implementation of the 2018 – 2022 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 and Finance Committees, 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) and Public Debt Management (2021 in collaboration with East Africa Budget Network through CSBAG Uganda financed by OSIEA). The research was titled Debt Transparency for social Financing in East African Countries (Tanzania Case). One objectives among three of this research was “engagement with decision makers to influence adoption of strategies and measures for effective debt management.”

### **2.3 Strategic Planning in Organizations**

Organizations live and thrive on strategy - their formulation and implementation. Formulation of the strategy for any organization is difficult but making the strategy work -implementing it throughout the organization is even more difficult (Hrebiniak, 2006). The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented as Noble (1999) notes.

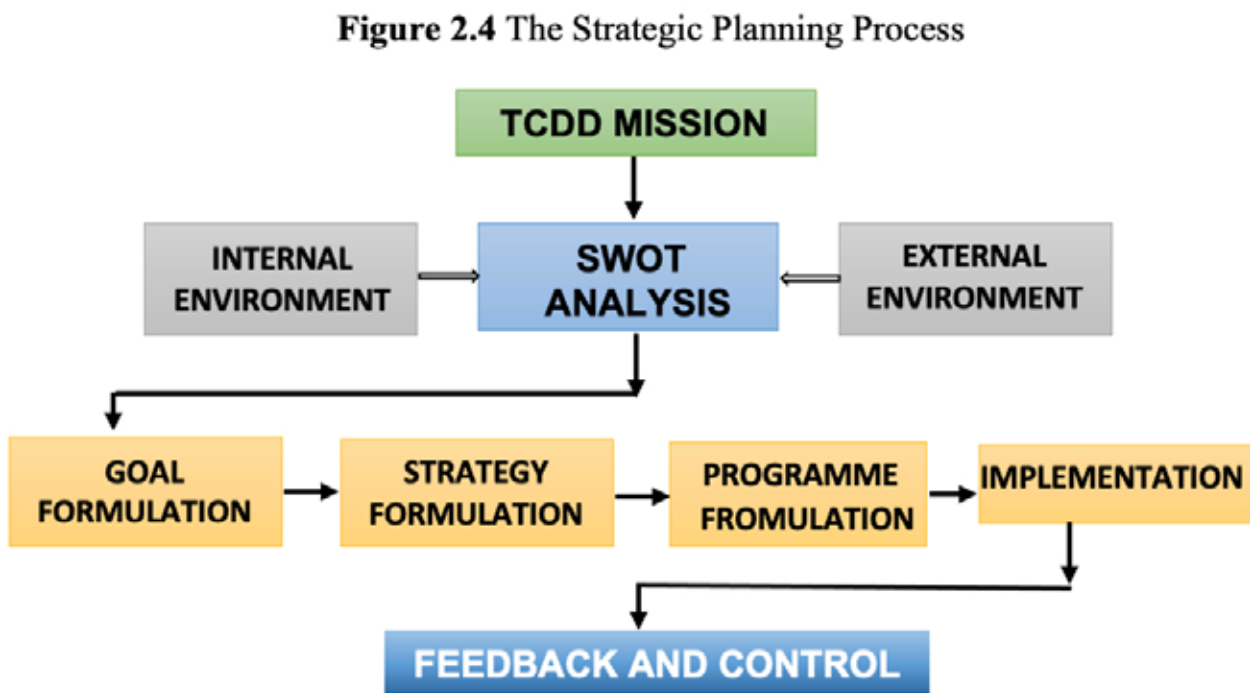
Planning is a vital part of any organization as it helps an organization chart a course for the achievement of its goals. Planning is deciding in advance what is to be done, when, where, how and by whom it is to be done. Planning bridges the gap from where we are to where we want to go (Koontz & O’Donnel, 1972). It includes the selection of objectives, policies, procedures and programmes from among alternatives.

A Strategy is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

A strategy is an overall approach, based on an understanding of the broader context in which you function, your own strengths and weaknesses, and the problem you are attempting to address. A strategy plan gives you a framework within which to work, it clarifies what you are trying to achieve and the approach you intend to use. Strategic planning functions as the “design” just as a blueprint functions as the “how” to build something.

### **2.4 Strategy Planning Process**

The strategic planning process begins with reviewing the previous strategic planning, and the current operations of the organization and identifying what needs to be improved operationally in the upcoming year.

**Figure 2.4 The Strategic Planning Process**

From there, planning involves envisioning the results the organization wants to achieve, and determining the steps necessary to arrive at the intended destination of success.

## 2.5 The Necessity for Strategic Planning

Organizations are systems having the same features yet aspects of these features can make these systems operate differently, at different times. All organizations have a management structure that determines relationships between the different activities and the members, subdivides and assigns roles, responsibilities and authority to carry out different tasks. They are open systems which affect and are affected by their environment (Cummings and Worley, 2009). These various components allow the organization to function in a particular way in order to achieve the overall objectives or strategies it has set out to achieve.

Strategic Planning is the life line of any organization, Institution or Company. It ensures the existence of the organization, company or institution. If you don't plan, you are planning to fail. If you want to

achieve your vision and carry out your intended mission successfully, planning and most importantly strategic planning is necessary and basic requirement for successful managers or CEOs. TCDD as an CSO/NGO is not exception of this. This is the reason why TCDD needs to plan strategically for the next phase starting 2023-2027.

The principal responsibilities of formulation include understanding the environment, defining organizational goals, identifying options, making and implementing decisions, and evaluating actual performance. Principally, strategic planning aspires to use innovative and diverse prospects of tomorrow, contrary to long-range planning, which optimizes for tomorrow the trends of today (Drucker, 1980). For strategies to be reached any organization needs to go through the strategic planning process.

A Strategy is formulated from the thoughts of the organization (the people within the organization). Thus, the process of decision making in order to formulate or make strategy is as important if not more



important. It is important to note that decision making is affected by numerous factors both internal (these may be perceptions or biases or a certain culture held within the organization) and external (these could be economic and political factors without or the environment). Making good decisions is a critical skill at every level (Drucker, 1980).

Strategic Planning can be defined as a systematic approach to developing long term plans to guide on organization over a period of time. The time frame may vary from one year to several. Strategy implementation on the other hand is the process of turning the above mentioned plans or strategies into actions that eventually lead to fulfillment of the overall objectives of the organization (Sage, 2010).

This document seeks to examine those relevant to TCDD, an organization that has been in existence since January 1999. The idea TCDD is a formal coalition of civil society organizations (CSOs) set-up to coordinate civil society participation in lobbying for pro-poor, deeper and quicker debt Public and/or total cancellation of debt and development for Tanzania. It is governed by the 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).

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 Public and pro-poor development in Tanzania to join the coalition. Early 2022, TCDD invested in a strategic planning workshop in Dodoma capital geared towards coming up with a better Strategic Plan for the period a period of five years (2023 – 2027). This drafting of a strategic plan enabled the organization to set up.

## 2.6 Main Goal and Specific

### Objectives&Engagement Strategies

#### 2.6.1 Main Goal

The Program Main Goal is to ensure that Tanzania Debt and Public Fund is Sustainably utilized for the development of the majority poor, transparently tracked, and shared in compliance with good governance.

##### 2.6.1.1 Specific Objectives

- Rising and deepening public awareness and stimulating debates to link debt issues with poverty reduction and development with research findings and media engagement (through SAMs, ToTs and PETs).
- Enhanced advocacy and Lobbying and Advocating for affordable, manageable and sustainable public debt levels, to accelerate inclusive development through improved governance, transparency and Accountability on debt use.
- TCDD and member organizations (CSOs) capacities strengthened on resources mobilization, fund raising, debt issues, human rights, gender equality, strategic advocacy, Monitoring and Evaluation.
- Policy formulation, implementation and monitoring influenced through engagement with policymakers, academia and development partners, advocacy and dialogue.
- Monitoring and Evaluation Strategies

**Figure 2.6.1.1 Goal and Specific Objectives & Engagement Strategies**

## 2.6.2 Engagement strategies

- 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 is informed; ensuring that stakeholders and the community have voice and space to participate in decision making process on matters that affect their livelihood; being able to influence decision making structures at all levels and platforms, from the grassroots' to the National level ; and should have access to the use of sanctions (e.g. legislation or constitution) to enforce their demand for rights.
- TCDD will continue meeting and engaging the government (policy makers), legislators and development partners using clergy (Senior Muslim and Christian leaders), and other senior religious leaders in dialogues, lobbying and advocacy engagements with the government over debt and public fund use issues. In Tanzania Religious leaders are highly respected by the government and citizens. Any word spoken by them is given a serious attention by the both government and citizens. TCDD will enable and strengthen the religious leaders' capacities to effectively engage the government, legislators, development partners and international financial Institutions.
- TCDD anticipates supporting the implementation of its strategic plan 2023 – 2027 with funds from the traditional sources existing, as well as new sources to be determined after launching its resource mobilization and fund raising initiatives. The initiatives will reduce dependence and it will make it possible for TCDD to expand operations to many more districts, and soliciting new members.
- TCDD will continue planning and conducting researches and studies in debt, debt management, internal revenue collection mechanisms, use of public funds and other areas related to debt and revenue collection (especially in expanding the taxes payers' base). This will be done in order to enhance government programmes and efforts in eradicating poverty. Tanzania has one of the lowest taxes payers base among the East African countries.

- To ensure Organizational Sustainability and continuity TCDD is planning to initiate a number of projects for generating money, for sustainability purposes, these will include: utilizing her land in Dodoma for building a Conference Hall, that will be used for TCDD meetings and hiring by other actors for fund raising purposes and a Resource Centre.
- Other projects will include, soft projects such as training and consultancy services; soliciting support from Steering Committee, establishment of fundraising department, adding new staff and TCDD members through carrying out joint projects with other actors in the field of debt



### 3. Data Collection Methods

In this study Consultants used more of qualitative data. Qualitative data is descriptive rather than numerical, and it looks for context — it's about people's perceptions and lifestyle. We gathered it to understand the reasons and motivations that drive certain behavior among individuals. For example, our qualitative data revealed what TCDD team think and want, likewise TCDD SC members' feelings and opinions about the organization, and we used their feeling, and opinions to determine why TCDD stakeholders, SC said what they said and their sensitivity if no strategy to minimize the anticipated risk in future.

Due to the importance of qualitative data collection methods, we used more qualitative where respondents/ participants answered open-ended questions and shared some detail as they'd like. Some of the data collection methods used include;

- One-on-one interviews. Interviews are one of the most common qualitative data-collection methods, and they're a great approach when you need to gather highly personalized information.
- Open-ended surveys and questionnaires which allowed participants to describe what they want to say about certain things
- Focus group discussions which involved a group of individuals and they responded to questions openly.
- Observation method of data collection involves seeing people in a certain setting or place at a specific time and day. Essentially, researchers study the behavior of the individuals or surroundings in which they are analyzing and we used participant-based research and they were not controlled, spontaneous style.

- Desk reviews, critically and analytically going through TCDD Documents, annual reports, publications, evaluation reports and reviews and other documents from Secondary data (GOT, IFM, ADB and World Bank etc.)
- We also used a case study which a data collection method in which in-depth descriptive information about specific entities, or cases, is collected, organized, interpreted, and presented in a narrative format.

By using the above mentioned methods, Consultant(s) were able to obtain real information what is going on within TCDD, where they want to go and a choice of the best strategy on how to arrive there. For example; concerning the moving TCDD office to Dodoma, focus to Public Debt Management, we had good discussions through these methods about what the people feel and what they want to happen.

#### 4. Definition of Key Terms

##### 4.1 Organization

An organization is a system of interdependent actors who collectively share the same goals towards creating and obtaining worth through their interactions (Sanchez and Heene, 2004)

##### 4.2 Organizational Growth

Organizational growth refers to a business that generates significant positive cash flows or earnings, which increase at significantly faster rates than the overall economy (Roberts, 2004).

##### 4.3 Strategy

A strategy is a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it does, and why it does it (Nickols, 2012).

#### 4.4 Strategy Planning

Strategic planning is a tool for organizing the present on the basis of the projections of the desired future. Thus, a strategic plan is a road map to lead an organization from where it is now to where it would like to be in five or ten years (Mintzberg, 1994).

#### 4.5 Strategy Implementation

Strategy implementation describes the concrete measures that translate strategic intent into actions that produce results (Harvard Business Essential [HBE], 2005).

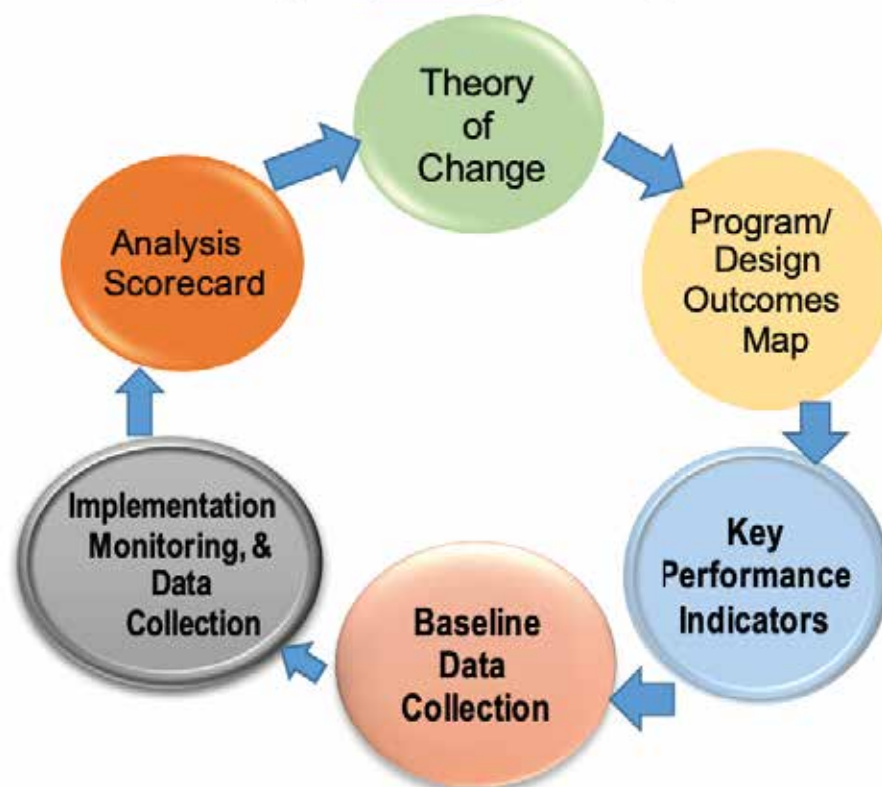
#### 5. Theory of Change

A theory of change articulates how we believe change will happen, and as a result, how we plan to invest time and resources to contribute to that change. Thus, much of the time we use the term theory of change, we are trying to unpack how a given organization anticipates bringing about a desired change. In its simplest form, a theory of change can be summarized using a series of statements; i) the current

state (the if statement), ii) the planned intervention (the and statement), iii) the expected outcome (the then statement). These statements linked together test logical connections and communicate an organization’s or initiative’s focus, plan, and ideal outcome in a concise, comprehensible way.

Consequently, having a well-articulated theory of change is crucial to creating change. A great way to illustrate why starting with a clearly defined theory of change is necessary is by applying it to a granting program. The aim of many of our clients’ granting programs is life change, which is often interdisciplinary and complex. No life exists in a vacuum; all of us are part of broader eco-systems that have multiple dimensions: social, economic, and public health, among others. Without clarity on the long-range expectations for progress in a theory of change (the then statement), determining a program’s key performance measure is not feasible—and determining efficacy at a high-level becomes an ambiguous and subjective exercise.

Figure 5. Theory of Change circle



## 5.1 Reasons for Theory of Change and its Benefits

- It creates the foundation for your grant-making strategy: It is always recommended that organizations articulate their theory of change before all else to avoid lack of clarity on the anticipated change at the beginning. inability to align program outcomes back to the theory of change undermines an organization's impact claims, and will likely lead to credibility gaps with funders, board members, and other stakeholders. Creating your theory of change up front ensures clarity in your organization's overall strategy—avoiding miscommunication issues
- It tests assumptions. Being clear about your theory of change at the outset forces critical reflection on the problem definition, the planned activities, and the hoped-for outcomes. Addressing these inevitable conversations early on allows for healthier processing within an organization and further strengthens your team's buy-in.
- It opens communication among team members: Requiring dialogue among your organizational stakeholders can result in clearer processing, the opportunity for a more participative collaboration, and a theory of change that can be better owned by the entire team. This then gives everyone in your organization a unified understanding of how the organization believes change will happen, which can be shared in a comprehensive, succinct manner.
- It sharpens messaging: Since team members are clear on the theory internally, it makes it much easier for them to communicate that externally.
- It creates a pathway for systems change: Once the change is clearly articulated, it becomes much easier to identify the possibilities for shared action with fellow collaborators. This can then leverage efforts for systemic change because specific areas of focus and complementary gaps become obvious.
- It serves as a guide to measuring success: The theory of change can be viewed as a north star to understanding progress, achievement, or failure and to determining efficacy. Subsequently, this can aid in developing achievement measures, key performance indicators, and strategic implementation decisions, and;

- 5.1.1** It provides a framework for decision-making: From strategic to tactical decisions, the theory can help drive decision making forward around investments of time and resources at all levels of program management.

The theory of change can be viewed as a north star to understanding progress, achievement, or failure and to determining efficacy.

## 6. Public Debt Management

The meaning of public debt management is the process of establishing and executing a strategy for managing the government's debt in order to raise the required amount of funding at the lowest possible cost over the medium to long term, consistent with a prudent degree of risk. The main objective of public debt management is to ensure that the government's financing needs and its payment obligations are met at the lowest possible cost over the medium to long run, consistent with a prudent degree of risk.

Great Jubilee Movements on Indebted to Faith 1998 to 2022, was initiated by the Founding Fathers from religious

organizations in United State of America (USA) and European countries which mobilized religious institutions to fight for Debt' Public through loose Coalitions to end poverty and benefits of the marginalized groups, poor and pro-poor populations.

Indebted to faith, and how the Jubilee campaign aims to end global poverty (Shabtai Gold May 2022). Devex speaks with the head of the Jubilee USA Network about how his faith drives him to fight for an end to burdensome debt, as well as his dream of a world "where we are protected from having "too little — or too much." According to Miguel Antonio Tamonan (May 2022)

### Figure 6: The Spring Meeting 2022 Washington DC "Drop the Debt Campaign"

Jubilee USA Network holds an outdoor protest at the Spring Meetings of the International Monetary Fund and World Bank in Washington, D.C. Photo by: Jubilee USA Network (May 2022)



Inside the European Union (EU) plans to spend €26B on development cooperation. The European Union has published its multiannual indicative programs for 2021 to 2027. Devex looks at the data to uncover the agency's geographical and thematic priorities. Devex (May 2022) speaks with the head of the Jubilee USA

The major goal of the jubilee movement, aimed to wipe out \$90bn of debt owed by the world's poorest nations including Tanzania, reducing the total to about \$37bn (Read at: [https://en.wikipedia.org/wiki/Jubilee\\_2000](https://en.wikipedia.org/wiki/Jubilee_2000)). Moreover, the aims of the Jubilee Debt Campaign (Drop The Debt) is a coalition of national organizations and local groups around the UK and the rest of the world, calling for the unjust and unpayable debts of the poorest countries to be cancelled. It has also been known as "Jubilee Debt Coalition" and focuses on developing countries' debt. The slogan 'Drop The Debt' garnered global recognition, and due to its success, is often assumed to be name of Jubilee 2000.

The aims of the Drop the Debt campaign? The Jubilee Debt Campaign (Drop The Debt) is a coalition of national organizations and local groups around the United Kingdom (UK), calling for the unjust and unpayable debts of the poorest countries to be cancelled. It has also been known as Jubilee Debt Coalition and focuses on developing countries' debt.

Jubilee 2000 was a global campaign that led ultimately, to the cancellation of more than \$100 billion of debt owed by 35 of the poorest countries. Ann Pettifor's role: Strategic leadership, design of campaign, public advocacy and mobilization across 62 countries.

## 6.1 TCDD and Public Debt Management

The increasing speed in borrowing by the government from the internal and external commercial institutions, and the continued need to do so, has raised eyebrows and calls for attention to ensure accountability, transparency, cost effectiveness and value for money in use or spending of the acquired debt funds.

TCDD Steering Committee in her April 2022 Meeting in Dodoma, called for the need to revisit her primary focus on Debt Public Campaign, and give more attention to the monitoring, and managing of Public Debt. The underlining reason for this change is to ensure that, Public Debt Fund is allocated to the pro-poor interventions, that will contribute to poverty eradication and distress of the majority poor in Tanzania for improved livelihoods.

For some time now TCDD has been in a pressure to diversify and expand her funding base, in order to expand and fund her increasing operations to the new focuses like Public Debt Management, internal capacity building of TCDD and that of Member CSOs Members. TCDD read the NORAD's call for proposals, and understood the Norwegian Government's priorities to support civil society to ensure good governance, anti-corruption and transparency of financial flows. This is an opportunity, which TCDD cannot afford to lose or let it go.

The objective of the grant scheme is to strengthen CSOs in promoting democratization, human rights and poverty reduction. Likewise, TCDD is aware of the Government's commitment to projects aimed at improving Domestic Revenue Mobilization (DRM), to increase funding for the Sustainable Development Goals (SDGs).

Therefore, in line with those key priorities and objectives of NORAD, TCDD has come up with the proposed project namely "Public Debt Management - Accountability and Policy Advocacy (PDM-APA)." To a greater extent, this intervention will directly and/or indirectly strengthen Tanzanian civil society organizations, the media, societal groups (the youth, women, state and local government leaders, and economic actors at various levels), who are responsible and accountable in promoting transparency and improving DRM.



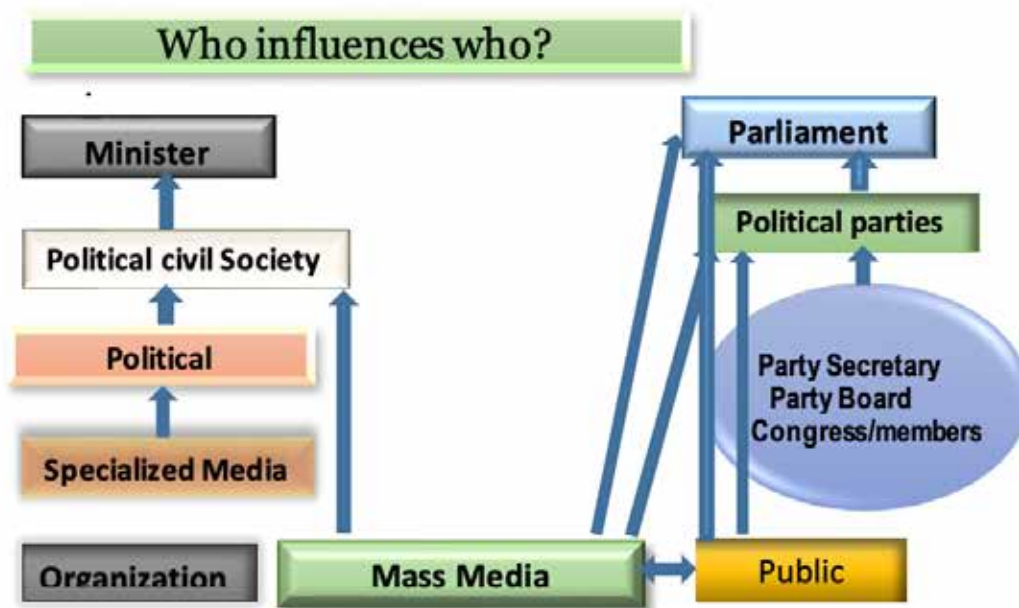
Following discussion and decision by the TCDD’s Founding Fathers (TFF), resolved and agreed in their past meeting held on 8<sup>th</sup> April 2022 that TCDD in Tanzania will work with pro-poor groups by forgoing its two traditional components which are; Health and Education and mainly focus on “Public Debt Management - Accountability and Policy Advocacy (PDM-APA).” in the next strategic planning phase. Following the above decision, the mentioned area of focus will officially start in 1<sup>st</sup> January 2023.

To work out for “Public Debt Management - Accountability and Policy Advocacy (PDM-APA)” is demanding and exacting for it requires strategic use of two key concepts

which are “Lobbying and Advocacy”. However, the overarching objective of any lobby and advocacy strategy is to influence decision makers in order to advance and improve conditions for your selected target group.

Decision-makers can be politicians and policy-makers as well as other crucial decisive stakeholders, such as international companies, but also church leaders or tribal leaders. Both lobby and advocacy increase the scope of influence to improve policies and achieve structural change in key areas such as agriculture, health, education or trade.

**Figure 6.1.1** The role both Lobby and Advocacy to influence policies



## 7. TCDD Internal Branding During the Next Planning Period

Internal Branding according to Abigail Williams (2021), is a process of creating strong positive perception of ones' organization/ company, and its purpose is to add value to the organization and its services/ products in ones' customers/ clients mind. The purpose is to add value to the organization, and how to get started when it comes to building the brand; making your services or business be recognized, build a reputation for organization, build a connection with the target audiences (communities), and that overtime it can transform you into a trusted services source.

Consequently, a brand is a perception resulting from experiences with and information about, an organization/ company or line of products. Branding therefore, is a process of creating a brand images that engages the hearts and mind of customers/ clients. There are three (3) pillars that make branding; i) Vision, ii) Mission, and iii) Core Values.

In addressing the new area of focus of Public Debt Management (PDM) in the

next planning phase, TCDD was directed by the Steering Committee, (the Board) to give more attention to building mutual relationships and understanding with the Government. This demanded general internal reorganization and strengthening of TCDD internally, revisiting her strategies, methodologies and, approaches (re-branding) of engagement.

This in turn will strengthen TCDD bargaining power and ensure smooth engagement with the government in advocating for effective Public Debt Management from all levels of government administrative structure (Village level all the way to the National level). FBO's approach is normally non-confrontational, one to one engagements with a lot of dialogues, meetings and use of clergy in lobbying and advocacy with the government. The move requires TCDD starting from January 2023, to start using more of Clergy and other FBO approaches in her engagement with government.

There are three (3) pillars that make branding;

- i) Vision
- ii) Mission
- ii) Core Values

## 8. Strategic Planning in Organizations

Organizations live and thrive on strategy - their formulation and implementation. Formulation of the strategy for any organization is difficult but making the strategy work -implementing it throughout the organization life is even more difficult (Hrebiniak, 2006). The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented as Noble (1999) notes.

Planning is a vital part of any organization as it helps an organization chart a course for the achievement of its goals. Planning is deciding in advance what is to be done, when, where, how and by whom it is to be done. Planning bridges the gap from where we are to where we want to go (Koontz & O’Donnel, 1972). It includes the selection of objectives, policies, procedures and programmes from among alternatives.

A Strategy is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

A strategy is an overall approach, based on an understanding of the broader context in which you function, your own strengths and weaknesses, and the problem you are attempting to address. A strategy plan gives you a framework within which to work, it clarifies what you are trying to achieve and the approach you intend to use. Strategic planning functions as the “design” just as a blueprint functions as the “how” to build something.

### 8.1 Strategy Planning Process

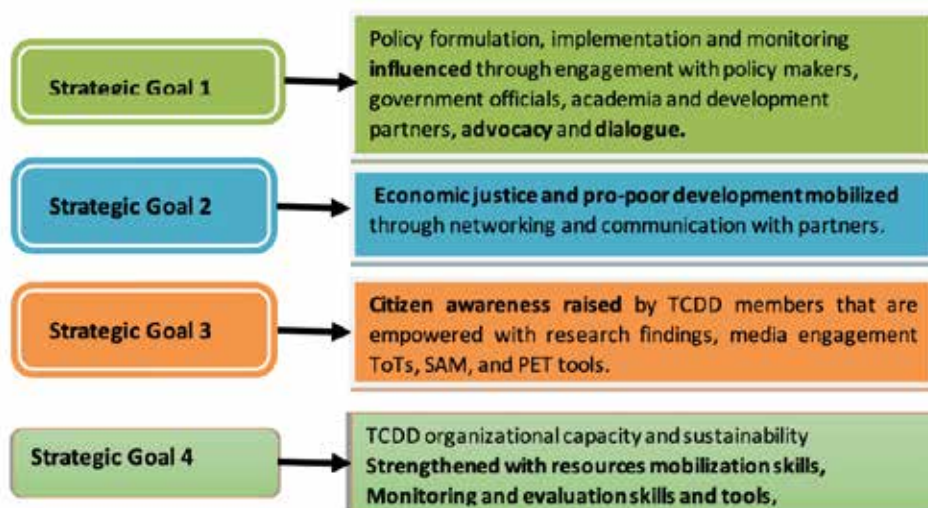
The strategic planning process begins with reviewing the previous strategic planning, and the current operations of the organization and identifying what needs to be improved operationally in the upcoming year.

### 8.2 Performance of Previous Strategy Plan (2018 – 2022)

From there, planning involves envisioning the results the organization wants to achieve, and determining the steps necessary to arrive at the intended destination of success

8.2.1 Description of result areas for the 2018 – 2022 strategic plan. The strategic plan 2018- 2022 addressed Four Goals Or Key Result Areas (KRAs).

**Figure 8.1 Performance of Previous Strategy Plan 2018-2027**



## 9. Relevance and validity of the programme

The Evaluation findings of the implementation of the 2018 – 2022 strategic plan indicated that the programme is still valid despite changed political environment with the onset of the 5<sup>th</sup> 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 2018-2022 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.



## 10. Effectiveness in implementation and achievement of objectives

The June 2019 Project Evaluation Report and Annual Programme reports of 2020 and 2021 rated the continuing implementation of the 2018-2022 strategy to be effective as evidenced by the poverty monitoring and budget tracking skills training seminars conducted for district-based CSOs in Morogoro 14-15 January 2020, attended by 20 representatives from 10 TCDD Members. Another training was done on 18-19 January 2021 in Royal Village Hotel in Dodoma. The 10 CSO Members were trained on data collection, data analysis and interpretation in their respective districts based on Five Year National Development Plan II, 2016/2017-2021/2022.

The evaluation further disclosed that the achievements gained by TCDD in implementing the strategy were attributed to the application 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.



## 11. 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 2020 and 2021 indicated spending did not exceed budget. As testimony, AGM (June 2020 and April 2021) commended the Secretariat for improved transparency in financial management.



## 12. Lessons learnt from strategy (2018-2022) implementation

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

- 1.1 Evidence based research is a powerful tool in policy advocacy for change.
- 1.2 Engaging with local government leaders is critical for influencing policy change and improves accountability, transparency and good governance.
- 1.3 Implementing the program through member organizations is cost-effective and cultivates ownership and sustainability of the program among them and value for money.
- 1.4 Raising public awareness on domestic debt stimulates community concerns and urge to advocate and push for more government accountability and transparency.
- 1.5 Involving in dialogue and information dissemination, including publication and sensitization strengthens public awareness crucial for influencing change.
- 1.6 Most CSOs require capacity building on skills and knowledge for effective and efficient poverty monitoring and budget tracking.
- 1.7 Cross learning and sharing of experiences between and amongst different networks (thematic and generic) adds value to the advocacy work.
- 1.8 Debt and aid issues are increasingly being debated in the public domain with media support.
- 1.9 Debt Servicing shifts away Tax payers' money expenditure on health, education and water to debt servicing leaving the poor vulnerable to water borne diseases, children missing classes and inadequate health services to the majority poor (This was revealed by the two research studies on debt done in 2020).
- 1.10 Move to Dodoma will widen space for new partnership with like-minded CSOs, reduce costs of travelling to/from Dar-es-Salaam to Dodoma. Will enable them to be near the policy makers.



## 13. 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).





## 14. Issues Arising from Strategy Implementation



### 1.1 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.

### 1.2 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 to reach all communities.

### 14.3 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

### 14.4 Funding Constraints

TCDD has been experiencing funding challenges (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.

## 15. The Role of CSOs in Debt Public Management and Freedom

### 15.1 The Role of Civil Society Organizations in Tanzania

Civil Society Organizations are clearly in the midst of massive global conflict. Governments are pushing back citizens' engagement and trying to tighten their grip on power unchallenged. CSOs in Tanzania have not been forgiven. They have experienced serious restrictions and setbacks when they promote democracy, good governance and human rights, or when they engage in advocacy and exercise accountability; contrary to when they function as agents of service delivery or accomplices of the government in power. In most cases, when CSOs implement their functions, sometimes they have entered into friction with the government.

However, it should be noted that CSOs existence is enshrined into the constitution of Tanzania and they operate legally. Their contribution in providing social services and filling development gaps that the government alone cannot fulfill is unequivocally paramount. They have supported the government and communities in various sectors. Similarly, social service sectors have received outstanding support since pre-independence.

The shrinking civic space calls for innovative ideas and strategies to continue engaging with the government and the people. The campaign by CSOs against the civic space denial is very important and must continue relentlessly. More engagement and dialogue ways to harmonize relationship between CSOs on one side and the government on the other side, are needed.

TCDD firmly believes that, the key to change lies in a vibrant civil society. It is encouraged by how many people share the belief and hope that change can succeed - and how many are getting actively involved. Around the world, people are taking a stand against racism. Women are defending their rights and their freedom to act. Also, growing

numbers of people and organizations are campaigning for policies and laws oriented towards the common good and a promising future for generations to come. Tanzania should not be left behind!

### 15.2 The Role of TCDD in Advocacy and Engagement in Tanzania

Tanzania Coalition on Debt and Development (TCDD) intends to sustain its engagement with the government and provide a leadership function to CSOs, citizens and policy makers. For over two decades, TCDD has built a strong base of partnership with local and international organizations. It has good working relationships with Debt Jubilee Germany, Debt Jubilee UK, The African Forum and Network on Debt and Development (AFRODAD), East Africa Budget Network, World Bank and IMF in the areas of Public Debt and Management. Through its relationship with the mentioned partners, TCDD has been able to gain experience on how to push the debt agenda forward for the welfare of Tanzanians.

Moreover, through its member CSOs, TCDD has formed a common voice on public debt advocacy at local, regional and national level platforms. In return, it has gained many constructive lessons from partners with extensive experience in international advocacy and lobbying. As a coalition of CSOs and a partner to international organizations, TCDD has been able to undertake joint interventions that delivered promising results and positive impacts.

### 15.3 The Role of Faith-Based Organizations in Debt Public

First and foremost, religious leaders are commonly well organized and respected when they amplify the voice of the poor through their pulpits and platforms. Some of them openly demand public debt transparency and responsible borrowing

for quality social service provision. Likewise, they engage and meaningfully advise the government on democratic transitions, good governance and accountability. Their strategic advocacy, in a unique way, attracts masses and the government in power as well. In this project proposal, TCDD would like to put in record and special recognition, the noble campaign and legacy of Jubilee 2000.

Jubilee 2000 was an emerging and powerful movement in 1990s geared to free debt-enslaved countries. The concept derived from the biblical idea of the year of Jubilee, the 50th year. In the Jubilee Year as quoted in the book of Leviticus, those enslaved because of debts are freed, lands lost because of debt are returned, and community torn by inequality is restored. The founders of Jubilee 2000 linked the biblical Jubilee to a modern debt Public program and founded the Jubilee 2000 campaign in the early 1990s. Jubilee 2000 aimed at wiping out US\$90 billion of debt owed by the world's poorest nations.

The activities were initially directed through church channels in the United Kingdom, and youth groups in particular, became heavily involved. Jubilee 2000 Scottish Coalition attracted widespread support from Trade Unions, charities and different church denominations working together, and held events across Scotland. A feature of the campaign was that local groups were active in letter-writing, advocacy and education on international debt issues.

Perhaps the best known part of the movement was the global campaign that music and entertainment industries called Drop the Debt. Among the supporters were Bono of Rock Band and Senegalese Youssou N'dour. Over 50,000 demonstrators participated in a peaceful protest in an effort to put debt Public on the agenda of Western governments. The protestors made headlines around the world for their activities aimed at increasing awareness.

Scholars have described the Jubilee 2000 campaign as contributing to "a wider context of international demands for global justice." One campaign participant described Jubilee 2000 as having "much tied and linked to the reparations. Although Jubilee 2000 ended in 2000, its impact continued in 2001 globally, and there are so many movements in the name of, or related to Jubilee 2000 legacy until today. TCDD is one of them.

The struggle continues because the debt enslaved countries of 1990s are once again back to unprecedented debt distress. Zimbabwe, Republic of Congo, Mozambique and Sudan, are among African states already in debt distress. Others, including Tanzania, are either at moderate or at high risk of debt distress, and the looming anxiety surges and rises at high pace across the continent. All these elaborations justify the rationale of the proposed project: "Public Debt Management - Accountability and Policy Advocacy (PDM-APA)."

#### **15.4 Domestic Revenue Mobilization-Strengthening Tax-Based Systems**

Domestic Revenue Mobilization (DRM) is a central economic issue to all governments due to its crucial role for achieving Sustainable Development Goals and notably the Addis Ababa Action Agenda. However, loopholes available in the tax systems designed to increase revenues, constitute serious impediments to sustainable DRM.

Taxation being a major source of funding, plays a pivotal and crucial role in Tanzania's economy. To improve taxation there is a need to widen the tax base through supporting, formalizing and integrating the informal economy, improving tax systems, capacity building for tax administrators, updating and amending tax laws. Addressing all these hurdles will lead to improved revenue collections hugely needed to fund development projects and provision of quality public services.

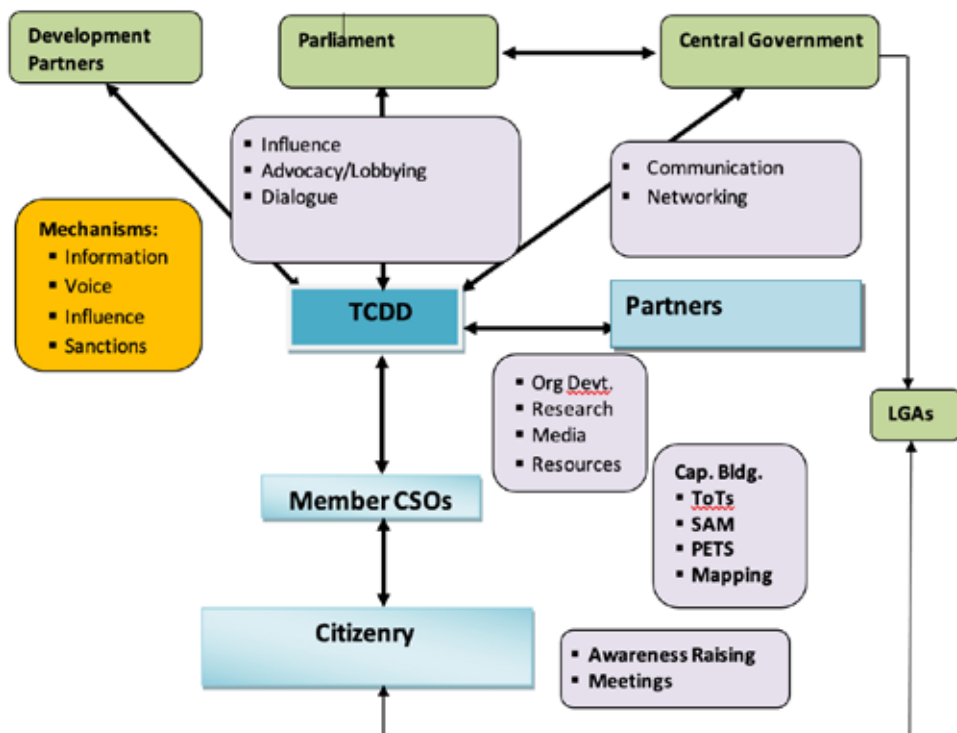
TCDD recognizes the significance of revenue collection, not only mainly meant to fund social services and development projects, but also to improve the capacity of Tanzania to widen and enhance domestic revenue mobilization. Internal capacity to fund fundamental public services for its citizens, particularly Education and Healthcare, is one of the major strategic agenda towards debt Public and freedom. Raising revenue to invest in growth requires the government to keep its promise to the citizens who wait for returns on their taxes. This is because taxation is essentially a levy by a state upon citizens to fund social services and development projects.

Therefore, leveraging and building the capacity of domestic revenue mobilization assures Tanzania not only to ascertain public services delivery, but also to eradicate persistent abject poverty and deliver the needed public services. In this regard, TCDD sees its obligation to call upon Tanzanians to understand how their government can fairly and progressively increase its domestic revenues and better finance development plans.

Moreover, the government must identify areas and ways in which the government is currently losing revenues and how such losses can be cut in order to increase the size of the national budget. It's clearly not a secret to see tax loopholes in the sectors of mining, tourism, processing industries and foreign trade, just to mention a few. There is more to collect than what the government loses.

According to the study on Sealing the Gaps conducted by Action Aid Tanzania, Tanzania's tax to Gross Domestic Product (GDP) ratio as of 2018 stands at 11.80%. The study report also revealed that between 2013 and 2018, Tanzania lost revenues worth US\$ 9.6 billion. Currently, tax revenues above 15% of a country's GDP is a global threshold for robust economic growth and a beginning benchmark for poverty reduction.

It is high time for the government and all key stakeholders, to know where the government is losing in tax revenue and better inform DRM policy makers. It is imperatively crucial to start sharing ideas and ideals through strategic campaigns and DRM advocacy.



## 16. Project Main Goal and Specific Objectives

### 16.1 The Main Goal

The programme main goal is to ensure that Tanzania Debt Public Fund is sustainably utilized for the development of the majority poor, transparently tracked, and shared in compliance with good governance.

#### 16.1.1 Specific Objectives

The programme main goal is to ensure that Tanzania Debt Public Fund is sustainably utilized for the development of the majority poor, transparently tracked, and shared in compliance with good governance.

- Rising and deepening public awareness and stimulating debates to link debt issues with poverty reduction and development with research findings and media engagement (through SAMs, ToTs and PETs).

- Enhanced Lobbying and Advocating for affordable, manageable and sustainable public debt levels to accelerate inclusive development through improved governance, transparency and Accountability on debt.
- TCDD and member organizations (CSOs) capacities strengthened on resources mobilization, fund raising, debt issue, human rights, gender equality, strategic advocacy, Monitoring and Evaluation.
- Policy formulation, implementation and monitoring influenced through engagement with policymakers, academia and development partners, advocacy and dialogue.



TCDD and member organizations (CSOs) capacities strengthened on resources mobilization, fund raising, debt issue, human rights, gender equality, strategic advocacy, Monitoring and Evaluation.

## 17. Project Strategies and Activities



### 17.1 Strategies

As a special strategy through this project, TCDD plans to establish and launch an Intergenerational Success Program (ISP) to instill and impart knowledge and awareness to the youth on the agenda of freedom from the debt burden. The motive behind this program is to strengthen and pass the spirit of activism and patriotic movement to younger generations on public debt management, transparency, good governance and advocacy for social service financing in Tanzania. TCDD strongly believes that the youth should be engaged and mentored on tracking public debt, accountability and transparency in a democratized society.

Other strategic project approaches will include Domestic Revenue Mobilization (DRM) discussions and debate, dialogue meetings with law and policy makers, public advocacy, capacity building, awareness raising, media involvement, CSOs empowerment, domestic revenue mobilization, training and inclusive participation.

### 17.2 Activities

- Conducting dialogue meetings with legislators and building the capacity of local councilors on Public Debt Management and Domestic Revenue Mobilization
- Linking and collaborating with the media in raising awareness on public

debt management and Domestic Revenue Mobilization

- Sharing concerns of the looming debt distress and Domestic Revenue Mobilization with the Ministry of Finance and Planning
- Convening special consultative meetings with prominent religious leaders on the looming debt distress and Domestic Revenue Mobilization.
- Engaging and building the capacity of Civil Society Organizations in public debt management and Domestic Revenue Mobilization
- Holding an annual conference on the state of public debt and Domestic Revenue Mobilization in Tanzania
- Organizing a National Conference to groom and mentor the youth through Intergenerational Succession Program (ISP) on public debt and Domestic Revenue Mobilization, accountability and policy advocacy
- Studying, reporting and publishing trends of public debt and Domestic Revenue Mobilization
- Organizing discussions and debates on improving Domestic Revenue Mobilization (DRM) in order to increase funding mainly geared for efficient and effective public service delivery.

## 18. Expected Results for TCDD 2023-2027 Strategic Plan Implementation

### 18.1 Outputs: Immediate Results

- Annual confer Media awakening news increase and enlighten the public on public debt funds
- CSOs strengthened and coordination leveraged in monitoring public debt agenda.
- Transparency enhanced on public debt and development statistics timely and accurate.
- Disclosures and publications produced on accountability, advocacy and public debt.
- Improved communication and working relationship with local government authorities in planning and implementing various projects at local level.
- Tax base progressively expanded through efficient tax design, effective policy and laws.
- Capacity of member built on understanding debt issues, SAM, PETs and general monitoring and monitoring tools.

### 18.2 Outcomes: Medium Range Results

- Media awakening news increase and enlighten the public on public funds
- CSOs strengthened and coordination leveraged in monitoring public debt agenda.
- Transparency enhanced on public debt and development statistics timely and accurate.
- Disclosures and publications produced on accountability, advocacy and public debt.

- Improved communication and working relationship with local government authorities in planning and implementing various projects at local level.
- Tax base progressively expanded through efficient tax design, effective policy and laws.
- Capacity of member built on understanding debt issues, SAM, PETs and general monitoring and monitoring tools.

### 18.3 Impacts: Long Term and Enduring Results

- The central government, local government authorities and other economic actors become more responsible and accountable in protecting citizens' interests.
- Public debt management is adequate with DSA levels observed, transparency, accountability and effective monitoring systems are formed and practiced
- Responsible economic actors on public funds and projects are held accountable.
- Corrupt practices significantly reduced and/or largely combated.
- Comprehensive policies and legal frameworks put in place.
- CSOs, the media, communities, movements and youth groups fully exercise their rights and obligations to engage on issues of public debt, research and advocacy.
- More disclosures and transparency resurface on government revenues and expenditures.

## 19. Domestic tax systems and non-tax revenues are more efficient

- 19.1 The central government, local government authorities and other economic actors become more responsible and accountable in protecting citizens' interests.
- 19.2 Public debt management is adequate and effective monitoring systems are formed.
- 19.3 Responsible economic actors on public funds and projects are held accountable.
- 19.4 Corrupt practices significantly reduced and/or largely combated.
- 19.5 Comprehensive policies and legal frameworks put in place.
- 19.6 CSOs, the media, communities, movements and youth groups fully exercise their rights and obligations to engage on issues of public debt, research and advocacy.
- 19.7 More disclosures and transparency resurface on government revenues and expenditures.
- 19.8 Domestic tax systems and non-tax revenues are more efficient and justly distributed.





**Table 20.2: Strategic Plan Framework with M&E Matrix**

Goal	Objectives & Activities	Objectively Verifiable Indicators	Means of Verification	Baseline(what is the current value)	Target (what is the target value)	Risk Assumptions (positive & negative)
<p><b>Goal</b>                      The Program is To ensure that Tanzania Debt Public Fund is Sustainably utilized for the development of the majority poor, transparently tracked, and shared in compliance with good governance</p>	<p><b>Objective No. 1:</b>                      Rising and deepening public awareness and stimulating debates to link debt issues with poverty reduction and development with research findings and media engagement (through SAMs, ToTs and PETS)  <b>Activities objective 1:</b></p> <ul style="list-style-type: none"> <li>• Develop TV and radio spots</li> <li>• Hold press conferences</li> <li>• Empower and capacitate TCDC members directly in dealing with the community and that are facing technically and financially difficulties.</li> <li>• This intervention will be specifically in the areas of Organizational Development, Planning, Fund rising/ resources mobilization, financial management and proposal writing.</li> <li>• Continue empowering communities with knowledge, skills and tools for follow up and monitoring (Public Expenditure Tracking or Social Accountability Monitoring)</li> <li>• Raise community awareness on public debt and its relationship with poverty</li> <li>• Conduct Public expenditure tracking (PETS) on the current free social services system.</li> <li>• Member organization (CSOs) should engage with local government authorities to cultivate collaborative working relation.</li> </ul>	<ul style="list-style-type: none"> <li>• 60% of people from 26 regions within the URT have now access to public debt information,</li> <li>• The public is participating in debt issues discussions and they are active in debt issues and their own development</li> <li>• Active networks for stakeholders, and media</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Awareness raising report</li> <li>• Minutes on feedback/ progress meetings</li> <li>• Other community development records</li> </ul>	<ul style="list-style-type: none"> <li>• Only 10% of the general public are aware of public debt issues and how they affect their development</li> <li>• Due to poor governance, lack of transparency and freedom of speech, only less than 10% are aware of public debt issues and the relief used from debt</li> </ul>	<ul style="list-style-type: none"> <li>• Increase awareness to 50% of total population who have information on National debt and its impact</li> <li>• Improve less than 10% to 55% value of public audience who can follow up public debt issues in relation to their local development.</li> <li>• Enhanced the level of good governance of the use of public funds and revenues collection</li> </ul>	<ul style="list-style-type: none"> <li>• There will be fund for awareness raising</li> <li>• Availability of funds</li> <li>• The current political tranquility and peace will prevail.</li> <li>• Policy change</li> <li>• Disease outbreak</li> <li>• Natural disasters.</li> </ul>
	<p><b>Objective No. 1:</b>                      Development, Planning, Fund rising/ resources mobilization, financial management and proposal writing.</p> <ul style="list-style-type: none"> <li>• Continue empowering communities with knowledge, skills and tools for follow up and monitoring (Public Expenditure Tracking or Social Accountability Monitoring)</li> <li>• Raise community awareness on public debt and its relationship with poverty</li> <li>• Conduct Public expenditure tracking (PETS) on the current free social services system.</li> <li>• Member organization (CSOs) should engage with local government authorities to cultivate collaborative working</li> </ul>					

Goal	Objectives & Activities	Objectively Verifiable Indicators	Means of Verification	Baseline (what is the current value)	Target (what is the target value)	Risk Assumptions (positive & negative)
	<p><b>Objective No. 2:</b>                      Enhanced Lobbying and Advocating for affordable, manageable and sustainable public debt levels to accelerate inclusive development through improved governance, transparency and Accountability on debt funds and revenues use.</p> <p><b>Activities for Obj No. 2:</b></p> <ul style="list-style-type: none"> <li>• Collect and compile information on Public Debt.</li> <li>• Prepare Public Debt monitoring reports</li> <li>• Conducting dialogue meetings with legislators and building the capacity of local councilors on Public Debt Management and Domestic Revenue Mobilization(DRM)</li> <li>• Linking and collaborating with the media in raising awareness on public debt management and Domestic Revenues Mobilization</li> <li>• Engaging and building the capacity of Civil Society Organizations in public debt management and Domestic Revenue Mobilization.</li> <li>• Organizing a National Conference to groom and mentor the youth through Intergenerational Succession Program (ISP) on public debt and Domestic Revenue Mobilization, accountability and policy advocacy.</li> <li>• Sharing concerns of the looming debt distress and Domestic Revenue Mobilization with the Ministry of Finance and Planning.</li> <li>• Plan and conduct study/research on the issue of DRM</li> <li>• Use Clergy in dialogue and engagement with the Minister of Finance on the issue of DRM Conduct awareness raising and workshops seminars with TRA, Ministry of Finance and Planning Officials on the issue of DRM.</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased National Debt from high to low risk levels.</li> <li>• As a country gain freedom in resource allocation.</li> <li>• Able to attract investment</li> <li>• Lessen dependency syndrome</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Awareness raising &amp; debt assessment reports</li> <li>• Progress reports</li> <li>• World Bank and IFM debt reports</li> <li>• Access CAG audit reports</li> </ul>	<p>The current value for Lobbying &amp; advocacy for sustainable public debt fund, transparency and accountability is around 45%</p>	<ul style="list-style-type: none"> <li>• Public Debt issues, through influenced transparency, accountability on the Debt fund use is raised to 80% to the public audience</li> <li>• Improve awareness on public debt, revenues use and development by having the target value of 80% performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of fund for Lobbying and advocacy and policy change process.</li> <li>• Political will on Public Debt's stable and supportive</li> <li>• Sound engagement by TCDD, its members and other stakeholders on policy change and formulation</li> </ul>

Goal	Objectives & Activities	Objectively Verifiable Indicators	Means of Verification	Baseline (what is the current value)	Target (what is the target value)	Risk Assumptions (positive & negative)
	<p><b>Objective No. 3:</b>                      TCDD and member organizations (CSOs) capacities strengthened on resources mobilization, fund raising, debt issue, human rights, gender equality, strategic advocacy, Monitoring and Evaluation.</p> <p><b>Activities Object No. 3</b></p> <ul style="list-style-type: none"> <li>To Develop a resource mobilization and research Center for Accountability and Governance at TCDD head office in Dodoma to help sustaining organization activities.</li> <li>Generate data and statistics necessary for the analysis of public debt and development issues to influence decision makers; politicians, scholars, and media; and to keep the public informed.</li> <li>Enable the Center to support training and consultancy services to be developed by TCDD and its members</li> <li>Developing fundraising and communication strategies to enable TCDD to have focus on issues within its mandate.</li> <li>Introduce projects for organization sustainability in areas such as buildings, and 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.</li> <li>Mapping of TCDD members to understand where they are, what are they doing, identifying their capacities and weaknesses.</li> <li>To develop training based on their requirement identified above.</li> <li>Build institutional capacity on Organization Development and for its sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Staff at TCDD are applying new tactics to training CSOs</li> <li>CSOs are engaged in community capacity building activities</li> </ul>	<ul style="list-style-type: none"> <li>Campaigns progress report</li> <li>Training reports</li> <li>Public publications, journals and reports</li> </ul>	<ul style="list-style-type: none"> <li>TCDD have skills have adequate capacity i.e. ToTs by 55%, while on M&amp;E, human rights, resource mobilization &amp; fund raising has 45% capacity</li> <li>TCDD members at local, National &amp; international levels have 20% capacity on same activities</li> </ul>	<ul style="list-style-type: none"> <li>TCDD enhanced skills, &amp; knowledge –capacity &amp; ToTs by 85%, and raise the rank on M&amp;E, human rights, resource mobilization &amp; fund raising to 80% capacity, and</li> <li>Improve TCDD members at local, National &amp; international levels capacity from 20% to 78% on same activities</li> </ul>	<ul style="list-style-type: none"> <li>Readiness of TCDD team trained to use new knowledge and skills acquired to train TCDD members/ CSOs on resources mobilization, fund raising, debt issue, human rights, gender equality, strategic advocacy, M&amp;E.</li> <li>TCDD members/ CSOs and others are more engaged on community capacity building activities and Public Debt Management.</li> <li>Availability of funds</li> <li>Delaying decisions on policy formulation</li> <li>By the government.</li> </ul>

Goal	Objectives & Activities	Objectively Verifiable Indicators	Means of Verification	Baseline (what is the current value)	Target (what is the target value)	Risk Assumptions (positive & negative)
	<p><b>Objective No. 4:</b>                      Policy formulation, implementation and monitoring influenced through engagement with policy makers, academia and development partners, advocacy and dialogue</p> <p><b>Activities Object No.4:</b></p> <ul style="list-style-type: none"> <li>• Prepare research paper documenting argument on public debt management.</li> <li>• Influence legislation on establishment of a central Public debt management office.</li> <li>• Prepare National and International conferences on Public Debt management.</li> <li>• Attend relevant organized events (seminars, training sessions, conferences, workshops and meetings</li> <li>• Establish links with individuals likeminded MPs to stimulates argument in parliament sessions</li> <li>• Follow up agreement with the committee of Parliaments (Finance and budget and social services committees.</li> <li>• Influence the government that all public staff dealing with loan contraction and public debt.</li> <li>• The management is geared for effective delivery of their duties and responsibilities.</li> <li>• Lobby with policy makers to strengthen the Government Loans, Guarantees and Grants Acts 1974 (Rev. 2004) and other legal framework and structures that will be responsible for managing public debt.</li> <li>• Advocate and influence debt contracting processes transparent.</li> <li>• Advocate and influence Government to execute CAG's recommendations on each financial year on public debt.</li> <li>• Advocate and influence government to conduct a Public Debt and Project Audit</li> <li>• Seek audience with relevant committees of the Parliament</li> <li>• Advocate policy makers and agitate public debt stakeholders to establish a National public debt debates and dialogue.</li> <li>• Prepare logistics for the sessions with committee of the MPs,</li> <li>• Advocate and influence government that Parliament to play critical role on accountability in loan contraction and debt management processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Community words and actions reflects new skills gained from advocacy</li> <li>• A joint plan on public debt mgmt. is in place</li> <li>• Active debt networking is in place at all levels.</li> <li>• There is a strategic feedback on issues</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly, Annually Public Debt Management reports</li> <li>• Reports of public Debt engagement and follow up partners' meetings</li> <li>• Reports on new policies formulated and process involved on the decisions</li> <li>• Government feedback reports on joint meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Policy formulation, monitoring influenced, advocacy and dialogue-current value by NGOs and institutions dealing with Debt issues is generally 45% performance.</li> <li>• Engagement rate on policy formulation for dev. actors stand at 20%</li> <li>• Local levels CSOs and the public are 60% aware of loan, debt and dev. for their own country</li> </ul>	<ul style="list-style-type: none"> <li>• Improve policy engagement process through monitoring influenced, advocacy and dialogue on policy change from 45% to 80% performance.</li> <li>• Enhanced performance for CSOs, NGOs and public participation in discussions on public debt issue at a wider community by 80%</li> </ul>	<ul style="list-style-type: none"> <li>• Delaying decisions on policy formulation by the government</li> <li>• The government actors on Debt issues are willing to engage and support</li> <li>• Policy makers, legislators may find hard to support policy change by fearing of the unknown.</li> <li>• The current Political stability prevails.</li> </ul>

Table 20.3: Strategic Plan Budget and Timeframe

MAIN GOAL	OBJECTIVES	ACTIVITIES	BUDGET TZSH	RESPONSIBLE	2023 - 2027				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
<p>To ensure that Tanzania Debt Public Fund is sustainably utilized for the development of the majority poor, transparently tracked, and shared in compliance with good governance</p>	<p><b>Objective No. 1:</b> Rising and deepening public awareness and stimulating debates to link debt issues with poverty reduction and development with research findings and media engagement (through SAMs, ToTs and PETS)</p>	<ul style="list-style-type: none"> <li>Develop TV and radio sports</li> <li>Hold press conferences</li> <li>Empower and capacitate TCDC members directly in dealing with the community and that are facing technically and financially difficulties.</li> <li>This intervention will be specifically in the areas of Organizational Development, Planning, Fund raising/ resources mobilization, financial management and proposal writing.</li> <li>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.</li> <li>Raise community awareness on public debt and its relationship with poverty</li> <li>Conduct Public expenditure tracking (PETS) on the current free social services system.</li> <li>Member organization (CSOs) should engage with local government authorities to cultivate collaborative working relation.</li> </ul>		<p>Program Officer</p> <p>Program Officer</p> <p>CD</p> <p>M&amp;E/PO</p> <p>CD/ FBO</p>					

MAIN GOAL	OBJECTIVES	ACTIVITIES	BUDGET TZSH	RESPONSIBLE	2023 - 2027				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	<p><b>Objective No. 2:</b> Enhanced Lobbying and Advocating for affordable, manageable and sustainable public debt levels to accelerate inclusive development through improved governance, transparency and Accountability on debt funds and revenues use.</p>	<ul style="list-style-type: none"> <li>Collect and compile information on Public Debt.</li> <li>Prepare Public Debt monitoring reports</li> <li>Conducting dialogue meetings with legislators and building the capacity of local councilors on Public Debt Management and Domestic Revenue Mobilization(DRM)</li> <li>Linking and collaborating with the media in raising awareness on public debt management and Domestic Revenues Mobilization</li> <li>Engaging and building the capacity of Civil Society Organizations in public debt management and Domestic Revenue Mobilization.</li> <li>Organizing a National Conference to groom and mentor the youth through Intergenerational Succession Program (ISP) on public debt and Domestic Revenue Mobilization, accountability and policy advocacy.</li> <li>Sharing concerns of the looming debt distress and Domestic Revenue Mobilization with the Ministry of Finance and Planning.</li> <li>Plan and conduct study/research on the issue of DRM</li> <li>Use Clergy in dialogue and engagement with the Minister of Finance on the issue of DRM</li> <li>Conduct awareness raising and workshops seminars with TRA, Ministry of Finance and Planning Officials on the issue of DRM.</li> </ul>		CD/FBO					
				PO					
				CD					
				CD					
				CD/PO					

MAIN GOAL	OBJECTIVES	ACTIVITIES	BUDGET TZSH	RESPONSIBLE	2023 - 2027				
					Yr1	Yr2	Yr3	Yr4	Yr5
	<p><b>Objective No. 3:</b>                      TCDD and member organizations (CSOs) capacities strengthened on resources mobilization, fund raising, debt issue, human rights, gender equality, strategic advocacy, Monitoring and Evaluation.</p>	<ul style="list-style-type: none"> <li>To Develop a resource mobilization and research Center for Accountability and Governance at TCDD head office in Dodoma to help sustaining organization activities.</li> <li>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 media; and to keep the public informed so they can have evidence-based voice. Also the Center can be used to support training and consultancy services to be developed by TCDD and its members</li> <li>Developing fundraising and communication strategies to enable TCDD to have focus on issues within its mandate.</li> <li>Introduce projects for organization sustainability in areas such as buildings, and 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.</li> <li>Mapping of TCDD members to understand where they are, what are they doing, identifying their capacities and weaknesses so as to develop training based on their requirement.</li> </ul> <p>Build institutional capacity on Organization Development and for its sustainability</p>		CD					
				CD/PO					
				M&E CD/FBO CD/FBO					

MAIN GOAL	OBJECTIVES	ACTIVITIES	BUDGET TZSH	RESPONSIBLE	2023 - 2027					
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
	<p><b>Objective No. 4:</b> Policy formulation, implementation and monitoring influenced through engagement with policy makers, academia and development partners, advocacy and dialogue.</p>	<ul style="list-style-type: none"> <li>• Prepare research paper documenting argument on public debt management.</li> <li>• Influence legislation on establishment of a central Public debt management office.</li> <li>• Prepare National and International conferences on Public Debt management.</li> <li>• Attend relevant organized events (seminars, training sessions, conferences, workshops and meetings)</li> <li>• Establish links with individuals likeminded MPs to stimulates argument in parliament sessions</li> <li>• Follow up agreement with the committee of Parliaments (Finance and budget and social services committees.</li> <li>• The management is geared for effective delivery of their duties and responsibilities.</li> <li>• Lobby with policy makers to strengthen the Government Loans, Guarantees and Grants Acts 1974 (Rev. 2004) other legal framework responsible for coordination and managing public debt.</li> <li>• Advocate and influence debt contracting processes transparent.</li> <li>• Advocate and influence Government to execute CAG's recommendations on each financial year on public debt.</li> <li>• Advocate and influence government to conduct a Public Debt and Project Audit</li> <li>• Seek audience with relevant committees of the Parliament</li> <li>• Advocate policy makers, public debt stakeholders to establish a National- wide public debt debates</li> <li>• Prepare logistics for the sessions with committee of the MPs</li> <li>• Advocate and influence government that Parliament to play critical role of ensuring accountability in loan contraction and debt management processes.</li> </ul>		CD  CD/ Members  CD  CD/ FBO    CD/ PO  CD/ FBO  CD  CD						
<b>OBJECTIVE NO. 4: TOTAL BUDGET</b>										
<b>GRAND TOTAL FOR IMPLEMENTATION PLAN FOR 5 YEARS</b>										
					<b>1,500,000,000</b>					
					<b>4,845,000,000</b>					



## 21. Strategy Planning

According to the findings of the study, majority of the stakeholders agreed that the organization has gone through the main phases/steps of formulation a good strategy. They further emphasized that the strategy document formulation process was involving, participatory and professionally done. The plan has clearly stated in it; organization main Goal, vision, organization mission, organization core values and objectives linked to the activities and their financial implications. The plan also has outlined the SWOT analysis findings internally and externally.

During the process of SP formulation, the consultant was able to meet with the majority of the SC, and other related stakeholders who attended the AGM, SC and the strategy planning workshop in Dodoma on April 2022. Consultants got another opportunity to see some individual SC Members, TCDD Staff and other stakeholders at a meeting/workshop that was held in Luther House in Dar es Salaam. When attending the two meetings/workshops Consultants got an opportunity

to interview and hear their ideas, opinions, thoughts to the preparation SP.

### 21.1 Strategy implementation and the factors that aid this process

When dealing with strategy implementation, TCDD will need to consider the general conditions, progress monitoring and all matters of effective communication. General conditions are essential for the successful achievement of strategy implementation. The SC and TCDD management must take on the responsibility of being role models by supporting strategy and clearly expressing it at all times to all. This should be further meshed by linking all stakeholders (CSOs) with the implementation. Everyone should understand the rationale behind the strategy. Thus, effective communication is paramount. A communication strategy is necessary at TCDD so as to work towards building commitment. This will ensure that all are motivated and engaged. As a follow-up, specific measures should be put in place so as to be able to assess the desired change.

**General conditions are essential for the successful achievement of strategy implementation.**

## 21.2 The Hindrances of Strategy Implementation

Facilitation of effective execution of strategy is imperative in being successful as an organization. As a first step, TCDD needs to implement a support structure. As such the organization needs to inquire: whether the organization has the right and or rather appropriate leadership, governance and operational structure required to support effective implementation; whether the right people are serving in the right departments. This will entail job analysis of the different aspects that need leadership and direction. This will ensure there is the proper job-person fit so as to better work towards effective implementation.

Implementation planning needs to take a priority at TCDD family. Implementation planning will require a detailed outline of the specific actions and sub-actions, responsibilities, deadlines, measurement tools and follow-up required to achieve each of the firms identified strategies. This can be presented in form of detailed charts which plot the course of action for leaders

over a period of 1-2 years. The attention to detail makes provision for a tangible and measurable guide which can assess progress in implementation over time.

Another key constituent in implementation involves holding leaders accountable for actively driving and supporting the process. This will require assigning implementation activities and participation in efforts to support strategic initiatives. Follow-up and assessing progress at regular intervals enable the organization to determine whether the current implementation activities and assignments are working or whether an alternative approach is necessary. These assessments can be done quarterly or semi-Annually and reports written for future reference. As an immediate step, TCDD needs to necessitate ongoing review of the organization's chosen direction. Irregular evaluation of the organization's strategy considering internal and external changes and incorporating lessons learnt into the implementation plan. This will ensure dynamism and drive competitiveness.



## 22. Financing and Fundraising

### 22.1 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.

### 22.2 Potential sources of funds

TCDD anticipates supporting the implementation of its strategic plan 2023 – 2027 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:

- 22.1.1 Projects introduced by TCDD for sustainability investing in areas such as buildings and land ownership.
- 22.1.2 Initiating soft projects such as training and consultancy services.
- 22.1.3 Contribution by member CSOs carrying out joint projects with the TCDD.
- 22.1.4 TCDD will empower and capacitate CSO members in the areas of - Organizational Development, Planning, Fund raising/Resource Mobilization, Financial Management and Proposal writing.

22.1.5 Funds from donors, development partners and well-wishers.

22.1.6 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.

### 22.3 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 (2018-2021) indicated spending did not exceed budget. As testimony, AGM (April 2022) 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 ethics 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 integrity and 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.

## 23. 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. mid 2025), TCDD will contract an external evaluator to conduct a mid-term

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.



## 24. Study Findings and Data Analysis

### 24.1 Introduction

This chapter presents the results and findings of the study. The purpose of the research was to establish the consensus of strategic planning and implementation at TCDD Tanzania. The analysis was done using SPSS and is presented using frequency and percentage tables/ figures. The study was a census of the 10 Steering Committee members, 4 TCDD team and 16 people from the districts and other stakeholders which made a total 30 respondents.

However, a questionnaire was used to interview 28 respondents plus other 2 respondents from member organizations and their responses were received yielding a response rate of 93.3% and left out 2 responses due to communication short falls. However, for further details, the study findings and data analysis tables have been annexed in pages 71 to 77.



The purpose of the research was to establish the consensus of strategic planning and implementation at TCDD Tanzania.

## 25. Consultant Summary, Recommendations and conclusion

The following recommendations were made based on the findings and conclusions of the study.

### 25.1 Introduction:

This part presents a summary, discussions, conclusions and recommendations of the study. The first section gives a summary of; the purpose of the study, research design and major findings. The second section discusses about methodologies used to collect data such as FGDs, interviews, meetings and use of SWOT analysis approach. The findings of the interviews, research questions with support of the desk literature review contributed a lot to the SP formulation exercise. Finally, we have recommendations and conclusions drawn from the discussions and findings drawn from studies, research, literature reviews, dialogues, observation and interviews

### 25.2 Summary

The purpose of this study was to establish why TCDD (using SC, Debt Stakeholders and TCDD members) urgently need to develop a new Strategic plan for the coming five years (2023-2027). Secondly to establish what is needed in preparing a new strategic plan, and finally the plan or arrangement to collect correct and authentic data/information for feeding in the process of preparing a new Strategic Plan.

To enhance ownership and effective participation of all stakeholders, a combination of both qualitative and quantitative research methodologies were applied to gather stakeholders' views, perceptions and experiences regarding SP formulation. Other methodologies used were Focused Group Discussions (FGD),

Desk Reviews, Telephone Call interviews for those we couldn't reach physically, Observation, meetings with steering committee members and attended the Annual General Meeting

The various participatory methodologies were purposely used to ensure ownership of the process of SP formulation and direct interaction between the consultants and stakeholders during collection of primary data.

The study used the descriptive research design. The population included the 28 stakeholders of TCDD which includes the Steering Committee (the Board) and the Management Team. Data was collected using interview questions, telephone call and structured questionnaire. It was processed using SPSS and manual tables. The data was analyzed in form of frequencies and percentages and was presented using tables and diagrams.

The findings of the study reveal that the strategy planning process was adequate and followed the basic steps necessary in coming up with a strategy plan. The components within the strategy document suggest that there is an organization mission and vision, that the organization conducted a SWOT analysis and set specific objectives to this end. However, the presence of the plan washelpful to the organization, although with some gaps and areas to be given another attention.

### 25.3. Recommendations

The SWOT analysis revealed un completed objectives/activities, with some partially done or implemented. This called for a carry over to the new strategic plan (2023-2027), as some of these goal (s) and objectives and activities are still relevant to achievement of organization's vision.

Another area of improvement and to be given attention by TCDD in the new Strategic Plan, is the need to expand the funding base of the organization. TCDD has to prepare a Fund Raising Strategic Plan and Fund Raise dynamically, hunt and find new ways to attract new donors and funders. The SWOT analysis revealed that TCDD since inception has remained almost with the same donor(s), “Bread for the World”. This is not healthy or sustainable for the organization survival. If anything negative happens today to the current generous donor “Bread for the World”, TCDD will remain without donor or financial support.

The new funding base for TCDD will help the organization open new or more projects and address new interventions related to Debt and Development. Empower TCDD Members to do effective advocacy and lobbying for sustainable debt fund management, accountability, and transparency at grassroots, district and regional levels. While leaving TCDD Secretariat, to focus and concentrate more on the national and international levels advocacy and lobbying work, related to debt and eradication of poverty and distress, to ensure a majority poor sustainable development.

In addition, availability of new donors will help fund internal capacity building and strengthening of TCDD member’ organizations to effectively perform their assigned roles and responsibilities on (follow up and monitoring of debt funds expenditure and development).

TCDD should make more use of the M&E findings, lessons learned and good case

studies for sharing with like-minded organizations and donor community for learning and fund raising.

As Consultant(s) for this regard, we took this opportunity and strongly commend TCDD on new move to invest on fund raising interventions for self –reliance and break way from total donor dependency. TCDD should keep on track of this, plan and initiate more of fund raising/generating interventions.

Again, we strongly commend TCDD’s decision to move to Dodoma-new capital City of Tanzania in order to be near to the government (policy makers) and other strategic partners related to debt and development.

Finally, we commend TCDD Steering committee, Secretariat, and members for the good, and recommendable work done so far; securing of debt Public under HIP arrangement, holding government to account on the issues of securing debt, management and use of debt funds. However, the project Consultant(s) argue TCDD to keep this alive and momentum going strongly and focused on good lessons and experiences by its team and members- CSOs and NGOs.

The project Consultant(s) look forward that under the coming SP 2023-2027 much more will be achieved and identified gaps and areas of growth will be strategically addressed. It is obvious that, so long TCDD remain focused, literally engaged with its members and stakeholders, professional and united for the common goal and achievement of their vision.

The new funding base for TCDD will help the organization open new or more projects and address new interventions related to Debt and Development.

## 26. Conclusion

Formulation of a Strategic Plan is an important exercise for any organization with the aim of attaining her set Vision (goal(s), objectives and activities) and survival in this turbulent world. However, it is important to note also that, SP is not a Holy Bible or QURAN, which cannot be questioned or reviewed for improvement and refinement. I therefore strongly propose that, time to time the TCDD Team should come back, reflect and revisit this Strategy in order to accommodate new environmental (socio-economic-political and Technological), changes and innovations. SP is a living and dynamic document and not static. Hence continuous review is highly recommended.

While winding up my entrusted royal assignment, I would like to sum up and conclude with the following critical points to remember

- The purpose of this study was to establish the basis and a need for TCDD to develop a new Strategic plan for the coming five years 2023-2027. In addition, arrangement to collect correct and authentic data /information for feeding in the process of preparing a new Strategic Plan, was qualitatively done and completed by having in place a high quality informative Strategic Plan.
- To ensure ownership and effective participation of all stakeholders, in the process of SP Formulation a combination of both qualitative and quantitative research methodologies were employed to gather stakeholders' views, perceptions and experiences regarding SP formulation.

- The presence of the SP Document will be helpful to TCDD and its members as a planning, implementation, monitoring and evaluation tool and a guide to achieve TCDD set Vision and Mission.
- The SP Document will empower TCDD Members to do effective advocacy and lobbying with policy makers, legislators and multilateral financial institutions (IFM, WB, ADB and others) for sustainable debt Public fund and management, accountability, and transparency at grassroots, district and regional levels.
- It is the assumption of the Consultant that, TCDD will work more closely with the government Debt experts upon its move to Dodoma-the capital and influence donors and expand their funding sources.

I would like to take this opportunity to once again to thank the TCDD Steering Committee, Secretariat, members and all debt stakeholders for their unlimited support, cooperation and contribution to have this document completed, within the period of time given and of the quality expected. May the almighty, Good God, Bless you all richly. Please keep on doing the great and impacting work you are doing for the majority poor in Tanzania in eradicating poverty, because it has beautiful results.



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# Annexes

## Annex 1: Organizational Structure

Structures are an essential part of strategy implementation (Whittington 2002). Khandwala (1973) who showed that congruence between structure, processes and systems is more important for performance (sufficient condition) than organizational fit with environment (necessary condition). Organizations need to be configured as a whole and not treat structural elements as isolated factors. The role of managers in achieving this configurational congruence is due to the fact that managers are the first to notice salient differences in organizational performance; can also anticipate changes; strategize and plan structural changes and finally implement these changes.

Research has either looked at strategy content-performance link without considering the organization variables which represent the implementation process or have tended to concentrate on variables of specific interest such as trust (in case of strategic alliances); culture (in mergers and acquisitions) or structural forms (in diversification) or concentrate on a list of variables at the individual level (as in innovations) due to a predominant emphasis on content (Dess, Hernatt and Hill, 1995).

## Annex 2: Commitment

Ownership the strategy and related implementation activities is another reason leading to failure of strategy implementation. Giles (1991) names ownership as the most important reason for failure. If the strategy is not owned by the employees involved in the implementation, it may lead to counter implementation, which causes the organization to move in the wrong direction. Moreover, when key people in the formulation of the strategy are not participating in the implementation, ownership is lost in many cases, causing the increase of time needed for the implementation, or overall failure

of implementation (Corboy & O'Corrbui, 1999; Al-Ghamdi, 1998; Alexander 1985). The other way around, when the affected employees and managers are not at all involved in the formulation of the strategy it is also more difficult for them to feel ownership of the strategy (Alexander, 1985).

## Annex 3: Consensus

The literature on strategic consensus started as an attempt to look at factors affecting strategy formulation at the top management level. While majority of the studies have concentrated on consensus at the top management level; there has been a realization that consensus needs to be looked at in all levels of managers in an organization to explain the link between strategic consensus and performance (Markoczy 2001). The importance of the strategic consensus is repeatedly stressed for development of theory about the strategy process (Priem and Dess 1995).

Among the above examined hindrances to successful strategy implementation, many others exist including lack of resources and risk identification. Lack of resources, i.e. time and people, is another reason for failure of strategy implementation. For one, implementing strategy, in most cases, took more time than expected or planned beforehand (Al-Ghamdi, 1998; Alexander, 1985).

## Annex 4: Methodology Applied

### 4.1 Introduction

Research methodology It is a science of studying how research is to be carried out. It is the procedures by which researchers go about their work of describing, explaining and predicting phenomena. This chapter looked at the research design, population and sampling design, tools and methods of collecting data as well as a description of how the data was analyzed.

## 4.2 Research Design

The research design constitutes the blueprint for the collection, measurement and analysis of data. The study used both primary and secondary research. Secondary research involved gathering of information from previous research from books, journals, academic books and the internet. Primary research included the issuing of questionnaires in order to gather relevant information from respondents.

## 4.3 Population and Sampling Design

### 4.3.1 Population

The population is described as all the elements that meet the criteria for inclusion in a study (Burns and Grove, 2003). The research population included the 13 Steering Committee members, 4 TCDD team and 10 members. This included the board of directors, management team and legal advisors.

### 4.3.2 Sampling Design

Sample design is sometimes used in a clearly defined sense, with reference to a given frame, as the set of rules or specifications for the drawing of a sample in an unequivocal manner. Here, a sample gives reference to a proportion of a population.

### 4.3.3 Sampling Frame

A sampling frame is defining a set of elements from which a researcher can select a sample of the target population. A researcher rarely has direct access to the entire population of interest and as such must rely upon a sampling frame to represent all of the elements of the population of interest. The sampling frame for this research was a list of stakeholders which included the management and the Steering Committee members.

## 4.3.4 Sample Technique

According to Mugenda (2008), the reasons for sampling are lower cost, greater accuracy of results, and greater speed of data collection and availability of population elements. For the purpose of this study, the researcher looked at the entire population owing to the small size of the population. A census is an attempt to collect data from every member within a population being studied as opposed to choosing a sample.

### 4.3.5 Sample Size

The proposed sample size should not cover too large or too little of a sample (Kothari, 2004). According to Mugenda and Mugenda (2003) the population sample should cover 10% or slightly above 10% of the target population. For the purposes of this study, the researcher was interested in stakeholders who deal directly with or aid the strategy formulation process.

### 4.3.6 Data Collection Methods

Data collections tools are the instruments which are used to collect the necessary information (Mugenda and Mugenda, 2003). Data collection specifies the details of the task with emphasis on the data to be obtained and their sources (Cooper and Schindler, 2003). Data collection techniques can either be primary or secondary. Primary data collection methods were used in this research. Bryman & Bell (2007) explain that primary data is information that the researcher gathers on his own, for instance by using interviews, questionnaires and tests. The primary data was collected by use of semi-structured questionnaires. Respondents who were not reachable meaning not able to attend a meeting, the same questions were used to get their response by telephone calls.

Semi-structured questionnaires consisting of open and closed-ended questions were constructed and used to collect data from the SC, TCDD and stakeholders. Relevant questions based on the research objectives were asked so as to obtain data on the factors that are hindering the successful strategy implementation of TCDD organization. The reason for choosing the semi-structured questionnaire technique was essentially to encourage the respondents to discuss their own opinion on what was hampering the successful implementation of strategies at TCDD. Semi structured interviews are more flexible than standardized methods such as the structured questionnaire or survey.

#### 4.4 Research Procedure

A pilot research is a trial run-through to test the research design with a sub-sample of the respondents who have similar characteristics to those identifiable in the main sample to be surveyed. The questionnaires were distributed to a sample of randomly selected stakeholders. They were asked to comment on the ease of completion, clarity of questions and whether any jargon had been used that was not easily understood. The recommendations were then incorporated to ensure the validity of the questionnaire. The questionnaires were self-administered so that the researcher was able to explain or elaborate any problematic questions.

#### 4.5 Data Analysis Methods

Data analysis is the organizing, analyzing and summarizing of the research findings. The data collected was tested and analyzed using the Statistical Package for the Social Sciences (SPSS). The data collected from the study was essentially qualitative and was presented using figures and frequency distribution tables. However, some of the data was quantitative in nature. In general terms, unstructured interviews (e.g. non-directive or informal) lend themselves to qualitative analyses, whereas structured interviews lend themselves to quantitative analysis.

Qualitative analysis was chosen as it is often less influenced by the biases and theoretical assumptions of the investigator. In addition, it offers the prospect of understanding the participants in a study as rounded individuals in a social context. This contrasts with quantitative analysis, in which the focus is often on rather narrow aspects of behavior. This said, the greatest limitation of the qualitative approach is that the findings that are reported tend to be unreliable and hard to replicate. Why is this so? The qualitative approach is subjective and impressionistic, and so the ways in which the information is categorized and then interpreted often differ considerably from one investigator to another.

### 5. Study Findings and Data Analysis

#### 5.1 Introduction

This chapter presents the results and findings of the study. The purpose of the research was to establish the consensus of strategic planning and implementation at TCDD Tanzania. The analysis was done using SPSS and is presented using frequency and percentage tables/ figures. The study was a census of the 10 Steering Committee members, 4 TCDD team and 16 people from the districts and other stakeholders which made a total 30 respondents. However, a questionnaire was used to interview 28 respondents plus other 2 respondents from member organizations and their responses were received yielding a response rate of 93.3% and left out 2 responses due to communication short falls.

#### 5.2 General Information of the Study and Study Group

This section gives general information about the study and the study group.

**Gender:** The study established that population only had female respondents.

The respondents have different backgrounds and areas of expertise. This implies that challenges in reaching a consensus may arise owing to the diversity in upbringing with every individual having their own perception and priorities.

For example; religious representative are spiritual leaders who are respected in our communities and they have a role to advise and correct the government, while other stakeholders-CSO/ NGOs they represent the larger community and lastly team and management are technical part of the TCDD organization and secretariat of high authority organ-the Steering Committee. This, however, could be advantageous as it implies a wide range of skills and field expertise available for the organization.

The findings from the study reveal that 14% of other stakeholders make up the 10% SC (the board) while 4% comprises of the management team. This indicates that the organization structure is well distributed.

Table 5.2 General Information of the Study and Study Group

Section	Frequency	Percentage
Other Stakeholders, and members who represent CSOs/ NGOs	14	50.0
TCDD Management	4	14.3
Steering Committee	10	35.7
<b>TOTAL</b>	<b>28</b>	<b>100</b>

### 5.3 Involved in Strategy Formulation Process

Majority of the respondents agreed that they were part of the strategy formulation process. Respondents were present during the strategy formulation process with stakeholders at all levels of the organization being well represented. From the findings 73.5% of the respondents agree to knowing the organization's strengths and weaknesses while 6.5% disagreed their involvement in the strategy process. This is an indication that the organization conducted a SWOT analysis during its strategy planning workshop and thus a good number of the respondents made good comments for the previous process of the strategic planning as seen below;

Table 5.5 Part of the Strategy Planning Process

Categories	Distribution	
	Frequency	Percentage (%)
Strongly disagree	4	11.8
Agree	10	35.3
Strongly agree	14	52.9
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 5.4 Organization Strengths and Weaknesses (SWOT)

From the findings 78.5% of the respondents agree to knowing the organization's strengths and weaknesses. This is an indication that the organization conducted a SWOT analysis during its strategy planning workshop.

Table 5.6 Aware of Strengths and Weaknesses

Categories	Distribution	
	Frequency	Percentage (%)
Agree	6	19.7
Strongly Agree	22	80.3
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 5.5 Organization Opportunities and Threats

From the findings 89.2% of the respondents agree to knowing the organization's opportunities and threats. This is an indication that the company conducted a SWOT analysis during its strategy planning workshop.

Table 5.7 Aware of Opportunities and Threats

Category	Distribution	
	Frequency	Percentage (%)
Somewhat Agree	3	11.8
Agree	5	17.6
Strongly Agree	20	70.6
<b>TOTAL</b>	<b>28</b>	<b>100</b>

### 1.5 Clarity of Objectives

From the findings, 92.8% of the respondents agree that the company has clear objectives to govern its undertakings. This is an indication that the company has broken down its vision so as to be better understood and more easily achievable.

Table 5.8 Objectives Clear

Category	Distribution	
	Frequency	Percentage (%)
Disagree	2	5.9
Agree	16	58.8
Strongly Agree	10	35.3
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 5.6 Strategies Formulated were in-Line with the Vision

From the findings, 92.8% of the respondents agree that the company has set strategies that are in line with its vision. This is an indication that the company has broken down its vision so as to be easily understood and implemented.

Table 5.9 Strategies in line with Vision

Category	Distribution	
	Frequency	Percentage (%)
Disagree	2	5.9
Somewhat Agree	12	41.2
Agree	8	29.4
Strongly Agree	6	23.5
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 6. Strategic Plan

The study sought to find out what aspects had improved or been enhanced as a direct effect of having a strategic plan.

### 6.1 Strategy Planning Enhanced Communication

Fifty-nine percent (59%) of the respondents felt that the presence of a strategic plan had not enhanced communication while 42.9% were uncertain. This is an indication that the presence of a strategic plan at TCDD does not serve as a communication tool between to the majority and amongst the organization stakeholders.

Table 6.1 Enhanced Communication

Category	Distribution	
	Frequency	Percentage (%)
Strongly Disagreed	5	17.9
Not sure	11	39.2
Somewhat Agreed	12	42.9
<b>TOTAL</b>	<b>28</b>	<b>100</b>

### 6.2 Benefits of Strategic Plan

Below is a list of the benefits the respondents felt they had from the presence of a Strategic plan. Out of the total list of the benefits for the strategic plan, 17.6% of the first group took a lead in their rating as they mentioned that the strategic plan was a roadmap for making strategic decisions, 13.6% said that the strategy planning had evaluated projects in line with achieving goals, in addition, 11.8% commented that the SP helped focus scope goal and objectives, other group with 11.8% pointed out that the strategy was just a document guiding, while another group 11.8% acknowledged that the strategy planning attracted other development practioners. This is a sign that the previous strategic plan was generally beneficial to the organization and other stakeholders. See other respondents below;

Table 6.2. Benefits of Strategic Plan

Benefits	Distribution	
	Frequency	Percentage (%)
Helped focus scope goal and objectives	3	11.8
It's just a document guiding	3	11.8
It helped TCDD team to network	2	5.9
It attracted other members to practiced it	3	11.8
It created opportunity to access funding for projects	2	5.9
It is effectively implemented, now tangible results are seen	3	9.8
Roadmap for making strategic decisions	4	17.6
Trying to evaluate projects in line with achieving goals	4	13.6
Working toward vision and core values	2	5.9
Knowing what's expected of TCDD	2	5.9
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 7. Insufficient Financial Resources

Fifty-nine percent (59%) of the respondents agreed that there were insufficient financial resources to execute strategy while 42.8% disagreed. Thirty-five percent of the respondents were undecided. This translates to inability to engage in strategies that require large amounts of financial resources thus slowing down the implementation process. There is a need to look for alternatives sources of fund to avoid a risk of having one sources in the next phase strategy.

Table 7. Insufficient Financial Resources

Category	Distribution	
	Frequency	Percentage (%)
Strongly Agreed	4	14.4
Somewhat Agreed	12	42.8
Disagreed	12	42.8
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 8. Move TCDD office to Dodoma City Capital

The findings indicated that 75% of the respondents felt that moving of the TCDD office to Dodoma in order to work closely with the government departments responsible for Debt Publicfund, it will not create any logistical views, while 25% were uncertain on its implications to human resources and TCDD collaboration with members. The move of TCDD office to Dodoma has to be mutually communicated to the TCDD team, involves the SC, its members and stakeholders for them to understand and share their back their opinions/ needs or feelings. The table below are the responses to what they believe is an advantage to move the office to Dodoma City capital. This translates that moving the office to Dodoma capital is more beneficial than keeping the office in Dar es Salaam. However, it necessary to take into consideration concerns and feelings given by the respondents who disagree and or somewhat disagree with a decision to move the office to Dodoma.



Table 8: Moving TCDD office to Dodoma City Capital

Category	Distribution	
	Frequency	Percentage (%)
Strongly Disagreed that it is a good thing to do	15	51.9
Disagree that it a good plan	6	18.6
Somewhat Disagree	7	29.5
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 9. Internal Branding of TCDD to Faith Based Organization

Fifty-Six percent (64.2%) of the respondents strongly agreed that decision by the Big the Five Founders of TCDD to go for Internal Branding of TCDD into a Faith Based Organization (FBO) was beneficial assuming that member organizations like CSOs and NGOs will remain connected with the work of TCDD. While thirty-one percent (31.6%) somewhat agreed, and seventeen percent (17.1%) respondents undecided with the Branding decision. This expression shows that a larger portion of the stakeholder respondents were positive on the decision to Brand TCDD into Faith Based Organization. However, the TCDD management has to come up with useful information are to clarify pending issues in the mind of those who were undecided regarding the branding scenario. Below are the responses to what the respondents believe is the decision for Internal Branding of TCDD into Faith Based Organization.

Table 9: Internal Branding of TCDD

Category	Distribution	
	Frequency	Percentage (%)
Strongly Disagree	18	59.4
Disagree	4	14.2
Somewhat Agree	7	25.4
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 10. Phasing out of Two Components & Focus on Public Debt Management

The findings indicated that 45% of the respondents disagreed on a decision to phasing out the education and health projects, while 14% respondents somewhat agreed with the decision. Other respondents 25% agreed on the decision with reasons the Five Founders planned to focus Public Debt Management instead the in their views they strongly agree with a decision by 28%. Although The presence of a strategic plan did not work to bring cohesion or a sense of inquiry of other's opinions, views or interests.

Table 10: Phase out two components and focus on Public Debt Management

Category	Distribution	
	Frequency	Percentage (%)
Disagree	9	32.0
Somewhat Agree	4	14.2
Agree	7	25.3
Strongly Agree	8	28.5
<b>TOTAL</b>	<b>28</b>	<b>100</b>

### Effectiveness of the next Strategic Plan 2023-2027

The respondents were asked to give a list of the issues they viewed as strategic elements necessary to be considered during preparation of the new strategy formulation. The wide range of elements were discussed by responses from the findings are highlighted in the table below. This part helped the Consultant to forecast on necessary elements to take into consideration when formulating the new strategic plan 2023-2027 as seen below;

Table 11: Effectiveness of the new phase strategic plan 2023-2027

Organization Goal	Distribution	
	Frequency	Percentage (%)
A strategy that enables TCDD to achieve its organization's objectives	3	9.3
Create opportunities for financial resources and coverage	3	12.1
The one with good objectives, clear to all, measurable and be supported by multiple strategic initiatives within TCDD.	6	22.2
The one that its mission help to achieve the vision	12	42.3
It should involve ideas from TCDD members and clear	4	14.1
<b>TOTAL</b>	<b>28</b>	<b>100</b>

From the above table, it is obvious that major areas to be considered by experts were as follows; 42.3% respondents said the organization goal has to be respected and therefore new strategic plan should consider those issues that their mission help to achieve the Vision of the organization, while other groups mentioned good objectives which are clear to all, measurable and supported by multi strategic initiatives within TCDD. Moreover, other group pointed out the new strategic plan will be effective if it involved ideas and opinions from TCDD team and its members, while the other group resolved that the objectives should focus to invest of fund raising for expansion and implement the planned projects.

## 11. Discussion, Conclusions and Recommendations

**11.1 Introduction:** This part presents the summary, discussions, conclusions, recommendations of the study and the findings. The first section gives a summary of; the purpose of the study, research design and major findings. The second section discusses the findings of the research questions with some support of the literature review. The consequent section gives conclusions drawn from the discussions and concludes by giving recommendations guided by the research questions and dialogue.

### 11.2 Summary

The purpose of this study was to establish the need from TCDD SC, Stakeholders and TCDD members the reasons of this strategy planning and implementation at TCDD. The specific objectives of the study were: to determine the strategy planning process and gaps existence of the strategic plan and factors that aid this process and to examine the inhibitors of strategy implementation.

The study used the descriptive research design. The population included the 28 stakeholders of TCDD which includes the Steering Committee (the Board) and the Management Team. Data was collected using interview questions, telephone call and structured questionnaire. It was processed using SPSS and manual tables. The data was analyzed in form of frequencies and percentages and was presented using tables and diagrams.

The findings of the study revealed that the strategy planning process was adequate and followed the main steps necessary in coming up with a strategy plan. The components within the strategy document suggest that there is an organization mission and vision, that the organization conducted a SWOT analysis and set specific

objectives to this end. However, the presence of the plan has not been seen to have major benefits for the organization as reported by some respondents.

Consequently, the major findings indicated that the TCDD team, member organization and other stakeholders were informed on the formulation of the Strategic Plan and they were part of the document. Despite of some minor concerns about a move to Dodoma, phase out of two project components, and branding of TCDD, a good number of respondents and in particular TCDD team have been positive regarding the three internal changes as they would not necessarily have risk assumptions impact in their plans.

## Annex 2: Survey Questionnaire

A questionnaire is a research tool used to conduct surveys. It includes specific questions with the goal to understand a topic from the respondents' point of view. Questionnaires typically include closed-ended, open-ended, short-form, and long-form questions.

**Survey vs questionnaire.** A questionnaire is a tool that is used to conduct a survey. A survey is the process of gathering, sampling, analyzing, and interpreting data from a group of people.

These strategic planning survey questions help gain insights into an organization's strengths and weaknesses. This questionnaire helps in pin-pointing potential improvement areas, make business decisions to address these, and ensure continuous growth on the collected data or feedback. With this sample, a survey maker can edit the questions as per their application and send out the survey for improved strategic planning. The attachment below carries just some of the open ended questions for respondents.

Table for Sample a Questionnaire used

Open Ended Questions	Explanation/ Responses
What can you sight as your major successes achieved during/from the current SP	
What do you see as your grey areas or areas of improvement(weaknesses)?	
How did you participated in formulation of the previous strategic planning?	
What make you happy with the current TCDD strategic objectives and why?	
What do you propose to be your key objectives or areas of focus in the New SP?	
What do you think should be done for the new strategy to carry over these objectives/activities in the coming new strategy 2023-2027?	
If you are asked to what is to be done to improve the next strategic planning what could be the best?	
From the vision, objectives etc. to what extent, TCDD team wants this process to go and why?	
How does a move to Dodoma affects TCDD team and its members?	
What are the internal and external factors that needs to be improved?	
Could you explain on the status of internal and external in performance based on the previous phase of your SP based on vision, mission and core values?	
Do you have any partnership with CBOs, and community group/structures at a local village?	
Does your organization have a good relationship with the District you operates	
What are your strategic themes and priorities for future organization' services/ support?	
What time frame should our strategic plan cover and how often should we review your SP?	
Do you have adequate good working relationship with local councilors on debt Public?	
What are the strengths of your organization/ projects?	
What is the working relationship between you and the local government e.g. village and ward office?	

Open Ended Questions	Explanation/ Responses
What do you think for the anticipated Strategic Plan to match with the availability of your current human and material resources?	
What needs and wants define your ideal partner or key stakeholder?	
What are the adequate training resources you have undergone to enable you implement Debt Public work?	
What could be done to drive into solutions and minimize the challenge with TCDC?	
What is the position of the government regarding TCDD focus for debt and Public issues?	
What characteristics describe your typical partner and or your stakeholder?	
How do we make our strategic plan flexible to allow for changes?	
Who should be part of the strategic planning process?	
When should we change or update our strategic plan?	
How often should we review progress on our strategic plan?	
Is your risk management plan regularly communicated to and understood by key stakeholders?	
Does your committee regularly review progress towards achieving your risk management plan?	
What additional knowledge, skills, or resources and tools will you require to achieve the main objectives of the organization?	
What is to be done to have a better SP document?	
What are the risk assumptions in working with the government-debt department in particular?	
How best is the role FBO in dealing with Public Debt and Management?	
Apart from involving MPs on Debt Public, how best can we involve people Councilors, an MP at local level?	

### **Annex 3: Strategic Plan Framework with (M & EP)**

1. Strategic Plan Framework with M&E Matrix
2. Monitoring and Evaluation (M & E) Plan on the other side is known as Monitoring and Evaluation Framework
3. An M & E framework can also be called an Evaluation Matrix.
4. In international development, there is no standard definition of a Monitoring and Evaluation (M & E) framework, or how it differs from an M & E plan. For many organizations, an M & E framework is a table that describes the indicators that are used to measure whether the program is a success.
5. The M & E framework then becomes one part of the M & E plan, which describes how the whole M & E system for the program works, including things like who is responsible for it, what forms and tools will be used, how the data will flow through the organization, and who will make decisions using the data. In other organizations the whole M & E plan is called an M & E framework (as if things weren't confusing enough!)





**The Executive Director**  
**Tanzania Coalition on Debt and Development (TCDD),**  
Shaurimoyo Road, Mariam Tower, 7th Floor,  
P.O Box 80147, Dar es Salaam, Tanzania.  
Tel : ( 255) 22-2866866, Mob: 0737 502661  
E-Mail: [tcdd@yahoo.com](mailto:tcdd@yahoo.com); Website: [www.tcdd.org](http://www.tcdd.org)