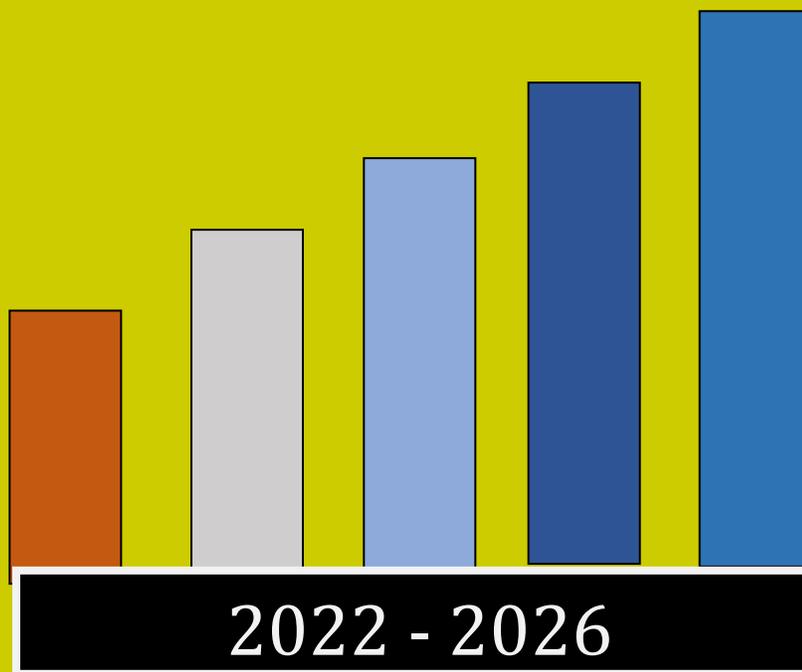




STRATEGIC PLAN II



Contacts:

FOREWORD FROM THE CHAIRPERSON

It is always important to take a long-term view. One that is several years ahead: It is all about constantly looking ahead and setting goals and targets to see a desired future. Strategic thinking can be done collaboratively as well as individually, however by thinking strategically in a group one gains on other people's perspective on issues which are critical and complex for the organization.

I am delighted to present to you the revised Tanzania Mentors Action (TMA) *Strategic Plan January 2022–December 2026*, which has been done collaboratively and has drawn on many individual knowledge and understanding. This Strategic Plan outlines the strategic direction for achieving our mission as a means of attaining our vision for the next five years.

During the process of formulating this *Strategic Plan* we were able to take stock of past successes and challenges hence learning from our past and shaping the future by aligning our strategies accordingly. We hope, through the services we offer will contribute to individual development and our country at large.

The strategic thematic areas attest to our commitment to achieve excellence through partnership with the Government and other committed public and private institutions to ensure the provision of quality services which is core to the development of humanity. Through our inclusive approach we are sure of engaging everyone at all levels especially those in local governments whose services directly affect the public, as well as our duty to mentor stakeholders and the community.

The Second *Strategic Plan* represents the concerted efforts of the TMA stakeholders, whose valuable input has been incorporated in this document. Their unselfish contribution provided us with so much input during the process of consultation.

Strategic thinking is an ongoing process. It is not a onetime event – individuals who think strategically, constantly reassess their environment in which they operate, looking at their company's strategy, customers, competition and analysing the challenges and positioning.

Let me point out clearly that having a good and clear Strategic Plan such as this is one thing; implementing it is another- the two must go together: I call upon everyone involved to commit every effort to ensure that this Strategic Plan is well translated into action and implemented as laid out to contribute to the forward development of our country.

Dr Paul Amanieli Chikira
Chairman of the Board of Director,
Tanzania Mentors Action (TMA)
December 2021

ACKNOWLEDGEMENT

This Strategic Plan for TMA is a compilation of stakeholders' experiences and their look into the future and the means to reach the desired state of development. The thematic areas through which TMA has decided to work through are strategically selected. The implementation of the impactful activities can be carried out to achieve the desired outcome and impact towards the achievement of our mission and finally our vision.

This strategic plan would have not been completed without the valuable contributions from different individuals and organizations. Centre to the compilation of this document is a team of two people: Dr. Peter Kilima and Mr. Sola Nazar who voluntarily agreed to put together the different strategic thinking from various individuals and groups who provided input to the ways our First Strategic Plan has been implemented and how best it could be aligned with the prevailing situation from both within and without our organization. The outcome of such effort has been the birth of the TMA SP II 2022-26.

I would like to recognize the tireless efforts and commitment of the following TMA members in the development of this Strategic Plan. They include Dr. Paul Amanieli Chikira (TMA Chairman), Mr. Herbert Gondwe (Chairperson Marketing, Resources Mobilization, and International Relations Committee).

In the same vein, I would like to thank the Board of Directors and members of TMA Committees who tirelessly participated fully in development of this Strategic Plan (TMA SP II). These include CPA, Dr. Ng'wananyamate L. M. Mgengeli, Mr. Joel Shimba, Mr. Victor Msoma, Mr. Samwel Mashindike and TMA Secretariat comprising of Ms. Anna Nakaza, Mr. Afumba and Ms. Naishija Naishie, who were part of a few selected individuals who deliberated in the formulation of SP II during the special meeting held at Cate Hotel in Morogoro. The meeting opened the gate to the "labour" process culminating with the "delivery" of TMA SPII 2022-2026.

Finally, there are several other people who played a significant role in ensuring this strategic plan became a reality but as we cannot mention every individual; I would therefore like to convey a word of thanks to all for their contribution.

I would like to call upon the commitment of TMA as whole to remain very high in ensuring that the implementation of SP II 2022-2026 is a reality and that the envisaged mission is completed successfully pushing us close and close to the realisation of our entire vision. *It can be done as everyone remains committed to play their part.*

Dr. Paul Michael Nandrie
Chief Executive Officer
TMA

TANZANIA MENTORS ACTION (TMA) AT GLANCE

- Tanzania Mentors Association (TMA) started as a consortium of experienced mentors who were employed by USAID funded WAJIBIKA project between 2010 – 2013
- On 19th July 2019, TMA was changed to Tanzania Mentors Action to comply with the amendment of NGO Act of 2020 and registered under the Ministry of Health Community Development, Gender Elderly and Children (MOHCDGEC)-registration number 00NGO/R2/000156.
- TMA's head office is in Dodoma, with a sub-office in Dar es Salaam and has networks in all LGAs in all regions of Tanzania Mainland and Zanzibar.
- TMA's Vision: To have a society that is healthy and contributes to the development of individuals, communities and the nation. Mission: To empower leaders and service providers across levels to deliver quality demand driven services that are based on accountability through mentorship. TMA's has Core values which are well elaborated in the Strategic Plan
- Our interventions are streamlined in five major thematic areas of health, education, environment, agriculture and cooperatives. In addition, gender and youth are mainstreamed in all activities we perform.
- For the sustainability purpose, and to leverage resources TMA has income generating projects that support TMA Operations beyond donors' support. These include brick making, bee keeping, hotels etc.
- Our achievement so far are various include support to Comprehensive Hospital Operations Plans and usage of Open Performance Appraisal System. Supported Ministry of Health, Community Development, Gender Elderly and Children (MOHCDGEC) in various ways.
- Conducted assessment to operationalize non-functioning health facilities through Public Private Partnerships in four regions of Morogoro, Pwani, Kigoma and Tabora.
- Capacity building to 900 LGA staff including accountant and cashiers on the use of Local Government Authorities Revenue Collection Systems (LGRCIS) and assisted to double or triple LGAs' revenue collection
- Collaborated with President's Office Public Service Management (POPSM), e-Government Agency (eGA), and PORALG to develop the Government Website Framework (GWF)
- TMA was part to the implementation of PS3 project, a USAID five years funded project which aims at strengthening the government systems in order to improve the access, use and quality of service delivery across sectors
- TMA is implementing PFMRP V (a three years DFID Project) which is aimed at strengthening financial systems in 48 LGA's and 8 regions
- TMA is implementing a World Bank supported own sources revenue strengthening to 21 LGAs
- Designed and implementing Speedy finances System to strengthen service delivery to Cooperative Societies
- The bottom line is, that TMA hosts a variety of skills including Medical Professional, Management experts, Human resource experts, IT experts, Local Government Experts, Distance learning experts ,Researchers and experienced advisors in a variety of specialities
- TMA is willing to partner and work with local, regional and international institutions and individuals whose intention and focus will contribute to the achievement of our vision.

TABLE OF CONTENTS

FOREWORD FROM THE CHAIRPERSON	i
ACKNOWLEDGEMENT	iii
Tanzania Mentors Action (TMA) AT Glance	iv
ACRONYMS	vii
CHAPTER ONE.....	1
1. INTRODUCTION TO TMA	1
1.1 Background information: What we are	1
1.2 Vision, Mission and Core Values	1
1.3 What we do.....	2
1.4 Our Overall Achievements for the Five Years	3
2. APPROACH TO STRATEGY FORMULATION	5
2.1 Introduction.....	5
2.2 Methodologyfor the formulation of SP II.....	5
2.3 Analysis of the Current Situation	6
2.3.1 Internal environmental analysis	6
2.3.2 Externat Environnemental Analysis.....	6
2.4 Strengths Weaknesses Opportunities and Challenges Analysis	7
2.5 Our Focus and Direction	8
2.5.1 Reviewed organization structure.....	8
2.5.2 Capacity building.....	10
3. STRATEGIC PLAN FORMULATION	11
3.1 Strategic Goal	11
3.2 Strategic Outcomes.....	11
3.2.1 Thematic Area 1– Health.....	11
3.2.1.1 Strategic objectives	12
3.2.2 Thematic Area 2– Education	12
3.2.2.1 Strategic Objectives	13
3.2.3 Thematic Area 3– Agriculture.....	13
3.2.3.1 Strategic Objectives	13
3.2.4 Thematic Area 4– Environment	14
3.2.4.1 Strategic Objectives	14

3.2.5 Thematic Area 5– Cooperatives	14
3.2.5.1 Strategic Objectives	15
4. RESOURCES REQUIREMENT FOR STRATEGIC PLAN IMPLEMENTATION.....	16
(To be updated at the end with input from admin).....	16
4.1 Human resources	16
4.2 Financial Resources	16
4.3 Technological Resources.....	17
5. MONITORING, EVALUATION AND REPORTING.....	18
5.1 Monitoring.....	18
5.2 Evaluation.....	18
5.3 Reporting	18
5.4 Reporting plan	19
6. UNDERLYING ASSUMPTIONS, RISK ANALYSIS AND MITIGATION strategies.....	20
6.1 UNDERLYING ASSUMPTIONS	20
6.2 RISK ANALYSIS AND MITIGATION:.....	20
References	21

Annexes

Annex 2:TMA Organogram.....	23
Annex 3 : Logical Framework 2022-2026.....	33
Annex 4 :Budget	33

ACRONYMS

AGM	Annual General Meeting
BRELA	Business Registration License Authority
CAG	Controller and Auditor General
CDCS	Country Development Cooperation Strategy
CEO	Chief Executive Officer
COVID 19	Coronavirus Disease of 2019
CSOs	Civil Society Organisations
DFID	Department for International Development
DP	Development Partner
e-GA	e-Government Agency
EWP	Engineered Wood Product
GoT-HoMIS	Government of Tanzania - Hospital Management Information System
GWF	Government Website Framework
HIV	Human immunodeficiency virus
HR	Human Resource
HSSP	Health Sector Strategic Plan
LGA	Local Government Authority
LGRCIS	Local Government Authorities Revenue Collection Systems
M&E	Monitoring and Evaluation
MOHCDGEC	Ministry of Health Community Development, Gender Elderly and Children
NGO	Non-Governmental Organization
PLHIV	People Living With HIV
DPs	Development Partners
POPSM	President's Office Public Service Management
PORALG	President's Office, Regional Administration and Local Government
SACCOs	Savings and Credit Cooperative Organizations
SP	Strategic Plan
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TMA	Tanzania mentors Action/Association
USAID	United States Agency for International Development
WB	World Bank

CHAPTER ONE

1. INTRODUCTION TO TMA

1.1 Background information: What we are

Between 2010 and 2012 WAJIBIKA¹ a 3 years USAID funded project engaged 18 experienced mentors to support the Government of Tanzania in strengthening programmatic and fiscal accountability in both Central and Local Government Authorities (LGAs). One of the main approaches used by the project to provide the support to the LGAs was mentorship. This approach was very effective and appreciated by the LGAs to the extent that towards the end of the project there was a recorded increase of Clean CAG Audit reports of LGAs from 41% to 80%². The recorded achievements created high demand for mentoring services even after the end of the project.

The increased demand for mentoring services in LGAs necessitated the establishment of the Tanzania Mentors Association (TMA). TMA was thus officially established as non-governmental organization (NGO) on 21st May 2013 and registered under Cap 212 of Business Registration License Authority (BRELA).

On 19th July 2019, TMA was changed to Tanzania Mentors Action to comply with the amendment of NGO Act of 2020 and registered under the Ministry of Health Community Development, Gender Elderly and Children (MOHCDGEC) with registration number 00NGO/R2/000156. TMA's head office is in Dodoma, with a sub-office in Dar es Salaam and has networks in all LGAs in all regions of Tanzania Mainland and Zanzibar.

Over the years TMA has witnessed quick growth in terms of increasing number of staff members (currently over 60) with various professional backgrounds and expertise ranging from medical professionals, financial management, project management, monitoring and evaluation, open and distance e-learning, human resources, information technology, governance to mention but a few.

1.2 Vision, Mission and Core Values

1.2.1 Our Vision

To have a society that is healthy and capable of contributing fully to the development of individuals, communities and the nation at large.

1.2.2 Our mission

To empower leaders, service providers and citizens across all levels of governance to deliver demand driven quality services by promoting both downward and upward accountability through various methods including mentorship.

¹ WAJIBIKA is a Kiswahili word meaning "Be accountable"

² WAJIBIKA End of Project Report 2013

1.2.3 TMA Core values

Excellence	We are committed to providing services that are distinctive and of high quality.
Innovation	We are innovative in our designs and operations, using technology and modern ways of doing business to further satisfy the needs and expectations of the customer.
Integrity	We value responsible character with impeccable levels of integrity for all individual members, office bearers and staff of TMA, in and outside TMA programming.
Commitment	We are fully committed to all our pledges and engagements.
Respect	We accord due regard to the feelings, wishes, and rights of others.
Transparency	We are transparent to our members, staff and stakeholders in all we do.
Accountability	We are guided by the highest possible standards of internal and external accountability to all our stakeholders and we comply with all statutory requirements.
Equality	We believe that all human beings are equal in dignity and before the law.
Gender Sensitive	We are sensitive to gender needs and understand that equality is not the same as equity.
Diversity	We cherish and respect diversity in terms of culture, religion, political opinion, social origin and style of doing things provided the said diversity does not infringe the law.

1.3 What we do

Our main activities centre on provision of mentoring and consulting services to both public and private sector institutions in Tanzania. Mentoring can be described as a “reciprocal and collaborative learning relationship between two or more individuals who share mutual responsibility and accountability for helping a mentee work toward achievement of clear and mutually defined learning goals. Mentoring, at its fullest, is driven by the learning needs of the mentee” (Presler *et al*, 2006).

Our interventions are streamlined in five major thematic areas of health, education, environment, agriculture and cooperatives. In addition, gender and youth are mainstreamed in all activities we perform. This means that everyone (men, women, elderly, children and youth) is inclusive regardless of physical ability and location. To ensure effective execution and institutionalization of our interventions we work closely with the Local Government Authorities (LGAs), Regional Administrations and Sector Ministries. We also engage with CSOs and Developments Partners (DPs) and communities where necessary and applicable.

TMA embraces mentorship because the experience gained from WAJIBIKA project has proven that it can promote deep change within and across institutions and in particular mind-set change that has long-term impact in addressing complex challenges in both public and private sectors.

In addition to mentorship, we offer demand driven consulting services in various areas including financial management, project management, human resource management, strategic planning, cooperative management, entrepreneurship, health services management and preparation of clients' services charters. In executing our activities, we partner with government, local and international organizations and academic institutions.

To ensure long term sustainability and financial security, TMA has established income generating projects and other measures that will support TMA operations beyond donors' support. These projects and other measures include Microfinance, SACCOS, beekeeping, hotel and conference halls projects. Moreover, TMA has ventured into enterprises by acquiring shares in companies including TCCIA and TMA Associates Ltd.

1.4 Our Overall Achievements for the Five Years

TMA was able to reflect back and take note of the following achievement gained during the last five years. These achievements are categorised as follows

1) *Capacity building/training activities*

- i. Conducted capacity building workshops to 64 Hospital management teams on the development of Comprehensive Hospital Operations Plans and usage of Open Performance Appraisal System,
- ii. Trained local leaders and service providers on accountability, transparency and citizens' engagement as a means of improving delivery of quality services,
- iii. Capacity building to 900 LGA staff including accountant and cashiers on the use of Local Government Authorities Revenue Collection Information Systems (LGRCIS),
- iv. Supported capacity building to Kibong'oto Hospital Management Team (HMT) to transform from a National Infectious Disease Hospital to a National Infectious Disease Institute.

2) *Revenue Enhancement for LGAs*

- a) Supported LGAs to enhance their own revenue sources. This included Hanang district council (Manyara region) and the then Ilala Municipal Council in Dar es Salaam.

3) *Systems design and/or development*

- i. Participated in the redesigning of the LGAs planning and reporting system (PlanRep) that was launched on 05th September 2017 by the Prime Minister Hon. Kassim Majaliwa,
- ii. Designed and implemented a Speedy Finances System to strengthen service delivery to Cooperative Societies,
- iii. Supported the President's Office Public Service Management (POPSM), e-Government Agency (eGA) and PORALG to develop the Government Website Framework (GWF) for all 26 regions and 166 LGAs followed by capacity building to 550 government staff.

4) *Surveys, Assessments and M&E,*

- a) Supported the Ministry of Health, Community Development, Gender Elderly and Children (MOHCGECD) to conduct an assessment to operationalize non-functioning health facilities through Public Private Partnerships in four regions of Morogoro, Pwani, Kigoma and Tabora,
- b) Conducted a baseline survey to establish the basis for measuring all mothers and children count for a 4-year project on Maternal, Neonatal and Child Health in Masasi and Tunduru districts,
- c) Supported Legal Service Facility to monitor and evaluate the impact of its services to the community

5) *Participation in Donor funded projects*

- i. Implemented the five years PS3 project funded by USAID which aimed at strengthening the public sector systems so as to improve accessibility, quality and use of public services specifically in health and education with a focus on the underserved in 93 LGAs from 13 regions of mainland Tanzania,
- ii. Implemented the PFMRP V three years DFID Project which aims at strengthening financial systems in 48 LGA's and 8 regions,
- iii. Implemented a World Bank funded project on strengthening own sources revenue collection in 21 LGAs

6) *Internal Capacity Building*

Since its inception TMA has been building its own internal capacity through recruitment of qualified and experienced personnel. As indicated in the background information the number of staff increased from 18 to 60, and this will continue to increase not only due to the increasing demand for mentoring services but most importantly our credibility and integrity. Newly recruited staff are always oriented to the mentoring method.

CHAPTER TWO

2. APPROACH TO STRATEGY FORMULATION

2.1 Introduction

TMA intends to be part of the effort to attain Tanzania Development Vision 2025 which seeks to provide the direction and philosophy for a long-term development. The vision is on Tanzania achieving a high quality of livelihood for its citizens, peace, stability and unity, good governance, a well-educated and learned society and competitive economy capable of producing sustainable growth of the country. This generated the impetus for TMA to review past performance review as indicated in annual report for 2014 to 2020 and implementation on the first five years strategic Plan (2018-2023). TMA decided to develop this new Strategic Plan II (SP II) for the next five years (2022-2026) based on some of the lessons learnt from the past reports. TMA has been producing Annual Reports from 2014 to 2020. The reports were mechanisms for implementation of the First Strategic Plan (SP I) developed in 2018-2023. The assessment of the reports originating from the implementation of the SP I, necessitates the need to review it and to come up with SP II (2022-2026). Some of the issues that necessitates the review included:

- Review of TMA thematic areas and alignment of resources,
- The major changes noted in the current sectors specific plans and national development plan,
- Emerging global issues such as Climate Change, COVID 19, etc. as well as the 17 Sustainable Development Goals, and
- The need to align with the growth of TMA including the income generating activities and other measures

The next five years require a SP with clear goals and statement of intent of the current status of TMA together with a clear sustainability plan for the access to excellence in service delivered to all spheres of life because of broadened TMA's efforts in the program areas. All these necessitated the start of process to develop SP II to address the current situation.

2.2 Methodology for the formulation of SP II

The following have been the major elements of the methodology applied in developing SP II

- i. Documentary review was carried out and it included a review of relevant TMA documents and other literature that served to gather background information on TMA intervention so far, identify and validate the key issues on which strategic analysis could focus on,
- ii. A one day high level meeting with key TMA senior staff including some Board members was held at Cate Hotel in Morogoro to discuss crucial parts of the Strategic Plan Content. Members also reflected on the current Strategy identified areas of strengths , weaknesses, Opportunities and Challenges/Threats (SWOT/C),
- iii. A draft updated/reviewed SP (Draft 1) was written and submitted to the management for additional inputs and feedback. The review process also covered the organisation structure of TMA. The new structure is appended (Annex 2),
- iv. Draft two was developed based on the inputs and feedback received and re-submitted to Management for dissemination to other members for comments
- v. Draft was discussed in wider TMA meetings , inputs provided and incorporated accordingly.

2.3 Analysis of the Current Situation

In this section an analysis of the internal and external environments which affects and influences and will continue to influence and affect TMA operations is undertaken. While the internal analysis focuses on TMA systems the external analysis focused on National as well as Global Policies and environment that both affects TMA operations

2.3.1 Internal environmental analysis

Over the last decade Tanzania made major progress in the provision of basic social services including health, education and water, to mention but some. In health and education for example there have been recorded improvements in service provision leading to continued increase rates in life expectancy³, literacy, school enrolment and access to safe and clean drinking water. However, there is some evidence of increasing problem of non-communicable diseases (NCDs) as well as inequalities in terms of quality, affordability and access to services particularly between urban and rural populations.

The government has developed a number of strategies geared towards addressing poverty and promoting the overall wellbeing of all Tanzanian citizens. The focus of the strategies include sustainable economic growth, personal needs of those in poverty so as to improved quality of life through access to social welfare⁴, accountability of the government for its people and increased citizen participation in governance.

The strategies are articulated in the National Strategy for Growth and Reduction of Poverty (NSGRP) e.g. cluster three which is on governance and accountability, National Five Year Development plan 2021/22 to 2025/26 intended to contribute to realization of the National Development Vision (NDV)2025 goals and other sector specific strategies .

In light of the above TMA is duty bound to re-adjust to achieve its goals and objectives. Our revised strategic plan aims at using existing strengths and accomplishments as well as exploring current internal opportunities to achieve the strategic objectives. We believe in engaging with and supporting our government in making national policies and strategies work for the people of Tanzania through mentoring the policy and strategy processes to the leadership and management at both national and local level.

2.3.2 External Environmental Analysis

In the preceding sections we analysed Tanzania public policy and strategies on improving the wellbeing of its citizens and governance in general. In this section we look at the current global issues and initiatives that have influence on Tanzania's public policies. Some of the global initiatives that Tanzania has ascribed to include among others the sustainable development goals (SDGs) which aim at getting rid of poverty and addressing effects of climate change. There are other global issues that Tanzania cannot ignore and these include among others the effects of the global pandemic (COVID -19, and climate change and their negative impact on food security, natural resources, provision of services specifically health and education, gender equality, etc. In addition there are also development partners (DPs) specific priorities and strategies for providing support to Tanzania. For example the

³ national census in 2012

⁴ In social welfare concentration has been on education, clean water, sanitation and health services,

USAID/Tanzania country development cooperation strategy (CDCS) which focuses on strengthening democratic principles of citizen-responsive governance, partnering with the private sector, and advancing social development indicators

Since Tanzania embraces both the global and foreign country initiatives and strategies TMA will explore the opportunities of participating through various means. Our experience of engaging in donor funded projects puts TMA at a competitive advantage over other institutions. We expect to take our leadership in the provision of mentorship services to help realize both the global and DPs' initiatives

2.4 Strengths Weaknesses Opportunities and Challenges Analysis

TMA reflected further and took note of our strengths, weaknesses, opportunities and challenges. Through a participatory assessment and reflection we were able to reach the following results.

Table 1: SWOC Analysis

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Unique approach of mentoring compared to other institutions • Committed leadership that is leading the TMA and its affiliations • Good system of management • Valuable internal HR systems • Mixed skills/professionals (IT, M&E, Accountants, ODeL.) to deliver in various sectors • Own office and working equipment • Ongoing income generating activities/PROJECTS 	<ul style="list-style-type: none"> • Inadequate capacity to mobilize resources • Inadequate variety of income generating activities • Inadequate capital to finances its activities
OPPORTUNITIES	THREATS/ CHALLENGES
<ul style="list-style-type: none"> • High demand of mentoring and coaching from different institutions that TMA can provide. • Strong relationship with government institutions • Government and other institutions intention to change their operations from manual to digital. • Global strategy initiatives to support local organization • Existence of bilateral and multilateral collaborations. • Recognition and engagement of local NGO's in supporting government initiatives 	<ul style="list-style-type: none"> • Change of international NGOs status to local NGOs • Other institutions using mentoring approach • Complexity demand for call of proposals that need expertise and experience in proposal writing • Some Competitors having more variety of portfolio than us and variety of income generating activities

2.5 Our Focus and Direction

After the SWOC analysis we were able to decide our focus and direction so as to capitalize on our strength and opportunities and address our weaknesses and challenges.

2.5.1 Reviewed organization structure

TMA reviewed its organization structure (see annex2) with a view to enable the delivery of the strategic objectives of the SP II. Detailed description of the reviewed organogram are as follows:

1. **The Annual General Meeting (AGM)** is the supreme decision making body. This meeting makes and takes decisions and actions on issues related to membership, constitution policies and strategies. Other functions of the AGM will include approving annual reports, plans and budgets and selecting the Board of Directors and officers of the organization
2. **The Board of Directors** will ensure that TMA has appropriate operational plans and approves quarterly, biannually and annual reports from the Chief Executive Director (CEO). It is also the responsibility of the Board to ensure effective and efficient execution of plans and budgets and above all the realization of TMA, vision and mission and above all adherence to the core values by all staff members. For effective functioning of the Board, members will be divided into **three standing committees**. These committees have been operational and therefore their core functions remain the same but a review might be undertaken if need arises. The committees are:
 - Planning, Finance and Administration,
 - Marketing, Resource Mobilization and External Linkages, and
 - Ethics and Audit
3. **Office Bearers:** In compliance to the NGO Act of 2019 (Part IV, Articles 14, 15 and 16 respectively) TMA has three office bearers namely a Chairperson, Chief Executive Officer (CEO) and a Treasurer. The three are directly appointed by the AGM and as provided for in the Act, the chairperson presides over the general meeting, is signatory to TMA's bank account and spokesperson and overseer of TMA's daily activities. The Treasurer is also signatory to the bank account, keeps records of assets, records of accounts and books of accounts. Above all the treasurer is supposed to prepare financial records of statements of income and expenditure and audited reports and submit to the annual AGM.
- 4.
5. **The CEO** will be responsible for day-to-day operational activities of TMA. Specifically s/he will interpret policies and strategies to ensure that activities are carried out according to plans and reports are written and submitted to all relevant bodies and meetings. The CEO is convener of meetings in consultation with the chairperson, signatory to TMA's bank accounts and also a custodian of documents and assets of TMA. To achieve this the CEO in collaboration with the Heads of Departments (HODs) and Units will constitute the Senior Management Team which will meet weekly and monthly to review TMA's overall performance. The CEO is supposed ensure that no opportunity in TMA's technical influence will go un-noticed,

Units: As can be seen from the organogram, there are six units have been included to reflect standard organization structures of big organisations/institutions like the TMA. These units are:

- Internal Audit and Compliance;
- Public Relations;
- Procurement Management;
- Information Communication Technology (ICT);
- Monitoring and Evaluation (M&E), and
- Resource Mobilization.

The core functions of the units include provision of advice to the CEO and most importantly technical support to the HODs. For example the ICT which was initially a department has been uplifted to a unit since it has a supportive role to TMA in general in terms of systems developments, internal and external capacity building, maintenance of ICT equipment, etc. The M&E unit has a crucial role in monitoring and evaluating the overall performance of planned activities and provide feedback to management so that remedial measures can be taken in case of drawbacks. The resources mobilization unit will be key in mobilizing resources from various sources and organising technical proposal writing team for consultancies and income generating projects. This is the mastermind unit of TMA.

6. Departments: There are five departments each to be headed by a head of department (HOD). Some departments may be divided into sections where necessary, depending on number of assigned functions.

a) ***Finance and Administration Department.*** This department has two sections i.e.

- i. **Finance section** responsible for all financial transactions of TMA including payment of salaries and all other payments, maintaining the books of accounts (income and expenditures), undertaking bank reconciliations. The Finance section is the main section which is responsible for proper management of financial resources and oversee the financial operations of the organization and ensure timely and accurate financial reports and practices including cash management, payroll, financial disbursements, ledgers. The section is also responsible for entering financial information and maintaining all financial records for projects and for the organization, preparing and maintaining donor agreements and staff contracts. The section also manages financial control, prepares and analyses budgets, develop financial reports, and make recommendations to the organization on **budget** expenditures. To execute expenditure the section obtains approvals from the CEO and Monitors the expenditures to ensure that program funds are utilized appropriately. Furthermore, the finance section ensures that all financial reporting is completed on time and submitted to donors; oversees the financial audits of all projects of the organization and finally provides financial inputs for proposal development, project management, Human Resource Management policies, logistics, travel, and other areas of administration.

- ii. **Administration section** which will deal with both administrative and personnel issues such as management and maintenance of offices, office furniture and equipment, transport etc. the management of HR functions including but not limited to recruitment, remunerations, promotions, training, etc.
- b) **Programmes and coordination Department** guides and coordinates all projects and programmes undertaken by TMA independently or in partnership with other local and international institutions. As mentioned in chapter 1 TMA is implementing three donor funded projects (the USAID funded PS3PLUS, PFMRPV– funded by DFID-UK and a World Bank funded LGAs’ Own sources). This department is also responsible for organizing multi-skilled teams to undertake projects that require a combination skills.
- c) **Service delivery and governance** department: The core function will be implementing interventions addressing governance and service delivery related issues targeting LGAs both HLGs , LLGs and Citizens as well as service facilities particularly in health and education. Key among the activities will be to strengthen governance and citizen engagement systems and promoting both downward and upward accountability. As a core activity of TMA this department will be responsible for promoting the mentoring approach.
- d) **The investment department** is responsible for overseeing existing investments and shares as well as exploring future investment opportunities that can ensure not only the sustainability but also the growth of TMA. Currently, TMA has a number income generating projects including Microfinance, SACCOS, beekeeping, and hotels. In addition, TMA has acquired shares in companies including TCCIA and TMA Associates Ltd. The aim is to ensure TMA operations can continue beyond external support.

2.5.2 Capacity building

Capacity building will focus on strengthening the performance and effectiveness of TMA staff and member through the design of demand driven and tailor-made capacity building interventions with a view to making them more productive and effective toward realization of our mission towards our vision. The interventions also include targeting of capacity of members to engage with government, create awareness on policies, critical issues on citizen engagement and their basic rights. Furthermore, TMA has a comprehensive, participatory and holistic organizational development approach geared toward improving our performance, effectiveness and sustainability. Semi-annual retreats, annual program review events are organized during which progress reports are reviewed and holistic organizational capacity assessment undertaken. We, in addition develop resource winning skills and apply them to diversify sources of funds for institutional sustainability.

CHAPTER THREE

3. STRATEGIC PLAN FORMULATION

3.1 Strategic Goal

Improved community life through strengthened and appropriate service delivery systems

3.2 Strategic Outcomes

Our strategic outcomes are derived from our thematic areas of health, education, agriculture, environment, and cooperatives. The outcomes are:

1. Strengthened Service delivery systems
2. Strengthened Professionalism and accountability of leaders and service providers
3. Enhanced Citizen engagement in planning, budgeting and implementation of development interventions

3.2.1 Thematic Area 1– Health

TMA has worked with the Ministry of Health in a number of health interventions. We have noted improvement in the Health sector. For example, from 1990 to 2015, the average life expectancy for Tanzanians increased by 16 years. Major gains were made in child mortality. The incidence of malaria was cut in half to 7.3 percent. The number of new HIV infections has been on the decline, with about 72,000 new cases in 2018.¹⁶ Despite this progress, under nutrition and maternal and infant mortality remains high. Given these persistent weaknesses and the increased demands of a growing population, there is a need for more strengthened systems.

To achieve this, TMA will support the GoT to realize its vision as indicated in the HSSP V (2021-2026) to have a healthy and prosperous society that contributes fully to the development of individuals and the nation. To do this, TMA will work with the Government, Non-state actors and private sectors to strengthen health systems in order to sustain achievements made in improving reproductive, maternal, newborn, children and adolescent health as well as results attained in control of communicable and non-communicable diseases. In addition, TMA will support the Government to improve response to epidemic and disasters. TMA will use the lesson learnt from COVID 19 era to support the Government to improve its response mechanism.

TMA realizes that HIV treatment is a unique tool in the AIDS response, preventing illness and death, averting new infections and resources. We shall work very closely with partners in the hope for ending the AIDS epidemic and particularly mechanisms for reaching many who need HIV treatment to enhance the goal of 95, 95, 95⁵ by the year 2030. We, will work with Ministry of Health and PORALG to strengthen the working relationship between the two; where one is policy maker (MoH); and the other is the implementor (PORALG). To enhance decentralized management TMA will participate, whenever required in capacity building of facility management teams, boards and committees at all levels of the health sector to better

⁵ 95% diagnosed among all people living with HIV (PLHIV), 95% on antiretroviral therapy (ART) among diagnosed, and 95% virally suppressed (VS) among treated

achieve community involvement. Councils Health Service Boards, Hospital Management Boards, and HFGC oversee the management of health care facilities in accordance with the guidelines. TMA will participate to update guidelines and procedures for involving citizens in decision-making and ownership of health care facilities.

Family Planning is key to attainment of the health of women and family at large. TMA will work with GoT and other health providers whenever possible to ensure increase in contraceptives acceptance rate.

3.2.1.1 Strategic objectives

1. Health information used in the health sector including GOTHOMIS, Diagnostic, Health management information systems, Wisin POA for HR resource allocation strengthened.
2. Strategies for the control of Communicable disease, Non- Communicable disease , Neglected tropical disease and other emerging diseases and epidemics improved and functional
3. Policies and implementation strategies for the control of Epidemics including HIV/AIDs COVID19 and other epidemics updated appropriately
4. Effective educate the public on the control of important preventable disease is converted to Open Distance e-Learning (ODEL) an efficient and affordable way of training facility Health workers introduced.
5. TMA will work towards improved partnership between public sector, private sector, religious institutions, civil society and community in coordinated and synchronized provision of health services across the board.
6. The structure the composition and functionality of Facility Committees/ Boards to oversee health services provision and general management at facility level Reviewed.
7. Methods of family planning advocated and contraceptive acceptance rate increased.

3.2.2 Thematic Area 2– Education

Shaping the life and development of children is shaping the future of a country. Children aged 0-14 will comprise about 50 percent of Tanzania’s total population by 2025. Tanzania’s growing, youthful population represents a tremendous opportunity as well as potential challenges⁶. The families and caregivers of these young generation face challenges in providing them quality education, adequate and appropriate health care, adequate nutrition, and safe and meaningful environment for them to develop positive social skills and contribute to their communities. At secondary school level the World Bank has supported Tanzania through the Secondary School Quality Improvement Project (SEQUIP). The main goal of the project was to provide children in Tanzania with better, safer, and more accessible secondary education to help build the country’s human capital. Specifically, the project will: (a) keep children in school and help all secondary school dropouts, including pregnant girls, pursue their secondary education; and (b) provide them with a path back into the formal public education system in the next cycle.

TMA is aware of the existing challenges in the education sector and more importantly the youth unemployment situation. For instance it is estimated that although 1,000,000 young

⁶ USAID TANZANIA STRATEGY 2020 - 2025

people enter the labour market each year only 200,000 find employment immediately while the remaining 800,000 are not guaranteed with official employment. TMA will collaborate the respective ministry and other sectors in efforts to mitigate challenges and ensure a bright future for our youth.

3.2.2.1 Strategic Objectives

1. Vocational education training programs for graduates from secondary and tertiary education updated
2. School Curriculum in Tanzania is update and fitted to current situation
3. School programs in secondary are introduced to strengthen gender-equity
4. Problem of girls dropping out of school due to pregnancy addressed,
5. Quality alternative education programs to female secondary school dropouts, particularly at-risk girls and young mothers advocated and supported,
6. Digital technology to facilitate teaching of math and science subjects and improve learning and teacher efficiency improved
7. Need assessment and effective mechanisms for supporting increased participation of hand-capped/vulnerable learners developed.

3.2.3 Thematic Area 3– Agriculture

Agriculture is still the backbone of the economy of Tanzania. The sector contributes about 27% of country's GDP and 25% of total exports. It is reported that smallholder farmers dominate production, with more than 90% of cultivated land and that, the sector provides about 77.5 % of employment; provides livelihood to more than 70 % of population. It is also said that the growth rate of the sector has been unstable. E.g., the average growth rate of the sector during 2006–2014 was 3.9% per annum, and decreased to 2.9% in 2015 and then increased to 3.0% in 2016. Efforts towards improving the sectors have been through development and implementation of a programme named Agriculture Sector Development Programme (ASDP) implemented in phases. ASDP1 was implemented from 2006/07 to 2013/14 while ASDP II which started in 2017/2018 is expected to end in 2022/2023. The aims is to transform the agricultural sector towards higher productivity, smallholder farmer income for improved livelihood, food and nutrition security among others.

TMA is aware of this programme, the intended outcomes and implementation challenges. We are very aware that ASDP II builds on the lessons learnt from ASDP I. Our role in this endeavor to support the government efforts of realizing the programs vision. Under ASDP II, the intervention will maintain a clear vision of reducing poverty, ensuring food and nutrition security and contributing to GDP growth.

3.2.3.1 Strategic Objectives

1. Governance, management, coordination, monitoring and evaluation strengthened,
2. Agricultural extension services modernized and strengthened,
3. Agriculture information⁷ to farmers and sector practitioners disseminated,

1. ⁷ Agriculture information includes agriculture product markets, financial information, weather forecast, and extension services

4. Small hold farmers supported to increase productivity of target commodities,
5. No. of women from smallholder households with land ownership increased,
6. Productivity of commercial market-oriented agriculture for priority commodities increased
7. Agricultural mechanization for crop, livestock and fisheries promoted,
8. Horticulture for women and youth groups promoted and supported
9. Professional guidance and quality assurance of agriculture training materials and delivery provided
10. Capacity of training institutions to develop agriculture training materials, training facilitation, and assessment of learners strengthened

3.2.4 Thematic Area 4– Environment

Environmental degradation and uncontrollable use of natural resources are becoming a threat to humanity. Tanzania, like many other countries, is faced with widespread environmental challenges such as deforestation, soil erosion, pollution, the deterioration of aquatic systems, and a loss of biodiversity. TMA, within her capacity, will support the government efforts to mitigate the mentioned challenges through mentoring and other appropriate approaches.

3.2.4.1 Strategic Objectives

1. The systems for environmental protection and sustainable use of natural resources in all LGAs strengthened,
2. Environmental groups and clubs at LGAs level introduced or revived and strengthened
3. Nationwide annual tree planting campaigns using different media initiated, monitored and evaluated,
4. Environment/conservation working groups at district level comprising of LGA experts, private sector representatives, CSOs, etc., revived or formed and strengthened.
5. The importance of undertaking Environmental and Social Impact Assessment (ESIA) for projects that may entail environmental risks advocated and results disseminated,
6. The environmental management Act (2004) and other related legislations put in easy to understand language and disseminated to LGAs (HLG and LLGs) and all other stakeholders,
7. Environmental and socio-economic issues mainstreamed into development activities and stakeholders’ environmental and social awareness improved,
8. Cost effective strategies for protecting marine resources, wetlands, rivers and/or water-sources advocated
9. Cost effective domestic energy sources developed and promoted
10. The energy policy (2015) and all other environment related legislations translated into user friendly language and disseminate using various media.

3.2.5 Thematic Area 5– Cooperatives

Cooperatives have been among the contributors to the economic and social development of the country. Worldwide they have proven to be efficient development means today, that not only makes economic and social contribution to manufacturers, consumers and small enterprises but also provide added value to the national economy. Moreover, if cooperatives are well managed, they can improve the standards of living of citizens especially those with low incomes living both in rural and urban areas. Cooperatives can realize their missions and objectives if they have members, leaders and employees who are well - informed and committed to improve their

societies⁸. TMA will work with the government in supporting effort towards improving the performance of cooperative societies in Tanzania.

3.2.5.1 Strategic Objectives

1. Governance and Accountability systems of cooperatives' leaderships and management strengthened.
2. Members of cooperatives empowered through provision of appropriate awareness creation and knowledge about their roles, rights and responsibilities in safeguarding the interests of their cooperatives ,
3. Management of resources and operation systems of cooperatives enhanced through application of ICT.
4. Interests of disadvantaged groups (women, youth and people living with disabilities) cooperative members' considered.
5. Incidences of corruption in cooperatives substantially reduced
6. National HIV/AIDS strategy tailored and implemented in cooperatives
7. Number of cooperatives receiving clean audit reports increased,
8. Establishment of youth cooperatives/SACCOS advocated and Speed-finance application used
9. Number of cooperatives accessing financial services from microfinance institutions increased
10. Number of cooperatives establishing cooperative banks increased

⁸ The Tanzania Cooperative Development Commission Strategic Plan

CHAPTER FOUR

4. RESOURCES REQUIREMENT FOR STRATEGIC PLAN IMPLEMENTATION

(To be updated at the end with input from admin)

In execution of this revised Strategic Plan 2020-2023, the combination of different resources is important. However, the following major resources are needed:

4.1 Human resources

In executing the SP II, TMA is committed to maintain highly skilled personnel, a governing board and professional mentors. This will be attained through the following strategies:

- Use of different methods such as interviews and trusted referrals to recruit experienced professionals staff
- Coach and supervise less experienced staff holding junior positions with a view to develop needed specific competencies,
- Invest in human development to the executive committee/board of directors, management and staff members in order to update skills, knowledge and attitudes.
- Create conducive working environment where everyone is valued, appreciated and given an opportunity to grow including competitive salaries, social and health benefits and performance based bonuses.

4.2 Financial Resources

The first two years of implementation of current SP I was faced with a number of challenges key among them being inadequate financial resources. In implementing the revised SP II, TMA has identified most effective ways of mobilizing financial resources to ensure smooth implementation of the strategic objectives. As formulated in the previous plan and carried forward in this revised strategic plan the budget is estimated at TZS 30 billion over the five years. There are already resources mobilization strategies in place such as member contributions, partnerships with key stakeholders in the implementation of the activities, broadening the donor base and reducing operational cost such as rent (as currently TMA has own office premises in Dodoma). Other strategies are initiating opportunities for demand of TMA's work (demand vs supply), economic activities and promotion of TMA work through social and traditional media to encourage fundraising campaign both within and outside the country. Given that resource mobilization is one of the key responsibilities of the organization, the strategy also outlines the core roles of the governance and management for its implementation as follows:

- **Board of Directors and Committees**
 - Creating enabling environment
 - Providing strategic direction
 - Approving budgetary funding
- **Management**
 - Leading resource mobilization income generating projects
 - Integrating resource mobilization into the budgetary and working plan of the organization
 - Strengthening strategic partnerships with supporters in relevant areas of work
 - Building capacity of the staff in proposal writing

4.3 Technological Resources

In this strategic plan, TMA is planning to invest more on technology so as to increase efficiency and effectiveness of organizational operations. Specifically, TMA members and staff with expertise in data systems and management will develop a database management system. This system will improve data sharing, usage and security in the organization; it will promote effective data integration and increase productivity. Moreover, for visibility and as a marketing strategy, the use of social media will be one of the main approaches that will be promoted. TMA website will be developed and frequently updated to address the needs of visitors.

CHAPTER FIVE

5. MONITORING, EVALUATION AND REPORTING

Activities for the implementation of the Strategic Plan for 2021/2022 – 2025/2026 shall be monitored periodically in order to ensure that they are executed according to plan. TMA will efficiently and effectively use its Monitoring and Evaluation (M&E) system to provide feedback of the implementation for strategic plan activities. Through the use of M&E system, TMA will identify problems early and propose solutions, evaluate achievements of programme objectives, promote participation, ownership and accountability. *From the strategic objectives the M&E Specialist will create indicators which will be monitored over time*

5.1 Monitoring

Monitoring will require continuous collection of data on specified indicators to assess the implementation of interventions, in relation to activity schedule and expenditure of allocated funds, and its progress and achievements in relation to its operational objectives derived from the strategic objectives. TMA will also track the implementation of development policy and programme interventions at global, regional and country levels so as to inform its programme design, priority setting and strategic targeting for anticipated results. TMA will track the implementation of strategic plan through weekly, monthly, quarterly, semi-annual and annual meetings, examining actual implementation of activities in relation to planned activities. Also, TMA will undertake the assessment of the planned and actual expenditures.

5.2 Evaluation

TMA will assess periodically the design, implementation, outcome and impact for the purposes of determining the extent to which targets are achieved. TMA will conduct three categories of reviews namely annual reviews, mid-term review and final review. The midterm and final evaluations will be done by external experts. Annual reviews will be conducted at the end of each financial year to help for better planning in the coming year. The results of these reviews will be presented in the annual management meetings. Evaluation will focus on assessing the relevance and achievement of objectives, and implementation performance in terms of effectiveness and efficiency, and the nature, distribution and sustainability of impacts.

5.3 Reporting

Departments and units shall prepare and submit monthly, quarterly, semi-annual and annual reports to TMA management. TMA management will present quarterly reports to the Board of Directors detailing progress and achievements of specific milestones as indicated in the operational plan.

For financial reporting and accountability, TMA will develop strong systems to monitor the use of resources including funds. TMA will be reporting the financial and administration results to Board and donors. The systems will include administrative and financial policies and procedures clearly stipulating financial controls and accountability mechanisms.

5.4 Reporting plan

Type of reports, staff responsible and schedule for reporting

SN	Types of report	Responsible person	Reported to
1	Monthly reports	Program Officers	CEO
2	Quarterly reports	Program Officers, CEO	Board
3	Semi-annual reports	Program Officers, CEO	Board
4	Annual reports	Program Officers, CEO	AGM

CHAPTER SIX

6. UNDERLYING ASSUMPTIONS, RISK ANALYSIS AND MITIGATION STRATEGIES

6.1 Underlying Assumptions

The following are our underlying assumptions for the success of this five years strategic plan:

- i. We will be able to maintain dialogue and engagement with the government and development partners to boost our image and trust.
- ii. TMA SP II will get the needed funding from both internal and external sources to allow for the implementation of planned activities.
- iii. TMA investments will generate enough income and profit needed for the growth and sustainability of organization,
- iv. There will be continued demand for our services in particular mentorship by both the private and public sectors.
- v. We will be able to maintain and extend our collaboration with reputable internal and external organizations.
- vi. We will be able to maintain and develop our staff to ensure sustainability of the quality and effectiveness of the delivered mentorship services.
- vii. We shall continue to enjoy peace and political stability in the country

6.2 Risk Analysis and Mitigation:

Our five years strategic plan might be faced with a number of risks originating from both our internal and external environments. This risks might impinge the implementation and therefore realization of our objectives. Below is an outline of the possible risks and mitigation strategies.

No	Risks	Mitigation Strategies
1.	Inability to mobilize resources needed to support our strategic plan	<ul style="list-style-type: none"> • Focus our investments on viable and low cost projects • Build our internal capacity for technical proposals writing based on government and development partners' priorities • Strengthen partnership and collaboration with reputable local and external organizations in bidding for and implementing awarded activities
2.	Increased demand for mentorship support from TMA compared to existing capacity in terms of skills and profiling areas	<ul style="list-style-type: none"> • Recruit and train to address skills and profiling area gaps • Strengthen the capacity of existing staff of using alternative cost effective approaches • Establishing TMA offices in strategic regional headquarters
3.	Reputation of TMA might be put at stake if some staff members engage in unethical behaviour	<ul style="list-style-type: none"> • Ensure that all TMA staff members sign up a Code of Ethics and that they adhere to our core values • Take all necessary corrective steps should any staff member risk the reputation of TMA
4.	Inability to retain qualified and experienced staff	<ul style="list-style-type: none"> • Develop a comprehensive staff retention scheme that can reduce labour turnover. • Develop succession plans

REFERENCES

Damian Sambuo and Juda Msaki (2019), Mechanism for Co-Operative Revitalisation in Tanzania: A Policy Review, in *Journal of Co-operative and Business Studies (JCBS) Vol.4, Issue 2, 2019*

Gratian Cronery Rwekaza & Bikolimana Mhihi (2016), Co-Operative Development in Tanzania: A Tool for Equality and Socio-Economic Development in: *Journal of Economics and Sustainable Development Vol.7, No.6, 2016*

Ministry of Education, Science and Technology (2019), Environmental and Social Management Framework (ESF) for Tanzania Secondary Education Quality Improvement Project (SEQUIP),

Ministry of Health, Community Development, Gender, Elderly and Children, Health Sector Strategic Plan, (HSSP V), July 2021 – June 2026

Ministry of Natural Resources and Tourism: Forestry and Beekeeping Division (July 2021), Action Plan for the National Engineering Wood Sector Development Framework -2021 -2031

Presler et al (2006), mentoring for service-delivery change: A trainer's handbook, USA.

TMA Strategic Plan 2020 to 2023

UNDP Sustainable Development Goals 2030 (SDGs Booklet web

URT (2016), The Tanzania Cooperative Development Commission, Strategic plan for 2016/2017 – 2020/2021\

URT (Nov. 2017), Agricultural Sector Development Programme Phase II (ASDP II)

URT, Tanzania Development Vision (TDV 2025)

USAID –Tanzania: Country Development Cooperation Strategy 2020 – 2025

Web Reference, Envisio: Strategic Planning Guide, for the public sector

The united Republic of Tanzania Prime Minister's Office Tanzania Commission for AIDS (TACAIDS): Three Years' Implementation Report of the Board of Trustees of AIDS Trust Fund (ATF) July 2016- July 2019.

The United Republic of Tanzania; The Prime Minister's Office Tanzania Commission for AIDS: Final Evaluation of the implementation of National Multi-sectoral Strategic Framework (NMSF) Grant September, 2017

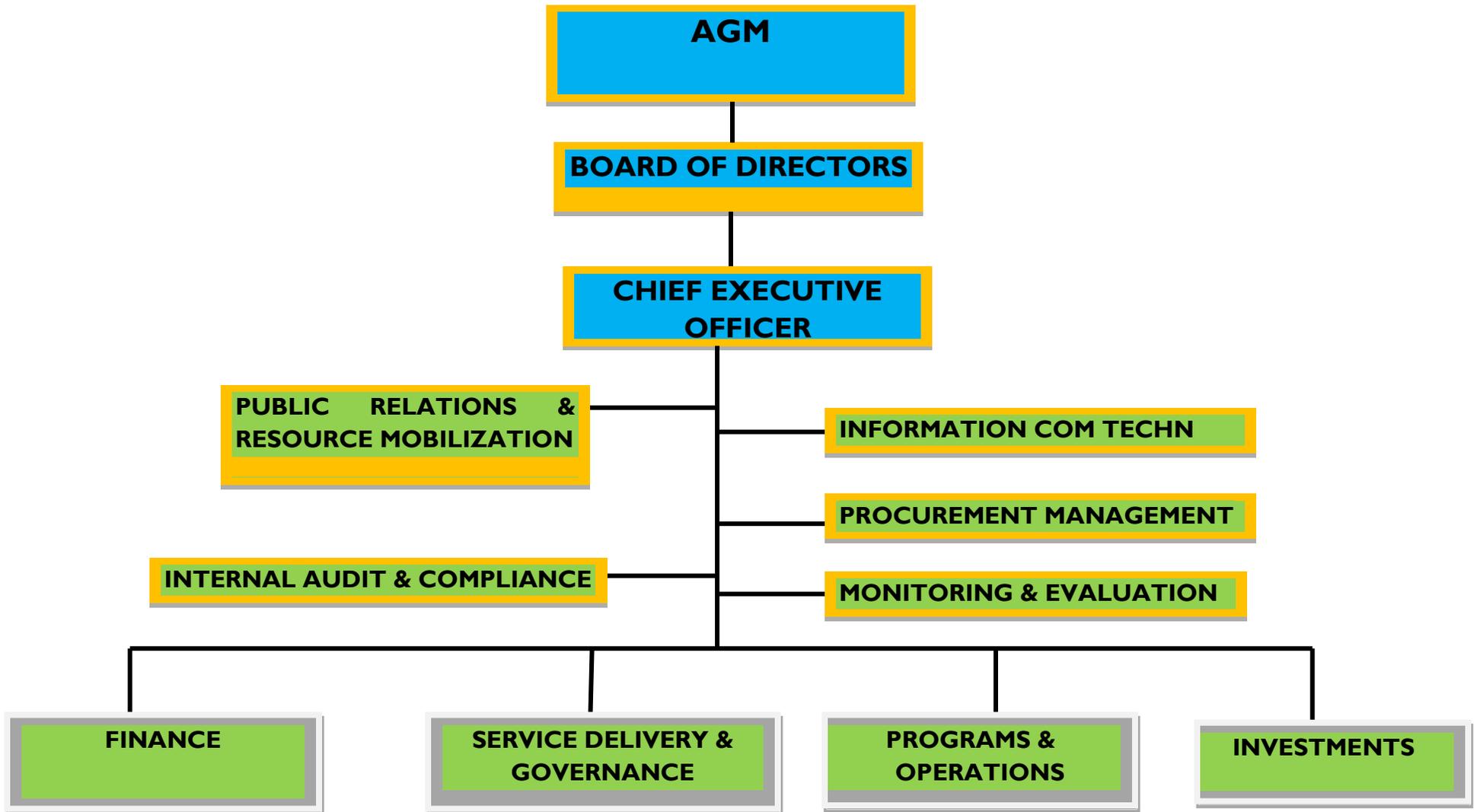
The United Republic of Tanzania/ Prime Minister's Office; Tanzania AIDS Commission: AIDS Trust Fund (ATF) Communication and Advocacy Promotion Strategy: Communication and Advocacy Strategy Report 2020- 2022

The United Republic of Tanzania; The Prime Minister's Office: Tanzania National Multi-sectoral Strategic Framework for HIV and AIDS 2018/2019 to 2022/23, November, 2018

TMA Constitution 2020

...

Annex 1: TMA Organogram



Annex 2 : Logical Framework 2022-2026

NARRATIVE	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Strategic Goal: To improve community life through strengthened service delivery systems			
Strategic Outcome 1: Service delivery systems strengthened			
Strategic Outcome 2: Professionalism and accountability of leaders and service providers strengthened			
Strategic Outcome 3: Citizen engagement in planning, budgeting and implementation of development interventions enhanced			
THEMATIC AREA ONE – HEALTH			
Strategic Objectives			
i. Health information used in the health sector including GOTHOMIS, Diagnostic, Health management information systems, Wisin POA for HR resource allocation strengthened			
ii. Strategies for the control of Communicable disease, Non- Communicable disease , Neglected tropical disease and other emerging diseases and epidemics improved and functional			
iii. Policies and implementation strategies for the control of Epidemics including HIV/AIDs , COVID19 and other epidemics updated appropriately			
iv. Effective educate the public on the control of important preventable disease is converted to Open Distance e-Learning (ODEL) and efficient and affordable way of training facility Health workers introduced.			
v. Improved partnership between public sector, private sector, religious institutions, civil society and community in coordinated and synchronized provision of health services across the board			
vi. The structure the composition and functionality of Facility Committees/ Boards to oversee health services provision and general management at facility level Reviewed			
vii. Methods of family planning advocated and contraceptive acceptance rate increased			
THEMATIC AREA TWO – EDUCATION			
i. Vocational education training programmes for graduates from secondary and tertiary education updated			
ii. School Curriculum in Tanzania is updated and fitted to current situation			
iii. School programs in secondary are introduced to strengthen gender-equity			

iv. Problem of girls dropping out of school due to pregnancy addressed			
v. Q quality alternative education programs to female secondary school dropouts, particularly at-risk girls and young mothers advocated and supported			
vi. Digital technology to facilitate teaching of math and science subjects and improve learning and teacher efficiency improved			
ii. Need assessment and effective mechanisms for supporting increased participation of hand-capped/vulnerable learners developed.			
THEMATIC AREA THREE– AGRICULTURE			
i. Governance, management, coordination, and monitoring and evaluation of the program strengthened,			
ii. Agricultural extension services modernized and strengthened,			
ii. Agriculture information ⁹ to farmers and sector practitioners disseminated			
iv. Small hold farmers supported to increase productivity of target commodities			
v. Number of women from smallholder households with land ownership or customary land rights increased			
vi. Productivity of commercial market-oriented agriculture for priority commodities increased			
vii. Agricultural mechanization for crop, livestock and fisheries promoted,			
iii. Horticulture for women and youth groups promoted and supported			
ix. Professional guidance and quality assurance of agriculture training materials and delivery provided			
x. Capacity of training institutions to develop agriculture training materials, training facilitation, and assessment of learners strengthened			
THEMATIC AREA FOUR– ENVIRONMENT			
i. The systems for environmental protection and sustainable use of natural resources in all LGAs strengthened,			
ii. Environmental groups and clubs at LGAs level introduced or revived and strengthened			
iii. Nationwide annual tree planting campaigns using different media initiated, monitored and evaluated,			

2. ⁹ Agriculture information includes agriculture product markets, financial information, weather forecast, and extension services

iv. Environment/conservation working groups at district level comprising of LGA experts, private sector representatives, CSO, etc. revived or formed and strengthened .			
v. The importance of undertaking Environmental and Social Impact Assessment (ESIA) for projects that may entail environmental risks advocated and results disseminated,			
vi. The environmental management Act (2004) and other related legislations put in easy to understand language and disseminated to LGAs (HLG and LLGs) and all other stakeholders,			
vii. Environmental and socio-economic issues mainstreamed into development activities and stakeholders' environmental and social awareness improved,			
viii. Cost effective strategies for protecting marine resources, wetlands, rivers and/or water-sources advocated			
ix. Cost effective domestic energy sources developed and promoted			
x. The energy policy (2015) and all other environment related legislations translated into user friendly language and disseminate using various media.			
THEMATIC AREA 5– COOPERATIVES			
i. Governance and Accountability systems of cooperatives' leaderships and management strengthened.			
ii. Members of cooperatives empowered through provision of appropriate awareness creation and knowledge about their roles, rights and responsibilities in safeguarding the interests of their cooperatives ,			
iii. Management of resources and operation systems of cooperatives enhanced through application of ICT.			
iv. Interests of disadvantaged groups (women, youth and people living with disabilities) cooperative members' considered.			
v. Incidences of corruption in cooperatives substantially reduced			
vi. National HIV/AIDS strategy tailored and implemented in cooperatives			
vii. Number of cooperatives receiving clean audit reports increased,			
viii. Establishment of youth cooperatives/SACCOS advocated			
ix. Number of cooperatives accessing financial services from microfinance institutions increased			
x. Number of cooperatives establishing cooperative banks increased			

Annex 3 • Budget for the implementation of TMA SP II

*We estimate that implementation of the TMA SP II will cost around TSH 30 billion. To be concretized at the very end by the help of CEO and **Admin team** to develop the budget.*