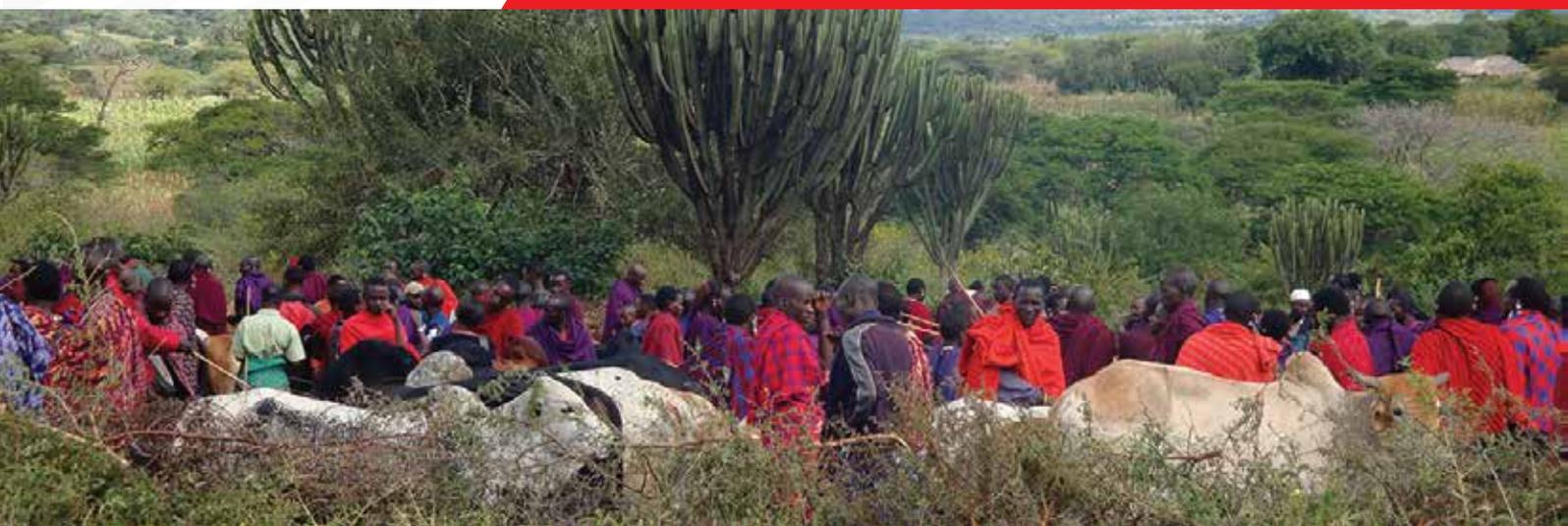


# MACSNET

Manyara Regional Civil Society Network

**Manyara Regional CSO's Network**



## **RESOURCE MOBILIZATION STRATEGY 2018 – 2022**

Supported by: **Africare** 

Facilitated by: **Deloitte.**



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If this group will be empowered



Then this one will get quality services

## Executive Summary

Since its establishment in 2010, Manyara Network of CSOs (MACSNET) has provided capacity strengthening coordinated accountability and policy initiatives and facilitated learning and sharing between members and other stakeholders. Overall goal is to enable the citizen's benefit from fruits of good governance, accountability and human rights that eventual leads to improved socio-economic condition of people in Manyara region. The new strategy builds-on experience from previous strategy. Similarly, up-take and capitalises on new opportunities and challenges. This implies that the new resource mobilization strategy has considered expanding network roles and responsibilities on issues related to accountability and responsibility on health, agriculture and social protection in one hand and increasing resource-stressed as a result of increasing population, expanding economic activities and exclusion of community and CSOs in developing and implementing district development plans. Similarly, this plan is being developed with much appreciation of the fact that development sector is also becoming competitive – referring, players and rules of the game have changed altogether. This therefore makes it necessary of re-align goals, approaches and strategies, factoring innovative initiatives leading to high impact programs to the beneficiaries.

Experience matters and in this case, since 2012, the network has coordinated capacity building undertaking, governance and accountability, learning and sharing among member organisations. All these core roles have been achieved due to generous partnership and support from members, non-members and development partners. This approach fundraised about TZS 1.8 billion to support programming. At the end of the previous Strategy, it was clear that – more resources are now required to strengthen capacities of members to deliver empowerment equation. With expanding mandates from our members, the new strategy aim to improve quality of programming, mobilize more resources to support learning, sharing and collective undertaking and the noble goal remain – enabling excluded communities undertake a constructive engagement pathway. It is against this background, the network recruits creative and innovative ideas to mobilize resources to meet new demands.

Purpose of the Resource Mobilization Strategy therefore is to ensure there are adequate resources to support network services to the members. Similarly, resources support learning and sharing among members. The strategy will have guidance through vision, mission, focal areas and financial and program targets.

The strategy aims to mobilise more than TZS 5.9 billion within five years. This funding is expected to be mobilised from members' organisations, development partners, local philanthropy, partners, local government authority and individuals

## 1.0 Introduction

Experience suggests that Resource Mobilization Plan is an important feature and parallel to Strategic Plan. In other words, planned activities should go in tandem with resources to implement them. This is the reason during 2018-22 plan is undertaken along Resource Mobilization Strategy. These Resource Mobilization Strategy up-take higher levels of accountability, transparency and governance of resources in our organisation on behalf of members, beneficiaries and member organisations.

Existing mobilization strategy focuses on ensuring that there are adequate resources to support the secretariat to implement 2018-2022 Strategic Plan. It recruits top-notch strategies to mobilize a diversified resource streams from member organisations, private sector organisation, development partners, and other sources. The Table 1 below summarises projects, funding sources and areas of interventions.

**Table 1: Sources of funding over the past three years**

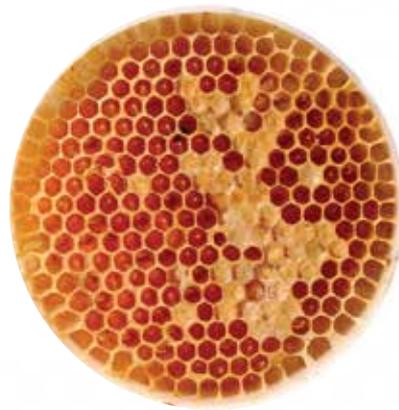
Year	Partner	Focal area	Amount
2014	The Foundation for Civil Society Africare Tanzania/USAID	Governance Capacity building/Nutrition	90,000,000 160,000,000
2015	Africare Tanzania/USAID Tanzania Communication Development Center (TCDC)	Capacity building/Nutrition Research/Nutrition	180,000,000 18,000,000
2016	Care International/USAID Tanzania Communication Development Center (TCDC) Legal Service Facility	Capacity building/Nutrition Research/Nutrition  Capacity building	140,000,000 18,000,000  150,000,000

**Source: MACSNET 2017**

Over the past ten years, network funding from partners has increased. This increase demonstrates a positive outlook and indicates increasing confidence among stakeholders on our programs relevance, resource management and implementation of impactful programs. Increasing roles and expectations among member organisations and stakeholders however greatly mismatches with expanding challenges that affect common citizens in Manyara community. Apart from declining funding to facilitate network services, changing funding landscape is making resource diversity to address increasing land and agriculture stress necessary. Land issues, for example occupies more than 70% of operational theme among network members. This Resource Mobilization therefore appreciates expanding roles of members on – land, water and agriculture issues within good governance and human rights context. To effectively implement existing Strategic Plan, this Resource Mobilization Strategy is necessary.

Apart from land health, agriculture and youth, priorities include inclusive development through planning and implementation of council plans and strengthening accountability aspect in social services sector. This could be achieved by enabling members have firm capacities to empower citizens, facilitate learning and sharing among members and increase citizens participation in development planning within council plan remain strategic to this plan. Since land, water and agriculture sectors immensely contributed to social wellbeing of all citizens, the network aligns them to human rights perspectives. The network therefore create enabling environment for constructive engagement. Of much significant is strengthening capacity of the stakeholders to uphold good governance and improved quality of social services through Social Accountability Monitoring (SAM).

This Resource Mobilization Strategy put more emphasis on diversified resource streams – internal and external, to support learning and sharing for high impact activities. It augur well with local priorities, National Five Year Development Plan, vision 2015, industrialization policy and Sustainable Development Goals in its delivery.



## 2.0 Vision, Mission and Focus

### Resource Mobilization Vision:

We envision being an efficient, effective and sustainable network

### Resource Mobilization Mission:

We want to build a strong resource base network organization offering innovative, inclusive and diversified resource streams to reach and serve members and community as a whole.



**Key focus area is:**

To assist members enhance quality of services and promoting learning and sharing. This requires reciprocal partnerships and cooperation with donor community, private sector, civil society organisations and local government.

**Key Strategic Initiatives:**

Include engaging in constructive dialogue with development partners, facilitate learning and sharing within and beyond current networks. Other initiatives include assisting member organizations to improve quality of programming and value adding from being together; ensuring member organisations pass CSOs accreditation to position well against funding opportunities, developing smart and high impact initiatives with the private sector actors that reaches last mile – the most vulnerable groups; engage top-notch communication strategies to connect stakeholders to undertake collective actions; strengthening capacity of the Secretariat to coordinate network services; establishment of sustainability initiatives by strengthening capacities of member organisations to access available resources within the network and beyond.

Ensuring that the Resource Mobilization Strategy effectively supports our sustainability aspirations, a comprehensive analysis of innovative and high impact resource streams, diversity and trends were carefully undertaken. Enlisted strategic streams pose enormous potential to mobilise about TZS 7.8 Billion by 2022.

### **3.0 Resource Mobilization Objectives**

SO1: Ensure effective systems and adequate capacities to improve program impact

SO2: Mobilize resources worth TZS 7 billion from development partners by 2022

SO3: By 2022, create TZS 400 million through Social Investments partnerships

SO4: Raise at least TZS 300.8 million from local philanthropic initiatives by 2022

### **4.0 Resource Management**

MACSNET main strengths include inclusive governance structures to up-take accountability, value for money and transparent systems. This is realised through Board of directors which is organised every three months, competent secretariat and annual general meetings. Furthermore, the network undertakes annual internal and external audits. Others include competent secretariat with different subject matter experts and good relationships with local Governments and communities. This has contributed to positive outlook before citizens, members, development partners and Government. This is the reason – most certain there are partners still funding network programs.

The strategy is organised into four strategic initiatives summarized under Table O2 below.

**Table 2: Resource Mobilization Plan**

Strategic Objective	Strategic Action	Key Performance Measures (KPI)	Means of Verification	Yearly Targets					Responsible	Budget (TZS)
				2018	2019	2020	2021	2022		
SO1: Ensure effective systems and adequate capacities to improve program impact	SA1: Develop top-notch programs that undertake constructive lobbying and advocacy	Evidence-based programs developed	Joint research undertaking with think-tanks	1	1	1	0	0	Coordinator	3,000,000
	SA2: Implement accreditation scheme	Members are able to mobilise funding	Accreditation scheme manual	1	1	1	0	0	Lead partner	0
SO2: Mobilize resources worth TZS 7 billion from development partners by 2022	SA3. Establish a Resource Mobilization unit and recruit a Program Officer	Number of potential donors identified	<ul style="list-style-type: none"> <li>Employments committee minutes</li> <li>Donor mapping reports</li> </ul>	5	5	5	5	2	Coordinator.	4,000,000
	SA4. Develop 10 top notch concepts to new strategic development partners	Number of donors engaged in strategic discussions	<ul style="list-style-type: none"> <li>Meeting Minutes</li> <li>Communication</li> <li>Quarterly Reports</li> </ul>	3	3	2	1	1	Coordinator	5,000,000

Strategic Objective	Strategic Action	Key Performance Measures (KPI)	Means of Verification	Yearly Targets					Responsible	Budget (TZS)
				2018	2019	2020	2021	2022		
	SA5. Promote organizational services through website, social media accounts and brochures	Joint events reports	• Website, Social Media Accounts	1	1	1	1	1	M&E Officer	7,000,000
		Number of Website developed	• Contracts, Viewer • Survey							
	SA6. Develop and submit 40 funding proposals targeting advocacy in Agriculture, health and youth empowerment sectors.	Number of proposal submitted to donors.	• Proposals • Proposal Acknowledgement Letters • Negotiation Meeting Minutes	10	10	10	10	0	Resource Manager	5,000,000
S03. Create TZS 300.8 million through social investment partnerships by 2022	SA7. Conduct a study on potential funding opportunities in agriculture, health and social protection. i.e. endowment fund, social bonds, forest bonds, etc.	Number of funding opportunities identified.	• Commission Report • Contracts,	1	1	0	0	0	Coordinator	10,000,000

Strategic Objective	Strategic Action	Key Performance Measures (KPI)	Means of Verification	Yearly Targets					Responsible	Budget (TZ\$)
				2018	2019	2020	2021	2022		
	SA8. Partner with Think Tanks on Research, Training and Development initiatives	Capacity development revenues from members, stakeholders and others	<ul style="list-style-type: none"> <li>• Project Reports</li> <li>• Financial Reports</li> <li>• MoU</li> </ul>	0	1	1	1	1	Resource Manager	4,000,000
	SA9. Provide communication services	Number of subscribers	<ul style="list-style-type: none"> <li>• MoU</li> </ul>	10	16	18	20	25	Learning and communication Manager	4,000,000
	SA10: Provide thematic contents to media houses	Number of Partnerships with radio & TV	<ul style="list-style-type: none"> <li>• MoU</li> <li>• Content CD's</li> </ul>	1	3	3	4	4	Coordinator	2,000,000
	SA11. Develop Partnerships with Universities to serve into members	Number of post graduates involved in volunteer work on funding proposals	<ul style="list-style-type: none"> <li>• Project Reports</li> <li>• Financial Reports</li> <li>• Progress Reports</li> <li>• Contracts</li> </ul>	4	4	4	4	4	Resource mobilization manager	4,000,000
	SA12. Establish a Resource Multi-purpose Centre	Number of services provided by the centre.	<ul style="list-style-type: none"> <li>• Project Reports</li> <li>• Financial Reports</li> </ul>	0	0	1	0	0	Social Worker	5,000,000

Strategic Objective	Strategic Action	Key Performance Measures (KPI)	Means of Verification	Yearly Targets						Responsible	Budget (TZS)
				2018	2019	2020	2021	2022			
	SA13. Establish smart partnerships with private sector initiatives	Number of partnerships	MoUs	1	2	2	2	2	Coordinator	3,000,000	
	SA14. Organize 2 fundraising events	Number of fundraising events organized	• Event Reports, • Financial Reports	0	1	0	1	0	Resource Mobilization Manager	10,000,000	
SO4. To raise at least TZS 400 million from local philanthropic initiatives by 2022	SA15. Partnerships with Local Governments, private and CSOs sectors SA16. Strengthen collection of Membership Fees	Number of partnerships Number of paid-up members	• Partnership agreements • Financial Reports • Organizational Database system records	1	2	2	2	2	Coordinator	2,000,000	
	SA17. Solicit funds through CSR initiatives <sup>1</sup>	Amount of funds received from CSR initiatives	• Financial Reports • Quarterly-Annual Meeting Reports	3	3	3	3	3	Resource Mobilization Manager	4,000,000	
<b>Total fund to be raised through RMS: 7,788,776,863</b>				<b>Total budget to implement RMS</b>						<b>74,000,000.</b>	

Initiatives such as Corporate Social Responsibility with Tarangire national park, Manyara national park Tanzanite and Responsible Tourism Initiatives with Tour Operators and private banks.



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