



MACSNET
Manyara Regional Civil Society Network

STRATEGIC PLAN

2018 – 2022



Supported by: Africare/Mwanzo Bora Nutrition Program (MBNP)

Facilitated by: Deloitte Tanzania

September 2017

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Abbreviations

CBO	Community Based Organizations(s)
CSR	Corporate Social Responsibility
GoT	Government of Tanzania
IGA	Income Generating Activities
IT	Information Technology
M&E	Monitoring and Evaluation
MoHCDEC	Ministry of Health, Community Development, Elderly and Children
NGO	Non-Governmental Organization(s)
RM	Resource Mobilization
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities, Challenges
TZS	Tanzanian Shilling

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Foreword

The Board of Directors of MACSNET is pleased to share the approved 2018 – 2022 strategic plan. This strategic plan provides a roadmap through which MACSNET would execute its mandate and deliver on its objectives in as stipulated in its constitution.

Hence, this document represents MACSNET third Strategic Plan, which has been prepared on the basis of broad consultations involving the Board of Directors, Secretariat, network members, other civil society organizations (CSOs), development partners and government representatives. This is intended to guide the operation of MACSNET to provide a basis for member's capacity enhancement and linkages with relevant government institutions, legislature and communities.

The development of this Strategic Plan (January 2018 – December 2022) builds on the experiences gained and lessons learnt following the implementation and review of the previous Strategic Plans. In the course of the implementation of this plan, MACSNET will focus on four key focus areas: Capacity building, Enhancement of Human rights, Enhancement of Good Governance and Organizational development. In order to make impact and achieve our commitments outlined in this strategic plan, MACSNET will ensure it carries out significant resource mobilization from variety of sources as outlined in its resource Mobilization Strategy. However, in each strategic area of engagement we will develop broad action steps (action plan) annually to facilitate the fast implementation of this strategic plan. At foremost, we acknowledge the role played by network members, Board of Directors and Secretariat for their dedication and leadership in making this Strategy a reality. Sincere thanks go to the Africare/Mwanzo Bora Nutrition Program (MBNP) who through its support facilitated the development of this plan by facilitation from competent company Delloite Tanzania.

We would like to express our commitment to spearhead the implementation of this Strategic Plan from January 2018 to December 2022 aiming at realizing desired outcomes.

Ms Asia A. Lembarati

Nemence Iriya

Board Chairperson

Coordinator

1. Executive Summary

Since its establishment in 2007, the Manyara CSO Network coordinated and promote CSOs efforts through advocacy, capacity building, enhancement of good governance, facilitation of linkages and networking among development actors, including the Government of Tanzania.

This strategy build-up is based on extensive stakeholder consultations and lessons and experience drawn from past Strategic Plan. The first part of the strategy gives a backdrop of the past Strategic plan (2012-2016) and corresponding lessons learnt. The second part uses past experience to derive new Strategic Plan (2018 – 2022).

The new strategy is geared towards more understanding to address critical issues affecting program sustainability, improving quality and outreach of programs, reducing high donor dependency through resource to finance implementation of outreach, scaling up and share among member organisations and stakeholders. Of much significance is the need to empower members so as to reach communities with programs that address their core problems. All these begin with strengthen the secretariat to serve members and stakeholders.

The plan is organized under four core areas – Capacity development, Promotion of human rights; Enhancement of good governance and Organizational development.

Our 2022 strategy is our second strategic plan and focuses on enabling communities to undertake accountability through increase participation in council planning and implementation. The strategy seek to strengthen coordination of efforts with the purpose of avoiding duplication of efforts, enhancing quality of programming and creating sustainable development of communities in Manyara Region.

Vision: We envision a “community with sustainable development in Manyara Region.”

Mission: We will achieve this vision by “facilitating substantial development of the community through Capacity development; Policy advocacy; Promotion of human rights; Enhancement of good governance; Networking, and Coordination of development actions”.

The new strategy appreciates involvement of stakeholders in its undertaking, seek to empower members to reach communities, better coordination of member efforts and enhance accountability of public resources. Of most significant, the network provides a single point of entry to development partners to enforce high levels of transparent, accountability and integrity in its member and programming ecosystems.

2. Introduction

2.1. Overview of the network

This network is derived from needs-based perspectives of stakeholders and it up-take the role of coordination of efforts to address challenges affecting the community in Manyara region. As a registered network, Manyara Region Civil Society Network (MACSNET) is made-up of registered CSOs involved in land, water, environment, conservation, pastoral communities, tourism, health and education. It is registered in 2007 under NGO's Act with registration number 09 NGO/1385.

2.2. Network roles

- a) Building capacity of Civil Society Organizations (CSOs) in Manyara Region;
- b) Creating networks with other development actors, private sector, religious institutions and the Government of Tanzania;
- c) Enhancement of good governance and accountability on public resources allocation and utilization;
- d) Lobbying and advocating for pro-poor resource allocation at District, Regional and National levels;
- e) Facilitate stakeholders to engage using Regional Social Forum on various development issues;
- f) Organizes conferences, seminars, workshops, lobbying, dialogues, researches and meetings;
- g) Disseminate network information through meetings, workshops, exhibitions, publications, media tools, outlets and modes;
- h) Mobilize resources to support member strategic interventions.

2.3. Board of Directors

MACSNET board members possess a wealth of experience in development, local governments, public policy education, economics and finance. As of 30th January, 2017, network board members were:

Asia Lembariti	Chairperson of the Board
Emmanuel Mollele	Vice Chairperson
Nemence iriya	Secretary of the Board
Masaga Shushuda	Member
Augustino Maragu	Member
John Kitali	Member
Lous Mbando	Member
Hadija Matola	Member
Martha Tlawe	Member
James kajjage	Member
Rahel Haraja	Member
Nazama Tarimo	Member
Simbile Ally	Member

2.4. Senior Management

The network is made of Secretariat which is involved in day to day operations. The secretariat comprises of several members organized under the table below.

Table 1: Secretariat staff

	Staff	Position	Qualification	Specialization
1.	Nemence Iriya	Coordinator and Board Secretary	MSc Governance and Leadership	Governance, Leadership, Organizational Development, public policy
2.	Wilson Laizer	Finance Manager	BA Accounts	Accounts, Auditing
3.	Selestine Ngowi	Monitoring and Evaluation	BA Environmental and disaster management	Monitoring and Evaluation
4.	Kulwa Kanuda	Nutritionist	BSc Human Nutrition	Nutrition education
5.	Jackline Andrew	Social Worker	MA Development Studies	Community mobilization and sensitization.
6.	Getrude Lyari	Nutritionist	BSc Human Nutrition	Nutrition Education
7.	Eliakimu Paulo	Legal Officer	LLB	Legal aid, legal education
8.	Christina Sabonga	Social Worker	Diploma in Community Dev	Community mobilization and sensitization.
9.	Sia Mariki	Communication Officer/office supervisor	Certificate in journalism and broadcasting.	Communication, office operations

2.5. Resource management

The network upholds high resource management standards and practices. As a result of this, there is strong formative resource management. Furthermore, there is robust monitoring and evaluation system to support value for money, internal and external resource management. In the past five years, the organisation has secured clean record from audit reports.

2.6. Strategic Planning

In fulfilling our role, network Secretariat and stakeholder representatives were engaged into developing a five year Strategic Plan for the strategic 2018-2022 block.

High level participation of stakeholder approach, strategies and tools has been recruited during planning process. One of the inputs, as result of the stakeholder engagement and high level participation is building the strategy based on lessons derived from 2012-16 Strategic Plan. Our KFAs outlined in the strategy document have been derived from the results of our SWOC analysis and wide members and stakeholder engagements and consultations.

2.7. CSO's current operating Environment

There are many uncertainties that engulf the environment CSOs currently operate especially in Tanzania. Advocacy based CSOs (those working on influencing governance and accountability) are mostly considered by state as engaging themselves in politics due to the nature of their work. Due to this the operating environment in most cases and areas remains restrictive which threatens fundamental freedom and right to practice accountability mechanism to public leaders as well as service providers. Recently passed laws such as the Cybercrime and Statistics laws have potential to threaten human rights activists and freedom of expression. This is in tandem with worldwide concern regarding the shrinking space of CSOs to engage in advocacy work.

The way forward for civil society may be to develop formal interfaces between coalitions of civil society working in specific sectors with corresponding sections of national government at national levels. At regional and district levels it is easy to identify individuals supporting reform rather than pre-existing entrenched interests. However, in order to enhance the governance and accountability working environment, civil society coalitions will need to perform a useful function of becoming the provider of reliable and well-presented research or information on the status of, say, service provision. In the absence of this type of quality input it will be easy for government to deny civil society as groups wishing to practice any form of accountability. Production of such inputs will necessitate stronger national/local CSO linkages, strong research findings and more consistent coordination and oversight at district level.

Internally, the nature of CSOs networking like limited collaboration and involvement, lack of communication facilities among CSO's, poor infrastructure also poses a risk. At District, regional and National levels advocacy issues are not well-coordinated lacking coherence and resulting in mixed messages for targeted audiences. NGOs based in rural areas are largely excluded from national policy processes including planning, resource allocation and management. The shift in financial resources away from policy advocacy, for example, to support advocacy related initiatives can affect future funding and hence measures towards innovative, predictable and sustainable sources of funding will have to be sought out.

2.8. Understanding internal operating environment

Understand the organization and the market was paramount to development of Strategic Plan and the planning process. Using SWOC Analysis tool, it was possible to establish Strengths, Weaknesses, Opportunities and Constraints (SWOC) of the network and the market it is operating.

Strengths: The network has the largest number of members, across Manyara region. It comprises of members with wide variety of theme and has highest outreach. It also poses single point of entry and accountability to registered members. Furthermore, it has been operational in the past ten years.

Weaknesses: The network and its members are largely developmental. This makes it more dependent on development partners to implement various development interventions. Increasing population and economic activities pose resource-stress which fuels conflicts between small and large producers in mining, farming and tourism economic activities. Research scarce is affecting quality, outreach and impact of required programming.

2.9. Understanding External operating environment

Opportunities: Interest and commitment of members to work together – as network pose huge potential to overcome multiple challenges, one being resource management for maximum program impact. Working together makes it possible to plan, prioritize and mobilize resources as a group. It is also possible to obtain block capacity development to reach more than 36 members. Positive relationship with local government bring-in resource capital to reduce friction whilst planning, implementation and review. Our members are highly involved, for example in Council planning.

Constraints: Decreasing resources to fund outreach, scale-up and sustainability of pro-public interventions remain a stumbling block. Increasing poverty within resource reach has created – “the haves and the haves nots” which complicates immediate solution to overcome poverty. Furthermore, regional geographical spread poses stress to inclusive development as target community, is excluded due to high cost of participation.

Use of SWOC tool as instrument for institutional and environmental analysis has contributed significantly to developing goals, objectives and action plans. Apart from developing Strategic Plan, the new plan re-aligns network strategic issues and resource avenues. It is within this context, a Resource Mobilization Strategy has been developed with the purpose of supporting this strategy.

Table 2. Summary of Strength, Weakness, Opportunities and Constraints

Strengths			
			
Strength	Details	Actions to maintain	Impact
1. Human Resources	MACSNET has a secretariat comprising of professional staff and a committed board which provides strategic direction to the Network.	Continue developing the secretariat and attracting highly committed board members.	
2. Presence of assets	MACSNET has a rented office with adequate space. It is strong in financial management systems. It has maintained separate bank accounts for each donor funded project. It has transport facilities (2 cars and 3 motorcycles) and	Continue strengthening management of the assets under MACSNET.	

	sufficient office equipment's.		
3. Strong collaborations	MACSNET has a strong relationship and collaboration with its stakeholders including the Government of Tanzania. It has managed to gain trust of	Continue nurturing relationship with stakeholders and explore for more collaboration platforms.	
4. Presence of social media	MACSNET has social media accounts such as website, email domain and Facebook.	Continue updating the social media account and consider developing a website and acquire its own e-mail domain.	

Weaknesses

 Low Impact
 


 High Impact

Weakness	Details	Action to improve	Impact
1. Donor dependency	MACSNET is highly a donor dependent Network with more than 95% of its resources coming from donors . It has not diversified its sources of income.	MACSNET needs to diversify its sources of income by getting more donors in its resource stream.	
2. Limited resources	MACSNET is facing a challenge of not having adequate resources for delivery of its mission. It has not engaged in generating own income from some Income Generating Activities.	MACSNET needs to engage itself in establishing income generating activities.	
3. Low commitment of members	MACSNET members have not devoted enough effort in supporting the network. They are not paying their fees as required.	Continue mobilizing more members and make close follow-up of members to pay their dues.	

Opportunities

 Low Impact
 


 High Impact

Opportunity	Details	Needed actions	Impact
1. Presence of development partners	There are local and international development partners who are willing to support MACSNET programs.	Engage in strategic discussion with partners. Also share the SP with potential partners who cannot be physically reached.	
2. Increasing need for MACSNET services	There is high demand for MACSNET programs in Manyara Region.	Continue exploring and programs that are highly demanded.	

Constraints



Threats	Details	Action to improve	Impact
1. Economic Crisis	The economic crisis may affect the capacity of development partners to continue funding MACSNET programs.	Continue monitoring economic trends and diversify sources of income.	
2. Change in donor policies	Donors continue changing their policies time to time. The changes may affect MACSNET delivery of programs.	Have discussions with strategic donors on the policies that may affect the programs.	
3. Change in development priorities	Development partners change their priorities without considering the co-partners needs which may affect MACSNET operations.	Monitor funding priorities and have strategic alignment with current priorities.	
4. Competition from other NGOs	Increasing number of NGOs delivering similar programs pose a threat to MACSNET programs.	Ensure that MACSNET compete better by developing highly needed and marketable programs.	

2.10. Stakeholders Analysis

Table 3: STAKEHOLDER ANALYSIS		
MACSNET identified the following stakeholders for collaboration		
Stake holder category	What they do	Possible Areas for collaboration
<ul style="list-style-type: none"> Member organizations Other CSO's 	<ul style="list-style-type: none"> Service to citizens Community empowerment 	<ul style="list-style-type: none"> Joint advocacy Disseminate information
<ul style="list-style-type: none"> Media (TV, Radio) 	<ul style="list-style-type: none"> Provide Information and Stimulate debate 	<ul style="list-style-type: none"> Community empowerment
<ul style="list-style-type: none"> Citizens 	<ul style="list-style-type: none"> Provide space for activities 	<ul style="list-style-type: none"> Advocacy
<ul style="list-style-type: none"> Funding Institution National CSO partners 	<ul style="list-style-type: none"> Financial support Capacity building in research Networking 	<ul style="list-style-type: none"> Lobbying and Advocacy Research and Analysis learning
<ul style="list-style-type: none"> Parliament Local Government 	<ul style="list-style-type: none"> Lawmaking , oversight Local Governance oversight 	<ul style="list-style-type: none"> Holding Government accountable Advocacy on public resource through SAM
<ul style="list-style-type: none"> Regional secretariat 	<ul style="list-style-type: none"> Coordination and overview 	<ul style="list-style-type: none"> Empower LGA
<ul style="list-style-type: none"> District Council Officials Chief Executive Officers 	<ul style="list-style-type: none"> Implementation of council plans and policies Oversee and manage implementation of council plans and resources. 	<ul style="list-style-type: none"> Information sharing Information sharing and access
<ul style="list-style-type: none"> Central government Ministeries Agencies LGAS 	<ul style="list-style-type: none"> Resource mobilization and Coordination of public LGA level: implementation of policy guidelines and regulations. Oversight 	<ul style="list-style-type: none"> Information sharing Policy processes Joint initiative/Advocacy Equitable resource allocation

3. The Strategic Plan (2018-2022)

3.1 Conceptual framework and theory of change

The analysis of the current operational context indicates some worries towards shrinking of civic space and freedom of expression in Tanzania that may destroy images that the country has made in democratic governance and the development process for the past decades. Poverty and ineffective governance is linked to the abuse of political power, undemocratic practices, exclusion and unaccountable and unresponsive leadership.

To contribute to the reduction of poverty and create opportunities for growth that will create benefit to all groups in society, particularly the most vulnerable, it is important that democratic governance is strengthened and civic groups and individuals are empowered.

The current operational context, is also marked with opportunities to facilitate poverty reduction and improved service delivery like the consistent economic growth seen in the last decade, unexploited natural resources with the potential to drive the economic growth further and ITC tools that provide prospects for new ways to communicate policy issues and impact processes. These developments offer MACSNET with an opportunity for enhancing poverty reduction, equity and democratization through improvement of public resources using accountability approaches and tools. Since 2012, MACSNET believe that effective and holistic way of addressing governance challenges will contribute to improvement in service delivery at the community level. Hence, to achieve that Theory of Change is developed with a results chain linking intermediate results (outputs and outcomes) with the organizational impact which underpins poverty alleviation.

Enhancing capacities of members and partners to influence wider institutional reforms, inclusive development and better use of resources at all levels, will contribute to strong Civil Society in Manyara region which will effectively engage the rural poor into participatory planning and implementation circles and will therefore enable citizens to constructively engage elected and non-elected leaders and duty bearers to account for better allocation and use of public resources.

Strengthening quality of engagement between duty bearers, elected and non-elected leaders and citizens will strengthen good governance and accountability and human rights which will then enhance ability to influence policy reforms in key sectors - health, agriculture and social protection, and then contribute to improving delivery of social services to citizen in Manyara region.

In achieving the above, it requires MACSNET special focus on the following vision and mission, remain guided by the shared values in achieving the desired change, as outlined in the Theory of Change. However, purpose, impact and goals of the network programs is to ensure planned activities are accomplished in the up-coming five years.

3.2. Statement of Purpose

Vision: We envision a “community with a sustainable development in Manyara Region.”

Mission: We will achieve this vision by “facilitating substantial development of the community through Capacity development; Promotion of human rights; Enhancement of good governance; Networking and Coordination of development actions”.

Core Values

<i>Value</i>	<i>Description</i>
Transparency	We uphold transparency and openness in our work
Integrity	We shall demonstrate good stewardship of resources
Commitment	We shall ask our staff and members to be highly committed on their roles
Professionalism	We shall ensure professionalism in delivering our mandate
Teamwork	We shall embrace teamwork in delivering our core mandate
Flexibility	We shall remain adaptive to changing needs of stakeholders and communities

3.3. Key Focus Areas

Key Focus Areas (KFAs) are priority issues or critical success factors that an organization must address to ensure a positive move toward achievement of its vision and successful delivery of its mission. Hence, our selected KFAs are important in determining the range of decisions our Management will consider in the future as we implement our Strategic Plan. KFA outlined in this document have been derived from the results of the SWOC analysis performed above. We apply a focused direction in guiding our operations and service delivery ambitions. The four strategic objectives illustrate what we will do in the next five years to realize our strategic intent. A detailed description of the strategic objectives, key performance indicators, as well as key performance measures are provided in the detailed strategic plan in the upcoming sections of this document.

The Network has prioritized four Key Focus Areas (KFAs) – First, Capacity development of the members, citizen and institutions standing. Second - Enhancement of human rights. Third – enhancement of good governance and Forth – Organizational development.

Accompanying Strategic Goals and Strategic Objectives have also been developed to correspond to each KFAs. Table 4 below identifies KFA, Strategic goals and Objectives.

Table 4: Strategic goals and Objectives

Key Focus Area	Strategic Goals	Strategic Objectives
1. Capacity Building	Improved members and partners capacity in service delivery.	Improved capacity to members and partners in governance, programming, fundraising and management support by 2022.
2. Enhancement of Human Rights	Improved quality, capacity and sustainability of legal Aid services.	Increased access to justice and protection of human rights to 75% of poor and vulnerable groups in Manyara region by 2022.
3. Enhancement of good governance	Accountable Government.	75% of elected and non-elected Leaders in 7 Councils embrace good Governance in their decisions and actions towards public resources by 2022.
4. Organizational Development	Increased internal capacity of MACS-NET to deliver its mandate.	Increased organizational performance from 50% to 80% through staff development, Resource Mobilization, members' access and use of information and strengthening of systems by 2022.

4. Strategic Actions

Table 05 below enlists Strategic Objectives, Strategic actions, Key Performance Indicators, Timeline and Responsible Person

Table 5: Strategic Actions 2018 - 2022

Strategic Objective	Strategic Action	Key Performance Indicator (KPI)	Means of Verification (MoV)	Yearly Targets					Responsible
				2018	2019	2020	2021	2022	
SO1. Improved capacity to members and partners in governance, programming, and management support by 2022.	SA 01: Perform organizational assessment across all members	Number of organizations assessed.	● Status report	0	36	0	0	0	OD Experts
	SA 02. Improve proposal writing skills of members	Number of proposals developed	● Training Report ● Funded Projects by year ● Proposals Documents	0	18	18	0	0	Resource advisor
	SA03. Develop capacity in Leadership and Governance to members	Number of members with improved leadership and governance practices	● Progress Reports ● AGM & Board Meeting Minutes	0	36	36	36	36	Coordinator
	SA 04. Undertake two policy analysis training	Number of members with policy analysis skills	● Training Reports ● Analysis Reports	0	36	0	36	0	Policy advisor
	SA 05. Strengthen capacity of members in Project Management	Number of members received Project Management interventions	● Intervention Reports ● Progress Reports	5	10	10	11	0	Coordinator
	SA 06. Develop members capacity in Financial Management	Number of members received financial management training	● Intervention Reports ● Progress Reports	0	36	0	36	0	Resource Advisor
	SA 07. Improve members capacity in resource management	Number of members benefitted from the program	● Program Reports ● Progress Reports	0	12	12	12	0	Coordinator
	SA 08. Develop web-based monitoring and evaluation system	Web-based M+E in place	● Members using Web-based monitoring systems	0	1	0	0	0	M&E officer
	SA 09. Assist 50% of members develop and practice self-capacity assessment programs	Number of members who conducts self-assessment regularly.	● Mid-term and end of the term surveys/reports ● Progress reports	4	4	4	4	2	Coordinator

Strategic Objective	Strategic Action	Key Performance Indicator (KPI)	Means of Verification (MoV)	Yearly Targets					Responsible
				2018	2019	2020	2021	2022	
	SA 10: Support, coordinate and manage youth-employment programs initiatives.	Number of active running youths enterprises.	<ul style="list-style-type: none"> Labor Survey Reports Progress reports 	200	200	200	200	200	Coordinator
SO2: Increased access to justice and protection of human rights to 75% of poor and vulnerable groups in Manyara region by 2022.	SA 11: Capacity-building of 6 paralegal units in negotiation, advocacy, lobbying, litigation, access to information, monitoring, documenting and reporting about widespread and systematic violations of land-related rights in the context of 'land grabbing' and climate change. SA 12: Conduct 5 annual paralegal learning Forums.	Number of units with necessary negotiation, advocacy, lobbying, litigation, access to information, monitoring, documenting and reporting skills.	<ul style="list-style-type: none"> Unit progress reports Project reports 	72	72	72	36	36	Legal Officer
	SA 13: Building capacities of HRD's and facilitating their access to international support and regional human rights mechanisms as well as improving their visibility in national, regional and international fora and regional events. SA 14: Building capacities of paralegal units in prevention, mitigation as well as mediation of conflicts related to land and environment through the establishment of consultation mechanisms at/from village, ward, district and National level SA15: Supporting dialogues between citizens, Government and human rights bodies at district and regional level about	Number of paralegals who attended the Forum Number of HRD's which have access to international support Number of HRD's which have attended national, Regional and International Fora. Number of units with effective conflict prevention, mediation and mitigation mechanisms.	<ul style="list-style-type: none"> Forum report Stakeholders reports Events reports Progress reports MoU's HRD's reports. Paralegal units report Project progress reports Dialogue reports Progress reports 	1	1	1	1	1	Legal officer
				10	10	10	10	10	Coordinator
				3	3	6	6	6	Legal officer
				2	2	2	2	2	Legal officer

Strategic Objective	Strategic Action	Key Performance Indicator (KPI)	Means of Verification (MoV)	Yearly Targets					Responsible
				2018	2019	2020	2021	2022	
SO3. 75% of elected and non elected Leaders in 7 Councils embrace good Governance in their decisions and actions towards public resources by 2022.	widespread and systematic violations of land-related rights in particular for women in remote areas.								
	SA 16. Support legal Aid work in 6 paralegal Units in 5 District councils	Number of Units with effective legal aid programs.	<ul style="list-style-type: none"> Unit Progress reports Project reports 	6	6	6	6	6	Legal officer
	SA 17. To prepare and air monthly live and recorded radio programs to sensitize and empower victims of violation of human rights in rural and urban areas.	Number of aired programs	<ul style="list-style-type: none"> Program clips Program time table 	120	120	120	120	120	Legal officer
	SA 18. Produce and distribute 6000 paralegal info packs to community.	Number of copies distributed	<ul style="list-style-type: none"> Annual reports Newspaper copies Register 	1200	1200	1200	1200	1200	Legal Officer
	SA19 Support Social Accountability Monitoring (SAM) initiatives in agriculture, health and youth support sectors in 5 councils.	Number of Councils with SAM Interventions	<ul style="list-style-type: none"> SAM Reports Progress Reports Financial Reports 	2	2	2	2	2	Coordinator
	SA20. Facilitate 10 policy public dialogue on Local Leadership & Governance in 7 councils.	Number of dialogues conducted.	<ul style="list-style-type: none"> Dialogue Reports Financial Reports Progress Reports 	2	2	2	2	2	Coordinator
	SA21. Support in establishing public dialogues on current policy issue.	Number of public dialogues held.	<ul style="list-style-type: none"> Progress Reports Meeting Minutes Financial Report 	1	1	1	1	1	Coordinator

Strategic Objective	Strategic Action	Key Performance Indicator (KPI)	Means of Verification (MoV)	Yearly Targets					Responsible
				2018	2019	2020	2021	2022	
	SA22. Create and facilitate meetings of Good Governance Working Group in 7 districts.	Number of councils with working groups	<ul style="list-style-type: none"> Council Reports Trip Reports Activity Reports Distribution Report 	10	10	10	10	10	Coordinator
	SA23. Facilitate members to participate in district development plans and budget in 7 Councils	Number of Councils with Participatory Plans	<ul style="list-style-type: none"> Participatory planning report Progress Report 	7	7	7	7	7	Coordinator
	SA24. Conduct Budget Analysis in health and Agriculture sectors in 5 Councils.	Budget Analysis report	<ul style="list-style-type: none"> Progress Report Meeting Minutes 	1	1	1	1	1	Coordinator
	SA25. To publish annual MACSNET Handbook and e-newsletter	Number of e-newsletters, e-handbook published	<ul style="list-style-type: none"> Newsletter Distribution List Handbook 	2000	2000	2000	2000	2000	M&E Officer
	SA26: Establish stakeholder Information Hub in Babati (Info-facility)	Number of visitors and subscribers	<ul style="list-style-type: none"> Progress reports Members reports 	0	1	0	0	0	Coordinator
SO4. Increased organizational performance from 50% to 80% through staff development, Resource Mobilization, members' access and use of information and strengthening of systems by 2022.	SA27: Secretariat effectively and efficiently manages its resources	Number of policies developed and amended. Number of training attended	<ul style="list-style-type: none"> Board minutes Progress reports Training reports 	1	1	1	1	1	Coordinator
	SA 28: Support in develop and host websites for 15 active members and establish social media system	Number of members accessing internet services	<ul style="list-style-type: none"> Website, Progress Reports Financial Reports 	2	4	4	4	1	Coordinator

Strategic Objective	Strategic Action	Key Performance Indicator (KPI)	Means of Verification (MoV)	Yearly Targets					Responsible
				2018	2019	2020	2021	2022	
	SA29: MACSNET governance system strengthened	Number of board and general meetings held Number of management meetings held Number of annual retreats held	<ul style="list-style-type: none"> Meeting reports Annual Reports 	5	5	5	5	5	M&E
	SA 30: To strengthen and perform Monitoring, Evaluation and Learning system.	Number of existing MEL systems	<ul style="list-style-type: none"> MEL reports Review Reports Progress reports 	4	4	4	4	4	M&E

5. Implementation Plan

Table 6: Implementation Plan

Strategic Objective	Strategic Action	Annual Targets				Responsible
		2018	2019	2020	2021	
SO1. Improved capacity to members and partners in governance, programming, fundraising and management support by 2022.	SA 01: Perform organizational assessment across all members					OD Experts
	SA 02: Improve proposal writing skills of members					Resource advisor
	SA03: Develop capacity in Leadership and Governance to members					Coordinator
	SA 04: Undertake two policy analysis training					Policy advisor
	SA 05: Strengthen capacity of members in Project Management					Coordinator
	SA 06: Develop members capacity in Financial Management					Resource Advisor
	SA 07: Improve members capacity in resource management					Coordinator
	SA 08: Develop web-based monitoring and evaluation system					M&E officer
	SA 09: Assist 50% of members develop and practice self-capacity assessment programs					Coordinator
	SA 10: Support, coordinate and manage youth-employment programs initiatives.					Coordinator
	SA 11: Capacity-building of 6 paralegal units in negotiation, advocacy, lobbying, litigation, access to information, monitoring, documenting and reporting about widespread and systematic violations of land-related rights in the context of 'land grabbing' and climate change.					Legal Officer
	SA 12: Conduct 5 annual paralegal Forums.					Legal officer
	SA13: Building capacities of HRD's and facilitating their access to international support and regional human rights mechanisms as well as improving their visibility in national, regional and international fora and regional events.					Coordinator
	SA14: Building capacities of paralegal units in prevention, mitigation as well as mediation of					Legal Officer
SO2. Increased access to justice and protection of human rights to 75% of poor and vulnerable groups in Manyara region by 2022.						

Strategic Objective	Strategic Action	Annual Targets					Responsible
		2018	2019	2020	2021	2022	
SO3: 75% of elected and non-elected Leaders in 7 Councils embrace good Governance in their decisions and actions towards public resources by 2022.	conflicts related to land and environment through the establishment of consultation mechanisms at/from villages, ward, district and National level						Legal officer
	SA15: Supporting dialogues between citizens, Government and human rights bodies at district and regional level about widespread and systematic violations of land-related rights in particular for women in remote areas.						Legal officer
	SA 16: Support legal Aid work in 6 paralegal Units in 5 District councils						Legal officer
	SA 17: To prepare and air monthly live and recorded radio programs to sensitize and empower victims of violation of human rights in rural and urban areas.						Legal officer
	SA 18: Produce and distribute 6000 paralegal info packs to community.						Legal officer
	SA19: Support Social Accountability Monitoring (SAM) initiatives in agriculture, health and youth support sectors in 7 councils.						Coordinator
	SA20: Facilitate 10 policy public dialogue on Local Leadership & Governance in 7 councils.						Coordinator
	SA21: Support in establishing and conducting regional annual public dialogues on current policy issue.						Coordinator
	SA22: Create and facilitate meetings of Good Governance Working Group in each council						Coordinator
	SA23: Facilitate members to participate in district development plans and budget in 7 Councils						Coordinator
SA24: Conduct Budget Analysis in health and Agriculture sectors in 5 Councils.						Coordinator	
SA25: To publish annual MACSNET Handbook and e-newsletter.						M&E Officer	
SA26: Establish stakeholders information hub in In Babati (info-facility)						Coordinator	
SO4: Increased Organizational performance from 50% to 80% through staff development.							

Strategic Objective	Strategic Action	Annual Targets					Responsible
		2018	2019	2020	2021	2022	
member's access and use of information and strengthening of systems by 2022.							
	SA27: Secretariat effectively and efficiently manages its resources						Coordinator
	SA 28: Support in develop and host websites for 15 active members and establish social media system						Coordinator
	SA29: MACSNET governance system strengthened						M&E
	SA 30: To strengthen and perform Monitoring, Evaluation and Learning system.						M&E

6. Implementation Frameworks

6.1 Monitoring, Evaluation and Learning.

MACSNET is committed to continuous monitoring and evaluating its programmes and activities by strengthening its existing monitoring and evaluation system through developing more appropriate and user friendly tools that will assist in measuring and tracking whether the outputs and outcomes that make up the programmes are being achieved and whether citizens are accessing their rights. A detailed Learning plan will be prepared in the first year of the strategic plan and a Result Based Management Framework will be used to enhance learning by fusing it with a tracking of a Process to deepen the understanding of the impact of the advocacy work.

However, the following methodology will be utilized to generate proper information which will be used to measure changes expected to be occurred as a result of MACSNET contribution .

Annual and Midterm evaluation

The Review will be used to reflect achievements, challenges and lessons learned from implementation of planned activities as well as attainment of outputs and outcomes. The information gathered will also be use to sharpen and amend the subsequent annual plans.

Monthly Management meetings

MACSNET will carry out monthly management meetings to assess the implementation rate of activities and any outcome realized.

Reports

Narrative and financial progress reports will be prepared quarterly, bi-annually and annually and will be used for self-evaluation and lessons taken to improve the implementation by both MACSNET and donors.

6.2. Financing Modalities and Management

MACSNET will undertake Auditing and reporting according to the International Financial Reporting Standards (IFRS). During the previous strategic plans MACSNET intended to use a basket-funding approach in which donors and members contribute in to implement the whole strategic plan but this proved challenging due to inability to secure committed donors who could fund the entire strategic plan instead of a specific project of interest. To facilitate this MACSNET is planning to prepare a brief copy of strategic plan which will be distributed to potential donors and upon showing interest they will get the whole document of strategic plan for funding consideration. MACSNET will also prepare an annual Plan and Budget at the beginning of each financial year which would be submitted to the Board for endorsement.

An accounting and reporting systems will be strengthened gradually in order to satisfy the needs of all contributing donors. The system will need to be effective enough to satisfy the accountability needs of donors. On the other hand, unlike previous strategic plans MACSNET has developed its first fundraising strategy which will be implemented in line with this strategic plan. The 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.

7. The Strategy Cost

Table 7: Strategy Cost

Strategic Objective	Strategic Action	Total Budget
SO1. Improved capacity to members and partners in governance, programming, fundraising and management support by 2022.	SA 01: Perform organizational assessment across all members	64,197,950
	SA 02. Improve proposal writing skills of members	73,645,400
	SA03. Develop capacity in Leadership and Governance to members	105,384,750
	SA 04: Undertake two policy analysis training	123,648,250
	SA 05. Strengthen capacity of members in Project Management	126,461,700
	SA 06. Develop members capacity in Financial Management	154,548,350
	SA 07. Improve members capacity in resource management	63,230,850
	SA 08. Develop web-based monitoring and evaluation system	56,221,150
	SA 09. Assist 50% of members develop and practice self-capacity assessment programs	49,163,600
	SA 10. Support, coordinate and manage youth-employment program initiatives.	843,078,000
Total budget for SO 1		1,659,580,000
SO2. Increased access to justice and protection of human rights to 75% of poor and vulnerable groups in Manyara region by 2022.	SA 11: Capacity-building of 6 paralegal units in negotiation, advocacy, lobbying, litigation, access to information, monitoring, documenting and reporting about widespread and systematic violations of land-related rights in the context of 'land grabbing' and climate change.	113,877,800
	SA 12: Conduct 5 annual paralegal Forums.	213,496,950
	SA13: Building capacities of HRD's and facilitating their access to international support and regional human rights mechanisms as well as improving their visibility in national, regional and international fora and regional events.	142,347,250

	SA14: Building capacities of paralegal units in prevention, mitigation as well as mediation of conflicts related to land and environment through the establishment of consultation mechanisms at/from village, ward, district and National level.	99,619,150
	SA15: Supporting dialogues between citizens, Government and human rights bodies at district and regional level about widespread and systematic violations of land-related rights in particular for women in remote areas	355,844,200
	SA 16. Support legal Aid work in 6 paralegal Units in 5 District councils	427,041,750
	SA 17. To prepare and air monthly live and recorded radio programs to sensitize and empower victims of violation of human rights in rural and urban areas	177,922,100
	SA 18: Produce and distribute 6000 paralegal info packs to community.	78,302,950
	Total budget for SO2	1,608,452,150
SO3. 75% of elected and none elected Leaders in 7 Councils embrace good Governance in their decisions and actions towards public resources by 2022.	SA19. Support Social Accountability Monitoring (SAM) initiatives in agriculture, health and youth support sectors in 5 councils.	467,185,950
	SA20. Facilitate 10 policy public dialogue on Local Leadership & Governance in 7 councils.	283,163,300
	SA21. Support in establishing and conducting regional annual public dialogues on current policy issue.	213,779,200
	SA22. Create and facilitate meetings of Good Governance Working Group in 7 council	311,441,350
	SA23. Facilitate members to participate in district development plans and budget in 7 Councils	70,766,900
	SA24. Conduct Budget Analysis in health and Agriculture sectors in 5 Councils.	212,348,550
	SA25. To publish annual MACSNET Handbook and e-newsletter	70,766,900
	Total budget for SO3	1,629,452,150

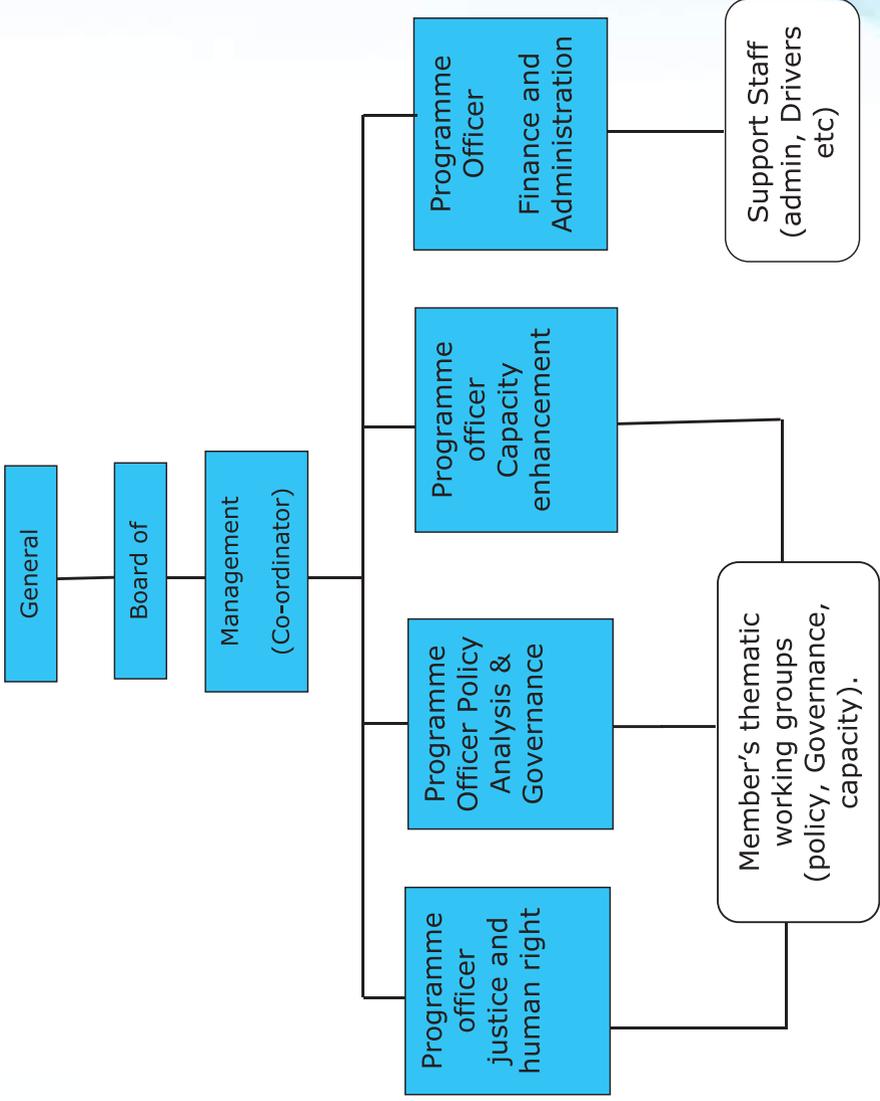
SO4: Increased organizational performance from 50% to 80% through staff development, Resource Mobilization, members' access and use of information and strengthening of systems by 2022.	SA26: Establish stakeholders' Information Hub in Babati (Info-facility)	132,085,900
	SA27: Secretariat effectively and efficiently manages its resources	171,718,600
	SA 28: Support in develop and host websites for 15 active members and establish social media system.	132,085,900
	SA29. MACSNET governance system strengthened	330,214,750
	SA 30: To strengthen and perform Monitoring, Evaluation and Learning system.	660,429,500
	Total budget for SO4	
Total program Estimated Cost.		
Operational and Admin Cost (16% of total estimated cost)		
Salaries for support staff		
Properties and equipment's		
Running costs		
Total Operational and admin costs		
Contingency (2%)		
Total Estimated Cost		
		6,324,018,950.00
		409,200,000
		400,000,000
		500,000,000
		1,309,200,000
		155,557,913
		7,788,776,863

APPENDICES

Appendix 01: SWOT Analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none">+ Have adequate office space;+ Presence of a secretariat of key staff;+ Existence of committed board members;+ Existence of distinctive bank accounts for each donor: + Unqualified audit statement history;+ Trusted donors;+ Good collaboration between the government and other development partners;+ Existence of professional staff; and+ Existence of social media accounts and our presence on numerous social media platforms.	<ul style="list-style-type: none">◆ Existence of active stakeholders;◆ Well defined beneficiaries;◆ Existence of professionals in the market;◆ Good relationship with government entities;◆ Existence of government policies/laws that support our work; and ◆ Strong support from the local community towards our work.
WEAKNESSES	CONSTRAINTS
<ul style="list-style-type: none">- High donor dependency;- We do not own our own office premises;- inadequate commitment from members to pay; - Inadequate income generating activities;- Inadequate publicity and networking strategies;- Inadequate professional members; and- Conflict of interest amongst members.	<p>Barriers from the world economic crisis;</p> <p>Unplanned/ unanticipated donor policy changes;</p> <p>Inflation rates;</p> <p>Frequent changes in local country development priorities;</p> <p>Misconduct of donor representatives; and</p> <p>Stakeholder competition.</p>

Appendix 02: MACSNET Organogram







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