



STRATEGIC PLAN 2009 – 2013

Acknowledgements

Organisation's strategic visioning is a critical step that any healthy organisation must undertake. This is a vital activity that enables the organisation to get a sense of where it is going, how it will reach where it wants to go, when, and with what means.

Our Strategic Plan 2009 – 2013 kicks off our second half decade of supporting the growth of Civil Society sector in Tanzania. Given the fact that the Foundation's work positively and broadly affects a wide range of stakeholders, the strategic planning process was a highly participatory undertaking, discussing, analysing and agreeing upon key results areas based on identified priorities that reflect what the beneficiaries need and the change we want to see happening in society.

This popular version of the strategic plan was developed considering the fact that shared values and understanding among partners and stakeholders is vital for any plan to succeed. The new five year strategic plan (2009 - 2013) is a comprehensive document that not only focuses on what FCS wants to be achieved within its core programs but also widely incorporates the needs of the civil society sector in response to the evolving needs and priorities. Now that the document is already in place, efforts have been made to popularise the plan such that it becomes user friendly and that many people can easily read, understand and reflect on its content and meaning.

It is thus our expectation that all stakeholders will be able to read this simplified version of the strategic plan and thus play a key role in its implementation.

The Foundation for Civil Society therefore kindly acknowledges with great appreciation the contributions made by all stakeholders who participated in the strategic planning process and development of this popular version. We extend our heartfelt thanks to Hakikazi Catalyst whose expertise made the preparation of this version possible.

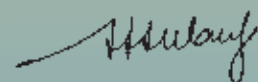
Through the implementation of this plan we look forward to being an even stronger and vital Foundation that contributes significantly to the growth of civil society sector and citizens empowerment in Tanzania.



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President
The Foundation for Civil Society



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Board Chairman
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I. What is the Foundation for Civil Society?

The Foundation for Civil Society is a Tanzanian not for profit organisation which supports Tanzanian people and civil society organisations who are working to reduce poverty. The Foundation opened in 2003 and is now one of the biggest sources of funding and training for Tanzanian civil society.

Our goal is to work with Government and citizens to ensure that we live in a peaceful, well governed, democratic Tanzania, where citizens are well educated and able to make good livelihoods in a strong and fair economy.

This goal will only be achieved if all Tanzanians know their individual and community rights and responsibilities and can demand that their leaders act accountably. With better knowledge of rights and responsibilities, citizens and communities can work together to improve their lives.

With our support civil society is better able to take part in Government decision making and to ensure that policies such as MKUKUTA are implemented well. We also help to ensure that local governments make good use of resources and provide better quality public services. Lastly, the Foundation supports civil society to ensure that Parliament, Ministries, the development partners and the private sector work together in the interests of the citizens and the country.

The Foundation has a set of basic values to govern the way that we do our work. These values of fairness, integrity, professionalism, transparency, accountability and gender equity are qualities which we hope will become the norm for our partners.

Our Goal

Tanzania has achieved its 2025 vision for growth, reduction of poverty, improved governance and a better quality of life for all its citizens.

Our Vision

A Tanzania where citizens are empowered to realise their rights and engage in change processes that enhance their quality of life.

Our Mission

To empower citizens through the provision of grants, facilitating linkages and enabling a culture of ongoing learning in civil society.

Our Values

Fairness, integrity, professionalism, transparency, accountability and gender equity.

2. How is The Foundation for Civil Society governed?

The Foundation is run entirely by Tanzanians. Development partners provide advice on planning and accountability as well as ensuring that we have access to funding. The Foundation is governed by the Members, the Board of Directors and the Secretariat. Their responsibilities are described in the boxes below:

Members

The members are no less than five and no more than seven. These are selected because of their commitment to the improvement of Tanzanian society. They are the highest authority in the Foundation and choose the members of the Board of Directors and Auditors, as well as approving the long term plans of the organisation. The members work mainly at the AGM of the Foundation.



Board of Directors

The Board also has five to seven members, who provide regular guidance to the work of the Foundation. They appoint the Executive Director of the Foundation and approve regulation changes, financial reports and plans of the organisation before presenting them at the AGM.



Secretariat

The implementation of the core functions of the Foundation is vested in its Secretariat led by the Executive Director who reports to the Board of Directors in governance matters. Additionally the Executive Director maintains a relationship with the Development

3. Where we work: The Tanzanian situation

Here we look at some facts and figures describing Tanzania's population, politics, media, economy, governance, accountability and human rights issues.

Tanzania: Facts and figures

Population	<ul style="list-style-type: none"> • 42 million and growing by about 1.2 million each year • Close to half of Tanzanians are under 15 years old • Men can expect to live for 50 years, women to 53
Politics and Media	<ul style="list-style-type: none"> • Multiparty system since 1992 • 18 parties are registered but only four are in Parliament • CCM holds 80% of seats in Parliament • Parliament is slowly beginning to hold the executive government more accountable • Newspapers, radio and TV have expanded strongly in the last 10 years, especially in Dar Es Salaam • Media is becoming much stronger at holding government to account but still faces intimidation when talking about corruption • Internet access is growing but remains low • Mobile phone use is increasing very fast. There are now 13-15 million subscribers
Economy	<ul style="list-style-type: none"> • Mining is the fastest growing sector but poor people see few benefits • Agriculture employs 80% of workers and is the largest section of the economy • There is twice as much poverty in rural areas as in towns • The number of people living in poverty is growing • The gap between rich and poor is increasing
Governance and Accountability	<ul style="list-style-type: none"> • Corruption is a big problem in service delivery and the legal system • Information on public finances at local level is scarce. Only 15% of rural villages have notice boards with recent information on them. • Only 25% of people feel able to challenge government reports on spending
Access to Human Rights, Justice, Education and Health Services	<ul style="list-style-type: none"> • Tanzania has signed many international human rights agreements but old discriminatory laws must be brought in line with these • Women are still being deprived of their rights by customary inheritance traditions and lack of maternal health services • Over one million children are working in Tanzania • Few people understand their legal rights. Laws are written in English, which is not understood by most people • Two thirds of people struggle with costs of medicines and treatment • Although the number of children in school has increased there is a serious shortage of qualified teachers • People with disabilities have poor access to most services and jobs

4. The state of civil society in Tanzania

Most of the work of the Foundation is done through civil society organisations. Therefore it is important that we understand how the sector is developing, the views of citizens about CSOs and the opportunities and challenges faced by organisations working to reduce poverty. In this section we look at these issues in order to explain our reasons for working to support the sector.

The growing importance of civil society

Over the last 10 years the value of civil society has become better understood by citizens and, to a lesser extent, by government. CSOs are now accepted as partners in the development and implementation of government policies and plans such as MKUKUTA. CSOs are also taking part in a new arrangement to ensure that there is good communication between the government, donors and citizens. Some organisations also work with Parliament to ensure that new laws, policies and budgets are to the advantage of poor, vulnerable and marginalised Tanzanians. However, the full potential of civil society to participate in and influence national policy discussions has yet to be realised.

The few strong civil society organisations that participate in policy discussions are based in Dar Es Salaam. Of about 3200 civil society organisations in the country, over 600 are in Dar. This means that rural areas are often not heard at government level. There is a need to increase the capacity of rural based civil society.

Donors are changing the way that they fund development in Tanzania. More of the money coming to Tanzania from foreign governments will be added to government budgets instead of being used in large numbers of different projects. Government will agree to use this money to achieve development aims. As donors will now spend most of their time in Dar Es Salaam it will be important that civil society ensures that these aims are being met by monitoring policy implementation and budgets, especially in remote areas.

Some opinions about civil society

According to research done by the Foundation, most community members value civil society organisations. Four out of every five people thought that CSOs bring benefits to their communities by helping to reduce poverty and standing up for the rights of disadvantaged people. However, some community members criticised civil society organisations, saying that they were more interested in getting rich themselves than helping the community, that some are corrupt and that they often don't involve community members in their planning

People from the business community were also usually positive about civil society. Nearly all thought that it is important for businesses and civil society to work more closely together. This means that there is an opportunity for civil society to work with businesses to ensure that they benefit the community.

On the other hand, government often says that civil society is too critical of its policies. Government also feels that many civil society organisations that accuse it of corruption are themselves corrupt.

The role of the Foundation for Civil Society

Citizens and civil society are very important to the future of development and poverty reduction in Tanzania. Governance and accountability will only improve if it is demanded by everybody. Policies can only succeed if people can see that they are in their interests and are mobilised to ensure that they are implemented.

The role of the Foundation is to help Tanzanians to know their rights and work towards change. We can help citizens, through their civil society organisations, in three ways; by giving grants, by providing training and by strengthening links between organisations with similar goals. We see opportunities in the fact that there has been a growth of goodwill from the government and that there are good relations between civil society and the media, development partners and the private sector.

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5. Past achievements and lessons learned

The Foundation has achieved much since it started work in 2003. Some of these achievements are listed in the box on the right. Nearly 1,400 projects have received grants and about one third of all the civil society organisations in Tanzania have received training on managing grants. We have also made our application procedures easier to understand to ensure that smaller CSOs are able to apply. Most of the organisations that we have worked with have reported that their ability to manage their organisations and projects has improved.

Along with these achievements, some lessons have also been learned. These lessons have led to a shift in the way we will work in future. Our aim will be to ensure that we produce results that improve the lives of citizens. Three of the main changes are mentioned below:

Achievements since 2003

- Improved citizen knowledge of Government policies and rights in communities
- \$16 million in grants given to 1,380 CSOs
- Over 1,000 CSOs trained in grant management
- 300 CSOs trained in organisational management, fundraising, monitoring and evaluation, partnerships and poverty policy analysis.
- 46 debates on governance and poverty reduction held country wide
- 50 CSO websites developed
- Improved engagement with Parliament

We will be more active in rural areas

Although our services are still needed countrywide, we will concentrate more on rural areas which receive little support. In this new strategic plan we will allocate 70% of our funding and training to organisations in rural areas, or to organisations from urban areas who do a lot of work in rural areas.

We will ensure that our training and grants produce results

In the past we have concentrated on providing organisations with grants and training to improve their ability to do their work. We have spent less time looking at the results that these organisations have been able to achieve. In the period to 2013 we will provide more resources to CSOs who can show that they are enabling citizens to hold their leaders to account and who have been able to bring changes in government policies and activities that benefit poor and vulnerable people.

We will work to make the Foundation more capable and financially secure

Until now the Foundation has received funds only from foreign government donors. This is a problem in the long term because these donors sometimes change their minds about where to spend money. It can be difficult to make long term plans if we are unsure about the amount of funding we will receive. In the future we will try to obtain our funding from a wider group of donors in order to ensure that we have enough resources to increase and improve the work of the Foundation.

6. Programme purpose and themes:

This section looks at our plans until 2013. First, we look at how the Foundation's work aims to achieve its goal. Then we look at the three theme areas covered in our work.

Programme purpose

The national vision for 2025 sees a peaceful, well governed, democratic Tanzania, where citizens are well educated and are making good livelihoods in a strong and fair economy.

The Foundation believes that the achievement of this vision will only be possible if the citizens of the country are aware of their rights and in control of its development. Therefore, the purpose of our programme is to:

'Enable citizens to become a strong driving force for change in improving the democratic governance of Tanzania, in fighting poverty and in achieving a better quality of life for all Tanzanians.'

Programme themes

To fulfil our purpose the Foundation will support civil society organisations working towards change in three theme areas:

Policy – Government policies have a direct impact on the lives of all Tanzanians. It is important that all citizens can take part in making decisions about policy and in making sure that they are implemented correctly.

Governance and accountability – All levels of government are responsible for the proper use of public money and the provision of quality public services. Citizens must demand that government, and especially Local Government Authorities, do their work well, fairly and openly.

Democratic processes – In order to ensure that national development goals are met, many groups of people need to work together. Therefore, it is necessary to ensure that the President, Ministries, Parliament, the private sector and the development partners are working in a way that benefits all the citizens of the country equally.

7. What results do we want to achieve?

The Foundation has decided to achieve goals in four important areas, called Key Result Areas: Policy Engagement, Governance and Accountability, Civil Society Capacity Strengthening and the Capacity of the Foundation. Each of these key result areas contains an overall goal. In order to know if we are achieving this overall goal we have devised some lower level goals, called performance indicators, which can be measured. We now look at the goals, activities and indicators of each result area in more detail.

Key Result Area I – Policy

Goal: Citizens are influencing and monitoring policy processes for the improvement of service delivery.

Which activities will we support?

The Foundation will support CSOs to make people aware of government policies which affect their lives and who enable people to take part in deciding what should be in these policies. When people are aware how a new policy or law will affect them, they can organise to demand changes that protect and improve their livelihoods. Also, when citizens are aware of what a government policy is intended to achieve, they can ensure that it is being implemented well.

To achieve this goal, we will support CSOs to provide citizens and communities with simplified versions of policies and laws that are important to their lives. We will concentrate this work in rural areas and areas with few services and will ensure that the voices of women, youth and disabled people are heard.



Key activities

- Increase policy awareness and understanding
- Mobilise citizens
- Enable citizens to dialogue with government
- Provide quality research to inform government
- Involve vulnerable groups
- Make change happen!

We will also support CSOs to enable people to mobilise, demand accountability and take part in decision making at all levels; village assembly, ward development committee, district councils and at the regional administration. CSOs can assist citizens and communities to make their views known through meetings and also through the media.

One of the most important and useful ways to bring the views of the people to national level is by presenting high quality research to government departments and agencies. Government has very little access to information about what is happening at grass roots level. Often, policies and laws are written without knowing all the facts. CSOs can fill this gap between citizens and government.

Which indicators are we watching?

By 2013, we want to be able to say that:

- More CSOs are aware of and understand their roles in making policies and laws that will affect citizens
- More people, including women and other vulnerable groups, are taking part in public discussions about policies and are able to say that they helped to make change
- More people are satisfied with the delivery of public services
- More than half of the CSOs that we support are involved in policy decision making and are making change happen.

Key Result Area 2 – Governance and Accountability

Goal: Citizens are aware of their rights and responsibilities and are demanding accountability in the management of public resources.

Which activities will we support?

In many districts and municipalities, citizens and CSOs find it difficult to take part in local decision making because they do not have access to understandable information on the plans and budgets of the local government authority. The Foundation will support CSOs to ensure that citizens understand how local government planning works. We will also work to ensure that the right of citizens to clear information on budgets, plans and expenditures is recognised. With this information and knowledge, CSOs can assist people to work with officials and leaders to plan public expenditures well.

Waste of public resources delays poverty reduction. We will support activities that hold government to account on the expenditure of public money and the provision of public services. These activities will include public expenditure tracking, which means following the money from the district to the people to ensure that it is well spent. We will also support surveys on the quality of public services and levels of corruption and will encourage CSOs to use radio, TV and newspapers to publicise issues of accountability. These activities will help to ensure that government officials work in a responsible way.

Key activities

- Increase citizen involvement in local government planning and budgeting
- Enforce citizens' right to information
- Support citizen monitoring of budgets and services
- Use media to discuss accountability issues
- Increase awareness of citizens' rights
- Work towards a responsible private sector
- Educate voters to value their democratic right

Many citizens are not aware of their rights; rights under the laws of Tanzania, rights given by the constitution of Tanzania and human rights in general. Some examples of these rights are land rights, employment rights and the right to gender equality. We will support activities which inform citizens of their rights. We will also support CSOs who campaign against laws that discriminate against women and vulnerable groups. CSOs will also be encouraged to work with private businesses to ensure that they improve the lives of poor people in Tanzania rather than exploit them.

Too often, people give away their vote too cheaply and do not see their MPs or councillors from one election to the next. We will support programmes which provide voter education aimed at ensuring that elections are fair and elected leaders are accountable.

Which indicators are we watching?

By 2013, we want to see that:

- More people are asking for and receiving information and explanations about the actions of government at both local and national level
- Three times more women are being elected to District Councils
- The number of people taking part in and monitoring government planning and budgeting has doubled to two in every five
- More citizens are receiving information from village notice boards and are participating in village meetings
- More citizens are demanding accountability about the use of public resources at local level
- Citizens in more districts can realise their rights through trained paralegals
- Discriminatory laws are being amended
- Nearly all Tanzanians are taking part in elections and ensuring that their MPs and Councillors are accountable

Key Result Area 3 – Civil Society Capacity Strengthening

Goal: Civil society is creative, imaginative, sustainable and accountable

Which activities will we support?

A strong civil society is vital to the achievement of our overall goal. Professional CSOs with the respect of citizens and government can bring changes to the lives poor and vulnerable people. We will support CSOs to train their staff to high level, to plan well and to make their work more effective to the people and communities they work within. In particular we will assist with management and financial issues. All the organisations we support will be encouraged to make full use of information technology in their work. We will work hard to ensure that the CSOs we support have no tolerance for corruption. We will visit CSOs that we support regularly to ensure that they are running well, producing results and that their training needs are met. Also, we will provide opportunities for CSOs to meet with other Tanzanian and international organisations to exchange information. Each year we will organise

Key activities

Provide training for CSOs to:-

- Improve internal organisation
- Improve planning and financial management
- Reject corruption and improve accountability
- Increase the use of ICT

Provide opportunities for CSOs to:-

- Create links with other CSOs
- Meet with public representatives
- Receive advice from the Foundation

a meeting between our CSOs and Tanzanian MPs as well as representatives from the East African community.

The Foundation will give preference to larger well governed organisations who pay special attention to following the rules of their constitutions. The goal of the Foundation is that supported organisations will eventually become completely independent of us.

Which indicators are we watching?

By 2013, we want to see that:

- CSOs we support are becoming more organised and effective
- More CSOs are participating in policy dialogues at district and national levels



- Eighty percent of CSOs have publicly available accounts and annual reports
- CSOs have stronger links with each other, the communities they work for, elected leaders and government officials

Key Result Area 4 – Capacity of the Foundation

Goal: The Foundation is delivering high quality services efficiently and effectively

What will we do to achieve this goal?

The Foundation is one of largest providers of funds and services to civil society in Tanzania. In order to improve and continue our support for CSOs, we must first ensure that the Foundation staff are well qualified and have access to high quality information on which to base their decisions. We must also ensure that we have access to reliable long term funding.

All our decisions will be based on evidence from quality research work. We will conduct regular research to ensure that support that we provide to CSOs is having the desired outcome. Each year we will publicise findings of research into the effectiveness of civil society in Tanzania. The Foundation will maintain both physical and electronic libraries of information for public use.

Our financial sustainability will be improved by sourcing funds from many different sources, locally and internationally. We intend to increase our income by providing services for fees to other larger organisations. Finally, we will improve our working conditions in order to attract and keep high quality people to run our secretariat.

Which indicators are we watching?

By 2013, we want to ensure that:

- The Foundation receives more of its funding from businesses, international foundations and individuals
- All our decisions on grants, services and policy are based on high quality research and information
- The Foundation is an attractive place to work for highly qualified staff

Key activities

- Use quality research and information in decision making
- Find alternative secure sources of income
- Improve our physical and electronic libraries
- Improve our working environment

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8. How will we implement our programme?

In this section we look at the types of organisations that we will target before moving on to describe the type of services we will offer and how our programme will be monitored.

Target groups and areas

The most important target group for the Foundation are poor, vulnerable and marginalised Tanzanian citizens. By 2013, we aim to have provided services that will reach more than 10 million people. As we mentioned earlier, at least 70% of our support will be targeted in rural areas. We will also form partnerships with other organisations, civil society networks and individuals in order to achieve our aim to reach every district of the country.

The types of civil society organisations to which we will provide services are listed below.

Non – Government Organisations

Professional associations

Trades Unions

Faith – Based Organisations

Community – Based Organisations

Cooperatives

Media organisations

Other CSOs addressing poverty and governance issues

You will notice that some types of business organisation are included. However, no organisation will be allowed to profit from our support. Activities for which they receive funding must be for the good of the public. Also, although we provide services to faith-based organisations, we do not include churches or mosques among our partners.



Our Services

We provide two types of services: grants and capacity building

Grants

In the period to 2013, our grants will be given to organisations that are able to show that they are producing results that contribute to achieving our overall goal and the goals of each key result area. We will provide four types of grant: a registration development grant, a rolling small grant, a medium grant and a strategic grant. We intend to approve a total of 300 to 350 grant applications each year and to provide total funding of TSh. 8.7billion. The purposes of these grants are described in the table below:

Foundation for Civil Society Grants

Type of Grant	Purpose of Grant	Maximum amount per organisation (TSh)	Number of grants approved each year
Registration Development Grant	To assist small groups to become registered and qualify for Foundation funding.	200,000 (once only)	50-70
Rolling Small Grant	To enable organisations to develop their management skills, their levels of accountability and their ability to implement projects.	7,500,000 (up to one year)	140-160
Medium Grant	To assist organisations with previous experience to grow by implementing larger, more effective projects.	45,000,000 (per year for up to three years)	100-120
Strategic Grant	To assist experienced organisations to achieve their goals and the goals of the Foundation.	125,000,000 (per year for up to three years)	10-12

Capacity Building

During the period of this strategic plan we will continue to provide capacity building services such as:

Training opportunities – Our training courses will help CSOs to improve their management and financial skills, to understand policies and to advocate for change and to monitor the progress of their work. Courses will also be offered to improve skills in public expenditure tracking and social accountability monitoring. We expect that we will hold at least 10 training programmes each year with 25 participants in each programme.

Visits to CSOs to provide advice – Each year we will visit supported CSOs to follow up on our training programmes and to provide advice on the implementation of programmes.

Organisational capacity assessment – Each year, assessments will help CSOs to identify where they need to improve their capacity. Also, five organisations will receive help with to write their strategic plans and manuals.

Linkage services – We will continue to provide opportunities for meetings and exchanges of ideas between CSOs and between CSOs and others such as MPs, East African legislators and the private

sector. However, we expect the organisations that we support to develop links with other CSOs without waiting for us to do it for them.

Monitoring and Evaluation

The Foundation will monitor and evaluate both the overall performance of itself and its programmes and the performance of the CSO it supports. Because our overall purpose is to ensure that citizens are able to claim their rights and improve their livelihoods our most important monitoring activities will take place at the citizen level. We will monitor our progress in four ways:

Process monitoring	This type of monitoring will be continuous and will look at the implementation of annual plans and budgets of the Foundation. Reports will be presented to the Board every three months.
Outputs monitoring	Every six months we will report on our activities and the activities of our partners. These reports will be made available through newsletters and our website.
Outcome assessment	Every year, together with our partners, we will look at progress towards achieving the goals of the key results areas of the Foundation. The results of this assessment will help us to improve the ways in which we are working and will be included in our annual reports and on our website.
Impact assessment	This is the most important level of assessment because it looks at how we are changing the lives of citizens and will tell us how we are progressing towards our overall goal. Two impact assessments will take place, one in the middle of the strategic plan period and also at the end, in 2013. The work of our partners and the Foundation will both be assessed by an independent person.

Our monitoring and evaluation will also be targeted at four levels: citizen, civil society sector, our CSO partners and at Foundation level. The Foundation will develop a plan that enables us to monitor and measure progress in our key results areas.

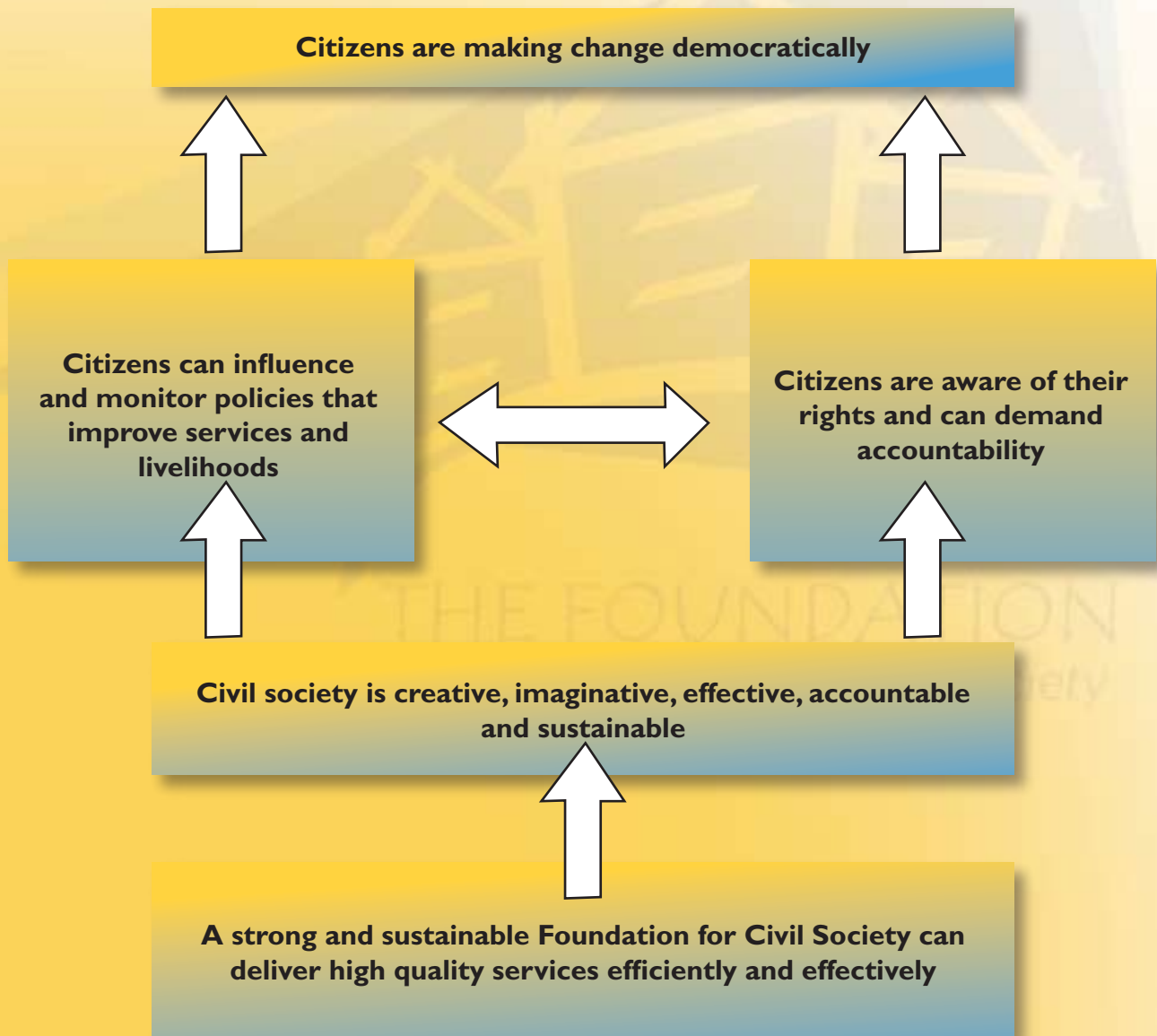
Citizen level	Our most important monitoring work will be to measure progress towards the targets set for citizens in Key Results Areas 1 and 2. Before we do this we will measure the present situation in these areas so that we can see if we have been able to make change in the future.
	We will also measure the numbers of citizens who are benefitting from the activities of CSOs we are supporting. This could include the number of members of the organisations and also the numbers of people attending training and awareness activities.
Civil society sector level	We will measure the growth and development of civil society in Tanzania. We will also look at the issues civil society is interested in, on standards of ethics and behaviour and at the strength of partnership and cooperation with the political, private and donor sectors.
CSO partner level	We will ensure that CSOs we support provide us with regular reports on their activities and expenditures. CSOs will be visited at least once each year to monitor the progress of their work and to provide advice if necessary. An independent assessment of the impact our partners are having will take place mid-way through the strategic plan period
Foundation level	We will look regularly at how we are doing our work to ensure that we are effective and are following our own regulations and rules. Assessments by independent bodies will take place regularly.

Finance

The total budget for this strategic plan is estimated at over \$58 million. A maximum of 20% of these funds will be used to run the Foundation itself. 80% will go to our grants and other services. A summary of a budget until 2013 is shown in the table below:

APPLICATION OF FUNDS (\$)	2009	2010	2011	2012	2013	TOTAL	%age
Grants and support services	6,768,927	8,892,747	10,628,874	10,551,937	12,285,162	49,127,647	84%
FCS Expenses	1,615,300	1,914,800	1,799,490	1,889,164	1,995,923	9,214,677	16%
Total	8,384,227	10,807,547	12,428,364	12,441,101	14,281,085	58,342,324	100%

9. Our idea for change:



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