



*"Fighting Poverty Building Economy/  
Piga Vita Umaskini Jenga Uchumi"*

## **Community Support Initiatives Tanzania (COSITA)**

**Five-Year  
2025 – 2029**

### **Strategic Plan**

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*This strategic plan serves as a guiding document; it is the management team's responsibility to develop detailed implementation plans and monitoring and evaluation frameworks for the practicality of respective areas of operations.*

## List of Abbreviations and Acronyms

AARs	Annual Activity Reports
AGM	Annual General Meeting
AIRRs	Annual Impact Review Reports
BODs	Board of Directors
CBOs	Community-Based Organizations
CEPA	Communication, education and public awareness
COSITA	Community Support Initiatives Tanzania
CSOs	Civil Society Organizations
FCS	Foundation of Civil Society
FTE	Full-Time Equivalent
GDP	Gross Domestic Product
HRDs	Human Rights Defenders
KRA	Key Results Area
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MP	Member of Parliament
NGO	Non – Government Organization
OCA	Organizational Capacity Assessment
SDGs	Sustainable Development Goals
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats/Challenges
THRDC	Tanzania Human Rights Defenders Coalition
TZS	Tanzania Shillings
UN	United Nations
URT	United Republic of Tanzania
WASH	Water, Sanitation and Hygiene
WSHGs	Women's self-help groups
PANITA	Partnership for Nutrition in Tanzania
TENMET	Tanzania Education Network
FORUM CC	Forum for Climate Change
PELUM	Participatory Ecological Land Use Management
TECDEN	Tanzania Early Childhood Development Network

## Key Terms

The following table provides definitions for terms relevant to this document.

Term	Definition
Advocacy	Providing support for a cause or issue representing the interests of particular groups to influence public policy or resource allocation decisions using various methods, including mass/social media campaigns, public speaking, research, lobbying, participation in legal proceedings, organizing client groups, etc.
Board of Directors	An external entity with legal responsibility for major decision-making or oversight of the activities of an organization.
Youth	Persons between childhood and adult age
Child	A person below the age of eighteen years.
Child Abuse	Contravention of the right of the child which causes physical, moral or emotional harm, including beating, insult, discrimination, neglect, sexual abuse and exploitative labour.
Child Labour	Any work that deprives children of their childhood, their potential and their dignity, and that is harmful to his/her development.
Compliance	The degree of adherence to legal and regulatory requirements, donor terms and conditions, & required procedures.
Fundraising	The ability to secure the financial resources needed for organizational operations and sustainability from unrestricted grants or donations, restricted grants or contracts for projects, and fees or sales of goods and services to clients and other entities.
Gender Based Violence	Refers to any physical, psychological, sexual or economic violence perpetuated by a person against another because of gender.
Violence Against Children	The intentional use of physical force or power, threatened or actual, against a child by an individual or group that either results in or has a high likelihood of resulting in actual or potential harm to the child's health, survival, development or dignity.
Human Resources Mgt.	The ability to attract, select, train, assess, supervise, and motivate/reward employees and create effective staff leadership, organizational culture, while ensuring compliance with labour laws.
Knowledge Mgt	Ability to systematically identify, analyse, store, retrieve, and share information and lessons learned within the organization.
Mission Statement	A statement of the current purpose of an organization that is used to guide its strategies and decisions. Mission statements often include the purpose of the organization, the types of goods and services it will provide.
Strategic Plan	An organizational plan that covers an extended period to an organization's vision, mission, and goals; current situation, external environment, expected future trends & capacity; future resource requirements and sources; processes for major decisions; types of actions most likely to achieve the desired results; and timetable.
SWOT Analysis	Strengths, weaknesses, opportunities, and threats analysis is commonly used in strategic plans

## Preface

Community Support Initiatives Tanzania (**COSITA**) is a non-governmental organization registered in the year 2010 with the Reg. Cert. No. 00NGO/00004247, located in Manyara, Tanzania. The organization is working in local communities in the sectors of health, Education, human rights and socioeconomic economic for the purpose of empowering local communities, especially youth and women. In implementing its activities, COSITA has come across different stakeholders, donors, networks and partner organizations. Tanzania Early Childhood Network (**TECDEN**), Tanzania Human Rights Defenders Coalition (**THRDC**) and PELUM Tanzania are the key networks effectively working with **COSITA** as active members to advocate for human rights issues. Being an active member, **COSITA** has secured different opportunities provided by the networks including but not limited to the organization capacity assessments (**OCA**), attending different capacity building and dialogue sessions organized by the networks, sub-grating for direct community projects implementation, supporting resources and consultancy service for development of this Strategic Plan are among the opportunities that **COSITA** has acquired through its membership to the networks.

Development of the **COSITA** Five-Year Strategic Plan is one of the major deliberations made by members through its governance fora. The development of this SP was incorporated in this year's annual implementation plan following the lapsing of the existing one by the end of 2024. This state of affairs necessitated preparing another SP for the next five years, 2025 to 2029.

**COSITA** members recognise the importance of developing the SP document for the purpose of strategically shaping and concentrating on constitutional and strategic objectives for five years. This will lead the organization to focus on a few strategic objectives for five years rather than implementing everything present in the constitution.

This Strategic Plan will lead to the increase of individual knowledge and skills in resource mobilization and organizational development. Such skills will ensure the sustainability of the existing and developed projects and programmes. It will also contribute to the growth of socio-economic and social justice in the targeted community and beyond the period of its implementation.

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**Patrice Gwasma**

**Executive Director**

**Community Support Initiatives Tanzania (COSITA).**

## Acknowledgement

COSITA Board, management and members would like to express gratitude to all those who have taken part in the development of this Strategic Plan.

We are particularly grateful to those who assisted and guided us in sharpening our approach to achieving our objectives in line with our vision and mission. The Tanzania Early Childhood Network (TECDEN), Tanzania Human Rights Defenders Coalition (THRDC) and PELUM Tanzania for financing the development process of our SP. On a particular note, many thanks to TECDEN Executive Director Ms Mwajuma Rwebangila for offering her free consultancy service on top of financial support to the development process of the SP.

It's worth noting that this Strategic Plan is a living document; it is upon the management team to come up with detailed implementation plans and monitoring and evaluation frameworks for the practicality of respective areas of operations. And where necessary, upon major corrections, the COSITA Board, management and members will make changes to the SP as deemed fit.

Any shortcomings are those of the management, and we would like to welcome readers and stakeholders to send us their observations.

Thank you



.....  
**Kristina E. Fisoo**  
**Board Chairperson**  
**Community Support Initiatives Tanzania (COSITA).**

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## Executive Summary

Community Support Initiatives Tanzania (COSITA) is a local non-governmental organization registered under the NGO Act, 2002, in the year 2010 with Reg. No. 00NGO/00004247 to operate in the Tanzania Mainland. The organization started as an idea from a group of people with a common purpose, mainly to serve poor, marginalized and vulnerable communities confronted by a lack/shortage of clean and safe water, land degradation/natural resource destruction, child rights abuse, gender inequality/inequity, and food insecurity. COSITA is a membership-based organization where the Annual General Meeting is a supreme organ in the decision-making level, followed by the Board of Directors to oversee the management function and finally the management team, which undertakes the daily implementation of the organization duties.

Since its inception in 2010, the organization has worked in accordance with its constitution as well as time-to-time strategic plans. The first SP was in 2011-2014, followed by 2015-2020 and the lapsing one of 2020-2029. The current SP is the fourth one, which has greatly shaped the design and modes of implementation of projects. Basically, the organization had five specific objectives, which were Food & Nutrition security; Gender; Child rights; WASH; and Environmental conservation.

In the newly developed SP, the organisation has merged two objectives, which are Gender and Child rights into a single objective termed as Women, Youth & Children rights and empowerment. Also, there was a newly introduced objective, which is the Capacity building of COSITA Partners/Collaborators. Therefore, the specific objectives as per the new SP will be Food & Nutrition security; Women, Youth & Children rights and empowerment; WASH; Environmental conservation; and Capacity building of COSITA Partners/Collaborators. The key target groups are *women, Youth and children*. COSITA will work with any authority that promotes good governance and social accountability in implementing good policy and effecting policy changes to achieve maximum positive impact.

The five-year strategic direction in implementing this SP is on the key target groups being *women, Youth and children*. Issues of land and other resources access, use and ownership will be dealt with along with Women and Youth economic empowerment. On the other hand, the Nurturing Care framework (NCF) model, encompassing safety, learning, care-giving, health and nutrition, will be the main tool in ensuring children's rights. The community hygiene and sanitation practices and environmental sustainability form part of this SP.

In order to implement this five-year Strategic Plan, a resource mix and a coherent and dynamic strategy will be applied to widen the revenue base and mobilise resources internally and externally. A comprehensive communication strategy and plan will be developed to facilitate the dissemination of the well-branded success stories to showcase our work as outreach and fundraising strategies.

The total budget to implement this Strategic Plan (2025 – 2029) is estimated at **TZS 4,116,400,730 (USD 1,614,274.80 Equivalent)**.



# Chapter 1: Introduction

Community Support Initiatives Tanzania (COSITA) is a local non-governmental organization registered under the NGO Act, 2002, in the year 2010 with Reg. No. 00NGO/00004247 to operate in the Tanzania Mainland. The organization started as an idea from a group of people with a common purpose, mainly to serve poor, marginalized and vulnerable communities confronted by a lack/shortage of clean and safe water, land degradation/natural resource destruction, child rights abuse, gender inequality/inequity, and food insecurity.

COSITA is a membership-based organization where the Annual General Meeting is a supreme organ in the decision-making level, followed by the Board of Directors and finally the management team, which undertakes the daily implementation of the organization duties.

The head office of the organization is located in Babati Township, the headquarters of Manyara region and field offices in the nearby districts.

The organization is a member of different networks –THRDC, TENMET, FORUM CC, PELUM, and TECDEN for collaborations and capacity strengthening.

## 1.1 Overall Goal

To improve the quality of life for Pastoralists, Smallholder farmers, hunter-gatherers and other low-income communities by contributing to the development opportunities towards poverty alleviation.

## 1.2 Specific Objectives

1. To promote Women, Youth and children's rights.
2. To promote food and Nutrition security.
3. To promote community Health, Hygiene and sanitation practices.
4. To promote environmental conservation.
5. To enhance COSITA's and her Partners' (CBOs/NGOs) capacity to effectively achieve her objectives.

## 1.3 Core Values

We are committed to certain fundamental values in all our interactions with stakeholders, the general public, other organisations, individuals and our staff. To achieve the vision and mission, COSITA will persistently and meticulously abide by the culture built on the following core values:

*Team spirit; Equality; Ethical behaviour; Dignity; and Integrity*

## 1.4 COSITA Key Interventions and Achievements

COSITA's journey began in 2013 with its first impactful project on "Pastoralist Land Rights," funded by Care Tanzania via Irish Aid, which laid the foundation for further success and exposure to other donors. Over the years, the organization has implemented various projects, including the Mwanzo Bora Nutrition Project (2014-2018), the Sesame Value Chain Project (2015-2018), and several other initiatives focused on women's rights, child education, and community development. COSITA's current projects span the Manyara and Arusha regions, with plans for expansion beyond the current regions. Over 14 years, COSITA has made notable strides in human rights and community development, reaching thousands of individuals, including 881 pastoralists trained on



agroecology practices, 318 people educated on child rights, and 2619 women empowered in behaviour change related to wildlife consumption. Additionally, COSITA has built infrastructure, like student dormitories, and trained over 700 students in life skills and reproductive health, contributing significantly to improving local education and promoting gender equality. The organization has gained a positive reputation as a rational, fast-growing entity dedicated to advancing its vision and mission.

Through its journey, COSITA has learned the importance of engaging a wide range of stakeholders for the success of its projects. Key lessons include the necessity of close collaboration with the government, the crucial role of awareness raising and community education in changing outdated cultural practices, and the risks of overdependence on donor funding. However, despite these lessons, COSITA has faced challenges such as limited funding, insufficient skilled personnel, inadequate working facilities, and shifting donor priorities. These challenges have provided COSITA with valuable insights that have driven the organization to continuously adapt and work toward sustainable, impactful solutions for the communities it serves.

## Chapter 2: Situation Analysis

### 2.1 Tanzania Demographic Information

Tanzania Mainland is comprised 26 regions and 184 councils, encompassing city, municipal, town, and district councils (Census General Report 2022). These councils play a vital role in spearheading local development initiatives at the Ward, Villages/Mitaa levels.

As of the 2022 Census, Tanzania's population stands at 61.7 million, growing at a rate of 3.2%, with 65% residing in rural areas. The country boasts an abundance of natural resources, including minerals, natural gas, fisheries, and forest resources. A significant portion of Tanzania remains forested, housing some of the world's largest national parks such as Serengeti, Mikumi, Katavi, Manyara, and Tarangire, along with renowned game reserves like Selous and Ngorongoro (NBS 2007), which are major tourist attractions.

However, subsistence agriculture continues to dominate as the primary source of livelihood, employing over 65% of the workforce and sustaining the majority of the rural population (Tanzania World Bank Development Indicator, 2023).

### 2.2 Women and the development agenda

#### Key development and challenges:

Over the past five years, Tanzania has made notable strides in advancing the women and development agenda, focusing on economic empowerment, health, education, and political participation.

- i. **Economic Empowerment:** IFC launched the "**Anaweza: She Can**" program in 2023, a \$10 million initiative that aims to enhance women's access to financing, leadership roles in the private sector, and entrepreneurial opportunities, particularly in agriculture. Women's labour-force participation remains high (80% in 2019), but financial and land access barriers limit economic gains.
- ii. **Health Initiatives:** The 2022 Tanzania Demographic and Health Survey (TDHS-MIS) highlights progress in maternal health, with the maternal mortality ratio (MMR) declining to 104 deaths per 100,000 live births, down from previous estimates. However, challenges persist, as 50% of women face barriers to healthcare, including financial constraints and distance to facilities, particularly in rural areas. Postnatal care remains inadequate, with only 32% of mothers having their blood pressure checked and 45% of newborns receiving umbilical cord examinations within two days of birth. Anaemia remains a concern, affecting 42% of women and 59% of children under five, underscoring the need for improved healthcare access and nutrition interventions.
- iii. **Education & Social Progress:** The 2022 Tanzania Demographic and Health Survey (TDHS-MIS) show a decline in female genital mutilation (FGM) among girls aged 15–24, dropping from 5.9% in 2015/16 to 4.9% in 2022. However, educational attainment remains low among Maasai girls, with only 18% of those completing primary school proceeding to secondary education. Early marriages and FGM continue to hinder their schooling, as highlighted in research on Maasai socio-cultural practices. These efforts demonstrate the critical role of education and economic empowerment in transforming communities and reducing harmful traditions.
- iv. **Political Participation:** As of 2023, women hold 37.4% of seats in Tanzania's national assembly, surpassing the constitutional minimum of 30% for female

representation. This progress reflects policy efforts to enhance gender inclusivity in governance. However, cultural beliefs in male supremacy, gender bias, and political violence continue to hinder women's full participation. Research highlights that societal perceptions still view women as less capable of leadership, and online gender-based violence further discourages female politicians from active engagement.

## **2.3 Youth and development agenda**

### **Key development and challenges:**

Tanzania's youth, defined as individuals aged 15–35, represent a significant portion of the nation's demographic landscape. According to the 2022 Population and Housing Census, the total population of Tanzania is approximately 61.7 million, with a substantial proportion under the age of 35.

Educational attainment among Tanzanian youth has seen improvements, with about 34% having completed secondary or post-secondary education. However, challenges persist in the employment sector. The 2020/21 Integrated Labour Force Survey indicates that while 80% of economically active youth are employed, 13% are actively seeking work. Notably, youth unemployment remains higher than that of older demographics, with 24% of young citizens reporting they are unemployed and seeking employment.

## **2.4 Children's rights**

### **Key development and challenges:**

Tanzania has made notable strides in promoting children's rights and empowerment, but challenges remain in addressing key issues such as access to quality education, health, and protection from violence. According to the 2022 Population and Housing Census, the population of Tanzania is approximately 61.7 million, with a significant proportion under the age of 18. This highlights the importance of focusing on the rights and well-being of children, as they represent a large portion of the population.

- i. **Education:** Access to education has improved, but disparities remain, particularly in rural areas. According to the Household Budget Survey, gross enrolment rates at the primary level are high, but the quality of education needs improvement. The Education Sector Performance Report (2021) highlights that learning outcomes are still low, especially for girls and children with disabilities. Educational attainment is significantly lower for children from poorer households, particularly in rural regions, where access to schools is limited. Additionally, the Generation Equality Forum emphasized the importance of addressing gender-based inequalities in education.
- ii. **Violence and Protection:** The National Plan of Action to End Violence Against Women and Children (NPA-VAWC) underscores the importance of protecting children from violence, including physical and sexual abuse, exploitation, and harmful practices like child marriage and female genital mutilation (FGM). While the government has made progress in addressing these issues, the prevalence of child marriage remains a significant concern, particularly in certain ethnic communities. The TDHS-MIS 2022 reports that 27% of women aged 20-24 were married before the age of 18, which directly impacts their empowerment and opportunities for education and personal development.

- iii. **Health** The 2022 Tanzania Demographic and Health Survey – Malaria Indicator Survey (TDHS-MIS, 2022) shows progress in reducing under-five mortality rates, yet health challenges remain prevalent. The under-five mortality rate is 43 deaths per 1,000 live births, a decline from previous years, but still high by global standards. Maternal mortality also remains a challenge, with 354 maternal deaths per 100,000 live births, reflecting gaps in access to quality maternal healthcare, particularly in rural areas.
- iv. **Nutrition Status:** Nutrition is the foundation for the health and development of children and adults. According to TDHS-MIS, 2022, 30% of children under age 5 are stunted, 3% are wasted, 12% are underweight, and 4% are overweight; 46% of children under age 6 months are not exclusively breastfed; 47% of children age 6–59 months were Vitamin A deficient. Also, 2% of women aged 20–49 is of short stature, 7% are thin, and 36% are overweight or obese. Among young women aged 15–19, 12% are of short stature, 18% are thin, and 12% are overweight or obese.
- v. **Food Security:** The 2020/2021 Tanzania Food Security and Nutrition Assessment (FSNA) reported that nearly 25% of households in Tanzania experience food insecurity. Food insecurity is exacerbated by environmental factors such as droughts, flooding, and pests, impacting agricultural productivity. Additionally, limited access to diverse, nutritious food contributes to high rates of malnutrition, particularly in rural areas. Programs such as the National Multisectoral Nutrition Action Plan (NMNAP) have been put in place to address food insecurity, but these efforts need scaling up to have a broader impact. Inadequate knowledge of farmers in Agro-ecology practices, especially on farmer-managed seed systems (FMSS), the practice and knowledge, if well imparted to the community, can lead to solutions towards food insecurity.

## 2.5 Environmental issues

### Key development and challenges:

Environmental conservation is the practice of protecting the natural environment and its resources—like forests, water, and wildlife—from depletion and damage by human activities. Environmental conservation in Tanzania is crucial for sustainable development and the well-being of its citizens. Tanzania's rich natural resources and has since then struggled to balance resource utilization with conservation, minimizing pollution, and addressing climate change impacts. It promoted the sustainable, responsible use of these resources so that they are available not only for present needs but also for future generations.

- i. **Deforestation:** Tanzania experiences one of the highest deforestation rates globally, with an estimated net loss of 483,859 hectares of forest annually. This extensive deforestation is primarily driven by illegal logging, agricultural expansion, and unsustainable land management practices. The loss of forests contributes to biodiversity decline, soil erosion, and reduced carbon sequestration capacity.
- ii. **Land Degradation:** Land degradation is a significant concern, particularly in rural areas where unsustainable farming techniques, deforestation, and variable rainfall patterns have led to soil erosion and reduced agricultural productivity. This degradation adversely affects food security and the livelihoods of farmers.
- iii. **Pollution:** Pollution, encompassing air, water, and waste, poses substantial environmental and health risks. A survey indicated that **54%** of Tanzanians

consider pollution a serious problem in their communities. Plastic waste is a major contributor, with **81%** of respondents identifying plastic bags as a significant source of pollution.

- iv. **Climate Change:** Tanzania is highly vulnerable to climate change, experiencing rising temperatures, unpredictable rainfall patterns, and extreme weather events. These changes disrupt agricultural practices, leading to food insecurity and threatening the livelihoods of millions.
- v. **Biodiversity Loss:** The country faces challenges in conserving its rich biodiversity, with threats such as habitat destruction, poaching, and climate change impacting wildlife populations. Notably, chimpanzee populations have declined from about a million in the early 20th century to between 170,000 and 300,000 today.

## **2.6 Capacity Building and Collaboration with Like-minded NGOs/CBOs**

### **Key development and challenges:**

COSITA's capacity has significantly improved since its inception, thanks to various investments from different partners. However, the organization has not yet reached its full potential, and continued efforts are needed to strengthen its capacity in terms of skills, knowledge, and facilities for its human resources.

Several like-minded smaller NGOs and CBOs are still working to build their internal capacities in the Manyara region. Some of these organizations lack the resources necessary to effectively implement their missions and visions. Despite these challenges, these NGOs and CBOs can complement COSITA's work in the implementation of shared goals only if their capacity is strengthened.

COSITA recognizes the need for capacity-building support for these smaller organizations, particularly in terms of technical expertise and resources. As part of this strategic plan, COSITA intends to conduct capacity assessments for selected small NGOs and CBOs, with the aim of strengthening their ability to implement their missions effectively. Where resources permit, COSITA will also provide support to help these organizations expand their impact, thereby contributing to both their own development and the broader objectives of COSITA.

## **2.7 SWOT Analysis**

From internal and external analysis (SWOT analysis), we identified the following supportive factors, as well as non-supportive trends and how they might affect our organisation:

**Table 1: SWOT Analysis Results**

<b>Strengths</b>	<b>Weaknesses</b>
COSITA remained committed to its vision and mission over the past five years.	Limited financial resources restricted the scope of activities and thematic objectives.
Successful implementation of socio-economic and environmental initiatives.	Small geographic and programmatic coverage has a limited impact.

Recognized the value of stakeholder collaboration to enhance organizational and community capacities.	Negative perceptions from communities affected trust.
Effective use of websites, social media campaigns, and member contributions for resource mobilization.	Limited human and technical resources hampered project implementation.
Projects tailored to address climate change adaptation and environmental conservation needs.	Reliance on short-term donor projects limited long-term sustainability.
<b>Opportunities</b>	<b>Threats</b>
Expand partnerships with government institutions, the private sector, and other NGOs.	Deep-rooted cultural practices limit new behaviors in health, sanitation, and resource management.
Increase community involvement in project design to ensure demand-driven and sustainable initiatives.	Persistent poverty hinders project sustainability.
Leverage funding for climate change adaptation and environmental conservation initiatives.	Environmental degradation and climate-related challenges require urgent interventions.
Expand donor base, joint proposals, and enhance fundraising strategies.	Larger organizations dominate funding opportunities, limiting grassroots impact.
Design behavioral change programs to address cultural barriers and promote health and hygiene.	Lack of prioritization for project sustainability by communities and local governments.

## 2.8 Stakeholders Analysis

Conducting a stakeholder analysis is crucial for COSITA to understand its stakeholders, their interests, and how these align with the organization's goals. By identifying their powers, influence, expectations, needs, and contributions, COSITA can determine the most effective way to collaborate with each stakeholder and focus efforts where they can have the greatest impact. In implementing this Strategic Plan, COSITA will focus on strengthening and establishing relationships with its stakeholders. A Stakeholder Analysis of the most key categories has been conducted to guide these efforts.

**Table 2: Stakeholders Analysis Dashboard**

Stakeholder	Interest	Influence	Contribution	Hindrance	Engagement Strategies
Members of COSITA, Board of Directors, the Management team, and Beneficiaries of COSITA services	<ul style="list-style-type: none"> <li>To see COSITA as a functional, growing and sustainable organisation</li> <li>Gain career development</li> </ul>	High	<ul style="list-style-type: none"> <li>Membership subscription fees</li> <li>Offer expertise</li> <li>Participate in volunteer activities</li> <li>Attend and actively participate in</li> </ul>	<ul style="list-style-type: none"> <li>Failure to pay fees</li> <li>Failure to attend meetings</li> <li>Failure to follow through on tasks for which they volunteered</li> </ul>	<ul style="list-style-type: none"> <li>COSITA provides opportunities for capacity enhancement</li> <li>COSITA provides networking opportunities through meetings, etc.</li> </ul>



Stakeholder	Interest	Influence	Contribution	Hindrance	Engagement Strategies
	nt from COSITA		different forums		
Central government	To see COSITA operate using the regulatory framework	High	<ul style="list-style-type: none"> <li>• Give political will</li> <li>• Invite COSITA to their consultative meeting on the development of policy and law</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to involve COSITA in the policy-making process</li> <li>• Threaten deregistration of NGO members</li> </ul>	<ul style="list-style-type: none"> <li>• COSITA provides a regular report on the implementation of activities to the Registrar</li> <li>• COSITA engages Government officials in its activities</li> </ul>
Local Government Authorities	To see COSITA represent the community at Local Government level	High	<ul style="list-style-type: none"> <li>• Permit COSITA members to work at the local level</li> <li>• Invite COSITA to their forum</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to give permission</li> <li>• Failure to cooperate</li> </ul>	COSITA engages LGAS during program design, implementation and evaluation
Funders and Networks	<ul style="list-style-type: none"> <li>• To see COSITA function well in line with her vision and mission</li> </ul>	High	Provide technical and financial assistance and capacity building to COSITA	<ul style="list-style-type: none"> <li>• Failure to invite COSITA to their capacity strengthening trainings</li> <li>• Failure to provide technical support</li> </ul>	<ul style="list-style-type: none"> <li>• COSITA provides a regular annual report</li> <li>• COSITA pays dues (if any)</li> <li>• COSITA actively participates in any joint statements (if any)</li> </ul>
Media	Get information about implemented activities to write stories	High	Dissemination of COSITA information to the public Creating community demand	Failure to inform the public and the community affect the visibility of COSITA and community participation in the programs	Involve media in the advocacy campaigns
General Public	To see COSITA functioning well	Medium	Offer support for the implementation of projects/programs	Failure to provide support	COSITA creates awareness among the General public on issues related to their rights and interests



Stakeholder	Interest	Influence	Contribution	Hindrance	Engagement Strategies
Registrar of NGOs	Compliance NGO national regulatory framework	High	<ul style="list-style-type: none"> <li>• Give political will</li> <li>• Engage COSITA in their consultative meeting on the development of policy and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to involve COSITA in the policy-making process</li> <li>• Threaten to deregister</li> </ul>	<ul style="list-style-type: none"> <li>• COSITA provides regular reports on the implementation of activities to the Registrar and engages officials in its activities</li> </ul>
Development partners	Funding raising and technical support	Medium	Supports COSITA both technically and financially	Limited funding for COSITA to execute its programs	COSITA submit a grant proposal to seek support from donors for implementation
Other like-minded NGOs, CBOs	Support COSITA to execute its programs	Medium	Contribute to the attainment of COSITA's objectives	Limited partners' support to execute COSITA's objectives	Capacity building, joint programs, visibility of the program and financial support.

## 2.9 Risk Analysis and Mitigation Measures

The implementation of the Strategic Plan will be done in a constantly changing environment. Some of the changes may impact the performance of the organization, directly or indirectly. It is therefore of paramount importance to identify possible risks and, where necessary, develop mitigation strategies to reduce their effect. Some of the risks and mitigation measures were identified during the strategic planning process (Table 4).

**Table 3: Risks and Mitigation Measures**

Risk (internal and external)	Mitigation Measures
If resources are not secured	<ul style="list-style-type: none"> <li>✓ Repackage our resource mobilization strategy, specific to each category of sources of funds</li> <li>✓ Prioritise activities that produce quick wins</li> </ul>
If there is insufficient commitment from members	✓ Increase visibility of COSITA
If we don't get a committed and active Board of Directors	✓ Improve governance structures in COSITA, including accountability
If we don't get the right people in the Management	<ul style="list-style-type: none"> <li>✓ Consider review of conditions and expectations in hired personnel contracts to comply with related laws and HR policies</li> <li>✓ Identify expected performance criteria consistent with this Strategic Plan</li> </ul>

If COSITA doesn't have a strong buy-in from key partners/stakeholders	<ul style="list-style-type: none"> <li>✓ Strengthen our advocacy strategies</li> <li>✓ Gain a better understanding of stakeholders' needs</li> </ul>
If we are unable to provide sufficient quality and useful services	<ul style="list-style-type: none"> <li>✓ Consider more effective ways to strengthen capacities, including mentoring</li> </ul>
If there is no positive response from policy-makers	<ul style="list-style-type: none"> <li>✓ Collaborate with other partners who are also addressing policy-making</li> </ul>
Inflation – costs of planned implementation	<ul style="list-style-type: none"> <li>✓ Prepare contingency budget</li> <li>✓ Prioritize and reduce some activities as appropriate</li> </ul>
Outbreak of natural disasters	<ul style="list-style-type: none"> <li>✓ Develop individual contingency plans for disaster preparedness and adhere to Government contingency protocols</li> </ul>

## Chapter 3: Strategic Direction: Priorities, Goals and Objectives

The plan marks the fourth Strategic Plan for COSITA, covering the period 2025-2029. The development of this plan is of paramount importance as it provides clearer guidance and a more structured approach than previous plans, ensuring COSITA can achieve greater impact in a more focused and effective manner.

While COSITA's Mission and Vision offer a long-term strategic direction, this Strategic Plan establishes specific Strategic Objectives (SOs) and high-level activities to be executed over the next five years. This section outlines the SOs, associated interventions and activities that will guide COSITA's efforts during this period. Furthermore, COSITA's work aligns with global, regional and national frameworks.

### 3.1 Vision Statement

"A community that enjoys equal better living standards sustainably"

### 3.2 Mission Statement

"To work collaboratively with state and non-state actors to attain community equal better living standards through empowering communities in designing and implementing development projects related to Food and Nutrition security; WASH services; Environmental Conservation; Women, Youth and children's rights"

### 3.3 Overall Strategic Goal:

To strengthen community capacity in accessing equitable socio-economic services by 2029.

## **SO, 1: Strengthen Community Capacity in Socio-Economic, Health, and Environmental Initiatives**

### **1.1 Empowered Communities in Socio-Economic Welfare**

Empowering communities through income-generating activities, financial literacy, and micro-financing fosters self-sufficiency, reduces poverty, and promotes sustainable economic growth.

#### **Key Activities:**

- Conduct training on financial literacy
- Support the formation of the village savings and lending opportunities
- Provide access to micro-finance options

### **1.2 Increased Community Literacy in Health, Hygiene, and Sanitation**

Activities to contribute to the increase of community literacy in health, hygiene, and sanitation to improve the overall well-being of the people we serve.

#### **Key Activities:**

- Implement awareness campaigns to promote health, hygiene and sanitation practices
- Disseminate health, hygiene and sanitation literacy materials
- Provide sanitation facilities where needed
- Encourage community involvement in health forums
- Organize regular hygiene check-ins in the community

### **1.3 Empowered Communities on Sustainable Environmental Conservation**

Empowering communities in sustainable natural resource management is crucial for preserving the environment, ensuring long-term food security, mitigating climate change, and fostering economic resilience by promoting responsible use and conservation of natural resources.

#### **Key Activities:**

- Promote sustainable agricultural practices
- Facilitate tree-planting and water conservation activities
- Sensitize and organize clean-up activities

## **SO, 2: Advocate for Gender Inclusiveness and Child Rights**

### **2.1 Strengthened Community Awareness on Women, Youth, and Children's Rights**

Strengthening community awareness on the rights of women, youth, and children fosters gender equality, prevents discrimination, promotes economic empowerment, and

ensures child protection by challenging harmful norms and advocating for inclusive societal change.

### **Key Activities**

- Host sessions on the importance of gender equality for all community members
- Develop and distribute informational materials
- Organize workshop/awareness session on property rights
- Conduct media and community sensitization sessions on property ownership

## **2.2 Improved Access to Child Protection and Early Childhood Services**

Improving access to child protection and early childhood services is crucial for safeguarding children from violence, ensuring their well-being, and providing a strong educational foundation that supports their long-term development and future opportunities.

### **Key Activities**

- Form and train VAWC committees within communities
- Support materials development for pre-primary schools
- Conduct improvement of pre-primary classes
- Conduct training to pre-primary school teachers.

## **SO, 3: Strengthen COSITA's Internal and External Capacities**

### **3.1 Enhanced Organizational Efficiency and Effectiveness**

Enhancing organizational efficiency and effectiveness is essential for COSITA to optimize resource utilization, improve staff capacity, and strengthen monitoring systems, ensuring sustainable impact and improved service delivery.

#### **Key Activities:**

- Conduct organization capacity assessments to identify strengths and areas of improvement.
- Develop and implement capacity-building plans based on assessment findings.
- Deliver comprehensive training programs to equip employees with the necessary skills and knowledge.
- Establish an effective monitoring and evaluation framework to track progress and make data-driven decisions.

### **3.2 Strengthened Partnerships and Collaboration**

Strengthening partnerships and collaboration is crucial for expanding COSITA's reach, leveraging resources, and enhancing the effectiveness of interventions through strategic alliances with relevant stakeholders.

#### **Key Activities:**

- Conduct stakeholder mapping to categorize and identify relevant partners.
- Develop and maintain an up-to-date stakeholder database.

- Identify and pursue key collaboration opportunities for effective project implementation.
- Provide ongoing monitoring and support to partners to ensure sustained impact.

### **3.3 Increased Fundraising Capacity**

Enhancing COSITA's fundraising capacity to ensure an increased funding base and organization sustainability.

#### **Key Activities:**

- Conduct organizational capacity assessment and identify training needs on fundraising.
- Develop and implement training programs for staff and board members on fundraising.
- Review and update COSITA's Constitution and policies for compliance and effectiveness to reflect current needs in fundraising.
- Develop rigorous funding proposals for strategic plan implementation as well as organization sustainability.

## **Chapter 4: Resource Mobilization, Communication and Dissemination Strategy**

### **4.1 Resource Mobilization Strategy**

Currently, COSITA gets its funding from membership fees and donations, which support basic operational costs and a few community projects only.

To implement this five-year Strategic Plan, a resource mix and a coherent and dynamic strategy will be applied, such as submitting individual grant proposals (solicited and unsolicited proposals), developing like-minded NGO consortium proposals, organizing special fundraising events, renting assets, selling services, selling products and soliciting financial and in-kind contributions from various potential partners.

Among others, the following strategies and mechanisms will be applied internally and externally:

#### **1) Widen revenue base for increased income through:**

- Engage members and potential partners in resource mobilization from voluntary contributions
- Promote products and services offered by COSITA (T-shirts and other available products)
- COSITA staff/member or anyone who may represent COSITA can raise fees by selling their technical skills and expertise to other organizations (for becoming a resource person of training, seminars and workshops), and pay an agreed percentage (e.g. 5%) of the contract back to COSITA if that staff/member was contracted for an assignment via COSITA (as a COSITA affiliate or through opportunities shared with them by COSITA)
- Ensure receipt of 5%/10% from COSITA beneficiaries (including staff or anyone getting financial gain from COSITA in terms of per diem)
- Invite Media to participate and report on COSITA events to attract funders' attention and support for COSITA interventions.
- Developing grant-winning project proposals, including consortia project proposals.

- Recruit a Resource Mobilisation Expert to be part of the Management team of COSITA, who will help the Management in partnership and resource mobilization
- 2) Develop a comprehensive communication strategy and plan (Communication as an essential tool for fundraising), focusing on meetings with key partners, such as asking for space in the monthly meetings of development partners in Tanzania
    - Need to map funding opportunities (i.e. which are the funding, what kind of programmes are they funding, and through which modalities they can be reached, etc.)
    - Document and monitor development partners' trends and share information with all members and other stakeholders involved in resource mobilization
    - Develop COSITA Website, Facebook, Twitter, with an interesting blog to sell advertising on the website
  - 3) Package and brand success stories and disseminate
    - Consider appropriate formats for communication of such stories
    - Consider target audiences and package communication to suit the relevant audience
  - 4) Participate in national and international events such as African Child Day, Women's Day, Breastfeeding week, Nane-Nane exhibition, etc., as a way of showcasing our work and Fundraising.

## **4.2 Communication and Dissemination Strategy**

This Section describes the actions that will be taken to communicate the Strategic Plan and/or portions of it to relevant audiences.

In the course of disseminating this Strategic Plan, we will consider that:

- 1) Every Board member and member of management should get a copy of the plan.
- 2) The whole plan (or highlights from it) is distributed to everyone in the organization
- 3) Mission, vision and values statements are posted on the walls of our main offices.
- 4) Portions of our plan are published in our regular newsletter and advertising and marketing materials (brochures, ads, etc.).
- 5) Board members and employees are trained on portions of the plan during orientations.
- 6) Copies of the plan are allocated for major stakeholders, for example, funders, trade unions, potential collaborators, vendors/suppliers, etc.

This plan will be widely communicated through the use of, but not limited to, the following approaches:

- 1) Launch event - It will serve as a media outreach activity to gain coverage in the wider public as well as draw the attention of key stakeholders.
- 2) Consultative meetings - These will be one-on-one meetings with the target audience performed through stakeholders' interactions, whereby the team will conduct physical visits to meet stakeholders (particularly those with networks made up of the key stakeholders). These meetings should seek to uncover opportunities for collaborations, joint events and other potential funding opportunities.
- 3) Communication, education and public awareness (CEPA) materials - Formal publications (brochures, factsheets, etc. that provide essential details which are easy to digest by all target audiences for public distribution.
- 4) Networking events - They should be used to spark interest for stakeholders as they provide room for face-to-face interactions and allow for questions and answers.
- 5) Partner events - These are a good way to expand the COSITA network by working in collaboration with organisations which are already tapping into stakeholders.



## Chapter 5: Monitoring, Evaluation, Research, and Learning (MERL)

To ensure the effective implementation and impact assessment of COSITA's Strategic Plan, the Monitoring, Evaluation, Research, and Learning (MERL) framework will provide a structured approach to tracking progress, assessing effectiveness, and informing decision-making. This framework is designed to foster data-driven decision-making, enhance accountability, and promote continuous organizational learning.

### 5.1. MERL Objectives

- i. **Systematic Monitoring:** Track program implementation and progress towards strategic objectives through structured data collection and analysis.
- ii. **Impact Evaluation:** Assess the effectiveness, efficiency, relevance, and sustainability of COSITA's initiatives.
- iii. **Evidence-Based Research:** Generate insights that inform strategic improvements and policy advocacy.
- iv. **Organizational Learning:** Foster a culture of knowledge-sharing and adaptive management to enhance program effectiveness.

### 5.2. Monitoring and Evaluation (M&E) Plan (see Annexe 1)

A well-defined monitoring and evaluation (M&E) plan will be developed to ensure the systematic tracking of program performance and outcome achievement.

- i. **Performance Indicators:** Each strategic objective and key result area has clearly defined indicators to measure success. Data collection will utilise diverse approaches such as: Surveys (household, beneficiary, and stakeholder surveys), focus group discussions (FGDs) with community members and program beneficiaries, case studies to document qualitative impacts and success stories and field observations to assess on-the-ground implementation and challenges
- ii. **Frequency of Monitoring:** COSITA will conduct assessments at different intervals to ensure comprehensive evaluation, including Quarterly program reviews and progress assessments, Mid-year evaluations to capture emerging trends and adjust strategies and Comprehensive end-of-year reviews to assess overall effectiveness
- iii. **Reporting Mechanism:** Develop and disseminate periodic reports to relevant stakeholders, including Internal program teams for adaptive management, Board members for strategic oversight and donors and partners for accountability and collaboration

### 5.3. Research and Impact Assessment

The Purpose of the research and impact assessment is to identify program strengths, gaps, and areas for enhancement, understand community needs, perceptions, and expectations and assess the sustainability and long-term impact of COSITA's interventions. The organization will engage stakeholders in participatory research to co-develop solutions, establish benchmarks before program implementation and assess changes post-intervention, document qualitative impacts and lessons learned. The attained findings will be used to inform policy advocacy efforts to influence local and

national decision-making, guide strategic adjustments for improved program design and delivery, and provide evidence for securing funding and enhancing donor confidence

## **5.4. Learning and Adaptation**

Continuous learning and adaptation are critical to ensuring COSITA remains responsive and innovative. The organisation will conduct knowledge sharing through regular internal and external knowledge-sharing events, capacity-building sessions for staff and partners, and incorporate beneficiary perspectives in program improvements. Adaptive management will involve fostering flexibility in strategy adjustments based on real-time data and emerging insights, and establishing feedback loops to refine interventions promptly.

## **5.5. MERL Responsibilities and Resources**

### **5.5.1 Responsible Teams:**

- **MERL Unit:** Leads the design, implementation, and oversight of monitoring and evaluation activities
- **Program Teams:** Support data collection, reporting, and learning activities
- **Executive Leadership:** Provides strategic direction and ensures MERL integration in decision-making

### **5.5.2 Required Resources:**

- Digital M&E tools and dashboards for efficient data management
- Research databases and analytical software for in-depth studies
- Training materials to build staff capacity in M&E and research methodologies
- Financial resources to support data collection, evaluation exercises, and capacity-building initiatives

## Chapter 6: Summary of Indicative Budget

Strategic Objective	Strategic Output	2025	2026	2027	2028	2029	('000 TZS)
SO, 1	1.1	169,154.00	177,611.70	186,492.29	195,816.90	205,607.74	934,682.63
	1.2	104,254.00	109,466.70	114,940.04	120,687.04	126,721.39	576,069.16
	1.3	112,234.00	117,845.70	123,737.99	129,924.88	136,421.13	620,163.70
SO, 2	2.1	116,323.00	122,139.15	128,246.11	134,658.41	141,391.33	642,758.00
	2.2	55,669.00	58,452.45	61,375.07	64,443.83	67,666.02	307,606.37
SO, 3	3.1	58,099.90	61,004.90	64,055.14	67,257.90	70,620.79	321,038.62
	3.2	68,173.90	71,582.60	75,161.72	78,919.81	82,865.80	376,703.83
	3.3	61,057.00	64,109.85	67,315.34	70,681.11	74,215.17	337,378.47
<b>Grand Total ('000 TZS)</b>		<b>744,964.80</b>	<b>782,213.04</b>	<b>821,323.69</b>	<b>862,389.88</b>	<b>905,509.37</b>	<b>4,116,400.78</b>
<b>Grand Total ('000 USD)</b>		<b>301.52</b>	<b>316.60</b>	<b>332.43</b>	<b>349.05</b>	<b>366.50</b>	<b>1666.09</b>

## ANNEXES:

### 1. M&E Plan



ANNEX 1 - M&E  
PLAN S.P - 2025-2029

### 2. Log Frame



ANNEX 2- LOGICAL  
FRAMEWORK- S.P 2025-2029

### 3. Workplan



ANNEX 3 -  
WORKPLAN FOR S.P 2025-2029

## **COSITA S.P 2025-2029:**

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### **COSITA S.P. 2025-2029 Facilitators:**

1. Mwajuma Rwebangira – The Executive Director for TECDEN
2. Lazaro Ernest – Mtoto Kwanza Project Manager for TECDEN

### **COSITA Secretariat:**

1. Patrice Gwasma – Executive Director
2. Mary A. Sulle – Administrative Assistant
3. Paulo A. John – MEL Officer
4. Agustino Balohho – Project Officer
5. Dahaye Siay – Project Officer
6. Regina Amandi - Accountant