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

Community Support Initiatives Tanzania

(COSITA)

Five-Year
2020 – 2024

Strategic Plan

This strategic plan is a guiding document; it is upon the management team to come up with detailed implementation plans and monitoring and evaluation frameworks for practicability of respective areas of operations.

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Babati-Manyara, Tanzania
November 2019

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 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
ANSAF	Agriculture Non-State Actors Forum

Key Terms

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

Term	Definition
Advisory Committee	A group of independent experts and influential people that shares information and makes recommendations to an organization on mission, vision, strategies and operations, but does not have a decision-making role or legal responsibility for oversight (unlike a board of directors).
Advocacy	Providing support for a cause or issue representing the interests of particular groups to influence public-policy and resource allocation decisions. Methods for advocacy can include mass and social media campaigns, advertising, public speaking, research, polling, lobbying, participation in legal proceedings, and organizing client groups for voting and other actions.
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 cause 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 physical and mental development.
Compliance	The degree of adherence to legal and regulatory requirements and donor terms and conditions and required management systems and procedures.
Financial Audit	A systematic and independent examination of financial data, records, and statements to assess their accuracy, completeness, and ability to support reliable financial reporting and provide a fair view of the organization's financial position, results of operations, and cash flows in conformity with local laws, regulations, or generally accepted accounting principles.
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 sale of goods and services to clients and other entities.
Gender Based Violence	Refer to any physical, psychological, sexual or economic violence perpetuated by a person against another on account of gender.
Human Resources Management	The ability to attract, select, train, assess, motivate, supervise, and reward employees and create effective staff leadership and a conducive organizational culture while ensuring compliance with labour laws.

Term	Definition
Knowledge Management	Ability to systematically identify, analyses, 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.
Monitoring	An organization's on-going, internal, routine processes for tracking the timeliness, efficiency, and quality of activities; effectiveness of results; achievements versus targets; and risks, opportunities, and challenges. It supports donor and legal reporting requirements and helps identify the need for mid-course corrections in approaches and operations.
Organizational Structure(Organogram)	The roles and responsibilities of all departments or functions and lines of authority, including governance and operations.
Recruitment	The ability to hire qualified personnel to fill new and vacant positions.
Staff retention	The ability to keep existing staff within an organization, either in their current jobs or positions with different responsibilities.
Strategic Plan	An organizational plan that covers an extended period to an organization's vision, mission, and goals; current situation, external environment, and expected future trends; capacity; current and 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 commonly used in strategic plans
Violence Against Children	The intentional use 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 health, survival development or dignity.
Vision	An organization's aspirations for its future state at the end of a certain period of time. These aspirations may include size, status, strategies, accomplishments, and values. The vision helps set the direction for organization.

Preface

Community Support Initiatives Tanzania (COSITA) is a non-governmental organization located in Manyara – Tanzania. The organization is working in local communities in the sector of health, Education, human rights and social 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 Human Rights Defenders Coalition (THRDC) has emerged one of the strongest and famous networks effectively working to advocate for human rights issues. COSITA is an active member of THRDC. Being an active member, COSITA has attended different capacity building and dialogue in human rights issues organized by THRDC. This kind of relationship has helped COSITA secure different opportunities provided by THRDC. The organization capacity assessment (OCA) and development of a Strategic Plan is among the opportunities that COSITA has acquired through its membership to THRDC.

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 end of 2019. This state of affair necessitated to prepare another SP for the next five years 2020 to 2024. It is therefore important to note that THRDC's provision of this opportunity has been an invaluable and timely support to COSITA in the course of achieving its mission.

COSITA members recognize 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 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 resources mobilization and organizational development. Such skills will ensure 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 over and beyond the period of its implementation.

Patrice Gwasma
Executive Director
Community Support Initiatives Tanzania

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 Human Right Defenders Coalition (THRDC) for funding support to the consultant in the development of this SP, and Mr Tumaini Mbibo for facilitating the development process of this Strategic Plan.

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 practicability 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

Francis E. Geffi
Board Chairperson
Community Support Initiatives Tanzania

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Executive Summary

Community Support Initiatives Tanzania (COSITA) is a local non-governmental organization registered under NGO Act, 2002 in the year 2010 to operate in Tanzania Mainland. The organization started as an idea from a group of people with common purpose mainly to serve poor, marginalized and vulnerable communities confronted by lack/shortage of clean and safe water, land degradation/natural resource destruction, child right 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 to her constitution as well as time to time strategic plans. The first SP was in 2011-2014, followed by the lapsing one of 2015-2019. The current SP is the third one which has a big shift in terms of designing and modes of implementation. Basically the organization had four specific objectives which were agriculture & livestock sector development, Education, WASH, and cross-cutting issues of gender and environment.

In the newly developed SP the organization has made a more confined and focused objectives which are *women and children rights, hygiene and sanitation practices, Youth empowerment and environmental conservation.* Five key result areas (KRAs), 11 programmatic objectives and 28 high level activities have been outlined and elaborated in view of achieving the strategic goal for this SP. COSITA will work with any authority that promotes good governance and social accountability in implementing good policy and affecting policy changes to achieve maximum positive impact.

The five years 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 ownerships will be dealt 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 rights. The community hygiene and sanitation practices and environmental sustainability form the 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 revenue base and mobilize resources internally and externally. A comprehensive communication strategy and plan will be developed to facilitate dissemination of the well-branded success stories. COSITA will participate during national and International events such as Day of the African Child, Women day, Breast feeding week, Nane-Nane exhibition to showcase our work as outreach and fundraising strategies.

The total budget to implement this Strategic Plan (2020 – 2024) is estimated at *TZS 3,257,169,617.00* (i.e. *U$D 1,411,252 Equivalent)*.

Chapter 1: Introduction

Community Support Initiatives Tanzania (COSITA) is a local non-governmental organization registered under NGO Act, 2002 in the year 2010 to operate in Tanzania Mainland. The organization started as an idea from a group of people with common purpose mainly to serve poor, marginalized and vulnerable communities confronted by 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 head quarter of Manyara region and sub-offices in the nearby districts and regions.

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

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.

Objectives
In order for COSITA vision, mission and goal to be realized, the following objectives will be pursued:
1. To promote child rights and protection (education, health & nutrition …)
2. To undertake community food and Nutrition security initiatives.
3. To support community WASH practices.
4. To promote gender equity & environmental sustainability.
5. To enhance COSITA's capacity to effectively achieve her objectives.

Our 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 to the culture built on the following core values:
1. Team spirit
2. Equality
3. Ethics behaviour
4. Dignity of individual
5. Integrity

Chapter 2: Situation and Contextual Analysis

Current Situation

Tanzania has 26 regions, 169 districts inclusive of district councils, Municipal and Town councils (Census general report 2012) and over 12,000 Village Councils. The District and Village Councils are the focal points of local development. The population of Tanzania is approximately 45 million (2012 census), with the growth rate of 2.7% and 77% living in rural areas. With that growth rate of 2.7%, literally, up to the time of development of this SP (2019) population is estimated to be 56mil.

According to Tanzania Population Worldometers 2019 at (https://www.worldometers.info/world-population/tanzania-population/), the current population of Tanzania is 58.6mil people. The population is estimated to reach 68.9mil people with growth rate of 2.9% in the year 2025.

The country has abundance of natural resources in the form of diamonds, gold, iron, natural gas, fisheries and forest resources; Tanzania remains one of the poorest nations in the world. The large portion of the country is still forested covering 38% (35,257,000 hectors) of the total area. Within the forests the country has among largest National Parks including Serengeti, Mikumi, Katavi, Manyara, Tarangire and others as well as game reserves such as Selous, Ngorongoro etc.(NBS 2007) which are major attractions for tourism. However, subsistence agriculture remains the dominant sources of livelihoods which employ 80% of the workforce, and over 77% of population living in rural areas.

Women and development agenda

A recent Gender Profile of Tanzania shows significant progress in the formulation of policies and strategies for creating an enabling environment for gender equality. There have been improvements in the status of women and girls in terms of education, decision making and recognized participation in the national economy. Women have risen to key positions at national and international levels, occupying leadership positions in government ministries, and recently in the United Nations. However, the main beneficiaries of improvements in gender equity tend to be educated and powerful women in urban areas. These benefits are yet to be realized for the majority of poor and marginalized women in rural areas.

Existing gender imbalances have hindered women's meaningful participation and decision-making in development programmes. Regardless of their socio-economic or educational status, approximately 40% of women do not have the final say in decisions regarding their own health, their children's health or their own daily household expenditure. Women's access to mass media is significantly lower than that of men, and this, compounded by lower literacy and more limited education, undermines the contribution that women are able to make towards social and economic development. Literature shows that female household populations still have high numbers with no formal education, 11.5% in urban areas and 30.2% in

rural areas. Yet, women remain the primary labour force for household food production in the nation. However, the socio-economic situation is comparatively worse for widowed females than their counterparts.

Widows are christened to be "Invisible Women" with "Invisible Problems". A research by Help Age International in 2011 conducted in Tanzania has a finding that once widowed; women in many countries often confront a denial of inheritance and land rights, degrading and life-threatening mourning and burial rites and other forms of widow abuse.

In many countries, Tanzania inclusive, widowhood is stigmatized and seen as a source of shame. A woman's social status is inextricably linked to her husband's, so that when her husband dies, a woman no longer has a place in society. Widows are thought to be cursed in some cultures and are even associated with witchcraft. Such misconceptions can lead to widows being ostracized, abused and worsened. Research by HelpAge International report 2011, for instance, has found that in Tanzania hundreds of older women – mostly widows – have been killed because of accusations of being witches. Considering their primary role in taking care of the neglected children in most rural areas, this is evidently catastrophic.

The children of widows are often affected, both emotionally and economically. Widowed mothers, now supporting their families alone, are forced to withdraw children from school and to rely on their labour. Moreover, the daughters of widows may suffer multiple deprivations, increasing their vulnerability to abuse.

The victims of such circumstances, widows and their girl-children become more likely to be exposed to sexual exploitation, thus experience sexual abuse and violence including transactional sex whereby they are more likely to have multiple sexual partners as they grow older with less likelihood to have HIV-tested or use protection gears like condoms (Violence against Children Report, 2011).

Such cruelties are often seen as justified in terms of cultural or religious practice. Impunity for abuses of the rights of widows is rife, with few perpetrators ever successfully brought to justice. Even in countries like Tanzania, where legal protection is more inclusive, widows do suffer much on social marginalization.

As a result of the lower socio-cultural position of women relative to men, women are generally considered to be incapable to holding leadership positions. Traditions and customs favouring men, women limited education, limited public speaking skills and economic resources all contribute to women on actively engaging in public meetings and campaigning publicly for leadership positions. The same is also true to girls against boys. Poor family economic conditions also compel girls to migrate to cities as domestic workers, engage in risky behaviour such as prostitution making them susceptible to abuse and contracting sexually transmitted diseases, including HIV & AIDS. In its front page, *Mwananchinewspaper* of December 7, 2014 reported an increase in human trafficking outside the country with girls being the most affected population.

While poverty and underdevelopment is a reality of life for many Tanzanians, women and children are particularly disadvantaged. Customs and traditions

associated with the patriarchal system still lead to male bias in assignment to positions of power, decision-making, access to information, ownership of assets and allocation of resources at family, household and community level. Customary practices also put women at risk of dispossession of inheritance and marital property during separation, divorce or widowhood.

Youth and development agenda

Young people aged 15 – 35 years make up 34.7% of the total population in Tanzania (2012 national census). Yet, they constitute a great share of the country's labour force — about 68 percent — almost one third of the country's population.

Despite Tanzanian youths being the majority in the country's labour force, they are still challenged in issues around pursuing their destiny through decent employment, access to quality education and their participation in decision making processes.

Youth remain disinterested in agriculture due to a poor knowledge on Good Agronomic Practices (GAP) and crop marketing, the issue of price negotiations and hence are prompted to seek employment in the urban informal sector which is characterized by low incomes and poor working conditions.

Youth empowerment is critical to support in search of economic opportunities especially through social entrepreneurship and formal businesses, formal governance processes as well as encourage taking charge of their lives towards access to resources and transforming their consciousness through their beliefs, values, and attitudes.

Children rights to education

Since 2016 onwards, the school enrolment rate has increased due to the implementation of free education policy from primary to ordinary level secondary schools in Tanzania. However the retention and performance of girls' students is still an issue due to the inadequate knowledge on comprehensive sexual and reproductive health. Again inadequate school dormitories/hostels fuels teenage pregnancies which continues to be the cause of school drop outs and sometimes death among adolescent girls due to child-birth related complications.
The incidence of HIV & AIDS and other sexually transmitted infections is increasing fastest among women and youth with adult prevalence rates around 7%. There are an estimated 2 million AIDS orphans in the country (Poverty and Human Development Report, 2017)

Health and Nutrition status

According to Tanzania malnutrition factsheet 2016, 34% of children under 5 are *stunted* (low height for age); 57% of babies 0-6 months are not exclusively breastfed for 6 months; 57% of children under 5 are *anaemic*; 45% of women of reproductive age (15-49 years) are anaemic; 36% of women of reproductive age (15-49 years) are *iodine deficient* and 33% of children under 5 are *Vitamin A deficient*. In Manyara region for instance, the rate of childhood stunting is 36% which is even over and above the national level stunting of 34%.

Prevalence of anaemia among non-pregnant women (% of women ages 15-49) in Tanzania was 35.90 as of 2016.

Given the importance of nutrition in the overall physical and cognitive development of children, there is a need to focus on the first 1,000 days of a child's life to prevent the negative effects of malnutrition from becoming irreversible. This requires a multi-pronged approach to address risk factors ranging from inadequate food and illness to poor access to safe drinking water, sanitation and hygiene.

Investing in nutrition is essential for Tanzania to progress. It is estimated that the country will lose US$20 billion by 2025 if the nutrition situation does not improve. In contrast, by investing in nutrition and improving the population's nutritional status, the country could gain up to US$4.7 billion by 2025.

Improving children's well-being at the earliest age must be an integral and systematic component of education and poverty reduction. It is essential to support the first phase of learning which begins with parents. Concerted efforts are needed to ensure that unnecessary deaths resulting from malnutrition especially in children under-five years are brought to an end.

Environmental issues

Approximately 98% of rural Tanzanian women classified as economically active are engaged in agriculture spending more hours per day than men in both productive and domestic activities. Despite women's deeper involvement and contributions to farming activities, women continue to be excluded from decision making and are disadvantaged in terms of access to land, information, education, assets, and services. That led to a poor farming techniques, environmental degradation and climate change has close links to underlying cause of poverty. It is estimated that 20 million people in rural Tanzania currently produce only enough food for 7 to 9 months. Changing climatic conditions, more frequent extreme weather events, and a rapidly growing population are posing imminent threats to food and livelihood security, with women and girls being most affected. In addition access to potable water and sanitation remains inadequate, with almost 50% of the rural population lacking access to clean water.

Despite the impressive GDP growth in Tanzania, poverty remains persistent and has been at the centre of the development debate. It was against this background that the new national development blueprint, The National Plan of Action to End Violence Against Women and Children in Tanzania (2017/18 – 2021/22) and MKUKUTA II was designed with a greater focus on making growth more broad-based and pro-poor.

Through this Strategic Plan, COSITA intends to design different interventions that seek to provide women rights and child protection, welfare and development, but in collaboration with key partners and stakeholders.

Major Programmes

COSITA operates with 5 main programmatic areas namely:
Programme 1: Agriculture and livestock development
Programme 2: WASH practices
Programme 3: Education
Programme4: Gender equality
Programme5: Environmental conservation

Level of Interventions, Organisational and Institutional Growth

Level of Interventions and Achievements

COSITA's short, but effective and successful programming story started in 2013 when it implemented its first meaningful project on "Pastoralist Land Right" funded by Care Tanzania via Irish Aid fund. A successful implementation of the project apart from exposing the organization to significant degree of experiences and skills competences, it also exposed the organization to other donors and hence COSITA was contracted to implement a Mwanzo Bora Nutrition project (2014-2018) funded by Africare Tanzania via USAID nutrition initiatives; Sesame Value Chain project (2015-2018) funded by Farm Africa via Comic Relief Fund; Improvement of Secondary school learning environment for girls students project (2018-2021) funded by WEGS via DKA Austria and; Women Land Right Project (2019-2020) funded by Foundation for Civil Society.

Current projects cover the Babati, Mbulu and Hanang districts in Manyara region with expectations of immediate expansion to other districts in the Manyara region and beyond the region.

In its past 9 years of existence, COSITA has worked towards the realization of its Vision and Mission by implementing different projects, some of which were interventional to human rights-related issues and other were promotional (non-interventional).

COSITA has proved being rational and a fast-growing organization enjoying a very positive reception and acceptance.

Over the past years, the organisation has implemented its own internal planned activities that adds-up to COSITA's achievements, and these include, but are not limited to:
1. 3000 pastoralists' men and women in Babati district are aware and are applying the existing land legislative frameworks and legal rights towards allocation and managing village grazing areas.
2. Exclusive breastfeeding and complementary feeding through 1000 Days Campaign/parent kit has become a practice in Mbulu and Babati families. About 23,409 pregnant women were reached through nutrition program, 11689 (male 5,588 and female 6,101) number of children under two (0-23 months) have been reached with community-level nutrition interventions. Also about 98090 (male

48,640 and female 49,450) number of children under five have been reached through provision of Vitamin A in Mbulu and Babati district councils.
3. About 11248 households adopted good hygiene and sanitation through the use of tippy tap technology as well as extensive dissemination of nutritional messages via Peer Support Groups meetings, IEC materials and school nutrition clubs
4. 82 farmer business groups (FBGs) – Each 25 farmers supported in Good Agronomic Practices (GAP) in improving their livelihood through crop value chains in Babati district. The GAP knowledge led to the increase in volume of sesame produced from an average of 92kgs to 168kgs per acre per farmer and hence increased average income from sesame from TShs. 156,400 to TShs. 285,600 as well as greater equality between men and women and inclusion of young people in sesame value chain activities from 7% to 38% and 28% respectively.
5. COSITA has also successfully supported 10 girls' students to achieve their full education dreams.
6. 1261(male 829 and female 432) community members in Babati are well aware on the contents of land laws Act #4 and 5, 1999 and the equal rights of women to access, use and full control over land and other properties.

Challenges and Lessons Learnt

COSITA has learnt that involvement of wider stakeholder is one of the major secrets towards successful projects and programmes implementation. The organisation has further learnt that:
1. Close collaboration with the government is very key in the smooth implementation of our activities in the villages
2. Awareness raising and community education meetings are paramount important to change community mind-sets from out-dated cultures and practices
3. Overdependence on donor funding and members' fees for organization running is risky and hence beneficiary and any interested individual contributions however small the amount sustains or stabilizes the organization.

However, in the course of learning these lessons and realizing such experiences, COSITA experienced several challenges, including but are not limited to:

1. Limited fund for the implementation of planned activities.
2. Inadequate skilled personnel for the implementation of projects.
3. Inadequate working facilities to support the implementation of projects.
4. Change of donor polices and geographical areas of implementation

Environmental Scan and SWOT Analysis

Environmental scanning is the process of gathering information about events and their relationships within an organization's internal and external environments. The basic purpose of environmental scanning is to help management determine the future direction of the organization. The scanning is necessary because there are rapid changes taking place in the environment that has a great impact on the working of the organisation. Analysis of the environment helps to identify strength, weakness, opportunities and threats surrounding the organisation and its undertakings.

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

Factors	Positive	Negative
	Strengths	**Weaknesses**
Internal	1. Good internal control system and procedures 2. Well established and structured with most necessary legal and administrative documents in place. 3. Committed board of directors and staff 4. Has well ventilated rented office having most of the necessary working facilities 5. Easily reachable office location 6. Modest experience in the application of ICT for communication purposes	1. Inadequate fund to reach all targeted/beneficiary groups 2. Few staff 3. Low level of competence of some staff and board members 4. Some of the working facilities are running old (computers, vehicles/motorcycles) 5. Lack of own built house for office use and conference hall. 6. Lack of local domain web page
	Opportunities	**Threats/Challenges**
External	1. Well known and good reputation with the community 2. Good collaboration with the government, CSOs, politicians and other stakeholders 3. Availability of national policies/international agreement/development agendas or strategies open up more opportunities for COSITA 4. Has built trust with previous/ current and potential donors	1. Changes of donor policies 2. Emergency of other new organizations competing to same donors for the same resources in the same intervention areas. 3. Frequent changes of laws and policies governing NGOs

Organisational and Institutional Growth

COSITA has significant achievements as an organisation which constitutes its growth. It has substantial funding receipt in record and has managed to pursue several community-based projects on its own and also in collaboration with other organisations.

Institutionally, COSITA has managed to position at the hub of contemporary civil societies' operational approaches. The organization has a good network with large and experienced organizations locally and internationally. This kind of relationship signifies its level of institutional growth.

Beneficiaries and Stakeholders

Small holder farmers, pastoralists' communities, hunters and gatherers are the final beneficiaries of COSITA activities with specific focus on women, Youth and children in difficult environment.

Stakeholders Analysis

In the course of implementing this Strategic Plan, COSITA will strengthen and establish relationship with its stakeholders as appropriate. Usually stakeholders are categorized into three groups namely: primary stakeholders - those who stand to be directly affected, either positively or negatively. These include members of COSITA itself and its Board of Directors as well as their intended beneficiaries or target groups. The second category is the secondary or intermediary stakeholders – those who are indirectly affected, either positively or negatively. These can include government, the media, the civil society, and the general public. The third category is the key stakeholders who are external but very important and can contribute greatly to the existence of the organization. These include development partners (donors/funders), the judiciary, Registrar of NGOs, etc.

A Stakeholder Analysis of just the most key categories of stakeholders was conducted and is displayed below (*Table 2*):

Table 2: List of COSITA Stakeholders by Category

Primary Stakeholders	Secondary Stakeholders	Key Stakeholders
Members of COSITA; Board of Directors; The Management team; Beneficiaries of COSITA services	Central Government; Local Government Authorities (LGAs); Parliament; Private sector, Local and International NGOs/CSOs/FBOs; Media	Registrar of NGOs; Development Partners

It is therefore important for COSITA to conduct a stakeholder analysis so as to be aware of who its various stakeholders are, how their interests relate to the interests of COSITA, and how COSITA could and should collaborate with them. It is important to know their powers, influence, expectations, needs, interests, their roles, responsibilities, contributions and comparative advantages so COSITA knows who should be focused on.

Table 3: Stakeholders Analysis Dashboard

Stakeholder	Interest	Influence	Contribution	Hindrance	Engagement Strategies
Members of COSITA; Board of	• To see COSITA as functional, growing	High	• Membership subscription fees • Offer expertise • Participate in	• Failure to pay fees • Failure to attend meetings • Failure to follow through on tasks	• COSITA provides opportunities for capacity enhancement • COSITA provides networking

Stakeholder	Interest	Influence	Contribution	Hindrance	Engagement Strategies
Directors; The Management team; Beneficiaries of COSITA services	and sustainable • Gain career development from COSITA		volunteer activities • Attend and actively participate in different forums • Sharing experiences and skills.	for which they volunteered	opportunities through meetings etc. • COSITA ensures regular and effective communication using different means
Central government	To see COSITA operates using regulatory framework	High	• Give political will • Invite COSITA in their consultative meeting of development of policy and law	• Failure to involve COSITA in the policy making process • Threaten deregistration of NGO members	• COSITA provides regular report on implementation of activities to Registrar • COSITA invites Government official in its activities
Local Government Authorities	To see COSITA represent community at Local Government level	High	• Give permission to COSITA members to work at local level • Invite COSITA in their forum	• Failure to give permission • Failure to co-operate	COSITA invites officials from LGAs in their activities
Other CSOs (e.g.THRDC, PELUM, TENMET etc.)	• To see COSITA function well in line with her vision and mission	High	Provide technical assistance and capacity building to COSITA	• Failure to inviteCOSITA in their capacity strengthening trainings • Failure to provide technical support	• COSITA provides regular annual report • COSITA pays dues (if any) • COSITA actively participates in any joint statements (if any)
Media	Get information about implemented activities to write stories	High	Dissemination of COSITA information to public	Failure to inform public and community affect visibility of COSITA	Involve media in the advocacy campaign

Stakeholder	Interest	Influence	Contribution	Hindrance	Engagement Strategies
General Public	To see COSITA is functioning well	Medium	Offer support to implementation of projects/programs	Failure to provide support	COSITA creates awareness to General public on issue related to their rights and interest
Registrar of NGOs	To see COSIT operates using regulatory framework and submits reports regularly	High	• Give political will • Invites COSITA in their consultative meeting of development of policy and law	• Failure to involve COSITA in the policy making process • Threaten to deregistration of NGO members	• COSITA provides regular reports on implementation of activities to Registrar • COSITA invites Government official in its activities
Development partners	To see COSITA is functioning well	Medium	To support COSITA projects technically and financially	Failure to finance COSITA programs/projects	COSITA seeks support from donors in designing and implementation of her programmes

Chapter 3: Organisation and Management

The implementation of the Strategic Plan needs proper coordination of various tasks and people at different levels in the organizational hierarchy. The strategy has been aligned with structure of COSITA so as to achieve its mission and goals. The structure of COSITA is simple, divisional and functional which consists of the Annual General Meeting (AGM) which is the highest decision-making body. The AGM delegates strategy implementation to the Board of Directors which provide oversight of the SP and the entire organization. Since the Board of Directors meets few times in a year the day-to-day implementation of the strategy is vested in the hand of the Management team.

In addition to Financial Audits, the AGM shall pursue a Strategic Plan Performance Management Systems audit to gauge performance progress, impacts and relevance. The Annual Implementation Reports of this Strategic Plan shall make part of the agenda items during the Annual General Meeting. All COSITA members are expected to play active roles in the implementation of this Strategic Plan.

The Board of Directors will provide the overall policy directions and guidelines, sanctioning, authorization as well as resource allocation for the realization of planned objectives. The Board will also cause the undertaking of a mid-term Strategic Plan evaluation and realignment as appropriate. The Executive Director of COSITA will guide the implementation of the plan of operation and performance measurement. The COSITA Management will be responsible for overseeing the implementation of the Strategic Plan in the course of its implementation.

Some of the key functions of the Management Team are to undertake monitoring and evaluation (M&E) of the planned activities and in accordance with the planning, monitoring, evaluation and reporting framework; carry out publicity work of the COSITA; and receive membership fees and communications. Moreover, this Strategic Plan proposes establishment and strengthening of the management's executive work by, among other things, formulating or amending a number of operational policies including on human resource, financial management, advocacy, research, volunteering, child safeguarding, and IT/communication.

Advisory Committee as a group of independent experts and influential people that shares information and makes recommendations to an organization on mission, vision, strategies and operations, but does not have a decision-making role or legal responsibility for oversight (unlike a board of directors). This organ will be created as part of the implementation of this strategic plan and not on the basis of our constitution and has no any legal mandate to do anything outside the advice to the management in the better way to achieve our plan (see *Table 6*).

Governance Structure (Organogram)

Fig. 1: COSITA Organogram
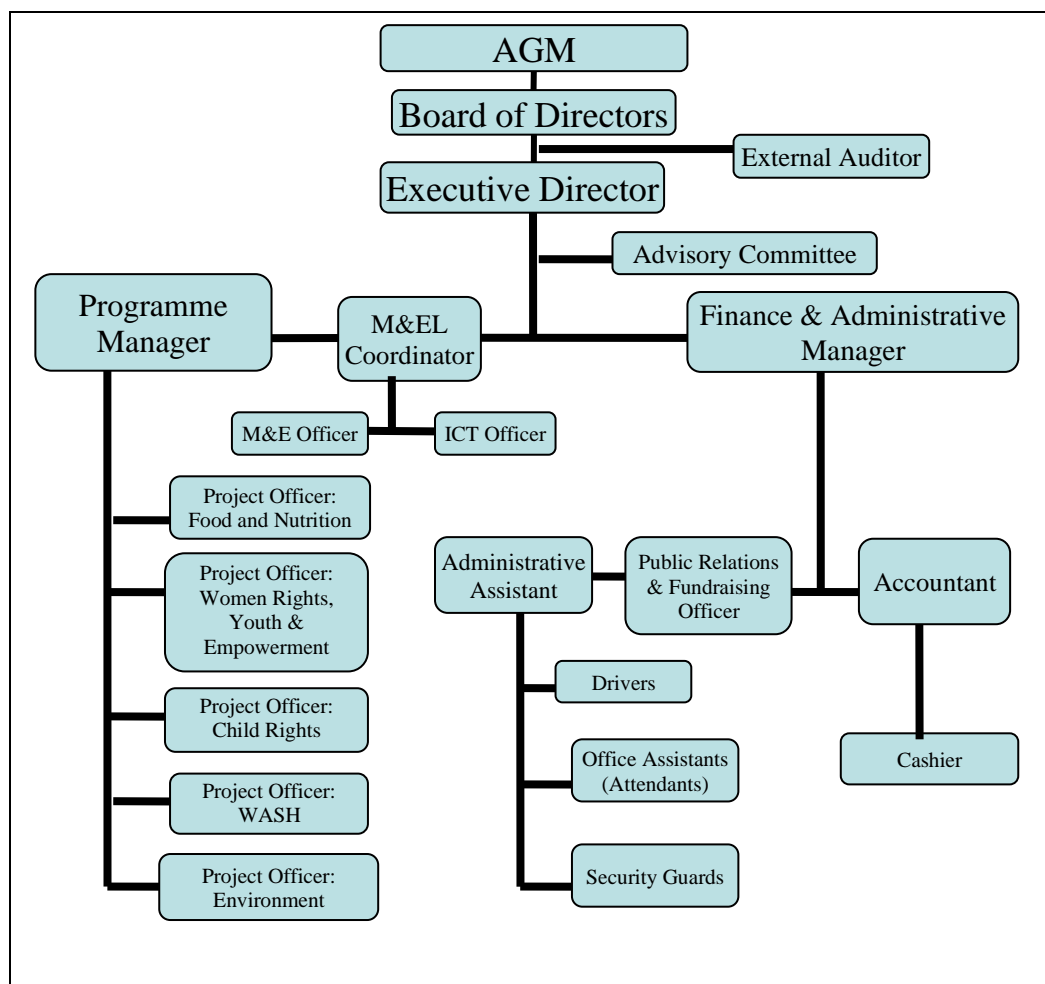
Chapter 4: Knowledge Management, Monitoring and Evaluation

Objectives of the M&E system for the COSITA Strategic Plan will be to:

- Assess whether agreed milestones are being achieved as targeted for each activity
- Act as an early warning system in cases where targets are unlikely to be achieved
- Provide regular information to all stakeholders on the performance of COSITA with respect to the Strategic Plan
- Constitute an informed basis for any reviews
- Ensure the continuous sharpening and focusing of strategies and assist in the mobilization of appropriate and responsive interventions at all stages of implementing the SP

Monitoring

Monitoring entails the process of maintaining close observation and follow up over the implementation of the activities in the Strategic Plan. This will be done at different levels ranging from monitoring of inputs, activities, and outputs to outcomes. Monitoring will also involve staff performance using appraisal interview techniques. The Executive Director shall be responsible for following the overall M&E framework and keeping it up to date.

Routine data collection, analysis, supervision, and annual performance review and audits will be conducted, documented and reported to ensure effective monitoring. Data collection instruments will be developed as appropriate to help in capturing the measured performance as per established output and outcome indicators against targets.

The Management will hold monthly performance review meetings as appropriate. The reports from such meetings will be tabled for review during the Annual Strategic Plan implementation review meetings in line with the Annual General Meeting (AGM).

Evaluation

Evaluation entails the process of critical examination (observing and measuring) of the success of this Strategic Plan.
There shall be two main phases of evaluations, namely:
1) **On-going/Concurrent Evaluation:** Self-Assessment which will be done mid-way of the SP's annual implementation periods and reported semi-annually and eventually at the end of each year focusing on outputs and milestones.
2) **Summative/Terminal Evaluation (Mid-Term and Final Evaluation):** Comprehensive evaluations of the implementation of this Strategic Plan will be pursued by 2022 and at the end of 2024 focusing on the outcomes and level of contribution of this SP to the impact, respectively.
The first type of evaluation will be done internally while the second one will involve an external consultant/evaluator. However, COSITA will prepare the terms of reference to guide an external evaluator for this endeavour. The external evaluation

will focus on, among other things, strategic outcomes (KRAs) measured against established indicators and set targets based on the following criteria:

- **Relevance**: Ensure the suitability of the SP is to beneficiaries and stakeholders as well as economic realities at all times
- **Efficiency**: Assess the allocation and optimal resource use
- **Effectiveness**: Assess the extent to which expected outputs and outcomes are realized
- **Sustainability**: Assess the strategic capacity and capability of to continue implementing the Strategic Plan
- **Impact**: Assess whether the planned outcomes have been fully realized and change is vivid

Knowledge Management

The core purpose of the M&E system for COSITA is to provide information needed for activity-oriented and overall judgment about accountability and effectiveness. The M&E will be an on-going integral part of management and implementation to monitor and evaluate progress and performance measured against the stated indicators in the M&E Plan. Periodic monitoring will involve the preparation of progress reports, mid-term review reports, and end of SP report.

Progress (semi-annual and annual) reports provide detailed highlights on the pace of project implementation, project achievements, project performance and level of satisfaction of project stakeholders. The progress reports should both include:
1) A careful description of progress in physical, financial and human terms;
2) Reporting implementation bottlenecks and constraints, and recommended remedies from implementing partners.
When activities are done (or not done), Management should prepare a report that should include, among other things, achievements, failures, resources and lessons learnt.

Annual Work Plans should include detailed activities, tasks, targets, multiple-level key performance indicators and the specific timeline for their realization. Consequently, annual work plans will be prepared every year with all required details.

The Management shall prepare a more elaborated description of the M&E framework to guide the implementation of the Strategic Plan as appropriate based on the Planning Matrix (*Table 6*).

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 4: Risks and Mitigation Measures

Risk (internal and external)	Mitigation Measures
If necessary resources are not secured	✓ Repackage our resource mobilization strategy, specifically on each category of sources of funds ✓ Prioritize activities that produce quick wins
If there is insufficient commitment of 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 persons in the Management	✓ Consider review of conditions and expectations in hired personnel contracts to comply with related laws and HR policies ✓ Identify expected performance criteria consistent with this Strategic Plan
If COSITA doesn't have a strong buy-in from key partners/ stakeholders	✓ Strengthen our advocacy strategies ✓ Gain better understanding of stakeholders' needs
If we are unable to provide sufficient quality and useful services	✓ Consider more effective ways to strengthen capacities, including mentoring
If there is no positive response from policy-makers	Collaborate with other partners who are also addressing policy-making
Inflation – costs of planned implementation	✓ Prepare contingency budget ✓ Prioritize and reduce some activities as appropriate

Chapter 5: Strategic Direction: Priorities, Goals and Objectives

In this Section the strategic focus of COSITA is set out in the form of Mission and Vision statements. COSITA considers these two statements as the instruments of focus that set the complete strategic direction and upon which the entire strategic interventions of COSITA are based.

In this Section therefore, and in view of the above analysis, the reader will find a presentation of the major managerial priority areas with associated strategies as well as programmatic direction for the coming five (5) years.

Key Managerial Priority Areas

Staffing Plan

Staff planning is a systematic process to ensure that an organization has the right number of people with the right skills to fulfil organization needs. This should take into account internal and external changes and must integrate Human Resources planning with the organisation's Strategic Plan. In the following table, staffing is specified in terms of full-time equivalents (FTEs).

Table 5: Staffing Plan

Staff Position	Section / Department	Year 1	Year 2	Year 3	Year 4	Year 5
Staff for Management						
Executive Director	Oversight	1	1	1	1	1
Finance & Administrative Manager	Finance & Administration	1	1	1	1	1
Programme Manager	Programs	1	1	1	1	1
Staff for Central Administration &General Operating Activities						
Administrative Assistant	Administration	1	1	1	1	1
Accountant	Finance	1	1	1	1	1
Public Relations & Fundraising	Administration	1	1	1	1	1
Cashier	Finance	1	1	1	1	1
Drivers	Administration	2	2	2	2	2
Office Assistants	Administration	2	2	2	2	2
Security Guards	Administration	2	2	2	2	2
Staff for Programme						
M&EL Coordinator	Monitoring, Evaluation	1	1	1	1	1

Staff Position	Section / Department	Year 1	Year 2	Year 3	Year 4	Year 5
	&Learning (MEAL)					
M&E Officer	MEAL	1	1	1	1	1
ICT Officer	MEAL	1	1	1	1	1
Project Officer: Food and Nutrition	Programs	1	1	1	1	1
Project Officer: Women Rights, Youth & Empowerment	Programs	2	2	2	2	2
Project Officer: Child Rights	Programs	2	2	2	2	2
Project Officer: WASH	Programs	1	1	1	1	1
Project Officer: Environment	Programs	1	1	1	1	1

Resource Mobilization Strategy

This Strategic Plan will be implemented as planned if COSITA's Board and staff manage to mobilize necessary resources from a wide range of stakeholders through a number of different mechanisms. Currently, COSITA gets its funding from membership fees and donations which support basic operational costs and few community projects only.

The different mechanisms which COSITA will use to mobilize resources include: submitting grant proposals (solicited and unsolicited proposals), developing NGO consortium proposals, organizing special fundraising events, renting assets, selling services, selling products and soliciting financial and in-kind contributions from various potential partners.

In order to implement this five-year Strategic Plan, a resource mix and a coherent and dynamic strategy will be applied, i.e. mobilizing resources internally and externally. Among others, the following strategies will be applied:

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 represents COSITA can raise fees by selling their technical skills and expertise to other organizations (for becoming resource person of training, seminars and workshops), and pay an agreed percentage (e.g. 5%) of contract back to COSITA if that staff/member was contracted an assignment via COSITA (as COSITA affiliate or through opportunities shared with them by COSITA)
   - Need to have different categories of membership fees and subscriptions (e.g. individual membership, honorary, associate members, etc.)

- Invite Media to participate and report on COSITA events so as attract funders' attention and support
- Seek, work out and engage with potential resource providers through various ways including developing projects and capacity building training events
- Developing grant-winning project proposals
- Recruit a Resource Mobilization Expert to be part of 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 fund raising), focusing on meetings with key partners, such as asking for space in 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, face book, Twitter with interesting blog to sell advertising on 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 during national and International events such as African Child day, Women day, Breast feeding week, Nane-Nane exhibition etc. as a way of showcasing our work and Fundraising.

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 union, potential collaborators, vendors/suppliers, etc.

This plan will be widely communicated through 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 attention of key stakeholders.
2) Consultative meetings - These will be one-on-one meetings with target audience performed through stakeholders' interactions whereby the team will conduct physical visits to meet stakeholders (particularly those with networks made 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.

Relevance of Past Interventions and Purpose of a New Strategic Plan

This is the third Strategic Plan for COSITA. It is worth noting that having this Strategic Plan 2020-2024 in place is even of paramount importance and relevance as it will provide clearer guidance than before and much will be done and COSITA will achieve more in a better and focused way than before.

However, while the Mission and Vision of the organisation provide the strategic direction, there are shorter-term and more specific key result areas (KRAs) and high level activities to guide the execution of the SP over the next five years. In this Section therefore, the reader will find a presentation of the KRAs for the coming five (5) years, as well as associated strategies/activities. The following vision and mission statements of COSITA provide the context and principles within which the organization operates.

In the course of implementing this Strategic Plan, COSITA will operate within the context of the Sustainable Development Goals (SDGs), The Tanzania Development Vision 2025, The National Five Year National Plan of Action to End Violence Against Women and Children in Tanzania (2017/18 – 2021/22), Child Development Policy (1996), and other policies and institutions involved in women welfare generally, and protection of widows rights and empowerment. The Ministry of Health, Community Development, Gender and Children and all other sector ministries will serve as key stakeholders. From this context, the Strategic Plan becomes very relevant and timely.

Theory of Change

The COSITA Theory of Change diagram (to be developed) will help in explaining the relationship between strategic goals and her vision/mission statements and the strategies used to attain the vision/mission. It will show why and how changes will take place. The trend will follow the relationship pattern as provided in the Planning Matrix (*Table 6*).

Vision Statement

Improved standard of living for the community by accessing high quality social services sustainably

Mission Statement

Poverty alleviated via involvement of community in development projects, gender balance, social accountability and sustainable resource management

Strategic Goal and Key Result Areas

Strategic Goal

To improve quality of life and human wellbeing through promotion of human rights for sustainable livelihood, economic empowerment, and natural resource management at community level in Manyara by 2024.

Key Result Areas

KRA 1: A strong and effective COSITA as an organization living up to its vision and mission

KRA 2: Empowered community in socio-economic welfare initiatives

KRA 3: Existing community literacy and involvement in health, hygiene and sanitation services and practices

KRA 4: Empowered community on environmental conservation and sustainable natural resources management

KRA 5: Established functional COSITA resources mobilization and marketing strategy

Chapter 6: Forward Planning

The COSITA Strategic Plan outlines 1 strategic goal, 5 key result areas, 11 programmatic objectives, and 28 high level activities, and they are incorporated in the Planning Matrix (*Table 6*).

Table 6: Planning Matrix

Key Result Area	Objective	High Level Activity/Strategy
Strategic Goal: *To improve quality of life and human wellbeing through promotion of human rights for sustainable livelihood, environmental conservation and natural resource management at community level in Manyara by 2024*		
KRA 1: A strong and effective COSITA as an organization living up to its vision and mission	Strengthen organizational structure and systems	✓ Identify organizational and human resources capacity development needs ✓ Conduct capacity building to COSITA staff and members in identified gaps ✓ Review COSITA Constitution and policies to suit current and changing environments
	Enhance COSITA's capacity to effectively achieve her objectives (including monitoring and evaluation work)	✓ Develop and implement an effective plan to frequently monitor and periodically evaluate progress on implementation of this Strategic Plan ✓ Empower COSITA members, staff, and Board in fundraising, project implementation and monitoring of programs ✓ Monitor COSITA performance to ensure quality of work and effective resource management
	Provide a safe, equitable, productive and satisfying workplace	✓ Review job descriptions for all staffs ✓ Recruit suitably qualified technical personnel ✓ Establish salary structure (scale and range)
KRA 2: Empowered community in socio-economic welfare initiatives	Increase number of women with full ownership of land and other resources	✓ Training of representatives from Village councils, village Committees and ward leaders on land legal frameworks, their roles and responsibilities on land allocation and village land use plans ✓ Training of village land councils

Key Result Area	Objective	High Level Activity/Strategy
		on women rights to land and other resource access, use and ownership
	Increase number of empowered women on income generating activities	✓ Formation and empowering of gender rights and women economic groups/women self-help groups (WSHGs) ✓ Sensitization of women and youth on dietary importance and need for integrating horticulture crops in the household daily meals ✓ Training of women small holder horticulture crop farmers on post-harvest processing & packaging and value chain development for improved nutritional status of the community
	Diversify economic opportunities and choices	✓ Identify methods of work, practices or procedures that allow, encourage or cause the livelihood improvement ✓ Promote women rights and economic empowerment initiatives (e.g. entrepreneurship skills development, etc.) towards poverty alleviation ✓ Promote access to government schemes, institutional credit and microfinance institutions
	Improve safety and protection standards for in-and-out of school children	✓ Improve household food security, nutrition, protection and health of women, youth and children
	Increase retention and academic performance rate for primary and secondary school children	✓ Develop and design strategies to improve infrastructure for primary and secondary school for ensured students' retention and performance
KRA 3: Existing community literacy and involvement in health, hygiene and sanitation services and practices	ImproveCommunity health, hygiene and sanitation literacy	✓ Sensitization of community towards use of basic health services and quality toilets for reduction of communicable diseases ✓ Promote healthy life-style (using SBCC approaches - theatre arts, songs, poems, leaflets, tippy

Key Result Area	Objective	High Level Activity/Strategy
		tap,etc.) to minimize non-communicable diseases debut
KRA 4: Empowered community on environmental Conservation and sustainable natural resource management	Improve environmental conservation and natural resource management	✓ Capacity building of village environmental/forest conversation committees on resource management, environmental climate justice, resilience and adaptation measures etc. ✓ Training of small holder farmers on climate smart agriculture (CSA) ✓ Climate change in the context of gender and food &nutrition security
KRA 5: Established functional COSITA resources mobilization and marketing strategy	Increase resources mobilization in amelioration of service delivery, administration and project coordination	✓ Set up marketing (resource mobilization) team comprising both staffs and well-wishers volunteers ✓ Expand proposal development mechanisms in solicitation of funds ✓ Establish development partners' database and fill donors profiling system both locally and internationally ✓ Initiate and develop income generating programmes ✓ Develop comprehensive communication strategy and plan

Summary of Indicative Budget

Key Result Areas	Yearly Budget Estimates ('000 TZS)					Total ('000 TZS)
	2020	**2021**	**2022**	**2023**	**2024**	
KRA 1:	330,718	342,004	359,105	377,060	395,913	**1,804,800**
KRA 2:	136,500	143,325	150,491	158,016	165,917	**754,249**
KRA 3:	56,286	59,100	62,055	65,158	68,416	**311,016**
KRA 4:	67,785	71,174	74,732	78,469	82,392	**374,552**
KRA 5:	2,272	2,385	2,505	2,630	2,761	**12,553**
Grand Total ('000 TZS)	**593,561**	**617,989**	**648,888**	**681,333**	**715,399**	**3,257,170**
Grand Total (U$D)	**257,175**	**267,759**	**281,147**	**295,205**	**309,965**	**1,411,252**

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