

ABRIDGED

STRATEGIC PLAN

2022 - 2026



Background and Introduction

In September 2021, Foundation for Civil Society completed the development of its strategic plan for 2022 to 2026. The new plan marks the beginning of the organization's 4th strategic period.

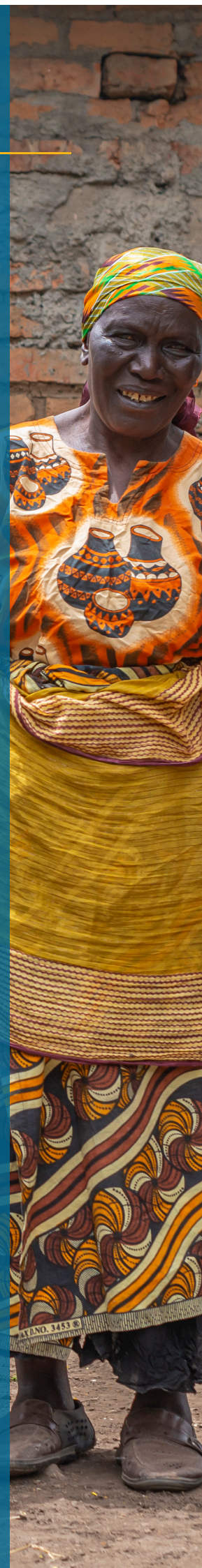
The idea to establish the Foundation for Civil Society (FCS) was born out of a confluence of purpose between some leaders of the civil society movement and a group of Development Partners in 2002. This was motivated by amongst others a need to enhance CSOs engagement in national poverty reduction programs, increase 'development aid' harmonization, as well as to streamline Development Partners (DPs) support to CSOs. FCS was thus conceived as an intermediary support mechanism for CSOs in Tanzania. FCS was registered as a legal entity in September 2002 and started its operations in January 2003 and has over the years grown to be a renowned independent Tanzanian Not-For-Profit Development Organization that is anchored in Tanzanian civil society.

Since its inception, FCS has contributed immensely to the capacity strengthening of the civil society sector in Tanzania thereby (in) directly enabling CSOs and citizens to become key driving forces for positively influencing democratic governance in Tanzania and better quality of life for the majority of the citizenry. FCS has reached over 30 million beneficiaries during the last 19 years with an extensive reach on the grassroots as well as incorporation of very small grantees (CSOs) which could rarely receive support from elsewhere.

External reviews have confirmed that FCS managed to take on a civil society leadership role and remained engaged at various national level issues despite the challenging socio-economic and political context where there was a clear "shrinking space" in the operation of the civic interventions in Tanzania between 2016 -2020. FCS was able to significantly contribute to good governance processes.

The work of FCS has been supported by various DPs amongst them the Swiss Agency for Development and Cooperation (SDC), the Danish International Development Agency (DANIDA) and the Swedish International Development Agency (Sida). Between 2016 and 2020, FCS worked with over 400 CSOs from across Tanzania and achieved significant results in making local government authorities (LGAs) more responsive and improving their delivery of services; combating gender-based violence and enhancing social inclusion; enhancing disabled people and young people's access to livelihood opportunities; increasing women's access to land; and supporting initiatives with effective mechanisms to diffuse natural resource and political tensions. The final evaluation of FCS' Strategic Plan (2016 – 2020) assessed FCS favorably in terms of relevance, coherence and coordination, efficiency and effectiveness, as well as impact and sustainability, and contained a number of useful analyses which have been fed into the development of this new strategy (2022 – 2026).

Through this strategic plan, FCS wants to consolidate its long-term sustainability and re-orient itself to its original purpose of creating a conducive environment for the poor and voiceless people to be heard and influence their own development agenda. FCS aspires to effectively complement government and DPs' efforts towards poverty reduction as set out in Tanzania's main development frameworks: Vision 2025 and the Five-Year Development Plan 2021-2026.



Who we are



FCS has a well-defined organizational identity as elaborated below:



Mission Statement:

To contribute to sustainable and inclusive development in Tanzania through strengthening capabilities and sharing resources. We do this through strategic partnerships with CSOs, community groups and other development actors.



Vision Statement:

Empowered, resilient and responsible citizens realize social economic justice and improved quality of life.

Our Core Values

FCS is guided by the following ideals:

	Gender equality:	We proactively drive positive gender equality outcomes by promoting best-practice solutions that ensure inclusion, respect and fair access to assets and opportunities.
	Humility:	We respect and will always remain responsive to the views and needs of our partners.
	Adaptability and agility	We are committed to our adaptive ability to respond to the rapidly changing context.
	Inclusion:	We believe everyone deserves the highest quality of life, dignity and respect.
	Integrity and accountability:	We are committed to trustworthiness and zero tolerance to corruption and to make sound judgements, fair and transparent management of resources and processes, and we take responsibility for our individual and corporate actions.
	Learning and excellence:	We commit to put forth our personal and professional best. We achieve excellence by investing in innovation, creativity, reflection, and perpetual improvement.



Philosophy

FCS regards poverty, injustice and marginalization as the greatest adversaries to human development. We believe that empowered citizens in their local contexts are real change makers and are better positioned to solve their problems. We therefore invest in enabling people to have greater voice (civic agency), engagement and economic empowerment as cornerstones of their resilience and social-economic transformation.



Our Strategic Focus

Our strategic choices are informed by our comparative strengths over other grant makers in the country, our analysis of the context and the value propositions we have made to our different stakeholders.

Our approach

A key assumption of the previous strategy was that CSOs that are strong, coordinated and able to serve their constituencies effectively and efficiently would enable FCS to achieve its mission. While significant progress has been made towards this end, FCS believes that after almost 20 years, it is now appropriate to adopt and implement other pathways that ensure it does not lose sight of its original mandate. While continuing to work with traditional CSOs the shift will be two-fold. That is, working more intentionally with non-traditional CSOs and direct implementation, hence a tripartite approach that includes grantmaking, direct implementation of projects and partnership with technical organizations or private companies with expertise relevant to FCS thematic areas of focus.

FCS will adopt a flexible and adaptive approach in partner recruitment and management and adjust the way it relates to its downstream partners. Our new approach will emphasize deepening our understanding of partners and embracing partnerships. FCS will embed partner capacity development efforts within the grants in order to ensure both partner development and proper programme delivery while enabling our partners to have greater ownership in the projects they are implementing. FCS will also shorten and make more transparent its partner recruitment procedures by embracing technology for the purpose of enhancing efficiency, cutting costs and managing risks.

Broadening the thematic areas of focus

The previous strategy introduced a re-orientation into three thematic focus areas, namely; governance, livelihoods and markets, and capacity development which was assessed to have enabled FCS to be more focused. However, in light of the expressed needs of our stakeholders, grantees and government in particular and the review of the mission and vision of FCS, additional thematic areas have been introduced. Capacity development will only remain as a key methodological approach alongside grant making and others. The themes for the next 5 years will be **governance, sustainable livelihoods, gender equality & disability inclusion, and peace and conflict management** as well as **FCS' institutional development**.

Target group and geographical focus

The ultimate target group for FCS products and services is Tanzanian citizens. FCS will continue to give special attention especially to the poor (women and men), women, children, PWDS, youth and other vulnerable and marginalized groups in Tanzania. While we work nationally, i.e., in all the regions of Tanzania, we will also lay special emphasis on rural communities especially those at the margins or periphery of development. The overall geographical focus will remain national but will be informed by, among other considerations, poverty levels, responsiveness to emerging issues that relate to the selected thematic focus areas; prioritization of issues that have significant impact at national level and relevant areas with high prevalence such as GBV, conflict on natural resources, youth unemployment and others. Priority geographical areas will be identified for each thematic area.

Programming approaches

FCS will adopt integrated and multi-sectoral approaches, which recognize that addressing all the thematic focus areas require holistic and collective action. We will use participatory approaches ranging from rights-based approaches, Sustainable livelihoods approach to deepening partnerships, from focus on women's rights, to working with youth and children, as well as participatory methodologies that enable engagement beyond local levels. Cross cutting principles that will be adhered to will include ensuring participation and actions of poor and excluded people, paying attention to issues of power, holding state (and non-state actors) accountable, facilitating and paying attention to sustainability.

Our theory of change

The Foundation for civil society seeks to contribute to a Tanzanian society where “**Empowered, resilient and responsible citizens realize social and economic justice and improved quality of life**”. To achieve this long-term change, FCS believes that it needs to contribute to sustainable and inclusive development in Tanzania through strengthening capabilities and sharing resources. It shall do this by partnering with civil society, community groups and other development actors.

The new theory of change therefore proposes a broader partnership approach that will be reflected in how FCS conceives its role, implementation approach, and ultimately the changes it aims to bring about.

The tripartite FCS approach in bringing about the proposed changes is expressed in the primary services that it will offer in this period namely, strengthening capabilities of CSOs and local community groups; leveraging resources and managing development grants; catalyzing strategic linkages, convenings and partnerships; co-creation and management of projects; and strengthening internal systems and capabilities:

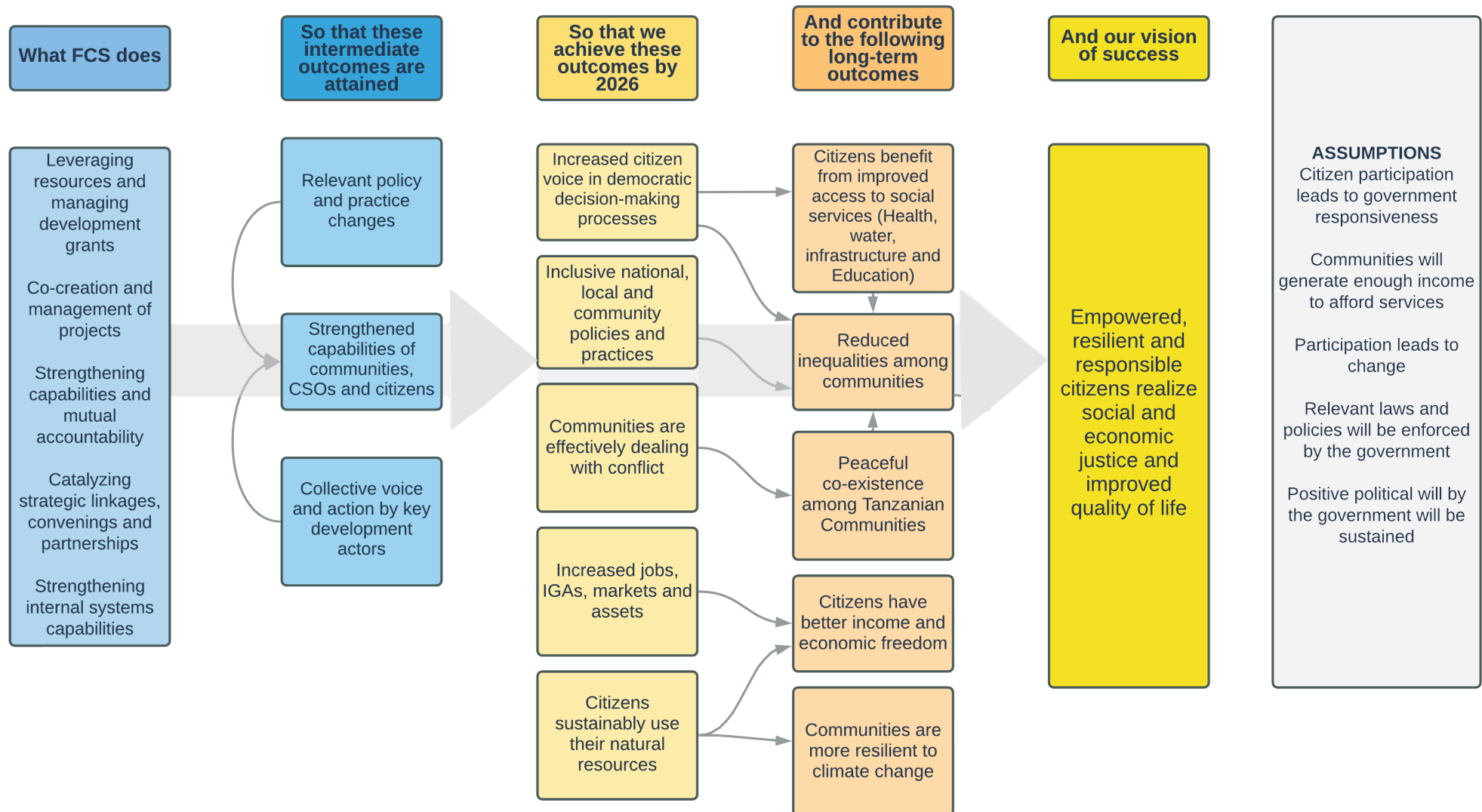
FCS believes that these collective actions will empower citizens at grassroots level to develop a collective voice and action and will also be able to influence relevant policies at different levels. The collective achievement of all these **interdependent** changes will make a significant contribution to the following long-term changes:

- Citizens benefit from improved access to basic social services (such as health, water, infrastructure and education);
- Reduced inequalities among communities;
- Communities are more resilient to climate change;
- Citizens have better income and economic freedom; and
- there is peaceful co-existence among Tanzanian communities.



Theory of Change Diagram

FCS Theory of Change (2022 - 2026)



Key Interventions & Implementation Strategies

Governance



FCS believes that there is a strong and intricate nexus between poverty, inequality and governance. The voice and power of the poor in the political process and governance structures should no longer be treated only as a cause of poverty, but also as its manifestation.

There is recognition in this regard that poverty is linked to abuse of political power, manifested amongst others in ineffective governance structures, undemocratic practices, as well as unaccountable and/or non-responsive leadership. There is therefore a risk of undermining poverty eradication efforts if no investments are made in promoting good governance, next to any efforts to strengthen citizens' sustainable livelihoods (SL), social inclusion and peace maintenance and social cohesion. While appreciating the breadth and complexity of addressing governance issues, FCS has prioritized addressing governance challenges at the LGA level and the electoral reform processes.

DESIRED OUTCOME

By 2026, Local Government Authorities (LGAs) in areas where we work deliver improved quality services.

By 2026, citizens are actively participating in electoral processes that are more free, fair and inclusive

INTERMEDIATE OUTCOMES

- Officials held accountable by citizens, leadership, and Institutions of justice at rural and peri-urban areas
- Strengthened systems of accountability (oversight bodies – Parliament, District Councils, village councils)
- Increased transparency at local level (income & expenditures)
- Plans, budget and policies reflects citizens priorities
- Increased Citizens (men and women) participation in decision making
- Increased knowledge and awareness of LGAs on their roles and responsibilities
- More voices demanding constitutional review
- Legal and policy reforms



This programme builds on the successful pilot phase that was initiated in the last strategic planning phase. Its continued relevance is sustained by the priority that the Government gives it, particularly in relation to the PWD, youth and women in the face of challenges that constrain their ability to engage in sustainable livelihoods. We believe that there is a need to strengthen the linkage between livelihoods and governance. Hence our approach to this programme is based on addressing systems, policies and structures that constrain our target groups to realize their potential. It will be coupled with a continued focus on youth’s and women’s economic empowerment as well as targeting communities’ resilience to climate change and management of natural resources.

DESIRED OUTCOME	INTERMEDIATE OUTCOMES
<p>By 2026 in areas we work, youth, people with disabilities and women have secured greater access to markets, jobs, and livelihood assets and resources</p> <p>By 2026 in areas we work, communities have increased resilience to climate change and more sustainable use of natural resources</p>	<ul style="list-style-type: none">• Increase in decent jobs among youth, women and people with disabilities• Increase in income generating activities among youth, women and people with disabilities• Increased access to livelihood assets for women• Increased community participation in natural resource governance• Increased knowledge and understanding of sustainable use of natural resources among community members• Improved Institutional and legal/regulatory framework that supports sustainable management of natural resources and protects the rights of local communities

Gender Equality and Disability Inclusion



FCS has a track record of mainstreaming gender and disability stemming from the belief that women and people with disabilities are key population segments who are left marginalized and vulnerable due to legal, regulatory and policy frameworks and practices that do not promote their inclusion, in addition to cultural norms and values that perpetuate social exclusion. FCS believes that this needs to be addressed by adapting a twin track approach of empowerment of the affected community groups and addressing the contextual and structural factors that perpetuate social exclusion of women and PWDs. Gender equality and disability inclusion will therefore be mainstreamed in other thematic areas.

DESIRED OUTCOME

By 2026 in areas we work, marginalized and vulnerable groups, especially women and people with disabilities gain the opportunities and resources necessary to participate in economic, social, political, and cultural life and to enjoy a standard of living that is considered normal in the society in which they live

INTERMEDIATE OUTCOMES

- Increased awareness among women on their rights as stipulated in legal frameworks
- Improved accessibility to social services and infrastructure among people with disabilities & the elderly (especially women and disabled)
- Increased execution of laws and policies that address the needs of the women and girls and people with disabilities
- Strengthened norms and values that empower women and girls
- Increased representation of people with disabilities, women and girls in decision making bodies.
- People with disabilities, women and girls are effectively engaged in political processes.
- Reduced incidents of GBV among women, girls and People with disabilities in FCS intervention areas

Peace and conflict management



The thematic area of peace and conflict management was introduced in the previous strategy to contribute to peaceful coexistence in the thematic outcome area of governance. We have however realized over the last 5 years that there is the need for additional focus and resources to this area that is a prerequisite to the sustainable achievement of the mission of FCS. We will therefore continue to focus on dialogue and conflict resolution processes to improve the relations between, citizens and the state. Political divisions and natural resources related conflicts, where this relationship between citizens and the state features strongly have been identified as the priority areas. Additional focus will be on dialogue and peaceful conflict resolution between citizens and other actors; as well as intra-community conflicts.

DESIRED OUTCOME	INTERMEDIATE OUTCOMES
By 2026 in areas we work, Communities are more effectively dealing with conflicts	<ul style="list-style-type: none">• Strengthened local and national platforms for conflict resolution and peace maintenance in the community.• Citizens including marginalized groups have increased knowledge on conflict concepts and actively participate in preventing and resolving conflicts.

Institutional development

Adapting to changing environments, implementing and developing new innovative interventions to meet our complex and dynamic stakeholder needs requires continuous learning and empowerment to enable us acquire confidence, competencies and partnerships to realize our mission. This 5-year strategic plan builds on past successes, experiences, expertise and lessons.

DESIRED OUTCOME	INTERMEDIATE OUTCOMES
The overall objective of this area of work is to enable FCS to become a dynamic, efficient and sustainable entity that is effectively realizing its mandate.	<ul style="list-style-type: none">• FCS has increased and diversified its resource / funding base.• FCS has stronger internal policies, systems and structures that are duly enforced, in order to safeguard the integrity of FCS processes and provide effective custodianship of resources entrusted to it.• FCS enables the recruitment and retention of the appropriate quality and quantity of human resources and leaders.• FCS as a CSO knowledge hub and providing thought leadership in the sector.

Implementation Frameworks

Monitoring, Evaluation and Learning

FCS considers MEL as a critical management tool through which it can learn and share; strengthen program relevance and effectiveness; and ensure more focused and accountable development. For the FCS Strategic Plan for 2022-2026 the overall goal for the MEL system will be 'to generate and use comprehensive and high-quality evidence in making sound decisions that lead FCS and its partners to contribute towards a Tanzanian society where empowered, resilient and responsible citizens realize social and economic justice and improved quality of life. The framework that will be used for Monitoring, Evaluation and Learning for the FCS Strategic Plan 2022-2026 is outlined in the FCS MEL Plan for 2022-2026.

The focus of the FCS MEL system is in line with increased local and global attention to make sure that evidence on lessons and experiences are harnessed and disseminated with in order to improve quality of interventions. The more expanded scope of the MEL system will require increased amounts of financial, material and human resources for undertaking MEL functions at all levels. Thereby more effort will be invested by FCS towards mobilizing resources specifically for undertaking work related to engaging human resources, strengthening MEL capacity and undertaking operations related to implementing the MEL system.

Financing Modalities

In order to finance the strategy, FCS will continue to solicit support from various DPs. We will however expand our funding horizon to explore possibilities of obtaining funding and donations from the government, the private sector, diaspora communities and private wills from wealthy citizens, international agencies local and international philanthropic foundations. we will explore more opportunities to continue building our own sources of long-term revenue through the Trust, to mitigate funding uncertainties, and implement programmatic activities that retain the FCS legacy in the long-term as indicated in the sustainability strategy.

Governance and management setup

FCS maintains a clear separation of powers and mandates between its different governance structures. The governance structures of the FCS consist of three layers: the Members, the Board of Directors and the Secretariat.

Members: The Members of the Foundation are the highest authority in all matters related to the running of the Fund. They exercise their authority mainly through the Annual General Meeting (AGM) or extraordinary meetings.

Board: The Board of Directors is the second principal organ of the Foundation. It is a Governing Board and provides regular oversight to the activities of the Foundation.

Secretariat/Management: The implementation of the core functions of the Foundation is vested in its Secretariat led by the Executive Director who reports to the Board of Directors. Additionally, the Executive Director maintains the relationship with the DPs. The Board always ensures that the staffing of the Foundation provides for adequate capacity of the Foundation to deliver its mission.

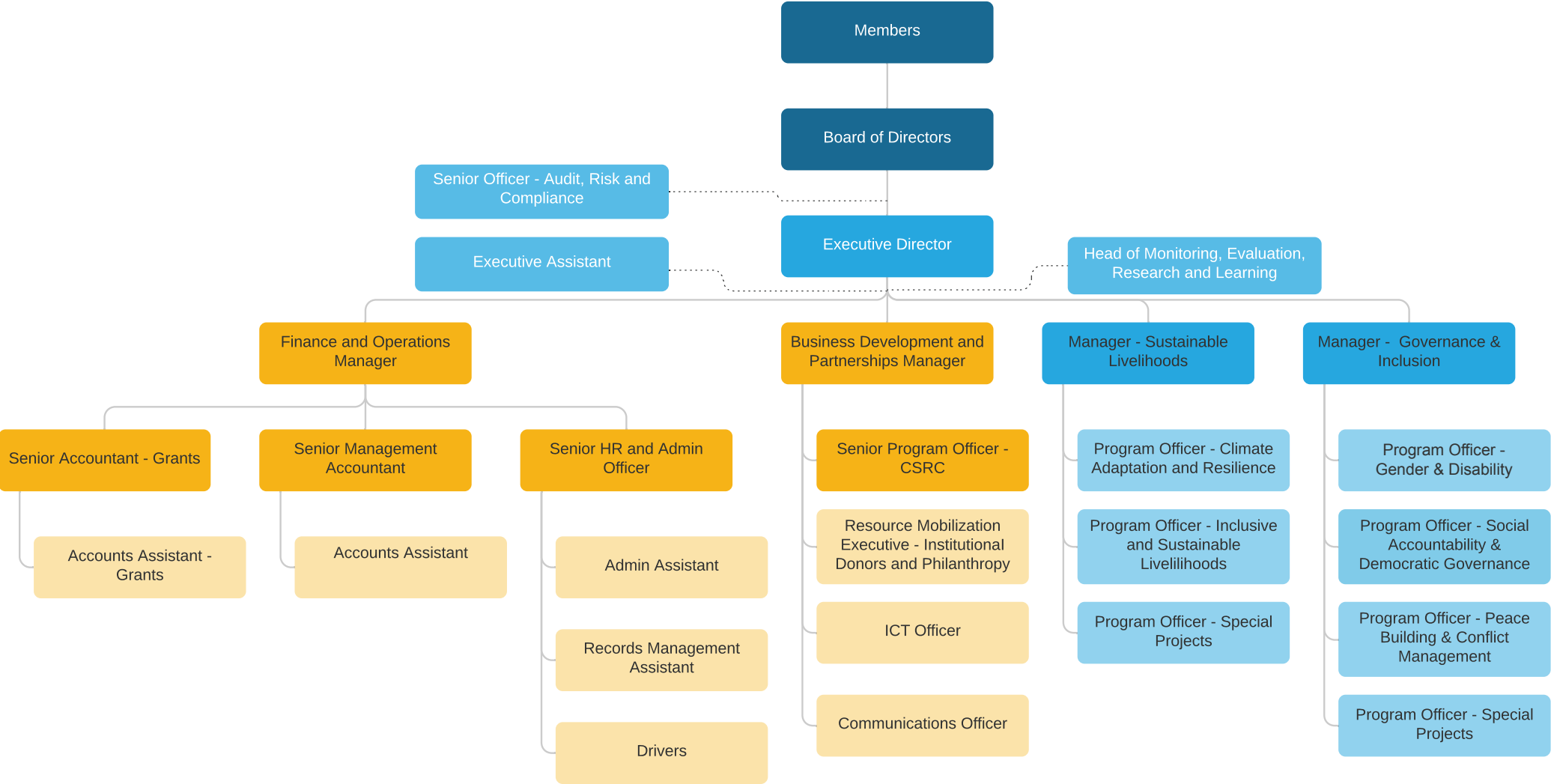
Organizational Structure

In order to address the four new strategic areas of the SP two functional areas have been established, namely, (i) sustainable livelihoods and (ii) Governance and Inclusion. The Sustainable Livelihood function will be led by a manager and will be assisted by three Program Officers for: Climate Adaptation and Resilience, Inclusion and Sustainable livelihoods and Special Projects, respectively. The governance and inclusion function will be led by a Manager and assisted by four Program Officers for: Inclusion, Social Accountability and Democratic Governance, Peace Building and Conflict Management and Special Projects. The Program Officers in both strategic areas will also play the role of grantmaking and capacity building of CSOs within their respective specialties.

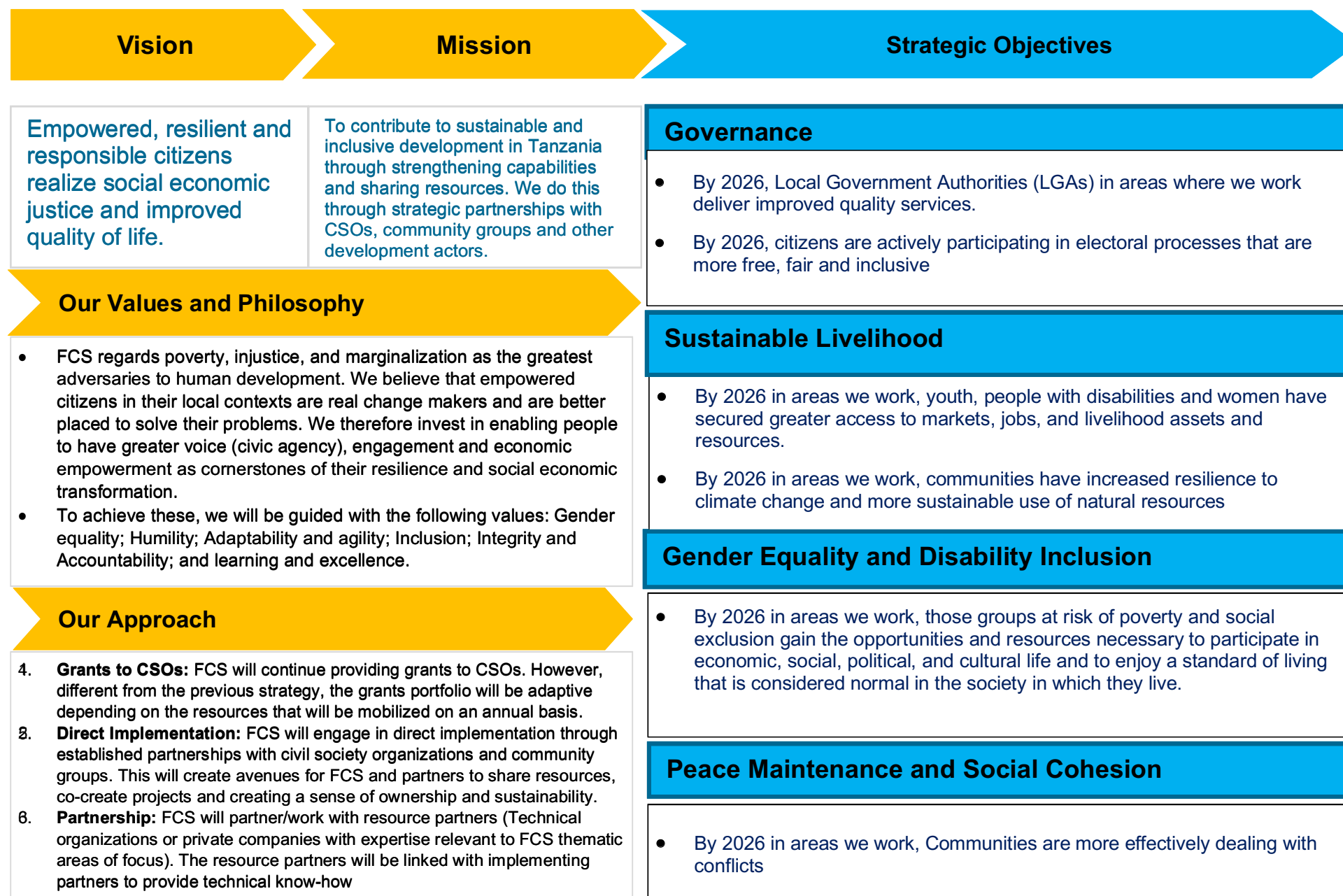
Currently, the Business Development and Partnership Department includes a Manager and three other staff namely; Senior Program Officer – Dodoma Resource Centre, Resource Mobilization Executive, Institutional Donors and Philanthropy and Communications Officer. In order to be more efficient and respond to the demands of the new SP, the role of ICT position has been expanded to include systems management and will now move to the Business Development and Partnerships unit instead of Finance and Operations.

In an effort to align core and support functions to attain greater efficiency, internal cohesion and alignment, some functions have been shifted from Finance and Administration. These are: Risk and Compliance and ICT positions. The HR and Administration position has been upgraded to Senior HR and Administration Officer and will need a person with skills in HR and procurement so as to play both the roles of a Procurement Officer and HR Officer. In order to enhance transparency and accountability, the Senior Risk and Compliance Officer has been shifted to the Board Audit Committee with a matrix relationship to the Executive Director. Therefore, the Finance and Operations department will be led by the Finance and Operations Manager and assisted by the Senior HR and Administration Officer, Senior Grants Accountant and Senior Management Accountant.

Organizational Structure



Annex: FCS 2022-2026 Strategy Map





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