



PANITA

Partnership for Nutrition in Tanzania

SUN Civil Society Alliance in Tanzania

Five Years Strategic Plan **2015-2020**



PANITA

"Catalyst to end malnutrition in Tanzania"



Table of Contents

1.0	INTRODUCTION AND BACKGROUND.....	1
2.0	ANALYSIS OF EXTERNAL ENVIRONMENT.....	2
3.0	ANALYSIS OF INTERNAL ENVIRONMENT.....	6
4.0	STRATEGIC FOCUS AND DIRECTION.....	8
5.0	STRATEGIC AIMS, RESULTS, STRATEGIES.....	11
6.0	PROGRAMME BENEFICIARIES AND GEOGRAPHICAL FOCUS.....	14
7.0	GOVERNANCE, MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS.....	14
8.0	RISKS AND ASSUMPTIONS.....	16
9.0	MONITORING AND EVALUATION.....	17
10.	RESOURCE REQUIRMENTS AND BUDGET PROJECTION.....	18

Message from Chairperson of PANITA Board of Directors



Greetings from the Board

On behalf of the PANITA Board of Directors (BoD) and PANITA at large, I would like to take this opportunity to communicate PANITA progress for the year ending Dec. 2015. Sincerely, all of us we have witnessed the growth of PANITA as a platform that matured and eventually started to operate as an autonomous institution; this is remarkable and significant step indeed.

Essentially, the new phase of PANITA means increased ownership by the members and subsequently increased Board responsibilities in overseeing its operation on behalf of members. As Members of the Board we feel honored and humbly accepting this responsibility from Save the Children. The Board is fully equipped to perform its fiduciary responsibilities guided by legal framework that establishes PANITA as well as other internal regulatory bodies that has been approved by the Board itself. The Board will work hand in hand with secretariat to make sure that there is conducive environment for both bodies to fulfill their responsibilities as well as member's engagement and coordination to ensure effective contribution of the platform and achieve high impact in fighting malnutrition in Tanzania.

The Board will continue to provide guidance to the secretariat to make sure that it fulfills platform's long-term objectives, in holistic manner. In line with this, it has approved platform's medium term framework (Five year strategic plan 2015-2020) that envisaged to contributing to the main objectives of PANITA.

Going forward the BoD will spearhead PANITA resource mobilization strategies that will focus on increasing long-term financial sustainability of the platform and members at large. It is well acknowledged that this is not an easy task but we will always endeavor to achieve the best. In this regard I would like to make a call to all stakeholders to support PANITA both morally and financially in this long and challenging journey to see a Tanzania without malnutrition.

A handwritten signature in blue ink, appearing to read 'R. Kingamkono', written over a white rectangular background.

Dr. Rose Rita Kingamkono
Chairperson of the Board

EXECUTIVE SUMMARY

This is a five-years strategic plan of the Partnership for Nutrition in Tanzania (PANITA) for the period 2015-2020. The document presents a programming and execution framework of a unique partnership meant to make a difference on Nutrition landscape in Tanzania.

PANITA is the official Scaling Up Nutrition (SUN) alliance for Civil Societies in Tanzania, founded in 2010 PANITA's overall goal is to contribute to making all Tanzanians attain adequate nutritional status, which is an essential requirement for a healthy productive and reproductive nation.

Mission

The mission of the Partnership for nutrition in Tanzania is to advance advocacy efforts, improve coordination and reduce malnutrition by strengthening the capacity; increase mobilization and coordination of the Civil Society Organizations (CSOs), the media and other development partners to facilitate a more effective national and local response to addressing malnutrition.

Vision

A Tanzanian society in which the citizens, particularly children, women of child bearing age and other commonly vulnerable groups, are free from malnutrition

OVERALL GOAL

The overall goal of PANITA is that all Tanzanians attain adequate nutritional status for a healthy productive and reproductive nation.

STRATEGIC AIMS (SAS)

To realize the stated goal, PANITA seeks to accomplish the following strategic aims:

- Strategic Aim 1: Policy and practice changes that prioritize and increase resource allocation to nutrition at national, local and community levels are effectively influenced;
- Strategic Aim 2: PANITA membership base is broad and members collaborate, learn from one another and network with other stakeholders;
- Strategic Aim 3: PANITA members' capacity to deliver quality nutrition programmes strengthened;
- Strategic Aim 4: Strengthen the position of PANITA as a nutrition communication hub for members and general Public
- Strategic Aim 5: Organizational Development and Sustainability strengthened.

Main strategies

To accomplish the above strategic aims, PANITA will make use of a number of strategies. The Strategies will include, but not limited to the following:

- Organizing members around specific strategic objectives based on their comparative advantages and implement activities with and through them.
- Forging and strengthening strategic alliances and coalitions for targeted actions.

- Devising and operationalizing a user-friendly knowledge and information management system for institutional learning.
- Use of diverse communication channels to keep members abreast of key and new development around nutrition.
- Strengthen good working relation with media.
- Develop good working relation with the government and other key stakeholders in the nutrition arena.

The implementation of the strategic objective will be gradual, starting from those objectives related to the building and strengthening of core organizational elements at the secretariat level followed by zonal coordination to the objectives that related to members activities.

To inculcate and maintain a sense of ownership and loyalty, PANITA will design, implement and manage its programme using a participatory approach. The Secretariat will make deliberate effort to execute all its activities WITH and THROUGH members to avoid unnecessary competition and duplication of activities. PANITA will provide services to members and institutions across Tanzania. The work of PANITA will benefit children, women of child bearing age, people with disabilities, and the general public.

PANITA will adopt a participative leadership and governance approach to instill a sense of ownership shared responsibility and collective accountability within the partnership and other stakeholders. Reporting to the Board of Directors and Annual General Meeting will provide holistic organizational oversight and spearhead policy making of the Partnership. The Secretariat will interpret and implement policies and related Board Resolutions for efficient and effective management and governance of the organization. Led by the Executive Director, the Secretariat will be responsible for holistic implementation of this strategic plan on Annual bases during its life span.

PANITA will devise and operationalize an efficient and effective Monitoring and Evaluation (M&E) system to provide feedback on organizational development, programme implementation and performance. Monitoring will entail continuous collection of data on specified indicators to assess progress of interventions.

Successful execution of this strategy assumes that Tanzania will continue being politically stable and that Development Partners will continue providing both financial and technical support to PANITA. Also PANITA will need human, material and financial resources to run the organization and manage the programme cycle.

1.1 Introduction

Partnership for Nutrition in Tanzania (PANITA)'s five years strategic plan is cognizant of, among others, the Tanzania Vision 2025, Sustainable Development Goals (SDGs), Comprehensive Africa Agriculture Development Programme (CAADP), Tanzania Agriculture and Food Security Investment Plan (TAFSIP), the National Food and Nutrition Policy and National Nutrition Strategy.

PANITA is the official SUN alliance for Civil Societies in Tanzania, founded in 2011. PANITA's overall goal is to contribute to making all Tanzanians attain adequate nutritional status, which is an essential requirement for a healthy productive and reproductive nation.

1.2 Vision, Mission and Guiding Principles Vision

A Tanzanian society in which the citizens, particularly children, women of child bearing age and other commonly vulnerable groups, are free from malnutrition.

Mission

The mission of the Partnership for nutrition in Tanzania is to advance advocacy efforts, improve coordination and reduce malnutrition by strengthening the capacity; increase mobilization and coordination of the Civil Society Organizations (CSOs), the media and other development partners to facilitate a more effective national and local response to addressing malnutrition.

Core Values

PANITA shall be guided by the following core values.

- Transparency
- Accountability
- Professionalism
- Volunteerism
- Integrity
- Team work
- Quality and standards
- Sustainability
- Open Communication

PANITA's Guiding Principles for Scaling Up Nutrition

To meaningfully contribute to scaling up nutrition, PANITA will seek to abide by the following guiding principles:

- a) Effective partnership and collaboration between different actors at all levels;
- b) Effective nutrition interventions need to prioritize and focus on the most vulnerable groups (children < 18, women in reproductive ages);
- c) Developing capacity is key to scaling up nutrition (SUN) actions at all levels: household, community and national;

- d) Nutrition plans need to be guided by a transparent and functional governance and accountability mechanism;
- e) Equity, gender equality and female empowerment to be key components in nutrition programming and service delivery;
- f) Multi-sectoral and multi-stakeholder approaches are key to increasing the space for dialogue and actions
- g) Effective advocacy and Behavior Change Communication are key components in strategic nutrition initiatives
- h) Delivering and Tracking progress using a Common Results Framework optimize resource use and synergy in scaling up nutrition

2.0

ANALYSIS OF EXTERNAL ENVIRONMENT

2.1 The Policy Framework

Poverty, food security and malnutrition reduction efforts in Tanzania are guided by both short and long-term policy frameworks and strategies, including the Tanzania Development Vision 2025 (for mainland Tanzania), the poverty reduction strategies of mainland Tanzania (known by its Swahili abbreviation MKUKUTA) as well as various sectoral policies and strategies that feed into the National Development Vision 2025. Some of the key policies includes: Food and Nutrition policy, Agricultural Sector Policy and Food Security Policy. Also there are strategies that guide implementation of these policies such as National Nutrition Strategy (NNS), Health Sector strategic plan III, Agricultural Sector Development Plan (ASDP) I & II, Comprehensive African Agricultural Development Plan (CAADP), Tanzania Agriculture & Food Security Implementation Plan (TAFSIP) as well as the African Regional Nutrition Strategy (2005-2015). Much progress has been made in the agriculture sector in creating a supportive enabling environment for closer cooperation among different actors through ASDP, TAFSIP and the Southern Agricultural Growth Corridor of Tanzania (SAGCOT).

Apparently, National Nutrition Strategy (NNS) is focused on the prevention of malnutrition among under-fives, women of reproductive age and other vulnerable groups and prioritizes interventions focusing both on the immediate and underlying causes of under-nutrition. However the focus of the current practice has been much on addressing immediate causes of malnutrition through the health sector. The PANITA Strategy therefore seeks to contribute to this intent through promoting a cross-sectoral approach to address both the immediate and underlying cause of malnutrition, stating that this requires continued advocacy for its inclusion in other national and sector policies plans.

The “inter-sectoral collaboration further galvanized under the SUN framework were multisectoral dialogue structures have been established at National level where Higher level nutrition steering committee chaired by Permanent Secretary in the Prime Minister’s Office and composed of public, private civil society and development partners. At district level, Councils are continuing to form district nutrition steering committees. This set up reflects a more coherent approach in fighting malnutrition.

These developments set enabling environment for PANITA to continue to influence nutrition related policies across sectors at the national level, to advocate for ending hunger and Malnutrition both at national and district level. At the same time, PANITA needs to be strengthened to act as an advocate and reliable civil society constituency that is both monitoring and contributing to establishment of nutrition related interventions across Tanzania.

2.2 Allocation of Resources for Nutrition in National Plans and Budget

In order for the good policies and strategies to realize their intended goal to reduce malnutrition in Tanzania, it is absolutely critical that adequate resources are channeled to implement the specific actions that will lead to eradication of malnutrition both at national and local levels. This should take into consideration the diverse nature of nutrition that requires concerted efforts across different government ministries/ departments, private sector and civil society. In order to understand the current expenditure on nutrition; The Government of Tanzania started conducting Public Expenditure Review on Nutrition with technical and financial support from UNICEF, Irish Aid and the World Bank in 2014. The nutrition sector annual budget allocations compared to the national GDP was not more than 0.06%. In comparison to total expenditure budget, nutrition allocations are not more than 0.22%. The PER of April 2014 revealed that resource allocations in nutrition interventions against the National Nutrition Strategy- Implementation Plan(NNS-IP) estimates was only about 23% in years 2011/12 and 2012/13. However, there is negative deviation in terms of resources allocated to the budget as you move from National to local authority level. The noted low level of funding for interventions to address malnutrition consequently derails implementation of the NNS-IP and other sectoral plans.

Inadequacy of resources particularly at local authority level negatively contributes to the environment where different processes that would facilitate an effective environment for various actors such as Civil society, private sector to positively participate and contribute to raising profile of nutrition and eventually improved status of nutrition in the country. Despite the fact that the government has placed nutrition officers in almost every council we are still yet to witness significant contribution in the implementation of council plans and budget as well as coordination of nutrition activities in their localities. Some of the reasons given include; poor working environment attributed by lack of working tools and inadequate interpretation of their roles and responsibilities.

This analysis shows that PANITA needs to devise innovative strategies geared toward ensuring increased budget allocation to nutrition in Tanzania.

2.3 Nutrition Coordination Mechanisms at National and Sub-National Levels

Tanzania Food and Nutrition Centre (TFNC), a Government institution established by an Act of Parliament and mandated to guide, coordinate and catalyze nutrition work in the country, is the secretariat and chair for the Technical Working Group (TWG) on Nutrition. The Nutrition Consultative Group presides over all major national programmes and reports to the High level Nutrition steering Committee (HLNSC). The Consultative Groups are multi sectoral and membership is institutional. Each group is chaired by the relevant sector Ministry or institution with TFNC as the Secretariat. There are other mechanisms of interagency collaboration on nutrition actions, and Development Partners for Nutrition (DPG Nutrition), UN Agencies, and CSOs are participating regularly in monthly meetings of the DPG for Nutrition. On the CSOs side PANITA is a platform for Civil Society Organization (CSO) for scaling up Nutrition in Tanzania. It represents CSOs members in multi-stakeholders forums that are guided by SUN framework in Tanzania and beyond. For example, PANITA has a sit in the High level Nutrition steering Committee (HLNSC), Multi - stakeholders Nutrition Technical Working Group (MNTWG) and the DPG for Nutrition. All these spaces provide avenue for PANITA to advocate for better nutrition.

At the local authority level, the government has provided directives for the establishment of coordination structures that will facilitate multi- stakeholders' space for dialogue and contribution around nutrition. This is reflected by the circular that requires each District council to establish nutrition steering committee. By Dec. 2014 only 70 councils had implemented this circular. Even though, some of those established nutrition committees their functionality is in question, in terms of frequency of meetings and their contributions to the process of planning and budget to the councils.

2.4 The State of Malnutrition at Global and National Levels

Globally Nutrition remains to be the serious challenge to human development. With current reports, more than 160 million children worldwide under five years old are too short for their age (stunted), while more than 50 million don't weigh enough for their height (wasted). Most of these affected populations live within Asia, Latin America and Africa (Global Nutrition Report 2015). The United Nations Sustainable Development summit held in New York from 25th to 27th September 2015 adopted the post-2015 development agenda. The Summit convened as a high-level plenary meeting of the General Assembly adopted 17 Sustainable Development Goals (SDGs) with specific targets. Goal Number 2 of the SDGs commits the global development community to "End hunger, achieve food security and improved nutrition and promote sustainable agriculture".

Specifically, PANITA seeks to contribute to the following targets under SDG 2: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round; and by 2030. Equally important PANITA seeks to contribute to ending all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children less than 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons. According to the recently released SMART survey conducted in 2014, nutrition indices have shown some gains in Tanzania. Stunting has decreased from 42.0% in 2010 to 34.7% in 2014, acute malnutrition is maintained below 5% and underweight was at 13.4%. cf. figure 1.

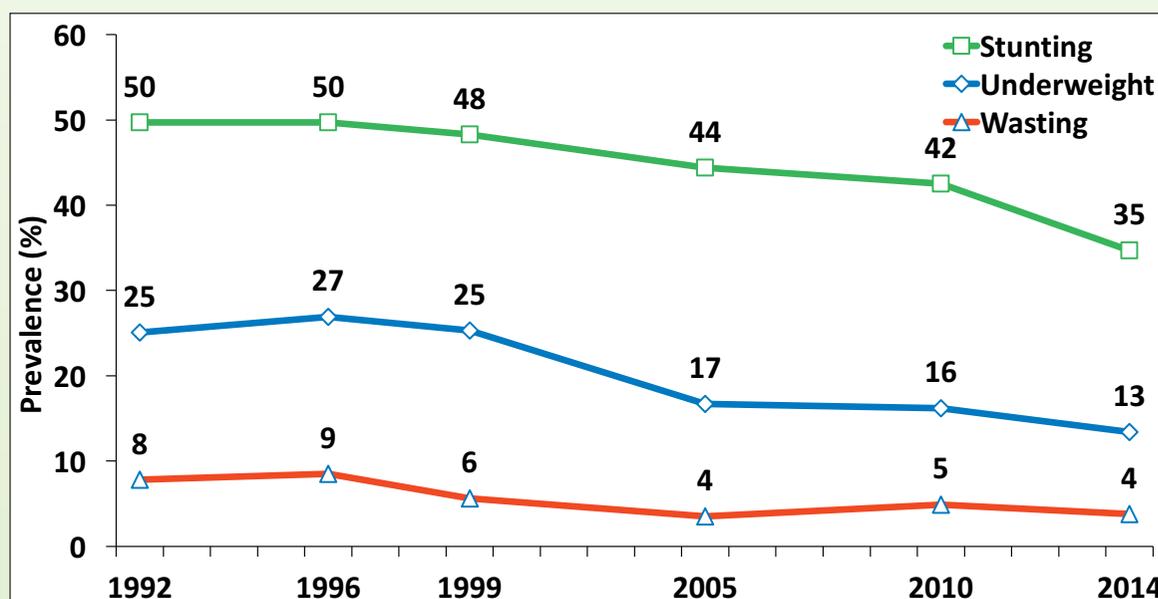


Figure 1: Trend in nutrition status of children under five in Tanzania (SMART Survey 2014)

On the same note, more than 2,700,000 children under five years of age are stunted in Tanzania in 2015, whereby 58% of these children live in 10 regions. Most of these regions are not benefiting from key nutrition interventions. About 435,000 children less than five years of age suffer from acute malnutrition including more than 105,000 severely acute malnourished. These children are at high risk of dying if they do not receive appropriate attention.

Also indicators of IYCF practices have not improved between 2010 and 2014 and coverage of Iron and folic acid supplementation during pregnancy has not shown significant improvement.

Two main causes of malnourishment of children and women in Tanzania are diseases and inadequate dietary intake (ref Fig.2). They often occur together and are caused by multiple underlying factors including inadequate access to food and health services, an unhealthy environment, and inadequate caring practices. More basic causes include poverty, illiteracy, social norms and behaviors.

The problem of food insecurity at the national level is caused by a number of factors including serious disparities in consumption and production of cereals; lack of access to food grains; and logistical and financial constraints in the transportation and distribution of food grains to deficit areas. When food production data is related to information regarding child malnutrition and mortality, a paradoxical relationship is found. There is no clear relationship between child malnutrition and mortality at both the regional and district levels. It is noteworthy that those areas with large volumes of food also suffer from high rates of malnutrition and child mortality. The reason for this discrepancy seems to be that availability of food does not guarantee its accessibility due to social and/or economic constraints. Thus household food security is clearly more than food production alone. For subsistence farmers, the need to satisfy non- food demands like clothing, housing, sugar, salt, farming tools, various fees etc.; means balancing household food requirements against all these needs.

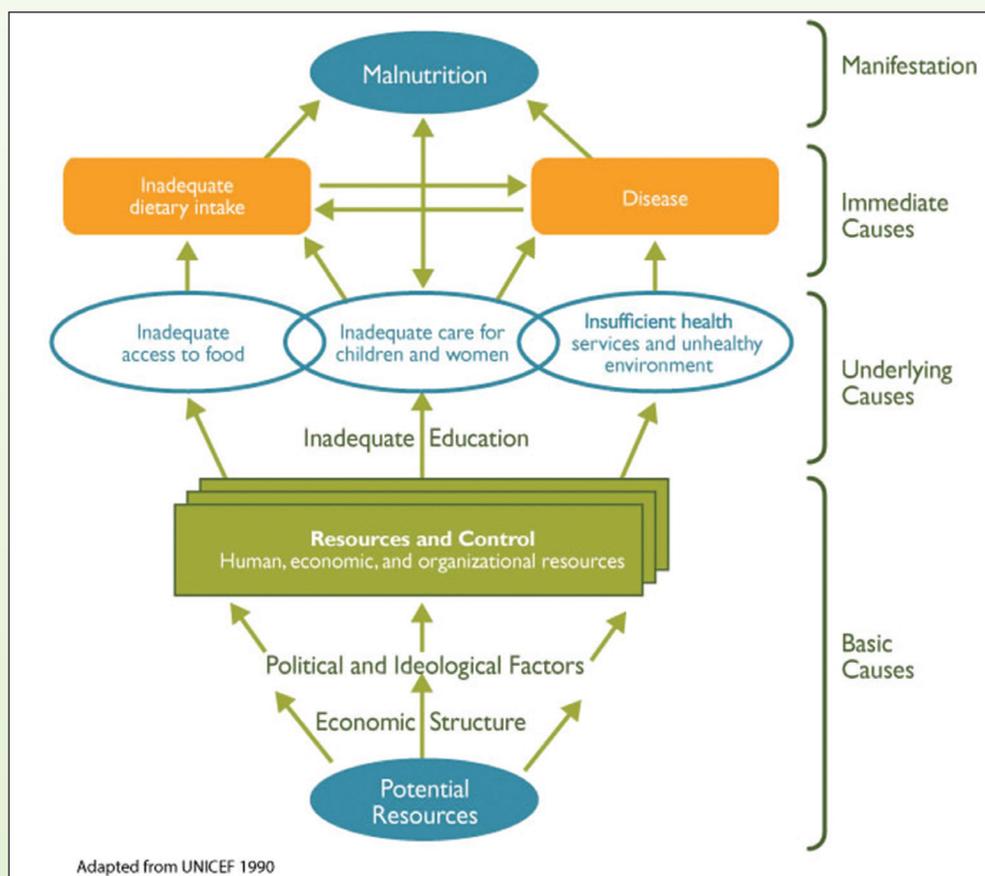


Figure 2: The conceptual framework for Malnutrition in Tanzania (adapted from TFNC & UNICEF)

Social and Cultural norms have shown to have contribution towards malnutrition in Tanzania. This is attributed to either beliefs or practices that in one way or another hinders access to certain nutritious foods or proper feeding practices thus leading to inadequate dietary intake. These practices affect most women and children and vary across ethnic, tribe, communities and/or geographical location; for example in some culture pregnant women are restricted from consumption of eggs. Also in Iringa women tend to feed their children with a local brew so that they can sleep. Also food diversity, preparation and preservation techniques affect the nutrition situation of most of the population due to loss of the nutritive value of the food prepared.

2.5 Critical issues in Scaling up Nutrition in Tanzania

Literature review and experience in programming nutrition interventions in Tanzania has revealed that there are a number of critical issues that need to be duly addressed to be able to successfully scale up nutrition in Tanzania. Some of such issues include lack of a common result framework for multi stakeholder delivery on nutrition, and low awareness of the problem of malnutrition at all levels,

The other issues are low coverage and sectoral integration of the high impact nutrition interventions, poor recognition of the importance of social protection measures in addressing malnutrition (e.g. a commendable role played by TASAF), low prioritization of nutrition actions in the allocation of financial and human resources at all levels as well as weak institutional capacity for nutrition programme delivery. Over the next five years of the strategy, PANITA will come up with pragmatic strategies, as a civil society organisation, to innovatively contribute to scaling up nutrition in Tanzania.

This section presents an overview of the programmatic and institutional development issues of the Partnership for Nutrition in Tanzania (PANITA). Stakeholder consultations conducted in 2013 as well as group and plenary discussions during the 2014 strategic planning workshop held at Regency Hotel in Dar Es Salaam documented the following achievements and results of SWOT analysis.

3.0

ANALYSIS OF INTERNAL ENVIRONMENT

3.1 Achievements of PANITA

Significant progress has been made to establish and strengthen PANITA. The organization is a fully fledged outfit mobilizing and coordinating civil society organizations in scaling up nutrition in Tanzania. Since her establishment, PANITA has registered a number of successes. Some of the achievements of the organization are as follows:

- Membership of the partnership has grown significantly to over 300 members by June 2014;
- National and Zonal Coordination structure of PANITA has been established. Nine zones have been established to facilitate efficient and effective coordination of the partnership;
- PANITA's advocacy and awareness raising strategy was developed and implemented;
- PANITA has facilitated establishment of the Parliamentary Group on Nutrition in a bid to bolster its advocacy work of influencing policy developments at national, regional and district level. The partnership has facilitated the Parliamentary Group on Nutrition to develop its five-year strategic plan;
- PANITA is recognized by policy makers and the Development Partners as key and strategic player in advancing nutrition agenda in Tanzania;
- The partnership has been actively participating in key national and sub-national dialogue structures to influence policy and practice changes to effectively address malnutrition in Tanzania;
- Demand driven capacity building of some PANITA members has been undertaken and the trained members have applied the acquired knowledge and skills in promoting nutrition interventions in their respective areas of operation.
- PANITA has been working with its media arm, Tanzania Journalist Association for Children (TAJOC) in reaching the general public. PANITA over time enhanced the capacities of the journalist; which is translating itself in the increased reporting of the nutrition issues in the media.

PANITA has worked with members to raise profile of nutrition through SMS campaigns and popular mobilization to raise community awareness on nutrition.

3.2 PANITA's SWOT analysis

An analysis of PANITA's Strength, Weaknesses, Opportunities and Threats came up with results Presented in the table below: (This SWOT analysis was conducted in 2014 when PANITA was hosted by Save the Children)

Table 1: SWOT Analysis

Item	Analysis/ Findings
Strengths	<ul style="list-style-type: none"> • PANITA has a legal status with clear mandate of scaling up nutrition • Broad based membership of Civil Society Organizations with broad constituencies for louder voice in policy advocacy • Strong and visionary Board of Directors • Members engagement through Annual General Meeting (AGM) and zonal review meetings • PANITA has secretariat with full time staff • PANITA has developed institution policies and regulations
Weakness	<ul style="list-style-type: none"> • Inadequate technical and infrastructural capacity among members • Lack of clear selection criterion of the current zonal coordinators • Lack of Fund raising Strategy • Weak linkages with zonal coordinators and members • Poorly-defined members' roles and responsibilities. • Inadequate office space • Non collection of membership fees during registration and subsequent loss of revenues • Lack of adequate human capital required to run the organization • Inadequate members' information on capacity and activities implemented. • In adequate coordination mechanisms
Opportunities	<ul style="list-style-type: none"> • Renewed global and national interest and national political commitment to nutrition • Favorable nutrition policies, strategies, plans and programmes • Availability of multi-sectoral and multi-stakeholder coordination structures • Availability of evidence-based high impact interventions • An elaborate Multi-stakeholder coordinating mechanism is in place • Goodwill and financial support from the donor community • Recognition and government support, including tax incentives • Well-articulated National Nutrition Strategy with room for civil society contribution and joint collaboration with government • Good Policy frame work at national level e.g. Existence of a National Food and Nutrition Policy and Agriculture and food security policy that guide implementation of nutrition activities in the country • Position of PANITA as a civil society wing of Scaling Up Nutrition, a Large network of CSOs and a room for its expansion • Willingness of diverse group of members (farmers, fisheries, livestock etc.) to join PANITA
Threats	<ul style="list-style-type: none"> • Mistrust between CSOs and Government • Lack of clear vision linkage between PANITA and member organizations • Use of volunteers as Zonal Coordinators which threatens PANITA objectives as first priority • PANITA not fully incorporated in Zanzibar in line with Zanzibar laws

4.1 The Conceptual Framework

PANITA intend to contribute towards improving nutrition in Tanzania through activities that will be carried out by secretariat and the members. The secretariat will focus on advocacy, coordination, high level engagement with key stakeholders and facilitation of capacity building for members. Secretariat will be assisted by Zonal coordinators in reaching the members. Members will be directly engaged with implementation of both specific and sensitive nutrition interventions on the ground and contribute to Multi-stakeholders forum at local level.

PANITA will seek to engage with different stakeholders to support the advocacy work as well as member activities on the ground. Some of the stakeholders include but not limited to key and influential people or groups, such as Members of parliaments (MP's), Leader at national, regional and District and community at large. These individual or groups will support advocacy piece of PANITA for good policies and strategies and their translation into action at sub national level. The policies are expected to provide enabling environment for the members to fully engage to fight malnutrition at local authority level.

PANITA intend to continue with communication to members and strategic media engagement. PANITA will maintain functional communication hub for members and general public, which will disseminate key information and specific messages on nutrition, targeted to members and the community at large. This will depend on the needs as received from time to time from members as well as new developments in nutrition arena. Also Information and best practices received from members will be share through this hub as way of promoting cross less learning among members. On the Media side, both the journalist and editors will be taken on board to ensure wider reach of the nutrition information to the community, through both print and electronic media. The information provided is expected to contribute towards educating and ultimately rising community awareness on good nutrition practices.

Members are expected to work on the ground, implementing both nutrition-specific and nutrition-sensitive interventions, under the auspice of the Scaling Up Nutrition (SUN) model, where it provides space for key stakeholders to contribute through Multi-stakeholders fora at the district level. It is envisaged that the advocacy initiative will stimulate formation of Nutrition steering committees at district level, where plans and budget for nutrition will be discussed and sent to the councils for approval.

PANITA secretariat will continue to provide backstopping support to members, at regional and district level on advocacy, developed monitoring and evaluation framework and conduct periodic supervision and monitoring visits to the zones. This will provide the feedback loop for the members to the secretariat. Also the Annual General meeting is expected to provide another forum where members will interact with the secretariat. The quarterly management meeting which involves the secretariat and zonal coordinators saves as the space of collectively engaging the two sides and for reviewing progress and chatting way forward for the next quarter.

4.2 Strategic Focus

4.2.1 Policy Analysis and Advocacy

PANITA will undertake policy analysis and advocacy with a view to influencing policy and practice changes as well as raising public awareness for improved nutritional status of Tanzanians. The priority advocacy agenda will be influencing the government at all levels to mainstream and prioritize nutrition across sectors and for increased resource allocation to nutrition.

PANITA Strategic Plan (2015-2020) Conceptual Framework

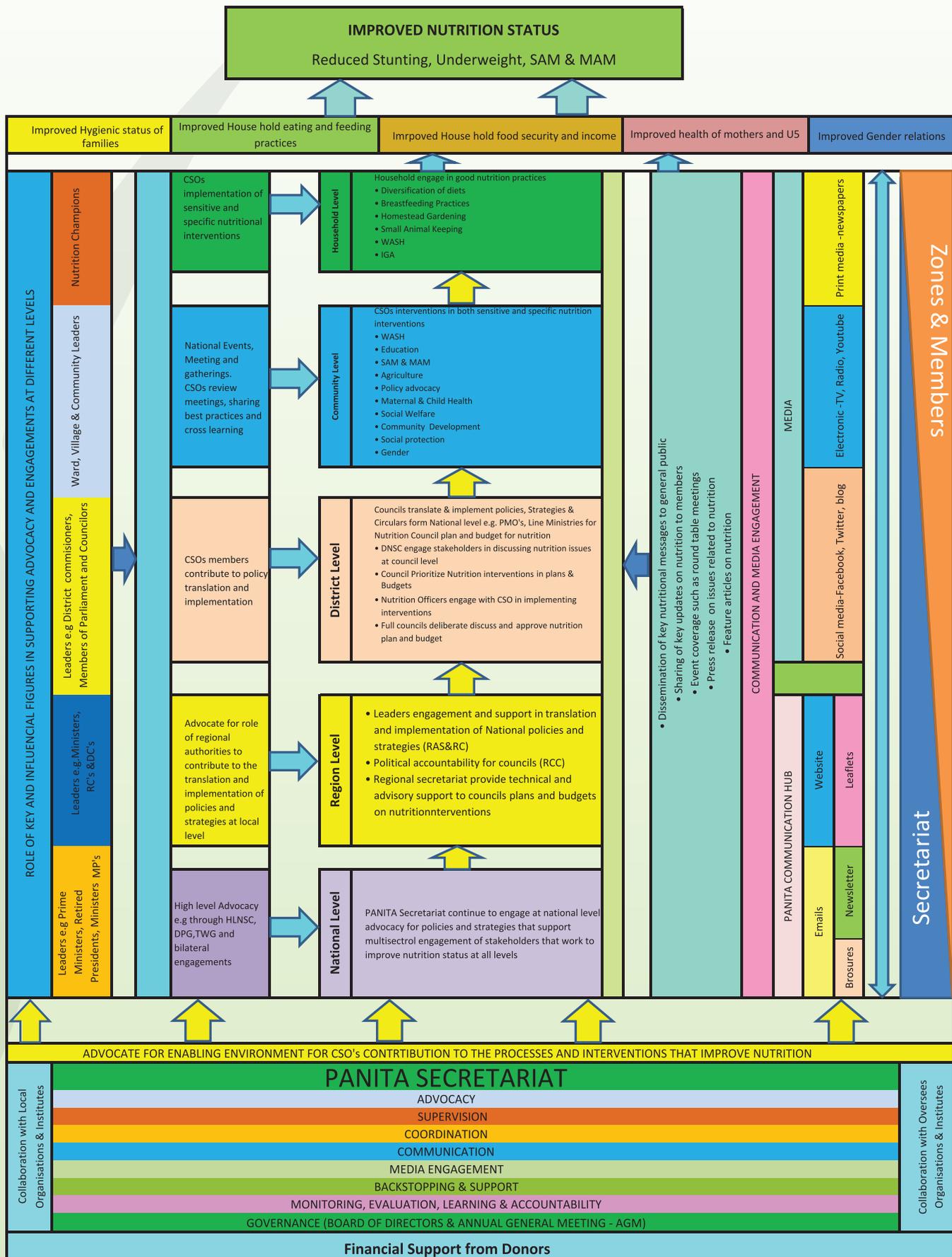


Fig.3: PANITA Strategic Plan Conceptual Framework

4.2.2 Networking and Coalition Building

PANITA will encourage individual members to participate in fellow members strategic nutrition interventions to catalyze sharing experience, knowledge and skills. Under Membership and Networking, the Secretariat will coordinate information sharing on the best practices and innovations in programming of the nutrition interventions. At least once every quarter at the zonal level, members will meet for sharing best practices, reviewing progress and planning ahead. The Zonal Coordinators will convene such networking events. The Quarterly Board Meetings will, among other things, review progress as documented from the Zonal Coordination and presented by PANITA Secretariat. Annually, PANITA will convene Annual General Meetings during which annual review of the progress on nutrition interventions will be made.

4.2.3 Capacity Building of PANITA Members

Capacity building is one of the core programme areas of PANITA. Capacity building will focus on strengthening the performance and effectiveness of member organizations in relation to their purpose, context, resources and viability. Priority capacity building interventions will entail equipping members with Policy analysis and advocacy skills, resource mobilization skills as well as behavior communication skills.

PANITA will devise and operationalize a capacity building strategy. PANITA will take stock of strong and willing members to provide technical backstopping and coaching to members of nascent and growing organizations towards their maturity and enhanced delivery of quality nutrition interventions

PANITA will design and offer demand driven and tailor-made capacity building services to member organizations and institutions with a view to making them more productive and effective toward accomplishment of the partnership mission and objectives. This implies that PANITA will facilitate and coordinate provision of capacity building support to member institutions based on informed and updated capacity building needs assessment.

4.2.4 Research, Publication and Documentation

Effective advocacy and capacity building of member organizations requires among other things, availability of quality and user-friendly data and information. PANITA's research, publication and documentation will focus on collecting, analyzing and disseminating information on nutrition from researches and analysis carried out by individual members and other stakeholders. The partnership will selectively and strategically publish pre-determined materials for policy advocacy as well as educational and awareness rising of the general public on nutrition issues. PANITA Secretariat will regularly update its website so as to keep its members informed of the new developments on nutrition landscape at global, national and local levels.

4.2.5 Organizational Development and Sustainability

Long term and sustainable effectiveness and vitality of PANITA requires, among other things, gradual development, improvements and learning from its work, related work of others and contextual dynamics. PANITA will adopt a comprehensive, participatory and holistic organizational development approach geared toward improving its performance, effectiveness and sustainability. The organization will hire and retain highly competent, experienced and lean staff to deliver on the strategic aims and objectives.

PANITA Secretariat will organize annual programme review events during which progress reports will be reviewed and holistic organizational capacity assessment will be undertaken. PANITA will identify and adopt organizational development indicators to gauge its growth and development against set targets that will be reviewed from time to time.

PANITA will make deliberate effort to ensure that its members do pay substantial and reasonable subscription fees to inculcate a sense of ownership and at the same time contribute to institutional sustainability.

The Secretariat will develop resource winning skills and apply them to diversify sources of funds for institutional sustainability. In addition, PANITA will explore options to establish a special grant making instrument to support the work of its members in advancing nutrition agenda in Tanzania.

This section presents strategic goal, aims, results and main strategies that will be used toward accomplishment of PANITA's mission and vision. The key activities to be implemented under each strategic aims and results are presented separately in the operational plan annexed to this strategic plan.

Overall Goal

PANITA's overall goal is to contribute to making all Tanzanians attain adequate nutritional status, which is an essential requirement for a healthy productive and reproductive nation

Strategic Aim 1: Policy and practice changes that prioritize and increase resource allocation to nutrition at national, local authority and community levels are effectively influenced;

Results 1.1 PANITA Secretariat and members engage in dialogue structures and related advocacy processes for scaling up nutrition at all levels

Strategies

- Identify and capitalize upon existing and emerging influencing opportunities for desired changes
- Develop good working relation with Nutrition Focal Points and Nutrition Officers at all levels
- Align PANITA members at various levels according to their comparative advantages and organizational sphere of influences for maximum impact
- Develop good working relations with gate keepers (e.g. media house editors), influencers (e.g. politicians) and decision makers (e.g. senior government officials) for rewarding policy engagement
- Forge strategic partnership with Members of Parliament, particularly the Parliamentary Group on Nutrition and Children Rights

Results 1.2 Key stakeholders at various levels and the general public are aware of the malnutrition problems

Strategies:

- Develop and strengthen good working relations with the media
- Use of diverse communication channels for bringing advocacy messages home
- Use of culturally sensitive means and techniques such as theatre groups to package and deliver messages
- Document and make use of success stories for effective behavior change communication
- Work with members, key individuals such as community leaders, Village Health Workers for information dissemination

Strategic Aim 2: PANITA membership base is broad and members collaborate, learn from one another and network with other stakeholders;

Result 2.1 Quality membership services are provided timely

Strategies

- Undertake members' segmentation and categorization for customized members' service delivery
- Establish and run a feedback mechanism to monitor and adaptively improve the service delivery
- Undertake due diligence screening of members based on explicit membership criteria

Result 2.2 Information on Best practices and success stories of members shared widely and timely

Strategies

- Identify and popularize members' development innovations in nutrition programming
- Package information using diverse channels for effective communication
- Promote cross learning among members

Strategic Aim 3: PANITA members' capacity to deliver quality nutrition programmes strengthened;

Result 3.1 PANITA members' technical skills to fulfill their corporate mandate improved

Strategies

- Develop and make use of explicit eligibility criteria for CSOs to join PANITA network
- Make use of coaching support for application and adoption of the acquired skills
- Develop and roll out self-help tools for assessing organizational and programmatic capacity development

Result 3.2 PANITA members facilitated to develop sound organizational systems, and mobilization resources to deliver quality nutrition interventions

Strategies

- Identify and make known organizational role models with robust systems and resources for PANITA members to emulate from
- Develop and update a directory of grant makers and funding sources for grant applications
- Provide coaching support to PANITA members to develop winning grant applications
- Participate in local government planning processes for synergistic and strategic resource use

Strategic Aim 4: Strengthen the position of PANITA as a nutrition communication hub for members and general Public

Result 4.1: Dissemination of knowledge among PANITA members improved.

Strategies

- Develop and strengthen good working relations with publishing houses
- Make use of appropriate Information and Communication Technologies for packaging and information dissemination

Result 4.2: Functional communication interface with PANITA members maintained

Strategies

- PANITA engage with different communication channels such as Website, Facebook, YouTube and having PANITA website linked to the social media
- Encourage members to join and use the communication channels

Result 4.3: Working relationship with media enhanced

Strategies

- Maintain long term relationship with media houses and journalists
- Capacity strengthening of journalists

Strategic Aim 5: Organizational Development and Sustainability of PANITA strengthened.

Result 5.1: Human resource capacity strengthened

Strategies

- Hire and maintain a highly competent and maintain optimal number of staff for quality programme delivery
- Identify and capitalize upon skills of members for organizational development initiatives
- Establish and make use Technical Working Groups around strategic focus or key result areas to bolster human resource capacity

Result 5.2: Governance and Management of PANITA strengthened.

Strategies

- Set up and make use eligibility criteria for Board Members
- Effective Support to the Board to perform its fiduciary function
- Effective Use of relevant policies and procedures
- Undertake regular organizational reviews and address gaps

Result 5.3: Resources mobilization and management strengthened

Strategies

- Develop and regularly update a database of funding sources
- Establish good working relations with funding sources
- Develop and inculcate a sense of resource stewardship and accountability among members receiving grants for PANITA work
- Build skills in grant and contract management

Result 5.4: Quality Assurance, M & E system established and operationalized.

Strategies

- Adopt a participatory approach to Quality Assurance, Monitoring and Evaluation system
- Develop and roll out user-friendly tools for Monitoring and Evaluation
- Undertake reflection and learning sessions for adaptive organizational Development and Management Result 5.5 Material resources for smooth running of PANITA Secretariat procured and maintained Strategies
- Develop, implement and review procurement and asset management policy and procedures
- Identify strategic and cost effective service providers for timely maintenance of assets
- Develop and inculcate resource stewardship among staff

6.0

PROGRAMME BENEFICIARIES AND GEOGRAPHICAL FOCUS

PANITA will provide services and coordinate with member organizations and institutions across Tanzania. The work and services of PANITA will benefit children, women (particularly Women of Child Bearing Age), people with disabilities, people living with HIV/AIDS and other marginalized groups. The general public will benefit from the work of PANITA over the five-year period.

PANITA will play an active role by taking in influencing desirable changes towards better nutrition policy and practices. This implies that decision makers, government leaders at various levels and other community leaders will benefit from PANITA services. In addition, educational and training institutions as well as researchers across Tanzania will also comprise important beneficiaries of the PANITA services.

7.0

GOVERNANCE, MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

7.1 Governance

The Organization of PANITA is geared toward ensuring that the mission and objectives of the Partnership are effectively and efficiently accomplished. In accordance with the Memorandum and Articles of Association, the members of the partnership will meet yearly at the Annual General Meeting (AGM), which makes and takes decisions and actions on issues related to the membership, constitution and policies.

The other functions of the Annual General Meeting will include approving annual reports, plans and budgets and selecting the Board of Directors and officers of the organization. The Board will review and approve plans as well as quarterly, biannual and annual reports from the Secretariat.

7.2 Strategy Implementation and Management

The implementation of the strategic objective will be gradual, starting from those objectives related to the building and strengthening of core organizational elements at the secretariat level followed by zonal coordination to the objectives that are related to member's activities.

The Secretariat, headed by the Executive Director, will comprise the management of the partnership. This organ will be directly responsible to the Board. The Secretariat will take care of the operational activities by interpreting policies and strategies ensuring that activities are carried out according to plans and reports are written and submitted to relevant bodies and meetings.

The Executive Director of PANITA will be responsible for day-to-day management of the Secretariat. The Programme Coordinator, Monitoring and Evaluation Coordinator, Finance Manager and together with the Executive Director will constitute the Senior Management Team. This team will meet regularly to review organizational and programme performance. The Secretariat will convene staff meetings and discuss issues for the overall PANITA's organizational development and effectiveness. Also zonal coordinators meetings with secretariat will be held on regular basis (ref. fig.3).

To inculcate and maintain a sense of ownership, PANITA will design, implement and manage its programme using a participatory approach. The Secretariat will make deliberate effort to execute all its activities WITH and THROUGH members to avoid unnecessary competition and duplication of activities. This means that implementation of activities at the regional and local authority level will be led by member organizations with technical and facilitation support of the Secretariat. This is important for the long-term members' commitment and sustainability of the Partnership

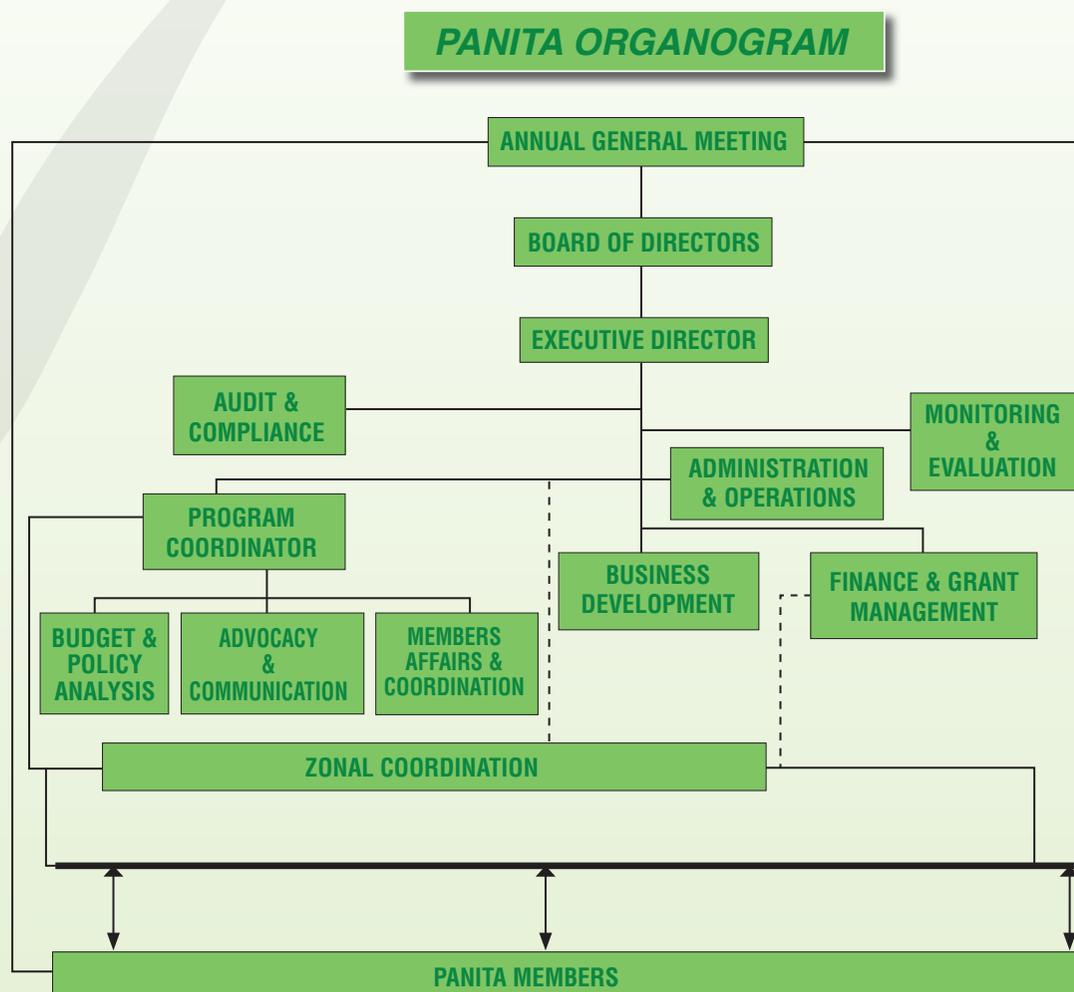


Fig 3: PANITA Organogram

7.3 Zonal Coordination of PANITA Members

By June 2014, PANITA had registered about 300 members representing 103 districts of Tanzania mainland and ten (10) districts in Zanzibar. To coordinate the partnership, PANITA divided the country into nine (10) zones- nine zones in the Mainland Tanzania and the Zanzibar as one zone comprising ten districts. PANITA will review and strengthen its coordination zones to facilitate efficient and effective member services, networking and coalition building.

PANITA will identify and engage zonal based lead organization with specific staff members to coordinate respective zones. The selection process of the Coordinators will be administered based on pre-determined eligibility criteria. PANITA Secretariat will prepare Terms of Reference and sign Memorandum of Understanding with the Zonal Coordinators. The Zonal Coordinators will report to the Program Coordinator for Networking and Coalition Building. The Zonal Coordinators will participate in the Extended Semi-Annual Management meetings.

PANITA is aware of the fact that advocating for significant change in policy and practice implies challenging the status quo in some instances. The Partnership will make deliberate effort to use pro-active, pre-emptive and conciliatory strategies to put across and advance its advocacy agenda. PANITA will make every effort to build and broaden its constituency for potential shock absorbance and strategic resilience.

Successful programming and execution of strategy activities requires favorable external environments. PANITA will monitor its operating contexts and manage adaptively so as to remain efficient and effective. The success of PANITA in executing its strategy hinges upon a number of assumptions. They include but not limited to the following:

- Human Development and Scaling up nutrition remains high on the government agenda;
- The Government of Tanzania maintains the existing conducive policy and legal framework for civil society organizations;
- Policy makers and gate keepers will remain supportive and cooperate with CSOs;
- Media houses will cooperate and be affordable;
- Resources will be available timely;
- Capacity building service providers are affordable;
- Readership and Reading culture among Tanzanians will continue growing ; and
- Development Partners remain committed to Scaling Up Nutrition

PANITA will monitor these assumptions and steer its programmes adaptively to remain efficient and effective.

PANITA will devise and operationalize an efficient and effective Monitoring and Evaluation (M&E) system to provide feedback on organizational development, programme implementation and performance. Monitoring will entail continuous collection of data on specified indicators to assess for a development intervention, its implementation in relation to activity schedule and expenditure of allocated funds, and its progress and achievements in relation to its objectives. The organization will also undertake context monitoring with a view to tracking important developments in policy and legal landscape at global, regional and country levels so as to inform its programme design, priority setting and strategic targeting for anticipated results.

Monitoring will be carried out regularly, examining actual implementation of activities in relation to planned activities. Financial monitoring in terms of planned and actual expenditures will be undertaken accompanied by physical monitoring.

PANITA will undertake holistic evaluation. This will entail periodic assessment of the design, implementation, outcome and impact of a development intervention. Evaluation will focus on assessing the relevance and achievement of objectives, and implementation performance in terms of effectiveness and efficiency, and the nature, distribution and sustainability of impacts.

M& E system will be geared towards helping the organization, identify problems early and propose solutions, evaluate achievements of programme objectives, and promote participation, ownership and accountability. PANITA will ensure that the key components of a sound Monitoring, Evaluation and Learning (MEAL) system are included, reviewed and updated accordingly to make it more user-friendly to provide timely information for management decision making.

Financial Reporting and Accountability

PANITA will develop user-friendly financial management systems to facilitate monitoring of resources including funds and reporting to members and donors. The financial systems will include administrative and financial policies and procedures clearly stipulating financial controls and accountability mechanisms. User-friendly formats for financial reporting will be developed. Accounts shall be recorded in user-friendly and computerized accounting package so as to enable automated reports and quick reference, and limit errors and potential for fraud.

Reporting

PANITA Secretariat will prepare quarterly, semi-annual and annual report on progress of implementation and present it to the Board and Annual General Meetings. The Secretariat will organize annual retreats to take stock of both institutional and programme performance and chart the way forward. PANITA will hire a professional staff that will coordinate and lead a holistic M& E functions and ensure quality assurance.

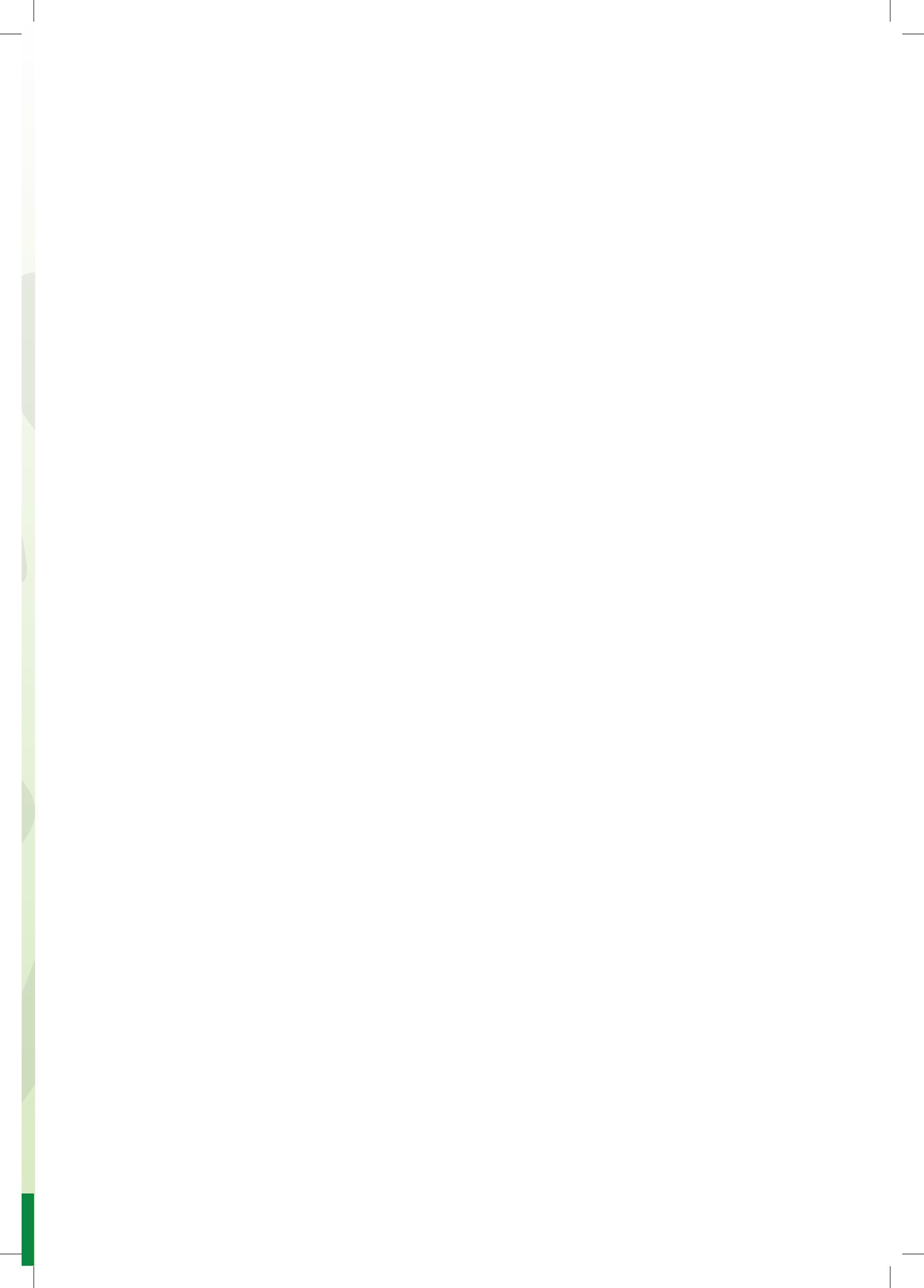
10.0

RESOURCE REQUIREMENTS AND BUDGET PROJECTION

Successful execution of the strategy requires human, material and financial resources. PANITA will search, select, recruit and maintain an outstandingly competent staff to accomplish the partnership goals and objectives and at the same time meet the expectations of the members. The organization will adopt the best human resource management and development practices to inculcate productivity, innovativeness and overall work morale.

Material resources will be needed. PANITA will procure and maintain modern and efficient office equipment for its smooth functioning. Such equipment and gadgets will include, but not limited to, vehicles, computers, photocopiers, office chairs and tables, file cabinets, LCD machines, digital cameras, scanners and printers. A supply and inventory management policy will be used to prudently and transparently manage the material resources of PANITA. The organization will strive to purchase and/or build its own modern office premise.

PANITA will need financial resources to run the organization, implement its programme, pay for office running costs and maintain its workforce. The organization will explore and adopt ways to make it sustainable.









PANITA

Partnership for Nutrition in Tanzania

SUN Civil Society Alliance in Tanzania

Partnership for Nutrition in Tanzania (PANITA)
Off Rose Garden Road, 6 Rwehabura Road,
Plot No. 305A, Mikocheni A,
P.O. Box 32095, Dar es Salaam, Tanzania.
Tel: +255 222 701 753
Email: info@panita.or.tz
Website: www.panita.or.tz

PANITA

“Catalyst to end malnutrition in Tanzania”