Association of Local Authorities of Tanzania

ALAT

STRATEGIC PLAN

The voice of local governments in Tanzania
With the vision to have
Responsible and autonomous Local Government Authorities

2016 - 2020

Foreword by the Chairman of the Association of Local Authorities of Tanzania

The Strategic Plan for the Association of Local Authorities of Tanzania (ALAT) for the period 2016-2020 presented in this document was developed to guide the implementation of its mandates as set out in the 1985 Constitution as amended inclusive of the 2014 revision. This strategic plan is a result of review of the 2010-2015 Strategic Plan. Implementation of the 2010-2015 strategic plan is part of a broader resolve of the 2008 ALAT Annual General Assembly, to embark on major transformation to change ALAT with a mission to become a "**Recognized representative body and unifying voice of local governments in Tanzania, providing professional and technical support services to its members**" with the vision to have "**Responsible and autonomous Local Government that effectively and efficiently deliver quality services and responding to the need and priorities of the people and citizens empowered to participate in local affairs**. The new strategic plan intends to carry forward the transformation to new heights and levels.

In line with ALAT Constitutional mandates the plan has taken into consideration the need to support members to achieve the 1998 policy framework on decentralization by devolution with the view to create autonomous local government that are strong, effective and efficient in providing improved quality services to the people. Great efforts were taken during the period under review. Advocating and lobbying for the embedment of chapter on Local Governments and Devolution in the proposed Constitution was one of the major milestones to achieve the desired policy objective. To build on the achievements that have been made extensive consultations was made with the members and stakeholders. A strategic choice was reached to redefine the mission and vision. The new vision to guide ALAT strategic undertakings for the next five years is - "**To Strive for devolved, autonomous, responsible and accountable Local Governments that provide effective and efficient quality services to the people**". The mission remains the same that is "**To be Recognised Representative Body and Unified Voice of Local Governments providing technical and professional support to its members**".

As we have learned from the implementation of the strategic plan 2010-2015 achieving the objectives and mandates of the Association will go some way to building a strong local government system that effectively and efficiently provide quality services to its people. ALAT Constitutional Mandates that the strategic plan strive to achieve during the next five years are:

- Foster and promote smooth local government development in Tanzania;
- Maintain and further the interest, rights and values of local authorities in the country; and;
- Represent the views of LGAs at national and international fora;
- Lobbying and Advocate for improved policy and legislation in local governments;

- To provide technical and professional services including capacity building and development;

To attain the desired objectives of the strategic plan is a massive undertaking which require support from the members, the national governments and wide range of stakeholders. It is because of this underlying requirement that this strategic plan was prepared in consultations with members and collaboration with stakeholders and has taken into account the contribution and inputs of these stakeholders. I would like to take this opportunity to express our appreciation and thanks to the strong support and commitment of our members, the government, development partners and our sponsors.

This strategic plan can only be achieved with the continued collaboration with our members, the government, development partners, sponsors and all our stakeholders. We look forward to continued cooperation and collaboration. Building strong devolved local governments that provide effective and efficient quality services and promoting local economic development in Tanzania is possible – play your part.

Hon. Dr. Didas Massaburi

CHAIRMAN – ALAT

Preface by the Secretary General of the Association of Local Authorities of Tanzania

Formulation of the Second Strategic Plan for the Association of Local Authorities of Tanzania to implement the transformation decided by the Annual General Assembly held in 2008 is a major step to realize the Constitutional objectives of the Association. This strategic plan for the period 2016-2020 is a culmination of lessons and experiences learned from the implementation of the previous strategic plan for the period 2010-2015 and indeed the experiences of supporting initiative of the members to become strong local governments that deliver efficient and effective quality services to its population during the period. Development this strategic plan benefited from the various reviews, studies, advocacy and lobbying for constitutional review and other assessment made during the period of implementing the strategic plan for the period 2010-2015. Participating in the United Republic of Tanzania Constitutional Review process and advocating and lobbying for embedment of a chapter on Local Government and Devolution provided a strong strategic path for the future direction of the Association and its members. The midterm review of the Organization Support project to ALAT is another important diagnosis which providing insight on how to achieve results and change the ALAT in order to become recognized representative body and unified voice of local governments in Tanzania.

Other important studies and analysis, which contributed to the formulation of this strategic plan, include review of organizational system and development of capacity building strategy, review of ALAT financial management system, Review conducted under the regional Arial Programme for the support the National Local Government Association forming the East Africa Local Government Association. Yet the preparation of this strategic plan is informed by experiences of implementing the following projects – the Institutional Strengthening Project and Community based Natural Resources Management project financed by the Government of Sweden, through its international development agency Sida, the Municipal Partners for Economic Development (MPED) which is co-managed by Federation of Canadian Municipalities and financially supported by the Government of Canada, Technical Support provided by the CIM/GIZ and supported financially by the Government of German, the Investment Climate Project supported by the Government of Denmark. Experiences of working with partners and sponsors from Tanzania and beyond also contributed a lot in providing critical input in the formulation of this strategic plan.

The 2016-2020 Strategic Plan has embed all the inputs and recommendations made by the members, the government, development partners and all our stakeholders. This strategic plan, will however remains a living document that is subject to period changes in order to take onboard changes that are in line with the fundamentals of the plan. Implementation of the plan including changes that will adopt and provided in annual plans will be undertaking through a close consultation with all the stakeholders.

We would like to put on record that this strategic plan document is a result of collaborated and dedicated efforts of all our stakeholders. Efforts were taken to consult the Executive committee, individual members, Regional ALAT branches and the Annual General Assembly. A working session of members of the Executive Committee and other stakeholders was held in January 2015 and pave way to a strategic plan working session of the Annual General Assembly and stakeholder which was held in Dar es Salaam in April, 2015. We wish to extend our sincere appreciation and thanks to all who participated in one way or another in the development of this strategic plan. Specifically we would like to appreciate and thank the cooperation we received from our members, the executive committee, and the development partners who supported the implementation of the previous strategic plan and for the inputs in the development of this strategic plan. To all we look forward to your continued collaboration and cooperation in the implementation of the 2016-2020 Strategic plan.

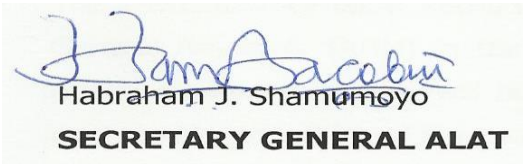


Table of Contents:

FOREWORD BY THE CHAIRMAN OF THE ASSOCIATION OF LOCAL AUTHORITIES OF TANZANIA **2**

PREFACE BY THE SECRETARY GENERAL OF THE ASSOCIATION OF LOCAL AUTHORITIES OF TANZANIA **4**

DECENTRALIZATION LANDSCAPE IN TANZANIA **12**

SOCIAL, ECONOMIC AND POLITICAL DEVELOPMENT IN TANZANIA **13**

FROM MILLENNIUM DEVELOPMENT GOALS (MDGS) TOWARDS STRATEGIC DEVELOPMENT GOALS (SDGS) **14**

NATIONAL VISION 2025 (TDV) **16**

THE EAST AFRICAN COMMUNITY (EAC) AND EALGA COOPERATION **17**

THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA (URT) **17**

STRATEGIC DIRECTION& RESULTS **19**

STRATEGIC OBJECTIVE 19

THEORY OF CHANGE – THE ALAT ROADMAP TO CHANGE (TEXT ALAT) 19

KEY RESULTS AREAS & STRATEGIES 22

KRA 1: Representation – being the voice of local government *22*

KRA 2: Influencing – creating political change *22*

KRA 3: Member support - advisory services& projects *23*

KRA 4: Strengthening of local government *23*

KRA 5: Organizational development of ALAT *24*

Strategies *25*

Networking and Alliances *25*

GOVERNANCE 30

Annual General Assembly (AGM) *30*

EXECUTIVE COMMITTEE (EXCOM) 31

THE SECRETARIAT 31

REGIONAL BRANCHES, COUNCILS BRANCHED AND WARD BRANCHES 32

MANAGEMENT 32

Risk management *32*

Anti-corruption *33*

FINANCE AND ADMINISTRATION **33**

RESOURCE MOBILIZATION 34

LEARNING AND RESULTS 36

ANNEX 1: RBM FRAMEWORK **37**

Abbreviations

AGM	Annual General Meeting
ALAT	Association of Local Authorities of Tanzania
BRN	Best Results Now
CBOs	Community Based Organisations
CBNRM	Community Based Natural Resource Management
CSOs	Civil Society Organisations
CTA	Chief Technical Adviser
D by D	Decentralisation by Devolution
DC	District Commissioner
DED	District Executive Director
DFO	District Forest Officer
DGO	District Game Officer
DPs	Development Partners
ExCom	Executive Committee
FAM	Financial and Administrative Manager
FY	Financial Year
GoT	Government of Tanzania
GIZ	German Development Cooperation
HR	Human Resource
ICT	Information and Communication Technology
ISP	Institutional Support Project
KRA	Key Result Area
LAMP	Land Management Programme
LG	Local Government
LGA	Local Government Authority
LGR	Local Government Reform
LGRP	Local Government Reform Programme
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
NGOs	Non-Governmental Organisation
NRM	Natural Resource Management
NSGRP	National Strategy for Growth and Reduction of Poverty
O&M	Operation and Maintenance
PMO-RALG	Prime Minister's Office - Regional Administration and Local Government
RBM	Results Based Management
SG	Secretary General
Sida	Swedish International Development Cooperation Agency
TA	Technical Assistance
URT	United Republic of Tanzania

Executive Summary

The Association of Local Authorities of Tanzania (ALAT) is a membership-based organization founded in 1984 after the re-establishment of the Local Government system in Tanzania. The constitutional mandates of ALAT are to foster and promote local government development; drive the interests, rights and values of local authorities; lobby and advocate for improved policy and legislation for local governments; represent the views of LGAs, and provide technical and professional services to its members. ALAT is unique in Tanzania as it represents all local governments on mainland Tanzania, playing a key role in the promotion of meaningful, democratic, local government and people-centered development.

The Strategic Plan for 2016 – 2020 outlines ALAT's Key Priority Areas and outcomes that we will keep at the heart of what we do, and how we aim to achieve them. For this period we aim to implement the following Key Strategic Areas:

Key Strategic Areas:

- Representation, being the Voice of Local Governments in Tanzania
- Influencing, by creating and negotiating on policy change
- Member support, advisory services and projects
- Strengthening of Local Governments
- Organizational Development of ALAT

ALAT believes change is possible through autonomous Local Governments in a decentralized and devolved structures as expedited in the National policy framework and regulations on decentralization. It is therefore, envisaged that more effective participation and engagement of the Central government will go a long way to make it possible for ALAT to realize its mandate.

Section one will basically touch on what is ALAT and its mandate
Section Two will focus on Organizational Structures and Management
Section Three will focus on Strategic direction, Lessons learnt and roll out the KRAs
Section Four will establish implementation plan Monitoring and Evaluation
Section Five is RBM, Budgets and Annexes

Introduction

ALAT's previous strategic phase guided by the Strategic Plan 2010 – 2015 has come to an end. These have been important years of growth and development. Initially, ALAT was very much like a new organization that with the many stakeholders needed to find common ground and articulate and agree on direction, purpose and means. In 2008, the AGM decided that a transformation of the organization was necessary to fulfill its mandates. The transformation of ALAT and enhancing its capacity to stand strong for the many challenges ahead

have been one of the priorities during this strategic phase, At the General Meeting (AGM) 2014, it was decided to transform the AGM from a traditional conference with one-way speeches into a dynamic and interactive platform for members to share experience and learn from each other. During this phase, the Secretariat has introduced new systems, processes and tools in the areas of financial management and human resources, and also expanded the team with new and much needed expertise in strategic communications, knowledge management, research, advocacy and fundraising. With these and other changes we have enhanced our ability to perform and achieve our goals.

This is ALAT's next Strategic Plan 2016-2020. It sets out or values and priorities for the years ahead, and brings clarity to what we want to achieve (strategic objectives, outcomes, key results areas), Our strategic decisions and initiatives derive from the policy on Decentralization by Devolution in which the responsibilities, roles and function of LGAs are clearly stipulated. Our aim is to contribute to turning these into a reality. We are guided by our vision: Devolved, autonomous, and responsible (responsive), accountable local governments that provide effective and efficient quality services to the people. Although there have been movements towards autonomous local government over the 30 past years, empowered local governments providing services that supports sustainable livelihoods for people across Tanzania mainland is still far away. Our Strategic Plan 2016 – 2020 brings us closer to our vision.

The process leading to this Plan was equally important. We realized that it was an opportunity to involve ourselves in reflection and healthy self-criticism – What did we set out to achieve in the past phase? How did we score? How could things have been done better? What does the future require from us? What are out advantages and strengths? How can we best use the resources we have to make a difference?

We have used this process to build a strong understanding of the situation, the needs of our members, our organizational strengths and the opportunities that we should leverage in our strategies. Also, it has been a journey with many obstacles. We have used different expertise, ideas and opinions to come up with solutions to complex problems. We have looked beyond our borders to find good practices in our neighboring countries. We have also built commitment among members, Executive Committee and the Secretariat so that we move in the same direction, guided by the same star. For the truth is that the success of ALAT in achieving the Strategic Plan's outcomes depends on the contribution of the members, the Executive Committee and the Secretariat.

The Strategic Plan 2016 – 2020 will be instrumental in guiding us over the next years: It gives us direction to where we are going, how we will get there and how we will know if we managed to accomplish our goals and stayed true to our mission.

GUIDING PRINCILES

Our Vision:

To facilitate autonomous, responsible and capable Local Governments that provides quality services to people and communities.

Our Mission

To be a membership based representative body, and a united voice of LGs, that provides professional and technical services, and building a platform for LGs and their stakeholders.

Our Values

ALAT values are gathered around the SPEAR model of delivery that basically expresses ALAT's quality and vibrancy of it dynamic strength. The SPEAR model is explained below as;

S - Skills
P- Performance/Participatory
E- Efficiency/ Equitable
A- Accountability
R- Responsive/Responsible

This Model of Delivery is important to performance, productivity and progress. We adopted the model to be the driving force around what we do as an Association. The symbolic Spear also appears in the ALAT Logo and is also a National symbol of courage and achievement. ALAT believes it can conquer any challenge with vigilance, ambition and effective SPEAR like values.

ALAT and it members share core democratic values and standards in belief that effective autonomous Local Governments is an important foundation of democracy, and That we recognize the importance of local democracy and good governance, community empowerment and effective decentralization as means to reduce poverty and realize the UN Strategic Development Goals.

Our shared values, structure and experiences with other local government bodies such UCLGA, EALGA, UCLG, EAC and TACINE family provide a better framework for ;

- Working together in partnership and undertaking joint activities under the auspices of international and national cooperation
- For realization of a holistic and equitable development of Urban and Rural areas development. And to;
- Strengthen the capacity of local Authorities as development catalysts

ALAT Mandate and Core Functions

ALAT mandate and Core functions as stipulated in ALAT constitution Article 3 are as follows;

1. Fostering and promotion of meaningful local governments underpinned by the principle of decentralization by devolution,
2. Maintain the rights and interests of local government authorities by the protect the interests and rights of local governments
3. Representative body and unified voice of all Urban and District Councils in Tanzania Mainland,
4. Provision of services to members as well as building capacity to local government so as to be able to improve the efficiency and effectiveness in service delivery.

We strive to instill good governance in our organization and among our members. Important characteristics that we promote are accountability, transparency, responsiveness, equitable, inclusive, effective, efficient and participatory local governance processes.

Environment, Situation and Context for the Implementation of the 2016-2020 ALAT Strategic Plan

General Overview of the Context:

The environmental, situation and context of implementation of the 2016-2020 ALAT Strategic Plan is predicated first and foremost on the development in the decentralization landscape in Tanzania and within the Local Government movement and in particular in the East Africa. The political, social and economic development in Tanzania in the last ten years also has a strong bearing on the context in which this strategic plan is going to be implemented. A more recent development which will define the context of implementation of the plan is the new adopted Constitution of the United Republic of Tanzania which has embedded a chapter on local government and decentralization by devolution. The chapter in the constitution provides merely a framework which is expected to be implemented by promulgation of various pieces of local government and related legislation.

Another important set of issues that will provide the context for the implementation of the strategic plan are the 1998 Local Government Reform Policy on Decentralization by devolution, various central and sectoral policies, legislation and guidelines. The national long term development vision, strategies and plans constitute yet other important frameworks that will provide a Context for the implementation of the strategic plan. Besides these frameworks there are a number of strategies and programmes that are currently under implementation or been formulated.

The period of implementation of the strategic plan will coincide with the fifth phase Government of the United Republic of Tanzania under the context of the new constitution. Prior to election ALAT and the entire local government fraternity undertook a positive advocacy and lobbying by undertaking to support a political party that positively commit to promote local government and decentralization by devolution. At regional, continental and global scene the implementation period of the plan will also coincide with the new United Nations Development Agenda – the post 2015 Development Agenda which officially replace the Millennium Development Goal (MDG). In tandem with this global framework is the UN Habitat III which will provide a new policy framework for urbanization which are expected to be the major engine for socio-economic development. Elaboration of issues of some of the major influencing context for the implementation of the plan is addressed below.

Decentralization Landscape in Tanzania

Since 1998 The Government of the United Republic of Tanzania embarked upon a decentralization reform that is guided by the Comprehensive Government policy on Decentralization by Devolution. Implementation of the Policy was envisaged to bring profound devolution of political, administrative and financial decision making powers from central government to the Local Government (LGs) and from higher levels of LG to lower levels and overall empower population in the control of the social and economic destiny. The goal is to reduce poverty through improved service delivery at the local level and is overall linked to the MKUKUTA, Vision 2025 and the Decentralization by Devolution (D by D) reform strategies. The Government recognizes that, in order for the LGAs to provide the mandated services in a transparent, accountable and equitable manner, substantial improvements are required in terms of institutional and fiscal capacity at the local level.

The implementation of LGRP started in 1998 with the aim of building capacity of the LGAs through Decentralization-by-Devolution (D-by-D) to enable them exercise control over their own resources, assume greater responsibilities in service delivery and consequently contribute to poverty reduction. The programme had two overlapping and mutually supportive phases, with Phase I starting from 1998-2008 addressing interventions related to political decentralization, financial decentralization and administrative decentralization as well as reconfiguring central-local power relations. Phase II whose implementation started in 2009 and end ended in 2014 was intended to consolidate the results realized in Phase I as well as to give impetus to achieving D-by-D. Over 15 years the planned interventions in respect to the four areas– political decentralization, administrative (human resource management) decentralization, fiscal decentralization and improvement of centre-local relations have, in the main, been implemented. This is especially so in terms of the installation of tools and systems in LGAs, backed by the institutional and legal instruments. The institutionalization of the installed tools and systems as well as harmonization of laws has, for a number of reasons, been slow. The slow pace in the harmonization of laws related to D-by-D and sector specific laws has

negatively affected the speed of transferring power and resources from sector ministries to LGAs.

Within the context of implementation of ALAT Strategic plan promotion of meaningful local government will to a great extent gain moment by addressing, unfinished business with regard to four dimensions of the local government reform programme. These are related to interventions focusing on administrative (human resource management) decentralization, fiscal decentralization, harmonization of laws and Lower Local Government Authorities (LLGAs). Other key issues that ALAT may consider in its new plan include the following: Enhancing capacity of LGAs (including LLGA) as accountable service delivery organizations and facilitation of the participation of non-state actors in development agenda, Citizen demand of services and participation in planning process and holding the LGAs accountable, Facilitate the Implementation of poverty reduction measures based on locally available resources, and ensuring the cooperation of the private sector, civil society and CBOs in service delivery (outsourcing).

Social, Economic and Political Development in Tanzania

Tanzanian economic, social and political outlook is positive and encouraging. For a several years the economy has been growing at an annualized rate of approximately 7%. However economic growth continues to be driven by growth in a few sectors, particularly the ICT, financial services, construction, trade and mining sectors. Various reports show that except with mining, activities within these sectors are largely concentrated in urban areas. They are relatively capital intensive, creating a limited number of jobs, except through construction activities. By contrast, the rate of growth of the labor-intensive agricultural sector, which employs three quarters of the workforce and contributes to approximately 25% of GDP, remained lower than that of the overall economy, explaining the relatively slow decline of poverty in rural areas and the accelerated pace of migration from rural to urban areas.

During the period of implementation of ALAT strategic plan Tanzania economy will be projected to grow at the rate of 7% or more and driven largely by communications, transport, financial intermediation, construction, agriculture and manufacturing. In the medium term, growth will be supported by the ongoing investments in infrastructure and the projected good weather conditions, continued investments in the recently discovered natural gas reserves in Tanzania and the expansion in public investment as well as stabilizing power generation in the country.

The main development challenge that is facing the Tanzania economic, social and political development is lack of sufficiently broad-based economic growth, continued high poverty levels and the so called timed bomb of youth unemployment. Reports show that despite high growth averaging 7% over the past decade, the recent household budget survey results indicate that 28.2% of Tanzanians are poor, and poverty remains more prevalent in rural areas than in

urban areas. The poverty and unemployment challenges that Tanzania is facing are likely to undermine its long term political stability, increase social and criminal problems. The government is currently implementing Big Results Now BNR – the challenge that lies ahead is how local government leverages this and other major economic policy frameworks to ensure social and economic benefits to the majority of the population in particular the poor and most vulnerable.

From Millennium Development Goals (MDGs) Towards Strategic Development Goals (SDGs)

The current UN development agenda is centered on the Millennium Development Goals (MDGs) that were officially established following the Millennium Summit of the UN in 2000. The MDGs encapsulate eight globally agreed goals in the areas of poverty alleviation, education, gender equality and empowerment of women, child and maternal health, environmental sustainability, reducing HIV/AIDS and communicable diseases, and building a global partnership for development. The MDG's overall target date is 2015.

The UN is in a process of determining its future development framework as the targets of the Millennium Development Goals expire in 2015. The proposed post-2015 development agenda is Member State-led with broad participation and include sustainable development goals. A total of 17 goals and 169 targets are currently under consideration focusing on three key broad themes – economic development and poverty reduction, social services and environment and sustainability. The proposed goals are as follows:

I. End poverty in all its forms everywhere
II. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
III. Ensure healthy lives and promote well-being for all at all ages
IV. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
V. Achieve gender equality and empower all women and girls
VI. Ensure availability and sustainable management of water and sanitation for all
VII. Ensure access to affordable, reliable, sustainable and modern energy for all
VIII. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
IX. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
X. Reduce inequality within and among countries
XI. Make cities and human settlements inclusive, safe, resilient and sustainable
XII. Ensure sustainable consumption and production patterns

XIII. Take urgent action to combat climate change and its impacts
XIV. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
XV. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
XVI. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

XVII. Strengthen the means of implementation and revitalize the global partnership for sustainable development

Despite challenges globally to reach consensus currently governments have generally committed themselves to adopt the agenda at a global summit in September 2015 so that the vision, goals and targets can guide the successor Sustainable Development Goals (SDGs) at the end of 2015. Ongoing global discussion focus not much on what but on who and how to improve implementation and Financing of goals and targets for the new development agenda.

Based on the experience in the implementation of MDG there is now reorganization that the very little could have been achieved without involvement and participation of local governments. MDG and indeed the SDGs respond to the needs and rights of individual citizens, and therefore can only be delivered at the local level. This requires that each local authority to develop a strategy to deliver the goals to their local community.

ALAT must play a proactive role of ensuring that the new global agenda, its implementation architecture as adopted in the national frameworks is well understood and tailored to local indicators and targets. The local context, local needs, local capacities and voices must be decisive in the process if we are to learn from the implementation of MDG and thus ensure a more effective implementation of the Strategic Development Goals.

17 SDGs targets as shown in the table below; (Source UNDP)

National Vision 2025 (TDV)

The National Vision 2025 spells out Tanzania's long-term development vision. It outlines five main attributes that Tanzania is expected to have attained by the year 2025, namely (i) a high quality livelihood; (ii) peace, stability and national unity; (iii) good governance; (iv) a well educated and learning society imbued with an ambition to develop; and (v) a competitive economy capable of producing sustainable growth and shared benefits. The Vision 2025 furthermore identifies basic pillars for its successful implementation, including the need for a competitive development mindset as well as a culture of self-reliance in Tanzanian society and implementation guidelines, relating among others to the importance of undertaking reviews and reforms of existing laws and institutional structures as well as of people's participation in preparing and implementing plans for their own development.

The key issues that ALAT may consider in its new plan may include supporting Local Government to achieve developmental local government with a particular focus in the following: Poverty reduction as a strategy to realize high quality livelihood for all the people (and not only focusing in facilitating youth and women) in LGAs; Improved good governance in LGAs and increased participation of the population in the planning process in LGAs. In tandem with other public sector reforms, the LSRP's key result areas are: national legal framework; Access to justice for the poor and the disadvantaged; human rights and administrative justice; knowledge and skills of legal professionals; and service delivering capacity in key legal sector institutions.

Development Partners (DPs)

Development Partners play a key role in the development process in Tanzania. They provide funding for many programs including public sector reforms, budget support and projects. To effectively utilize aid funds the Government of Tanzania and DPs formulated a Joint Assistance Strategy for Tanzania (JAST). JAST is also a national medium-term framework for managing development co-operation between the Government of Tanzania and DPs so as to achieve

national development and poverty reduction goals. It outlines also the role of non-state actors to the extent that they contribute to the successful implementation of the Strategy.

ALAT will foster partner relationship with interested Development Partners in developing the capacities of the Local Governments to deliver services to their population. Key issues that ALAT may wish to note include: LGAs to own the planning and development process in their areas of jurisdiction; define roles for private sector so that they contribute to the successful implementation of LGA's development plans; information dissemination especially facilitating LGAs to access various policy documents and their implementation targets; and request donors to form a basket fund to assist ALAT.

The East African Community (EAC) and EALGA Cooperation

The Treaty for the Establishment of the East African Community came into force on 30th July 2000 ushered in a new era for co-operation in economic, social and political affairs by the peoples of East Africa. The Treaty envisages integration among the countries of East Africa to progress from a Customs Union to a Common Market, then a Monetary Union and ultimately to a Political Federation. A protocol on the East African Community Customs Union came into force in January 2005 and has since made steady progress in the implementation of its programs.

The Common Market Protocol (CMP) is expected to have far reaching implications for not only national governments in the partner states but also to Local Government Associations (LGAs) and their representative body, the East African Local Government Association (EALGA) for which ALAT is a prominent member. One of the main effects of such a protocol is the free movement of people within the common market states, free labor and capital movement, and the right to settle and invest in any member state.

In this regard ALAT needs to continue cooperation with the regional local government body – EALGA to engage the EAC to ensure LGAs interests are defended and sustained. Specifically, ALAT shall consider the following: sustaining cooperation with regional and international local government bodies including EALGA for lobbying, advocacy, representation; inform LGAs on the forthcoming implications of various protocols of the EAC, Assist LGAs to look for alternative sources of revenue, where the current sources are in conflict with the spirit of the CMP; build capacities of LGAs to tackle issues such as harmonization of laws and by-laws across borders; provide services as required under the CMP; and prepare the Local Governments for taking part in the forth coming East African Federation discussions and its eventuality.

The Government of the United Republic of Tanzania (URT)

The central government makes many decisions (including policies, directives, guidelines) that impact directly on operations of LGAs. The national constitution

provides the legal framework for LGAs in the country. The central government is also a major source of LGAs revenues and consequently defines, to a great extent, priority activities for LGAs. Some of the activities are routine developmental nature and others come as campaigns to be implemented to address specific problems. It is also a fact that some of these measures (directives) may impact LGAs negatively if the latter had not prepared budgets for the measures. It is also a fact that LGAs operate within the confines of a unitary state, although this does not necessarily translate into having a relationship where LGAs become administrative agents of the centre. A government-to-government partnership relationship which gives Local Governments its rightful position in this partnership must be fostered.

Key issues for ALAT to consider include the following: To strengthen capacity to do research and public policy analysis, Promote D by D and inter governmental relations between CG and LGAs to ensure seamless governance, Allocation of corresponding resources for devolved functions including emergency directives or measures and Ensure enough consultative processes do take place between the Local Governments and the Central Government before issues that have impact on Local Governments are decided upon.

The Association of Local Authorities of Tanzania (ALAT) is a registered membership-based organization established in 1984 after the re-establishment of the Local Government system in Tanzania in 1982. As an organization ALAT is unique in Tanzania as it represents all local governments in the country, playing a key role in the promotion of meaningful, democratic, local government and people-centered development.

ALAT is the Annual General Assembly (AGA) composed by all LGAs in Tanzania, who in turn elects an Executive Committee (ExCom) every five years. The ALAT Secretariat is headed by the Secretary General (SG) and charged with the responsibility of carrying out day-to-day business of ALAT. Since its establishment ALAT has engaged the central Government in matters that affect Local Authorities and it is this partnership that ALAT boosts achievements in lobbying and advocating for Local Government matters in the country. ALAT has also been able to exchange lessons and experiences with Local governments in Zanzibar, and are invited to ALAT's events regularly.

Lesson Learnt

In this section we are going to see what good ALAT could learn during the implementation of the previous Strategic Plan 2010-2015 and take the same in implementing this guiding the current Strategic plan 2016-2020. There are many lessons learnt which include the following;

Relevance – it was observed during implementation generally that, ALAT is a highly relevant organization in the current political context of Tanzania. It has a wide network of members that grants it a strategic position as a pressure group and

strong advocacy organisation for decentralisation in the country. It has become clear that ALAT has truly perceived to be an important *voice of LGAs* by its members.

Planning _ALAT planning processes cycle is derived from the strategic plan, from the ALAT mission context that encompasses short, medium- and long-term goals/objectives that address cross-functional decisions pegged on an effective monitoring and evaluation system.

Public private Partnership – ALAT has realized the potentials adhere in partnerships as it could leverage on capacity building, resource attraction and effective networking at different levels. It is through public private partnership that ALAT created the "paradigm shift" in terms of organizing its key events inclining toward capacity building to its members i.e. the AGM.

Lobbying, Advocacy and Communication – ALAT learnt its great strength on effective lobbying and advocacy on issues of priority to its members. This is coherently anchored to effective communication for the delivery of key messages to members while creating awareness to general public.

Strategic Direction& Results

In this section we present our long-term goal (strategic objective - impact), our roadmap to change, i.e. how we envision change happening and what it requires (Theory of Change model), and a selection of outcomes (short-. medium- and long-term) that we have set out to achieve during the strategic phase 2016 – 2020.

Strategic objective

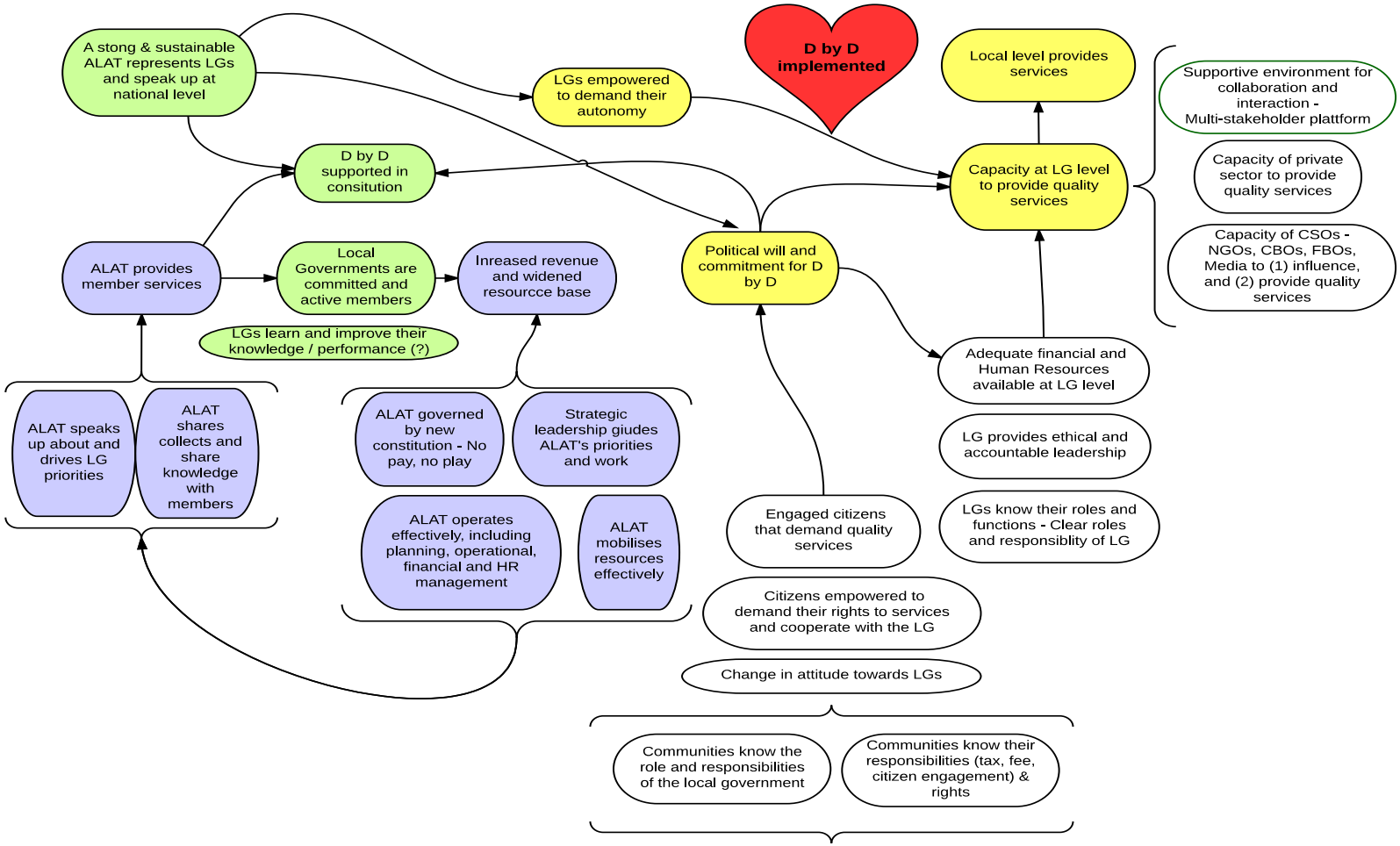
Our strategic objective, what we strive for in the long-term is that the Policy for Decentralization by Devolution fully implemented

Our strategic objective is a huge undertaking and closely linked to our vision - Autonomous, responsible and capable Local Governments provide quality services to people and communities. These goals are obviously beyond the scope of influence of ALAT but our efforts are aligned to contribute to the realization of the D by D (Decentralization by Devolution).

Theory of Change – the ALAT roadmap to change (Text ALAT)

We have used the Theory of Change (ToC) approach to build our pathway to change that will take us from where we are today towards where we want to be. We defined the building blocks required to move us towards our strategic objective – the Policy for Decentralization by Devolution fully implemented. These building blocks are the outcomes (the results) at short-, medium- and long-term that we believe will move us closer to Decentralization by Devolution being fully implemented. These connected outcomes form a causal chain of results. From these we have identified a selection of outcomes that we realistically can achieve (see Annex One Results based Framework):

- Outcomes in **PURPLE**= What we expect to see
  These are results that we have high control over and should be able to deliver and will be held accountable for.
- Outcomes in **GREEN** = Would like to see
  We have good influence over these but they also dependent on the context and the contribution of others beyond ALAT's control.
- Outcomes in **YELLOW**= Would love to see
  These results are highly dependent on things beyond ALAT's control, however we do have opportunity to influence and will contribute to these outcomes.
- Outcomes in **WHITE** = our contribution to these results are limited and therefore not part of our results framework. And RED is the ultimate goal.


A stong & sustainable ALAT represents LGs and speak up at national level
LGs empowered to demand their autonomy
D by D implemented
Local level provides services
Supportive environment for collaboration and interaction - Multi-stakeholder plattform
Capacity of private sector to provide quality services
Capacity of CSOs - NGOs, CBOs, FBOs, Media to (1) influence, and (2) provide quality services
D by D supported in consitution
Capacity at LG level to provide quality services
ALAT provides member services
Local Governments are committed and active members
Inreased revenue and widened resourcce base
Political will and commitment for D by D
LGs learn and improve their knowledge / performance (?)
Adequate financial and Human Resources available at LG level
LG provides ethical and accountable leadership
LGs know their roles and functions - Clear roles and responsiblity of LG
ALAT speaks up about and drives LG priorities
ALAT shares collects and share knowledge with members
ALAT governed by new constitution - No pay, no play
Strategic leadership giudes ALAT's priorities and work
ALAT operates effectively, including planning, operational, financial and HR management
ALAT mobilises resources effectively
Engaged citizens that demand quality services
Citizens empowered to demand their rights to services and cooperate with the LG
Change in attitude towards LGs
Communities know the role and responsibilities of the local government
Communities know their responsibilities (tax, fee, citizen engagement) & rights

KEY RESULTS AREAS & STRATEGIES

ALAT will deliver results within five Key Results Areas (KRA) and the main interventions required to achieve the outcomes will be provided under those strategies. We have found these interventions to be key to move forward on ALAT's mission in supporting, at every level, local governments to develop into strong, autonomous bodies. As ALAT is a member service organization our main efforts are geared towards serving our clients, thus, KRA 1, 2, 3 and 4 are all member service oriented.

KRA 1: Representation – being the voice of local government

ALAT is the representative body for Local Government in Tanzania and it prides itself on being the voice of Local Government at national level. It represents LGAs positions, interests and expectations at national level.

Intervention

1. Ensure ALAT representation in all national, regional and international level forums
2. Promote local government development through the annual Mayors Award
3. Continue to be an active player in the global LG movement
4. Collect, analyze and share information and knowledge; produce various types of publications such as position papers
5. Media presence at ALAT events
6. Manage existing relationships, identify, establish and build new strategic partnerships with individuals and organizations

KRA 2: Influencing – creating political change

Create political action that supports LG's ability to serve its people and communities. ALAT aspires to achieve greater autonomy for Local Government in matters that affect local communities (up-stream advocacy) by influencing government and other leaders' decision-making at national level. ALAT advocates and lobbies on behalf of its members to secure the fundamental rights of LGAs and negotiates and facilitate LGAs in any law setting procedure. Citizen engagement is not a core area of work, however, it is a crucial push-factor for LGs to foster effective, accountable and transparent Local Governments. Therefore, ALAT engages in information sharing and public campaigns on the rights toservices but also of citizen's responsibility to participate and contribute with their expertise and views on issues in local government decisions and to demand their rights.

Intervention

1. Develop advocacy and lobby strategy

2. Identify and analyze potential areas for advocacy and lobbying to priorities, and to ensure legitimacy and credibility
3. Develop proposals and conduct research that feeds into the influencing work
4. Develop policy briefs and position papers and share with central government, the public at large and other stakeholders
5. Engage members by asking for feedback on ALAT's positions, and sharing the various above publications
6. Create coalitions and conduct advocacy forums and meetings
7. Identify and engage LG Champions to advocate LG priorities in the Parliament and Ministries
8. Collaborate with the Government to develop joint programmes, policies and legislation
9. Establish local government charter on improvement of local governance and democracy

KRA 3: Member support - advisory services& projects

ALAT provides assistance, advice and support to LGs, mainly in the areas of legal support and conflict resolution. We also facilitate project funding and implementation at community and district levels. The new Sustainable Development Goals (SDG) will bring new opportunities for funding and collaboration and districts and communities need to aware and supported to take advantage of such opportunities. These projects also serve as reality checks of local government reform, and generate important insights, lessons and practices that are shared with members. Last but not least, ALAT will keep informing the general public about important issues at local level as well as collecting views from average citizens about service delivery for the betterment of local government. The annual Mayors Award will be one of the mechanisms to enhance ALAT's visibility to the public and start upholding the dialogue between stakeholders.

Intervention

1. Provide legal support to members
2. Support in conflict resolution within councils
3. Facilitate and implement projects as reality checks and good practice generation
4. Educate and create awareness of the SDGs and support them in accessing opportunities

KRA 4: Strengthening of local government

Strengthen Local Governments' ability to serve their people and communities in line with the three basic functions: (1) Maintain law, order and good governance, (2) Promote economic and social welfare of the people within their areas of

jurisdiction, and (3) Ensure effective and equitable delivery of quality and quantitative service to the people within their areas of jurisdiction.

Interventions

1. Continue implementing the Capacity Development Strategy
2. Continuously screen what other capacity development initiatives are carried out at local level to make sure ALAT compliments on-going efforts and provide members with information about current initiatives
3. Support learning and knowledge sharing by creating a 'knowledge bank' on the ALAT website; develop FAQ; identify online trainings; issue the monthly e-newsletter and maintain the quarterly printed newsletter; capture and share good practices; developing members information database
4. Promote and facilitate inter-council relationship and collaboration
5. Facilitate municipal international cooperation
6. Facilitate study tours for members
7. Orientation of new councilors, mayors and chairpersons and establish a help-desk and FAQ on website
8. Promote local government development by celebration such as the LG day and anniversaries
9. Promote the development and implementation of client service charters
10. Promote the use of ICT in council operations, delivery of services and promotion of development
11. Use experts and professionals in local government to develop the capacity of members

KRA 5: Organizational development of ALAT

Strengthen the three organizations that encompass ALAT – the Secretariat, the Executive Committee and the Annual General Meeting (AGM). Continue the Secretariat's work to build a sustainable organization by strengthen its internal systems, build a strong ALAT brand, increase revenue, improve effective communication with members, strengthen relationship with the ALAT bodies, and transform the AGM.

Interventions

1. Ensure ALAT internal quality and control by developing and using internal systems: M&E, Financial, Human Resources, Assets, Communication
2. Improve the ALAT website; capture and share good practices and experiences from ALAT projects and other initiatives to members
3. Build the ALAT brand
4. Review ALAT communication channels and tools to ensure effective communication (two-way communication)
5. Develop and implement client service charter
6. Embrace ICT and make best use of new technology
7. Widening the resource base

8. Adjust the membership fees to cover the costs of fulfilling the ALAT mandates and ensure compliance by implementing the new constitution
9. Apply 17 % management fee for any new project
10. Realize ALAT's planned investments and re-assess the future investment potential
11. Review the organizational structure to make it more realistic and fill the vacancies necessary
12. Staff development
13. Strengthen relationship between the ALAT bodies (Secretariat, Executive Committee, Regional Branches and Members) by developing the membership charter of rights and accountability, and provide orientation to new Executive Committee and AGM members about roles and responsibilities
14. Transform the AGM into an interactive and innovative forum on local government

Strategies

We believe that we have a huge challenge in front of us but also that we have tremendous opportunity to influence and make a difference in the local government reform process. ALAT needs to use it resources wisely and make sure that we build our strategies around our strengths and opportunities, and with these move into action to achieve the outcomes. Below is brief description of the core strategies that we apply to achieve stipulated outcomes.

Advocacy & Lobby

The fundamental role of ALAT is to defend the interest of its members by helping them to gain power, get support from or be heard by the national government and donors. We represent the interest of local governments to central governments and other stakeholders, and protect and promote the rights of local governments.

With the achievements made for the embedment of Local Governments and Decentralization in the Proposed Draft Constitution 2014, ALAT will continue to use its good relationship with the government to lobby for enactment of comprehensive local government laws which are in line with the principles of the D by D. We will continue to lobby for harmonization of sector policies and legislation to be in line with D by D through decentralization of competences, proper allocation of funds, or laws that protect the freedom of local governments to acts on their own, central- local relationships.

A Lobby and Advocacy Strategy guide our work to make sure that the process is deliberate, structured and planned.

Networking and Alliances

ALAT's work depends to a large extent on its collaboration and relationship with a wide range of partners. ALAT has established partnerships with many national and international organizations and institutions over the years, formalized in

MoUs or more informal. ALAT is an active member in the regional and global local government movement. Through those partnerships, ALAT has conducted some of its' key pilot projects. We have also had the support of several international donors.

Besides lobbying the national government, ALAT intends to maintain close contact with the most relevant international organizations. We will identify partners and form appropriate coalitions with people and organizations. This will be demonstrated by creating strategic alliances with other credible civil society actors to influence political negotiations.

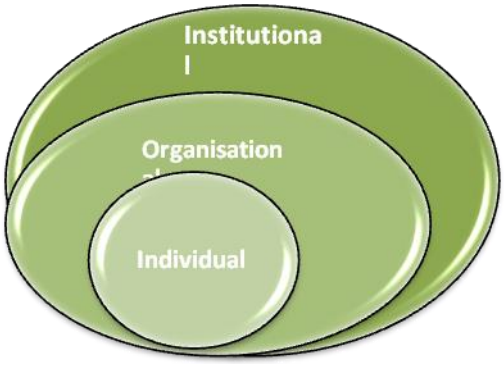
Still, in the coming years, ALAT needs to be more strategic in forging critical partnerships especially with the private sector, e.g. financing the Annual General Meeting (AGM). This area will be explored further and mainstreamed into most of the key activities. If marketed well, ALAT is a very attractive partner to the private sector, which conducts business in all localities of the 168 members. We will explore how we can collaborate with NGOs. So far, ALAT is seen by many as another arm of the Central Government, which sometimes hinders cooperation at that level.

Capacity Development

Capacity Development (CD) is a core strategy, and the focus of KRA 4 & 5. We aim at enhancing capacity among members as well as within the Association (Secretariat, Executive Committee and the Annual General Meeting).

We recognize that Local Government's ability to perform requires committed and skilled staff; organizations with efficient structures, processes and procedures; and an institutional and policy environment with laws and regulations that supports and enforce good governance. Therefore our approach to capacity development is to work at all three levels; the individual, the organizational and institutional (enabling environment).

Given that the Secretariat is a small team of experts with a restricted budget, and limited ability to work on organizational development at local level, we priorities contributing towards creating an enabling environment for Local Government Authorities. Our decision is based on our comparative advantage and where we see that ALAT can have the greatest impact on LGAs ability to fulfill its mandate and functions.



Our methods to work with capacity development at individual and organizational levels stems from the fact that ALAT is a resource scare organization equipped with dedicated and resourceful staff. Our main approach is knowledge sharing and learning from peers and others and is supported by various tools.

The ALAT website will have a continuously growing 'knowledge bank' with key documents, FAQ, good practices generated internally for example through the projects and programmes but also from other countries and contexts. As our resources rarely permit us to arrange training, we offer information about opportunities to learning events such as on-line trainings and webinars. It is also here that our members will learn about potential funding and partnerships. In addition, we use our monthly e-newsletter and tri-annual printed newsletter to share stories of success and recent up-dates and developments, there will be ALAT Magazine by annually and the ALAT Directory annually.

We also support councils and members to learn from each other by facilitating study tours and inter-council relationships and collaboration. A member information database is continuously up-dated and available to make it easy to access information on what goes on in each LGA. We have also learned that our members comprise a huge network of people with different competencies. We intend to promote voluntary services and support to each other, and also to engage voluntarily as experts in for example trainings.

We aspire to arrange and host members' face-to-face events such as knowledge sharing events and trainings but this is something that requires members' willingness to cover expenses and/or pay their fees. Even though the aim is to increase members' willingness to pay membership fees over the up-coming 5 years, physical events is not the mainstay of our approach (page 33).Orientation of new councilors, mayors and chairpersons is done by 2016. In addition, a help-desk and FAQ on the website provides continuous support and guidance.

Municipal international Partnership

ALAT is the implementing partner in the project "50 Municipal Climate Partnerships until 2015". Tanzania was part of the pilot phase since 2011 and the following partnerships are part of the programme:

Dar es Salaam - Hamburg
Zanzibar - Potsdam
Masasi - Enzkreis
Mwanza - Wuerzburg
Moshi Urban - Tuebingen
Moshi Rural – Kiel

Meanwhile, 3 Integrated Experts (GIZ/CIM) are supporting the partnerships being seconded to ALAT, Dar es Salaam and Moshi Urban. ALAT is facilitating at least 1 network meeting for Tanzanian partners annually.

The joint projects are focusing on climate change adaptation and renewable energies. Significant achievements have been made in Masasi with the installation of a solar back-up system at Mkomaindo Hospital and various biogas plants as well as as the upgrading of the Mnazimoja Ground in Zanzibar. All partnerships remain vibrant and need further support by ALAT.

Research and Development

Research and development (R&D) is done in a systematic way in order to increase the stock of knowledge on a particular subject and used for several purposes. ALAT will undertake research and work with both public and private research institutions within and outside the country. In addition, ALAT will learn from regional and international LGs associations and share with LGAs. The research and findings will generate new knowledge and skills among staff as well as the organization as a whole; inform a range of decisions; and feed into our advocacy work and be the basis for producing advocacy tools such as policy paper and briefs. It will also be used to create awareness and understanding of LGAs officials on the issues of local development and strengthen the ability of LGAs to influence the decisions that affect their rights

ALAT will follow all the required standards while undertaking various researches in order to produce quality knowledge that will be applicable even outside ALAT.

Projects and Programmes

Projects and programs are often results of strategies or, at least, should be aligned with strategies. A project is, basically, a series of activities aimed at achieving clear objectives within a defined time-period and budget. The modalities of project implementation may be quite specific depending on the nature of the project. However, a project cycle approach is a common modality, specifying the key elements in a project, such as: a) Clearly identified stakeholders, including target group and beneficiaries; b) Clearly defined coordination, management and financing arrangements; c) A monitoring and evaluation system (to support performance management); and d) An

appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs.

ALAT's interventions in project initiatives are designed focusing on key elements that clearly contribute to achieve the objectives established in ALAT's Strategic Plan. Project initiatives that don't fulfill this requirement are to be disregarded. In the previous strategic plan ALAT identified actions to increase and improve membership services by developing projects and programmes and mobilizing resources to achieve strategic undertakings. ALAT recognizes the role of projects streamlined with ALAT's theory of change, and at the same time recognizes current weaknesses in designing, implementing, and coordinating projects. Therefore, ALAT focuses on improving the capacity to manage projects as an important component in the implementation of the new strategic plan.

ALAT will strengthen efforts in ensuring proper implementation of the existing membership services support projects and programmes. ALAT aims at identifying new areas of support, designing strategic projects and mobilizing resource in collaboration with existing and new partners to ensure that members are supported to take new challenges, including those brought by new global framework, such as Sustainable Development Goals.

ALAT's cycle project approach is described more in detail in ALAT's Project Management Guideline.

ALAT facilitates finding and implements projects at community and district levels. For ALAT, these projects are important reality checks of local government reform in Tanzania, and they generate important lessons, experiences on challenges and success encountered that are worthy of sharing with members of the association who may wish to embark on similar projects or require advice for on-going projects. One such project is the Community-based Natural Resource Management Project implemented by ALAT since 2011 which has proved to be a fruitful ground for learning the practical implications of the D by D.

We also foresee that the new Sustainable Development Goals (SDGs) that will supersede the Millennium Development Goals (MDGs) will provide opportunity for local government support. One of the SDGs, Cities and Human Settlements, has explicit urban targets and indicators in which the LG is a key stakeholder. ALAT is well suited to act as the broker between potential funding opportunities from the private sector, multi- and bilateral actors, and CSOs, and Local Governments.

Communication and ICT

As a member organization it is crucial that the perceived needs of members guides our work. A range of communication channels and tools are used for effective two-way communication between ALAT its members, stakeholders and amongst ALAT staff. For learning and knowledge sharing among members we share good practices, guides, information and other tools through our web, and would like to offer more face-to-face events if funding permits. We also make

sure that there are opportunities for feedback from members and other stakeholders. Communication is also key for effective advocacy and lobbying, for building a strong ALAT brand, and to reach a wider audience such as partners and the general public.

ICT is an important vehicle that will take further program and activities of ALAT coupled by innovation while embracing to the current reliable technologies; computer systems and networks are an integral part of business in ALAT to simplify its work. In order to archive this intervention ALAT will continue developing in IT, implement and deploy of ICT systems thus ensure there is controls, storage, retrieval and management of information within the organization.

Governance and Organizational Management

Governance

Association of Local Authorities of Tanzania is a legally registered Membership organization with an elaborate and effective Governance Structure. The Association brings together all 168 Local Government Authorities forming the membership of ALAT as government institutions and thus having in its structure political and administrative representation. The governance of ALAT is organized National, regional and local government organs. At National level ALAT is structured into Annual General Assembly, Executive Committee and subcommittees and the Secretariat constituted by appointed officials.

Annual General Assembly (AGM)

Annual General Assembly is the highest political and decision making organ of ALAT. According to the 1985 Constitution as amended the Annual General Assembly is constituted by the following members:

i. Mayors and Chairpersons representing all the 168 district and urban councils in the Assembly;
ii. Council Directors representing all the 168 district and urban councils in Tanzania;
iii. Members of Parliament one from each of the 25 ALAT Regional Branch;
iv. Assistant Regional Administrative Secretary, who are invited to participate on their advisory capacity to local governments;

The Constitution of 1985 as amended provide that the role of the Annual General

Assembly is among other things:

- To make policy decision on all matters of the Association;
- To adopt annual plans and policies as proposed by the Executive Committee;
- To elect the President and Vice-President of the Association;
- To elect and dismiss members of the Executive Committee;
- To decide on the expulsion or suspension of membership;
- To scrutinize and approve annual Reports;

- To endorse the appointment of the Secretary General;
- To be final authority on the conflict on the articles of this constitution

Executive Committee (EXCOM)

ALAT Executive Committee is the equivalent of the board and is responsible to provide leadership and oversight on the day to day running of the Association. The Executive committee is constituted by the following members:

(i) The President who is elected by members from among members of the Annual General Assembly. The President and Vice-President are normally from among the members of Annual General Assembly who represent the District Councils or the Urban Councils. Where the President come from the Urban Councils, the Vice-President come from the District Councils;

(ii) The Vice-President who is elected from among the members of the Annual General Assembly from among members of the Assembly representing district or urban councils.

(iii) Five (5) members elected from among members of the Annual General Assembly from among members representing district councils;

(iv) Five (5) members elected from among members of the Annual General Assembly representing urban councils;

(v) Two members of Parliament elected from among members of parliament represented in the annual general assembly;

(vi) Four (4) Council directors elected from among members of the Assembly representing councils directors;

(vii) One fourth of all the members of the Executive Committee nominated by the Executive committee from members of the Annual General Assembly.

The Secretariat

ALAT Secretariat is the executive organ of the association which is responsible for implementation of all activities of the association. The secretariat is under the overall leaderships of the Secretary General. Under the current organizational structure there are four core departments – Finance and Administration, Lobbying and Advocacy, Research and Programmes.

Administration & Human Resources

ALAT success in all matters depends on the quality staff which will be only obtained through building capacity for trainable staff and employ qualified professional staff.

Management of human resources will be achieved based on the following:-

(i) Clear and measurable job descriptions

(ii) Measuring performance and award accordingly.

(iii) Clear targets set for each employee
(iv) Proper allocation of staff

Regional Branches, councils branched and Ward branches

Apart from national governance structures ALAT is also organized into Regional branches, Council branches and ward branches. The governance structures from the national level the ward level are organized as a single network of governance entity which is aligned to the overall vision and mission in order to be able to deliver the mandates of the association effectively and efficiently.

Management

Management is at the core of the Strategic Plan 2015 – 2020. From several exercises carried out by ourselves and with the support of external resources, we have identified this to be the most important factor for achieving our aspired results, including creating a sustainable and successful ALAT. Strong management will allow us to deliver effectively and efficiently, continuously learn and adjust according to the ever-changing local government landscape. Further, it is essential for ALAT to grow into the local government national body required to realize the D by D, making sure that voices of local governments are heard and respected in national decision-making, and providing local government with guidance and knowledge.

Since 2010, ALAT implements a Institutional Strengthening Project that consists of two components with separate objectives: Institutional support to ALAT and a component of Community Based Natural Resource Management (CBNRM) in Singida and Manyara region. The Project is one way of testing our abilities in strengthening Human Resources, Financial, Operational and Strategic Management. The Project phases out in 2016.

We intend to use results-based management (RBM) to guide implementation leading to the stipulated results at output and outcome levels and the results framework (is the main tool (cf. Annex one with results-framework). A risk management plan has been developed and anti-corruption preparedness has also been put in place to make sure that funds are invested efficiently and effectively.

Risk management

In the process of developing our results framework we have identified a number of risks in relation to our objectives. The risks are both external (for example political) and internal (for example capacity). We are firmly committed to managing these risks as an integral part of RBM.

We have valued the risks based on their level of likelihood to occur and impact on the phase out objectives, the consequence. For likelihood the levels range from very low to very high, and consequence levels range from minor to severe:

Anti-corruption

Fighting corruption is obviously a key area of ALAT's work with local governments. Corruption can be more or less obvious but is best known as bribery, fraud, embezzlement, nepotism, kick-backs and extortion. We fight corruption at two levels: We promote anti-corruption behavior among our members and in our operations we have zero tolerance of corruption internally and externally. Risk for corrupt behavior is mainly within projects and in primarily within two areas:

External collaboration However, we assess the risk of corruption to be low given the fact that there are limited financial transactions to other parties. In our work with national and local governments we apply government per diem. All per diem and any other financial contributions are signed upon receipt.

Internal administration and management, including procurement of services and goods: From our staff, we expect the highest level of anti-corruption ethics and integrity. Our Human Resource manual that was finalized towards the end of 2012 and which we have started to enforce embraces moral and ethical values.

ALAT has financial procedures and controls that are followed diligently. External audits are carried out annually and the service is tendered. The process is transparent, the Embassy approves of the Terms of Reference and both our Executive Committee and the Embassy are provided with the tender results. Due to restricted resources ALAT does not count on a proper procurement department or a position dealing only with procurement. However, the procurement activities are limited and the procurement procedure follows the Procurement Act, with ALAT counting on a tender board and officers responsible for various part of the procurement process.

Finance and Administration

With the Swedish support on the ALAT Institution, in the form of the Institutional Strengthening Project and the Community Based Natural Resource Management Project, This support is running out in 2016. Thus, ALAT needs to attract new donor support in order to continue to conduct viable projects at local level. ALAT therefore will keep inviting the donor community to its' key events and keep them informed through various channels. ALAT has developed sound financial management and improved its ability to control revenue, expenditure and final accounts.

This will be achieved if care will be taken throughout the whole process of Planning, Operationalization, Monitoring and Governance.

(i) Planning/budgeting stage

ALAT will make realistic plan and later regular financial analysis this will enhance to monitor achievement in organizations goals set.
(ii)Operations stage
ALAT will capacitate employees to be expert in financial management and management of Available software.
The Systems which are available at Head office to be managed fully so as to make

Internal control over financial, the available systems are as follows:-

- Accounting System
- Asset Management system
- Payroll system: These systems can be shared through the way of capacity building to with LGAs to make sure their finances and Human resource are well managed as the result of compliance to rules and regulations which govern Government resources.

(iii) Continue Monitoring: ALAT will regularly review financial results to ensure that resources are used according to organization plan. Need to re-write so that we are clear of what it is ALAT has today and what we are working on to strengthen.

Resource mobilization

ALAT has mainly four sources of income from both internal and external drives. Each requires its own approach:

- Membership contributions from member LGAs (Internal source)
- Sponsorships and Private Sector Engagement (External source)
- Development Partners Program Support (External source)
- Innovation and Investment Opportunity Drive (Internal source)

MEMBERSHIP CONTRIBUTIONS - This is the most popular revenue source for ALAT although it only contributes up to 40% of the total revenue as it represents commitments and ownership of members to ALAT. Membership contributions are collected and utilized for operational and development matters. Through our yearly rolling plans, we intend to improve collection methods and techniques to include sanctions to non-compliance or late disbursements and incentives to compliancy. We also intend to train members on revenue mobilization techniques, Public-Private-Partnerships (PPPs). We also plan to use membership contributions as revolving funds and re-invest them back into innovation drive and improvement of member services.

SPONSORSHIP & PRIVATE SECTOR ENGAGEMENT - Sponsorship wand private sector engagement will be increasingly important for ALAT's future financial stability. Currently it only contributes up to 30% of the income and is geared towards major events and activities. We intend to increase this drive by doubling

it within this 5-year period. ALAT started the journey since 2012, to promote PPPs engagement with ALAT. This improved visibility and recognition of ALAT and provided services to member LGAs through Public and Private Sector Networks that were built during the AGM, and other ALAT events.

The sponsorship drive marks transformation of ALAT from the long dependency on government to private and public sector partnerships and networks. In order to promote continuation of PPP, ALAT will continue to host the "ALAT Beat the Traffic Happy-Hour" event which was well received by stakeholders and the media. ALAT will keep transforming the Annual General Meeting (AGM) into an innovative and exciting forum on local government in Tanzania and beyond!

DEVELOPMENT PARTNERS PROGRAM SUPPORT - Development partners are also main pillars in ALATs resource mobilization and service delivery strategies. The contribution of Development partners amounts to 20% of ALATs income. Funds are used for specific projects and programs. ALAT's projects are mostly member based. While partnerships are extremely important for ALAT, the organization needs to be selective and be careful not to stress its' capacities too thin by offering assistance to anyone free of charge. ALAT will charge a 17% Management Fee for assisting all new projects.

INNOVATION & INVESTMENT - Currently, the innovation and investment drive only generates 10% of total income, we intend to network with NHC formulating a joint venture in investing on the prime land that we obtain, in order to generate income through ALAT resource centre (Kitegauchumi). We also plan to generate income from our resource materials, and through marketing of ALAT's reading materials. Also support from members on investment priorities is important towards this goal. The innovation and investment climate is also ripe for future improvement.

Monitoring and Evaluation

Through Knowledge Management and Learning ALAT intend to become a learning organization with supportive environment for individual learning, Knowledge reservoir, knowledge dissemination and sharing. ALAT will determine its competitive advantage through identification and regular updating of its knowledge assets for more effective and targeted communications about ALAT's core competencies to its members and potential partners. This will be achieved through information exchange and knowledge sharing, best practices and study visits on decentralized collaboration.

ALAT will enhance knowledge to its members through local government capacity development programs, foster exchange on know-how and developments. Continuation on informative and enriching discussions and debates among local government leaders and practitioners to have a well developed and maintained common vision through reinforcing a learning culture

The six strategies Capacity Development, Strategic Communication, Knowledge Management and Learning, Research, and Advocacy and Lobby are closely inter-linked, requiring our team of experts to join forces. We strongly believe that a ALAT can only be successful if we foster collaboration and peer support that enables us to innovate and make the best use of the limited resources we have (cf. Knowledge Management and Learning).

Learning and Results

ALAT is committed to results, quality and accountability. This requires us to focus on learning, monitoring and evaluation. We will continuously accommodate our work and way of working according to lessons learned.

The results framework (see Annex one) will be used to monitor progress towards outcomes and outputs, and tools for monitoring progress will be developed. The ALAT membership survey and other similar feedback studies and analysis is also important monitoring tools. ALAT includes in the general monitoring issues of gender balance.

ANNEX 1: RBM framework

Strategic Objective –D by D fully implementede

Results	Indicator	Target by -20	Verification	Assumption/risk
Long-term outcome: LGAs empowered to demand their autonomy (or Strong and autonomous LGs or Strong and autonomous LGs demands their rights)				
Intermediate outcome 1: D by D supported in new constitution				
Intermediate outcome 2: A strong and united LG voice (speaks up) at national level				
Intermediate outcome 2: A sustainable (effective and efficient) ALAT (how is this different from 1 above?)				
Immediate outcome 2.1: ALAT provides member services				
Immediate outcome 2.2: ALAT speaks up about and drives LG priorities (under the leadership of the advocacy and policy specialist)				
Intermediate outcome 3: Increased revenue and widened resource base				
Immediate outcome 3.1: LGAs committed and active members				
Immediate outcome 3.2: Organisation governed by new constitution				
Immediate outcome 3.3: ALAT operates effectively, including planning, operational, financial and HR management				
Immediate outcome 3.4: ALAT's priorities and work guided by strategic leadership				
Immediate outcome 3.5: ALAT mobilizes resources effectively (under the leadership of the RB specialist)				
Intermediate outcome 4: Political will and commitment towards D by D				
Immediate outcome 4.1: Engaged citizens that demand quality services				
Immediate outcome 4.2: Citizens empowered to demand their rights to quality services & cooperate with the LG (community contribution, taxes)				
Immediate outcome 4.3: Change in attitude towards LGs among citizens				

Immediate outcome 4.4: Communities know their rights and responsibilities				
Immediate outcome 4.5: Communities know the role and responsibilities of the LGs				
Intermediate outcome 5: Capacity at LG level to provide quality services				
Immediate outcome 5.1: LGs knows their roles and functions (and clear roles and responsibilities between central and local governments is established)				
Immediate outcome 5.2: LGs provide ethical and accountable leadership)				
Immediate outcome 5.3: Resources – Financial and Human to provide quality services)				
Outcome at what level? Local level provides services (Is this not supposed to at the highest level, above 'LGs empowered to demand autonomy? Or maybe this should be the strategic objective?				
Intermediate outcome 6: Supportive environment and interaction – Multi-stakeholder platform (we had this as above capacity of LG, PS, CSO – But should it not be a pre-requisite for 'capacity)[1]				
Intermediate outcome 7: Capacity of private sector to provide quality services (LGs promote and support PS – entrepreneurship)				
Intermediate outcome 8: Capacity of CSOs – NGOs, CBOs. FBOs, Media to (1) influence LG priorities, and (2) provide quality services)				

[1]Knowledge about the policy of PPP; Capacityaboutimplementingsuccessful PPP

ANNEX 2. FINANCIAL PLAN

Indicative Cash-Flow Structure

INCOME

SOURCE OF INCOME	Yr 2015/2016	Yr 2016/2017	Yr 2017/2018	Yr 2018/2019	Yr 2018/2020
Membership Subscriptions	967,875,000.00	1,451,812,500.00	1,596,993,750.00	1,756,693,125.00	1,932,362,437.50
Members Arrears	1,958,194,975.00	680,879,246.25	874,454,246.25	932,526,746.25	996,406,496.25
OTHER INCOME	594,000,000.00	653,400,000.00	718,740,000.00	790,614,000.00	869,675,400.00
Investment fund	300,000,000.00	330,000,000.00	363,000,000.00	399,300,000.00	439,230,000.00
TOTAL PROJECTION -ALAT	3,820,069,975.00	3,116,091,746.25	3,553,187,996.25	3,879,133,871.25	4,237,674,333.75
Development partners support	858,274,000.00	944,101,400.00	1,038,511,540.00	1,142,362,694.00	1,256,598,963.40
TOTAL PROJECTION	4,678,343,975.00	4,060,193,146.25	4,591,699,536.25	5,021,496,565.25	5,494,273,297.15

	EXPENDITURE				
	Yr 2015/2016	**Yr 2016/2017**	**Yr 2017/2018**	**Yr 2018/2019**	**Yr 2018/2020**
Finance & Administration Department (e.g. total of…)	2,536,833,975.00	2,236,833,975.00	2,586,004,447.87	2,815,231,968.04	3,067,382,240.22
Information and knowledge management	678,672,000.00	378,672,000.00	416,539,200.00	458,193,120.00	504,012,432.00
Legal activities	121,600,000.00	116,736,000.00	128,409,600.00	141,250,560.00	155,375,616.00
Program, Projects and Planning dept	366,064,000.00	271,625,771.25	298,788,348.38	328,667,183.21	361,533,901.53
Resource Mobilization Desk	116,900,000.00	112,224,000.00	123,446,400.00	135,791,040.00	149,370,144.00
TOTAL -ALAT	3,820,069,975.00	3,116,091,746.25	3,553,187,996.25	3,879,133,871.25	4,237,674,333.75
Development partners support	**858,274,000.00**	**944,101,400.00**	**1,038,511,540.00**	**1,142,362,694.00**	**1,256,598,963.40**
TOTAL BUDGET PROJECTION	**4,678,343,975.00**	**4,060,193,146.25**	**4,591,699,536.25**	**5,021,496,565.25**	**5,494,273,297.15**