

Operational Plan 2011-2015

DFID Tanzania

May 2011

This plan will be refreshed annually

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Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review (BAR) to take a comprehensive and ambitious look at the countries in which the Department for International Development (DFID) works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review (MAR), DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals (MDG), creating wealth in poor countries, improving their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

1) Context

Tanzania has made impressive development gains since the transition from state run socialism to a market economy in the 1980s and 1990s. GDP growth rates averaged 7% a year from 2001 to 2009¹. Substantial investment from donors has helped Tanzania make good progress against four of the eight Millennium Development Goals (MDGs), improving life chances for the average Tanzanian dramatically. Almost all children (boys and girls) are now enrolled in primary school; deaths from malaria have halved; HIV prevalence has stabilised and the child mortality rate has fallen by 45%². Tanzania has the potential to become a thriving middle income nation and a regional trading hub. It is rich in natural resources: minerals, hydrocarbons, fresh water and fertile land, and is the most stable state in the East African Community, strategically located along trade corridors that link its Indian Ocean ports of Dar es Salaam, Mtwara and Tanga to five landlocked neighbours.

Unfortunately, the rapid growth of the last decade has not significantly dented income poverty for most Tanzanians³. Growth has been limited to capital intensive sectors such as mining and telecoms, and to urban centres like Dar es Salaam⁴. Population growth - Tanzania's population is forecast to increase from 43 million to 75 million by 2030⁵ - is much faster than job creation; under 10% of the adult population is registered employed. Small and informal businesses, which drive wealth creation, are hampered by a lack of finance, poor transport and unreliable electricity. Income earning opportunities are particularly limited for women. The overwhelming majority of Tanzanians still live in rural areas and are dependent on smallholder farming, where growth rates and productivity have stayed low. Vulnerable to a changing climate and without improved seeds or fertilisers, most smallholders struggle to grow a surplus they can sell – or even to feed their family. If they do have goods to sell, they find it hard to access markets where they get a fair price⁶.

So although Tanzania is no longer one of the five poorest countries in the world, as it was in the 1980s, it is still in the bottom 25⁷. 80% of the population (34 million people) live on less than £20 a month and 34% (15 million people) live on less than £7 a month⁸, which means that they cannot buy essential goods such as soap and clothes. The needs remain huge: only 34% of children enrol in secondary school⁹, over 30 million people use inadequate sanitation¹⁰, 42% of all children are stunted through chronic malnutrition¹¹, natural resources are over exploited¹², it is one of five countries in the world with the most malaria deaths¹³ and one woman in every 25 will die in childbirth¹⁴. Tanzania's size, its poor infrastructure and a rapidly expanding population present serious challenges to providing basic services equitably across the country. And the recent dramatic expansion in some services such as schooling means that quality is a major issue, as demonstrated by falling school completion rates¹⁵. Women and girls are less likely to get a full cycle of secondary education, and cannot get the reproductive services they want¹⁶.

The Government's poverty reduction strategy acknowledges and addresses these issues, but weak capacity may make it difficult to achieve its aims. Tanzania is an emerging democracy, and the election in October 2010 was only the fourth multi-party election in the country's history. The election was regarded as free and a democratic step forward, especially on Zanzibar where a Government of National Unity shows signs of breaking a legacy of political violence. Nonetheless, observers identified weaknesses in the electoral process¹⁷. The growth in civil society has been significant and political freedoms have largely been maintained. However, there are concerns about the pace of implementation of reforms. Progress has slowed in important areas such as reforming the business environment. The current President made a positive start in addressing corruption and Tanzania continues to record successes but has struggled in recent years to address high levels of petty corruption and to secure convictions against those implicated in high profile grand corruption scandals¹⁸.

Donors and other development partners will need to work closely together to support Tanzania in reaching its potential. Tanzania remains aid dependent: assistance from donors is expected to finance about 30% of the government budget in 2010/11¹⁹. There are over 40 active donors in a wide variety of sectors, from multilaterals such as the World Bank to proactive civil society organisations and emerging donors such as China, India and Brazil. The UK has been one of the biggest bilateral donors in Tanzania and under this plan we will continue our leadership role, working even harder to make sure that all aid in Tanzania is as effective as possible.

2) Vision

Overview

DFID Tanzania's overarching objective is to see Tanzania reduce the poverty of its people and become independent from aid, which will require a shift to sustainable growth which delivers jobs and raises rural incomes. DFID's plan for the next four years therefore increases support for the critical role that the private sector and market systems play in combating rural poverty through greater competition, investment and regional integration. Our funding will contribute to the public investment needed to make economic growth in Tanzania more inclusive and equitable. And DFID's programme will safeguard these achievements by helping Government work better for its people. This plan is aligned to the objectives set out in the Government of Tanzania's five year National Strategy for Growth and the Reduction of Poverty (2010/11 to 2014/15). It has three strategic objectives:

- 1. Wealth creation.** DFID will scale up programmes to increase the incomes of the rural poor, increase access to finance, improve resilience to climate change, reduce the cost of doing business and, in our regional integration programme, reduce trade and transport costs that limit the competitiveness of Tanzanian exports.
- 2. Delivering the Millennium Development Goals.** DFID will build on progress in the provision of basic services and address key areas where the Government of Tanzania is not able to meet the needs of the poorest and most marginalised, concentrating in areas where we have relative strengths.
- 3. Getting Government to work better and helping Tanzanians hold their Government to account.** DFID will help build a more accountable democratic state that responds to people's needs, and help Tanzanian citizens access and use information on their services, entitlements and rights.

Alignment to DFID and wider UK Government priorities

In addition to poverty reduction, the UK's interests in Tanzania are consolidating a democratic partnership, enabling a strong private sector, and making sure that Tanzania remains an anchor for regional stability in East Africa, playing its part in measures to combat piracy in the Indian Ocean. The UK Government also has an interest in helping Tanzania access technical know how and attract inward investment, including from UK businesses, to take advantage of its strategic location and abundant natural resources - including potential offshore oil and gas reserves. DFID will work with the British High Commission and the private sector to improve the business climate and enhance Tanzania's ability to prosper in the regional and global economy. Through its contribution to the TradeMark East Africa Tanzania Programme, DFID will help to deliver on the UK's Africa Free Trade Initiative.

This Plan is strongly aligned to the delivery of DFID's Structural Reform priorities. In particular, women and girls are central to this plan. DFID will help more girls complete secondary school, give more women a choice over pregnancy and promote women as community leaders, farmers and entrepreneurs (see the Gender Annex for more details). DFID Tanzania's second cross cutting priority is climate change; this plan recognises the risks and opportunities to Tanzania's development posed by climate change. DFID Tanzania completed a Strategic Climate Programme Review during 2010, which helped to mainstream and prioritise our interventions in this area. The focus of our engagement on climate change will be to help Tanzania access climate finance -including funding available from the International Climate Fund - and ensure effective delivery of projects through government, private sector and civil society partners.

What we will stop doing

DFID Tanzania will reduce its use of General Budget Support (GBS), as the 2010 independent Country Programme Evaluation suggested that GBS was not the most effective way to deliver results in the current circumstances, and recommended a relative reduction.

3) Results

DFID Tanzania will deliver the following headline results, working with the Government of Tanzania and other partners. All results are directly attributable to DFID.

| Pillar/ Strategic Priority | Indicator | Expected Results |
|----------------------------|--|--|
| Wealth Creation | Rural men and women raise their incomes | 563,500 people over 4 years (50% women) |
| Wealth Creation | Additional people have access to financial services | 741,000 people over 4 years (75% women) |
| Water and Sanitation | Rural population given new access to improved water source | 405,000 people over 4 years |
| Education | Children supported by DFID in primary and lower secondary education | 400,000 every year for 4 years (50% girls) |
| Health | Contraceptive commodities made available to Tanzanian women, giving them a choice over pregnancy (measured by Couple Years of Protection provided) | 1.77m couple years of protection provided over 4 years (meaning 443,000 women a year have a choice over pregnancy) |
| Health | Children under 2 years of age provided with nutritional supplements in the form of 'sprinkles' that can be added to food to prevent malnutrition and associated risks to development | Rising to 600,000 children a year by 2014 |
| Climate Change* | Number of people better able to cope with the effects of climate change | 650,000 people over 4 years |
| Governance | Men and women who can access quality and user friendly information on their services, entitlements and rights | 4 million people over four years (50% women) |

*DFID climate change programming is subject to the strategy and allocations of the UK's cross-Government International Climate Fund (ICF). ICF priorities are to be agreed by summer 2011

3) Results (continued)

Evidence supporting results

There is a good range of evidence on Tanzania that provides a detailed picture of the nature of poverty and the constraints to inclusive growth. The evidence shows that income poverty has only slightly declined in the past decade despite rapid growth. Whilst social services have expanded in health and education, quality remains an issue and services are not distributed evenly nor equally accessed by men and women. The core evidence base informing this plan comes from six main sources:

1. Official statistical data from household surveys and management information systems, particularly the 2007 Household Budget Survey for income poverty, the 2009/10 Demographic and Health Survey for health data and the Education and Health Management Information Systems for delivery of government services.
2. A review of progress under the 2005-10 Tanzanian poverty reduction strategy (Mkukuta), conducted in 2010 by the government and external researchers.
3. DFID-led studies, including ones on climate change (2010), pro-poor growth focussing on the role of gender (2011), and our Country Governance Analysis (2010).
4. The Country Programme Evaluation of DFID Tanzania (2010), which provided independent evidence on the use of Budget Support and results.
5. Additional research and analysis from independent Tanzanian sources such as the Ifakara Health Institute, a respected Tanzanian health research organisation.
6. Qualitative evidence from a DFID funded documentary “Village Voices”, tracking progress in poverty reduction in remote villages 2005-09

This evidence underlies all DFID Tanzania’s programmes, and provides a strong base for the assessment of need and monitoring. However, in order to determine expected results we have drawn on further sources of evidence. DFID has conducted specific analysis of needs and unit costs on, for example, providing contraceptive commodities and toilets in schools. We have also used evidence from previous experiences of similar programmes, for example, in scaling up programmes to support civil society. DFID has used information from well designed sector programmes with partners, for example in water and secondary schooling, and lastly we have used national targets in areas where our Budget Support will contribute, such as school enrolment and providing skilled birth attendants.

The projected results are considered realistic because the interventions have been carefully shaped to respond to the evidence of need and effectiveness. In a few cases, where proposals include new and innovative areas of work (such as the provision of micronutrient ‘sprinkles’ that can be added to food for children under two) the projection of results is inevitably less strong and will require rigorous evaluation. Where expected outputs are dependent on external factors such as the size of the Government of Tanzania’s overall budget and the sterling exchange rate, a conservative approach has been taken to estimating results.

Value for Money (VfM) rationale

The 2010 evaluation of DFID Tanzania’s country programme played a key role in determining high level priorities by i) providing robust evidence on the VfM of previous investments and ii) recognising the need to enhance support for sustainable private sector wealth creation - the driver of growth – in order to achieve better results and VfM. Proposed interventions therefore consist of consolidating and scaling up successful approaches that deliver VfM at acceptable risk, and new programmes that will draw on pilot programmes and international best practices to ensure good VfM. For example, the planned wealth creation interventions will be designed to catalyse private sector investment, thereby achieving a multiplier effect on our funding, whilst sharing risks with the private sector and promoting the longer-term sustainability of our interventions. DFID will continue to work through the state as a proven VfM approach to service delivery, focusing on areas where the evidence demonstrates potential for significant progress - health, education and water - delivering predictable results at reasonable costs. Unit costs across the programme have been analysed and are broadly comparable with other countries in the region. Where this is not the case, there is a good explanation – for example, the size and low density of Tanzania’s population. We will monitor unit costs as part of monitoring our overall results framework to ensure that they do not increase and to gather evidence to inform future design and appraisal work.

4) Delivery and Resources

This plan marks a rebalancing of DFID Tanzania's programme. DFID will continue to deliver results through support to the Government of Tanzania's budget, while delivering more programmes directly, by working with Government and a range of partners beyond Government, notably civil society organisations and the private sector. The guiding rationale behind our delivery choices is an understanding of what works and which partner or instrument will be most effective in delivering a particular result in Tanzania. This balance of instruments will be kept under review.

DFID's range of partnerships in Tanzania will include working with civil society groups to help people demand greater accountability from the Government of Tanzania, and to enable people to enjoy their rights. For example, in the education sector DFID will work with civil society organisations to change attitudes towards gender-based violence in schools. Importantly, DFID will increase its work directly with the private sector, including using funds to provide the seed capital needed to encourage private sector investment and innovation – for example, setting up challenge funds designed to spur innovation in the renewable energy and agribusiness sectors. In addition, we will look for opportunities to complement and improve the CDC Group's work in Tanzania.

Many donor and development organisations work in Tanzania, making it a crowded environment, with good co-ordination essential. DFID will build partnerships with a range of donors and play a leading role in the donor community, ensuring that there is a sensible division of labour in country and leveraging others in order to increase the impact of DFID's work. DFID will work closely with other Budget Support donors to increase transparency and accountability. We will use the analysis from DFID's Multilateral Aid Review to identify risks and to make sure that we get good value for money from working with multilateral partners. With all our partners and across all our programmes, we will monitor fiduciary risks closely and will conduct rigorous commercial appraisals during procurement processes, getting greater detail on unit costs. DFID will also set up contractual requirements for partners to adopt greater transparency and reporting on results.

DFID will work with or through the Government of Tanzania when the aim is to improve the delivery of a core public service across the whole country. Examples of this approach include using sector or general Budget Support, particularly in areas where there is evidence the Government is delivering results. However, if there are particularly difficult issues that need to be addressed, we may provide funding and expertise for targeted initiatives, often with other donors. For example, Tanzania is having difficulties getting more children into and through a full cycle of secondary school. So DFID plans to provide further funding for Tanzania's Secondary Education Development Programme, in partnership with the World Bank, in order to expand and improve the quality of secondary education, especially for girls.

This plan also includes help for the Government of Tanzania to improve the way it carries out its core functions, as this will ultimately improve the effectiveness and value for money of everything the Government does. This assistance will involve more targeted direct programmes – often small-scale but with high impact. Examples of this way of working include the support to the National Bureau of Statistics (NBS). A DFID Statistics Advisor will work directly with the NBS to improve its ability to collect high quality data on results.

DFID supports innovative and creative approaches to delivery, recognising that Government systems are not always best placed to deliver essential services. The water sector in Tanzania is a good example: in the rural water supply programme that DFID proposes to fund, community groups will construct and manage the local water supply. This intervention will particularly benefit women, who can spend up to five hours walking to collect water in the dry season²⁰. Over the four years of this plan DFID will pilot and assess further new approaches to delivering results in Tanzania.

4) Delivery and Resources (continued)

Programme Spend

| Pillar/Strategic Priority | 2010/11 | | 2011/12 | | 2012/13 | | 2013/14 | | 2014/15 | | TOTAL | |
|---|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|
| | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 |
| Wealth Creation | 45,503 | | 43,000 | | 40,000 | | 42,000 | | 42,000 | | 167,000 | |
| Climate Change | 936 | | 2,000 | | 3,000 | | 3,000 | | 2,000 | | 10,000 | |
| Governance and Security | 41,964 | | 36,000 | | 34,000 | | 32,000 | | 35,000 | | 137,000 | |
| Education | 25,982 | | 47,000 | | 57,000 | | 59,000 | | 59,000 | | 222,000 | |
| Reproductive, Maternal and Newborn Health | 6,500 | | 2,000 | | 2,000 | | 2,000 | | 2,000 | | 8,000 | |
| Malaria | 0 | | 3,000 | | 4,000 | | 3,000 | | 3,000 | | 13,000 | |
| Other health | 15,260 | | 9,000 | | 10,000 | | 10,000 | | 10,000 | | 39,000 | |
| Water and Sanitation | 6,566 | | 6,000 | | 8,000 | | 12,000 | | 13,000 | | 39,000 | |
| Poverty, Hunger and Vulnerability | 3,105 | | 2,000 | | 2,000 | | 2,000 | | 2,000 | | 8,000 | |
| Humanitarian | 4,000 | | | | | | | | | | | |
| Grand Total | 149,815 | | 150,000 | 0 | 160,000 | 0 | 165,000 | 0 | 168,000 | 0 | 643,000 | 0 |

4) Delivery and Resources (continued)

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Total |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Frontline staff costs - Pay | 1,262 | 1,522 | 1,570 | 1,570 | 1,570 | 6,232 |
| Frontline staff costs - Non Pay | 886 | 981 | 1,238 | 1,238 | 1,238 | 4,695 |
| Administrative Costs - Pay | 257 | 139 | 139 | 139 | 139 | 556 |
| Administrative Costs - Non Pay | 295 | 389 | 346 | 303 | 303 | 1,341 |
| Total | 2,700 | 3,031 | 3,293 | 3,250 | 3,250 | 12,824 |

4) Delivery and Resources (continued)

Efficiency savings

| Category | Details | Residual cost in the SR period £'000 |
|----------------------------|--|--------------------------------------|
| Strategic Reprioritisation | Total annual Budget Support will decrease by 30% on the indicative commitment in the 2010/11 baseline. | 140,000.00 |

| | 2011/12 | | 2012/13 | | 2013/14 | | 2014/15 | |
|--|--------------|------------------|--------------|------------------|--------------|------------------|--------------|------------------|
| | PAY £'000 | Non Pay £'000 | PAY £'000 | Non Pay £'000 | PAY £'000 | Non Pay £'000 | PAY £'000 | Non Pay £'000 |
| Administrative Cost Savings Initiative | | | | | | | | |
| Reduction in Consultancy Payments | | | | 3 | | 3 | | |
| Reduction in Travel | | | | 10 | | 10 | | |
| Reduction in Training | | | | 10 | | 10 | | |
| Reduction in Estates & Property Costs | | | | 10 | | 10 | | |
| Reduction in costs as a result of Office Restructuring | | 24 | | 10 | | 10 | | |
| Other Reductions | | | | | | | | |
| Total | 0 | 24 | 0 | 43 | 0 | 43 | 0 | 0 |

5) Delivering Value for Money

Challenges

DFID Tanzania's programmes have previously offered good value for money (VfM), delivering results whilst keeping administrative costs low at 1.8% of the programme. However, as the number of our direct programmes expands, there will be new challenges in delivering value in all areas of our spending. We also want to make sure that the value we get from programmes delivered through the government improves. We will therefore need to embed stronger VfM principles into our work. And as the programme and staff needed for implementation changes, we will maintain good VfM on our operating costs.

To help us meet these challenges we will harness Corporate and Divisional financial improvement strategies and tools to ensure that we have the correct systems, procedures and practices in place to drive continued improvement in financial management. We will also develop a new VfM strategy and action plan by the end of April 2011 to ensure a systematic approach to continually improving our VfM.

Actions to improve the Value for Money of DFID's direct programming

DFID Tanzania will improve its ability to address VfM issues in the design and implementation of its expanding direct programmes. Our actions will include building staff awareness and ability to implement the VfM action plan. A new VfM Adviser will provide tailored in-house training for all staff and will work particularly closely with advisory and project staff. DFID will also raise awareness of the new VfM strategy in our work with partners - other donors, multilateral organisations, civil society - in order to find opportunities to reduce costs and leverage better results. Finally, DFID will improve systems and procedures to:

- Build VfM considerations into its project documentation for new programmes, including VfM metrics such as unit costs to cover the results value chain;
- Introduce internal quality control procedures focused on VfM;
- Systematically review existing log frames and indicators to ensure effective monitoring of VfM metrics and where possible, update with new and/or improved metrics;
- Monitor metrics against initial estimates and appropriate comparators.

Actions to improve Value for Money of spending through Budget Support

DFID will increase the Government of Tanzania's ability to analyse the VfM of its spending by improving its collection of data on delivery and results. We will also support joint Public Expenditure Reviews, which are a way to analyse the efficiency of Tanzanian Government spending. As part of this support DFID will continue to loan a member of staff to the World Bank Economics team, and use our position as deputy chair of the Public Financial Management donor and Government of Tanzania working group to push for further reforms in public finances. In addition, we will build the Government of Tanzania's commitment to improve the VfM of its spending by:

- Increasing the results focus of the Budget Support dialogue, in collaboration with other partners;
- Refocusing the Budget Support Performance Assessment Framework on more stretching outputs and outcomes;
- Supporting the Auditor General to improve financial accountability by conducting independent audits of the Government's operations;
- Supporting project and programme interventions to increase transparency and accountability, so that Tanzanian citizens and parliamentarians can hold their government to account;
- Working with development partners to implement agreed principles on the use of allowances for Government of Tanzania staff, to get better value from delivery through government systems.

6) Monitoring and Evaluation

DFID Tanzania will improve the office's monitoring and evaluation systems to reflect the changing programme and new priorities. These systems are designed to make sure we deliver the results described in this plan.

Monitoring

How: All of DFID's programmes will have a monitoring framework which will track progress in delivering outputs. At the same time, DFID will improve the tools and skills of Tanzania's national statistical system so that we can (1) use it to measure higher level outcome indicators for the whole country and (2) collect data broken down by sex in order to understand better the different impact of our programmes on women and girls.

Who: DFID programme staff will assess performance in relation to the detailed indicators in the results framework, maintaining a regular and challenging dialogue with delivery partners to hold them to account and making field visits to assess progress directly.

When: At a minimum each programme will be monitored annually. Progress towards Operational Plan objectives will be reviewed every six months and recommendations will be made to the Head of Office where performance needs to improve.

What: Monitoring information will be used to check whether the programme is succeeding and to reconsider approaches where necessary. The information will be used to determine areas of strong and weaker progress, so that remedial action can be taken where progress is slow.

Evaluation

We will develop a detailed evaluation strategy in 2011 to establish how best to assess all our programmes as part of the Operational Plan, including how we might involve the recipients of UK aid directly. The approach will vary depending on the type of programme, but DFID Tanzania aims to build a culture of evaluation through working with partners, and supporting them to ensure evaluations are carefully planned, conducted and used.

70% of our planned spending is covered by independent evaluation. This includes all areas of new and innovative work (such as proposed pilots on results based financing to incentivise health and education workers to go to rural areas, and on micronutrient sprinkles for improved child nutrition). An independent joint donor evaluation of the impact of General Budget Support has been planned in Tanzania, and DFID will contribute to and use these results to feed into our own assessment. As part of our overall evaluation strategy we will examine whether more programmes require independent evaluations. DFID Tanzania will increase our ability to evaluate programmes. We will recruit a Results Adviser to help the office make sure all programme evaluations are done to a high standard, and that results are communicated appropriately and we will build the capacity of all our programme staff to manage and plan evaluations.

Building capacity of partners

In general, Tanzania's national surveys are of reasonable quality, but they need continuing financial support. The economic and routine data sets need improving, and population estimates are outdated, which may have implications for a number of key indicators such as school enrolment rates. Our strong engagement with the National Bureau of Statistics and the poverty monitoring system will allow us to identify weaknesses and build improvements over time. DFID Tanzania will improve the National Statistical System and expanding data collection and dissemination activities, as well as supporting the 2012 Population and Housing Census.

DFID will also build local capacity in conducting evaluations as we move forwards with our evaluation strategy. We will work with both the partners who are delivering programmes and local research institutions and independent researchers like the Ifakara Health Institute so that they can assess programme delivery.

7) Transparency

Transparency is one of the top priorities for the UK Government. DFID Tanzania will meet our commitments under the UK Aid Transparency Guarantee: we will publish detailed information about DFID projects, including programme documents and all spend above £500. Information will be accessible, comparable, accurate, timely and in a common standard with other donors. We will also provide opportunities for those directly affected by our projects to provide feedback.

Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee

Transparency – making detailed information about the UK’s development work freely available - will help make UK aid more effective, and is a priority for the UK Government. DFID Tanzania will meet the commitments in the UK Aid Transparency Guarantee in the following ways:

1) We will **publish comprehensive details of all new projects and programmes** on DFID’s website:

- Putting in place management incentives to ensure information is of high quality, in plain English and provided on time.
- Providing summaries of our projects in Swahili so that more Tanzanians can read them.

2) We will **promote greater access to information by local actors** so they can hold decision makers to account by:

- Working with civil society organisations who make government financial information accessible and useable at the national and local level.
- Supporting independent organisations that generate information on public services for the Tanzanian people.
- Working with civil society organisations who promote better use of media and new technology to gather and disseminate information.
- Providing information about our programme to the Government of Tanzania’s new Aid Management System and encouraging others to do the same.

3) We will **create opportunities for those affected by our projects to provide feedback** by:

- Ensuring feedback is collected during project annual reviews and evaluations.
- Ensuring feedback is collected from beneficiaries when staff go on project field visits.

4) We will **encourage our partners (the Government of Tanzania, other donors and civil society) to promote transparency** in their work in Tanzania, including:

- Requiring delivery partners to explain in their project proposals how they will promote transparency and collect feedback from the poor who benefit from the project.
- Encouraging our implementing partners to start or continue to seek feedback from Tanzanian citizens (for example, the Tanzania Revenue Authority’s taxpayer perception survey and the Government of Tanzania’s Views of the People survey).
- Supporting the Government of Tanzania in its commitment to make financial information accessible and useable by many Tanzanians (for example, by producing a simplified popular version of the national budget).
- Encouraging ministries to regularly update their line ministry websites with key statistical information relevant to each sector that will then be accessible to all citizens (particularly in education, health and water).
- Encouraging the Government of Tanzania to pass planned legislation on freedom of information.

Annex 1: Gender

Tanzania has undertaken substantial policy and legal reforms to address gender inequality and empower women and girls. As a result, Tanzania has achieved gender parity in primary education and increased the participation of women in politics and decision making authorities, particularly in the public sector. However, despite these achievements, the majority of women in Tanzania are still locked into traditional roles and subject to unequal levels of income. Women in Tanzania spend 14% of their day on unpaid care work; they have longer working hours and are less educated than men. Compared to men, women find it more difficult to access resources such as land and finance. They have poor access to health services including reproductive health care, are paid less than men, and have limited participation in economic activities so have benefitted very little from growth.

Our work with gender is underpinned by two key pieces of evidence: the DFID Tanzania Country Governance Analysis, which assesses the overall environment in relation to gender, and an Inclusive Growth study commissioned by DFID, which provides an analysis of women's participation in the economy. We will deliver our programmes by working with partners best suited for different contexts, which means working through the private sector for women's economic empowerment, through civil society organisations to promote women and girl's rights, and with multilateral organisations or through government where they can deliver large programmes across the country. A gender champion team, drawing on DFID Tanzania's expertise in social policy and governance, will hold teams to account in delivering on gender.

Women and girls are central to DFID Tanzania's work as direct beneficiaries of targeted interventions and through programmes that have particular benefits for women. The Operational Plan includes complementary strategic interventions for women and girls in the following areas, in line with Structural Reform priorities, and over the next four years will:

Girls completing secondary education: DFID will work with government to help to increase the number of girls completing primary education and transiting into secondary by supporting 75,000 girls in completing primary school and 40,000 girls in completing secondary school. We will improve the quality of education received by training more teachers and investing in schools' infrastructure, including sanitation facilities.

Economic empowerment: DFID will promote economic empowerment of women through scaling up successful programmes that provide business skills training, mentoring, market access and access to financial services to women. This means that 280,000 female farmers will increase their incomes and 560,000 women will gain first time access to finance.

Addressing violence against women and girls: Gender Based Violence (GBV) is widespread in Tanzania. There are many partners working in the area but violence against girls in school has received little attention. DFID will work with non-governmental organisations (NGOs) and Government to develop a consistent approach to addressing violence in schools by piloting new initiatives and improving advocacy at all levels to reduce the systemic acceptance of gender based violence.

Water supply, sanitation and hygiene: To improve girls' attendance and health in school DFID will provide 2,500 latrines and 250 designated hand-washing places in primary and secondary schools. We will also work with the Government of Tanzania to provide 430,000 people in rural communities with water, reducing the often substantial distance women and girls walk to collect water.

Promotion of choice: DFID will give 443,000 women per year a choice over pregnancy, averting 600,000 unwanted pregnancies, 94,400 induced abortions, 1,880 maternal deaths and 34,000 child deaths.

Political empowerment: DFID will increase women's participation in democratic and political processes by providing voter education to 10 million citizens disaggregated by target groups (women, youth etc), as well as enabling approximately 2 million women to access information on their entitlements and rights.

Nutrition: DFID will pilot a rural food fortification programme to improve maternal anaemia and reduce rates of stunting for children under the age of five .

Annex 2: Summary of programmes

| INTERVENTION | DESCRIPTION | £ Million |
|--|---|---|
| CLIMATE CHANGE | | Total: 10 |
| Innovations and the private sector | Challenge fund to stimulate private sector innovation in clean energy access and to support adaptation to climate change in agriculture | 5 |
| Civil society and media | Deepening Tanzanian understanding of the implications of climate change and building support for action | 2 |
| Institutional Strengthening | Strengthening Tanzanian policies and institutions to address climate change across the economy | 3 |
| EDUCATION | | Total: 54 |
| Results based financing | Pilot using results based financing approach to incentivise district councils to provide adequate staffing of front line workers (teachers and nurses) to underserved and remote areas | 2 |
| Support to Secondary Education Development Programme | Improving the quality of lower secondary education, focusing on improving equity for both girls and boys | 44 |
| Water and Sanitation in Schools | Improving girls' (and boys) access to water and sanitation facilities in schools, and improving hygiene practices | 8 |
| Safe Schools pilot | Pilot to improve girls' safety in the school environment and tackling gender based violence in schools | Through Civil/Society and Media Programme (see below) |
| National Literacy and Numeracy Survey (UWEZO) | Generating data on literacy and numeracy in an annual Non Governmental Organisation (NGO) household survey that raises citizen awareness and empowers parents to demand better quality of education for their children. | |
| GOVERNANCE AND SECURITY | | Total: 90 |
| Better Statistics | Improving the availability and quality of data on results produced by the National Bureau of Statistics, including support for the census. | 8 |
| Civil Society/Media | Supporting CSOs and the media to hold government to account | 41 |
| Elections | Working with other donors and the Tanzanian for elections | 6 |
| Public Financial Management | Improving the quality of public sector financial management | 8 |
| Oversight Institutions/Democracy | Improving the ability of key government institutions to fight against corruption (including NAO, Judiciary, Police) | 27 |

Summary of programmes continued

| INTERVENTION | DESCRIPTION | £ Million |
|--|--|-------------------------|
| HEALTH | | Total: 34 |
| Family planning | Providing women with choice and improving their access to contraceptives through a community outreach programme | 8 |
| Health statistics | Working with CSOs to monitor the results of investment in health care | 4 |
| Malaria prevention | Providing vouchers to pregnant women to access bednets for protection against malaria | 13 |
| Micronutrient and rural food fortification | Pilot to improve nutrition for women, with a focus on providing essential micronutrients through a sprinkles sachet, to children under the age of two | 9 |
| WATER AND SANITATION | | Total: 26 |
| Rural Water Supply | Support to rural communities to construct improved water points with facilitation from Local Government | 16 |
| Water Resources management | Support (potentially in collaboration with Chinese Ministry of Water) to government water basin offices to institute water rights and watershed management policies | 10 |
| WEALTH CREATION | | Total: 109 |
| Agribusiness Challenge Fund | Boost private sector investment and innovation in agro-processing and agri-business | 11 |
| Business enabling environment | Reduce the costs of doing business in Tanzania with a specific focus on tax administration reform and simplification of the business licensing regime. | 10 |
| Financial Sector | Increase access to affordable and appropriate financial services for rural households and small and micro-enterprises. | 13 |
| Market Access for smallholders | Increase rural incomes by linking smallholder farmers to higher value regional and international markets | 21 |
| Trademark Tanzania | Lower the barriers to regional trade and economic integration by increasing the efficiency of transport corridors and construction of one stop border posts. | 24 |
| Market Smart voucher programme | Market-smart voucher scheme to increase the access of smallholder farmers to critical agricultural inputs (fertiliser, seeds etc) delivered through the private sector | 30 |
| Budget Support (Sector and General) | Supporting provision of education, health, and other basic services by government | Total: 320 |
| | | GRAND TOTAL: 643 |

Annex 3: Endnotes

1. National Bureau of Statistics (NBS) <http://www.nbs.go.tz/>
2. Based on DFID Tanzania's own assessment using a range of national data sources. Good progress has been made on the headline indicators for
 - a) Goal 2: primary school Net Enrolment Ratio is more than 95%, - see source 10
 - b) Goal 3: gender equality in primary school enrolment has been achieved, - see source 10
 - c) Goal 4: child mortality has fallen 45% in 10 years - see source 12; and
 - d) Goal 6: HIV prevalence has stabilised at 6% (Source: Tanzania HIV AIDS and Malaria Survey 2007/08, NBS) and prevalence of malaria in children, and death rates from malaria have halved in 10 years (Source: "Down But Not Out" 2009, Ifakara Health Institute www.ihl.or.tz)
3. The 2007 *Tanzania Household Budget Survey* (HBS, from the NBS) showed very little change in income poverty since 1991.
4. A Mkenda, E Luvanda and R Ruhinduka (2010) 'Growth and Distribution in Tanzania, Recent Experience and Lessons', Final report submitted to Research on Poverty Alleviation (REPOA)
5. Projections from the 2002 census by the National Bureau of Statistics give a population growth rate of 2.9% per year. As mortality rates have fallen and fertility has remained high there is a chance that the real growth rates are even higher.
6. Chronic Poverty Research Centre (2010) 'Agricultural growth and poverty reduction in Tanzania: emerging issues and policy recommendations'
7. Using GNI per capita (Atlas method) World Bank
8. Development Partner Poverty Monitoring Group (2008) 'Tanzania Rapid Poverty Assessment'
9. Basic Education Statistics in Tanzania (BEST) 2010, published in June 2010 by the Ministry of Education and Vocational Training
10. WHO estimates in JMP 2010 <http://www.wssinfo.org/> give access to adequate sanitation at 24% using 2007 HBS. A conservative population estimate of 40 million gives 30.4 million without sanitation.
11. 2009/10 Demographic and Health Survey (DHS) preliminary results, published October 2010 by the NBS
12. DFID (2011) 'The Economics of Climate Change in the United Republic of Tanzania'
13. World Malaria Report (2009)
14. Policy Forum (2009) 'The Costly Affair of Pregnancy and Child Birth in Tanzania'
15. See source 10. The proportion passing the Primary School Leavers Exam for example, has fallen from 70% in 2006 to 49% in 2009, with girls doing proportionally worse than boys (girls: 43%; boys: 55%).
16. For further analysis on gender inequalities and the impact on growth, see L Garrido and D Nyakirangani (2010) 'Patterns of Growth, Poverty and Exclusion in Tanzania and the Role of Gender. An Inclusive Growth Report'.
17. See for example the European Election Observer Mission to Tanzania Final Report (2010); and the Commonwealth Observer Group Final Report (2010)
18. Much of this analysis is drawn from: ITAD (2010) 'Joint Irish Aid and DFID Country Programme Evaluation Tanzania 2004/5 – 2009/10'. See also reporting on the 2010 General Budget Support Annual Review in Tanzania.
19. Ministry of Finance, Government of Tanzania Budget 2010/11
20. Taylor, Ben (2009) 'Situational Analysis of Women, Children and the Water, Sanitation and Hygiene sector in Tanzania'