

# Operational Plan 2011-2015

## DFID Tanzania

Updated May 2012

*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 to take a comprehensive and ambitious look at the countries in which 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, 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, creating wealth in poor countries, strengthening 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. Gross Domestic Product (GDP) growth rates averaged 7% a year from 2001 to 2009<sup>1</sup>. 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%<sup>2</sup>. 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 six landlocked neighbours.

Unfortunately, the rapid growth of the last decade has not significantly dented income poverty for most Tanzanians<sup>3</sup>. Growth has been limited to capital intensive sectors such as mining and telecoms, and to urban centres like Dar es Salaam<sup>4</sup>. Population growth – Tanzania’s population is forecast to increase from 43 million to 75 million by 2030<sup>5</sup> – is much faster than job creation; under 10% of the adult population is formally employed<sup>6</sup>. 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 price<sup>7</sup>.

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 25<sup>8</sup>. 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 month<sup>9</sup>, which means that they cannot buy essential goods such as soap and clothes. The needs remain huge: only 34% of children enrol in secondary school<sup>10</sup>, over 30 million people use inadequate sanitation<sup>11</sup>, 42% of all children are stunted through chronic malnutrition<sup>12</sup>, natural resources are over exploited<sup>13</sup>, it is one of five countries in the world with the most malaria deaths<sup>14</sup> and one woman in every 25 will die in childbirth<sup>15</sup>. 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 rates<sup>16</sup>. Girls and women are less likely to get a full cycle of secondary education, and cannot get the reproductive services they want<sup>17</sup>.

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 process<sup>19</sup>. 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 scandals<sup>19</sup>.

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 financed 28% of the government budget in 2010/11. 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 a comparative advantage.
- 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 strengthen 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, girls and women are central to this plan. DFID will help more girls complete primary and secondary education, 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 four years
Wealth Creation	Additional people have access to financial services	741,000 people over four years (75% women)
Water and Sanitation	Rural population given new access to improved water source	650,000 people over four years
Education	Children supported by DFID in primary and lower secondary education	350,000 every year for four years (50% girls)
Health	Contraceptive provision for Tanzanian women, giving them a choice over pregnancy (measured by Couple Years of Protection provided)	4.1 million couple years of protection provided over four years
Health	Number of insecticide treated bednets distributed with DFID support	3 million bednets distributed over four years
Climate Change*	Number of people better able to cope with the effects of climate change	650,000 people over four years
Governance	Number of people supported to have choice and control over their own development and to hold decision makers to account	4 million people over four years

\*DFID climate change programming is subject to the strategy and allocations of the UK’s cross-Government International Climate Fund (ICF).

### 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 2005-2009.

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 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 in Tanzania will work increasingly with independent organisations outside Government to deliver the programme. This 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 strengthen the CDC Group's work in Tanzania.

Many donor and development organisations work in Tanzania, making it a crowded environment, so good co-ordination is 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 activities for targeted initiatives, often with other donors. For example, although access to education, especially at primary level, has increased significantly, Tanzania is struggling to improve educational outcomes, with exam pass rates very low. So DFID plans to provide further funding to help improve the quality of education provided as well as specific support 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 Adviser 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 season<sup>21</sup>. 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 (2011-15)	
	Resource £'000	Capital £'000										
Wealth Creation	21,951		28,500		25,200	7,000	20,500	15,000	19,000	15,000	93,200	37,000
Climate Change	936		2,000		3,450		3,000		2,000		10,450	
Governance and Security	19,200		24,250		19,500		20,000		18,500		82,250	
Education	82		35,000		30,000		45,000		53,000		163,000	
Reproductive, Maternal and Newborn Health	0		2,000		8,000		8,000		3,000		21,000	
Malaria	0		3,000		4,250		4,000		4,000		15,250	
Other health	0		2,500		500		2,000		4,000		9,000	
Water and Sanitation	146		2,750		7,250		7,000		8,000		25,000	
Poverty, Hunger and Vulnerability	0		0		1,500		5,000		6,000		12,500	
Humanitarian	4,000		0								0	
No Pillar	103,500		50,000		50,350		50,500		50,500		201,350	
Grand Total	149,815		150,000	0	150,000	7,000	165,000	15,000	168,000	15,000	633,000	37,000

## 4) Delivery and Resources (continued)

### Operating costs

	2010/11	2011/12	2012/13	2013/14	2014/15	TOTAL (2011-15)
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	1,262	1,078	1,958	1,570	1,570	6,176
Frontline staff costs - Non Pay	886	1,277	1,219	1,238	1,238	4,972
Administrative costs - Pay	257	183	273	139	139	734
Administrative costs - Non Pay	295	175	120	303	303	901
<b>Total</b>	<b>2,700</b>	<b>2,713</b>	<b>3,570</b>	<b>3,250</b>	<b>3,250</b>	<b>12,738</b>

## 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.	140000

	2011/12		2012/13		2013/14		2014/15	
Administrative Cost Savings Initiative	PAY £'000	Non Pay £'000						
Reduction in Consultancy Payments		10		3		3		
Reduction in Travel		10		10		10		
Reduction in Training		10		10		10		
Reduction in Estates & Property Costs		100		10		10		
Reduction in costs as a result of Office Restructuring		24		10		10		
Other Reductions		40						
<b>Total</b>	<b>0</b>	<b>194</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>

## 5) Delivering Value for Money (VfM)

### 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 programme changes in response to a different environment in Tanzania, there are new challenges in delivering value in all areas of spending. DFID is substantially increasing the number of direct programmes it manages in Tanzania, so will need to build VfM principles into this area of work. We want to make sure that the value we get from programmes delivered through government improves. And as the programme and the staff needed for implementation changes, DFID will ensure that it maintains the good VfM on operating costs. Actions to maintain the efficiency of DFID's operating costs are outlined on slide 8.

To help us meet these challenges, a VfM Strategy and Action Plan has been developed and is in the process of being implemented. Performance against the Action Plan is monitored and captured in Quarterly Progress Reports. The Plan covers the following areas:

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

DFID Tanzania is improving its ability to address VfM issues in the design and implementation of its expanding direct programmes. Our actions include building staff awareness and ability to implement the VfM action plan. The VfM Adviser has provided training and coaching support for staff, particularly advisory and project staff, and will continue to do so. 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 strengthen systems and procedures to:

- Build VfM considerations into its business cases 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 continue to increase the Government of Tanzania's capacity to analyse the VfM of its spending by improving its collection data on delivery and results. We will continue to 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 influential position in the Public Financial Management donor group to push for further reforms in public finances. We will also use our chairing of the Budget Support Donor Group from May 2012 – April 2013 to keep a focus on the VfM of Government expenditure 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;

Through our programming, we will also continue to:

- Support the Auditor General to improve financial accountability by conducting independent audits of the Government's operations;
- Support project and programme interventions to increase transparency and accountability, so that Tanzanian citizens and parliamentarians can hold their government to account;
- Work 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 girls and women.

**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 are implementing a detailed evaluation strategy developed in 2011 to assess our programmes as part of the Operational Plan. The approach varies 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. The evaluation strategy will be revised annually in the light of experience and emerging guidance on best practice

A number of formal independent evaluations are being planned, and we will ensure that all areas of new and innovative work (such as proposed pilots on results based financing in health and education, and on social protection) are independently evaluated. 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 have recruited 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 strengthen 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. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents and all spend above £500. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors and that we 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.

## 8) UK Human Rights Assessment

**Local Context Analysis:** Tanzania's Human Rights record, despite some aberrations (most notably on gender and minority rights as well as press freedom) has generally been a solid one built upon a constitutional and legal framework that enshrines fundamental freedoms. Tanzania is party to most major international human rights instruments, though it has not ratified the UN Convention against Torture or the Protection of the Rights of all Migrant Workers and Members of their Families. Government policy continues, in general, to be favourable towards the protection of human rights (e.g. to a fair trial, equality before the law, freedom of speech, freedom of worship, freedom of association). However, the protection of these rights in practice presents major challenges.

Commissions for Human Rights and Good Governance in the mainland (2001) and in Zanzibar (2007) have been established. These Commissions are in principle independent organs and their recommendations are enforceable, according to a ruling of the Supreme Court in 2009. The CHRGG (Commission for Human Rights and Good Governance) is a high-profile constitutionally-enshrined institution with a human rights investigative mandate. It is however limited by capacity/funding constraints and by not being able to enforce its human rights recommendations. It is not regarded as fully independent as its commissioners are appointed by the President and, with only three regional mainland offices.

Our current analysis suggests that there remains important human rights issues and inequalities in areas such as children and women's rights, land rights and the rights of minorities. For example, Tanzania's approach to inequality and discrimination needs to be improved with a particular focus on gender issues.

**Likely Direction of Travel:** There is no indication that the Government's overall approach to human rights will shift significantly in the short term although human rights may come under some pressure in the run up to the 2015 elections. Civil Society has, over an extended period of time, become more vocal in this area and this looks set to continue.

**DFID's Approach:** DFID Tanzania supports a range of programmes that have substantial human rights outcomes. For example, programmes such as the Foundation for Civil Society and Accountability in Tanzania Programme support national and international NGOs deliver programmes which address a range of human rights issues. These include provision of, and advocating for, access to legal aid; supporting women's rights through access to land; Youth and child rights and securing the right to active citizenship by protecting the right to advocate for individual rights. In addition, DFID support to social service programmes supports children and women's rights through access to maternal health and education. The Tanzania Media Fund seeks to strengthen media outlets nationally and enable the media to become a critical player in fostering transparency and accountability and sustaining freedom of information. Reinforcing these programmatic interventions, DFID will use its various lead positions (for example as incoming Chair of the GBS group of donors) and other avenues of influence to raise human rights-related issues with the Government of Tanzania as and when the need arises.

DFID Tanzania continues to track human rights issues and in 2011 completed a CGA (Country Governance Analysis) that contained an assessment of the current status of human rights in Tanzania. Building on this, DFID Tanzania is undertaking a scoping and mapping assessment of the human rights sector in Tanzania. This work will further inform the Operational Plan (2011 – 2015), the General Budget Support (GBS) Programme, and programme development generally. The Human Rights Assessment, will include an analysis of human rights issues in Zanzibar. The purpose of the assessment is (i) to provide a more detailed evidence baseline of the human rights situation in Tanzania based on Government's formal commitments and international obligations, and (ii) develop in collaboration with the Foreign and Commonwealth Office (FCO) a UK Government country strategy for 2012 – 2015; and (iii) provide recommendations for enhanced DFID Tanzania programming in the human rights sector.

# Annex 1: Revisions to Operational Plan 2011/12

## Section 4: Results

Since our Operational Plan was written, there have been a few changes to our programme plans as a result of further programme design. As well as a change in approach to nutrition (see 1 below), we have made some changes to our planned education programme to reflect the need to focus on improving the quality of education.

### 1. Removal of following result on nutritional supplements:

Pillar/Strategic Priority	Indicator	Expected Results
Health	Children under two 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

It has become clear that 'sprinkles' are not the optimal intervention to address malnutrition in Tanzania and there is significant evidence of side effects. We have therefore decided not to go ahead with the programme. We will nevertheless continue to contribute to the DFID Result 'Number of children under five and pregnant women reached through DFID's nutrition-relevant programmes' including through our Food Fortification Programme, which is forecasted to reach 360,000 each year. We will also continue to explore the possibility of designing further nutrition programme(s) in future to enable us to deliver the above result by different means.

**2. Addition (in place of the above) of result on distribution of bednets.** This result will be delivered through from our Support to Malaria Control in Tanzania Programme, using innovative private sector distribution channels. This addition reflects our increased focus on health and MDGs in this Operational Plan.

### 3. Adjustments to headline results.

Following programme design over the course of the year, we have made some adjustments to our expected results as follows:

- Water and Sanitation. Rural population given new access to improved water source: 650,000 people over four years (up from 405,000 in our OP2011).
- Health. Contraceptive provision for Tanzanian women, giving them a choice over pregnancy (measured by Couple Years of Protection provided): 4.1 million couple years of protection provided over four years (up from 1.77million in our OP2011).
- Education. Children supported by DFID in primary and lower secondary education : 350,000 every year for four years of which 50% girls (down from 400,000 every year in OP2011 because the Government of Tanzania's education expenditure figures are higher than previous forecasts and therefore DFID's share and resulting attribution of results is lower).

## Section 5: Delivery and Resources

1. **Programme.** We have identified opportunities for capital spend particularly in rural roads and have made other adjustments between pillars.

2. **Operational Costs.** Changes reflect the cost of additional staff to deliver a much larger and more complex programme, and significant savings in our admin budget.

## Annex 2: Gender

Tanzania has undertaken substantial policy and legal reforms to address gender inequality and empower girls and women. 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<sup>22</sup>.

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 girls and women's rights, and with multilateral organisations or through government where they can deliver large programmes across the country. A gender champion, drawing on DFID Tanzania's expertise in social policy and governance, will hold teams to account in delivering on gender.

Girls and women are central to DFID Tanzania's work as direct beneficiaries of targeted interventions and through programmes that have a disproportionate benefit for women. The Operational Plan includes complementary strategic interventions for girls and women in the following areas, in line with Structural Reform priorities:

**Girls transitioning into secondary education:** DFID will work with government to help to increase the number of girls completing primary education and transitioning 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, as well as helping combat violence against girls in school by supporting improvements in school management and leadership.

**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.

**Water supply, sanitation and hygiene:** We will work with the Government of Tanzania to provide 650,000 people in rural communities with water, reducing the often substantial distance girls and women walk to collect water.

**Promotion of choice:** DFID will give 950,000 women per year a choice over pregnancy, averting 1.3 million unwanted pregnancies, 208,000 induced abortions, 4,200 maternal deaths and 75,000 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 two million women to access information on their entitlements and rights.

**Nutrition:** We will support a National Food Fortification Programme to help improve maternal anaemia and reduce rates of stunting for children under the age of five.

# Annex 3: Summary of key programmes

INTERVENTION	DESCRIPTION	£ million in OP period
<b>CLIMATE CHANGE</b>		<b>Total: 10</b>
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 understanding of the implications of climate change and building support for action	3
Institutional Strengthening	Strengthening Tanzanian policies and institutions to address climate change across the economy	2
<b>EDUCATION</b>		<b>Total: 158</b>
Education Sector Budget Support	Support girls and boys in primary and secondary education through Sector Budget Support	120
Education Quality Improvement Programme	Improving the quality of primary education so that more children have better literacy and numeracy skills, with a focus on equitable access and completion for girls	38
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	Through Civil Society Programme (see below)
<b>GOVERNANCE AND SECURITY</b>		<b>Total: 81</b>
Better Statistics	Improving the availability and quality of data on results produced by the National Bureau of Statistics, including support for the census	12
Civil Society/Media	Supporting civil society organisations (CSOs) and the media to hold government to account	34
Public Financial Management	Improving the quality of public sector financial management	6
Oversight Institutions/Democracy	Improving the ability of key government institutions to fight corruption (including the National Audit Office (NAO), Judiciary, Police)	20
Health statistics	Working with CSOs to monitor the results of investment in health care	4
Public service reform	Enhance the capacity, performance and accountability of Ministries Departments and Agencies in the use of Public Resources and improve service delivery	5

# Annex 3: Summary of key programmes continued

INTERVENTION	DESCRIPTION	£ million in OP period
<b>HEALTH</b>		<b>Total: 47</b>
Family planning	Providing women with choice and improving their access to contraceptives	30
Malaria prevention	Providing vouchers to pregnant women to access bednets for protection against malaria	17
<b>POVERTY, HUNGER AND VULNERABILITY</b>		<b>Total: 13</b>
Social safety net	Supporting a well functioning system of social safety for the poorest and most vulnerable groups	10
National food fortification	To reduce the prevalence of micronutrient deficiencies among the target population in Tanzania	3
<b>WATER AND SANITATION</b>		<b>Total: 28</b>
Rural Water Supply	Support to rural communities to construct improved water points with facilitation from Local Government	28
<b>WEALTH CREATION</b>		<b>Total: 119</b>
Enterprise Challenge Fund	Boost private sector investment and innovation in agro-processing and agri-business	10
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	12
Financial sector	Increase access to affordable and appropriate financial services for rural households and small and micro-enterprises	6
Market access for smallholders	Increase rural incomes by linking smallholder farmers to higher value regional and international markets	51
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	26
Rural roads	Improve the quality of rural road infrastructure and strengthen routine maintenance	14
<b>NO PILLAR</b>		<b>Total: 202</b>
General Budget Support	Supporting provision of basic services by government	202
		<b>GRAND TOTAL: 660</b>

## Annex 4: 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](http://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. 'Tanzania Integrated Labour Force Survey' (2006) and 'Tanzania Rapid Poverty Assessment' (2008), Poverty Monitoring Group
7. Chronic Poverty Research Centre (2010) 'Agricultural growth and poverty reduction in Tanzania: emerging issues and policy recommendations'
8. Using GNI per capita (Atlas method) World Bank
9. Development Partner Poverty Monitoring Group (2008) 'Tanzania Rapid Poverty Assessment'
10. Basic Education Statistics in Tanzania (BEST) 2010, published in June 2010 by the Ministry of Education and Vocational Training
11. 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.
12. 2009/10 Demographic and Health Survey (DHS) preliminary results, published October 2010 by the NBS
13. DFID (2011) 'The Economics of Climate Change in the United Republic of Tanzania'
14. World Malaria Report (2009)
15. Policy Forum (2009) 'The Costly Affair of Pregnancy and Child Birth in Tanzania'
16. 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%).
17. 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'.
18. See for example the European Election Observer Mission to Tanzania Final Report (2010); and the Commonwealth Observer Group Final Report (2010)
19. 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.
20. Taylor, Ben (2009) 'Situational Analysis of Women, Children and the Water, Sanitation and Hygiene sector in Tanzania'

# Annex: Results Progress

## Progress towards headline results – one year on<sup>1</sup>

Pillar/ Strategic Priority	Indicator	Progress towards results (including year)	Expected Results (including year)
<b>Wealth Creation</b>	Rural men and women raise their incomes	13,000 people helped in 2011/12. On track to meet total results expected by 2014/15 once other programmes are fully operational	563,500 people over four years by 2014/15
<b>Wealth Creation</b>	Additional people have access to financial services	117,000 people assisted in 2011/12. On track to meet total results expected by 2014/15	741,000 people over four years (75% women) by 2014/15
<b>Water and Sanitation</b>	Rural population given new access to improved water source	Results not yet available as the programme has just begun. It is on track to deliver the expected results over the Operational Plan period	650,000 people over four years by 2014/15
<b>Education</b>	Children supported by DFID in primary and lower secondary education	457,000 children supported in 2011/12, of which 225,000 are girls	350,000 every year for four years (50% girls) by 2014/15
<b>Health</b>	Contraceptive provision for Tanzanian women, giving them a choice over pregnancy (measured by Couple Years of Protection provided)	603,000 couple years of protection provided in 2011/12. On track to meet total results expected by 2014/15	4.1 million couple years of protection provided over four years by 2014/15
<b>Health</b>	Number of insecticide treated bednets distributed with DFID support	726,000 bednets distributed in 2011/12	3 million bednets distributed over four years by 2014/15
<b>Climate Change</b>	Number of people better able to cope with the effects of climate change	Results not yet available as the programme has just begun. It is on track to deliver the expected results over the Operational Plan period	650,000 people over four years by 2014/15
<b>Governance</b>	Number of people supported to have choice and control over their own development and to hold decision makers to account	4,145,000 people supported in 2011/12	4 million people over four years by 2014/15

<sup>1</sup> These results may not directly aggregate with other country results due to different measurement methodologies