

**UNITED REPUBLIC OF TANZANIA**  
**MINISTRY OF FINANCE AND ECONOMIC AFFAIRS**



**GUIDELINE FOR THE DEVELOPMENT OF NEXT GENERATION OF  
MKUKUTA AND MKUZA**

**April 2009**

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## List of Acronyms

A & R	Academic and Research Institutions
AIDS	Acquired Immuno Deficiency Syndrome
BEST	Business Environment Strengthening for Tanzania
CAS	Country Assistance Strategy
CSO	Civil Society Organization
DPs	Development Partners
FDI	Foreign Direct Investment
GBS	General Budget Support
GDP(mp)	Gross Domestic Product(market price)
GoT	Government of Tanzania
HBS	Household Budget Survey
HIPC	Heavily Indebted Poor Country
HIV	Human Immune Virus
ICT	Information Communication Technology
IFMS	Integrated Financial Management System
ILFS	Integrated Labor Force Survey
ILO	International Labor organization
JAST	Joint Assistance Strategy for Tanzania
LGA	Local Government Authorities
M&E	Monitoring and Evaluation
MAIR	MKUKUTA Annual Implementation Report
MALE	Ministry of Agriculture and Environment (Zanzibar)
MDA	Ministry, Department and Agency
MDG	Millennium Development Goal
MDGR	Mid term MDG Report
MITI	(Zanzibar) ???
MITM	Ministry of Industry, Trade and Marketing
MLEYD	Ministry of Labor, Employment, Youth and Development
MMS	MKUKUTA/MKUZA Monitoring System
MOFEA	Ministry of Finance and Economic Affairs
MoHSW	Ministry of Health and Social Welfare
MTEF	Medium Term Expenditure Framework
NBS	National Bureau of Statistics
NECP	National Employment Creation Program
NGO	Non Governmental organization
NSA	Non –State Actors
NSGRP	National Strategy for Growth and Reduction of Poverty
OCGS	Office of the Chief Government Statistician
PADEP	Participatory Agricultural Development and Empowerment Project
PAF	Performance Assessment Framework
PCCB	Prevention and Combating of Corruption Bureau
PEDP	Primary Education Development Program
PEED	Poverty Eradication and Empowerment Department
PER	Public Expenditure Review
PHDR	Poverty and Human Development Report
PHSDP	Primary Health Services Development Program
PMG	Poverty Monitoring Group
PMO-RALG	Prime Minister’s Office-Regional Administration & Local Government
PO – PC	President Office – Planning Commission
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Agency
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Paper

RAWG	Research and Analysis Working Group
REPOA	Research on Poverty Alleviation
RGZ	Revolutionary Government of Zanzibar
S(D)Ps	Sector Development Plans
SBAS	Strategic Budget Allocation System
SEDP	Secondary Education Development Plan
SEZ	Special Economic Zone
SIDO	Small Industry Development Organization
SMEs	Small and Medium Enterprises
SP	Social Protection
TA	Technical Assistance
TACAIDS	Tanzania Commission for AIDS
TASAF	Tanzania Social Action Fund
TC	Technical Committee (of MKUKUTA and MKUZA)
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TDHS	Tanzania Demographic and Health Survey
TFA	Tanzania Farmers Association
THIS	Tanzania HIV and AIDS and Malaria Indicator Survey
TIC	Tanzania Investment center
TRA	Tanzania Revenue Authority
TRCHS	Tanzania Reproductive and Child Health Survey (TRCHS) 1999
TSPA	Tanzania Service Provision Assessment Survey
UDSM	University of Dar es Salaam
URT	United Republic of Tanzania
VPO	Vice President Office
ZHDR	Zanzibar Human Development Report
ZIPA	Zanzibar Investment Promotion Agency
ZNCCIA	Zanzibar Chamber of Commerce, Industry, and Agriculture
ZNZ	Zanzibar
ZRB	Zanzibar Revenue Board

## EXECUTIVE SUMMARY

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### **1. Introduction**

MKUKUTA and MKUZA, second generation Poverty Reduction Strategies, have been the guiding frameworks for growth and poverty reduction in Tanzania in second half of 2000s. The terminal year of both is 2010. It is thus imperative to develop successor strategies.

This document is intended to provide guidance in all stages of MKUKUTA & MKUZA review, including, the a discussion of the basis for the review, issues for review, proposal on the methodologies for undertaking study review activities, and finally the key players and corresponding level of engagement.

### **2. Justification of review**

Several reasons justify the review of MKUKUTA and MKUZA, including (i) the need to set new targets to be implemented from July 2010 (ii) to draw lessons of their implementation (what worked and what did not work) and refine interventions accordingly; (iii) to assess accomplishment of reforms, alignment of systems, processes and programs in light of MKUKUTA and MKUZA implementation (iv) to accommodate new and emerging challenges at both national and global levels and reposition successor strategies accordingly (vii) to address challenges facing LGAs and other challenges related to service delivery.

### **3. Scope of the review**

The review will take place at national level, sector and Local Government Authority level. Since the review will take place at a time when there is a wealth of information generated from a number of processes and consultations, MKUKUTA and MKUZA review will adopt a deepening process using a combination of specific analytical studies and structured collection of stakeholders' views.

### **4. Issues for Review**

The nature and features of the envisaged new strategies provides insights to the issues identified for review. The envisaged features of the next strategy are:

- i) Results oriented;
- ii) Key pillars/clusters such as the Growth Strategy with a focus on results to be achieved;
- iii) Few but key prioritized outcomes and interventions in each pillar/cluster;
- iv) Further integration of MDGs;

- v) Informed by visions 2025 and 2020;
- vi) Financed mostly by internally generated resources, FDI and trade while reducing dependence on Aid; and
- vii) Strategic allocation of financial and human resources to key priorities

Given these features, the MKUKUTA/MKUZA review will revolve around (i) assessment of development impact; (ii) assessment of what was achieved in terms of key policy/institutional reforms, capacity development, and specific outputs; (iii) analysis of the facilitating and inhibiting factors and identification of key constraints; (iv) review of budget allocation and its alignment to MKUKUTA and MKUZA priorities; (v) aid effectiveness and (vi) effectiveness of monitoring and evaluation. This Guideline prioritizes elements of these issues based on positions they have occupied in recent policy debates in the country. The outcome of review will serve the formulation of the successor strategies as well as the revision of Partners Country Assistance Strategies (CAS).

## **5. The Review Process**

The review will observe principles of National ownership; Local partnerships; Strengthening Capacity; Government Leadership; and Transparency.

The review will combine three methods: first specific analytical studies on substantive issues, second, structured guiding tools for collecting stakeholders' views; and third, consultations on outputs produced from analytic studies and views collected from the stakeholders

The review will be undertaken jointly by URT and RGOZ in a harmonized way in order to ensure that efforts are well coordinated for efficient outcomes.

## **6. Coordination of the review process**

The present institutional arrangement of the MMS/PER will be used in the management and implementation of the review.

At technical level the MKUKUTA Monitoring System Technical Committee will provide an oversight and guidance as per its mandate. The PER process will be used for consultations on technical issues (i.e. PER will be a process through which the Government, Development Partners and CSO consultations will take place at national level). In addition stakeholders who are well organized and have networks will be called upon by the relevant

lead actor in a given sector. There will be lead actors in each of the issues under review whose roles will be:

- i. To inform members on purpose of the review and convene stakeholders (key actors) meetings;
- ii. To prepare of terms of reference and share with stakeholders;
- iii. To recruit the experts to undertake analytic work
- iv. To submit the relevant documents in a useable format to the drafting team
- v. To mobilize and manage financial and human resources

At High level, the key modality for consultations will be through the recently adopted Joint Coordination Committee under the new Dialogue Structure and Division of Labor. The committee membership comprises of Permanent Secretaries (Government) and Heads of Missions (Development Partners). The role of high-level consultations is mainly to provide strategic advice of the next strategy and its priority areas. For the purpose of the review, it is proposed that the Committee shall hold extra and more frequent meetings, as the review shall demand. Natural criterion could be based on completion of phases identified on the Review Roadmap.

## **7. Review Road Map**

The following is the Review Road map;

- i) ***Preparatory Phase: January – April 2009:*** This will involve internal consultations on issues of joint review (MKUKUTA and MKUZA), scope and nature of the review as well as the process. This phase is expected to produce a concept note that formally initiates the review process. The phase will also be used to develop the Review Guidelines.
- ii) ***Assessment Phase: May – August 2009:*** This will cover consultations and analytical studies, including reviewing existing analytical works. The later part of the phase will also be used for drafting of the successor strategies.
- iii) ***Drafting and Dialogue Phase: August - October 2009:*** During this phase, the drafting of the successor strategies will continue by tapping further on the results of the assessment phase. The phase will also dwell on further consultations and dialogue with key stakeholders.

- iv) ***National consultation: November – December 2009:*** In this phase consultations will be based on feedback on the draft successor strategies. The feedback will be provided through annual reviews and other consultative platforms. It is expected that during this phase the draft framework can feed into the budget guidelines for the subsequent financial year budgeting process.
- v) ***Approval Phase: January – March 2010:*** This is the finalization phase of the review process. The aim of this phase is to ensure that ideas and issues emerging from consultations in particular from Governments have all been incorporated. Also, planning for printing and wider dissemination of the document will be done during this phase. After this phase, all MDAs and LGAs are expected to have fully aligned their respective SP and MTEF/Budget with the new strategy.

## **8. Resource requirements**

The URT Government and RGOZ will contribute funds for the review. Development Partners are also expected to support the review. Non-State Actors (CSO, NGOs, FBOs, PS) are expected to mobilize and manage resources within their networks for the purpose of the review. The government will utilize existing structures to channel funds for MKUKUTA & MKUZA review. Several options are proposed, such as channeling funds from the Pooled Fund for Poverty Monitoring, managed by MOFEA. Direct financial (and other) supports to the lead institutions in some studies and consultations identified by the governments (those given priority BBB and CCC) is also encouraged as long as such supports do not interfere with roles and responsibility of other stakeholders in the review process.

Three national experts will augment the capacity of Government. Additional experts, national and international experts may be recruited on specific tasks as need arises. Sufficient time will be allocated for the review.

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## **1. INTRODUCTION**

This document is intended to provide guidance in all stages of MKUKUTA & MKUZA review, including, a discussion on the basis for the review, issues for review, proposal on the methodologies for undertaking study review activities, and finally the key players and corresponding level of engagement. The document is organized in two major parts. Part I presents the basis for the review and contains background and justification for review as well as scope and issues for review. Part II is deals with organizations issues of the review process.

## **PART I: THE BASIS FOR REVIEW**

### **2. BACKGROUND**

The fight against poverty is a longstanding agenda in the history of Tanzania. At independence, (Mainland, 1961; Zanzibar, 1964), disease, ignorance and poverty were singled out as the main impediments to development and welfare improvement. Various initiatives and strategies were designed to eradicate the three ills. Remarkable achievements were recorded up to mid 1970s before being detracted by the economic shocks that emerged in the late 1970s.

Efforts to eradicate poverty were renewed at the United Nations World Summit for Social Development (WSSD) held in Copenhagen, Denmark in 1995 where more proactive and direct measures to fight poverty were adopted. Tanzania designed a number of policies and strategies in pursuit of the objectives of eradicating poverty and welfare improvement. Key among such are Development Vision 2025 (1999), the National Poverty Eradication Strategy –NPES (1998) and Poverty Reduction Strategy Paper-PRSP (2000) for the Mainland; and Vision 2020 and ZPRP for Zanzibar both crafted in 2002.

Vision 2025 set the goal of eradicating abject poverty by 2025. NPES was the first strategy that aimed at halving poverty incidence by 2010. For Zanzibar, Vision 2020 set the target of eradicating absolute poverty by 2020 and ZPRP set the target of halving it by 2010. In the wake of HIPC initiative, PRSP was developed as a short to medium term strategy that focused on interventions in priority sectors. The review of PRSP guided formulation of the National Strategy for Growth and Reduction of Poverty (NSGRP or MKUKUTA) in the Mainland; while review of ZPRP informed the crafting of MKUZA in Zanzibar. These second generation PRSs generated a strong agenda, aiming at sustaining broad-based growth whilst emphasizing equity and good governance.

The two strategies - MKUKUTA and MKUZA have been the guiding frameworks for growth and poverty reduction in Tanzania. MKUKUTA and MKUZA have a harmonized terminal year, i.e. year 2010 to allow synchronization of the successor strategies.

MKUKUTA and MKUZA adopted an outcome-based approach, given that the desired outcomes in poverty reduction need a collaborative and synergetic approach among the various actors. The two strategies also mainstreamed cross-cutting issues.

MKUKUTA is structured around three clusters, namely: (i) growth and reduction of income poverty; (ii) improved quality of life and social well being; and, (iii) good governance and accountability. Similarly, MKUZA is framed around three clusters – (i) Growth and Reduction of Income Poverty; (ii) Social Services and Well-being; and (iii) Good Governance and National Unity.

Implementation of MKUKUTA/MKUZA entailed aligning sector strategies, programs and projects and LGAs plans through the Medium Term Expenditure Frameworks. Efforts were also directed at aligning various systems, processes, reforms, and programs with MKUKUTA and MKUZA.

### **3. JUSTIFICATION OF THE REVIEW**

Following are some of the reasons for reviewing MKUKUTA and MKUZA.

- i) The time frame for implementing both MKUKUTA and MKUZA ends in June 2010. These strategies had targets set for 2010. It is thus imperative to set new targets.
- ii) The experience gained during the implementation of MKUKUTA and MKUZA has generated useful lessons. Various processes such as PER, MAIR, MDGRs, Views of the People, and Sectoral Reviews, have identified what worked and what did not work. Scaling up interventions in what has worked and revising interventions in what has not worked call for a critical review.
- iii) Implementation of MKUKUTA and MKUZA has shown that what was envisaged to facilitate the implementation (e.g. sector coordination/collaboration beyond SBAS) had only worked partially. There are also areas where what was envisaged in implementation e.g. alignment of systems, processes and programs, sector coordination,

etc) had not been fully accomplished. This led to implementation inadequacies and less effectiveness, thus demanding a review in order to fine tune processes.

- iv) Several analytical works and forums have been undertaken during the implementation of MKUKUTA and MKUZA. Some of these include: PHDRs, HBS, Views of the People reports, sectoral reports, studies and researches as well as on-line discussions such as through TAKNET. A review will provide an opportunity for incorporating the findings from these sources into the successor strategy.
- v) In the recent past, the World has witnessed changing global environment in three aspects. First is the global financial crisis which threatens robust growth and employment as economic activities slow down. Second is the increase in cereal prices posing serious food security challenges at both household and national levels, thus calling for appropriate response. Third is the energy crisis, which has impacted all aspects of the economy. A review is thus necessary to assess the impact of these developments and be able to accommodate these realities in successor strategies.
- vi) New challenges have also emerged in the domestic economy such as population dynamics, human resource development, capacity constraints and participation of communities. In addition, it has also become clear that the outcome-based orientation of MKUKUTA and MKUZA is yet to be fully internalized by the key implementers. The challenge of matching resources with MKUKUTA and MKUZA outcomes have not been surmounted as revealed by both MKUKUTA and MKUZA Annual Implementation reports. A review is thus called for.
- vii) Various reports such as HBS, PHDR and the consultation process in developing social protection framework have raised concerns around pro-poor growth thus calling for the need to have sharper focus in linking growth and poverty reduction through interventions such as increased infrastructure development, agricultural productivity, long term finance, entrepreneurship development, and overall strengthening of business environment. A review of MKUKUTA and MKUZA implementation will unveil where the growth-poverty reduction link was weak.
- viii) MKUKUTA and MKUZA enhanced the principles of government leadership, national ownership, and results orientation (Result Based Management). These principles will need to be promoted further in moving forward. The JAST principles, with General Budget Support (GBS) as its preferred modalities, together with untied aid

have not been fully embraced. On the other hand, Technical Assistance Policy to guide TA has not been finalized.

- ix) The key processes of regular review and analysis associated with MKUKUTA/MKUZA, for example, Monitoring Systems and PER process at both national and local levels require strengthening of the capacity to manage them. In particular, localization of development frameworks including MDGs and associated processes of budgeting and monitoring is of a great importance for speeding up progress in the next decade. Likewise, MKUZA MAIR has noted design issues in Monitoring Systems (e.g. conflicting targets) that call for modification.
- x) Tanzania has put in place several core and sectoral reforms during the last two decades. Some of the reforms have shown good results while others have not. A review is thus important to assess their design and implementation. The review has also to address issues related to accountability and reporting on results as well as coordination of the reforms.
- xi) Finally, inadequate capacity among many LGAs in terms of human resource, programme/project implementation, poor reporting and financial management, and accountability has been of great concern in the implementation of both MKUKUTA and MKUZA. A review will thus inform implementation of successor strategies.

#### **4. PURPOSE AND OBJECTIVES OF THE REVIEW**

The main purpose of reviewing MKUKUTA and MKUZA is to develop successor strategies. The review will reflect on the thrust of the current framework (growth and poverty reduction, social wellbeing, and governance) in order to create a new framework that will give sharper focus on untapped potentials for growth while still upholding the need to scale up interventions in social sectors and in good governance. The specific objectives are:

- i) To review what has been implemented under MKUKUTA/MKUZA and assess what factors facilitated or inhibited implementation;
- ii) To assess the systems, processes and core reform programs with a view to ascertaining their alignment and coordination.

- iii) To review the current situation in relation to emerging opportunities and threats emanating from recent global trends and provide best feasible repositioning for Tanzania;
- iv) To provide space for and deepen engagement of various stakeholders in setting development agenda and forging a common understanding of the way forward; and
- v) To produce a sharper and more focused strategy that will unlock growth potentials and achieve significant improvement in welfare.

## **5. SCOPE OF THE REVIEW**

Tanzania has a culture of stakeholder consultations and participation in development initiatives. Consultations were intensified during the preparation of second generation PRSs, i.e. MKUKUTA and MKUZA. Consultations were also important in other processes such as African Peer Review Mechanism (APRM), Social Protection Framework, Poverty Policy Week, GBS review, sector reviews, etc. These various consultations have produced rich information.

Since the review of MKUKUTA and MKUZA will benefit from this wealth of information generated, a deepening process will be more appropriate. Thus two processes will guide the review: *first* specific analytic studies will be carried out for example, on the drivers of growth. The review will cover, among others, assessment of development impacts, assessment and analysis of causality and will also look at budgetary allocations and alignment as well as effectiveness of aid and M&E Framework. *Second*, structured guiding tools for collecting stakeholders' views will be developed and deployed in identified specific areas of policy and implementation where effectiveness challenges have persisted. Additional information will be collected from programs such as TASAF, SELF, RFI, etc. that provide support at grassroots.

## **6. ISSUES FOR REVIEW**

The focus of MKUKUTA and MKUZA review is to provide critical analysis and be able to identify reasons for under- or non- achievement in some of the targets set linking inputs, outputs, and outcomes. As alluded to in previous sections, there are areas where achievements have been encouraging thus calling for consolidation and addressing the outstanding challenges. On the other hand there have been areas where progress has been slow, and thus the need for scaling up interventions.

The review thus focuses on development impacts and analysis of processes and implementation with effectiveness. Based on the review of various reports (national, sector, etc), and other processes including on-line networks such as through TAKNET a number of substantive issues for the review have been identified.

### **6.1. Categories of Issues for Review**

Issues for review fall under two categories – the general assessment of the development impacts and specific national or sector issues.

#### **A. General Assessment of Development Impact**

Many areas of MKUKUTA/MKUZA interventions have shown progress towards development impacts, e.g. progress in child health, education, gender balance, etc. At the same time, other areas still show mixed results, e.g. the area of maternal health. Various reports, e.g. PER, MAIR, MDGRs, Views of the People, and Sectoral Reviews, have identified most of these areas and as a starting point, the review should provide overall:

- i. Assessment of progress made towards MKUKUTA/MKUZA goals (outcomes) and MDGs and factors which facilitated this progress. Assessment should use key monitoring indicators, where possible and relevant, disaggregated by gender, age groups, education, income groups, and geographic location.
- ii. Assessment of the progress made on cross-cutting issues (e.g. gender equality, environmental sustainability, governance, etc.
- iii. Identification of strategic areas which lacked progress and factors which acted as inhibitors.

#### **B. Specific Issues for review**

The general assessment of development impact has to be accompanied by more detailed and thorough reviews of strategic areas which have attracted debates in various forums. These areas include:

##### **B1. Growth and distributional issues (pro-poor growth issues)**

Theory predicts a decline in poverty where there is robust economic growth and low income inequality (Gini coefficient of less than 0.4). At the aggregate level the Tanzanian economy has registered a fairly impressive growth since early 1990s. Sectoral growth has

been varying – highest growth occurring in sectors with small contribution to GDP and employment (e.g. mining sector) and low growth being experienced in sectors like agriculture, the largest sector in terms of supporting livelihoods and generation of rural employment.

Mainly as a result of the improved investment climate, Tanzania has witnessed an upsurge of Foreign Direct Investments to support the growth process. Anecdotal and empirical evidence as well as findings from reports and surveys such as from PHDRs and HBS has shown that while economic growth has been impressive, reduction in poverty has been insignificant and disproportional to the growth. The growth has not adequately translated into poverty reduction (i.e. growth process has been non-pro poor).

The little decline in income poverty (basic needs and food poverty) has also been variable across geographical areas. The decline in income poverty has been slower in rural areas, where around 37.4% still lives below the basic needs poverty line. Since the share of income from the agriculture sector has been declining (so is the labor force in agriculture), rural non-farm income generating activities have not been able to act as a conduit to leverage people out of poverty. In the urban areas, the decline in poverty (and in the rate of unemployment) has also been small. Where did all the growth go?

Thus, it is imperative that the review uncovers the constraints to the trickle down of benefits from economic growth and provide insights in the following areas:

- i. An assessment of why growth has not been translated into corresponding poverty reduction and welfare improvement
- ii. Assessment of pro-poor growth and inequality at national and sub national levels
- iii. Pro-poor growth with a focus on agricultural and rural populations
- iv. The drivers of growth and implications on poverty reduction
- v. Have FDIs promoted pro-poor growth?
- vi. Potential strategic interventions to address the mismatch between growth and poverty reduction (macro-micro link)
- vii. Poverty levels especially among rural-based population, women and young people
- viii. Impact of HIV and AIDS on growth and poverty
- ix. Population dynamics and poverty
- x. MKUKUTA and MKUZA financing and strategic allocation of resources into areas that support pro-poor growth
- xi. Assessment of Public-Private Partnerships and how they can be effectively engaged in promoting pro-poor growth (development)

- xii. Assessment of existing capacity and best way to enhance human capacity development.

It is emphasized that issues of employment should be an integral part of most of the inquiries in this and the next issue for review.

## **B2. Review of growth agenda (the need for a growth strategy)**

The issue of growth strategy is closely related to growth and distributional issues. MKUKUTA implementation (unlike the case of MKUZA), lacked a unifying growth strategy to guide not only the direction/destination of investments but also the broader issues under which specific interventions such as challenges in modernizing agriculture sector such as through use of ICT in rural areas, energy sector crisis, scaling up infrastructure could be made.

Issues in agriculture include the predominance of small scale farming, which has proved to be less effective in reducing rural poverty. The review needs to look into how rapid modernization of the sector can be achieved while ensuring broad-based and pro-poor growth. Issues of population movement across sectors and geographical areas should be an integral part of such a review. ICT use has revolutionized rural areas in many parts of the world when adopted appropriately in order to improve livelihoods through increasing income opportunities. In the recent past Tanzania has witnessed expanding coverage of networks in rural areas. Has this made a difference in terms of enabling rural communities seize the opportunity provided by ICT development to improve their livelihoods?

Inadequate and unreliable energy supply is among the major issues that should be addressed in the search for national growth strategy (drivers). The recent past experience has shown the extent inadequate and unreliable energy supply affects service delivery as well as raising costs of production. For the economy to remain competitive and attain the development goals and targets that have been set, efforts towards ensuring ample and stable energy supply should be stepped up.

Review of the coordination of investment in basic infrastructure (Roads, Railways, Ports, Airports, and Water) needs to be an integral part for identifying constraints and potential drivers of growth. Likewise, review of the existing human resource strategies and the extent to which the education system supports the growth drivers needs to be undertaken.



Issues of population growth cum dynamics need to be analyzed noting that population can be a growth facilitator or growth inhibitor. Thus, a review is needed in the area of population growth, demographic pattern, high dependency ratio and internal migration to ascertain the effect and link to poverty and environmental degradation.

The previous point on population links immediately to labor movement and changes in sectoral share of the labor force. These links are policy relevant because economic growth of recent past has also been accompanied by other structural shifts and the most notable one is the composition of sectoral labor force. It has been noted that the share of labor in agriculture is shrinking and that of informal sector growing in the urban areas (among others sectors of employment). One of the components of the informal sector which shows prospects for providing employment, especially to the youth, is the entertainment service sector (i.e. film, music, etc, which could fall in the so called performing arts). The exact and potentials contribution of these non-traditional sectors of employment and income generation (e.g. non-traditional service sectors like film and music industries) is an area for which we know very little.

Specific areas of focus include:

- i. Assessment of drivers of broad based growth,
- ii. Analysis of key constraints to agricultural growth and rural development,
- iii. Investments in agriculture and SMEs and their contribution to growth and poverty reduction,
- iv. Assessment of agricultural productivity and ways of scaling up public and private investments in the sector,
- v. Climate change and impact on agricultural production,
- vi. The role of ICT in improving livelihoods of the rural poor,
- vii. Analysis of growth effects of internal migration.

### **B3. Review of Institutional factors in implementation**

MKUKUTA/MKUZA implementation has introduced and strengthened several institutional structures. Most of the institutional changes have been implemented under several core reform programs such as the Public Service Reform Program (PSRP), Local Government Reform Program (LGRP), Public Financial Management Reform Program (PFMRP), Financial Sector Reform Program (FSRP) and the Legal Sector Reform Program (LSRP).

Changes in the institutional landscape have been critical to the achievement of MKUKUTA and MKUZA goals. However, these changes have also brought new frontiers of challenges, especially in terms of coordination. For example, although the Decentralization by Devolution (D by D) policy, which aimed at increasing effectiveness in the delivery of social services through channels such as transfer of resource to LGA, has shown significant progress in certain aspects, there has been limited progress in the transfer of other capacities – especially human capacity.

Key issues for the review thus should include, among others, the review of the achievements in terms of key policy or institutional reforms, capacity development, as well as analysis of institutional factors that facilitate or inhibit processes. Focus should also be on accountability and good governance since their absence or near absence deny people their rights to basic social services as well as derailing economic growth. From a governance point of view, (deepening democracy, freedom, power and participation in wealth creation) a review is needed to explore a wide range of social, political, institutional, and economic mechanisms that hinder poor people's access to economic opportunities.

Specific areas for review include:

- i. The extent to which various government institutional reforms are aligned, harmonized, and coordinated;
- ii. Effectiveness of MKUKUTA and MKUZA support institutions and processes (e.g. PER, etc);
- iii. The extent to which weak institutions factors facilitate or inhibit poverty reduction efforts (what factors contributed to deviation in MKUKUTA and MKUZA objectives and targets);
- iv. Accountability and value for money and how planning, budgeting and expenditure are related to MKUKUTA and MKUZA objectives;
- v. Progress and management of core reforms (PFMRP, LGRP, LSRP, PSRP, NASCAPII, BEST);
- vi. Progress made in sector reforms and improvements in service delivery;
- vii. Capacity constraints after reforms – i.e. assessment of capacity developed and constraints for sustainable capacity development in the context of MKUKUTA/MKUZA implementation.

#### **B4. Review of budget composition and execution**

There have been significant improvements in strengthening the budget process making it a true catalyst for achieving the country's national economic growth and poverty reduction

objectives. A comprehensive Medium Term Expenditure Framework (MTEF) has remained the major budget instrument since 1998. Recently, this tool has been augmented with other instruments such SBAS, IFIMS, PlanRep, in order to enhance alignment of the budget with interventions. Over time, more budgetary allocation has been given to LGAs through government's agenda of Decentralization by Devolution (D by D). The government continues to strengthen a budget performance monitoring system to permit more efficient and transparent arbitrages on resource allocation among competing sectors

Despite the progress, several studies (e.g. PER studies) have pointed out several challenges that need to be addressed. Among them is the need to have a predictable MTEF that can properly guide implementation. The MTEF keeps on changing year after year, sometimes with massive variations of amounts (figures) when compared to the previous estimates. This could be linked to poor budgeting and reporting systems and low human resource capacity. Thus, the review should focus on the effectiveness of MKUKUTA/MKUZA budget implementation, e.g. the analysis of actual budget allocation and its alignment to MKUKUTA/MKUZA priorities as well as capacity and effectiveness of working groups.

Specific areas are:

- i. Review of MKUKUTA/MKUZA financing, with particular focus on the strategic allocation of resources into areas that support broad based growth;
- ii. Trends and patterns of budget ceilings, MTEF entries and actual expenditure;
- iii. Review of MTEFs, especially its predictability;
- iv. Analysis of the effectiveness of Decentralization by Devolution: financial resources versus absorption capacity at LGAs;
- v. Assessment of the effectiveness of the procurement procedures in relation to budget execution.

## **B5. Effectiveness of M&E Framework and Implementation**

For the past few years, the government has been strengthening M&E systems at national, sector/MDAs, programs, and local levels. A new institutional structure for M&E has also been enshrined. Systems for data collection, both survey and routine data have been strengthened. As a result, more M&E outputs (with various level of analysis) have been generated on regular and predictable intervals (e.g. PER studies, MAIR, and sector reports).

There are, however, several issues around M&E that need to be addressed during the review. Among these is the capacity to undertake the necessary M&E analysis. This issue is

particularly critical as more emphasis is placed on reporting outcome based results (results based management - RBM) and showing value for money. Critical review of these issues is needed to strengthen key processes of regular reviews and analyses (for example, Monitoring Systems and PER process at both national and local levels) and building capacity to manage them. Review of the indicators is also needed to avoid ambiguity. In their current version, some indicators can not associate or link performance with the interventions. For example, indicators on corruption: one can not clearly apprehend whether the increase in the number of corruption cases reported is a result of strengthened oversight institutions, increased media reporting or investigative journalism or increase in crime? There is therefore a need to re examine such indicators during the process of reviewing MKUKUTA and MKUZA and their Monitoring Systems.

Specific focus areas are:

- i. Assessment of the effectiveness of the monitoring system in terms of design, implementation, incentive for reporting, and use of data by decision makers;
- ii. Assessment of the gaps in the current routine data systems and reset realistic baseline and targets;
- iii. Assessment of effectiveness of current indicators especially in the areas of good governance and accountability;
- iv. Effectiveness of national monitoring systems and their role in achieving results;
- v. Assessment of the capacities of M&E systems to undertake RBM analysis at both levels – National & Local levels;
- vi. Assessment of the progress made towards broad based participation of local stakeholders in the implementation of monitoring of MKUKUTA/MKUZA.

## **B6. Issues in external resources**

In 2006, Tanzania launched the Joint Assistance Strategy for Tanzania (JAST) as a national medium-term framework for managing development co-operation with Development Partners (DPs) so as to achieve national development and poverty reduction goals. The aim of JAST is to address challenges on aid effectiveness and translate the international commitments and initiatives on aid effectiveness.

Under JAST, the government prefers GBS modality as compared to project support. There is also substantial amount of off-budget support. However, the exact volume is difficult to establish. Thus, the relevance and effectiveness of development assistance is an area that needs critical review.

Specific issues to be addressed include:

- i. The ODA volume and sectors/areas DP funds have been allocated;
- ii. The extent to which DP funds are aligned to MKUKUTA and MKUZA, and appropriateness of aid modality and mix of instruments (e.g. technical assistance);
- iii. Effectiveness of GBS and other forms of assistance i.e. performance of aid modality, aid instruments, and mix of instruments;
- iv. Effectiveness of TA contribution to capacity development;
- v. Harmonization and effectiveness of dialogue with respect to aid delivery and division of labor (DoL) among DPs;
- vi. Impacts of aid effectiveness agenda on transaction costs.

### **B7. Issues in Domestic Resource Mobilization**

URT and RGOZ governments desire to reduce reliance on external financing of their budgetary operations. Currently, external resources make about one-third of the total government budget (and the larger share of the development budget). While the global economic crisis will affect inflow of external resources, the effects of the crisis in the domestic economy will be substantial.

The review should cover the extent of the domestic resource mobilization (broadening tax base) in the implementation of MKUKUTA and MKUZA. Other areas include assessment of Public-Private Partnerships and how they can be effectively engaged in the development agenda. Specifically, the review needs to focus on the following:

- i. Credibility and reliability of the macroeconomic framework in guiding resource mobilization;
- ii. Assessment of growth and buoyancy of the various tax bases (in relation to the growth agenda);
- iii. The extent and prospects of domestic resource mobilization for MKUKUTA/MKUZA implementation in the light of the on-going financial crisis;
- iv. Assessment of the constraints to PPP in sectors (roads, etc).

### **B8. Health Service coverage**

Notable improvements have been noted in the health sector in terms of population coverage and service quality. However, the sector continues to be constrained by many factors, especially inadequate health professionals. Furthermore, rates of maternal and infant morbidity and mortality have remained relatively high. Interventions are underway to address problems in the health sector, including programs aimed at establishing a health center in each ward and dispensary in each village.

Many challenges are posed by such expansion, in terms of running and maintenance costs. Critical review is needed to explore best strategies to coordinate such expansion with investment in other areas – e.g. rural roads, human resource capacity etc. The question to be answered is what would be the social optimal mix taking into account the operation and maintenance costs associated with such wide coverage of the health facilities? Thus, specific issues to be addressed are:

- i. Assessment of the required mix at various levels of the health system to ensure quality of health service delivery;
- ii. Analysis of the constraints in human resource deployment and retention, especially in marginalized areas;
- iii. Assessment of the factors behind little progress in some health indicators e.g. maternal and infant mortality;

## **6.2. Prioritization of Issues for Review**

Specific issues for studies listed in the previous sub-sections are many and have been prioritized in order to help decisions in case of resource constraints. In coming up with a prioritized list, it should be noted that both Governments of URT and Zanzibar foresee a more, focused, sharper and prioritized strategy than its predecessor. Thus, the nature and features of the envisaged new strategies provides insights to prioritization of issues identified for review. The following are the characterizing features of the next MKUKUTA & MKUZA:

- i. Results oriented;
- ii. Key pillars/clusters such as the Growth Strategy with a focus on results to be achieved;
- iii. Few but key prioritized outcomes and interventions in each pillar/cluster;
- iv. Further integration of MDGs;
- v. Informed by visions 2025 and 2020;
- vi. Financed mostly by internally generated resources, FDI and trade while reducing dependence on Aid; and
- vii. Strategic allocation of financial and human resources to key priorities

To ensure that the successor strategy possesses all these feature, specific issues for review have be prioritized into category AAA, BBB, and CCC based on the following criteria:

- i) focuses on growth, reduction of poverty, and improving quality of services delivery and scaling up of good governance;
- ii) addresses implementation effectiveness;

- iii) addresses the needs of Development Partners' future support;
- iv) has scant information and data;
- v) information is available but needs to be synthesized; and
- vi) Implication of an issue at sectoral, regional/district can be generalized to nationwide level.

The first priority (AAA category in Annex I) is based on all six criteria (*i – vi*); the second category (BBB) is guided by criteria *i, ii* and *vi*; and the third category is based on criteria *i* and *vi* as indicated in the matrices shown below (Annex I).

In case there exist some studies on any of these issues that is not known to other stakeholders, the government encourages holders of such studies to share them as early as appropriate. The review will take on board such studies and, in so doing, economize on the limited resources.

### **6.3. Output from reviews of the issues**

The output of the review of the substantive issues is a synthesis of areas of strength and weakness in terms of:

- i) content and prioritization of MKUKUTA/MKUZA
- ii) process and approach of MKUKUTA/MKUZA and institutional effectiveness and factors that affect implementation or service delivery
- iii) Implementation issues, participation of and accountability to local stakeholders in implementation and monitoring
- iv) Ownership of the government and key stakeholders

The synthesis should contain clear recommendations for the next/successor strategy by showing the best practices in addressing similar challenges in similar economies. The synthesis should also clearly identify drivers of transformation (growth and institutional drives). Details of the methodologies to be used are presented in Annex I.

## PART II: ORGANIZATION OF THE REVIEW

The purpose of this part of the Guideline is to provide a systematic way of conducting the process of MKUKUTA and MKUZA review. Since the implementation of MKUKUTA and MKUZA involved all groups of society, the document is intended to guide a structured dialogue and process that engage a wider participation of stakeholders. This participation is important in legitimizing the review of MKUKUTA and MKUZA as well as building consensus on the whole process.

Thus, this part of the Guideline for review informs stakeholders about the process and their respective stages and timing so as to give their views with respect to contents and key issues for review. It raises awareness and enhances participation of key players in the revision and subsequent formulation process of the successor strategies. In this way, it ensures a systematic and harmonized review process as well as coordination of the process and harnessing resources.

### 7. PRINCIPLES OF THE REVIEW

The review process will observe principles that will guide the overall management, consultation and drafting with a view to ensuring integrity and credibility of the process. The purpose is to undertake a review that will produce a strategy that is well understood and reflects realistic national interests and priorities. The principles include:

***National ownership.*** The review is one of the vehicles for scaling up national ownership of the development process. Thus, the review should be nationally owned and driven by country interests and agenda. To ensure this, consultations have to be inclusive.

***People Centered.*** The review will enhance the space for local stakeholders, including citizens, communities, civil society and the private sector in policy dialogue, implementation review and evaluation of the impact of development initiatives.

***Strengthening Capacity.*** the review should ensure as much as possible that capacity at all levels is strengthened. Planning and implementation of the review process including carrying out analytic works should aim at harnessing and strengthening the capacity of local experts and institutions.



***Government Leadership.*** to ensure national ownership of the resultant strategy, the review agenda will be led by the Government in terms of planning and designing review instruments, defining research and study areas. Other stakeholders will participate based on their capacities and in line with the defined agenda.

***Transparency:*** the review process will be carried out in a transparent manner in order to ensure that the views and ideas of key stakeholders are effectively incorporated.

## **7. THE REVIEW PROCESS**

Based on the framework spelt out in Part I of this document, the review has to focus more on depth while also paying attention to breadth. To ensure this, three methods will be used:

- i. Specific analytical studies on substantive issues,
- ii. Structured guiding tools for collecting stakeholders' views;
- iii. Consultations on outputs produced from analytic studies and views collected from the stakeholders.

It should be noted that these methods are not exclusive; their combinations and different sequencings may be used where it is deemed necessary. The way these three aspects are coordinated is described subsequently.

### **7.2. Coordination of the review process**

The present institutional arrangement of the MMS/PER will not be changed but strengthened in the management and implementation of the review. Government (MOFEAs) will concentrate on core functions and delegate some of the work to the lead actors. Also, it will create space for other stakeholders to carry out some specific work.

The planned review will be undertaken jointly between the Mainland and Zanzibar in order to avoid mismatch in planning, resource mobilization, and implementation. The harmonization of these aspects is important in order to ensure that efforts are well coordinated for effective policy outcomes. The gains from harmonized time frame and alignment to MDGs are many.

As a result of joint review, MKUKUTA Secretariat and MKUZA Secretariat will coordinate the review process and production of the Strategies. MKUKUTA Secretariat will work under the supervision of MKUKUTA Technical Committee chaired by the Deputy Permanent Secretary responsible for Economic Management. MKUZA Secretariat will work under the Principal Secretary of MOFEA. Specifics of this coordination structure are as follows:

### **7.2.1. At technical level and process management**

At technical level and process management, the following are the expected roles and responsibilities:

#### ***Technical:***

- i. There shall be two Drafting Teams, one for the Mainland and one for Zanzibar. The Drafting teams will be responsible for (i) synthesizing analytic reports and contents of studies and (ii) draft the strategy. The Deputy Permanent Secretary responsible for Economic Management will head the drafting team for the Mainland. Each Drafting Team will be composed of experts from the Government, academia, and Non state Actors. The Drafting team may co opt experts of analytical work that will be commissioned. The two drafting teams will work collaboratively.

Drafting Team of MKUKUTA II & MKUZA II will work closely with the Review Team (team of experts), which is responsible for providing technical support to the drafting team.

The review team will be appointed based on the knowledge and competence on specific areas of specialization. The team will work independently to advise the drafting teams.

- ii. MMS technical working groups will be responsible for specific technical inputs, for example, R&AWG – provide leadership on growth and poverty studies and use of existing information.
- iii. PER Sector Groups (e.g. water sector working group) – lead sector reviews, discussions and consultations.
- iv. PER Cluster and Thematic Groups – lead thematic or cross-cutting analytic work and consultations.
- v. PER Main Working Group – provide oversight to technical discussions under PER process and lead inter-sectoral discussions and consultations on linkages.
- vi. PER Macro Group – lead macro assessments work and consultations.

#### ***Process:***

- i. The MKUKUTA/MKUZA MMS Technical Committee will provide an oversight and guidance as per the mandates including planning and the implementation of the review tasks.

- ii. There shall be an overall secretariat co-headed by the Directors responsible for Poverty Eradication and Empowerment matters and the Commissioner for National Planning, Sector Development and Poverty Reduction. This shall be called a Joint Secretariat for the Review of MKUKUTA/MKUZA. Other members of the Joint Secretariat for the Review of MKUKUTA/MKUZA will be senior officers from MKUKUTA and MKUZA Secretariats

The role of the Joint Secretariat under MOFEA (URT & RGOZ) would be mainly to coordinate and provide technical and administrative support to the review process including management of financial and human resources.

It should be emphasized that the linkages of these groups need to be strengthened during the review. As the Joint Secretariat coordinates and provides administrative support, part of its mandate is to link other groups and outputs (e.g. presentation) to the MMS Technical Committee and PER Main Working Group. On the one hand, PER Main working group will coordinate all PER analytical studies and consultations. On the other hand, MMS under RAWG will coordinate analytic studies on poverty and growth and consultation around such studies. Furthermore, MMS will provide coordination on the process and consultation during the drafting phase as indicated in the roadmap for review.

It is noted that while there will be a lead actor in each of the issues under review, the PER/MMS Cluster/Sector (thematic) Working Groups will be one of the key actors in their respective thematic issues, e.g. if the issue is on growth (coordinated under RAWG), then Cluster I working group should effectively be engaged as one of the key actors. It also noted that, the Joint Secretariat will support the drafting team. The team of experts will review all drafts before they are widely shared with other stakeholders.

#### **7.2.2. At High level (Government & Development Partners)**

At High level, , the key modality for consultations would be through the recently adopted Joint Coordination Committee under the new Dialogue Structure and Division of Labor. The committee membership comprises of Permanent Secretaries (Government) and Heads of Missions (Development Partners). The role of high-level consultations is mainly to provide strategic advice to the focus of the next strategy and key priority areas. The Joint Coordination Committee's regular meeting is biannual. However, for the purpose of the review, the Secretariat requests the Committee to hold extra and more frequent meetings, as the review shall demand. Timing and notification of these '*on-demand*' meeting will be agreed at that level, but a natural criterion could be based on completion of phases

identified on the review roadmap. In this case, the committee will be able to provide a strategic review of the outgoing phase and strategic guidance of the incoming phase.

A pictorial presentation of the relationship of all major actors and their roles and responsibilities is provided in Annex II.

### **7.3. Engagement during the Review**

The engagement of various stakeholders will take the following structure:

- i. The PER process (which includes PER MACRO GROUP, PER MAIN WORKING GROUP and PER SECTOR WORKING GROUPS, PER Cluster working groups) and RAWG will be the main process through which the Government, Development Partners and CSO consultations will take place at national level.

Stakeholders in the PER process and MMS working groups should note that the review process does not substitute their annual undertakings under their respective mandates. However, there will be many areas where they two will have synergies and complementarities resulting in economies of scope.

- ii. Stakeholders who are well organized and have networks will be called upon by the relevant lead actor in a given sector (when a particular study or analytic work has been completed within their constituents) to provide feedback in an agreed common format. For example, stakeholders like academia; research institutions and development partners can provide feedback on the contents of the studies undertaken as an input into the drafting process.
- iii. All other stakeholders such as private sector, trade unions, people with special needs, Youth and young people, media, Civil societies and Faith Groups will also be called upon (through their representative umbrella body by the relevant lead actor in a given sector when a particular study or analytic work has been completed within their constituents) to provide feedback in an agreed common format

Note that consultation at lower levels (e.g. Local Government Level –LGAs, and at the grass-root) will be in terms of sharing the output of the assessment phase (analytical and assessment studies) and during the drafting phase. This pragmatic approach is based on the fact that existing knowledge shows that Tanzania has a wealth of information from lower/local levels that was collected during the formulation of the outgoing strategy (MKUKUTA), from various M&E outputs during the implementation (such as MAIR,

Voices of the Poor and PHDR) and other processes such as APRM and Social Protection (SP) consultations. Analytical and assessment studies will reflect on the voice of the people contained in these sources. Reports of these studies will be shared with stakeholders at lower levels through LGA systems and through umbrella organizations. In the drafting stage, similar arrangement of consultations will also be conducted at the local (district/council) levels in order to offer them opportunity give comments to the draft strategy.

#### **7.4. Elements of the review**

In undertaking the review the following are essential elements:

##### **7.4.1. Pre-launch Consultations:**

The pre-launch consultation entails all consultation among and within Government institutions and other key stakeholders relevant to the review process through the existing communication mechanism including internal meetings, PER and MMS process. This process takes place between January and March, 2009. The objectives of pre-launch consultations are:

- i. To provide opportunity for government to consolidate its own ideas and share them with stakeholder groups before finalization of the design of the MKUKUTA & MKUZA review process;
- ii. To provide an earlier opportunity for all stakeholders to state their views on their focus of the review;
- iii. To provide space for stakeholders to air their views on how the studies should be undertaken and participatory consultations on the same.

##### **7.4.2. Public Launch of the MKUKUTA & MKUZA Review:**

The formal public launch of the review is intended to inform the general public on the Governments' decision to undertake MKUKUTA & MKUZA review and develop the successor strategies. During this event stakeholders will be informed also on the focus and scope of the review as well as the road map. The launching is expected take place in April 2009. The launching will be disseminated widely through various communication channels such as newspapers, radio, and websites through the Communication Strategy put in place.

##### **7.4.3. Analytic and Assessment Studies**

Areas/issues for review have been identified and prioritized (see the matrix in Section 10). The matrix indicates the lead institution for each issue for review. The issues are categorized into three, i.e., top priority, second and third priorities. The issues that are considered top priority are those that are a must for a credible successor strategy.

Therefore, the government will mobilize resources to ensure the necessary findings and recommendations inform the successor strategies.

The second priority will be issues that are important but in the event of shortage of resources, other options could be considered. One of such option is when some stakeholders raise their own resources and carry independent studies on issues under their mandates. In that case, a specific format of submitting the findings will be agreed and used. However, it should be noted this support arrangement shall not have implication, whatsoever, on which institution will be the lead actor (as elaborated in the introduction of Annex I below).

The third priority issues are issues that are of interest to some stakeholders. However, for analytic studies that are done independently, their findings and recommendations will be submitted to the Secretariat so that they are also used in the drafting process. A specific format for submission of findings and recommendations will be developed and agreed in order to minimize costs of extracting the intended messages. It is expected from each stakeholder group that the findings from the consultative process will be consolidated and submitted to the Secretariat for inclusion in the drafting process.

As stipulated in the principles of review, the government will continue with its tradition of respecting objectivity in all analyses while ensuring strong and strategic leadership of the review process. Thus, all analytic studies and assessment will be led by the overall purpose and objectives of the review process. For this reason, studies will be independent and not being influenced by factors such as ones biasness, pre-conceived ideas and intuitions, influence from politicians, etc. Integrity and credibility of the studies will be highly observed. Terms of reference to undertake such studies will be developed by the government and shall be shared with other stakeholders before commissioning the respective studies. Therefore, it is envisaged that the government and other stakeholders will adhere to the objectivity of studies. In similar vein, it is expected that quality assurance of the analytical studies, even those under CCC priority in Annex I, will be one of the mandates and responsibility of the key actors, respective (thematic) working group in which the study falls, and the consultations around that issue.

#### **7.4.4. Stakeholder Consultations**

The government would like to ensure that the consultation process is focused but also inclusive. The participatory process will thus be based on four principles: transparency, representation, inclusiveness and political neutrality. Both languages Kiswahili and English will be used as medium of communication depending on the appropriate circumstance.

Stakeholder consultations will be led by analytic work. Stakeholders will be consulted in terms of the finding and policy recommendations or related set of issues. Selection of stakeholders and level of consultation will be issue(s) based. In addition, to the analytical work, the government through its administrative system will make efforts to consult the citizens of Tanzania. The government proposes specific stakeholder groups to reflect on specific issues based on analytic work during the consultation process. Details of actors and responsibilities are shown in the matrix (Annex I).

To ensure more specific views are solicited from the consultation on the draft strategy (after the analytical/studies phase), consultations will be open to individual actors in development (and less as working groups). For example, views of the DPs, CSO, etc. will be solicited directly and not through their participation in the PER groups.

#### **7.4.5. Document drafting**

The drafting process will be informed by the outputs from analytical and assessment studies (i.e. the output from the assessment/ review phase). Before the drafting starts, an annotated outline of the draft strategy will be developed and agreed. The outline will allow the process of drafting to start once the Government has received a critical mass of the outputs of the assessment phase without necessarily waiting till the completion of the assessment phase (i.e. the assessment phase is scheduled to last until August 2009).

Drafting of the revised next strategies will be led by Deputy Permanent Secretary – MOFEA for Mainland Tanzania, while for Zanzibar the Permanent secretary-MOFEA will lead the drafting process. Two Drafting Teams, one for the Mainland and one for Zanzibar will undertake the drafting tasks including (i) synthesizing analytic reports and contents of studies and (ii) drafting the strategy. The Drafting Teams will be composed of experts from the Government, academia, and Non-state Actors.

There will be several rounds of drafting and consultations. After the consultation on the first draft a second draft of successor strategies will be prepared. There will be a follow up by a second public consultation with key stakeholders.

#### **7.4.6. Approval and publication of the strategies**

MOFEA will submit the final draft for endorsement by Cabinet and shared with Parliament and House of Representative with respect to Zanzibar.

Publication of the MKUKUTA & MKUZA II will be in both Kiswahili and English languages.

## **8. ROLES AND RESPONSIBILITIES**

The governments will continue to provide leadership in the whole review process by ensuring adequate and necessary resources, information, and logistics are in place at the appropriate time. Detailed roles and responsibilities of lead and key actors are presented in the matrix (Annex I). In summary, the lead actor will:

- I. Inform members on purpose of the review and convene stakeholders (key actors) meetings;
- II. Prepare terms of reference and share with stakeholders;
- III. Recruit experts to undertake the analytic work
- IV. Submit the relevant documents in a useable format to the drafting team
- V. Mobilize and manage financial and human resources

The key actors are expected to participate in the discussion and provide feedback on the substantive issues or findings as well as provide the needed resources to accomplish the work.

All sectors are encouraged to reflect on and take stock of the effectiveness of their strategies in contributing to growth and poverty reduction. It is important that the sectors aim at clearly prioritizing the pro-poor growth and reduction of poverty interventions within their strategies.

## **9. COMMUNICATION STRATEGY OF THE REVIEW**

One of the key attributes of the review process is the sharing of information on the review, consultations and milestones. The mechanisms on how different stakeholders will participate will be elaborated. To ensure this, the review process will be communicated to various stakeholders using different channels such as media, press release, briefing, group emails, meetings, etc. Mechanisms for getting feedback will also be established and communicated.

Overall, the consultation process seeks to reflect the following attributes:

- *Rights*: Ensuring an atmosphere of freedom of opinion, information, media, and association and campaigning; stakeholders are given an opportunity to participate fully in the entire cycle.



- *Structures:* Collecting views from the grassroots level to the national level; implementation of the strategy through decentralization structures, hence the central role of local government.
- *Legitimacy:* Parliament and House of Representatives to be fully involved in the consultations and review. Also, concerns of CSOs and other stakeholders will be incorporated.
- *Capacity:* Need for increased capacity development for stakeholders at all levels so that they effectively contribute in the review process – i.e. imparting analytic capabilities and information for the stakeholders to identify critical issues and priorities, monitor and critically scrutinize performance of those entrusted with responsibilities to lead.

## 10. THE ROAD MAP - TIMEFRAME AND INDICATIVE MILESTONES

The budget process for fiscal year 2010/11 will start around December 2009 and it is important that a draft of the new strategy is in place before then. This will ensure that the two governments (URT and RGOZ), DPs, and other stakeholders incorporate the designed interventions in their plans, e.g. MTEFs.

The following is the Review Road map;

- vi) ***Preparatory Phase: January – April 2009:*** This will involve internal consultations on issues of joint review (MKUKUTA and MKUZA), scope and nature of the review as well as the process. This phase is expected to produce a concept note that formally initiates the review process. The phase will also be used to develop the Review Guidelines.
- vii) ***Assessment Phase: May – August 2009:*** This will cover consultations and analytical studies, including reviewing existing analytical works. The later part of the phase will also be used for drafting of the successor strategies.
- viii) ***Drafting and Dialogue Phase: August - October 2009:*** During this phase, the drafting of the successor strategies will continue by tapping further on the results of the assessment phase. The phase will also dwell on further consultations and dialogue with key stakeholders.
- ix) ***National consultation: November – December 2009:*** In this phase consultations will be based on feedback on the draft successor strategies. The feedback will be

provided through annual reviews and other consultative platforms. It is expected that during this phase the draft framework can feed into the budget guidelines for the subsequent financial year budgeting process.

- x) ***Approval Phase: January – March 2010:*** This is the finalization phase of the review process. The aim of this phase is to ensure that ideas and issues emerging from consultations in particular from the Cabinet Secretariat, Inter-Ministerial Technical Committee (IMTC) and the Cabinet have all been incorporated. Also, planning for printing and wider dissemination of the document will be done during this phase. After this phase, all MDAs and LGAs are expected to have fully aligned their respective SP and MTEF/Budget with the new strategy.

The final product of the process is the new strategy. Intermediate outputs to guide the process are:

- i) **Concept note** that contains key issues and guidance on the process to inform the guideline;
- ii) **Review guideline document**, outlining time lines, activities, expected outputs, and budgets;
- iii) **Consultation guideline document**, specifying who, when, how, and on what to consult;
- iv) **Terms of References** for the process and analytic or research work related to the review,
- v) **Study/Research papers** generated from various internal processes and commissioned work.

## **11. CAPACITY AND RESOURCES REQUIREMENTS**

### **11.1. Requirements**

The review requires adequate resources in forms of financial, human and time. The plan for mobilizing resources which are required for the review are as follows:

- i) Mobilization of funds to finance the processes (consultations, analytic studies, drafting, etc): The URT government and RGOZ will contribute funds for the review. Development Partners are also expected to support the review. Funds will be deposited in MKUKUTA Monitoring System Pooled Fund. Non-State Actors (CSO, NGOs,

FBOs, PS) are expected to mobilize and manage resources within their networks for the purpose of the review.

- ii) Human Resources to coordinate the process, undertake studies, synthesize reports and draft the strategy: the government has resolved to deploy national capacity to augment the capacity of government particularly at the Poverty Eradication and Empowerment Departments (for both URT & RGOZ) by recruiting at least three national experts, develop capacity response plan (MoU) with national research and academic institutions, and strengthen the secretariats of Research and Analysis Working Groups under MKUKUTA and MKUZA MMS by recruiting at least two national experts. In addition, and if need be, additional experts (international and national) will be recruited on specific tasks. An independent high-level national review team (composed of renowned individuals such as professors, researchers and experts in private and public sector) will be put in place to ensure high quality and objectivity.
- iii) Time to ensure that activities are given adequate attention: sufficient time will be allocated for collecting inputs from various stakeholders, especially representatives of various social groups and the general public; and report writing and consultation thereafter.

### **11.2. Envisaged Support to the Review Process**

The government aims at utilizing existing structures to channel funds for MKUKUTA & MKUZA review. Several options are possible, including channeling funds from the Pooled Fund for Poverty Monitoring, managed by MOFEA to support coordination of activities undertaken by the Joint Secretariat and drafting of the new strategy. For some analytic studies and consultative process related to the review, direct financial support to the lead institutions is also possible. In other cases, the lead actors may mobilize and manage the financial and human resources to support studies and consultations assigned to them.

### **11.3. Risks**

The review process is a complex undertaking. It requires political support and commitment of governance structures, financial and skilled human resources, and adequate time. A successful review is contingent upon these factors

## ANNEX 1: PRIORITIZED ISSUES, PROPOSED ACTORS AND REVIEW METHODS

The review will adopt various methods depending on the nature of issues for review. The matrix below presents the methods for each of the identified issue including the key actors and the level of engagement. It should be noted that MMS & PER/cluster/sector working groups are, by default, one of the key actors in their respective issues. The column for "*start & end date*" provides only the broad time frame within which lead actors will define their operational timeframes. Likewise, lead actor in priority BBB and CCC shall remain as agreed even where financial and other resources do not come/go through MMS (i.e. in the case of own or direct supports). It is also important that we include issues of constraints and progress made with regard to PPP as an integral part of the studies wherever relevant. This will ensure that the coming strategy captures well the role of private sector in its wider dimensions. Likewise, issues of job creation should feature whenever necessary as a cross cutting issue because the nature of employment forms a critical link between growth (the focus of the next strategy) and poverty reduction.

**TABLE 1: TOP PRIORITY: AAA**

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
<b>A. General Assessment of Development Impact</b>					
A1. Over all Assessment on achievement of MKUKUTA & MKUZA (MDGs) outcomes. This should include a comprehensive assessment of the progress made in sector reforms and improvements in service delivery	Review study / Assessment study	GoT , RGoZ(RAWG - Lead), DPs, NSAs, Research & Academic (R&A) Institutions	Findings will be discussed at national forum (PER/MMS), Sector forum	April – August 2009	25,000
	<b>Note:</b> The MGDR and MAIRs provide overall achievement. However, the status will be up dated. MKUKUTA and MKUZA costing reports can also provide vital information.				
<b>B. Specific Issues for review</b>					
<b>B1. Growth and distributional issues (pro-poor growth issues)</b>					

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
<b>B1.1.</b> An assessment of why growth has not translated into corresponding/expected poverty reduction and welfare improvement (i.e. lack of pro-poor growth, in which case, issues of inequality should thoroughly be addressed)	Analytic study/Desk review	GoT (RAWG - Lead), RGoZ, DPs, CSOs, R&A (UDSM/DoE)	Findings will be discussed at national forum (PER/MMS), and District and Shehia levels in Zanzibar	April – August 2009	25,000
	<b>Note:</b> The analytic study includes further analysis on MAIRs PHDR 2007, PHDR 2009 undertaken by RAWG/REPOA and further analysis of HBS 2007. The work will be undertaken in collaboration with international consultants. Zanzibar will also be covered, where the analysis will benefit from ZHDR2009 and HBS2009.				
<b>B1.2.</b> The drivers of growth and implications on poverty reduction (i.e. assessment of the past, present, and future projections to inform the formulation of National Growth Strategy)	Analytic study & Desk Review [Assessment of drivers of broad-based growth]	GoT , RGoZ (RAWG - Lead), DPs, CSOs, R&A Institutions, Private Sector (PS)	Findings will be discussed at national forum (PER/MMS) and District and Shehia levels in Zanzibar	April – August 2009	30,000
	<b>Note:</b> The analytic study builds on PHDR 2007 undertaken by RAWG/REPOA. The work will be undertaken in collaboration with international consultants. HBS reports and MAIRs will provide initial information. Further assessment of Zanzibar Growth Strategy will be undertaken.				
<b>B1.3.</b> Potentials of the selected non-traditional sectors of employment and	Analytic study & Desk Review	GoT , RGoZ (Ministry responsible for labor or Youth - Lead), CSOs	Findings will be discussed at national forum (PER/MMS)	April – August 2009	30,000

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
income generation (e.g. non-traditional service sectors like film and music industries)	<b>Note:</b> Most of the non-traditional sectors are growth drivers at least in the near future by their roles (in terms of employment and income generation) support a considerable section of the population and should be thought as complementing the contribution of the growth drivers				
B1.4. Application of ICT in improving livelihoods of the poor and in supporting growth in general	Desk Review study	GoT (Ministry of Communication and Technology) -Lead, RGoZ, CSOs & Private Sector	National & Regional	April – August 2009	30,000
<b>Note:</b> Assessment should cover both Mainland and Zanzibar. Zanzibar will draw from a recent study on the Establishment of Zanzibar ICT policy.					
B1.5. MKUKUTA and MKUZA financing and strategic allocation of resources into areas that support pro-poor growth.	Analytic study/Assessment Study	GoT (PER MACRO - Lead), RGoZ (MOFEA Lead) DPs, CSOs	National level discussions led by the PER MACRO GROUP and MKUZA TC	April – August 2009	20,000
<b>Note:</b> The study and discussions should be undertaken within the PER process. Sector reports and PER reports are key documents. Position paper for marking and position paper for rural finance could be also useful for Zanzibar.					
<b>B2. Review of Agricultural Sector Pro-Poor Interventions</b>					
B2.1. The impact Assessment on agricultural growth and its vitality vs. poverty reduction	Assessment study and consultations	RGoZ – (MALE Lead), Private Sector, PDs	National, District, and Shehia	April – August 2009	
<b>Note:</b> This issue is specific to Zanzibar and it will benefit from, among other things, ZHDR2009 and HBS2009.					

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
<b>B2.2:</b> Analysis of key constraints to agricultural growth, productivity, food security, and ways of scaling up public and private investments in the sector (including PPP options)	Independent Analytic study	GoT (Agriculture sectors- lead), CSOs & DPs, Private Sector. RGoZ(MALE, MTTI), ZNCCIA, ZIPA	National & Regional discussions.	April – August 2009	40,000
	<b>Note:</b> The recent Food Security and Nutrition Policy will provide vital information for Zanzibar. Assessment study of deep sea fishing will be undertaken.				
<b>B2.3.</b> Investments in Agri-business and their contribution to growth and poverty reduction.	Independent Analytic study	GoT (Agriculture sectors- lead), CSOs & DPs, Private Sector (TCCIA/TFA). RGoZ(MALE)	National & Regional discussions.	April – August 2009	25,000
	<b>Note: Note:</b> The recent Food Security and Nutrition Policy will provide vital information for Zanzibar. Assessment study of deep sea fishing will be undertaken.				
<b>B2.4.</b> Climate change and impact on agricultural production.	Impact study	GoT (VPO Environment -Lead), RGoZ, Agric. Sector Ministries, DPs, CSOs, Private Sector	National level discussions involving Agric. Sector & Environment Working Groups	April – August 2009	25,000
	<b>Note:</b> Agric Sector and Environment Working Groups will agree on whom to recruit for undertaking the study or studies. The ministries responsible for agriculture in both mainland and Zanzibar will be fully consulted in undertaking the study.				

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
<b>B3. Review of Institutional factors in implementation</b>					
<b>B3.1.</b> The extent to which various government institutional reforms and process (such as PER) are aligned and contribute to implementation of MKUKUTA & MKUZA.	Independent Desk review study & Consultation	GoT (Reforms Coordination Unit –Lead MoFEA RGoZ, CSOs & DPs	National level discussions with key actors.	April – August 2009	15,000
	<b>Note:</b> PER MAIN Working Group members and MKUZA TC will agree on who to recruit for undertaking an independent study on effectiveness of PER. With respect to Zanzibar, the MKUZA Secretariat will take up this role. DPs and Government will agree on who to recruit for undertaking the study or studies.				
<b>B5. Effectiveness of M&amp;E Framework and Implementation</b>					
<b>B5.1.</b> Assessment of the effectiveness and efficiency of the monitoring system in terms of design, composition, implementation, incentive for reporting, and use of data by decision makers	Independent assessment study, Desk Review and Consultation	GoT, RGoZ, CSOs & DPs (PEED – Lead) PMG	National and LGAs	April – August 2009	30,000
	<b>Note:</b> An independent organization or expert to assess and evaluate the MMS (both Mainland & Zanzibar). Important documents already exist – MAIRs, MDGRs, MKUZA Data Need Assessment Report 2007, Monitoring Master Plans, MKUZA Implementation Framework, Survey reports, etc.				
<b>B7. Issues in Domestic Resource Mobilization</b>					
<b>B7.1.</b> Credibility and reliability of the macroeconomic framework in guiding domestic resource mobilization (this	Assessment study & Analytic study	GoT (PER MACRO GROUP - lead), CSOs & DPs RGoZ(PER Cluster I)	National level discussions.	April – August 2009	15,000



Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
should include various scenarios revenue yield of important revenue sources in relation to domestic and external shocks/trends)	<b>Note:</b> This study should be commissioned by the PER Main working Group and MKUZA TC. The MKUZA Secretariat will take up the role with respect to Zanzibar. The PER Macro working Group and MKUZA PER Cluster I in collaboration with TRA and ZRB, respectively, should commission this study. MKUZA Secretariat will take up the role with respect to Zanzibar.				
<b>B8. Health Service coverage</b>					
<b>B8.1.</b> Assessment of the availability of the required mix at various levels of the health system to ensure quality of health service delivery	Desk Review study & Consultation	Health Sector Working Group -Lead RGoZ, CSOs & DPs	National, MOHSW(ZNZ), Regions & LGAs	April – August 2009	10,000
	<b>Note:</b> build on the recent work on health sector review and on going discussions.				
<b>B8.2.</b> Analysis of the constraints in human resource deployment and retention in health sector, especially in marginalized areas	Desk Review study & Consultation	Health Sector Working Group -Lead, CSOs & DPs	National, Regions & LGAs	April – August 2009	10,000
	<b>Note:</b> build on the recent work on health sector review and on going discussions.				
<b>Total costs</b>					<b>515,000.00</b>

**TABLE 2: PRIORITY: BBB**

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
<b>A. General Assessment of Development Impact</b>					

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
A2. Assessment of the extent to which cross - cutting issues are integrated into development frameworks and progress achieved.	Assessment study & desk review	GoT (Lead – Thematic Working Groups), DPs, CSOs, RGoZ, R&A Institutions	Findings will be discussed at national forum with key stakeholders / Sector Groups, Policy Dialogue For a	April – August 2009	75,000
	<b>Note:</b> This will focus on gender, environment and HIV/AIDS for both Mainland & Zanzibar. Respective working group for each thematic area is expected to take the leadership role.				
<b>B. Specific Issues for review</b>					
<b>B1. Growth and distributional issues (pro-poor growth issues)</b>					
B1.1. FDIs and Promotion of pro-poor growth (agriculture)	Desk Review	GoT(TIC), RGoZ(ZIPA), DPs, CSOs, R&A Institutions (UDSM/DoE – Lead. PS	National level discussions	April – August 2009	20,000
	<b>Note:</b> This will cover both Mainland Tanzania & Zanzibar. Studies done by the Bank of Tanzania in collaboration with TIC are recommended as starting points. Zanzibar will also draw from the Private Capital Flow Survey.				
B1.2. Assessment of existing capacity and best way to enhance human capacity development for delivering on development strategies (i.e. human capacity development for economic growth and poverty reduction).	Assessment study	GoT (Lead), RGoZ, DPs, CSOs	National level discussions	April – August 2009	30,000
	<b>Note:</b> The study should cover both Mainland & Zanzibar. Alternative is to include human resource capacity in each TORs of studies.				

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
<b>B1.3.</b> Impact of HIV and AIDS on growth and poverty	Desk review / Analytic study	GoT (TACAIDS); RGoZ, UDSM-DOE - Lead, DPs, CSOs, Private Sector	National and Regional and district levels	April – August 2009	10,000
	<b>Note:</b> The work has to cover both Mainland & Zanzibar and should include an assessment that focus on the Most at Risk Population (MARPs). In Zanzibar, it will draw from the Impact Assessment of HIV and AIDS on Tourism.				
<b>B1.4.</b> Population dynamics and poverty (reduction or increase).	Analytic study	GoT (PO-PC)/UN-lead, RGoZ(MOFEA Lead), DPs, CSOs	National level and sector level discussions led by Government	April – August 2009	30,000
	<b>Note:</b> The government calls upon the UN to provide technical input on analytic work and discussions in this area of population development and poverty reduction – built on recent studies. Population Census 2002, Health and Demographic Studies are key documents. Zanzibar can also exploit its Situational Analysis Report on Human Resources				
<b>B3. Review of Institutional factors in implementation</b>					
<b>B3.1.</b> The extent to which institutional factors (rules of the game) facilitated or inhibited poverty reduction efforts	Analytic study	GoT-Lead, RGoZ, UN, CSOs & DPs. PS, R&A	National level discussions with key actors.	April – August 2009	20,000
	<b>Note:</b> The government calls for technical input on analytic work and discussions in this area of institution capacity. The study should cover both Mainland & Zanzibar.				
<b>B4. Review of budget composition and execution</b>					
<b>B4.1.</b> Analysis of the effectiveness of Decentralization by Devolution: financial resources versus absorption capacity at LGAs;	Desk Review study AND Consultation	GoT(PM-RALG), RGoZ, REPOA (Lead), CSOs & DPs	National and District level	April – August 2009	20,000
	<b>Note:</b> Series of REPOA studies on these issues provides an invaluable starting point				

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
<b>B4.2.</b> Assessment of the effectiveness of the procurement procedures in relation to special circumstances (e.g. disease outbreak).	Desk Review study AND Consultation	GoT (PPRA) - Lead, RGoZ, CSOs & DPs	National and District level	April – August 2009	10,000
	<b>Note:</b> The discussion is on how the Procurement Act and procedures are implemented – different practices?				
<b>B5. Effectiveness of M&amp;E Framework and Implementation</b>					
<b>B6. Issues in external resources</b>					
<b>B6.1.</b> Effectiveness of GBS and other forms of assistance i.e. performance of aid modality, aid instruments, and mix of instruments as well as effectiveness on transaction costs.	Assessment study	GoT& RGoZ (MoFEA), DPs (JAST Working Group- lead), &CSOs	National level discussions with key actors.	April – August 2009	15,000
	<b>Note:</b> Independent organization or expert should be recruited for this study, however, the available reports should be used.				
<b>B6.2</b> The extent to which DP funds are aligned to MKUKUTA and MKUZA, and appropriateness of aid modality and mix of instruments (e.g. technical assistance);	Independent Desk Review study	GoT (PER) - lead, RGoZ, CSOs & DPs	National level discussions with key actors.	April – August 2009	10,000
	<b>Note:</b> Independent organization or expert should be recruited for this study.				
<b>B6.3</b> Effectiveness of TA contribution to capacity development (in terms of training, counseling, and mentoring);	Analytic study Desk review	GoT, DPs, UDSM-DoE (lead), &CSOs	National, Regions &LGAs	April – August 2009	10,000
	<b>Note:</b> Independent organization or expert should be recruited for this study. The study will benefit from the draft TA policy.				
<b>B6.4</b> Harmonization and effectiveness of dialogue with respect to aid delivery and division of labor (DoL) among DPs;	Desk Review study	GoT, RGoZ, DPs (lead), &CSOs	National	April – August 2009	10,000
	<b>Note:</b> Independent organization or expert should be recruited for this study.				
<b>Total costs</b>					275,000

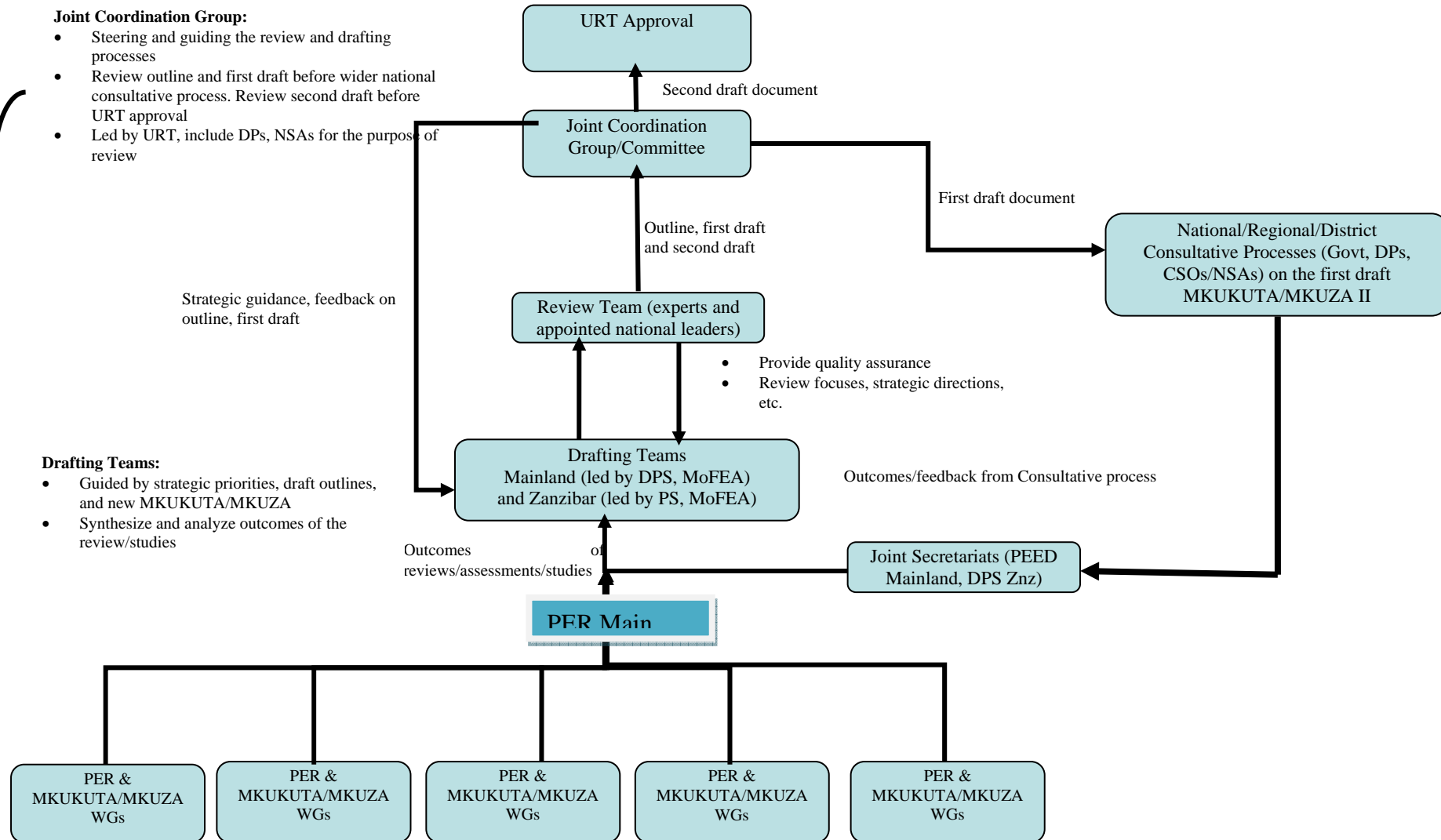
**TABLE 3: PRIORITY: CCC**

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
<b>A. General Assessment of Development Impact</b>					
A2. Assessment of the extent to poverty-environment nexus, as a cross - cutting issues, is integrated into development frameworks and progress achieved.	Assessment study	GoT (VPO), Thematic Working Groups, DPs, CSOs, UDSM-DOE (EfDT) Lead	Findings will be discussed at national forum with key stakeholders / Sector Groups.	April – August 2009	30,000
	<b>Note:</b> Further emphasis on poverty-environment nexus, especially in relation to access/degradation of natural resources at household and sector level				
A2. Assessment of the extent technological adoption and productivity, as a cross - cutting issues, is integrated into development frameworks and progress achieved.	Assessment study	GoT (Ministry of Communication and Technology) -Lead, RGoZ, CSOs & Private Sector	Findings will be discussed at national forum with key stakeholders / Sector Groups.	April – August 2009	
<b>Note:</b> Further emphasis on technological adoption and productivity in SMEs and in rural and urban areas. Assessment on development of alternative sources of energy is the key priority for growth and poverty reduction.					
<b>B. Specific Issues for review</b>					
<b>B4. Review of budget composition and execution</b>					
B4.1. Accountability and value for money (planning, budgeting and expenditure) are related to MKUKUTA	Independent Desk review study & Consultation	GoT (MoFEA), CSOs & DPs (PER MACRO and MKUZA TC– Lead), NSAs	National level discussions with key actors.	April – August 2009	15,000

Issues	Method of review	Key actors	Level of Engagement	Start & End date	Cost estimates USD
and MKUZA objectives	<b>Note:</b> PER MAIN Working Group members will agree on who to recruit for undertaking an independent study on accountability and value for money.				
<b>B4.2.</b> Assessment of the effectiveness of formula based budgetary allocation to LGAs	Desk review	GoT, RGoZ (MoFEA-CB/PMO-RALG-Lead), DPs, CSOs	National and Regional and district levels	April – August 2009	15,000
	<b>Note:</b> The work can be commissioned by CSOs, R&A, others				
<b>B5.6.</b> Assessment of participation of local stakeholders in implementation and monitoring of MKUKUTA/MKUZA.	Assessment study Consultation	GoT(PMO-RALG,-lead NBS, MoFEA), RGoZ (OCGS), CSOs	National Regional District	April – August 2009	10,000
	<b>Note:</b> The work can be commissioned by CSOs/PMO-RALG. Communication TWG will coordinate assessment of the view of the people and freedom of information in Zanzibar				
<b>B6. Issues in external resources</b>					
<b>B6.1</b> Assessment of the ODA, in terms of volume and sectors/areas DP funds have been allocated	Desk Review study	URT (MoFEA-CEF Lead), RGoZ, DP CEF, CSOs	National level discussions with key actors.	April – August 2009	10,000
	<b>Note:</b> Independent organization or expert should be recruited for this study.				
Total costs					65,000
GRAND TOTAL	<b>(Priority AAA, BBB, CCC)</b>				855,000

## ANNEX II. ORGANIZATION STRUCTURE OF THE REVIEW

Process managed by MMS Technical Committee



### PER/MKUKUTA WGs (inclusive of URT, DPs, NSAs, etc.):

- Manage the assessment/studies process and relevant consultative processes around the studies/assessments as needed
- Provide quality assurance at relevant levels
- Resource mobilization and managing resources
- Manage contractual issues as needed

