

# **TANZANIA**

## **Action Plan for Implementation of PD and AAA**

### **– Draft-**

The JAST Action Plan and Monitoring Matrix proposes some revisions, taking on board the progress made in 2007-2008 as well as to incorporating the country-level actions proposed in light of the implementation of the Accra Agenda for Action (AAA). The revised Action Plan places particular emphasis on the following key aspects highlighted in the AAA:

- Broad-based ownership with particular emphasis on the national sustainable capacity development;
- Enhanced transparency of aid;
- Stronger emphasis on results management;
- Inclusive and enhanced Mutual Accountability and Domestic Accountability framework

#### ***Progress and Achievements:***

Since the launching of the Joint Assistance Strategy in Tanzania (JAST) in December 2006, the following key progresses have been made:

- On-going efforts are made on strengthening the Government systems, process and procedures, including the preparation of the Medium-Term Strategic Planning and Budgeting Manual, and other progresses made from the on-going implementation of the PFMRP.
- Enhanced Aid Management Information System through implementation of the Aid Management Platform (AMP) – soon to be launched.
- Joint agreements reached on the structure of dialogue (New Dialogue Structure), particularly harmonizing and rationalizing various dialogue fora existed into one structure.
- Joint agreements reached on Division of Labour in a number of sectors/thematic areas

#### ***Key Challenges and priority actions***

The Paris Declaration Survey 2008 provided an opportunity for the Government and DPs to jointly assess the progress made in Tanzania towards meeting the Paris Declarations as well as the JAST commitments. The following priority areas were jointly agreed for further efforts needed:

- Aid on Budget
- Increased use of national financial systems (including budget execution procedures, reporting, auditing)
- Enhanced predictability particularly for outer years
- Technical Assistance provided through coordinated framework for sustainable capacity development

#### ***JAST Implementation***

The JAST Implementation in 2009 and 2010 thus focuses on the key priority actions, which are considered as essential for meeting the JAST and PD commitments. To this end, building on the revised JAST Action Plan, annual JAST Action Calendar will be developed to further guide efforts to undertake key priority actions/activities, whilst a number of activities are undertaken and monitored through sector/thematic dialogue and process.

Objective 1: Strengthening national ownership and Government leadership of the development process							
JAST commitments	Activities to implement JAST commitments for 2009-2010	Responsible agencies	Activity timeframe	Outcome indicators for JAST commitments	Indicator baseline (2005)	Indicator target (2010/11)	Indicator review process
1. Develop sustainable national capacity for external resource management, MKUKUTA monitoring, and other processes; DPs provide demand-driven TA, which is increasingly managed by the Government	1.1. Formulate and operationalise TA policy (incl. development of develop operational instruments and exploring pooled funding arrangements, establishment of databank of national experts).	MoFEA (Lead), PO-PSM, PO-PC	By January 2010	1.1. <i>Percent of TA for capacity development through coordinated programmes managed by the Government (Paris indicator 4)</i>	50%	70% (Paris target: 50%)	OECD Paris survey 2008, 2010
	1.2. Develop a Human Development Strategy in line with the next generation of the MKUKUTA and MKUZA.	MoFEA & PO-PSM (Lead), PO-PC, MDAs, Regions and LGAs		1.2. Percent of TA (percent of ODA) that is used for capacity development			
	1.3. Each sector and cluster ensure their programmes/projects address existing capacity gaps to achieve targeted development results, including an assessment of existing capacity gaps and capacity development plan.						
	1.4. Development Partners provide financial support in the context of the Human Development Strategy and capacity development plans in line with a national TA Policy.	DPs, MDAs					
1.5. Integrate aid coordination and external resource management, MKUKUTA and PER process management functions within the core functions of policy and planning departments of MDAs, Regions and LGAs		MoFEA & PO-PSM (M-Lead), MOFEA(Z-Lead), PO-PC, MDAs, Regions and LGAs		1.3. <i>Reliable public financial management systems (Paris indicator 2a)</i>	4.5 (World Bank score)	5.0 (World Bank score)	OECD Paris survey 2008, 2010
				1.4. <i>Reliable procurement system is in place (Paris indicator 2b)</i>	Score not yet	Target depends	OECD Paris survey 2008, 2010

	1.6. Strengthen Aid Coordination and Management Process and Systems (i.e. ODA Manual drafted and adopted, Aid Management Platform implemented and operational).	MOFEA(M-Lead), MOFEA(Z-Lead), MDAs, Regions, LGAs, DPs, NSAs		indicator 2b)  1.5. Procurement system of international standard	available	on score	PFMRP
	1.7. Strengthen Government procurement systems so as to attain international standards through implementation of the Public Financial Management Reform Programme (PFMRP)	PPRA(M-Lead), PPAA, MOFEA, MOFEA(Z-Lead), MDAs, Regions and LGAs, DPs					
2. Develop a national development strategy which articulates key national priorities and results through broad-based review/assessment and consultation processes.	2.1. Undertake national review/assessment of the MKUKUTA and MKUZA, which provide critical inputs to next development and poverty reduction strategies.	MoFEA (Lead), PO-PC, PMO, State House, MDAs, LGAs, DPs, NSAs	By November 2009	2. Partners have operational development strategies (Paris Indicator 1)			OECD Paris Survey
	2.2. Develop a next generation of MKUKUTA and MKUZA, ensuring broad-based engagement and consultation.		By March 2010				

<b>Objective 2: Aligning DP support to Government priorities, systems, structures and procedures</b>							
<b>JAST commitments</b>	<b>Activities to implement JAST commitments</b>	<b>Responsible agencies</b>	<b>Activity timeframe</b>	<b>Outcome indicators for JAST commitments</b>	<b>Indicator baseline (2005)</b>	<b>Indicator target (2010/11)</b>	<b>Indicator review process</b>
1. Align DP support with national and sector development strategies, policies and programmes	1.1. DPs revise their CAS in line with JAST principles	DPs(Lead), MOFEA	Continuous	1.1. <i>ODA recorded in national budget as % of actual ODA disbursements to Government (Paris indicator 3)</i>	90%	95%	JAST review (annual); <i>OECD Paris survey (2008, 2010)</i>
	1.2. Review projects/ programmes and identify whether they are aligned with (integrated into) national and sector strategies and programmes	MPEE (M-Lead), MOF, MOFEA (Z-Lead), MDAs, DPs		1.2. Percent of projects/ programmes that are not aligned with (integrated in) national and sector strategies/ programmes			Sector/Thematic dialogue, JAST review
2. DPs increasingly rely on Government structures, systems and procedures and work towards providing untied aid incl. untied TA	2.1. Mainstream parallel PIUs into Government structures	MOF (M-Lead), MPEE, MOFEA(Z-Lead), MDAs, Regions, LGAs, DPs	Ongoing	2.1. <i>Number of parallel PIUs (Paris indicator 6)</i>	56	0 ( <i>Paris target: 19</i> )	JAST review (annual); <i>OECD Paris survey (2008, 2010)</i>
	2.2. Establish targets annually on the Aid on Budget, Use of Exchequer, Predictability, the composition of aid. Monitor the progress annually (through publishing annually in JAST/Aid Flow report).	MoFEA (Lead), DPs	Annual	2.2. <i>Percent of ODA disbursements that use national financial reporting procedures (Paris indicator 5a)</i>	61%	75%	JAST review (annual); <i>OECD Paris survey (2008, 2010)</i>
	2.3. DPs review and agree annual targets for alignment (PD Indicators) and work towards meeting the targets. This will require DP internal reforms and changes. DPs will also be transparent about the rationale about the use of parallel systems.	DPs (Lead)	Annual	2.3. <i>Percent of ODA disbursements that use national auditing procedures (Paris indicator 5a)</i>  2.4. <i>Percent of ODA disbursements that follow national procurement procedures (Paris indicator 5b)</i>	60%	75%	75% ( <i>Paris target not yet available</i> )

<b>Objective 2: Aligning DP support to Government priorities, systems, structures and procedures</b>							
<b>JAST commitments</b>	<b>Activities to implement JAST commitments</b>	<b>Responsible agencies</b>	<b>Activity timeframe</b>	<b>Outcome indicators for JAST commitments</b>	<b>Indicator baseline (2005)</b>	<b>Indicator target (2010/11)</b>	<b>Indicator review process</b>
	2.4. Collect information on the proportion of aid delivered through 'untied-aid' modality and based on the baseline, formulate and implement a strategy with DPs to increase the proportion of untied ODA.	MoFEA (lead), DPs	By 2010	2.5. Percent of ODA that is untied			
3. DPs increasingly move to GBS; use basket funds where appropriate; and project funds for large-scale infrastructure investment, piloting and emergency aid	3.1. Strengthen the budget management process	MOF(M-Lead), MPEE, MOFEA(Z-Lead), MDAs	Ongoing	3.1. Percent of GBS versus basket funds versus project funds in total ODA disbursements (overall and by DP)  3.2. Number of projects that are in conformity with guideline to be used only for piloting, emergency, and large-scale infrastructure support			PER/ PEFA(R)
	3.2. Develop criteria to determine large-scale infrastructure investments and piloting projects	MPEE(Lead), MOF, MOFEA, MDAs	By June 2008				
	3.3. Each DP set annual target and monitor progress annually	DPs, MoFEA (Lead), MDAs	Annual				
4. Project and basket funds adhere to JAST principles. <sup>1</sup>	4.1. Review existing basket funds and develop guidelines for mainstreaming those that do not meet JAST principles into GBS	MOF(Lead), DPs, MDAs, MOFEA	By Jun 2009	4.1. Percent of project and programmes (basket funds) that meet JAST principles			Sector Reviews, PER, JAST Review
	4.2. Review and revise guidelines and processes for basket fund and project approval to be in line with JAST principles	MOF(Lead), MOFEA, MPEE, MDAs	By Jun 2008				
5. Strengthen MTEF projections and integrate all external resources in the Government budget and Exchequer system	5.1. DPs provide through PER process their full and timely information on commitments and discuss and agree MTEF external resource projections with MDAs, Regions and LGAs through sector/thematic dialogue	DPs(Lead), MOF, MOFEA, MDAs, Regions, LGAs	Annual (as agreed in the PER process)	5.1. Percent of DPs that provide timely MTEF projections  5.2. Percent of year-to-year variation of MTEF commitments over a rolling three-year MTEF period	76% of total ODA to Government	95% of total ODA to Government	PER, JAST review
	5.2. Familiarise DPs on the use of the	MOF(Lead),	annual				PER, JAST review

<sup>1</sup> JAST principles are: (1) supporting national, sector and local priorities, strategies, programmes and plans; (2) integration in national budget process; (3) integration in Government structures, systems, regulations and procedures; (4) following proper Government process for project/programme approval.

<b>Objective 2: Aligning DP support to Government priorities, systems, structures and procedures</b>							
<b>JAST commitments</b>	<b>Activities to implement JAST commitments</b>	<b>Responsible agencies</b>	<b>Activity timeframe</b>	<b>Outcome indicators for JAST commitments</b>	<b>Indicator baseline (2005)</b>	<b>Indicator target (2010/11)</b>	<b>Indicator review process</b>
	Government budget and Exchequer system	MOFEA, DPs		5.3. Percent of ODA disbursements to Government (in total and per DP) that are captured in the Exchequer system			PER JAST review
6. GBS disbursements are frontloaded in the first half of the financial year and are in line with the confirmed GBS schedule of disbursements.	6.1. Monitor quarterly confirmed GBS disbursement schedule and disbursement.	MOF(Lead), GBS DPs	Ongoing	6.1. Percent of DPs that conform with their GBS disbursement schedule in terms of timing and amount	71% (timing)/ 79% (amount)	100%	GBS review,
Project and basket fund disbursements are made in accordance with the existing agreements and commitments	6.2. Monitor quarterly DP release of funds and implementation of projects/programmes at MDAs, Regions and LGAs level and engage in dialogue quarterly through PER process/dialogue structure.	MoFEA (Lead), MDAs, Regions, LGAs,	quarterly	6.2. Percent of project fund disbursements against commitments to Government  6.3. Percent of basket fund disbursements against commitments to Government  6.4. ODA disbursements in Government accounting (Exchequer) system as % of ODA recorded in national budget  6.5. ODA disbursements recorded in Government accounting system as % of ODA commitments to Government (Paris indicator 7)	85%  70%	85%	<i>Sector Reviews</i>  <i>PER and JAST Review</i>  <i>OECD Paris survey (2008, 2010)</i>

**Objective 3: Harmonising Government and Development Partner processes**

<b>JAST commitments</b>	<b>Activities to implement JAST commitments</b>	<b>Responsible agencies</b>	<b>Activity timeframe</b>	<b>Outcome indicators for JAST commitments</b>	<b>Indicator baseline (2005)</b>	<b>Indicator target (2010/11)</b>	<b>Indicator review process</b>
1. Make division of labor within Government and among DPs more effective	1.1. Agree on sector/thematic area classification incl. TOR and specify MDA membership	MOF(M-Lead), MOFEA(Z-Lead), MDAs	By Sep 2007	1.1. Number of sectors/thematic areas that function appropriately			JAST, GBS, sector reviews, MKUKUTA-PER
	1.2. DPs restructure their engagement in sectors/thematic areas in line with Government classification of sectors/thematic areas	DPs (Lead), JAST WG, MDAs	By Sep 2007	1.2. Number of active DPs per sector/thematic area			JAST review
	1.3. Operationalize the Division of Labour and new Dialogue Structure	MoFEA (Lead), MDAs, DPs	By June 2010	1.3. Number of sectors/thematic areas per active DP			JAST review
2. Harmonise and rationalise Government and DP processes in line with national calendar of processes	2.1. Review the existing national/sector processes and identify scope for further harmonisation and rationalisation around the national budget and MKUKUTA/ MKUZA processes with effective inter-linkages	MOF(M-Lead), MPEE, MOFEA(Z-Lead), DPs, MDAs	Ongoing	2.1. Revised calendar of processes (where necess.)			JAST review
	2.2. DPs undertake joint financial programming	DPs(Lead), MOF, MOFEA	Annual	2.2. Number of missions (by DP)	541		JAST review (annual); <i>OECD Paris survey (2008, 2010)</i>
	2.3. Lead DPs coordinate and record missions and analytic works in line with the Government calendar of processes		Ongoing	2.3. <i>Percent of total missions that are joint/coordinated (Paris indicator 10a)</i>	17%	40%	
				2.4. Number of analytic works (by DP)			
				2.5. <i>Percent of country analytic work that is joint/coordinated (Paris indicator 10b)</i>	38%	66%	

**Objective 4: Managing resources for achieving development results, in particular on MKUKUTA/MKUZA**

<b>JAST commitments</b>	<b>Activities to implement JAST commitments</b>	<b>Responsible agencies</b>	<b>Activity timeframe</b>	<b>Outcome indicators for JAST commitments</b>	<b>Indicator baseline (2005)</b>	<b>Indicator target (2010/11)</b>	<b>Indicator review process</b>
1. Strengthen linkage between MKUKUTA/ MKUZA, other national and sector strategies, policies and programmes and the national budget	1.1. Strengthen linkages between MTEF, SBAS/ PlanRep, IFMS and RIMKU	MOF(M-Lead), MOFEA(Z-Lead), MPEE, PMO-RALG, MDAs, Regions, LGAs	Ongoing	1.1. Percent of national budget allocation to MKUKUTA/ MKUZA  1.2. Percent of national budget spent on MKUKUTA/ MKUZA  1.3. Percent of divergence between approved budget and actual expenditures			MKUKUTA-PER
	1.2. Roll out O&OD to all LGAs	PMO-RALG (M-Lead-Mainland), MS-PORASF (Z-Lead) LGAs	On-going				MKUKUTA-PER PFMRP
2. Strengthen Monitoring systems through the implementation of the Monitoring Master Plan and Tanzania Statistic Master Plan.	2.1. Review MKUKUTA Monitoring System and strengthen linkages between planning, budgeting and monitoring.  2.2. implement the Tanzania Statistic Master Plan to enhance its data/survey quality  2.3. DPs use the MKUKUTA Monitoring System for their monitoring of results	MoFEA (Lead), MDAs, LGAs, DPs					

<b>Objective 5: Strengthening Domestic and Mutual Accountability</b>							
<b>JAST commitments</b>	<b>Activities to implement JAST commitments</b>	<b>Responsible agencies</b>	<b>Activity timeframe</b>	<b>Outcome indicators for JAST commitments</b>	<b>Indicator baseline (2005)</b>	<b>Indicator target (2010/11)</b>	<b>Indicator review process</b>
1. Strengthen national/sector dialogue and accountability mechanisms	1.1. Monitor and review annually national/sector dialogue and accountability mechanisms and identify ways of strengthening them	MOF(M-Lead), MOFEA(Z-Lead), MDAs, Regions, LGAs, DPs	Ongoing	1.1. Satisfactory national/sector dialogue			MKUKUTA-PER, sector reviews, GBS review, JAST Review
2. Provide timely and clear information on outcomes of MKUKUTA/ MKUZA, the national budget and other processes as well as on aid disbursements to relevant stakeholders	2.1. Prepare and disseminate reports in English and Kiswahili on budget execution, PER, GBS annual review, MKUKUTA/ MKUZA implementation, AMP report/Aid Flow Report, and JAST progress	MOF & MPEE (M-Lead), MOFEA(Z-Lead)	Annual	2.1. Timely release of relevant reports			MKUKUTA-PER, MKUZA, GBS, JAST review
	2.2. DPs report on their aid disbursements made to Government and NSAs on quarterly basis	DPs(Lead), MOF, MOFEA	Quarterly	2.2. Amount of reported aid disbursements to Government and non-state actors  2.3. Percent of DPs that provide timely quarterly disbursement reports to MOF/MOFEA			JAST review, PER  JAST review
3. Undertake regular JAST monitoring and evaluation	3.1. Government and DPs undertake annual review of their performance in JAST implementation	JAST WG(Lead), MDAs, Regions, LGAs, DPs, NSAs	Annual	3.1. Annual JAST implementation report is produced			JAST review
	3.2. Government and DPs commission an IMG to undertake an independent assessment of Government and DP performance in JAST implementation	JAST WG	By Dec 2008 (mid-term) By Sep 2011(final)	3.2. Mid-term and final independent assessment /IMG report produced and discussed jointly with NSAs.			JAST Review
4. NSAs share information on their activities and financial resources	4.1. Develop code of conduct for NSA transparency and accountability	MCDGC(Lead), MITM, NSAs, TPSF	By June 2008	4.1. Percent of registered NSAs that adhere to code of conduct for NSA transparency and accountability			JAST review

**Objective 5: Strengthening Domestic and Mutual Accountability**

with their constituents and the Government	4.2. Establish/maintain database of NSA places of operation, activities and resources to be used for Government planning	MCDGC(Lead), MOHA, MDAs, Regions, LGAs, TPSF, Foundation for Civil Society	By June 2008				
5. Enhance and broaden mutual assessment reviews	5.1. Establish Parliamentary and CSOs reference groups that will champion advocacy for enhanced accountability and transparency.		By June 2010	Reference Groups are established and engaged in dialogue on results and effectiveness.			JAST Review, IMG Report