

11. MKUKUTA Monitoring System Master Plan



THE UNITED REPUBLIC OF TANZANIA

MKUKUTA Monitoring System

Master Plan

MINISTRY OF PLANNING, ECONOMY AND EMPOWERMENT

March 2006

Final draft, ; final indicators forthcoming

LIST OF ABBREVIATIONS

BGs	Budget Guidelines
CSO	Civil Society Organization
DPG	Development Partner Group
DHS	Demographic Health Survey
DSA	Dissemination Sensitizations and Advocacy
GBS	General Budget Support
HBS	Household Budget Survey
ILFS	Integrated Labour Force Survey
JAS	Joint Assistance Strategy
LGA	Local Government Authority
MDA	Ministry Departments and Agencies
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MIS	Management Information Systems
MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
MoF	Ministry of Finance
MPEE	Ministry of Planning, Economy and Empowerment
NBS	National Bureau of Statistics
NSGRP	National Strategy for Growth and Reduction of Poverty
PAF	Performance Assessment Framework
PC	Parliamentary Committee
PED	Poverty Eradication Division (PED)
PER	Public Expenditure Review
PHDR	Poverty and Human Development Report
PMMP	Poverty Monitoring Master Plan
PMS	Poverty Monitoring System
MPEE	Ministry of Planning, Economy and Empowerment
PMRALG	Prime Minister's Office Regional Administration and Local Government
PRS	Poverty Reduction Strategy
PPA	Participatory Poverty Assessment
PPW	Poverty Policy Week
PRBS	Poverty Reduction Budget Support
PRSC	Poverty Reduction Credit Support
RDS	Routine Data System
REPOA	Research on Poverty Alleviation
R&AWG	Research and Analysis Working Group
SBAS	Strategic Budget Allocation System
SPs	Strategic Plans
SPB	Strategic Policy Brief
TA	Technical Assistance
TAS	Tanzania Assistance Strategy
TC	Technical Committee
TOR	Terms of Reference
TWG	Technical Working Group
UN	United Nations

PREFACE

This MKUKUTA¹ Monitoring Master Plan has been compiled by the MKUKUTA Secretariat through a consultative process, involving internal and external assessments of the original Poverty Monitoring System (PMS, 2001-2004). A series of stakeholder discussions and workshops were held during 2005 (March, August, and October) which led to consensus on the overall revision of the previous monitoring system. It was agreed that the previous PMS should evolve and mature by making space for deeper and broader monitoring of the range of issues covered by the three clusters of MKUKUTA. The purpose of this document is therefore to provide the framework for an expanded and revised system which serves as the overall national Monitoring System.

This Monitoring System is part and parcel of overall Government planning and reporting systems and specifically complements Strategic Planning and Budgeting and the Public Expenditure Review processes (PER). These complementarities are important features in each Chapter of this document. Chapter 1 provides background information about the origins, rationale and process of revising the national Monitoring System. Chapter 2 describes the principles agreed in Tanzania which guide the overall system. These include, for example, issues of national ownership, partnership, harmonization and the important role of cross-cutting issues. Chapter 3 examines the overall Government Strategic Planning, Budgeting and Reporting system and the MKUKUTA Monitoring System's position within this. The Institutional arrangements are described in Chapter 4, followed by a description of the main products regularly produced by the Monitoring System (Chapter 5). These products are set within an annual calendar of events in Chapter 6 which aligns MKUKUTA monitoring with other key Government processes. Chapter 7 describes the strengths and limitations of national indicators based on Tanzania's experience to date. This links to Annex 7 containing the national MKUKUTA indicators. Chapter 8 provides an overview of human and financial resource, highlighting areas for further capacity building. Finally, Chapter 9 explains the Technical Working Group structure and is supplemented by annexed Terms of Reference for each group.

¹ Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania

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1.0 BACKGROUND

1.1 Introduction

Tanzania reviewed its Poverty Reduction Strategy (PRS) in 2004. It was amongst the first countries to develop a second generation PRS which was approved by Government in February 2005. This second generation PRS is titled, the *National Strategy for Growth and Reduction of Poverty* (NSGRP). Its common name, and Kiswahili acronym, is MKUKUTA. The MKUKUTA is structured around three clusters, each of which requires multi-sector and multi-stakeholder collaboration and actions:

Cluster 1: Growth of the economy and reduction in income poverty,

Cluster 2: Improved quality of life and social well-being, and

Cluster 3: Governance and accountability.

The first PRS monitoring system was established in 2001, and set out to track changes in priority sectors as well as in income and non-income poverty. The system was known as the PMS (Poverty Monitoring System) and it provided Government and other actors with an increased amount of information and data for decision making. This was generated through four Technical Working Groups (TWGs) which coordinated data generation and analysis from a series of annual surveys, and research. This information was used to facilitate policy planning, as evidenced in policy reviews at macro, sectoral and Local Government Authority (LGA) levels. It was further utilized and dissemination through activities embedded within the PMS, in particular Poverty Policy Week (PPW) which has been an annual event since 2002. This week continues to be a key event for policy discussions and information sharing from the Monitoring System.

The original monitoring system has been revised in order to align with the broader remit of the MKUKUTA. The revisions, undertaken in 2005, are explained in this document and reflect the key differences between the first PRS and the MKUKUTA. These include:

- (i) A move from priority “sectors” to an “outcome”, results-based approach.

- (ii) A five-year implementation period (2005/6-2009/10), compared with the 3-year PRS.
- (iii) A greater emphasis on economic growth and governance.
- (iv) Further emphasis on vulnerability and social protection issues.
- (v) Recognition of cross-sectoral contributions to outcomes, and inter-sectoral linkages and synergies.
- (vi) Further emphasis on mainstreaming cross-cutting issues.
- (vii) Continued indicator tracking and integration of MDGs into the national indicator set.

1.2 Objective

The objective of the revised Monitoring System is to champion a national integrated approach to monitoring and evaluation utilizing the MKUKUTA as the guiding medium-term framework. This includes comprehensive outcome-focused monitoring which builds on lessons from the original Poverty Monitoring System (PMS). It also includes the consolidation and aggregation of outputs from MDA (Ministries, Departments and Agencies) and LGA (Local Government Authority) based on their Strategic Plans (SPs), Annual Performance Reports and Medium Term Expenditure Frameworks (MTEFs). The system sets out to assess changes during the implementation period of the MKUKUTA (2005-2010) and whether there is effective achievement of MKUKUTA goals and objectives. It seeks to reveal reasons for successes and failures in order to inform corrective action and improvements.

1.3 Rationale

The Monitoring System represents a shift from being primarily poverty-focused during the PRS phase (2000-2004) to a system which monitors the three MKUKUTA clusters of growth, well-being and governance. In this way, it is broader and more comprehensive in its information and analysis than previously. It contributes to the streamlining efforts being made by Government, which has been enhanced by the revised 2006 Government administrative structure. This places the coordination of overall monitoring functions primarily within the Ministry of Planning, Economy and Empowerment. This Ministry's mandate includes the tracking of trends in the economy as a whole as well as in social sectors through its oversight of data generated through

the work of the National Bureau of Statistics (NBS)², as well as its coordination function of MDA and LGA Strategic Planning, Budgeting and Reporting processes.

Monitoring of growth in the economy is reported annually through the Economic Survey also produced by the Ministry of Planning, Economy and Empowerment in collaboration with MDAs and other key actors such as the Bank of Tanzania. Linking this information on growth, with analysis of well being, governance and poverty is increasingly important for ensuring the achievement of equitable and sustainable development as defined in the MKUKUTA. These key determinants of development enhance the holistic view of efforts towards poverty reduction and social well-being more generally.

These efforts are documented by the Monitoring System through a range of products detailed in Chapter 5. Each has a function in the system yet two are fundamental to national policy processes: firstly, the MKUKUTA Annual Implementation Report which consolidates and analyses MDA and LGA performance reports, reports on public expenditure, and proposed subsequent priority actions. Secondly, the national Poverty and Human Development Report (PHDR) which provides analysis of overall changes in Tanzania (outcomes), progress against targets, and areas for further policy adjustments.

1.4 The Master Plan revision process

The process of clarifying the above objectives and rationale for the Monitoring System began in late 2004 with the preparation of *The PMS Review Guide*. The guide was discussed with stakeholders (March 2005), many of whom had engaged in the MKUKUTA revision process the previous year. Consensus was reached that the revision process would take place over the remainder of 2005. It was also agreed that there should be limited change to the institutional arrangements of monitoring. There was recognition of the need for broader stakeholder engagement in the Monitoring System, and of the need for strengthening alignment and linkages

² Data sources are from national surveys as well as from national accounts and management information systems of Ministries and Departments.

between national-level outcome monitoring and Government Strategic Planning, Budgeting and Reporting systems also being development.

The process of revision involved internal reviews by Technical Working Groups (TWGs) of their strengths and limitations as well as their Terms of Reference. The groups also considered coordination issues in relation to the overall MKUKUTA Secretariat. Their internal reviews followed by a series of external reviews and studies³. These culminated in a workshop held in August 2005 which shared the consolidated finding of the internal and external reviews, and agreed the framework for the Master Plan Zero Draft, which was subsequently reviewed by stakeholders in October 2005.

Intensive efforts to review the national indicators for MKUKUTA also took place as part of the revision process. Enhancing the PRS indicator set required a step-by-step approach. This began with aligning the existing indicators with the MKUKUTA goals and targets, then making adjustments and additions proposed by stakeholders from ministries, local government, civil society, and development partners. This was done through more than thirty group and cluster meetings. Particular attention was given to the involvement of sector Policy and Planning Departments in order to strengthen their engagement in monitoring. The process of indicator revision spanned over a four month period and resulted in the revised set of draft national indicators contained in Annex 7. Data sources and detailed meta-data containing definitions and parameters of each indicator were also identified.

Views on the various drafts of this Master Plan were sought from an external commentator familiar with Tanzania's approach to poverty monitoring as well as with systems being used elsewhere. In addition, drafts were reviewed by a high level editorial team appointed by Government prior to submission for approval to the MKUKUTA Technical Committee.

³ *Tanzania's Poverty Monitoring System: a Review of Early Experiences and Challenges*, Alison Evans and Arthur van Diesen, 2002; *Poverty Monitoring Systems: an Analysis of Institutional Arrangements in Tanzania*, David Booth, 2005; *External Review of the Tanzania Poverty Monitoring System (Inception Report)*, Peter Mukisa Ssentongo, 2005; *PPA Evaluation and Recommendations for the Poverty Monitoring System in Tanzania*, Social Development Direct, 2005.

1.5 Challenges

A number of challenges and issues emerged during the process of revising the Monitoring System. In brief, these include the following:

- **Harmonization/linkages** between national monitoring processes, sector monitoring and public expenditure review processes needs to be strengthened.
- **Timely and quality data** production and reporting needs further enhancement. This includes overcoming the constraints currently faced by sector Management Information Systems (MISs), LGA Monitoring & Evaluation systems, and national surveys.
- **Participation which goes beyond popularization** and dissemination is important. It should engage local people, local governments and Parliamentarians in processes of two-way communication. This should include clear and systematic ways to get the grass roots' views into the system.
- **Continued efforts to increase national capacity in research and analysis** of trends in growth, well-being and governance are vital during this period of development.
- **A streamlined structure** that consolidates roles and responsibilities of the Secretariat, the Technical Committee and the Steering Committee is advisable.
- **Enhanced TWG membership** that ensures coverage of the three MKUKUTA clusters, further participation by nationals, and cross-cutting issues.
- **Improved functioning of the pooled fund** in terms of timely disbursement of funds, and reports (including audits) will smooth the functioning of the system.
- **Revised indicators** that reflect the MKUKUTA clusters and have reliable data sources are needed. The indicator set should be manageable yet comprehensive at national level and be linked to the wider set of Sector indicators and MISs.

These challenges were taken into account in the design of the revised Monitoring System. They are addressed in the remaining chapters of this document, including Chapter 8 which provides further depth in relation to human and financial capacity issues. These challenges may also provide a basic framework for judging how well the Monitoring System has progressed in terms of being broadened and mainstreamed during the period of the MKUKUTA. These challenges

are set against the background of fundamental principles and agreed ways of working in the Tanzanian context which are outlined below.

2.0 PRINCIPLES

Tanzania's partnership approach to development guides this Monitoring System. It is based on key principles of mutual trust and respect, frank and open dialogue, and mutual accountability under a single country-led partnership framework. The system is national, and part of mainstream Government processes. It embraces the need for dialogue at all levels from Parliament and Local Government Authorities to the private sector and Civil Society Organizations (CSOs). Resource and harmonization issues also depend on these partnership principles. These principles are set out in detail in both the Tanzania Assistance Strategy (TAS) and the Joint Assistance Strategy (JAS). They are summarised below in relation to the Monitoring System.

- 1. National ownership and Government leadership:** This principle consolidates and coordinates efforts of various stakeholders under Government leadership through a single medium term country-led framework, the MKUKUTA. This is the guiding framework for the Monitoring System.
- 2. Broad stakeholder participation:** The Monitoring System provides a participatory mechanism for monitoring, and for enhanced communication with all stakeholders. It widens the space for open and inclusive dialogue with Government, academic and research institutions, development partners, civil society forums, the private sector and the general public.
- 3. Demand-driven approaches to technical assistance and information generation:** This enables flexibility and responsiveness to the needs of decision-makers at all levels. Technical assistance will make the greatest possible use of national expertise, seek to build sustainable Tanzanian capacities, and be defined and managed by Government.
- 4. Harmonization and alignment:** This principle ensures that the Monitoring System is part and parcel of overall government processes and does not run in parallel. Alignment is in terms of approaches and sequencing of the Strategic Planning, Budgeting and Reporting system of Government.

5. Mainstreaming of cross cutting issues. This principle follows the priority cross cutting issues identified in the MKUKUTA.⁴ These are integrated into the revised Monitoring System. Efforts will be made to link these issues with ongoing initiatives to ensure that MKUKUTA contributes towards equitable and sustainable growth and reduction of poverty.

Further principles with direct relevance to monitoring are also taken into consideration. These include weaving together the national monitoring of growth with the monitoring of poverty. This can be done through opening-up opportunities for wider public dialogue on growth and poverty. Platforms for such discussions which involve the private sector are limited, and this has resulted in a variety of sometimes uncoordinated initiatives. The aim is to make the relationship between the public and private sector more problem-solving, and to provide platforms for national dialogue on growth and poverty.

Another principle is to recognize the independent role of the private sector and of civil society in MKUKUTA implementation and in the Monitoring System. The deeper involvement of national apex bodies, federations and networks is important throughout MKUKUTA implementation.⁵

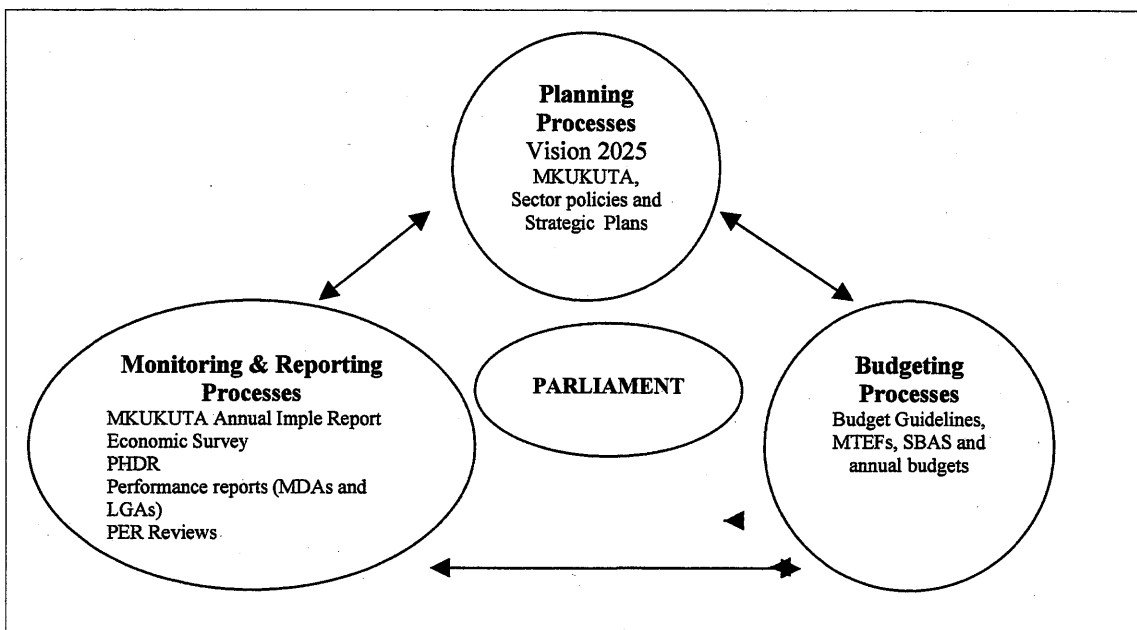
⁴ Throughout this document cross-cutting issues are defined as gender, environment, children, HIV and AIDS, Youth, Disability, Elderly. This is in accordance with the MKUKUTA.

⁵ In particular faith-based organisations, employers associations, national business associations, the cooperative movement, the trade union movement and local development networks.

3.0 GOVERNMENT STRATEGIC PLANNING, BUDGETING AND REPORTING SYSTEMS

The Monitoring System provides an integrated approach to output and outcome reporting within Government and provides analysis of changes in relation to goals and operational targets of MKUKUTA. These then inform decisions about national planning, budgeting, and public expenditure management. The cycle and processes are illustrated below in Diagram 1.

Diagram 1: Government Strategic Planning, Budgeting & Reporting Systems



In the past, planning and financial management processes in MDAs and LGAs were not adequately informed by the information generated through the original Poverty Monitoring System. In essence there were parallel systems which did not ‘talk’ to each other. Yet, a clear demonstration of consistency in the chain of steps between long term plans such as Vision 2025, medium term plans such as MKUKUTA, and MDA Strategic Plans and Budgets (including

MTEFs)⁶ is essential. Consistency through the planning, budgeting and reporting cycles allows stakeholders to know that the frameworks (e.g. Vision 2025, MKUKUTA, MTEF, PER, etc) inform each other (for more details, see Calendar, Chapter 6).

The consistency in the chain of planning frameworks from long-term, to medium term, to annual is clearly outlined in the “*Medium Term Strategic Planning and Budgeting Manual*” produced by the Government of Tanzania⁷. This provides the institutional level of Government (MDAs and LGAs) with methods and instructions for Strategic Planning, Budgeting, and Reporting. It also defines the relationship between MDA and LGA plans and the MKUKUTA. This MKUKUTA Monitoring Master Plan complements this practical manual by illustrating the national aggregate level of both outputs (results from activities and programmes) and overall national outcomes (changes and impact).

Diagram 1 above, illustrates that planning processes begin with development goals as articulated in the Vision 2025. In MKUKUTA these goals are translated into operational targets and are linked to cluster strategies which provide the national framework for planning. The Strategic Plans of MDAs and LGAs translate MKUKUTA into their budgeting and action planning (programmes, targets and activities) and in doing this cross-sector complementarities in implementation are enhanced.

Budgeting processes involve a comprehensive budget strategy in the form of the Budget Guidelines (BGs). The Budget Guidelines provide the strategic vision for expenditure. They reflect the MKUKUTA priorities and equally inform the direction of the overall MTEF. The Budget Guidelines are the basis for annual budget submissions from MDA. Prime Minister’s Office Regional Administration and Local Government (PM-RALG) adapts the Budget Guidelines for use by Local Government Authorities budget submissions.

Monitoring and reporting processes in Government include annual performance reporting by MDAs and LGAs which provide information on outputs from activities and programmes. These

⁶ MTEF Submission Forms are done by each MDA and standardized data submissions, so budget figures can be entered into the “Integrated Financial Management System (IFMS) via the MTEF model.

⁷ Working Document, November 2005

results are reported in quarterly, mid-year and annual Performance Reports, as well as in Sector Reviews and Public Expenditure Reviews (PERs). One of the objectives of this Monitoring System is to bring these various reporting instruments closer together to inform each other, and to strengthen the overall links between planning, budgeting and reporting. This is especially important for both output reporting and outcome reporting at national level. Output reporting in this Monitoring System is not intended to duplicate MDA and LGA reporting, but aggregates information at national level through the production of the Annual MKUKUTA Implementation Report. Performance and achievements are closely associated with Public Expenditure Reviews (PER). Equally, reporting the changes in outcomes informs plans and budgets and these are captured in the Poverty and Human Development Reports (PHDR), and Short Reports on Growth and Poverty Status (see Chapter 5 for details).

4.0 THE INSTITUTIONAL ARRANGEMENTS

The Monitoring System will continue to be based on a partnership model of committees and working groups. This is a means of enhancing commitment to broad stakeholder engagement in monitoring processes. The principles guiding this arrangement have been described earlier.

The institutional framework for monitoring was originally established in 2001 during the implementation of the first Poverty Reduction Strategy. It defined a set of multi-stakeholder committees which include Technical Working Groups (TWGs) which produced data and analysis for outcome reporting, including reporting against indicators and targets. It also described the function of the Annual Implementation Report of PRS which consolidates output reporting and presented the framework for annual implementation for the next year. This evidence has been presented to decision-makers and policy levels regularly.

The revised Monitoring System refines these institutional arrangements in recognition of the need to allow the system to both mature and broaden, and to strengthen link with MDA and LGA performance reporting. Information for monitoring changes continues to be generated from national survey data, routine administrative data from MDAs and LGAs, and complementary research. All TWGs, Secretariats and Committees are being strengthened. Issues such as the inherent weakness in routine administrative data systems (MISs and LGA M&E), survey data delays, annual reporting and coordination across TWGs are being be addressed. Smoothing of these issues and functions will build on the foundation of the TWGs.

The first shift is to streamline TWGs and the upper-levels of decision-making of the Monitoring System. The Steering Committee and Technical Committee under the previous arrangement is consolidated into one. In addition, the four TWGs are consolidated to three, to reflect the mandated role of the National Bureau of Statistics (NBS) in ensuring the quality of all official statistics. The previous Routine Data TWG has become part of the enlarged Survey and Routine Data TWG. Therefore, routine administrative data systems from MDAs and LGAs are more distinctly linked to official statistics overseen by the NBS.

Each of the three TWGs have expanded in membership to include representation from MDAs for the three MKUKUTA clusters. This follows the same understanding used in the PER process whereby MDAs indicate which cluster they wish to fall into. The final proposal of cluster representation of MDAs is determined by the Chairpersons of the TWGs. The structure of TWGs enables inclusion of Government, development partners, academic institutions, civil society and private sector. It recognises that within these, cross-cutting issues require to be well represented. Terms of References are included in Annexes 1-6.

TWGs are composed of broader membership than previously, and include Central and Local Governments, development partners, academic institutions, civil society and the private sector. The Surveys & Routine Data TWG generates information that is analysed and complemented by research commissioned and/or coordinated by the Research & Analysis TWG. Findings are disseminated, and the public's inputs and responses sought through the Communications TWG. These three TWGs report to the Technical Committee, which in turn reports to Inter Ministerial Technical Committee (IMTC) responsible to Cabinet Ministers and onward to Parliament (see Diagram 2 below).

The Technical Committee ensures that the products of the monitoring system are used to inform national policies and PER/budgeting process and the Strategic Plans (SPs) of MDAs. The Technical Committee membership is inclusive of representatives from Central Ministries, the chairpersons of the Technical Working Groups, and co-opted members as determined by the Committee. The Secretariat to the Technical Committee is designated from within the Ministry of Planning, Economy and Empowerment. The chairperson of the committee is the Permanent Secretary in the Ministry of Planning, Economy and Empowerment (or his delegated representative), and the vice chairperson is the Deputy Permanent Secretary in the Ministry of Finance.

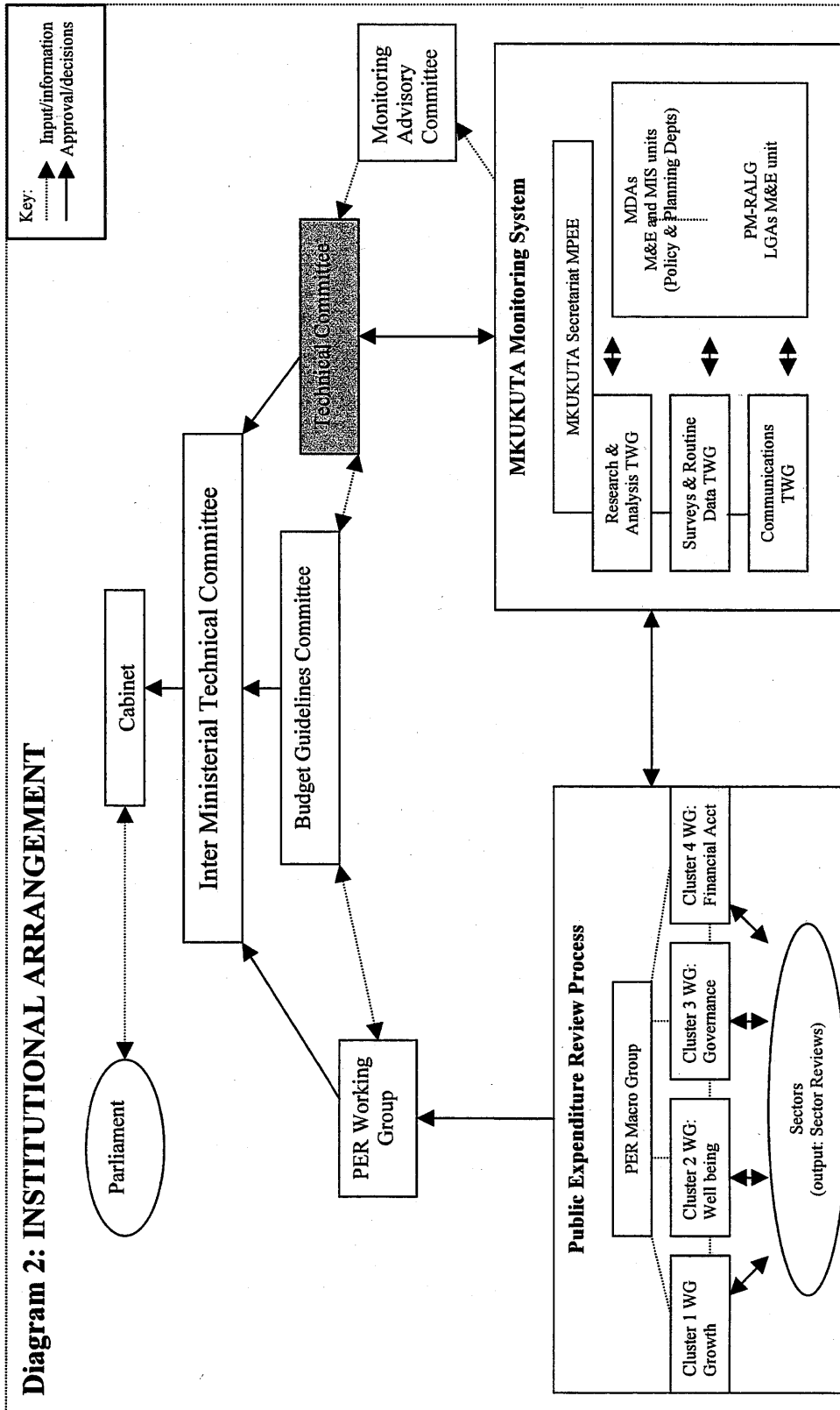
The Monitoring Advisory Committee is a new addition to the structure and is chaired by the Deputy Permanent Secretary in the Ministry of Finance and is inclusive of civil society, the private sector, research organisations and development partners. The chairpersons of the three TWGs are also members of this committee. This Committee reviews work plans, budgets and

audits relating to the pooled funds, and provides views and advice to the decision-makers of the Technical Committee.

Finally, the Monitoring System also enhances efforts to inform Parliament annually about progress achieved. This is done through the Strategic Policy Briefs (SPBs, see Chapter 5 details) which draw from the outputs of the Monitoring System each year, and are produced under the auspices of the Technical Committee.

Details of the scope of work and management of the Technical Committee, Monitoring Advisory Committee, and the TWGs are provided in the Terms of References (Annexes 1-6).

Diagram 2: INSTITUTIONAL ARRANGEMENT



5.0 MAIN PRODUCTS

The Monitoring System produces reports, some on an annual basis while others are produced intermittently. These reports draw on information from Government systems such as PER Reports, Sector Reviews and Budget Guidelines. Equally, these reports inform the elected and administrative branches of Government, donors (including those who provide General Budget Support) and non-state actors. Table 1 outlines the reports, frequency and responsibility; the calendar of production is provided in Chapter 6. The groups and institutions indicated as having responsibility coordinate preparation of reports, but many other stakeholders are also involved and consulted.

The monitoring system is committed to encouraging maximum understanding and use of the technical and policy documents. Therefore the main products are as far as possible produced in popular versions and in both Kiswahili and English. This is done in order to encourage their use and to encourage stakeholder involvement in the Monitoring System. Cross-cutting issues as defined in the MKUKUTA are given particular attention.

Table 1: Main Products of the MKUKUTA Monitoring System

Reports	Frequency	Responsibility
MKUKUTA Annual Implementation Report	Annual	Technical Committee, with MKUKUTA Secretariat support
The Strategic Policy Brief (to Parliament)	Annual	Technical Committee with MKUKUTA Secretariat support
National Surveys including first level analysis	Annual	Surveys and Routine Data Technical Working Group
Poverty and Human Development Report	2005 2007 2009	Research & Analysis Technical Working Group
Short Reports on Growth & Poverty Status	2006 2008	Research & Analysis Technical Working Group
Views of the People Report on MKUKUTA implementation	2007 2010	Communication Technical Working Group and Research & Analysis Technical Working Group
Briefs: Issues from the People on MKUKUTA Implementation	Intermittent	Communications Technical Working Group
Briefs: Policy & Topical Papers	Intermittent	Research & Analysis Technical Working Group

The following describes the details of each of the reports listed in Table 1.

MKUKUTA Annual Implementation Report:

The purpose of the MKUKUTA Annual Implementation Report is to track and aggregate results of activities and programmes, and to suggest subsequent strategic actions. It informs budget decisions and MTEF adjustments. It is produced through a consultative process based on inputs from:

- MDA and LGA Performance Reports
- Independent PER review and cluster PER reports
- Sector Reviews
- PHDR and Short Reports on Growth and Poverty Status
- Economic Survey

Its added value over other products is that it brings information about MDA and LGA outputs together into cluster analysis, and informs the subsequent Strategic Planning and Budgeting processes of these institutions. This facilitates and enhances the alignment and harmonization of Government processes.

The Strategic Policy Brief (to Parliament):

This is an annual brief report to the Chairpersons of all Committees of Parliament and presented substantively to designated Parliamentary committees. It describes progress in relation to MKUKUTA achievements and suggests the next steps. In doing this it forms an input into a strategic review of the budget and MDA planning processes.

National Surveys including first level analysis:

The National Bureau of Statistics undertakes regular national surveys, as outlined in the survey calendar below (Table 3). First level survey analysis (i.e., the production of data tables and their interpretation) is produced by the NBS. The Surveys and Routine Data TWG provides advice to the NBS on the content of this first level analysis to strengthen its relevance and linkages to MKUKUTA monitoring. This also links to further details elaborated in the Statistical Master Plan.

Poverty and Human Development Report (PHDR):

The PHDR provides information on major changes over time (outcomes), and is produced every two years. It judges change through the use of indicators, combined with analytical research on issues in the three MKUKUTA clusters (growth, well-being and governance). A combination of commissioned studies by the Research and Analysis TWG, analysis of data from national surveys and routine administrative data systems, and independent research undertaken by a range of institutions in Tanzania form its foundation of information. To supplement this it also draws on information from sector Public Expenditure Reviews (PERs). It aims to influence both national policy adjustments and sector Strategic Plans.

Short Reports on Growth and Poverty Status:

Short Reports are produced to provide input to the preparation of the MKUKUTA Annual Implementation Report for those years that the PHDR is not produced. These focus on the status of growth and poverty, and are based on information provided through surveys, routine administrative data, sector reviews, and commissioned as well as independent research.

Views of the People Report on MKUKUTA Implementation:

This is a new initiative under the MKUKUTA which draws together people's perception of change during MKUKUTA implementation to deepen national understanding of local level views. A range of research methods are explored with relevant organisations and civil society, and include participatory appraisals, public perception surveys, and case studies. Potential instruments include Participatory Poverty Assessments, Policy & Service Satisfaction Surveys, and other forms of quantitative and qualitative research tools.

The Communication TWG initiates the process of producing the Views of the People Report by identifying the thematic areas of focus, and preparing the initial draft Terms of Reference.

Thereafter Research & Analysis TWG undertakes the studies and analysis and produces the draft report. The draft is approved by the Technical Committee, and finalization and dissemination by the Communication TWG.

Briefs: Issues from the People on MKUKUTA Implementation:

To encourage two-way communications in relation to MKUKUTA, the Communication TWG coordinates and/or produces briefs highlighting issues raised by people in relation to MKUKUTA Implementation. These emerge through information campaigns undertaken by the Communication TWG and through consultations undertaken by civil society or local authorities. The briefs raise issues which inform policy or highlight areas needing further research and analysis.

Briefs: Policy and Topical Papers:

These provide concise and cohesive descriptions and analysis of specific issues, and are geared towards informing stakeholders of policy choices. They provide up-to-date information and analysis in a form which is readily comprehended by decision makers and non-specialist stakeholders. In essence they are a strategic means of engaging those who might not read a lengthy national report, and who may find summary versions thin in detail. Their production is coordinated by Research and Analysis TWG.

6.0 CALENDAR

The Monitoring System is aligned with Government planning, budgeting and reporting cycles in order to maximise the relevance and use of information. To do this, the following annual calendar is followed. It culminates with the June Budget Speech which sets the foundation for the coming year. This is informed by the preparation of Budget Guidelines, and key reports from MKUKUTA monitoring (PHDR and Poverty Status reports). A new addition is the Strategic Policy Brief to Parliament for the subsequent Budget. This is produced by the Technical Committee.

Reporting informs budget processes by leading into it sequentially, and culminating in the production of the MKUKUTA Annual Implementation Report. The Annual Implementation Report is presented at National Policy Dialogue Week. Consideration may be given in future to further harmonise National Policy Dialogue Week (October) with consultations on PER (Public Expenditure Reviews, May). The following calendar provides a detailed overview of the sequence of events in any given year.

Table 2: Annual Calendar

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budgeting:	2006																	
<i>PER Cluster Studies</i>	↑																	
Preparation of Budget Guidelines										*								
Budget Guidelines announced											*							
Budget Preparation												*	*	*	*	*	*	*
Parliamentary Budget discussions																		↑
Reporting:	2007																	
Quarterly & Mid Year Performance, MDAs	Mid Year	Quarter Progress	Quarter Progress	Quarter Progress	Quarter Progress	Mid Year	Quarter Progress	Quarter Progress	Quarter Progress	Quarter Progress	Mid Year	Quarter Progress	Quarter Progress	Quarter Progress	Quarter Progress	Quarter Progress	Quarter Progress	Quarter Progress
Annual Performance Reports, MDAs	↑																	
Annual MKUKUTA Implementation Report.	↑																	
PHDR/Status Reports	↑																	
MDAs Strategic Plans Review	↑																	
Strategic Policy Brief														*				
Views of the People								*										
Public Forums:																		
PER and National Policy Dialogue Week					*					*								

In addition to the annual calendar above, a calendar of national surveys which generate data for monitoring and cross-referencing also guides this Monitoring System. The National Bureau of Statistics holds responsibility for all official statistics in Tanzania, as defined under the Statistics Act 2002. The calendar given below provides the year-by-year schedule of their national surveys (both economic and social) which feed data to the monitoring system. It covers the years of MKUKUTA, plus additional years until the next national census.

Table 3: Survey Calendar

Year	Survey	Previous Survey Years
2005	(a) Business Survey (b) Integrated Labour Force Survey (including child labour & time-use modules, every 5 years)	(a) 2004/05 (b) 1990/91, 2000/01
2006	(a) Household Budget Survey (every 5 years) (b) Distributive Trade Survey (c) Service Provision Assessment	(a) 1990/91, 2000/01 (b) 1994
2007 ⁸	(a) HIV/AIDS Indicator Survey (every 3 years) (b) Industrial Census (c) Hotel and Restaurant Survey	(a) 2004 (b) 1978-1989
2008	(a) Agricultural Survey (every 4 years) (b) Construction Survey (c) Land and Transport Survey (d) Household Income and Expenditure Survey	(a) 1993/4, 2004/05 (b) 1994
2009	(a) Demographic and Health Survey (every 4 years) (b) Business Survey (c) Mining Survey (d) Household Income and Expenditure Survey	(a) 1991/2, 1996, 1999 ⁹ , (b) 2004/05
2010	(a) Integrated Labour Force Survey (every 5 years) (b) Hotel and Restaurant Survey (c) HIV/AIDS Indicator Survey (every 3 years) (d) Household Income and Expenditure Survey	(a) 1990/91, 2000/01, 2005 (b) 2007 (c) 2004, 2007 (d) 2008, 2009
2011	(a) Household Budget Survey (every 5 years) (b) Distributive Trade Survey	(a) 1990/91, 2000/01, 2006 (b) 1994
2012	(a) Population and Housing Census (every 10 years)	1988, 2002

⁸ Discussions about potential for special surveys on disability and governance issues began in 2006 but have not been concluded and included on this calendar.

⁹ Reproductive and Child Health Survey

7.0 INDICATORS

Indicators provide the basic skeleton of evidence of changes in growth, well-being, and governance. They track poverty levels and help to assess whether Tanzania is on track overall in achieving the targets set in the MKUKUTA. They are complemented by research which provides analytical evidence about the causes and consequences of change.

The MKUKUTA indicators were developed from the original PRS indicators through a process of review and adjustment. They are provided in Annex 7. In developing them particular emphasis was given to exploring ways in which to plan for the most useful disaggregation of data. Efforts were made to define which indicators could provide data for sub-national levels (*i.e.* regional and district) because this is particularly important for planning purposes. In addition disaggregating by age, gender and disability has also been considered. The key to success in disaggregation is ensuring availability and analysis of data as it emerges.

Data for indicators is gathered and reported on annually, using survey data and routine administrative data. Some indicators, given their nature and data sources are however only able to be reported on periodically. There is recognition that it is important to strengthen the sector Management Information Systems (MISs) and Local Government M&E which provide regular administrative data in order to improve quality, increase frequency of information, and provide a means of verification of national survey findings.

The MKUKUTA indicators are, as far as possible, outcome orientated. They measure progress towards the overall MKUKUTA goals and targets. In their totality they add up to providing a picture of the major desired changes for people in Tanzania as defined in the MKUKUTA. Wherever possible they are measured on an annual basis and reported through analysis presented in the Poverty and Human Development Report (every two years), and Short Reports on Growth and Poverty Status (intermittent years).

Output indicators are also monitored for the MKUKUTA period. These measure achievements (often in the form of tangible results from activities and programmes) defined within MDAs'

Strategic Plans and MTEF objectives. The MKUKUTA goals therefore are the overall framework for monitoring, and the basis for outcome level national indicators. Outputs are reported and assessed annually mainly through MDA performance reports and sector reviews which culminate in the MKUKUTA Annual Implementation Report.

The full sector indicator sets are recognised for their importance in providing more in-depth and detailed information than is possible through the aggregate set of national MKUKUTA indicators used at the national level in the Monitoring System. The linkage between the national indicator set for MKUKUTA and the sector indicator sets is important, and as far as possible national indicators are drawn from sectors. However gaps in sector MISs exist and need to be addressed. Some Ministries do not have established MISs including several established under the new Government administrative structure in 2006, other Ministries require considerable quality upgrading of their MISs.

Sentinel sites also offer a potentially rich source of data beyond national surveys and sector MISs. Considerable experience has been gained in Tanzania, in particular in the health sector, about the value and frequency of information from these sites. If planned and implemented to a high standard sentinel sites can provide regular information which reflects the national situation. In the medium to longer term their importance in providing information will depend upon scaling up current initiatives, expanding beyond health and linking institutionally to the National Bureau of Statistics. This could help to keep the costs of an increasingly heavy burden of national surveys within manageable limits, and provide a further angle for comparison with national survey and routine administrative data.

Even with the efforts mentioned above, indicators have their limitations and these need to be clearly recognised. Measuring outcomes through a predetermined limited set of indicators may not tell the whole story of why an outcome has, or has not, been achieved. There may be external factors, or a combination of unforeseen events that affect the outcome of indicators. Therefore, indicators alone may not clearly explain the complexity of change. To have a large set of indicators for each MKUKUTA goal may not be the answer and in any case would be extremely complex and expensive. This Monitoring System strikes a balance between comprehensiveness,

affordability and manageability of the total number of national indicators. The overall aim is to ensure that priority information is identified, generated and analysed. In doing this, the national set of MKUKUTA indicators is linked to and complemented by sector indicators and MISs, as described above. Change in any particular outcome indicator may also be due to other external factors¹⁰. For this reason exploratory thematic research complements indicator analysis, and is coordinated through the Research and Analysis TWG.

¹⁰ An example of this is the impact of macro economic growth on household level poverty in rural Tanzania.

8.0 RESOURCES: HUMAN AND FINANCIAL

8.1 Human Resources

The Monitoring System depends on a wide range of human resources at various levels. Fundamentally it depends on people's willingness to share their views and experiences of change. In this Monitoring System change is reported in two ways: through the aggregation of Performance Reporting from MDAs and LGAs, and through outcome analysis based on qualitative and quantitative research methods. Both of these require skilled, experienced human resources which function within a recognized and well- managed institutional arrangement.

Experience has shown the opportunities and limitations of the above scenario. Opportunities have emerged mainly from people's willingness to participate in the monitoring system to date by sharing their views through surveys and qualitative research, as well as the growing desire to take part in the overall monitoring of change. Experience has also shown the importance of effective and consistent high level leadership, both for Performance Monitoring of MDAs and LGAs and for the analytical work which underpins outcome reporting.

Limitations also exist. There is fundamental recognition that the Monitoring System requires further development of MDA and LGA Performance Reporting and in-country capacity for rigorous poverty, growth and governance analyses. These are described in more detail below:

- **MDA and LGA Performance Monitoring:** Different levels and methods of planning have existed in Tanzania for many years. Their alignment and consistency is being strengthened. Strategic Plans and Budgets need to be guided by national planning frameworks. The Strategic Planning, Budgeting and Reporting Manual, together with SBAS¹¹ go some ways towards this, but further strengthening of institutions is recognized as a priority issue in Government.

¹¹ SBAS (the Strategic Budget Allocation System) facilitates the preparation of budget ceilings by the Planning and Budget Guideline Committee. SBAS micro creates the link between the MDAs targets and the MKUKUTA cluster strategies.

- **Data sources:** Routine administrative data systems (sector MISs and Local Government M&E) have limitations in terms of gaps in some Ministries, and in terms of management, quality and timing of information. This is a large challenge given the size of Tanzania and its human resource base in sectors and in Local Government Authorities (LGAs). There is recognition that capacity building is needed in data collection, management, analysis and use. Strategies for undertaking this form part of the priorities of this Monitoring System.

Another fundamental limitation has related to national surveys. Although there is recognition of the huge strides made in carrying out regular surveys in Tanzania, continued concerns relate to the cost of the surveys themselves and the continued need for external Technical Assistance to ensure quality data entry, cleaning and analysis. The results of surveys have fallen behind schedule in some instances. The formulation of a national Statistical Master Plan is an important component of addressing this challenge.

- **Data analysis:** The over-dependency on external analysts with limited time and space factored in for in-country capacity development is also a priority to be addressed. This creates a deep challenge for Tanzanians determining their own development path. Many methods of analysis are indeed developed outside of the country (e.g. poverty mapping, combined methods, Social Accounting Matrices, Report Card Method, etc) from which Tanzania can benefit.

There has also been limited experience in innovative research methods, and in the analysis of trends and breadth of issues in Tanzania. Indeed Tanzania remains a favoured testing ground. The development of Tanzanian researchers and policy analysts is increasingly urgently required. This requires new approaches to the currently slow, intermittent and ill-matched Technical Assistance approach to strengthen capacity.

- **Dissemination of information:** Tanzania has been very innovative in producing information for the public, including popularized versions of technical documents and the introduction of Poverty Policy Week (now referred to as National Policy Dialogue

Week). However, limitations continue in ensuring information reaches all levels of the population, in enhancing two-way communication, and in the use of information in policy and planning. Methods of increasing efficiency and effectiveness through engagement with the private sector will be explored.

Technical Assistance (TA) may be considered to strengthen some of these areas in accordance with the principles outlined in the Joint Assistance Strategy. Needs identification of Technical Assistance will be done by Government, and managed by Government. TA may be sourced from the Pooled Funds, in the spirit of harmonization and transparency of development assistance.

These limitations are priority issues to be addressed during the implementation of this phase of the Monitoring System. Towards this clear strategies for the strengthening of capacity of the key actors will be developed. Monitoring of progress annually will become part of the review process of MKUKUTA.

8.2 Financial Resources

Various funding modalities are used to resource the Monitoring System as well as the Secretariat. These include:

- **Government budget resources** allocated through the national budgeting system, to the special accounts of the TWGs.
- **Pooled fund mechanism**, from various “Pooled Fund Partners”¹² to be deposited in the Monitoring System holding account and used in accordance with approved work plans and budgets of TWGs.
- **Direct payment to the TWG** for specific activities earmarked by development partners.

The direct budget support is the preferred and most effective funding modality, however up until 2006 the pooled funding mechanism has been most frequently used. Funds are available according to approved work plan and budget and are not commonly tied to specific activities. The Memorandum of Understanding enables flexibility for Development Partners’ participation.

¹² The Tanzania Government and Development Partners who signed the Memorandum of Understanding to fund the Monitoring System through the pooled fund arrangement

The pooled fund is managed by the Ministry of Finance with support from the MKUKUTA Secretariat. The Secretariat coordinates negotiations with pooled fund partners on their pledges, flow of funds from the holding account to the special accounts and reporting. Consolidated annual and semi annual work plans budgets and progress reports are prepared and presented to the Monitoring Advisory Committee, and for approval by the Technical Committee. Each previous year's budget and expenditure informs the projection of subsequent budgets each year (see Table 4, below).

All TWGs require to prepare work plans and budgets each year. They are encouraged to prepare realistic budgets, especially in terms of the number of activities proposed for any given period. The Pooled Funds Procedures and Accounting Manual is being revised to ensure minimizing delay in disbursements; and the MOU which guides the system is reviewed regularly. Efforts to ensure timely information to the Management Advisory Committee and Technical Committee (for approval) are vital.

In the long run the MKUKUTA Monitoring System is expected to be funded through General Budget Support (GBS) in line with Government preferred modalities. Steps towards this direction include approval of the overall pooled fund budget as part of the National Budget, and a phased approach to migrating the pooled fund which minimizes any chances of disruption of the system. Consideration may, for example, be given to migrating sections of the system such as national surveys during the MKUKUTA years. This will further institutionalize the budget management of the Monitoring System. Technical work to migrate the pooled fund to the Budget is being undertaken in the early stages of the Monitoring System's implementation.

Table 4: Financial Resources

PAST BUDGET: FINANCIAL RESOURCE IN TSHS

TWG/YEAR	2001/02 Expenditure		2002/03 Expenditure	
	PLANNED	ACTUAL	PLANNED	ACTUAL
		GOT		GOT
C&S	41,932,500	SURVEYS & OTHER ACTIVITIES FUNDED NOT THROUGH THE POOL	110,000,000	110,000,000
RDS	477,942,100		1,599,289,300	47,480,500
R&A	1,340,216,700		283,500,000	196,097,000
DSA	288,859,900		624,500,700	624,500,700
SECRETARIAT	132,832,800		55,499,400	125,557,700
TOTAL	2,281,784,000		2,672,789,400	1,103,635,900

2003/04		2004/05		2005/06
PLANNED	ACTUAL EXPENDITURE	PLANNED	ACTUAL EXPENDITURE	PLANNED
	POOL AND GOT		POOL AND GOT	
2,740,516,800	810,926,100	1,606,853,400	ACCOUNTS UNDER PREPARATION	5,453,215,600 ¹³
1,339,872,000	160,017,800	742,329,000		460,080,000
562,846,000	587,402,500	828,575,000		723,640,000
426,285,000	340,326,500	699,452,100		804,761,200
156,209,000	471,433,100	852,439,500		943,450,000
5,225,728,800	2,370,106,000.00	4,729,649,000		8,385,146,800

¹³ The increase for this financial year is the result of a combination of survey work which includes: field implementation of the ILFS, preparation of the HBS, and completion of reports for the Agricultural Census, National Population Census and DHS.

9.0 TECHNICAL WORKING GROUPS - PARTICIPATION

In the Monitoring System, Technical Working Groups provide the basis for data generation, analysis and communication of new information to stakeholders. They provide a link between the aggregated Performance Reporting of LGAs and MDAs, and outcome analysis presented in key documents such as the PHDR and Policy Briefs.

Each TWG is chaired by a Government institution (see Terms of Reference). There are Secretariats designated for each group plus one for overall coordination. Secretariats coordinate the day-to-day activities of the groups and are either within Government or contracted by Government with designated staff. There is recognition that all Secretariats need strengthening during the MKUKUTA monitoring years.

Ministries identified in the MKUKUTA clusters are represented in each TWG. In addition, TWGs have representatives from external (non-state) partners. These are illustrated in Diagram 3 below. Strong Tanzanian representation, from both state and non-state actors is encouraged.

Persons representing cross-cutting issues are mainstreamed into the structure; these include gender, environment, HIV/AIDs, the elderly, young people, children and people with disabilities. Wherever possible they are represented by members. However, where gaps are identified additional selection is made.

Overall TWGs have a maximum of approximately 25 members, unless determined otherwise by the Chairpersons of the TWG¹⁴. Each TWG has Terms of Reference for their members and for their Secretariat. Performance of the TWGs is reviewed annually, during which the performance of the respective Secretariat is also reviewed.

Coordination across TWGs, and to external stakeholders as well as to the Technical Committee and the Advisory Committee, is the responsibility of the MKUKUTA Monitoring Secretariat.

¹⁴ The exception to this is the "Data" TWG which is composed of two sub-groups each with 25 members or less.

This Secretariat coordinates information flows including through the use of an active web site, mailing lists, and so forth.

Membership of TWGs is through a process which encourages a range of participants to take part. TWGs provide membership criteria to the MKUKUTA Secretariat and Technical Committee. This forms the general basis of selection. Government members are appointed by their relevant Permanent Secretaries. Each TWG has at least two Government members representing each of the MKUKUTA clusters. The Chairperson of the Technical Committee, on advice from the MKUKUTA Secretariat, determines which Ministries to invite to be members of each TWG. Each TWG is nonetheless also encouraged to have periodic open meetings to which all Ministries are invited, as well as non-state actors.

As vacancies in membership become available on TWGs, external (non-state) partners organise themselves around groupings indicated in the Diagram below (academic, development partners, civil society, and private sector), and individuals submit their expressions of interest to participate to Government. The MKUKUTA Secretariat is available to support the facilitation of groupings where required. Within the Development Partner Group, places are reserved for United Nations representation. An individual may become a member of more than one TWG when deemed necessary.

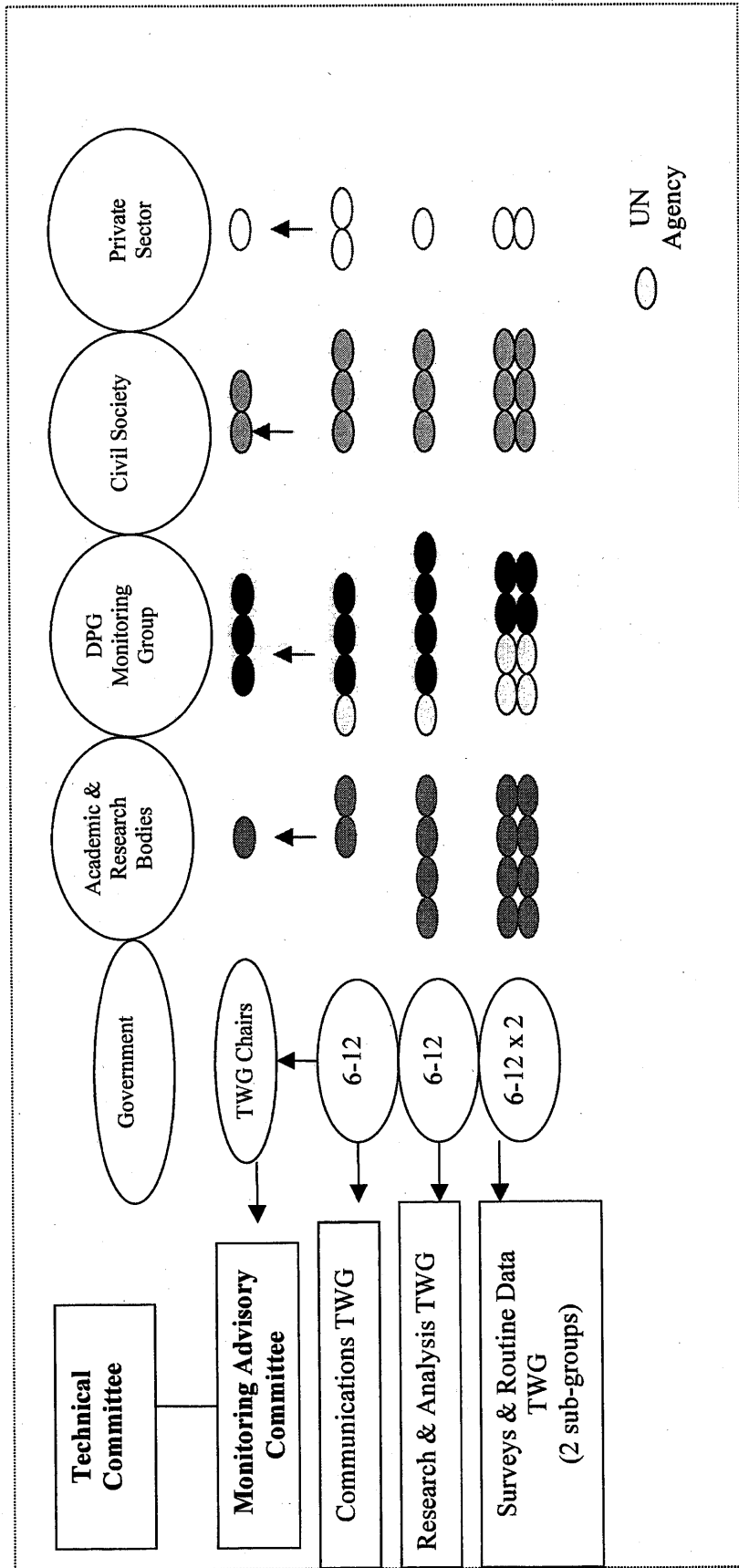
Members are encouraged to read the Terms of Reference for the TWGs carefully and be aware of the time commitment required. It is suggested that they discuss their interest with their employer. They should discuss the time commitment, and encouragement is given to consider TWG membership as part of members' mainstream jobs. This is because experience to date has shown that where TWG membership is over and above a person's regular work it proves challenging for them to participate regularly. The Technical Committee reviews participation issues in TWGs annually, and considers issues of incentives and performance assessments of Government officials and non-state actors.

Government makes every effort to ensure balance in membership across TWGs. Final approval of membership is made on a consensus basis by the Chairperson of the Technical Committee, the

Chair of the MKUKUTA Secretariat and the Chairs of all three TWGs. They inform potential members and their organisations. Selection is done on the basis of representation within and across the groups, technical skills, experience in the particular area of work (e.g. communications, surveys, etc), and group dynamics.

All positions on TWGs need not be filled at the onset: it may take place in stages as determined by the Chairperson of each TWG in consultation with the MKUKUTA Secretariat. TWGs meet regularly. If a member fails to attend for an agreed number of times, set by each TWG, their position becomes vacant and new potential members are sought following the above procedure.

Diagram 3: PARTICIPATION IN THE MONITORING SYSTEM



ANNEX 1: TOR - TECHNICAL COMMITTEE

The Technical Committee is the main Government committee for MKUKUTA implementation and monitoring. It is inclusive of central ministries¹⁵, PM-RALG, chairs of Technical Working Groups of the Monitoring System and co-opted members as deemed necessary. As such it is a decision making body with neutrality in relation to sector interests. Sector ministries are incorporated into the Technical Working Groups of the monitoring system.

The Technical Committee's role is to both inform the representational structures of Government (i.e. IMTC, Cabinet and Parliament) on progress and policy implications of MKUKUTA implementation, as well as to ensure the functioning of the MKUKUTA monitoring system and the timely production of information from Technical Working Groups and committees.

The Technical Committee is served by the MKUKUTA Secretariat which ensures the various reports, meetings, work plans and budget are produced on time and to high-quality for the Technical Committee.

Specific Objectives and Responsibilities:

- Ensuring the production of the Annual MKUKUTA Implementation Reports,
- Presenting the annual Strategic Policy Brief to Parliamentary Committees
- Providing approval for publication of the production of the Poverty and Human Development Report, short reports on Growth and Poverty Status and Views of the People Report,
- Reviewing participation of all TWGs annually
- On advice from MKUKUTA secretariat and chairperson of TWGs determine ministries to be members of each TWG and final approval of TWG members.
- Consider Technical Assistance issues relating to capacity building for the MKUKUTA monitoring system.

¹⁵ Ministry of Finance; Prime Minister's Office, President's Office Planning and Privatization, Ministry of Planning, Economy and Empowerment and President's Office Public Service Management.

- Ensuring the Public Expenditure Review Process informs MKUKUTA monitoring and main findings are included in the Annual Implementation Report
- Reviewing and approving annually the semi annual, and 3-year MTEF of the Technical Working Groups before submission.
- Reviewing and approving the audit of the Pooled Fund annually.
- Reviewing and approving quarterly, semi annual and annual progress reports of Technical Working Groups and Secretariat

Membership

The Technical Committee is chaired by the Permanent Secretary - the Ministry of Planning Economy and Empowerment (or his delegated representative). The Deputy Chair is the Deputy Permanent Secretary, Ministry of Finance. Members are drawn from central ministries (directors of Policy and Planning), PM-RALG and chairs of the Technical Working Groups. The Technical Committee may co-opt members as it deems necessary, and/or create sub-committees. The guiding principle in relationship to membership should be effective and efficient decision-making without losing the engagement of representative stakeholders.

Meetings

The Technical Committee meets quarterly, or more frequently as agreed. A set day for the meetings will be established at the beginning of each financial year. Meetings include an update on progress from the Chairs of the TWGs and the Secretariat in relation to the process of producing key reports, including the MKUKUTA Implementation Report, the PHDR and the Strategic Policy Brief.

ANNEX 2: TOR - MONITORING ADVISORY COMMITTEE

Overall Objective

The Monitoring Advisory Committee provides advice to the Technical Committee on request, and is chaired by the Deputy Permanent Secretary in the Ministry of Finance who is also Vice Chairman of the Technical Committee.

The Advisory Committee has been established as a forum for providing views on the workplans, resource management and audits of the Monitoring System. It ensures that its members are familiar with the details of each Technical Working Group, and that they provide a means through which sharing of information and issues between Technical Working Groups takes place. This Committee provides a supplementary mechanism through which information about MKUKUTA implementation and monitoring is communicated to the wider set of external stakeholders by keeping others up-to-date on key events, reports and issues.

The Advisory Committee is served by the MKUKUTA Secretariat which coordinates meetings and advisory notes.

Specific objectives and responsibilities:

1. Reviewing of workplans, budgets and audits from the Monitoring System and consolidating views to the Technical Committee.
2. Recommending, from time to time, potential improvements to the monitoring system to the Technical Committee.
3. They will function as representatives and a channel of communications to/from their relative constituents in relation to key events, reports and issues on MKUKUTA monitoring.
4. With assistance from the Secretariat, review the performance of their own Committee annually.

Deliverables:

1. Advisory note to the Technical Committee on work plans, budgets and audit of the monitoring system and pooled fund
2. Advisory notes on key issues of concern to external partners in the monitoring system

Membership:

The Monitoring Advisory Committee is composed of members drawn from the Technical Working Groups. This includes Chairs (or their deputies) of Technical Working Groups, representatives from Development Partners, civil society, academic institutions and the private sector. Additionally, members may be sought from organizations representing MKUKUTA cross-cutting issues where they are not otherwise represented. Total maximum membership is 25 persons.

Meetings:

The Committee meets quarterly. A set day for the meetings is established at the beginning of each financial year. Meetings should include an update on progress from the TWGs and the Secretariat in relation to the work of the TWGs.

ANNEX 3: TOR - RESEARCH AND ANALYSIS (R&AWG)

Overall Objective

- To co-ordinate the research and analysis work related to MKUKUTA on behalf of the Government

Specific Objectives

- To set priorities for research and analysis and coordinate the implementation of a research and analysis programme based on these priorities.
- To serve as a contact, information and advice point for growth, social well being and governance research carried out outside the research and analysis work programme.
- To promote the use of independent research to inform policy making.
- To ensure independence of research work and objectivity, the purpose being not to advocate certain actions or policies but to provide evidence for consideration by policy makers.
- To produce research output that is of good quality and relevant for policy makers and the broad range of stakeholders engaged in MKUKUTA implementation.
- To support, and define needs for capacity building, in research for local researchers by ensuring that research is led, wherever possible, by skilled individuals or institutions in the Tanzanian research community. Where capacity gaps exist, external assistance will be carefully defined to ensure capacity building is addressed.
- To reflect the commitment of ensuring that cross cutting issues are an integral part of research and analysis.

Tasks

- Set annual research and analysis priorities on the basis of the broad base research agenda.
- Set annual capacity building priorities and plans in line with the chosen research and analysis priorities
- Monitor the implementation of the research and analysis work programme, including reviewing commissioned analytical work.
- Ensure that cross-cutting issues as defined in the MKUKUTA are integrated into the research agenda.
- Ensuring two-way linkages with the PER processes and reports
- Design appropriate methods of collecting, analyzing and using qualitative information.
- Engage in the promotion of dialogue on research findings and their connection to policy making
- Play a proactive role in encouraging open access to information and liaise with the Surveys and Routine Data TWG on information related to MKUKUTA outputs
- To work with the Communications TWG to ensure the production of the Views of the People Report. This TWGs role is to ensure quality research and analysis; the Communications TWG defines the priority focus of the overall report, and finalizes its production and dissemination.
- Link with other TWGs, and report progress regularly to the Technical Committee and the Advisory Committee.
- Internally review performance annually, and include in this a review of the TWG Secretariat.

Deliverables

- Annual status report (Short Reports on Growth & Poverty Status)
- The Poverty and Human Development Report every two years
- Briefs: Policy & Topical
- Views of the People Report (2007, 2010)
- Periodic Reports on specific research topics
- Five – year indicative work plan and budget
- 3 year MTEF, work plans, budgets, progress reports annually, and a capacity building plan for the period of the MKUKUTA.

Membership

The chair of the R&AWG is the Director responsible for research from the Ministry of Planning, Economy and Empowerment. The Research on Poverty Alleviation (REPOA) provides the Secretariat to the TWG. Members include representatives from Government, civil society, academic institutions, development partners and private sector.

Due to the nature of work of R&AWG, three basic principles govern the selection of members: individual capability (particularly the capacity to produce and review analytical work), perspectives from various stakeholders; and commitment to the work of MKUKUTA monitoring. Other principles include ensuring expertise in relation to the three MKUKUTA clusters, ensuring coverage of cross-cutting issues, strengthening national ownership, wide stakeholder participation, and the principles of the Joint Assistance Strategy (JAS) which guide the membership of development partners.

Meetings

Open monthly thematic workshops are held with the objective of broadening and fostering linkages with other stakeholders. The meetings focus on poverty-related analytical work of various stakeholders.

Weekly meetings of members are also being undertaken in order to establish a research agenda, and review and discuss analytical work coordinated by the Secretariat. The meetings focus on substantive issues of research, decision-making, and quality assurance.

ANNEX 4: TOR - SURVEY AND ROUTINE DATA TWG

Overall Objectives

- To provide oversight, under the guidance of the National Bureau of Statistics, for statistics emerging from routine data and surveys. This is in recognition of the NBS's mandate in relation to official statistics.
- To advise, facilitate and co-ordinate the production and use of quality data for the MKUKUTA monitoring.
- To enhance the interface between survey and routine data.
- To harmonize and strengthen data collection, concepts and definitions.
- To strengthening the routine data system

Specific Objectives

- To ensure that high quality data (both social and economic), is made available in a timely manner for the monitoring system.
- To strengthen the quality of existing routine data systems, through strengthening MISs and the link between NBS and sector MISs, and ensure their relevance to users at local, sectoral and national levels.
- To broaden the source base for surveys and statistics to include economic statistics and capture data on all MKUKUTA cluster goals
- To support capacity building of national and local stakeholders in the collection, analysis and use of data.
- To reflect the commitment of ensuring that cross cutting issues are an integral part of surveys and routine data.
- Link with other TWGs, and report progress regularly to the Technical Committee and the Advisory Committee.
- Internally review performance annually, and include in this a review of the TWG Secretariat.

The Secretariat for this TWG is based at the National Bureau of Statistics, and there is recognition that dedicated human resources is required. Their role is to ensure regular

information and meetings of both the survey and routine data sub groups, and coordination of information across these groups takes place effectively.

Tasks

Identify data requirements for MKUKUTA

- Oversee the implementation of social and economic surveys in relation to the MKUKUTA and the development of a survey plan as a subset of the Statistical Master Plan.
- Support the first level analysis of national surveys to ensure relevance to MKUKUTA
- Advise on the further development and dissemination of the Tanzania Socio-Economic Database (TSED) and ensure it links to other databases.
- Provide a forum for sector linkages and synergies in terms of routine administrative data collection, processing and storage. In doing this, link to PORALG and MDAs in the co-ordination and harmonization of routine data. Identify weaknesses and gaps in the routine data systems and recommend improvements.
- Provide and ensure technical comments and analysis on draft census and survey tables and reports, in liaison with R&AWG.
- Provide a forum for discussing innovations in survey approaches and techniques to ensure a focus most relevant to MKUKUTA.
- Establish linkages between the monitoring system and the local authorities' monitoring systems.
- Support capacity building on data collection, use and dissemination at all levels

Deliverables

- First level analysis of all national surveys providing analysis & data to MKUKUTA
- Guidance on data collection, and harmonization and strengthening of MISs
- Data required for the PHDR
- Updated TSED
- 3 year MTEFs, work plans, budgets, progress reports annually, and a capacity building plan for the period of the MKUKUTA.
- Five – year indicative work plan and budget

Membership

The chair of the Data TWG is the Director General of the National Bureau of Statistics (NBS). It is co-chaired by PM-RALG's M & E unit, as determined by the Permanent Secretary. Members include representatives from Government, civil society, academic institutions, development partners and private sector.

The composition of the group reflects a combination of census and routine data. Sector ministries from the three clusters are included in the group. Members have some knowledge of surveys and the technical aspects of statistical investigation. The membership ensures coverage of cross cutting issues as defined in the MKUKUTA.

Meetings

This Data TWG meets every two weeks, and includes two sub groups. Meetings of each sub group takes place alternately at a time and day agreed at the beginning of each financial year. Each meeting begins with a summary of the other sub group's progress and issues. Open thematic workshops with the objective of broadening and fostering linkages and capacity of other stakeholders and regular in-house seminars are also held.

ANNEX 5: TOR - COMMUNICATIONS TWG

Overall objectives

- To facilitate a smooth and timely two-way communication flow of information on MKUKUTA to meet the needs of different groups of users at all levels.
- To link the Government's Information Officers together to encourage their awareness and information sharing about MKUKUTA.
- To encourage better use of information in decision making; including the link between the monitoring system outputs and planning processes.
- To oversee the Views of the People Report, in coordination with the Research and Analysis TWG.
- To encourage the public use of information in relation to Public Expenditure Reviews and Budgets.
- To coordinate with the Survey and Routine Data TWG in relation to communicating new statistical information emerging in relation to the MKUKUTA.
- To reflect the commitment of ensuring that cross cutting issues are an integral part of all communications activities.

Specific Objectives

- Oversee the implementation of MKUKUTA Communication Strategy
- To facilitate a regular forum of Government Information Officers, and other stakeholders in relation to MKUKUTA.
- Oversee the implementation of the communication work plan, including reviewing and adjusting based on emerging information needs.
- To disseminate information in Kiswahili and English, also in popular understandable ways
- To ensure feedback, and views about MKUKUTA implementation from all levels of stakeholders.
- To coordinate, in conjunction with the MKUKUTA Secretariat, regular stakeholder consultations on MKUKUTA including Poverty Policy Week

- Ensure that data and information emerging from the monitoring system is fed into the MKUKUTA monitoring website, TSED and other dissemination networks

Tasks

- Prepare the MKUKUTA communication strategy, plan of action and budget for dissemination and sensitization of information generated by the monitoring system
- Produce briefs expressing peoples opinions on the implementation of the MKUKUTA
- Make recommendations to other TWGs on information needs that emerge from feedback particularly from the local level.
- Liaise with CSOs, Faith Based Organizations and other MKUKUTA stakeholders for disseminating MKUKUTA messages and collate feedback
- To work with the Research and Analysis TWG to ensure the production of the Views of the People Report. The Communications TWG define the priority focus of the overall report, and finalize its production and dissemination. The Research and Analysis TWG ensure quality research and analysis;
- Link with other TWGs, and report progress regularly to the Technical Committee and the Advisory Committee.
- Internally review performance annually, and include in this a review of the TWG Secretariat.

The Secretariat for this TWG is based in the Poverty Eradication Division of the Ministry of Planning, Economy and Empowerment, and there is recognition that dedicated human resources will be required. This may require outsourcing of some activities.

Deliverables

- The MKUKUTA communication strategy, action plan, and reviews
- Briefs: Issues from the People on MKUKUTA Implementation
- Progress reports as required by the MKUKUTA Technical Committee.
- 3 year MTEFs, work plans, budgets, progress reports annually, and a capacity building plan for the period of the MKUKUTA.
- Five – year indicative work plan and budget
- TORs and key issues for Views of the People report. These will be needed early in 2006 and early in 2009

Membership

The Chairperson of the Working Group shall be the Director of the Poverty Eradication Division (PED) of the Ministry of Planning, Economy and Empowerment (MPEE). Members have skills in two way information sharing, monitoring and evaluation and communication

Members include information officers from key ministries, as well as members of civil society, academic institutions, development partners and the private sector. It also includes representatives from each MKUKUTA cluster, as well as persons representing cross-cutting issues.

Meeting Frequency

The group meets once a month, at an agreed day and time as set at the beginning of the financial year. Regular in-house seminars are held to enhance the technical capacity of members. Regular forums on communications in relation to MKUKUTA to broaden and foster linkages are encouraged.

ANNEX 6: TOR - MKUKUTA SECRETARIAT (including monitoring)

Overall Objectives:

- Provide services to the Technical Committee, the Technical Working Groups, and the Monitoring Advisory Committee.
- Using the MKUKUTA framework, enhance linkages and coordination between Government processes, such as PER, Budget, Sector Reviews, and Local Authority Strategic Planning processes.

Specific Objectives

- To coordinate and ensure information flow between Technical Working Groups
- To liaise with the Secretariats of the Technical Working Groups to ensure that they are functioning effectively and their membership is up to date, including the oversight of annual reviews of performance
- To ensure that cross cutting issues are incorporated in each of the Technical Working Groups
- To ensure that workplans and budgets of Technical Working Groups are fully funded; and to manage the oversight of the funds including consolidation, reporting and auditing.
- To serve as a central point of information for the MKUKUTA and its monitoring system, including documentation web sites and membership lists and make this available to stakeholders.
- To coordinate, in conjunction with the Communication Technical Working Group, regular stakeholder consultations on MKUKUTA including Poverty Policy Week.
- To participate in key Government processes, to ensure linkages, such as PER, MTEF preparations, local authority planning and sector reviews.
- Provide oversight and coordination of the 2009/2010 MKUKUTA Evaluation

Tasks

- To work under the guidance of the Technical Committee to produce the MKUKUTA Annual Implementation Report, the Strategic Policy Brief and other Technical Papers as required
- To organize regular meetings of the Technical Committee and the Monitoring Advisory Committee
- To minute the meetings of the Technical Committee and Monitoring Advisory Committee and circulate these to members
- To inform the Technical Working Groups about decisions taken by the Technical Committee, and follow-up on implementation

Deliverables

- MKUKUTA Annual Implementation Report
- Strategic Policy Brief (annually for parliament)
- MKUKUTA 2009/2010 Evaluation
- Annual Audits on Pooled Funds; and other donor reports as required
- 3 year work plans, budgets, progress reports annually, and a capacity building plan for the period of the MKUKUTA.
- Five – year indicative work plan and budget
- Web site: update, and membership lists
- Minutes of meetings mentioned above
- Documentation on MKUKUTA monitoring outputs

Membership

The Secretariat is formed by key staff members of the Ministry of Planning, Economy and Empowerment (Poverty Eradication Division), as determined by the Director. It also includes the Ministry of Finance, and President's Office Public Service Management. It is chaired by the Director of the Poverty Eradication Division of MPEE. He/she may co-opt members as required and agreed by other members as necessary.

Meeting Frequency:

The Secretariat meets briefly every Monday morning to plan their work and share information about recent and upcoming issues and events. More substantial meetings take place monthly and may involve a day-long retreat for information sharing, work planning and reviews.

ANNEX 7: MKUKUTA INDICATORS (Draft 3) 21st March 2006

These indicators continue to be developed and should be used as a draft, not for citation. The final indicator list will include meta-data. Baselines and targets will also be developed.

	Source	Frequency	Disaggregation ⁱⁱ
MKUKUTA CLUSTER AND GOAL			
MKUKUTA CLUSTER 1: GROWTH AND REDUCTION OF POVERTY			
Cluster wide indicators			
GDP growth per annum	MPEE/Econ Survey	A	Geo (N)
GDP growth of sectors per annum	MPEE/Econ Survey	A	Geo (N), Sectors (Manuf, trade, agric)
GDP per capita	MPEE/Econ Survey	A	Geo (N)
Gini coefficient	NBS/HBS	P	Geo (N)
Headcount ratio, basic needs poverty line	NBS/HBS	P	Geo (N/R), R/U, PQ
Headcount ratio, food poverty line	NBS/HBS	P	Geo (N/R), R/U, PQ
Goal 1: Ensuring sound economic management			
Annual rate of inflation	MPEE/Econ Survey	A	Geo (N)
Central Government revenue as % of GDP	MoF	A	Geo (N)
Fiscal deficit as % of GDP (before and after grants)	MoF	A	Geo (N)
Debt Service ratio	MoF	A	Geo (N)
Export as % of imports	MoF	A	Geo (N)
Current account balance	MoF	A	Geo (N)
Goal 2: Promoting sustainable and broad-based growth			
Proportion of working age population not currently employed	NBS/MoL/ILFS	P	Geo (N/R), R/U, Gender, Age (esp. 15-24 yrs)
Proportion of population with secondary education and above, not currently employed	NBS/MoL/ILFS	P	Geo (N/R), R/U, Gender, Age (esp. 15-24 yrs)
Indicator on business environment?	??	A	Geo (N)
Domestic credit to private sector as % of GDP	BOT	A	Geo (N)
% increase in foreign direct investment??	BOT	A	Geo (N), Domestic/Foreign
Interest rate spread on lending and deposits	BOT	A	Geo (N)
% of rural population who live within 2 kms of an all-season passable road (Rural access indicator)	NBS/HBS	P	Geo (N/R)
% of trunk and regional road network in good and fair condition	MoI	A	Geo (N/R)
Proportion of enterprises undertaking Environmental Impact Assessments complying to Environmental standards	NEMC	A	Geo (N)
Goal 3: Improved food availability and accessibility at household level in urban and rural areas			
Food self sufficiency ratio	MAFS- NFS	A	Geo (N/R/D)
Proportion of districts reported to have food shortages	MAFS- NFS	A	Geo (N/R/D)
% change in production by small holder households of key staple crops (maize, rice, sorghum)	MAFS/Agric Survey	A/P	Geo (N/R/D), Gender (FHH/MHH)
Proportion of under-fives moderately or severely wasted (weight for height)	NBS-DHS	P	Geo (N/R/D), Gender, PQ

Proportion of households who take no more than one meal per day

NBS-HBS

P

Geo (NR/D), U/R, Gender (FHH/MHH), PQ

Goal 4 and 5: Reducing income poverty of both men and women in rural and urban areas

Dependency ratio	ILFS/ HBS/Census	P	Geo (NR/D), U/R
% of small holders participating in contracting production and outgrowers schemes	NBS-Agric Survey	P	Geo (NR/D), Gender (FHH/MHH)
Total small holder land under irrigation as % of total cultivatable land	NBS-Agric Survey	P	Geo (NR/D), Gender (FHH/MHH)
% of small holders who accessed formal credit	NBS-Agric Survey	P	Geo (NR/D), Gender (FHH/MHH)
% of small holder households who have one or more off-farm income generating activities	NBS-Agric Survey	P	Geo (NR/D), Gender (FHH/MHH)
% of households whose main income is derived from the harvesting, processing and marketing of natural resources products	NBS-HBS	P	Geo (NR/D), Gender (FHH/MHH)

Goal 6: Provision of reliable and affordable energy to consumers

% increase in number of customers connected to the national electricity grid and off-grid	MEM	A	Geo (NR/D), (R/U), HH/Businesses
% of households in rural and urban areas using alternative sources of energy to wood fuel (including charcoal) as their main source of energy for cooking	HBS/Census	P	Geo (NR/D), Gender (FHH/MHH)
Total electricity generating capacity	MEM	A	
Average no. of hours of power outages per consumer per annum	MEM	A	Geo (N), (R/U), HH/Businesses

MKUKUTA CLUSTER 2: IMPROVEMENT OF QUALITY OF LIFE AND SOCIAL WELLBEING

Goal 1: Ensure equitable access to quality primary and secondary education for boys and girls, universal literacy and expansion of higher, technical and vocational education

<p>Literacy rate of population aged 15+</p> <p>Net enrolment at pre-primary level</p> <p>Net primary school enrolment rate</p> <p>% of cohort completing Standard VII</p> <p>% of students passing the Primary School Leavers' Exam</p> <p>Pupil/Teacher ratio</p> <p>% of teachers with relevant qualifications</p> <p>Pupil/text book ratio</p> <p>Transition rate from Standard VII to Form 1</p> <p>Net secondary enrolment</p> <p>% of students passing the form four examination</p> <p>Gross enrolment in higher education institutions</p>	<p>NBS-Census</p> <p>MoEVT- MIS</p> <p>MoEVT/NBS- MIS/HBS/Census</p> <p>MoEVT-MIS</p> <p>MoEVT-MIS</p> <p>MoEVT-MIS</p> <p>MoEVT-MIS</p> <p>MoEVT-MIS</p> <p>MoEVT-MIS</p> <p>MoEVT-MIS</p> <p>MSTHE</p>	<p>P</p> <p>A</p> <p>A/P</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p>	<p>Geo (NR/D), U/R, Gender, Age (esp. 15-24 yrs)</p> <p>Geo (NR/D), Gender, Age,</p> <p>Geo (NR/D), Gender, PQ</p> <p>Geo (NR/D), Gender</p> <p>Geo (NR/D), Gender</p> <p>Geo (NR/D)</p> <p>Geo (NR/D)</p> <p>Geo (NR/D), Gender</p> <p>Geo (NR/D), Gender</p> <p>Geo (NR/D), Gender</p> <p>Geo (NR/D), Gender</p>
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Goal 2: Improved survival, health and well-being of all children and women and especially vulnerable groups

Life expectancy	NBS-DHS/Census	P	Geo (NR/D), Gender
Infant mortality rate	MoH/NBS-DHS/Census	P	Geo (NR/D), PQ
Under-five mortality rate	MoH/NBS-DHS/Census	P	Geo (NR/D), PQ
DPT/Hb3 coverage	MoH/NBS-HMIS/DHS	A/P	Geo (NR/D), PQ

Proportion of under-fives moderately or severely stunted (height for age)	MoH/NBS-DHS	P	Geo (N/RD), Gender, PQ
Proportion of under-fives moderately or severely underweight (weight for age)	MoH/NBS/DHS	P	Geo (N/RD), Gender, PQ
Proportion of births attended by a skilled health worker	MoH/NBS-DHS/HMIS	P	Geo (N/RD), PQ
% of persons with advanced HIV infection receiving ARV combination therapy	MoH/NACIP	A	Geo (N/R), Gender
HIV prevalence amongst 15-24 yrs	MoH/NACIP/TACAIDS	A/P	Geo (N/RD), PQ, blood donors, pregnant women
TB treatment cure rate	MoH/TB Prog	A	Geo (N/RD), PQ

Goal 3: Increased access to clean, affordable and safe water, sanitation, decent shelter and a safe and sustainable environment

Proportion of population with access to piped or protected water as their main drinking water source (30 min - 90, collect, return to be taken into consideration)	MoW/NBS-DHS/HBS/ILFS/Census	P	Geo (N/RD), U/R, Gender (FHH/MHH)
% of households with basic sanitation facilities	NBS-DHS/HBS/Census	P	Geo (N/RD), U/R, Gender (FHH/MHH)
% of schools having adequate sanitation facilities (as per Policy)	MoEVT- IMIS	A	Geo (N/RD)
No. of reported cholera cases	MoH	A	Geo (N/R/D)
Total area managed by mandated local institutions for the purposes of community based natural resources management	MNRT	A	Geo (N/R/D), Ecosystem types

Goal 4: Adequate social protection and rights of the vulnerable and needy groups with basic needs and services

Poverty Head Count ratio of Female Headed Households	NBS/HBS	P	Geo (N/RD), U/R
Proportion of children working and not going to school	MoLEYD/NBS-ILFS	P	Geo (N/RD), U/R, Gender (FHH/MHH), PQ
Proportion of children with disability attending primary school	MoEC MIS	A	Geo (N/R/D), Gender
Proportion of orphaned children	MoH/NBS-Census	P	Geo (N/RD), U/R

Goal 5: Systems are in place to ensure effective universal access to quality public services that are affordable and available

Proportion of elderly accessing medical exemptions at public health facilities	MoH/NBS-HBS/DHS/PSSS	P	Geo (N/RD), U/R, Gender (FHH/MHH)
Proportion of population reporting to be satisfied with health services	MoH/NBS-HBS	P	Geo (N/RD)

CLUSTER 3: GOVERNANCE AND ACCOUNTABILITY

Goal 1: Structure and systems of governance as well as the rule of law are democratic, participatory, representative, accountable and inclusive

% of children with birth certificates	DHS/MoLYS	P	Geo (N/RD), U/R, Gender (FHH/MHH)
Proportion of women among senior civil servants	Civil Service Dept	A	Geo (N/RD), Grades X - Y
% of women representatives (elected) to district council	PMD-RALG	A	Geo (N/RD)
Proportion of women among Members of Parliament	Clerk of National Assembly	P	Geo (N), elected/nominated/Ministers
Proportion of villages assemblies holding quarterly meeting with public minutes	PMD-RALG/Civil Soc	A	Geo (N/RD)
Proportion of LGAs posting public budgets, revenue and actual expenditures on easily accessible public notice boards	POM-RALG/Civil Soc	A	Geo (N)
% of female from small holder households with land ownership or customary land rights	Agric Survey	P	Geo (N/RD), Gender (FHH/MHH)

Goal 2: Equitable allocation of public resources with corruption effectively addressed

Total revenue collected as % of revenue due at national level	TRA	A	Geo (N)
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% of procuring entities complying with the public procurement act and procedures	NAO	A	Geo (N), MDAs/LGAs
% of government entities awarded clean audit certificate from the National Audit Office	NAO	A	Geo (N), MDAs/LGAs
Number of corruption cases convicted as % of number of investigated cases sanctioned for prosecution by the Director of Public Prosecutions	GGCU/PCB	A	Geo (N)
% of LGAs that receive the full calculated amount of their annual formula-based budget allocation	MoF		
Total value of revenue received from concessions and licenses for mining, forestry, fishing and wildlife as % of their estimated economic value	MoF/TRA	A	Geo (N)
Goal 3: Effective public service framework in place to provide foundation for service delivery improvements and poverty reduction			
% of population reporting satisfaction with Central Government Services	POPSM	P	Geo (N, R, D), U/R, Service
% of population reporting satisfaction with Local Government Services	POPSM	P	Geo (N, R, D), U/R, Service
% of population who found key service providers to be absent when they needed a service	POPSM	P	Geo (N, R, D), U/R, Service
Goal 4: Rights of the poor and vulnerable groups are protected and promoted in the justice system			
% of court cases outstanding for two or more years	MOHA	A	Geo (N)
% of prisoners in remand for two or more years compared to all prisoners in a given year	MOHA	A	Geo (N)
% of detained juveniles accommodated in juvenile remand homes	MOHA	A	Geo (N)
% of districts with a team of trained Paralegals	CHRAGG	A	Geo (N)
Average no. of inmates per facility as % of authorized capacity	MOHA	A	Geo (N)
Goal 5: Reduction of political and social exclusion and intolerance			
Number of cases filed on infringement of human rights	MOHA	A	Geo (N, R, D), U/R
Goal 6: Improved personal and material security, reduced crime, eliminate sexual abuse and domestic violence			
Number of cases of crimes reported	MOHA	A	Geo (N, R, D), U/R
% of cases of sexual abuse reported that resulted in a conviction			
% who agree that a husband is justified in hitting or beating his wife for a specific reason	NBS/DHS	P	Geo (N, R), U/R, F/M, PQ
Goal 7: National cultural identities enhanced and promoted			
At present, process indicators will be used which follow the MKUKUTA Annex. Outcome indicators should evolve from this process.			

12. プロジェクト終了時評価調査団の提言への対応

プロジェクト終了時評価調査団の提言への対応

プロジェクト終了時評価調査団によりなされた提言を受け、プロジェクト終了（2007年2月26日）までにとった対応は以下のとおり（提言項目は評価調査結果要約表より抜粋）。

〈プロジェクト終了までに実施すべきこと〉

提言1：プロジェクトの成果と教訓が貧困モニタリングシステムの作業部会に報告される。

（対応）貧困モニタリングの作業部会で本プロジェクトの進捗状況、成果、教訓について報告をし、情報共有をはかった。分野ごとに統計調査を支援している他ドナーに対し、集中統計データベース（TISD）へ格納するデータの授受、統計図書館へ所蔵される出版物の提供について、プロジェクトの説明をすることで理解を求め、引き続き協力を依頼した。

提言2：プロジェクトの現地業務費で負担してきたランニングコストを今後国家統計局（NBS）がいかにカバーしていくかを検討する。

（対応）プロジェクト終了後も継続的に発生するコストについてNBS独自の予算の確保を促した。NBSの自立発展のために予算化をしている対象契約、物品は次のとおり。

- ・ 統計局内通信ネットワークのメンテナンス契約
- ・ 統計図書館内のコピー機およびリソグラフの保守契約
- ・ 国家統計局（NBS）のホームページ運用のためのドメイン維持費
- ・ プルーフリーディング要員の傭人費
- ・ コピー機、プリンターのトナーまたはカートリッジ、紙代
- ・ 文房具などの消耗品

電気代、通信費（ISP接続料）はプロジェクト期間中もNBSの負担によって維持されていたため、プロジェクト終了後の自立発展性への影響は考えにくい。

提言3：データベース利用のための研修の継続実施について、計画を策定する。

（対応）プロジェクトでの研修実施は、参加者確保のために郊外のホテルを利用していたため、同形式でのNBS独自の継続実施には予算的困難がある。そのため、ダルエスサラーム大学内にある東アフリカ統計研修センターを活用し継続実施をしていくことで合意。プロジェクト終了後のJICAによる継続支援（個別専門家の派遣）が大筋で決定しているため、当該専門家のフォローを受けながら、NBSが主導的に実施する予定である。

提言4：TISDの広報活動をする。

（対応）TISDの利用促進のために以下の活動を行った。

- ・ TISDから抽出したデータを利用したチャートの作成をさせるコンテストの実施。
- TISDの統計利用・分析のための分野別応用研修とともに、そこで習得した分析技術を実際に活用し、体得してもらう好機となった。

- ・ TISD の説明を含む統計図書館「利用の手引き」の作成。
- ・ TISD 公式オープニングの開催。開催当日は JICA ロゴ、および TISD のロゴ入りシャツを作り、関係者へ TISD を強く印象付けるプロモーションのツールとした。

〈NBS への提言〉

提言 1：政府関係者の統計リテラシーを高める工夫をするべきである。

（現状）提言を受け、集中統計データベースの利用・分析のための分野別応用研修の実施には、統計局の職員に加えて各省庁の統計担当官も受講の対象とした。ただし、これらはプロジェクトの活動で可能な範囲のことであり、NBS 側がプロジェクトの活動外で内外の政府関係者に対しどの程度統計リテラシーを高められたかは定かではない。

提言 2：品質改善の意識を高めデータ品質のチェック体制を整える。

（現状）スキャンしたテーブルデータを TISD へ格納するにあたり、マニュアルを整備し、その方法を指導した。またスキャンデータのプルーフリーディングを行い、その品質が維持されるよう体制を組んだ。

提言 3：統計調査の元データのファイル形式を統一し、IT エンジニアの統計トレーニングを実施する。

（現状）タンザニアの主要統計調査はほぼ完全にドナー協力を依存しており、分野に応じて実施機関が異なるため、現段階でファイル形式を統一することは困難、また実現していない（各ドナーが独自に決定しているのが現状）。しかし、統一することの重要性は原データから分析ができる人材が増加すれば自発的に改善するものであり、その時期を待つという段階である。集中統計データベースの利用・分析のための分野別応用研修の実施に当たって、IT 課のスタッフの積極的受講を促した。

提言 4：大規模システム変更への準備をするべきである。

（現状）現在のシステム維持が目下の目標であり、NBS の職員が一丸となって取り組んでいる。長期的に見れば、さらに大規模なシステムへの変更は予測できるが、とにかく現システムを維持・運営していくことが期待されている段階である。プロジェクト終了後の継続支援の中で指導していくべき内容。

提言 5：データの受け渡しシステムの確立に対応するため、データへの課金システムを整備、定着させるべきである。

（現状）課金システムについては、統計刊行物についても確固たる料金方針（プライシングポリシー）が存在しない。これは、そもそもの統計調査がドナーの援助によって行われているために、課金すべきかどうかというシステム自体の是非についてドナー間で意見の食い違いがあることによる。

提言6：図書検索システムの活用を勧めるべきである。

（現状）プロジェクト終了時点で検索システムが必要なほどの蔵書があるわけではないが、カタログ作成や蔵書管理の目的のために図書の登録システムを活用している。新しい蔵書の登録には時間がかかっているが、活用を促進するという方向にはある。

〈今後の協力への提言〉

提言：協力の継続。

（現状）現在個別専門家と本邦研修、集団研修を合わせた継続支援を検討している。しかし、専門家については、早くても2007年9月以降の派遣となる見通しである。