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National Development Plan

Implementation Strategy and Reports

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2018

# Implementation Strategy for National 5yrs Development Plan Volume III Strategy, 2016-2021

The United Republic of Tanzania

Ministry of Finance

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UNITED REPUBLIC OF TANZANIA

**IMPLEMENTATION STRATEGY FOR  
THE NATIONAL FIVE - YEAR  
DEVELOPMENT PLAN 2016/17 – 2020/21  
VOLUME III**

**MONITORING AND EVALUATION STRATEGY**



MINISTRY OF FINANCE AND PLANNING

April, 2018



**UNITED REPUBLIC OF TANZANIA**

**Implementation Strategy for the National Five – Year  
Development Plan 2016/17 – 2020/21  
Volume III**

**MONITORING AND EVALUATION STRATEGY**

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**MINISTRY OF FINANCE AND PLANNING**

**April, 2018**

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## LIST OF ABBREVIATION AND ACRONYMS

BCC	Behavior Change Communication
CTI	Confederation of Tanzania Industries
BOT	Bank of Tanzania
BRN	Big Results Now
CAG	Control and Auditor General
COSTECH	Commission for science and Technology
CS	Communication Strategy
CSO	Civil Society Organizations
D by D	Decentralization by Devolution
DCC	District Consultative Committee
DDM	Different in Different Methods
DPs	Development Partners
ESRF	Economic and Social Research Foundation
FBO	Faith Based Organizations
FS	Financial Strategy
FYDP II	National Five Year Development Plan 2016/17 - 2020/21
FYDP II-MES	FYDP II - Monitoring and Evaluation Strategy
HBS	Household and Budget Survey
HDI	Human development Index
ICT	Information and Communication Technology
IEC	Information Education and Communication
IIRF IS	Integrated and Implementation Results Framework Implementation Strategy
IMTC	Inter-Ministerial Technical Committee
IVE	Instrumental Variable Estimation

LED	Local Economic Development
LF	Logical Framework
LGAs	Local Government Authorities
LLGAs	Lower Local Government Authorities
LTPP	Long Term Perspective Plan
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MDPE	Measuring Distribution Programme Effect
MES	Monitoring and Evaluation Strategy
MIS	Management Information Systems
MoFP	Ministry of Finance and Planning
MOHCDGEC	Ministry of Health, Community Development, Gender, Elderly and Children
MEST	Ministry of Education, Science and Technology
MPI	Multidimensional Poverty Index
NBS	National Bureau of Statistics
NIMR	National Institute for Medical Research
NKRAs	National Key Results Areas
NSAs	Non State Actors
NSGRP	National Strategy for Growth and Reduction of Poverty
PE	Poverty Environment
PED	Poverty Eradication Department
PMS	Poverty Monitoring Systems
PO-PSMGG	President Office, Public Service Management and Good Governance
PO-RALG	President Office Regional administration and Local Government

PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
PSM	Propensity Score Matching
RBM	Results Based Management
RCC	Regional Consultative Committee
RD	Regression Discontinuity
REPOA	Research on Poverty Alleviation
RSs	Regional Secretariat
SDGs	Sustainable Development Goals
TanEA	Tanzania Evaluation Association
TC	Technical Committee
TDV	Tanzania Development Vision
THDR	Tanzania Human Development Report
TIB	Tanzania Investment Bank
TPSF	Tanzania Private Sector Foundation
TSMP	Tanzania Statistical Master Plan
UDSM	University of Dar Es Salaam
UNDP	United National Development Programme
URT	United Republic of Tanzania



## OPERATIONAL DEFINITIONS

**Accountability:** Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards (including performance measures).

**Activity:** the actions taken or work performed in order to produce a given target. Activities are what institutions do and describe processes which are largely internal to the institution. They describe HOW a target is to be produced.

**Appraisal:** an overall assessment of the relevance, feasibility, and potential sustainability of a series of interventions prior to a decision to undertake or fund them.

**Assumptions:** Hypotheses about factors or risks which could affect the progress or success of an intervention.

**Capacity Building:** a process leading to; (i) skill upgrading (both general and specific), (ii) procedural improvements, or (iii) institutional strengthening. Capacity building refers to investment to improve performance in people, institutions, and practices.

**Data Management:** In this document comprise all processes related to data collection, analysis, synthesis and dissemination.

**Effectiveness:** the extent to which an intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

**Efficiency:** A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to outputs or results.

**Evaluation:** a periodic assessment of the efficiency, effectiveness, impact, sustainability and relevance in the context of stated objectives.

**Feedback:** the transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions.

**Framework:** Are guidance with selected models that provide descriptive linkages of M&E issues of a particular sector or program or Agency.

**Goal:** A statement concerning the successful realization of an impact.

**Governance:** the way in which power and authority influence public life, especially economic and social development.

**Indicator:** a number having a particular measurement purpose. A Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a party or institution. Or, a variable that allows the verification of changes in the development intervention or shows results relative to what was planned. Indicators are usually indirect measures of an underlying phenomena or quality (the way “smoke indicates fire” and are usually stated in SMART format. Indicators are often disaggregated to compare results and frequently have time-specified target and baseline values.

**Input:** the financial, human, and material resources used during the completion of an activity. Inputs are frequently measured in terms of financial costs.

**Monitoring and Evaluation Framework:** Refers to the performance based framework for monitoring and evaluation of informed decision made by high level authorities.

**Monitoring and Evaluation Plan:** Is an integral part of the component of the strategy that addresses all the monitoring and evaluation activities of the strategy identified in Monitoring and Evaluation Framework.

**Monitoring:** The routine tracking and reporting of priority information about a program and its intended outputs and outcomes.

**Output:** the products, goods and services which result from an intervention; may also include changes (usually of an immediate nature) resulting from the intervention which are relevant to the achievement of outcomes.

**Performance:** the degree to which an intervention or an implementer operates according to specific criteria.

**Results:** the output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.

**Results-Based Management (RBM):** a management strategy focusing on performance and achievement of outputs, outcomes and impacts.

**Stakeholders:** all of those who have an interest (either direct or indirect) in an institution, its activities and its achievements. These may include clients or customers, partners, employees, shareholders/owners, government or regulators.

**Sustainability:** the continuation of benefits from an intervention after the intervention has been completed. It is the probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

## INTRODUCTION

### 1.0 Background

The FYDP II (2016/17 – 2020/21) with the theme of “*Nurturing Industrialization for Economic Transformation and Human Development*” is the merger of the FYDP I and MKUKUTA II frameworks is geared towards transforming Tanzania into a middle-income country through industrialization and Human development. FYDP II embeds the fight against abject poverty through enhancing income security, access to social services, responsive governance and social protection. FYDP II also accommodates Sustainable Development Goals (SDGs) indicators and targets in light of country conditions and environment. The documents elaborate also key milestones and the results frameworks for M&E system. The document begins with a recap of the background situation about M&E including its evolution, and how it is coordinated. The document also elaborates the implementation duration and the financing framework for M&E system. At the end of the documents there are three attachments: <sup>1</sup>

The M&E Strategy elaborated further in chapter three is a crosscutting agenda and it is linked to other strategies in implementing FYDP II namely; the Communication Strategy (CS) and Financing Strategy (FS). These are catalytic tools for FYDP II implementation. It also encompasses Action Plan.

### 1.1. The Process of Developing FYDP II - MES

The process for developing the FYDP II involved all key stakeholders through various methods of consultations including workshops. The review of national development frameworks documents such as NSGRP II, FYDP I, SDGs, 2030 Global Agenda for Sustainable Development

<sup>1</sup> Planning for results, Measuring and reporting for results, Using the Results and periodical selfassessment of all activities implemented

Goals, Africa Plan of Action 2063, MDAs, LGAs and Non- State Actors progress reports informed the process of formulating FYDP- MES. Groups and sectors consulted include MDA, LGA, Non State Actors, Development Partners and academic institutions. Workshops and seminars were convened to refine initial draft document. M&E experts were invited to review and rationalize the strategy document.

## **1.2 Macro-Micro Implementation Linkages**

Monitoring progress through Human Development Index (HDI) and Multidimensional Poverty Index (MPI) provides good linkages between economic transformation and human development. The inter-linkages will be ensured by close collaboration of MDAs, Non-State Actors (Macro), NBS, ESRF, REPOA, Tanzania Evaluation Association (TanEA) and other academia institutions.

## **1.3 Rationale for MES**

The whole of government M&E provides a framework for evidence-based planning, improved policy processes and decision making on economic growth and poverty reduction. The implementation of M&E has for overtime experienced a number of challenges as follows:

- i. Weak prioritization, whereas more often than not new NKRA's are added while existing ones have not been implemented effectively;
- ii. Inadequate disbursement of the funds even to selected NKRA's;
- iii. Non ring-fencing of funds for the selected priority areas;
- iv. Stand-alone Sector M&E;
- v. Inadequate coordination and resources for M&E (including proliferations of systems) and;
- vi. Insufficient M&E manpower.

## **1.4 General Objective of FYDP II - MES**

The overall objective is to develop/enhance an integrated government-wide M&E system for effective tracking of result, efficient use of resources and feedback on FYDP II implementation.

### 1.4.1 Specific Objectives

Specific objectives are, to;

- i. Track progress and demonstrate results for FYDP II – MES strategic interventions;
- ii. Coordinate and provide guidelines to MDAs, LGAs, private sector and other stakeholders;
- iii. Assess development programmes overall performance in accordance with the agreed objectives and performance indicators and targets;
- iv. Enhance the use of management for results (i.e. evidence-based decision making), compliance with Government policies (accountability) and constructive engagement with stakeholders (policy and implementation dialogue);
- v. Provide early warning system for possibly challenging issues in relation to implementation of FYDP II-MES; and
- vi. Continue the institutionalization and harmonization of the use of M&E information in improving decision making, policy process formulation, planning and budgeting.

### 1.5. Layout of FYDP II – MES

The FYDP II – MES is organized into five chapters. Chapter one describes the background situation. Chapter two describes the mechanisms to deliver the expected outputs. On the other hand, chapter three expounds the implementation of the Strategy. Chapter four details the institutional implementation framework, and chapter five articulates issues of human and financial resources mobilization. At the end of this strategy, measures (national indicators) that will be used to monitor and evaluate the National Five Year Development Plan 2016/17 – 2020/21<sup>2</sup> and Integrated Implementation Result Framework (IIRF) have been annexed.

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2 FYDP II priority areas, Flagship Development Projects, Poverty and SDG Interventions both to be taking place at LGAs

## MECHANISM TO DELIVER FYDP II-MES OUTPUTS

### 2.0. Overview

This chapter presents the approaches adopted for delivering the expected outputs from the government operations, in particular, the implementation of FYDP II. The approach aligns the *Action Plan, Financing Strategy, Communication Strategy, and Poverty Monitoring System strategy* with FYDP II Monitoring Framework. The adopted approaches include: **Control; Inspection; Review; Survey; Use of Data System; Studies and Researches Supervision, Monitoring and Evaluation.**

#### (i) Control

Monitoring and Evaluation Strategy will employ control mechanism to oversee results of the economic transformation and human development as well as project capital investments. This approach will use other the existing Government financial control measures and Internal Audit reports from MDAs, LGAs and RS will be used to evaluate the proper use of financial resources.

#### (ii) Inspection

MDAs will carry out regular follow ups and inspection of projects implemented under their jurisdiction and substantiates the reported results. The Ministry responsible for planning will undertake the inspection of strategic and flagship projects for expenditure tracking, monitoring implementation and track poverty and SDGs indices. The ministry responsible for regions administration and local government will inspect projects implemented by LGAs and RSs under the auspicious of Local Economic Development (LED) and submit inspection reports to Ministry responsible for Finance and Planning.

#### (iii) Review

The FYDP II MES is envisaged to use Review technics as mechanisms to support delivering required outputs/reports. This approach will include

informal interviews, focus group discussion, use of Region and District Consultative meetings reports and dialogues. Activity indicators are used for this approach. A Standardized tool for collecting data for yearly performance report will be developed by MoFP and customized by MDAs, LGAs and Non-State Actors; for utilization at the level of government systems.

**(i) Surveys**

Surveys will be used to collect data on FYDP II indicators status at of the level of output, outcome and impact. The National Bureau of Statistics (NBS) will provide these survey data through conducting the multi-years surveys including among others the Household Budget Survey and Demographic Surveys, etc. A calendar of surveys for multi-year surveys is indicated in annex III).

**(iv) Studies and Researches**

Studies and researches are analytical empirical tools for assessing program and service delivery performance. In this FYDP II – MES studies and researches from research institutions and academia will provide information on the theme Research and studies shall be independent in terms of research design, implementation, analysis, and reporting of results. Forums to discuss the research findings on a particular theme will be organized for sharing and dissemination of findings.

**(v) Use of Data System**

This strategy entails to use various data systems from MDAs, LGAs, and NSAs that have already established comprehensive Management Information System (MIS) that routine data and information collected at different levels of implementation will be audited by prior to reporting to appropriate authorities. The Data Audit Committee (constituted by MDAs will be established and capacitated with both monitoring and evaluation skills. NBS will provide essential guideline and aspect of this work. The MOFP will spearhead the overall implementation of FYDP II - IS and maintain the National Project Data Bank which shall be used as a tool to feed M&E data system.



**(vi) Supervision, Monitoring and Evaluation**

Technical team from MDAs will supervise personnel who are at the service delivery point using standard checklist developed by MOFP. This will ensure: Proper management and administration of day-to-day **activities** of projects effectively and efficiently.

**2.1. Key FYDP II – MES Outputs**

The FYDP II M&E Strategy will produce a number of reports including: Dialogues Reports, Budget Monitoring Reports, Evaluation Reports, Mission Reports for Project Inspection and other reports as deemed necessary by stakeholders. The reports will be in line with the Government Planning and Budget Cycle shown in figure 2.1 below.

**Figure 2.1: Government Planning and Budget Cycle**



**2.1.1. Quarterly Implementation Reports**

This report provides quarterly implementation status of development projects submitted by MDAs to MOFP every thirty (30) days after the end of the respective quarter. These quarterly reports will be augmented into annual Implementation Report submitted to MOFP not later than 15<sup>th</sup> October after the end of financial year. Format for reporting progress are included in the budget guideline distributed by MoFP.

### 2.1.2. Stakeholders Dialogues Reports

These are short papers focusing on stakeholders' dialogues held to deliberate on policy and the implementation of the various interventions. These stakeholders' dialogues include among others banker's council, planners' conference, research institutions forums and Independent research centers/think-tank.

### 2.1.3. Supervision and Monitoring Reports

These reports will be prepared annually by MoFP in collaboration with MDAs and LGAs staff who conduct supervision and monitoring of tracking government expenditure, service delivery performance and financial accountability, regulations as well as those providing feedback for improved/corrective measurements.

### 2.1.4. Evaluation Reports

Three categories of evaluation reports will be produced including: Participatory, Mid-Term and Final evaluation reports. The nature and scope of these reports is elaborated below:

- i. Participatory Evaluation Report:* This report will address views of staff, board members and beneficiaries concerning project efficiency, cost effectiveness, impact, sustainability, and lessons learnt as well as the associated plausible recommendations. This will be done twice in the period of the Plan.
- ii. Mid-term Evaluation Report:* This report will address performance against the intended objectives and targets. It will recommend any changes required to square back/return to right trajectory of implementation towards achieving the objective targets set in the original set up of the Plan. This will be produced after two and half years of the Plan implementation.
- iii. Final Evaluation Report:* The report will assess the overall efficiency, effectiveness and relevance, sustainability of FYDP II against its goals and outcomes. This report will be produced after four-and-a-half years of the Plan's implementation roadmap.<sup>3</sup>

<sup>3</sup> Randomization, Propensity Score Matching (PSM), Double Difference Method (DDM), Instrumental Variable Estimation (IVE), Regression Discontinuity (RD) and Pipeline Methods

## 2.2. Mission Reports for Project Inspection

These reports provide the implementation status of strategic and flagship projects as indicated in FYDP II Implementation Strategy through detailed inspections done by MoFP and MDAs. The reports will contain suggestions and key measures to be taken on implementing the development projects in the budget year.

### 2.2.1. Poverty Monitoring Reports

The Poverty monitoring reports are generated from Poverty Monitoring Strategy managed by the Ministry of Finance and Planning. Some of the outputs generated by the Poverty Monitoring strategy are:

#### i. Poverty and SDGs Status Report

This is a major poverty monitoring report which delineates the progress towards attainment of Poverty and SDG's targets. It will provide the status of the indicators and analyze trends. The report will document the challenges and lessons learnt in a particular period of implementation and suggest the way forward.

#### ii. Strategic Policy Briefs

Strategic Policy Briefs are short paper summarizing key issues or findings from various poverty related studies and presented to the policy makers in a regular basis or when need arise. These will be done in a clear and simple format highlighting key points for Government and political leaders.

#### iii. In-depth Studies and Surveys Analytical Reports

These are reports produced after undertaking second level analysis of various studies and survey reports such as HBS, ILFS to derive insight information on the dynamism of poverty indicators such as employment to different genders and ages, poverty levels and gaps with a more disaggregated way compared to

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(PM) , Measuring Distributional Program Effects (MDPE), Using Economic Model to Evaluate Policies, Mixed and multiple methods; Theory-based approaches that incorporate: (Unintended outcomes, Case studies); First stages of a complexity-focused evaluation, Trajectory analysis, and others known methods

the first level analysis. These reports are produced any time depending on the need. MoFP will coordinate production of these reports in collaboration with national think tanks such as ESRF, REPOA, UDSM, TanEA and relevant sectors.

**iv. Assessment/Evaluation Reports**

Various institutions under PMS and even independent institutions undertake assessment or evaluation related to poverty, poverty-environment and gender and produce respective reports. These kinds of reports provide detailed information regarding the way poverty reduction initiatives are implemented, challenges facing the particular programs or even assessing the impact of a particular initiative. Synergies will be established/planned in order to include perception evaluations indices of development projects (flagship and priority areas of FYDP II) for intermediate (proxy) measures of outcomes.

**v. Views of the People Survey Report**

This report is developed after conducting perception survey and capture community views towards their economic development, livelihood standard, quality and accessibility of social services such as health, water, education, electricity, roads etc. The report also covers issues on their view towards good governance and accountability such as corruption, budgeting and planning processes within their localities, election processes and others. The survey will be produced twice in the period of the Plan by an independent research institution in a close collaboration with PED and other stakeholders within the PMS.

**vi. Various Abstracts and Associated Reports**

These will include among others, papers from reputable research institutions, academia, individual prominent M&E experts and NSAs.

Timeline for production of the reports are indicated in table 2.1.

**Table 2.1: Timeline for production of FYDP II Reports**

Report	Year 1				Year 2				Year 3				Year 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Stakeholders Dialogues Reports</i>				■				■				■				■
<i>Monitoring Reports</i>	■				■				■				■			
Participatory Evaluation Report.	■				■				■				■			
Mid-term Evaluation Report.							■									
Final Evaluation Report															■	
<i>Mission Reports for Project Inspection</i>	■		■		■		■		■		■		■		■	
Socio - Economic Transformation Report (SETR)							■								■	
Poverty – Environment Report (P-E)						■								■		
Quarterly Implementation Reports	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

## IMPLEMENTATION FRAMEWORK OF THE STRATEGY

### 3.0. Introduction

This chapter stipulates the framework under which M&E strategy is implemented including results from the four components of the FYDP II implementation strategy are integrated and mapped. The chapter identifies the strategies as derived from four components, namely action Plan (volume I), Financing strategy (volume II); Monitoring and Evaluation Strategy (volume II) and Communication strategy volume IV. The Poverty monitoring strategy is a complementary to the results mapping. The chapter ascertains interventions related to each strategy developed, output and indicators which are detailed are linked in integrated results mapping (Figure 3.1) and details stated in Integrated Implementation Results Framework (IIRF) shown in annex I for reference.

The chapters concludes with the institutional implementation framework for M&E strategy which will operationalize the identified institutional strategic objectives, operational outputs indicators and the 105 national indicators from FYDP II (see annex II) set to measure for economic transformation and human development. The institutional implementation framework describes the workflow and how actors are interrelated in fulfilling their duties of M&E.

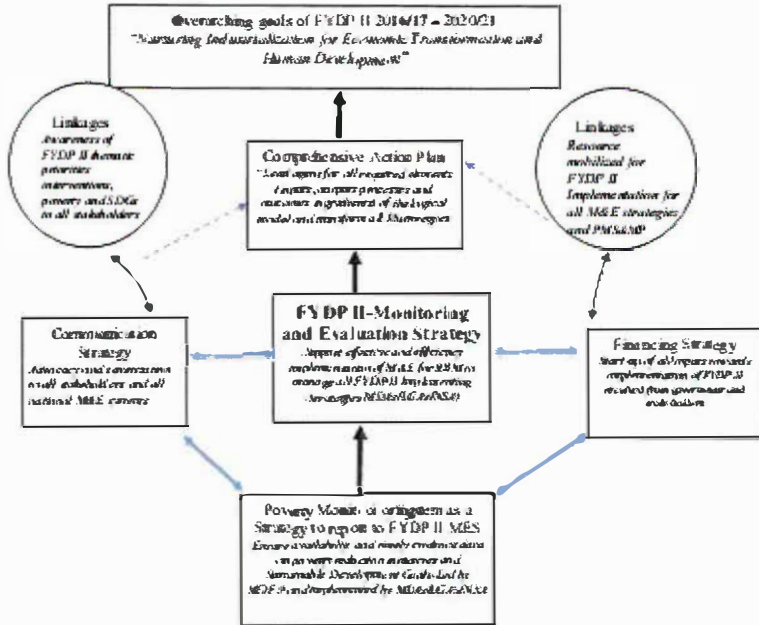
### 3.1. An integrated Result Mapping for FYDP II Monitoring and Evaluation Strategy

The mapping of M&E strategy is an essential component of integrated strategies of FYDP II that inclusively elaborate concerted linkages of all results based on targets set, indicators programmed and that are embedded in each volume of FYDP II – IS (Action plan) and PMS through PMPP strategy, as shown below Figure 3.1.

Thus in the result mapping figure 3.1 there is clear result chain for each area (strategies) in which MoFP works. Organisation effectiveness and

efficiency of all components enables the achievement of the outputs, which in turn contribute directly to outcome which collectively lead to outcome/impact that is “Nurturing Industrialization for Economic Transformation and Human Development”.

**Figure 3.1: Integrated Result Mapping for Monitoring and Evaluation Strategy**



**3.2. Roles and Objectives by type of M&E Process**

Table 3.1 describes the process through which the M&E strategy will be implemented. The M&E process described in table 3.1 Show the main types of M&E to be undertaken during the implementation, the roles each M&E plays and for what objectives it serves. This M&E process is intended to prescribe clear steps and process. The identified role<sup>4</sup> in table 3.1 underlined linkages and essential type of M&E process for effective implementation of M&E strategy. The process has identified M&E roles, enemy management, performance measurement, accountability, learning and advocacy which are key items in all volumes of FYDP II – IS (Action Plan) and PMS.

4 There are so many roles for M&E culture known from different school of thoughts(literature)-refer URT, MoFP Planning and budget manual 2008.

**Table 3.1: Role and Objectives type of M&E Process**

Role	Main Type of M&E	Objectives	
		Monitoring	Evaluation
Management at MDAs/RS/LGAs	On-going evaluation (e.g. Mid-term evaluation)	<ul style="list-style-type: none"> <li>Reviewing progress of project development, poverty interventions and SDGs</li> <li>Allowing stakeholders to identify and assess potential problems or successes and make appropriate modifications throughout an operation (including to its original design) to keep it on track to achieve its objectives</li> </ul>	<ul style="list-style-type: none"> <li>Revisiting and improving pre-determined action plans and/ or making necessary changes in operational modalities</li> <li>Improving current and future operations</li> </ul>
Performance measurement	Continuous monitoring	<ul style="list-style-type: none"> <li>Tracking performance against predetermined input, activity, process and output indicators during the formative phase of a project to establish that the intended performance is being achieved</li> </ul>	<ul style="list-style-type: none"> <li>Objectively reviewing the results of process, operations and policies</li> <li>Report observed changes for alternative project alternatives</li> </ul>
Accountability	Ex-ante evaluation	<ul style="list-style-type: none"> <li>Defining indicators and clearly articulating the details of a given project performance</li> </ul>	<ul style="list-style-type: none"> <li>Determining the needs and assurances of project continuity by determination or land location</li> </ul>
	Continuous feedback	<ul style="list-style-type: none"> <li>Providing assurance of sound resource utilization to management, implementing partners, donors, beneficiaries and the wider public</li> </ul>	<ul style="list-style-type: none"> <li>Providing assurance of sound resource utilization to management, implementing partners, donors, beneficiaries and the wider public</li> </ul>



Role	Main Type of M&E	Objectives	
		Monitoring	Evaluation
	Terminal evaluation	<ul style="list-style-type: none"> <li>• Reviewing capacity, effectiveness and sustainability, and determining whether additional follow up is necessary after the completion of a project</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing capacity, effectiveness and sustainability, and determining whether additional follow up is necessary after the completion of a project</li> </ul>
Learning	Ex-post evaluation	<ul style="list-style-type: none"> <li>• Providing stakeholders with lessons while implementing the M&amp;E process (accountability and value for money)</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing impacts and sustainability of a project</li> <li>• Obtaining lessons and recommendations for design improvement and implementing future interventions</li> <li>• Enabling learning by sharing evaluation findings, recommendations and lessons</li> </ul>
Advocacy	Sustainability monitoring	<ul style="list-style-type: none"> <li>• Providing information and evidence for continued or new support</li> <li>• Ensuring availability of necessary resources and provisions needed for sustainability throughout a program's pre-determined lifecycle</li> </ul>	

**Source:** Adopted and customized from the Forum of Agriculture Research in Africa- M&E Strategy 2014 – 2018

### 3.3. The Strategies

#### 3.3.1. Strategic Objectives

Following are the strategic objectives and the related interventions identified to spearhead the implementation of M&E strategy.

- (i) Political will and commitment to transparency, accountability and results-based management strengthened

##### *Interventions*

- Advocacy and sensitization to MDA/LGAs and Community;
- Empower politicians on robust M&E and Results Based Management (RBM);
- Empower Government Institutions practitioners in Planning and reporting to politicians; and
- Execute forums and meetings on dialogue and reporting for M&E, Financing, Action Plan, Communication strategy performance.

- (ii) Coordination, Communication and dialogue strengthened

##### *Interventions*

- Development of IEC/BCC package/ toolkit;
- Capacitate training tool for LGA, MDAS, Media expert and NSAs; and
- Create platform for policy advocacy on project development reporting.

- (iii) M&E Capacities at all levels strengthened

- (iv) Organization for quality service delivery Improved

##### *Interventions*

- Improve quality of service delivery for all pro-poor sectors;
- Localize social protection agenda;
- Strengthen management systems;

- Use of technology to deliver services;
- SDGs interventions in cooperated in MDAs/RS/LGAs plans; and
- Strengthen commodity logistics system.

(v) Research, Supervision, Monitoring and Evaluation Coordinated

*Interventions*

- Capacity development for evaluation methods;
- Inculcate culture of M&E at sub national levels;
- Track progress and demonstrate results of FYDP II interventions;
- Conduct routine monitoring as per policy coherence guide;
- On-site technical visits;
- Institutionalize policy research to academic institutions and prominent policy experts on RBM; and
- Align data systems in accordance with RBM requirements<sup>5</sup>.

(vi) Human resource development strengthened

*Interventions*

- Strengthening human capacity<sup>6</sup> of RBM-M&E at MOFP, MDAs, LGAs, LLGAs;
- Conduct in-service training coordination for M&E to be compliance with the whole of wider Government system;
- Provide tools, manual and guideline for M&E;
- Conduct data quality audit; and
- Coordinate and motivate M&E experts across public and private sector.

5 Planning for results, measuring and reporting for results and using the results: All these requirements become compliant if and only if self-assessment is conducted at every level MDA, LGA & LLGA

6 Set an institutional program through and use of M&E experts to train MDA M&E practitioners on practical RBM (projects and service delivery M&E methodological approach, accountability and reporting)

(vii) Accountability and reporting mechanism strengthened

*Interventions*

- Ensure development projects abide to value for money;
- Prevailing Government financial rules and regulations are adhered to; and
- Revise reporting format to be in compliance with the need of FYDP II.

**3.3.2. Outputs Indicators to Measure Implementation of FYDP-II MES**

The following indicators will be used for monitoring implementation strategy:

- i. Number of copies of M&E strategies produced and disseminated to stakeholders;
- ii. Number of staff recruited for M&E post at MOFP and skilled of M&E identified from MDAs/LGAs;
- iii. Number of staffs trained in M&E;
- iv. Percentage (%) of planned M&E supportive supervision visits carried out to development projects;
- v. Proportion of planned monitoring reports comprehended issues on development project resolved;
- vi. Proportion of planned survey reports compiled and disseminated;
- vii. Number of decision makers oriented in Results Based Management (RBM) methods and processes aligning FYDP II;
- viii. Number of evidence based operations dialogues, workshops, seminars conducted as per schedule;
- ix. Number of briefs made per quarter conducted;
- x. Number of M&E performance resolutions made and action taken by stakeholders;
- xi. Number of institutions partners collaborating annually to accelerate FYDP II priorities; and
- xii. Amount of funds allocated to implement M&E strategy quarterly/ annually.

### **3.4. Assumption and Risks for Implementing FYDP II MES**

The implementation of FYDP II MES might be negatively impacted with a number of risks that could threaten its performance. There is plausible assumption that could as well accelerate performance. The assumptions and potential risks have been identified as follows:

#### *Assumptions*

- i. Government is compliance with stakeholder's institutional project development decisions;
- ii. Commitment on resources availability assured/adhered to and willingness to support FYDP II by all stakeholders;
- iii. Collaboration exists among government and Non state Actors;
- iv. Cooperation of relevant institutions realized;
- v. Gatekeepers are willing to change;
- vi. Community acceptance on FYDP II priority areas and Flagship development projects; and
- vii. There should be governance/Transparency of priority interventions of FYDP II.

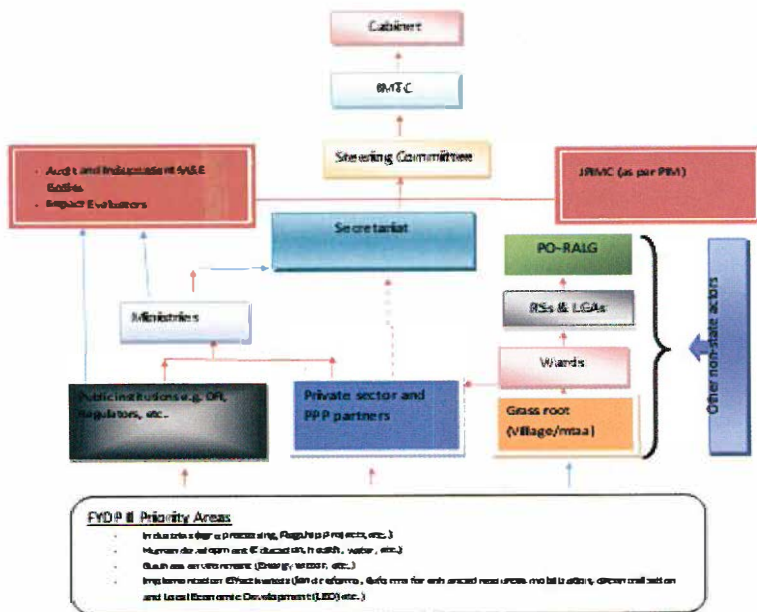
#### *Potential risks are:*

- i. Inadequate political engagement and commitment towards M&E functions;
- ii. Slow and weak implementation of programs by stakeholders;
- iii. Inadequate resources (financing and human) for M&E;
- iv. Lengthy decision making processes;
- v. Unforeseen calamities (earthquake, floods, fire etc.) that may delay planned interventions and may likely enforce using extra funds to remedy implementation;
- vi. Resource not utilized as intended/misappropriation of funds;
- vii. Conflicts of interest where, individual and institutional interests override national interest, which lead to costly results of shoddy, inefficient, ineffective, and incomplete execution of projects; and
- viii. Slow response of the private sector to report implementation status.

### 3.5. Institutional Implementation Framework for FYDP II MES

FYDP II MES Institutional Implementation framework is depicted in figure 3.2. The framework provides visioning as well as overall coordination of the implementation. The arrangements are inclusively state the role and executing functions by linking and harmonizing key government implementing institutions with non-state actors complementing synergy in order to achieve priority areas required by FYDP II results in totality. Description of each organization is depicted below:

**Figure 3.2: Institutional set up for FYDP II MES**



#### (a) The cabinet

The framework gives the cabinet the function of scrutinizing the quarterly implementation report and advise the President.

#### (b) Inter-Ministerial Technical Committee

The Inter-Ministerial Technical Meeting (IMTC) will endorse suggestions/ proposals submitted by the Technical Committee which oversees

implementation of the Plan. The IMTC shall receive, discuss and make decisions on the implementation reports on quarterly basis from the Technical Committee.

**(c) Steering Committee**

The Steering Committee shall oversee implementation of the FYDP II. The Committee will constitute Permanent Secretaries from the Ministries with most compelling responsibility on delivery of strategic and flagship projects. These are: Prime Minister's Office (Chairperson); Ministry of Finance and Planning; Ministry of Industries, Trade and Investment; President's Office, Regional Administration and Local Government; Ministry of Land, Housing and Human Settlement Development; Ministry of Energy; Ministry of Minerals; Ministry of Works, Transport, and Communication; Ministry of Agriculture; Ministry of Livestock and Fisheries; Ministry of Water and Irrigation; and Ministry of Education, Science and Technology. The Secretary to the Committee shall be Permanent Secretary MOFP. The core task of the Steering Committee will be to provide oversight to the functioning of FYDP II-MES. Other specific functions include:

- i. Endorsing policy papers and briefs for sharing with IMTC and Parliament;
- ii. Deliberating on implementation reports of FYDP II;
- iii. To ensure and oversee development implementation of the plan, identify priorities, critical path, synchronization of cross-institutional actions and objectives, timeline targets and in case of dissatisfaction with the given answers, will require the agent to submit appropriate answers to the IMTC;
- iv. Monitor implementation of approved plan, making recommendations on amendments as necessary and prudent with respect to priorities in development plan; and
- v. Receive and review implementation reports from the Secretariat and make necessary recommendations prior to reporting to the IMTC.

**(d) Secretariat**

The secretariat made up of Ministry of Finance and Planning will be responsible for coordination and follow-up on FYDP II projects implemented at MDAs, RSs and LGAs. The secretariat shall also make follow-ups on progress of development projects implemented by the Private sector and hold dialogues to address challenges that hinder smooth implementation. The secretariat will collaborate with MDAs, RSs, LGAs and Private sector umbrella organizations, in preparing comprehensive implementation roadmap of development projects; set Key Performance Indicators and targets; conduct stakeholder dialogues on overall implementation of FYDP II; and synchronize all necessary reports for decision making process and providing feedback mechanism in all FYDP II projects.

Specifically, the Secretariat shall do the following functions:

- i. To assist the Steering Committee on the thinking and analytical work during formulation and implementation of FYDP II Implementation Strategy;
- ii. To coordinate execution of FYDP II M&E Strategy including managing programmes and linking the outputs with wider Government dialogue, monitoring and reporting;
- iii. Prepare quarterly update on the implementation progress of the Plan and assist in the preparation of policy papers briefs, position papers and briefing notes;
- iv. Coordinate and ensure information flow between implementing institutions and Technical Committee;
- v. Serve as a central point of information for FYDP II implementation projects by maintaining project data bank;
- vi. Coordinate regular stakeholder consultations on FYDP II implementation;
- vii. Provide oversight and coordination of annual, midterm (2018/19) and final (2020/21) Evaluation;
- viii. Provide services to the Steering Committee;
- ix. To facilitate the development of 3-feet BRN like work-plan for flagship projects;



- x. Implementing wider M&E of the Government; and
- xi. Coordinate development of indicators for monitoring the implementation of FYDP II and SDGs.

**(e) Ministry of Finance and Planning**

The Ministry of Finance and Planning (MoFP) will have the overall responsibility of ensuring availability of funds for FYDP II MES. Specifically MoFP will do the following:

- i. Soliciting fund and ensure funding of FYDP II Implementation Strategy
- ii. To ensure that M&E activities are adequately funded;
- iii. Tracking expenditures for financial accountability during implementation of development projects;
- iv. Preparing reports on distribution of finance to development projects monthly and quarterly;
- v. Report on performance of the overall financing of FYDP II
- vi. To coordinate and monitor FYDP II Human Development interventions and produce annual reports;
- vii. Coordinate execution of FYDP II M&E Strategy including managing programmes and linking the outputs with wider Government dialogue, monitoring and reporting;
- viii. Prepare quarterly update on the implementation progress of the Plan and assists in the preparation of policy papers briefs, position papers and briefing notes;
- ix. Coordinate and ensure information flow between implementing institutions and Technical Committee;
- x. To serve as a central point of information for FYDP II implementation projects by maintaining project data bank;
- xi. Coordinate regular stakeholder consultations on FYDP II implementation;
- xii. Provide oversight and coordination of annual, midterm (2018/19) and final (2020/21) Evaluation of the implementation of FYDP II;

- xiii. Serve as the Secretariat; and
- xiv. To facilitate the development of 3-feet BRN like work-plan for flagship projects.

**(f) *President's Office-Public Service Management and Good Governance (PO-PSMGG)***

The President's Office-Public Service Management and Good Governance (PO-PSMGG) responsibilities include the following:

- i. Recruitment of M&E specialists, economist and statisticians;
- ii. Reviewing organizational structures and manning capacity for effective M&E units;
- iii. Analysis and preparation of capacity building programmes for M&E sections across the public sector commensurate with capacity needed to deliver on FYDP II and its M&E strategy.

**(g) *National Bureau of Statistics (NBS)***

Specifically, NBS will perform the following tasks:

- i. Ensure that high quality data (both social and economic) are made available in a timely manner for the monitoring system;
- ii. Support capacity building of national and local stakeholders in the collection, analysis and use of data;
- iii. Provide guideline to all MDAs on how to collect, analyses and report data from their respective sectors;
- iv. Develop harmonized system of reporting targets/indicators for SDGs and FYDP II; and
- v. Provide proper methodology and metadata for measuring indicators for monitoring the implementation of FYDP II and SDGs

**(h) *MDAs, RSs and LGAs***

These are key implementing agents and central for reporting day to day implementation performance as well as reporting on progress against planned milestones. They will also manage and report on time and cost outruns alignment of plans and budget implementation with their strategic plans, and targets. They will therefore do the following:

- i. Prepare a detailed project Implementation road map and action plans;
- ii. Prepare and submit progress reports to MOFP on quarterly basis with regard to implementation of development projects;
- iii. RSs and LGAs will report on quarterly basis the progress of implementation and achievements of planned outputs to PO-RALG. This involves focusing on implementation constraints including tracking of the implementation specific local economic development (LED) plans for their locality.

**(i) Development Partners (DPs)**

Development Partners are critical for successful implementation of the FYDP II. This entails substantial role and responsibility for active M&E framework. Given their strategic role to play in the M&E the Development Partners will have the following specific roles:

- i. Support the M&E strategy by providing financial and technical assistance for its operationalization;
- ii. Assist in capacity building for undertaking effective M&E, and in the effective use of M&E products;
- iii. Providing inputs during evaluation of FYDP II; and
- iv. Providing update reports on financing FYDP II in line with their commitment.

**(j) Private sector**

Implementation of FYDP II involves state and non-state actors and private sector. These groups will provide official information needed for review of the implementation. Implementation of FYDP II will also abide to the Public Private Partnership (PPP) that will support resources (technical and financial). PPP will enhance resources as well as skills. . These actors will be required to:

- i. Share implementation status that relates to FYDP II for inclusion in the M&E;
- ii. Provide reliable information on areas of which they are interested to invest and levels of financing they are considering to put in the potential investments;

- iii. To disclose their investment action plans and implementation milestones in order to inform schedule of support actions by the public sector;
- iv. Provide report on implementation of government responsibilities in supporting the private sector including challenges and recommendations; and
- i. Provide inputs/views in the evaluation reports of FYDP II.

**(k) *Academia and Research Institutions (Universities, REPOA, ESRF)***

The academia and research institutions will implement the research agenda and produce the outputs which will be used to assess projects and services delivery performance in relation to FYDP II. Specifically academia and research institution will perform the following tasks:

- i. Set priorities for research and analysis and coordinate the implementation of research and analysis programmes;
- ii. 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;
- iii. Produce research output that is of good quality and relevant for policy makers and the broad range of stakeholders engaged in FYDP II implementation;
- iv. Set annual research and analysis priorities on the basis of the broad-based research agenda;
- v. Set annual capacity building priorities and plans in line with the chosen research and analysis priorities;
- vi. Monitor implementation of the research and analysis work programme;
- vii. Design appropriate methods of collecting, analysing and using qualitative information; and
- viii. Engage in the promotion of dialogue on research findings and their connection to policy making.

# 4

## CHAPTER FOUR

### FINANCIAL AND HUMAN RESOURCES FOR FYDP II-MES

#### 4.0. Introduction

This chapter articulates issues of human and financial resources, both in broader and long-term perspectives, as well as short term and intermediate ones. These include financial and human resource needs, skills and provide linkages for implementation of M&E activities at various levels.

#### 4.1. Financial Resources

Financial resources form an integral important part in executing M&E activities. The review of FYDP I (2015) established that M&E activities were lowly funded which affected the performance. M&E was funding was not given priority and MDAs, LGAs and RSs were using normal and routine methods, which cause difficulties in conducting performance analysis in a timely and participatory manner. Lack of an integrated and effective M&E system to measure actual impact of development initiatives at Central and LGAs level and private sector weakened the performance of Programmes and projects.

#### 4.1.1. Sources and Mechanism Funds

The implementation for M&E system requires adequate funding which will come mainly from development budget<sup>7</sup>. As a rule of thumb and common practice from other countries<sup>8</sup> allocation of M&E funds will not exceed 5 percent of the programme/project budget (this amount will be reviewed whenever necessary through Annual Plan and Budget Guideline). Furthermore, FYDP II has demonstrated new sources of financial streams for supporting M&E to incorporate new stakeholders. The budget frame for M&E activities will include all MDAs, LGAs and

<sup>7</sup> This will also apply to PPP projects

<sup>8</sup> Sri-Lanka, South Africa, Australia and Zanzibar (indicate % for each country)

other implementing agencies to reflect priority areas set by FYDP II 2016/17-2020/21.

#### **4.1.2. Accountability and Reporting**

Financial accountability in managing development project under FYDP II will be guided by prevailing Government rules and regulations specifically; Public Finance Act No. 6 of 2001 (as amended in 2004), LGA Finance Act 2002 and Budget Act No. 11 of 2015. M&E will focus on ensuring value for money for all identified projects and funds will be disbursed in accordance with the approved annual budget, action plan and cash flows. MDAs, RSs, and LGAs shall form the M&E committee which shall conduct monthly and quarterly review meeting to discuss the performance reports prior to submitting to o external stakeholders.

The Accounting Officers and project managers in MDAs, RSs and LGAs shall be accountable for mismanagement and poor performance of projects implemented in their jurisdiction. MDAs and LGAs will be responsible to report the implementation status through a set of framework as guided by Plan and Budget Guideline issued by MoFP. In general, participation and involvement of other stakeholders from both public and private sectors will be encouraged in the process through dialogue and round table discussion. Projects implemented by the private sector will monitored through umbrella organization such as Tanzania Private Sector Foundation or Confederation of Trade and Industries for purpose of facilitating easy coordination.

M&E personnel being resourceful to institutional performance need to be part of the management and planning team and have opportunities for promotion across both Public and Private sector. Management team will strongly be committed to the strategy to ensure evidence generated from M&E is effectively utilized and lessons are shared for the benefit of future decision making. MDA, RSs and LGAs will be motivated against their performance, with rewards to best performance and punishments to bad performers.

## **4.2. Human Resources**

Human resource being a thinking and activity originating resource is a vital and commanding tool for execution of any undertaking. Human resources play a central role in planning, implementation, measuring and reporting for results. However, incentives for the production of robust data, analysis, interpretation, sensitization, communication, dissemination and utilization are still relatively weak in some MDAs, RSs, LGAs and NSAs. Furthermore, pervasive capacity constraint in the M&E system since many human resources personnel in institutional departments assigned with M&E have general knowledge thus capacity building remains a key undertaking for this strategy.

### **4.2.1. Strengthening Human Capacity**

Monitoring and Evaluation competencies gap analysis has to be undertaken so as to identify critical skills to be embedded to M&E Human Resource for intended result. The Ministry Responsible for Human Resource Development will champion the strengthening of M&E human capacity Enhancement of equitable distribution of skilled M&E personnel in institutional departments responsible for M&E activities will be given imperative weight. Proper coordination and management of M&E personnel across the Public and Private sector will also be strengthened.

Skills Development on M&E will be undertaken through routine supervision and/or on-the-job training and mentorship in institution. Seminars, tailor-made courses and workshops will add value to the existing human resources capacities for M&E. Technical Assistance is another juncture that specialized skills on area of the FYDP II (2016/17-2020/21) undertakings and its strategies will be emphasized. Additionally, attachment of M&E existing staff will be worked on technical know-how related professionalism on whenever deemed necessary for induction purposes.

## ANNEXES

## ANNEX I: Integrated Implementation Result Framework (IIRF)

Expected out-put	Intervention/Activity	Timeframe (Year 2017/18-020/21)				Process Indicators	Responsible
		17/18	18/19	19/20	20/21		
<b>Strategic objective 1: Political will and commitment to transparency, accountability and results-based management strengthened</b>							
<b>Output 1</b> Structure of Governance and legal framework for RBM - M&E culture at all levels Institutionalized  <b>Targets</b> Board of directors, councilors, RCC and DCC received guiding manual/FYDP II Brochures  <b>Indicators</b> Proportions of governance team at MDA, LGAs, Non-state actors informed on accountability and RBM for FYDP II.	1.1 Advocacy and sensitization to MDA/ LGA and Community					Number of sensitization and advocacy session conducted	MoFP supported with MDA/ LGAs
	1.2 Empower politicians on robust M&E and Results Based Management (RBM)	✓	✓	✓	✓	Number of politicians empowered on RBM manual	MoFP supported with MDA/ LGAs
	1.3 Empower Government Institutions practitioners in Planning and reporting to politicians	✓	✓	✓	✓	Number of government institutions disseminated planning and reporting abstracts to politicians	MoFP supported with MDA/ LGAs
	1.4 Execute forums and meetings on dialogue and reporting for M&E, Financing, Action Plan, and Communication strategies performance.	✓	✓	✓	✓	Number of people attended dialogue dissemination meetings	MoFP supported with MDA/ LGAs



Expected output	Intervention/Activity	Timeframe (Year 2017/18-020/21)				Process Indicators	Responsible
		17/18	18/19	19/20	20/21		
<b>Strategic object 2: Coordination, Communication feedback and dialogue on behavior change coherence strengthened</b>							
<b>Output</b> Advocacy to MDAs, LGAs AND NSA strengthened  <b>Targets</b> MDAs, LGAs, NSA community leaders  <b>Indicators</b> Proportions of stakeholders with capacity to advocate and support FYDP II priorities  Proportion of region with advocacy plan for FYDP II development projects.	3.1 Development of IEC/BCC package/ toolkit		v	v	v	Number of IEC/BCC tool put in place and legalized	MoFP supported with MDA/ LGAs
	3.2 Capacitate training tool LGA,MDAS, Media expert and NSA on IEC/BCC		v	v	v	Number of practitioners on IEC/BC by location capacitated	MoFP supported with MDA/ LGAs
	3.3 Create platform schedule for policy advocacy on project development reporting		v	v	v	Number of social marketing services conducted	MoFP supported with MDA/ LGAs
			v	v	v	Number of stakeholders reached with information ( <i>individual, institution disaggregated by regime, gender, stakeholder category</i> )	MoFP supported with MDA/ LGAs
			v	v	v	Number of stakeholders reached with information and knowledge sharing platform ( <i>website, publication, visuals and social media</i> )	MoFP supported with MDA/ LGAs
			v	v	v	Number of stakeholders reached with information and knowledge product, package ( <i>brief reports, scientific papers, publications and documents produced and made available to stakeholders</i> )	MoFP supported with MDA/ LGAs

Expected out-put	Intervention/Act-ivity	Timeframe (Year 2017/18-020/21)				Process Indicators	Responsible
		17/18	18/19	19/20	20/21		
<b>Strategic objectives 3: Resources Mobilization for M&amp;E effective utilization</b>							
<b>Output</b> Coordination, management and partnership for FYDP II Improved Mechanisms for effective program management in various level setting  <b>Targets</b> MDA/RS with plan to scale out FYDP II priorities.  <b>Indicators</b> Proportions of proportion of MDA/RS/ LGA/NSA with coordinated response mechanism for FYDP II	5.1 Sustain governance of local generated income sources		v	v	v	Number of RS/LGAs governance Bodies accounting and reporting income generated to stakeholders (RCC/DCC) and place on notice boards	MoFP
	5.2 Government allocation of enough resources on M&E activities		v	v	v	Amount of development resource collected per LGA/ other organization	MoFP
	5.3 Development Partner assistance abide to the government priorities		v	v	v	Amount of resources allocated for M&E quality/annually	MoFP
	5.4 Develop incentive package to M&E staff		v	v	v	Facilitation to M &E sections to enhance implementation of FYDP II –IS	MoFP/MDAs/ LGAs

Expected output	Intervention/Activity	Timeframe (Year 2017/18-020/21)				Process Indicators	Responsible
		17/18	18/19	19/20	20/21		
<b>Strategic objective 4: Organization for delivery Improved</b>							
<b>Output</b> Quality service delivery and human capital development regularly supported	7.1 Improve quality of service delivery	v	v	v	v	Number of staff by type and cadre oriented on required skills	<b>MoHCDGEC</b>
						Degree of stakeholders satisfaction with FYDP ii performance and quality of products and services	
<b>Targets</b> All pro-poor sectors and economy	7.2 Localize social protection agenda	v	v	v	v	Number of pro –poor services assessed on their priority agenda annually	<b>PO-RALG</b>
	7.3 Strengthen management systems	v	v	v	v	Number of MIS by sector reviewed/ developed to capture/collect proxy indicators of FYDP II	<b>MoFP</b>
<b>Indicators</b> Proportions of pro-poor sectors receiving support from government and partners for human capital investment	7.4 Use of technology to deliver services		v	v	v	Number of MDAs/LGAs with ICT facilities at their working office Degree of improvement in availability of ICT ( <i>magnitude of ICT speed and capacity of internet, access, equity, service quality, cost effectiveness amongst targeted implementers</i> )	<b>MoS and Technology/ ICT Agencies/ MDAs</b>
	7.5 Strengthen commodity logistics system		v	v	v	Number of PMU staff with required qualification at all level supported	

Expected out-put	Intervention/Ac-tivity	Timeframe (Year 2017/18-020/21)				Process Indicators	Responsible
		17/18	18/19	19/20	20/21		
<b>Strategic objectives 5: Research, Supervision, Monitoring and Evaluation Coordinated</b>							
<b>Output</b> Research, M&E national agenda operationalized  <b>Targets</b> Conducting the whole of Government M&E and Research/ universities identified (NIMR, COSTECH research from private sector and prominent experts)  <b>Indicators</b> Proportions of research agenda planned and conducted Proportion of evidence based finding utilized for improved decision making and policy formulation	8.1 Inculcate culture of M&E at sub national levels	✓	✓	✓	✓	Number of meetings/forums conducted quarterly/ annually at national level	MoFP
	8.2 Track progress and demonstrate results of FYDP II all interventions	✓	✓	✓	✓	Number of joint review meeting conducted annually at national level and bi annually at sub national level	MoFP
	8.3 Conduct routine monitoring as per policy coherence guide	✓	✓	✓	✓	Number of monitoring visits conducted as per monitoring plan	MoFP
	8.4 Institutionalize policy research to academic institutions and prominent policy experts on RBM		✓	✓	✓	Policy guideline for institutionalization of RBM – M&E in place	MoFP
	8.5 Align data systems and evaluation in accordance with RBM requirements	✓	✓	✓	✓	Current Planning and Budget manual reviewed to reflect FYDP II priorities and inclusiveness of data system and RBM	MoFP
						Capacity exist to commission to undertake high quality evaluation	
					Spending units prioritized evaluation within development program		
	8.6 Capacity development for evaluation	✓	✓	✓	✓	Management to support RBM M&E technics maintained and is in place	

Expected out-put	Intervention/Activity	Timeframe (Year 2017/18-2020/21)				Process Indicators	Responsible
		17/18	18/19	19/20	20/21		
<b>Strategic object 6: Human resource development strengthened</b>							
<b>Output</b> Human capital investment strengthened and harmonized	9.1 Strengthening human capacity of M&E at MOFP, MDAs, LGAs, LLGAs	v	v	v	v	Number of M&E staff Statisticians, Economist at RS/LGA/MDA and NSA oriented of M&E skills Number of staffs have opportunity to devote time and undertake activity on M&E.	MoFP/ POPSMGG/ MDAs
<b>Targets</b> Planning common MoFP, PED, MDA, PO RALG	9.2 Conduct in-service training coordination for M&E to be compliance with the whole of wider Government system	v	v	v	v	Number of institutions ( <i>disaggregated by category</i> ) whose capacity level needs have been assessed and /or / supported enhanced knowledge skills and attitude change in an organizational design and culture of M&E accountability responsiveness transparency and efficiency	MoFP/ POPSMGG/ MDAs
<b>Indicators</b> Proportions of capital investment to human resource allocated, identified managed and supported	9.3 Provide tools, manual and guideline for M&E	v	v	v	v	Number of manuals, guideline and checklist developed to monitor and evaluate FYDP II	
	9.4 Conduct data quality audit		v	v	v	Number of session made by MOFP data audit committee quarterly	MoFP /MDAs
	9.5 Coordinate and motivate M&E experts across public and private sector.			v	v	Policy of M&E project/program motivation and incentive package in place and utilized	MoFP /MDAs

Expected out-put	Intervention/Ac-tivity	Timeframe (Year 2017/18-020/21)				Process Indicators	Responsible
		17/18	18/19	19/20	20/21		
<b>Strategic objective 7: Accountability and reporting mechanism strengthened</b>							
<b>Output</b> Acquisition of government reports to IMTC/ cabinet effectively utilized  <b>Targets</b> MDA/RS/LGA/ IMTC/ Cabinet  <b>Indicators</b> Proportions of priority projects that attained value for money identified and motivated	10.1 Ensure development projects abide to value for money	v	v	v	v	Number of development projects that are in compliance with value for money standards	MoFP /MDAs
	10.2 Prevailing Government financial rules and regulations are adhered to FYDP II		v	v	v	Number of MDS/RS/LGA that follow financial rules and regulation in implementing FYDP II project development and service delivery	MoFP /MDAs
	10.3 Revise reporting format to be in compliance with the need of FYDP II	v	v	v	v	Planning and budgeting reporting manual reviewed to abide FYDP II priorities is in place.	MoFP /MDAs

## ANNEX II: National Indicators

**TABLE 1: INDUSTRIALIZATION AND ECONOMIC TRANSFORMATION INDICATORS FOR FYDP II- MES**

SN.	Indicator	2015	2020	Source of Data	Periodicity
<b>Goal 1: Overall Industrial Sector Performance Targets</b>					
	Real growth rate (%)	9.1	10.6	NBS	Annually
	Share of GDP (current prices) (%)	21.1	23.7	NBS	Annually
	Share of total Exports (%)	27.1	27.5	NBS	Annually
	Share of total employment (%)	8	12.5	NBS	Annually
<b>Goal 2: Manufacturing Sub-Sector</b>					
	Share of GDP (at current prices) %	5.2	12.5	NBS	Annually
	Real growth rate (%)	6.5	10.5	NBS	Annually
	Share of total employment (%)	3.1 (2014)	5.4	NBS	Annually
	Share of resource based manufacturing exports (%)	69(2010)*	55	NBS	Annually
	Share of low tech manufacturing exports(%)	17(2010)*	29	NBS	Annually
	Share of medium tech manufacturing exports (%)	11(2010)*	24	NBS	Annually
	Share of high tech manufacturing exports (%)	2(2010)*	6	NBS	Annually
	Proportion of medium and high-tech industry value added in total value added			NBS	Annually
	Proportion of small scale-industries in total value added –			NBS	Annually
	Number of exporting firms	247	729	TRA	Annually
	Manufacturing Value Addition			NBS	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Manufacturing Export in Total			NBS	Annually
	Skilled employment in Total			NBS	Annually
	Production capacity utilization			NBS	Annually
	Number of sMe establishments			NBS	Annually
<b>Goal 3: Mining Sector</b>					
	Real growth rate (%)	6.9	5.3	NBS	Annually
	Share to GDP, current prices (%)	3.4	3.2	NBS	Annually
	Total foreign exchange earnings (TShs. billion)	2,621	4,204	BOT	Annually
	Foreign exchange earnings of raw export (TShs. billion)			BOT	Annually
	Foreign exchange earnings benefited (TShs. billion)			BOT	Annually
	Share of foreign exchange earnings (%)	14.6	10.4	BOT	Annually
	Share of foreign exchange earnings from raw export (%)			BOT	Annually
	Share of foreign exchange earnings from benefited export (%)			BOT	Annually
	Share of Mining Sector in total employment (%)	1.1 (2014)	1.9	NBS	Annually
<b>Goal 3: Construction</b>					
	Average growth rate (%)	16.8	9.6	NBS	Annually
	Share of GDP (%)	13.6	11.8	NBS	Annually
	Share of domestic companies (%)	40	60	CRB	Annually
	Share in total employment (%)	2.1	3.7	CRB	Annually



SN.	Indicator	2015	2020	Source of Data	Periodicity
<b>Goal 4: Agriculture</b>					
	<b>Agriculture</b>				
	Real Growth rate (%)	3.4	7.6	NBS	Annually
	Share of GDP (current prices) (%)	29.7	29.4	NBS	Annually
	Share of total export earnings (%)	20.4	24.9	NBS	Annually
	Share of total employment (%)	66.9 (2014)*	56.5	NBS	Annually
	Productivity (% growth)	3.3	4.0	MALF	Annually
	<b>Crops Subsector</b>				
	Average growth rate (%)	4.0	9.5	NBS	Annually
	Share of GDP (current prices) (%)	16.3	16.7	NBS	Annually
	Share of total export earnings (%)	8.8	9.6	BOT	Annually
	Share of total employment (%)	62.5(2014)*	52.7	NBS&MALF	Annually
	Hectare under irrigation	461,376(2014)*	700,000	MALF	Annually
	<b>Livestock Subsector</b>				
	Average growth rate (%)	2.2	5.2	NBS	Annually
	Share of GDP (current prices) (%)	7.4	6.0	NBS	Annually
	Share of total export earnings (%)	3.5	4.8	BOT	Annually
	Share of total employment (%)	3.4(2014)*	2.3	NBS&MALF	Annually
	<b>Forestry</b>				
	Average growth rate (%)	15.17	6.85	NBS	Annually
	Share of GDP (current prices) (%)	3.2	3.5	NBS	Annually
	Share of total export earnings (%)	5.9	6.2	BOT	Annually
	Share of total employment (%)	0.2 (2014)*	1.0	NBS&MALF	Annually
	<b>Fisheries</b>				

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Reduction in charcoal consumption in urban areas (%)	90	60	VPO-ENV.	Annually
	Proportion of large projects complying with approved EIA and audit regulations (%)	TBC	60	VPO-ENV., MoNRT	Annually
<b>Climate Change</b>					
	Proportion of districts with climate change and disaster risk reduction strategies (%)	0	60	VPO-ENV.	Annually
<b>Goal 7: Tourism</b>					
	Contribution to GDP (%), current prices	17.2	18.3	NBS	Annually
	Real growth rate (%)	1.3	6.2	NBS	Annually
	Number of tourists arrival	1,140,156	1,759,750	MoNRT	Annually
	Average number of nights spent by tourist	10	12	MoNRT	Annually
	Average expenditure per tourist per day (non-package/package) (US\$)	201/ 372	300/ 400	MoNRT	Annually
	Employment (number)	1,337,000	1,255,400	MoNRT	Annually
	Share of total employment (%)	12.2	12.0	MoNRT	Annually
	Share of foreign exchange earnings (%)	21.9	21.4	MoNRT	Annually
	Earnings from tourists (US\$ billion)	2	3.6	MoNRT	Annually
<b>Goal 8: Science Technology and Innovation Capabilities Development</b>					
	R&D Expenditure	0.71	1		
	Share of R&D expenditure in GDP (%)			MoEST, COSTEC, NBS	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Total R & D Expenditure (TShs. billion)	40.7	90.2	MoEST/ & COSTECH	Annually
	R & D expenditure on agriculture (%)	38.6	38.8	MoEST/ & COSTECH	Annually
	R & D expenditure on manufacturing (%)	TB	40.0	MoEST/ & COSTECH	Annually
	R & D expenditure on mining, construction & utilities (%)	TB	13.5	MoEST/ & COSTECH	Annually
	R & D expenditure on services (%)	7.6	8.5	MoEST/ & COSTECH	Annually
	<b>Institutional Technological Capabilities</b>				
	R&D expenditure by public sector (%)	58	68.3	MoEST/ & COSTECH	Annually
	R&D expenditure by private sector (%)	9		MoEST/ & COSTECH	Annually
	Number of qualified researchers	6,355	9,556	MoEST/ & COSTECH	Annually
	R&D institutions with foreign partner institution	11	22	MoEST/ & COSTECH	Annually
	Share of engineers in total higher learning students loans disbursements for training programmes			MoEST & HESLB	Annually
	Proportion of businesses using high speed mobile internet			MITI & TCRA	Annually
<b>Goal 9: Creative Industry</b>					
	Real growth (%)	12.5	13.2	MICAS & NBS	Annually
	Share of GDP (current, %)	0.3	0.7	MICAS & NBS	Annually
	Number of registered training institutions	2	2	MICAS & NBS	Annually
	Number of students registered for entertainment industry training education	100	380	MICAS & NBS	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Pupils/Teacher Ratio	43:1	40:1	MoEST	Annually
	Pupils/Text Book ratio	3:1	1:1	MoEST	Annually
	Pupils/Classroom Ratio	75:1	50:1	MoEST	Annually
	Pupils/Latrine Ratio (Boys)	56:1	25:1	MoEST	Annually
	Pupils/Latrine Ratio (Girls)	58:1	20:1	MoEST	Annually
	Pupils/desk Ratio	4:1	1:1	MoEST	Annually
	% of Schools with water		40	MoEST	Annually
	% of Schools with electricity	18.3	30	MoEST	Annually
	Transition rate from Std Seven to Form One	55.5	80	MoEST	Annually
	Adult literacy rate	77.9	85	MoEST	Annually
	<b>Secondary Education</b>				
	Gross enrolment ratio in lower secondary schools (%)	41.7	43	MoEST	Annually
	Net enrolment ratio (% of eligible)	32.9	50	MoEST	Annually
	Pupils/teacher ratio in lower secondary schools by subject	24:1	20:1	MoEST	Annually
	Pupils/classroom ratio in lower secondary schools	43:1	40:1	MoEST	Annually
	Pupils/latrine ratio in lower secondary schools	29:1	20:1	MoEST	Annually
	Proportion of schools with electricity (%)	77.3	85	MoEST	Annually
	Students passing Form IV examination (%)	69.8	80	MoEST	Annually
	Transition rate from Form Four to Form Five (%)	10.5	20	MoEST	Annually
	<b>Higher Secondary Education</b>				
	Gross Enrolment Ratio (%)	5.7	6.9	MoEST	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Net Enrolment Ratio (% of eligible)	2.0	4.2	McEST	Annually
	Net Enrolment Ratio male (%)	1.1	2.2	McEST	Annually
	Net Enrolment Ratio female (%)	0.9	2.0	McEST	Annually
	Percentage of students passing Form VI examinations	98.3	100	McEST	Annually
<b>Higher Education</b>					
	Higher education enrolment rate (%)	3.3	6.9	McEST	Annually
	Higher education Male enrolment rate (%)	2.1	3.6	McEST	Annually
	Higher education female enrolment rate (%)	1.2	3.3	McEST	Annually
	Loan/Grant to science subjects (%)	30	50	McEST	Annually
<b>Goal 3: Skills Development</b>					
<b>Tertiary Education</b>					
	Tertiary gross enrolment rate (%)	3.0	4.5	McEST	Annually
	Annual number of students graduating from tertiary/higher education	40,000	80,000	McEST	Annually
	% of science and engineering students graduating from tertiary/higher education	30	56	McEST	Annually
	% of Women/girl's students graduating from tertiary/higher education			McEST	Annually
	Tertiary and higher learning students with access to student loans	45.6	30	McEST	Annually
<b>Vocational Training</b>					

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Average annual number of graduates from vocational schools	150,000	700,000	McEIST	Annually
	<b>Other Training</b>				
	People with skills obtained through informal system learning for six priority sectors (annually)	20,000	200,000	PMO-Labour	Annually
	Internship training or graduates at work places (annually)	10,000	230,000	PMO-Labour	Annually
	Apprenticeship training for students at work places (annually)	1,000	20,000	PMO-Labour	Annually
	<b>Skill Levels</b>				
	Working population with high level skills (%)	3.6	12.1	PMO-Labour	Annually
	Working population with middle level skills (%)	16.6	33.7	PMO-Labour	Annually
	Proportion of workforce with high skills (%)	3	5	NBS (ILFS)	Five Years
	Proportion of workforce with medium skills (%)	13	20	NBS (ILFS)	Five Years
	Proportion of workforce with low skills (%)	84%	60%	NBS (ILFS)	Five Years
	Improvement in satisfaction of employers with quality of local employees (%)	44	60	PMO-Labour	Annually
	<b>Goal 3: Health Sector</b>				
1	Infant Mortality Rate per 1,000 births	43	42	NBS	Five Years
2	Under five mortality rate per 1,000 births	67	45	NBS	Five Years
3	Births attended by a skilled health worker (%)	51	75	NBS	Five Years

SN.	Indicator	2015	2020	Source of Data	Periodicity
4	Maternal mortality rate per 100,000	432	250	NBS	Five Years
5	Life expectancy (Years)	61 (2012)	66	NBS	10 Years
6	National HIV prevalence rate (%)	5.1	3	NBS	Five Years
9	Share of Government expenditure (%)	8.1	15	MoHCDGEC	Annually
10	People reported to travel a long distance to health services facilities (%)	36	25	MoHCDGEC	Annually
	<b>Goal 4: Water and Sanitation</b>				
	Rural population with access to piped or protected water as their main source (%)	72	85	MoWI	Annually
	Proportion of the households with improved sanitation facilities in rural areas (%)	25	75	MoWI	Annually
	Population with access to piped or protected water as their main source in regional centres (%)	36	95	MoWI	Annually
	Households connected to convention public sewer systems in regional centres (%)	20	50	MoWI	Annually
	NRW for regional centres (%)	37	25	MoWI	Annually
	Population with access to piped or protected water as their main source in district capitals and small town areas (%)	60	70	MoWI	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Dar es salaam population with access to piped or protected water as their main source (%)	72	95	MoWI	Annually
	Household connected to conventional public sewer systems in Dar es Salaam (%)	10	40	MoWI	Annually
	NRW for Dar es Salaam (%)	47	30	MoWI	Annually
	Number of water sources demarcated and gazetted for protection and conservation	59	161	MoWI	Annually
	Access to safe water and sanitation in urban areas (% of total)	86	90	NBS	Five Years
	Access to safe water and sanitation in rural areas (% of total)	67.7	80	NBS	Five Years
	<b>Goal 5: Urbanisation, Housing and Sustainable Human Settlements</b>				
	Number of Towns with up-to-date general planning schemes (Master Plans)	-	25	MoLHHSD	Annually
	Number of regularized property in unplanned settlements	380,000	480,000	MoLHHSD	Annually
	Number of property owners in unplanned settlements with residential licenses	230,000	300,000	MoLHHSD	Annually
	Land covered by informal Settlements (%)	66	50	MoLHHSD	Annually
	Population Density from the CBD (people per sq. km)	20,000	40,000	MoLHHSD	Annually



SN.	Indicator	2015	2020	Source of Data	Periodicity
	Household Density (Houses per hector in peri-urban areas)	20	30	MoLHHSD	Annually
	Average number of persons per sleeping room	2.7(2014)*	2.5	NBS	Annually
	Households which own houses they live in*(%)	76.4(2014)	77	NBS	Annually
	Land surveyed (%)	11	20	MoLHHSD	Annually
	Villages with land use plans (%)	12	20	MoLHHSD	Annually
	Number of allocated plots	952,516	2,952,516	MoLHHSD	Annually
	Number of allocated farms	5,078	5,400	MoLHHSD	Annually
	Land demarcated for industrial use (%)	1.8	5	MoLHHSD	Annually
	Land demarcated for commercial use (%)	2.6	4	MoLHHSD	Annually
	Property tax payers (%)	20	40	MoLHHSD	Annually
	<b>Goal 6: Food Security Interventions</b>				
	Food Self Sufficiency Ratio			MoALF	Annually
	prevalence of stunting in children aged 0 – 59 months %	34.7	28	Mo- ALF	Annually
	Wasting (weight for height) of Under-fives	3.8	<5	MoALF	Annually
	Prevalence of anaemia among women of reproductive age (haemoglobin concentration <11g/dl) %	40	30	MoALF	Annually
	Proportion of households accessing adequately iodized salt %	64	80	MoALF	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Prevalence of Low Birth Weight (LBW) among Children (Out of 53 delivered in a health facility)	7	5.7	MoALF	Annually
	Rate of Exclusive Breast Feeding EBF %	41.8	50	MoALF	Annually
	Prevalence of vitamin A deficiency among children aged 6 – 59 months (serum retinol level < 20 µg/dl) %	33	<25	MoALF	Annually
<b>Goal 7: Social Protection</b>					
	Coverage of health insurance scheme (%)	20	50	PMO-Labour and Employment	Annually
	Coverage of the social security scheme (%)	7.3	40	PMO-Labour and Employment	Annually
	Youth in vulnerable employment (%)	82.3	58.3	PMO-Labour and Employment	Annually
	Proportion of children with disability attending primary school (%)	76	100	PMO-Labour and Employment	Annually
	Children aged 5-17 engaging in child labour (%)	28.8	24.9	PMO-Labour and Employment	Annually
<b>Goal 8: Good Governance</b>					
	Number of corruption cases convicted as a percentage of total number of investigated cases sanctioned for prosecution	10.39	23	PO-PSMGG	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Country Policy and Institutional Assessment (CPIA) transparency, accountability, and corruption in the public sector rating (1=Low to 6=High)	3.8	4.0	PO-PSMGG	Annually
	Seats of Women in Parliament (% of total)	36.5	44	PO-PSMGG	Annually
	% of children under five yrs of age whose birth have been registered			McCLA, RITA	Annually
	Proportion of women in managerial positions			NBS, PMO-LYED	Five Years
	Proportion LGAs posting public budgets, revenue and actual expenditures on easily accessible public notice boards	86	100	PO-PSMGG	Annually

**TABLE 3: ENABLING ENVIRONMENT**

<b>Goal 1: Macroeconomic Stability</b>					
<b>Economic Performance</b>					
Economic Growth, real (%)	7.0	10.0	NBS	Annually	
Per capita GDP, nominal (US\$)	1005	1500	NBS	Annually	
<b>Monetary Policy</b>				Annually	
Inflation (%)	5.1	5	NBS	Annually	
Nominal Exchange Rate (TZS/USD 1)	1985.39	2185.62	NBS	Annually	
Foreign Exchange Reserves (months of imports)	4.8	4.0	NBS	Annually	
Current account balance as % of GDP	-7.35	-20.78	NBS	Annually	
<b>Fiscal Policy</b>					

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Total Budget (TShs. billion)	14,604	32,663	NBS	Annually
	Recurrent Budget (%)	74.5	67.2	NBS	Annually
	Development Budget (%)	25.4	32.8	NBS	Annually
	Budget allocated to RS and LGAs			NBS	Annually
	Total Revenue Collection (TShs. billion)	10,958	35,168	NBS	Annually
	Tax revenue to total revenue (%)	90.27	93.2	NBS	Annually
	Non-tax revenue to total revenue (%)	9.72	6.8	NBS	Annually
	Revenue from RSs and LGAs to total revenue (%)			NBS	Annually
	Total revenue to GDP (%)	14.3	18.3	NBS	Annually
	Tax revenue to GDP (%)	12.1	17.1	NBS	Annually
	Non-tax revenue to GDP (%)	1.5	3.1	NBS	Annually
	<b>Finance</b>				
	Finance (domestic vs. external)			NBS	Annually
	Population with bank accounts (%)			BOT	Annually
	Firms with bank accounts (%)			BOT	Annually
	Share of loans to private sector in (GDP) (%)	17	59	NBS	Annually
	Interest rate spread	5.64	5.81	NBS	Annually
	<b>Goal 2: Infrastructure and Services Development</b>				
	Infrastructure (Position in Global ranking, out of 189 countries)	102	102	WEF	Annually
	Roads				Annually
	Road position in global ranking	112	106	MoWTC & WEF	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Proportion of paved roads in total road network (%)	6.3	10	McWTC & TANROADS	Annually
	Railways				Annually
	Railway position in global ranking	88	84	McWTC	Annually
	Length in standard gauge railway constructed (Km)	0	2,561	McWTC	Annually
	Ports				Annually
	Ports position in global ranking	106	100	McWTC	Annually
	Cargo freight ('millions of tons per year)	15.4	28	McWTC	Annually
	Ship turn- round time (days)	3	1	McWTC & TPA	Annually
	Ship Dwell time (days)	7	3	McWTC & TPA	Annually
	Number of ship calls (month)			McWTC & TPA	Annually
	Electricity				Annually
	Electrical Power (generation in MW)	1501	4,915	MEM	Annually
	Proportion of population access to electricity			MEM	
	Electricity – Regions connected to national grid	19	23	MEM	Annually
	Electricity – national grid length (in km)	4901	9511	MEM	Annually
	Electricity – Per capita consumption (KWh)	108	377	MEM	Annually
	Power losses (%)	19	14	MEM	Annually
	Telecommunication				Annually
	Population with access to telephone services (%)	57.29	66.64	McWTC&TCRA	Annually
	Population using internet (%)	22	66.64	McWTC&TCRA	Annually

SN.	Indicator	2015	2020	Source of Data	Periodicity
	Proportion public institutions connected to e-Government	30	100	MoWTC&eGA	Annually
	<b>Goal 3: Improving Performance in Ease of Doing Business</b>				
	Ease of Doing Business (Global Ranking)	139/189	100/189	MITI & WB	Annually
	Starting Business	129/189	111/189	MITI & WB	Annually
	Dealing with Construction Permits	126/189	100/189	MITI & WB	Annually
	Getting Electricity	83/189	44/189	MITI & WB	Annually
	Registering Property	133/189	94/189	MITI & WB	Annually
	Getting Credit	152/189	113/189	MITI & WB	Annually
	Protecting Investors	122/189	83/189	MITI & WB	Annually
	Paying Taxes	150/189	121/189	MITI & WB	Annually
	Trading Across Borders	130/189	141/189	MITI & WB	Annually
	Enforcing Contracts	64/189	25/189	MITI & WB	Annually
	Time to export		12 to 15 days	MITI & WB	Annually
	Cost to export (US\$)		1,009	MITI & WB	Annually
	Documents to export		11	MITI & WB	Annually

## ANNEX III: Survey Calendars

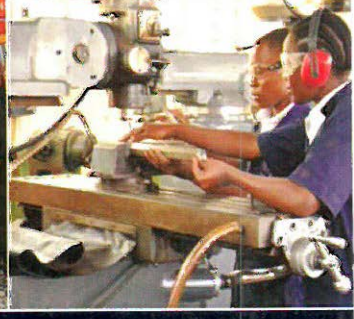
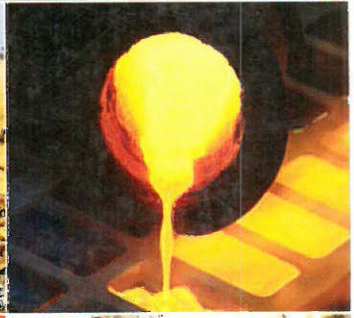
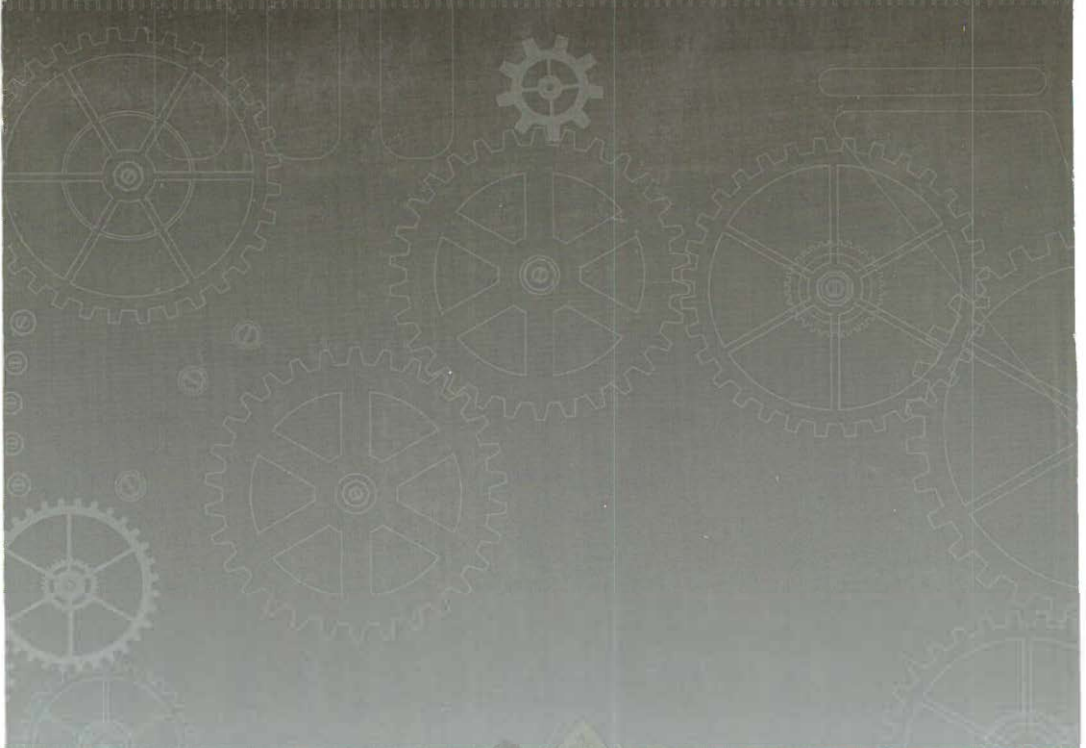
### Sequence of Surveys and Censuses (FY 2011/12 – 2021/22)

	Financial Year – Begins in July											
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>CENSUS</b>												
1. Population and Housing Census		n										n
2. Census on Industrial Production (CIP)			n									
<b>HOUSEHOLD SURVEYS (Social Surveys)</b>												
1. Household Budget Survey (HBS)	n					n				n		
2. Integrated Labour Force Survey (ILFS)			n					n				
3. National Panel Survey (NPS)		n		n		n						
4. Demographic and Health Survey (DHS)					n					n		
6. Tanzania HIV/AIDS and Malaria Indicator Survey (THMIS)	n											
7. Manpower Survey	n											
8. Core Welfare Indicator Survey – CWIQ	n	n	n		n	n	n		n	n	n	
9. Disability Survey												
<b>AGRICULTURAL SURVEYS</b>												

	Financial Year – Begins in July											
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
1. Large-scale farms		o	o	o	o	o	o	o	o	o	o	o
2. Small-scale farms (Agriculture Sample Census Survey)			n					n				
<b>ENTERPRISE SURVEYS</b>												
1. Integrate Business (Baseline) Survey	n				n				n			
2. Central Register of Establishments (CRE)	o	o	o	●	o	o	o	o	o	o	o	o
3. Comprehensive Central Register of Establishments	n			n			n					
4. Employment & Earnings Survey (EES)	o	o	o	o	o	o	o	o	o	o	o	o
5. Annual Survey of Industrial Production (ASIP)	o	o	o	o	o	o	o	o	o	o	o	o
6. Foreign Private Investment (Tanzania Investment Report-TIR)	o	o	o	o	o	o	o	o	o	o	o	o
7. Land Transport Survey												
8. User Satisfaction Survey	n		n		n							



	Financial Year – Begins in July											
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
9. Tanzania Tourism Sector Survey (TTSS)	n	n	n	n	n	n	n	n	n	n	n	n



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