

Growing out of Poverty

A plain language guide to Tanzania's National Strategy for Growth and Reduction of Poverty (NSGRP)



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June 2005

Preface

Since 1961 Tanzania has been at war against its three development enemies – ignorance, disease and poverty. Since 1996, the overall policy has included a special focus on poverty reduction in addition to the measures to sustain a sound macro economic framework. Key policy frameworks which set out what needs to be done include the Tanzania Development Vision 2025 (of 1995/96¹) the National Poverty Eradication Strategy (NPES) of 1997, the Poverty Reduction Strategy Paper (PRS(P)) of 2000 and now the National Strategy for Growth and Reduction of Poverty (NSGRP²) of 2005.

These framework documents describe the types and causes of poverty and how economic growth can be encouraged to reduce it and eventually eradicate it. The documents present a framework for (a) coordinating the activities of the different sectors, (b) dealing effectively with cross cutting and emerging issues and (c) harmonising inputs from the development partners³.

This present booklet “Growing out of Poverty” is a popular version of the NSGRP. It is designed to make the complex thinking in the strategy accessible to a wide range of ordinary people and to stimulate them to be active participants in the process of national development. The booklet contains many references and internet links to other official documents and popular versions so that people who are interested can easily dig deeper into the issues which are raised.

The booklet forms part of an emerging communications strategy⁴ which seeks to promote national ownership of the NSGRP and to stimulate government, the private sector, civil society and development partners to work harmoniously in their efforts to promote economic growth and thus reduce and eventually eliminate poverty.

On the back cover you will find contact information about where you can share your ideas and experiences. Please get involved and get in touch.

June 2005

¹ first published in 1999

² the NSGRP is popularly known by its Swahili abbreviation of MKUKUTA - Mkakati wa Kukuza uchumi na Kupunguza Umaskini

³ See Appendix 2 for links to the main policy documents and reports

⁴ You can download a copy of the Communication Strategy from <http://www.povertymonitoring.go.tz/downloads/new/commstrat.pdf>

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Introduction

This is a plain language guide to the National Strategy for Growth and Reduction of Poverty (NSGRP⁵) and its Annex⁶. The guide is in two main parts. The first part answers eight basic questions and the second part provides back up information to help people dig deeper into the issues.

The first section of **part one** presents a very brief summary of the NSGRP. The second and third sections review facts and people's feelings about income and non-income poverty. We note that growth alone is not enough – the fruits of growth must help to reduce poverty. The results of participatory research point to the special needs of vulnerable groups and to better ways of understanding the forces that push people into poverty and keep them there. Section three outlines the new, improved consultation methods that were used in preparing the strategy.

Section four describes the principles that guide the strategy and then outlines the specific actions that are recommended. There are three clusters of desired outcomes. *'Growth and reduction of income poverty' and 'improved quality of life and social well being' are founded on the bedrock of 'good governance and accountability'.*

Sections five and six review how the ongoing process will be managed. A wide range of government and non-government stakeholders will be involved at all stages of the NSGRP process ie planning, implementation, monitoring and evaluating.

The seventh section reviews the financing arrangements for implementing the strategy and the eighth section outlines briefly how people can use it in various practical ways at many levels.

Part two of this guide offers a systematic and detailed list of the NSGRP targets and cluster strategies. It also offers internet links to the main policy documents and reports, some useful Tanzania websites, and a list of spelled out abbreviations.

Note: If you open an online copy of this guide from www.povertymonitoring.go.tz you will be able to click on the internet links and have immediate access to further information.

On the back cover of this guide you will find contact details for where you can (a) get more information and (b) feedback your ideas and information.

⁵ the NSGRP is popularly known by its Swahili abbreviation of MKUKUTA

⁶ copies on both documents are available online – see Appendix 2 for links

Q1 What is the NSGRP?

As its name suggests the NSGRP is a *national strategy* which will help to achieve *economic growth* and which will help to *reduce poverty*.

The NSGRP is a strengthened and heavily revised update on the first poverty reduction strategy which was described in the Poverty Reduction Strategy Paper of October 2000.

The NSGRP was prepared as a result of consultations with a wide range of stakeholders during 2004 and it was approved by Cabinet in February 2005. It will be implemented over the five year period from 2005/06 to 2009/10.

The key ideas in the strategy are outlined below

Three clusters of strategies

The NSGRP is built around three main clusters of strategies.

First there is *“Economic growth and the reduction of income poverty”* and this is closely linked to *“Improved quality of life and social well being”*. These are built on the bedrock which is *“Good Governance and accountability”*.

Between them, the three clusters make sure that development initiatives are efficient, effective and harmonised and that everyone benefits from the new wealth that is created.

A focus on outcomes

The three clusters are linked to over 200 cluster strategies. These put meat on the bones by pointing in detail to the expected outcomes. Many of the outcomes will be achieved through cross-sector coordination and will involve all stakeholders in their implementation.

The cluster strategies can be used as the basis for action planning and also for monitoring and accountability. *[Note that the cluster strategies are also linked to a smaller number of specific targets, goals and broad outcomes]*

Stakeholder Participation

The goals and targets of the NSGRP can be achieved through various stakeholders participation. Stakeholders include not only the various parts of government including parliament, but also the private sector, civil society, development partners and, most importantly, communities themselves. The strategy spells out the roles that the different stakeholders can play.

The NSGRP is a living document. Its implementation will be monitored and evaluated and this will lead to a new round of planning. All stakeholders are encouraged to participate in this process – this will help to make sure that the strategy is ‘owned’ by everyone in the country.

Participation and increased two-way communication will allow the many different stakeholders to work in harmony.

Q2 What is the present state of poverty and what challenges does it raise?

In 2001 a Poverty Monitoring Master Plan was developed to guide the poverty monitoring process⁷. This has resulted in a series of reports which outline the poverty situation in considerable detail. (see box⁸).

Progress to date is mixed. While some indicators show signs of improvement, others remain much the same, and some have got worse. Many large differences (disparities) still exist ie between rich and poor, rural and urban, and males and females. It has also become clear that children, youth, the elderly and people with disabilities have their own poverty problems and that all problems are felt to different extents in different parts of the country.

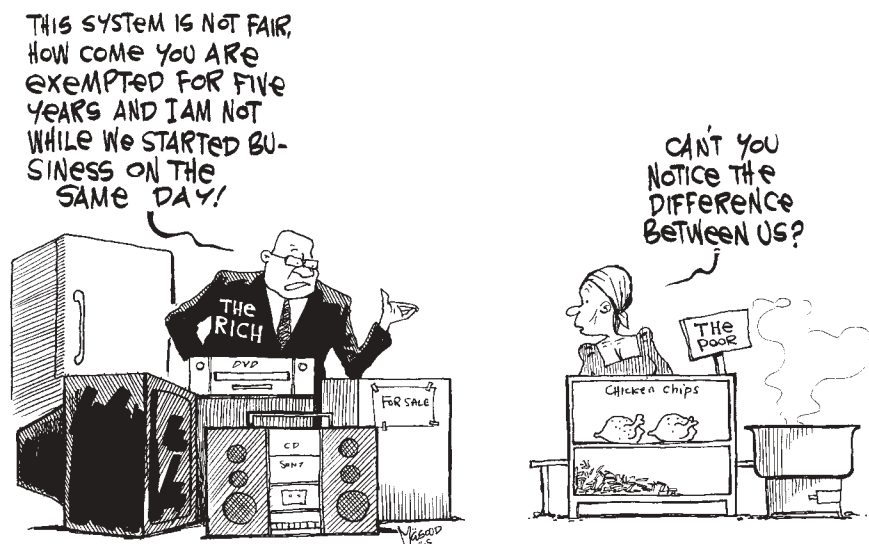
Sources of information about the status of Poverty:

- Poverty and Human Development Reports (2002, 2003)
- Household Budget Survey 2000/02
- 2002/03 Tanzania Participatory Poverty Assessments (TzPPA)
- 2002 Population and Housing Census main report
- National Accounts (2002 and 2003)
- IDT/MDG Tanzania Report (2001)
- Integrated Labour Force Survey (2001/02)
- Poverty Policy Week Reports (2002, 2003, 2004)

The various reports mentioned above describe the poverty situation in detail. Here we list a short selection of problems and challenges that have been highlighted and which the NSGRP will address.

Economic growth during the 1990s was rather slow overall. It was faster in the productive sectors and in wholesale, retail and hotels; it was slower in agriculture. Most of this growth was based in towns and did not trickle down as much as it might have done to the poorest people. Key challenges are therefore to (a) promote growth in rural areas and (b) make sure that poor people are able to benefit from it.

Agriculture has been responsible for 45% of GDP and 60% of export earnings in the past three years. It is also the main source of livelihoods for 82% of the population. There has been some growth in recent years but there could be far more. The Agriculture Sector Development Strategy (ASDS) has identified constraints to increased development and sets out a range of coordinated strategies to overcome them.

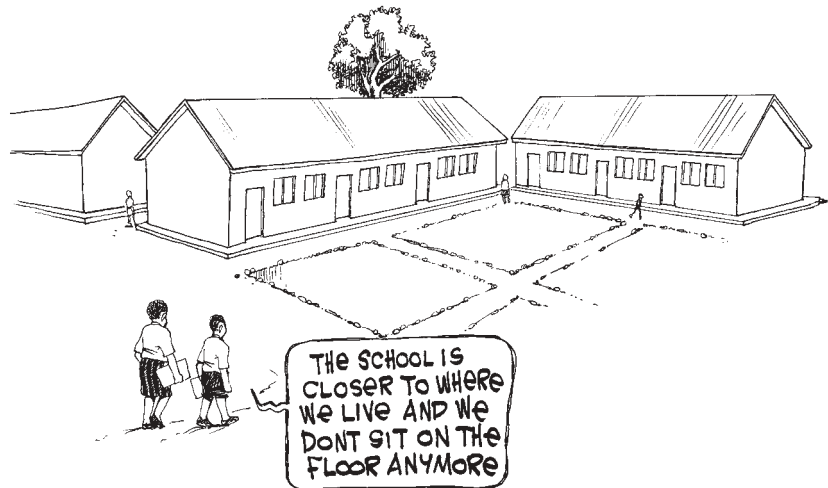


⁷ a popular version is available online at <http://www.hakikazi.org/pmmp>

⁸ internet links to these documents are also available online - see appendix 2

The **Tourism Sector** has developed rapidly since the mid 1980s. Tanzania is now ranked as the fifth top tourism earner in Africa (US\$739 million in 2001). But, apart from some increased revenue to government, very little of the growth has a direct effect on poverty reduction.

Increasing **employment** is a challenge. The results of the ILFS (2001/2) suggest that wage and salary employment has been expanding at 40,000 persons per annum, which is much lower than the number of the new entrants into the labour market. They enter through self-employment largely in agriculture and the informal sector. Unemployment is worse among the youth, including the educated youth.



Enrolment in **education** has improved considerably in the last three years as a result of the Primary Education Development Programme (PEDP). Challenges still remain, however, in (a) increasing the numbers moving on to secondary school, (b) addressing gender differences at secondary and tertiary level and (c) improving the quality and relevance of education at all levels.

In the 1990s the **health** situation was mixed. There were successes in immunisation coverage for children, in TB treatment, in the availability of contraceptives and in the availability of some drugs. But there is still a huge burden of disease across all age groups. For example almost 90% of child deaths are due to preventable causes, many people have to travel long distances to health facilities, and many drugs are too expensive for poor people to afford.

It has become clear that certain groups of people (see box) are more **vulnerable** to poverty than others and that there are six main types of forces that push them in to poverty. The forces are outlined in the following table -

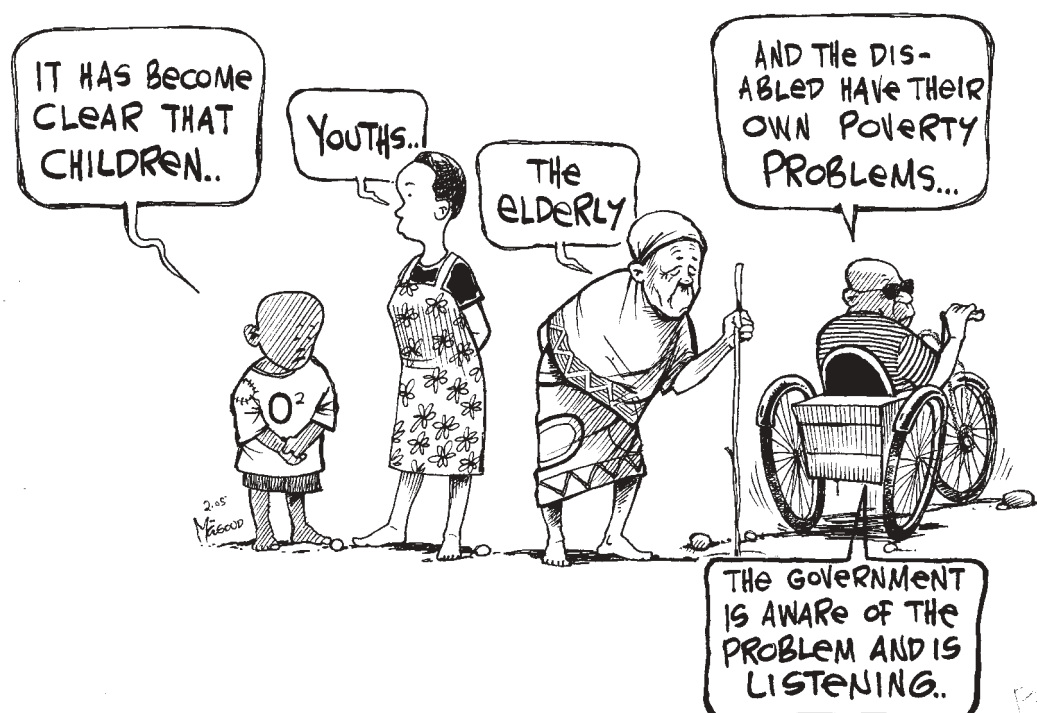
Vulnerable Groups

- children
- elderly people
- people living with HIV/AIDS and their families
- people living with long illnesses
- people with disabilities
- women who are widows or who cannot support themselves for other reasons
- youths (unemployed, with unreliable incomes, female)

TABLE 2.1: SIX TYPES OF FORCES WHICH PUSH PEOPLE INTO POVERTY

| Type | Description |
|--------------------------------|---|
| Environment | Weather extremes (e.g. flooding, drought); gradual degrading of forests, soil, fisheries and pastures; health effects, and loss of confidence in future well-being |
| Macroeconomic conditions | National economic decisions such as privatisation, trade liberalisation, elimination of subsidies, cost sharing in health, reduced spending on agricultural services, employment, rural livelihoods, costs and access to social services. |
| Governance | Coercion, extortion, all forms of corruption, unsatisfactory taxation (multiple taxation, coercive tax collection methods); political exclusion |
| Ill-health | Malnutrition, injury, diseases, HIV/AIDS, other physical and psychological disabilities |
| Lifecycle-linked conditions | Ill-health, risks and social marginalisation because of age. Children, youths and the elderly are particularly vulnerable to special problems |
| Cultural beliefs and practices | Cultural habits and traditional beliefs that lessen people's freedom of choice and action – e.g. those discriminating against women and children |

Based on TzPPA (2004)

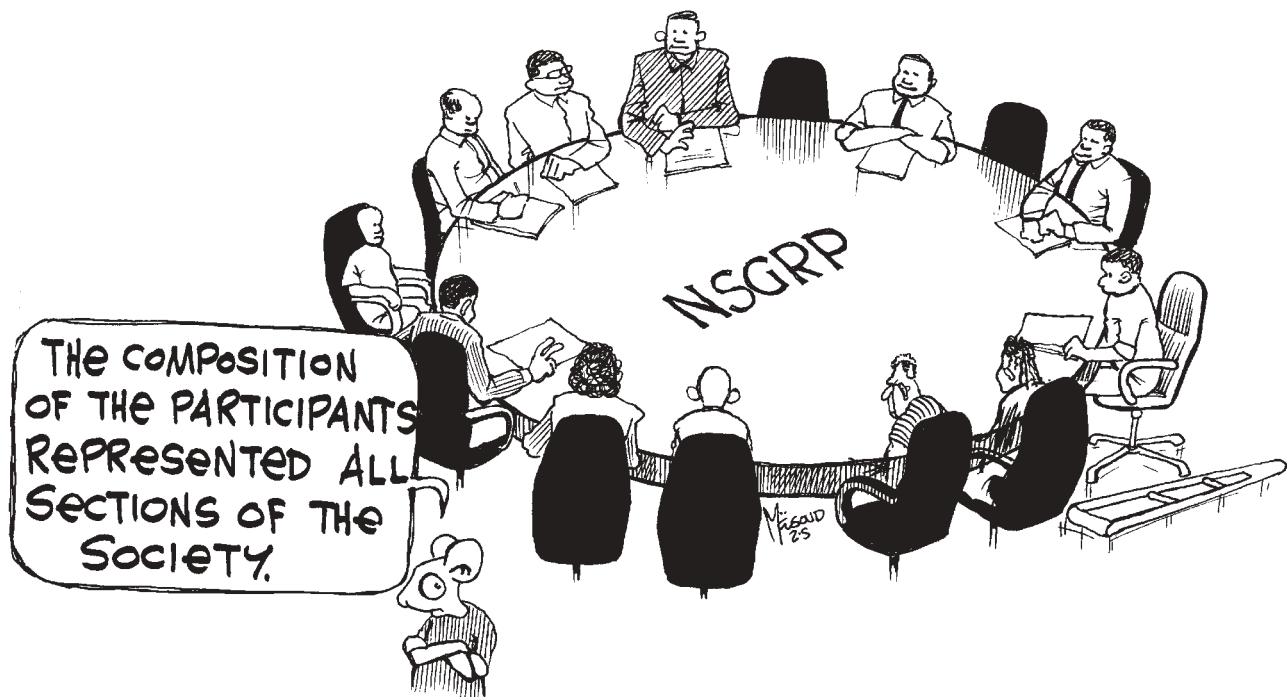


Q3 How was the consultation for the NSGRP organised?

Tanzania has a rich tradition of participatory consultation on policy issues and many lessons have been learned about how to involve a wide range of stakeholders so as to build consensus and foster ownership. The NSGRP process has drawn on this tradition.

The government involved non state actors at all stages of the process and a wide range of 'voices' were included. Many different methods were used⁹ to create awareness, stimulate discussion and gather feedback, resources were made available from a wide range of sources, and enough time was made available.

The process of formulating the NSGRP was closely linked to the process of reviewing the first Poverty Reduction Strategy (PRS). The process took place mainly between the Poverty Policy Week (PPW) in October 2003 and the next one in November 2004. It was divided into three rounds.



First round

The first round of consultations were of three main types – those led by government, those led by other stakeholders and those with the general public.

⁹ As well as workshops and seminars there were radio and TV programmes, fliers and questionnaires. Good use was made of the telephone and website; studies and reports were commissioned; and there were many groups discussions and round-table and public meetings.

Consultations led by government

Some of the consultations led by government were internal to the government and others were with key stakeholders. The key task was to map out the scope and scale of the consultation process. The three main issues that arose were (a) to prioritise activities, (b) to harmonise the processes and (c) to build capacity to manage the process. The outputs from these consultations included a guide to the overall PRS Review process and a set of specific guidelines for the consultation process. The recommended consultation topics are listed in the box.

| Consultation Topics |
|-------------------------|
| poverty |
| growth |
| trade |
| HIV/AIDS |
| gender |
| environment |
| employment |
| poverty monitoring |
| culture & development |
| communications strategy |
| governance |

Consultations led by other stakeholders

In January 2004 the non government stakeholders met to figure out the details of how they could participate in the consultation process using the official guidelines. This resulted in two main types of consultations – those led by the Association of Local Authorities in Tanzania (ALAT) and those led by CSOs.

The ALAT led consultations involved over 18,000 participants in 168 villages in all parts of the country. Facilitators were trained in how to use the consultation guidelines and the participants were chosen to make sure that all groups were represented.

The CSO led consultations involved over 1000 CSOs and more than half a million participants. Some consultations dealt with all sectors and others were sector or topic specific. A wide range of methods were used in these consultations.

Consultations with the general public

A leaflet asking for responses to three questions was prepared. Half a million copies were distributed around the country and it was also made available on the internet. The 22,122 responses were analysed by the Bureau of Statistics. The three questions were:

- What are the most significant changes observed in the last three years in the course of the country's poverty reduction efforts?
- What are the main bottlenecks preventing Tanzanians from attaining a better life, and enjoyment of their rights?
- What important factors must be incorporated in the ongoing PRS review if poverty is to be reduced further and quality of people's lives improved?



Outputs from the first round of consultations

The outputs from the first round of consultations¹⁰ were used as inputs to the draft report where they became available for review during the second round of consultations. Amongst other things they showed a widespread grasp of the main issues and a similarity in how they are analysed. It was notable, however, that different social groups and parts of the country had different priorities.

Second round

The second round of consultations had two main objectives which were (a) to gather feedback on, and identify gaps in, the draft report and (b) to build consensus on, and ownership of, the strategy.

This round of consultations was designed to gather inputs from 13 inter-sectoral groups of stakeholders. A round of workshops in August and September 2004 was followed by a final national workshop on 29-30 September 2004 at which 43 reports totalling about 700 pages were presented. The outputs were built into the next draft of the NSGRP document which was made available for discussion in the third round.

Issues from nationwide stakeholders' consultations.

Though concerns were varied in different locations, age, gender, and social groups, they came up with similar issues. The NBS analysis of the questionnaire shows great anxiety about governance and corruption: red tape; harassment by tax collectors and town / city officials; nepotism; and favouritism.

Third Round

The third round of consultations took place during Poverty Policy Week in November 2004. The national session took place on 1-5 November 2004 and this was followed for the first time by a set of 13 regional sessions organised by PORALG.

Participants were asked to comment on the NSGRP draft which had been updated as a result of round two activities. The emphasis was on issues of implementation, monitoring and financing.

Inputs from this round of consultations were built into the draft document and a final version was produced¹¹.

Feedback on the overall consultation process

Most of the people who took part in the NSGRP consultations felt that they were more comprehensive, open and inclusive than earlier consultations and that this would encourage national ownership. People also thought that the 'outcome-oriented approach' was a good idea and they appreciated the efforts to ensure good coordination and linkage between the many policies and institutions that are involved. It was also felt to be very important that the NSGRP should be translated into Swahili and that it should be widely distributed.

¹⁰ details are presented in a VPO document called "Highlights on consultations for NSGRP/MKUKUTA"

¹¹ It is available on the internet at www.povertymonitoring.go.tz

Q4 What are the principles that guide the strategy and what are the desired outcomes?

The NSGRP builds on a range of on-going reforms and aims to promote sustainable, pro-poor, economic growth so as to eliminate poverty. In this section we mention the principles that underpin the strategy, identify the three key clusters and list the broad outcomes and goals.

Guiding Principles

The fundamental principle is to have a strategy whose outcomes are well understood and that makes it possible for all people to play their part at all stages of the NSGRP - this means not only during policy making but also while implementing, monitoring, and evaluating. Other principles include:

- National ownership
- Political commitment
- Collaboration and linkage between sector strategies
- Local partnerships
- Coordinated assistance
- Equity
- Sustainable human development
- Macro-micro linkages
- Mainstreaming cross cutting issues

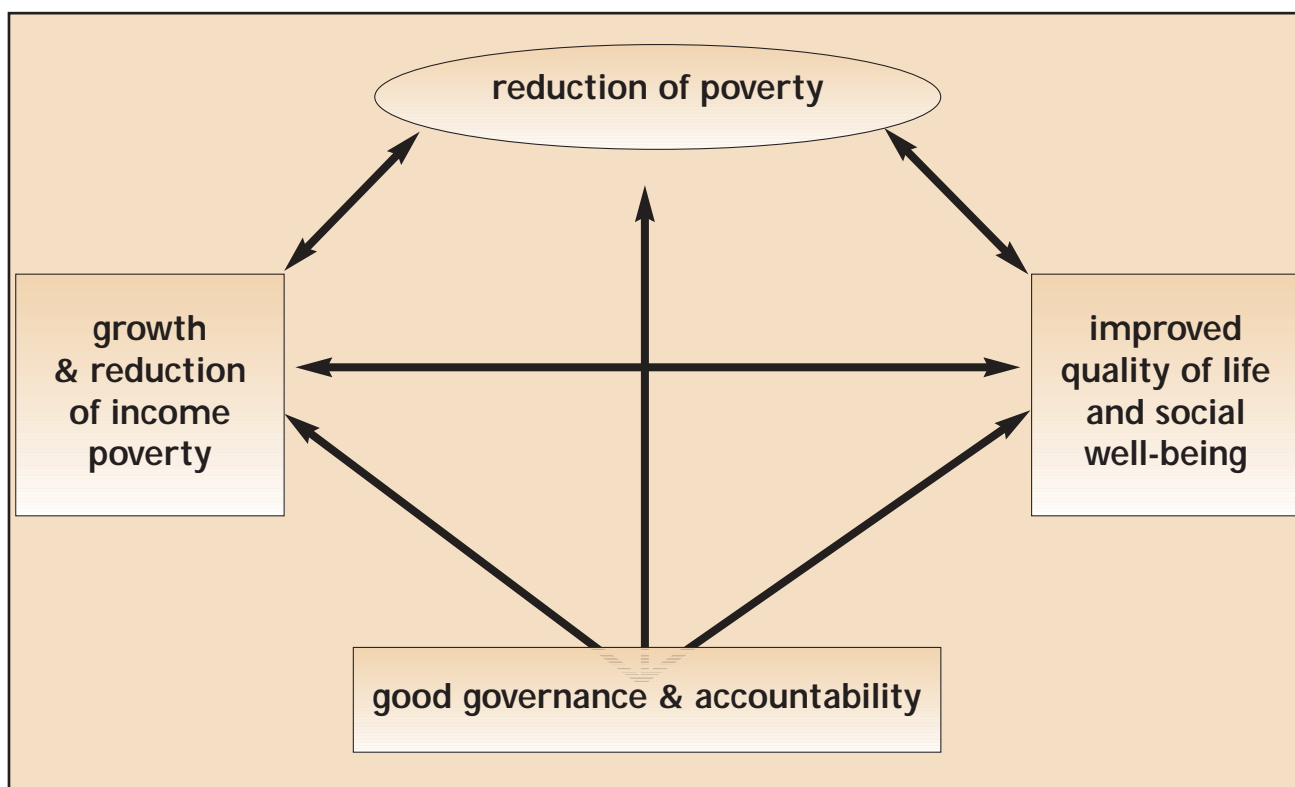
It is recognised that while growth is essential for poverty reduction, it is not sufficient; equity and conditions that foster it are equally as important. (NSGRP)



Three clusters of desired outcomes

Poverty reduction is a complicated process which can best be tackled by dividing it into a set of smaller steps that are easier to deal with.

To help with policy making and planning the NSGRP has identified three main clusters of desired outcomes (see diagram). Note that there are many overlaps between the clusters and they interact in many ways. Each cluster has a set of specific goals and actions. Many of these are interrelated and support each other. Each cluster also includes interventions to address inequalities.



After wide ranging consultations, and careful study of other sectoral strategies, the three clusters have been divided into broad outcomes, goals, operational targets and cluster strategies. These have been selected to deal with (a) the many issues that arose from the consultations and from research and (b) ongoing government programmes.

In the next few pages we list the broad outcomes and goals linked to each main cluster.

- Appendix 1 lists the targets and cluster strategies linked to each goal.
- Readers who want to see the full details should read the NSGRP Annex¹² which sets everything out in 37 pages of rich detail.
- Question 8 explains the practical ways that people at various levels can use the operational targets and cluster strategies for action planning, advocacy and accountability.

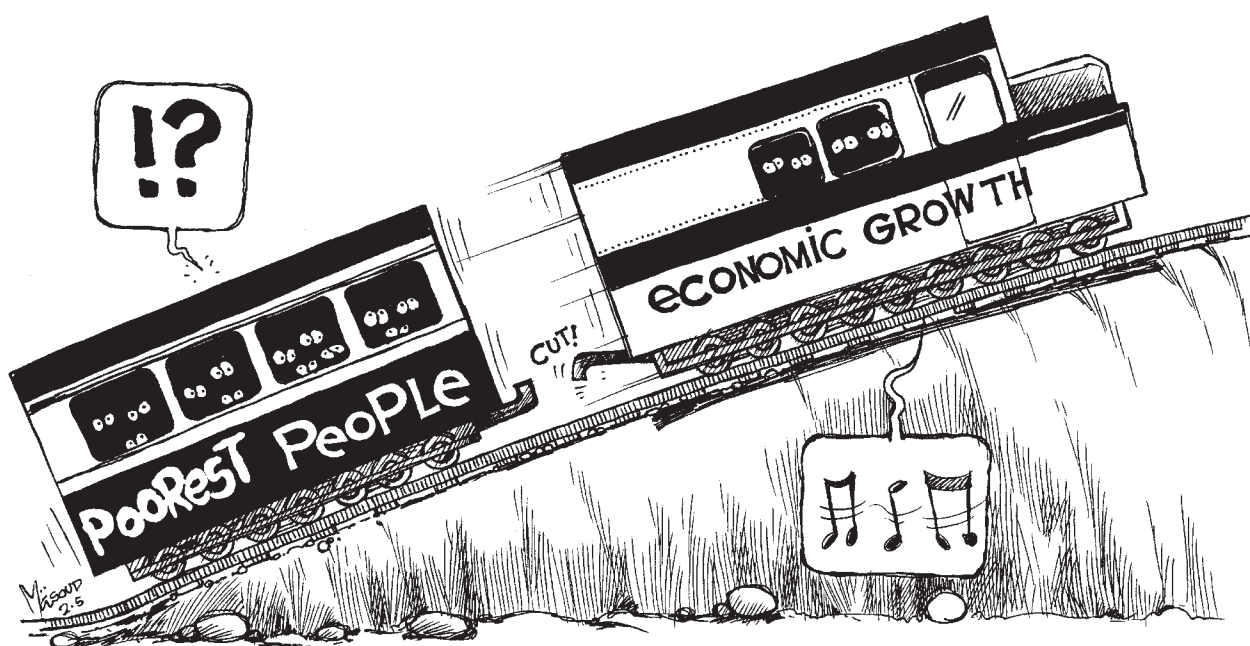
¹² Get your own copy of the NSGRP Annex online at <http://www.povertymonitoring.go.tz/downloads/new/nsgrpmatrix.pdf> or ask for your own copy from the Vice President's Office (see back cover for details)

CLUSTER I: Growth and Reduction of Income Poverty

There are many possible sources of economic growth but it has to be broad based and equitable (ie pro-poor). It must also be strong enough to survive whatever external shocks and disasters might come along.

Amongst other things there will be a focus on modernising agriculture methods, encouraging agro-processing, and creating an environment that attracts private investment. Particular attention will be given to marketing, infrastructure, trade and the provision of economic and social services.

| |
|---|
| Broad outcomes: |
| <ul style="list-style-type: none">• Broad based and equitable growth is achieved and sustained |
| Goals: |
| <ol style="list-style-type: none">1. to ensure sound economic management2. to promote sustainable and broad-based growth3. to improve food availability and accessibility4. to reduce income poverty of both men and women in rural areas5. to reduce income poverty of both men and women in urban areas6. to provide reliable and affordable energy to consumers |



CLUSTER II: Improved Quality of Life and Social Well-Being

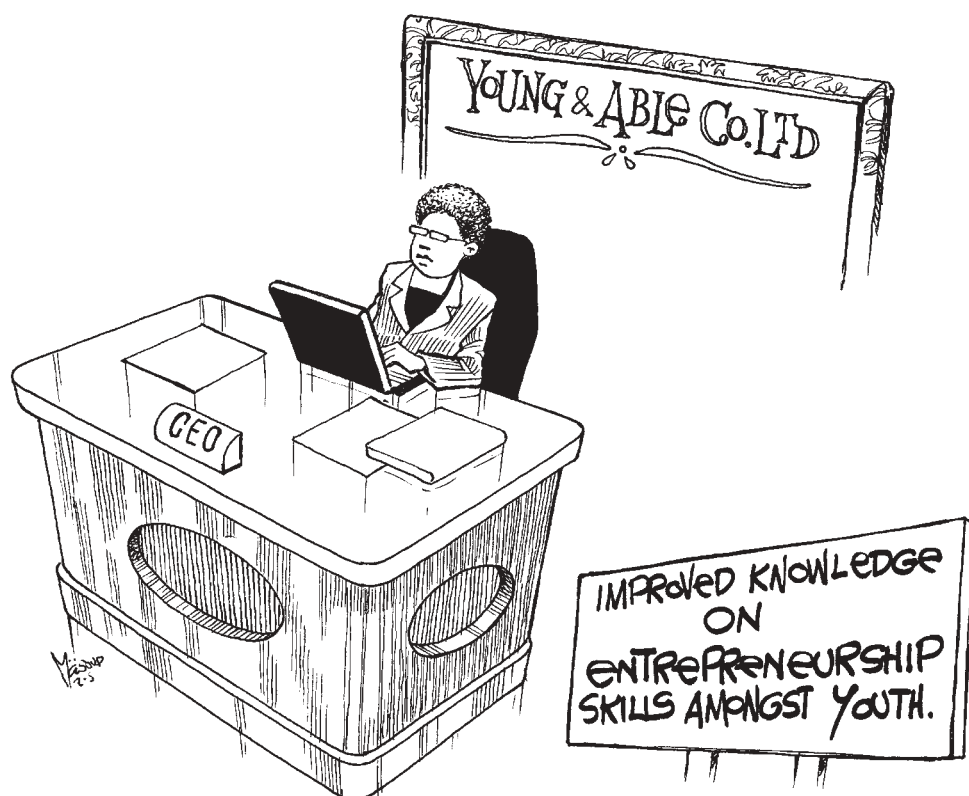
This cluster addresses human capability, survival and well-being. People with a good quality of life and social well-being will be more entrepreneurial and productive and more inclined to stand up for their rights

Broad outcomes:

- Improved quality of life and social well-being, with particular focus on the poorest and most vulnerable groups
- Reduced inequalities in outcomes (e.g. education, survival, health) across geographic, income, age, gender and other groups

Goals:

1. to ensure equitable access to quality primary and secondary education for boys and girls, universal literacy among men and women, and expansion of higher, technical and vocational education
2. to improve the survival, health and well-being of all children and women and of specially vulnerable groups
3. to ensure access to clean, affordable and safe water, sanitation, decent shelter and a safe and sustainable environment. This will reduce vulnerability to environmental risks
4. to ensure adequate social protection and the provision of basic needs and services for vulnerable people
5. to ensure effective systems that allow access for all people to quality and affordable public services



CLUSTER III: Governance and Accountability

This is the bedrock on which the other two clusters stand. It calls for openness, transparency and accountability not only on the part of government but also of all stakeholders. The call is to stamp out corruption, to ensure people's access to information and a functioning and fair justice system, to build the capacity of people, and to improve the leadership and management of organisations from grass roots through to central government level.

Broad outcomes:

- Good governance and the rule of law
- Accountability of leaders and public servants
- Democracy and political and social tolerance
- Peace, political stability, national unity and social cohesion

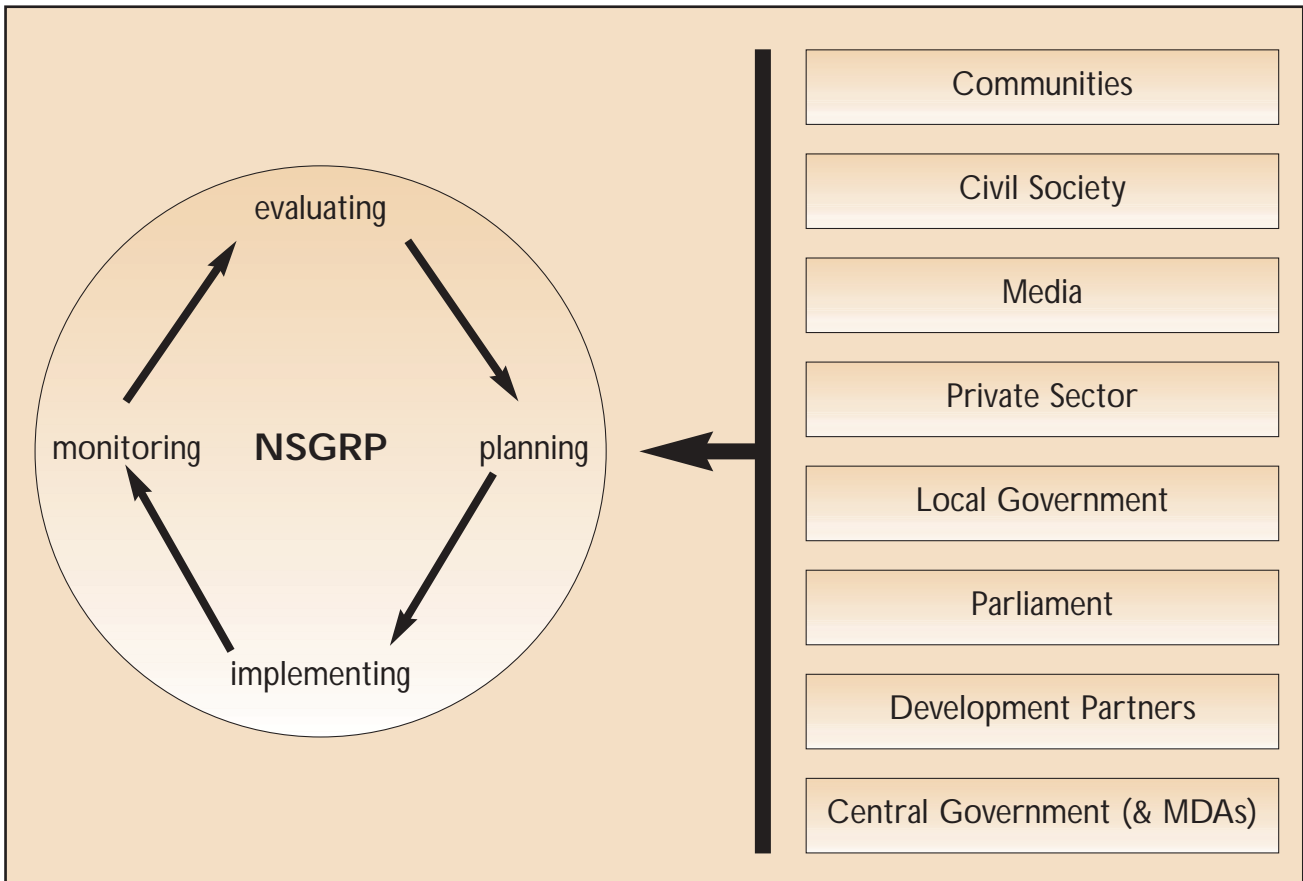
Goals:

1. to ensure that structures and systems of governance as well as the rule of law are democratic, participatory, representative, accountable and inclusive
2. to ensure equitable allocation of public resources - with corruption effectively addressed
3. to put in place an effective public service framework as a foundation for service delivery improvements and poverty reduction
4. to ensure that the rights of poor and vulnerable groups are protected and promoted in the justice system
5. to reduce political and social exclusion and intolerance
6. to improve personal and material security, reduce crime and eliminate sexual abuse and domestic violence
7. to enhance and promote national cultural identities



Q5 Who will implement the strategy, and how?

The NSGRP calls for the involvement of everybody in the country – from the grass roots through to central government - and covering all sectors. The plan is to have all stakeholders involved at all stages of the NSGRP cycle. The following diagram shows the main points of what will be involved.



This pattern of broad involvement will help to build national ownership of the NSGRP and it will also help to make the links that will be needed for cross sector collaboration. The stakeholders can be divided into those from government, and the non-government ones. Their roles and responsibilities are described briefly in what follows. The section then ends with a brief review of the five main sectors which are recognised in the NSGRP.

Central Ministries, Departments and Agencies, and Local Government Authorities.

The main roles of the government actors will be to:

- work closely with other actors to coordinate the NSGRP
- ensure that cross cutting issues are dealt with and mainstreamed
- ensure that the national PMS and the LGA monitoring and evaluation schemes are well coordinated
- ensure that NSGRP priorities are reflected in all government plans and budgets

- assist with identifying detailed priority activities at regional, district and local levels and mobilise, allocate and monitor financial resources
- monitor how financial resources are made available to NSGRP actors
- coordinate capacity building and skills development programmes
- take the lead in collecting and disseminating information to and from central through to village levels

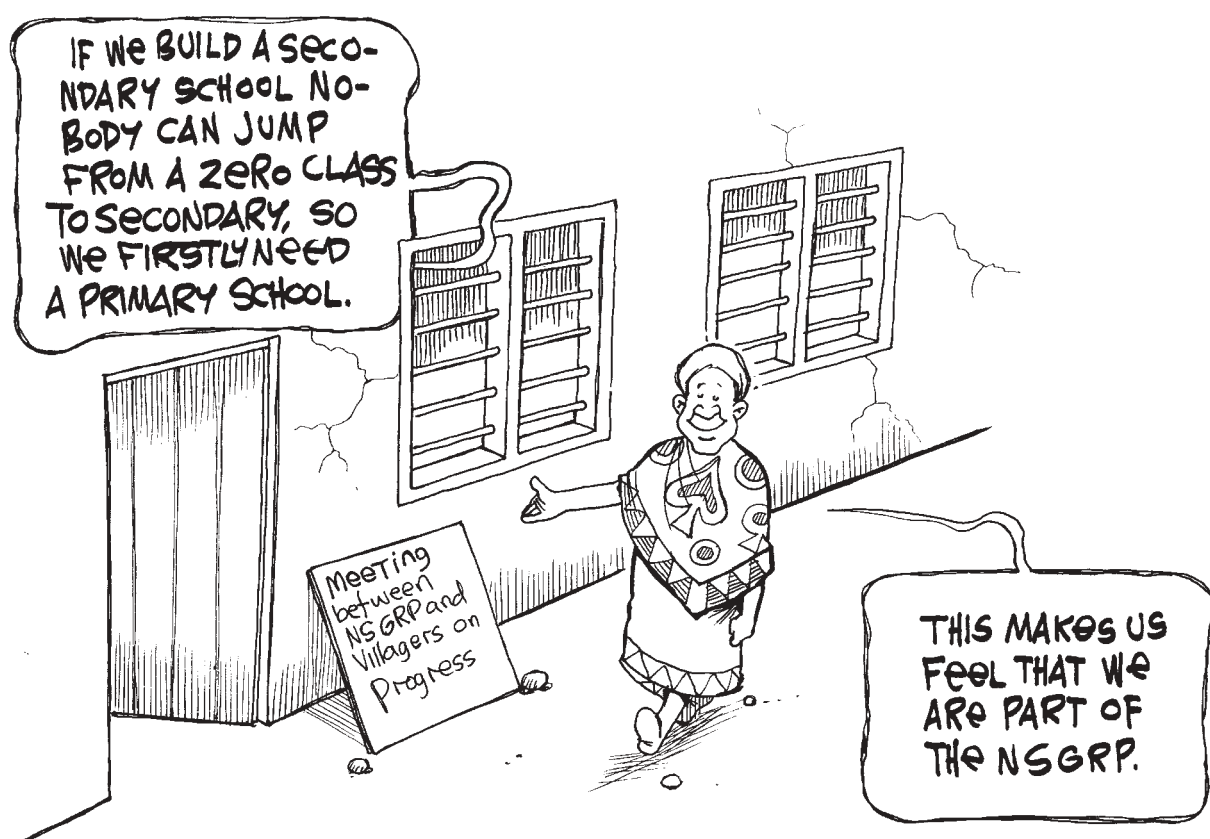
Central Ministries will be responsible for policy coordination, guidance, planning, supervision, implementation and monitoring.

Non-government stakeholders

There are four main groups of non government stakeholders – communities, the private sector, civil society and the development partners. Their main roles are described in what follows.

The main roles of **communities** will be to:

- participate in defining problems, planning, implementing, monitoring and evaluating community activities some of which could be supported by the government and other actors
- monitor the quantity and quality of services that are delivered to them
- hold local leaders and also the local and central government to account for how money is spent



The main roles of the **private sector** will be to:

- act as the engine for economic growth
- take part in public-private partnerships (PPP)

The main roles of **civil society** will be to :

- build local capacity and empower communities
- review and strengthen their organisational and management functions
- mobilise community resources and participation for poverty reduction
- work closely with other actors and advocate to ensure that cross cutting and sectoral issues are properly dealt with
- participate in monitoring and evaluation at community and national level
- advocate for the accountability of its members and of government to the people

The main role of the **development partners** will be to:

- continue to work closely with local actors on the NSGRP
- facilitate capacity building initiatives
- participate in monitoring and evaluation
- use the agreed national system and processes to channel their financial, technical and other forms of support for the implementation of the NSGRP

Coordinated working in the five main sectors

The outcomes based approach makes it necessary to think about how the different actors can work together in a coordinated way. The NSGRP recognises five main sectors and the following section outlines (a) the main issues that each sector will deal with, (b) their areas of collaboration, and (c) the actors that will be involved. Note that in all cases parliament will have an oversight role and the development partners will have a supportive role.

Macro sector

The main issues in this sector are financial mobilisation and management, fiscal and monetary issues at central and local government level, and policy coordination. The areas of collaboration include macro-policy frameworks, cross-sector issues and also supervision and monitoring at national and local level. The main actors will include central and local government. There will be dialogue with the private sector and civil society on macro policies.

Productive sector

The main issues in this sector are agriculture, mining, trade and industry and SMEs. The areas of collaboration include public and private investment, market and regulatory institutions, communication, employment and various cross cutting issues. The main actors will be the private sector with the government playing an enabling role in selected areas of production..

Social services sector

The main issues in this sector are education, health and water & sanitation. The areas of collaboration include improved access to quality services, equity of delivery and social

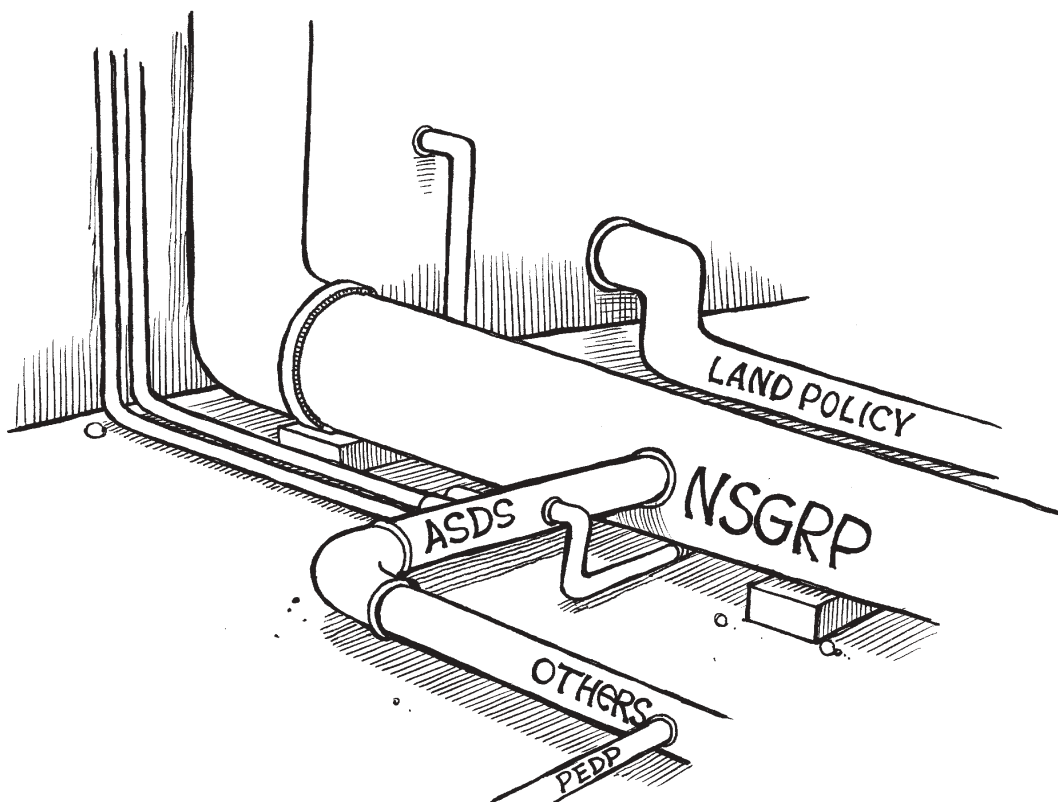
protection. The main actors will be central and local government, the private sector, and civil society including faith based groups.

Economic services sector

The main issues in this sector are roads & transportation, transport & communication, energy, water lands, storage facilities and ICT. The areas of collaboration include investment & joint ventures, regulatory frameworks, employment, infrastructure and various cross-cutting issues. The main actors will be the relevant central ministries, departments and agencies, local government authorities, the private sector and the community at large.

Public Administration Sector

The areas of collaboration in this case include policy guidelines, legal administration, peace, security, stability and human rights. The main actors will be central ministries, departments and agencies, and local government authorities.



Q6 How will the implementation of the strategy be monitored and evaluated?

The Poverty Monitoring System (PMS) was set up in 2001 and its structure and functions were set out in the Poverty Monitoring Master Plan (PMMP¹³). Some changes to the system will be made as a result of (a) lessons learned so far and (b) new demands being made by the NSGRP.

The monitoring and evaluation processes will involve all stakeholders at all levels but they will be coordinated by the Poverty Monitoring Secretariat.

Changes in the system involve making sure that the information which is gathered is timely, accurate and relevant and that it is then analysed, disseminated and used in a useful way.

The following table lists the tools that will be used and the outputs that we can expect.

TABLE 6.1: TOOLS AND OUTPUTS OF THE POVERTY MONITORING SYSTEM

| |
|--|
| <ul style="list-style-type: none">• Annual Progress Reports to indicate advances and changes – this will make the NSGRP a living document• Poverty Policy Weeks and their Reports• Poverty and Human Development Reports.• The Tanzania Socio-Economic Database (TSED) for planning of all sectors, regions and districts*• Analytical Reports from the ongoing programme of Surveys and Censuses• The second MDG Report in 2005• A Communications Strategy which facilitates (a) a wide range of information dissemination techniques and (b) ongoing feedback from a wide range of stakeholders (this is available online at http://www.povertymonitoring.go.tz/downloads/new/commstrat.pdf)• The poverty monitoring website at www.povertymonitoring.go.tz will continue to publish key documents and other emerging information on an ongoing and timely basis. It will therefore be a key tool in the communications strategy.• The Tanzania Participatory Poverty Assessment (TzPPA) and other research reports. |
|--|

*for more information about TSED see www.tsed.org

¹³ A popular version of the PMMP is available - VPO (August 2002) Measuring Poverty Reduction – understanding Tanzania's Poverty Monitoring System. Online at <http://www.hakikazi.org/pmmp/>

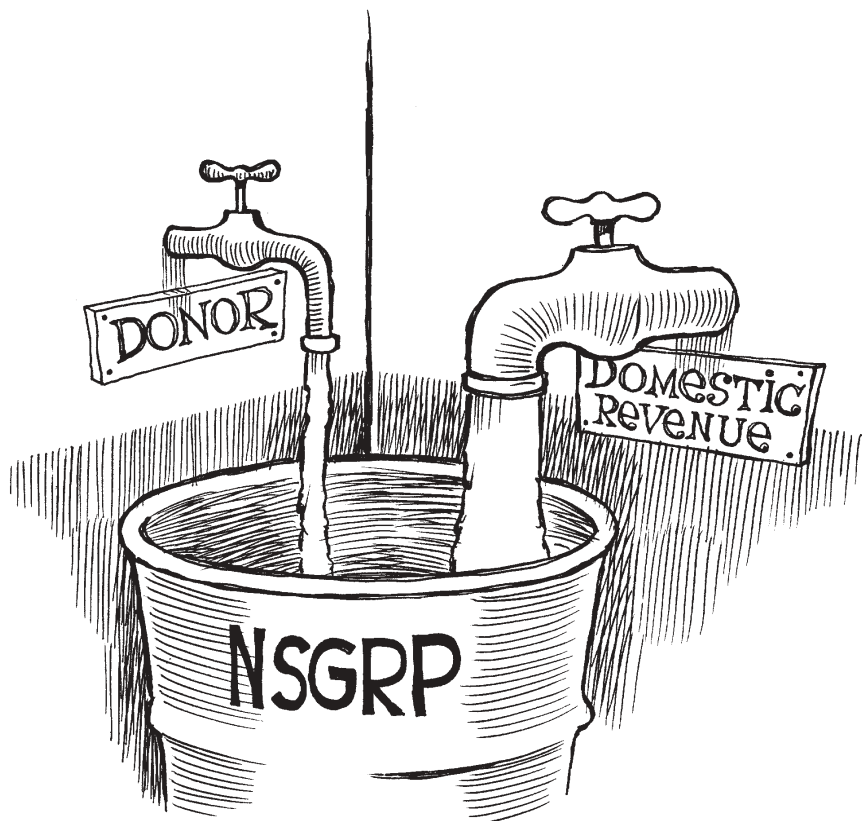
Q7 How will the strategy be financed?

The NSGRP builds on lessons drawn from the process of costing and funding the PRSP. There has been a move from a 'priority sector approach' to an 'outcome-oriented approach'.

The government will be mobilising more domestic revenue and donor support to meet the costs of the strategy. The government will also exercise fiscal prudence (ie balance income and expenditure and ensure value for money).

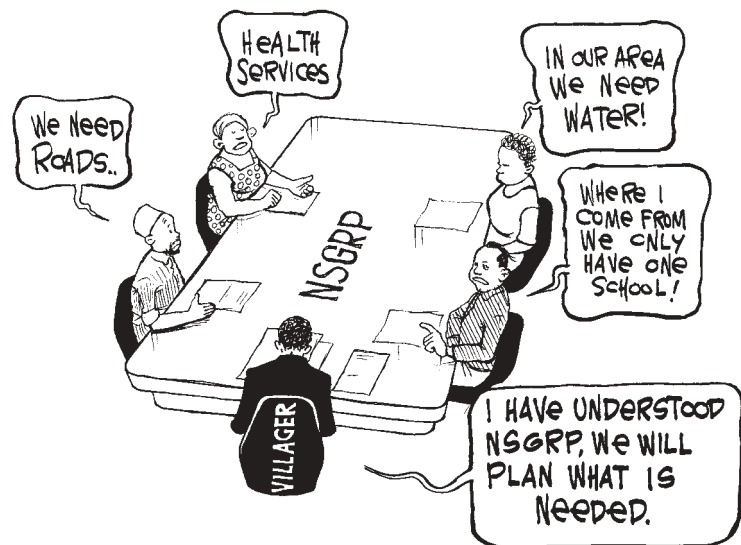
The NSGRP recognises that more time and data is needed to accurately quantify the needs and possible contributions of the various sectors and stakeholders. But it also recognises that:

- the private sector will play a critical role as the engine of growth
- there will be a high dependency on aid for the immediate future and that the level of this is often unpredictable
- donors must be encouraged to match their funding to government priorities - for example by channelling them through basket funds which support the outcomes based approach
- the sector based grant allocations to Local Government Authorities must be synchronised with the outcomes based approach
- reserves need to be built up to hedge against adverse global economic developments and unpredictable natural calamities



Setting Priorities

The NSGRP does not dictate exactly what actors and sectors must do but it does point to many areas of possible collaboration. Priorities for cost-effective action will be set through a process of dialogue between government and non-state actors. This will ensure that plans fit within the limited resource envelop and are linked to the overall budget framework.



The following set of questions can guide the process of setting priorities for a specific activity:

- Is it part on an on-going strategy/programme that began as part of the PRS(P)?
- Is it a new strategy/programme that builds on an on-going initiative?
- Will it result in a 'quick win' and have an immediate and wide impact (eg micro-credit, child nutrition etc)?
- Will it have a large 'multiplier effect' which covers a lot of people, a large area or a large number of issues (eg water programmes, community ICT etc)?
- Does it address more than one of the NSGRP outcomes or cluster strategies where there will be savings in time or resources?
- Does it contribute to capacity building – particularly at local government and community levels?
- Does it address regional imbalances?
- Does it help to mainstream a cross cutting issue? (eg gender, environment etc)



Q8 How can people use the strategy?

Different stakeholders can use the strategy in different ways. But in all cases it can help with action planning, resource allocation (ie deciding how much to spend on which activities), monitoring and holding all stakeholders accountable for their actions and results.

In the NSGRP framework (see diagram on next page) each of the three clusters has its set of *broad outcomes and goals*. These provide the guidelines for setting the more *detailed operational targets and cluster strategies*¹⁴.

The detailed operational targets and cluster strategies help to guide specific sectoral and cross sectoral plans and they also serve as useful units of action for (a) guiding the allocation of resources (ie deciding how much to spend on which activities) and (b) for monitoring purposes (ie knowing what to watch for when measuring progress).

Note that the operational targets and cluster strategies can be used as a guide to *action planning at all levels* from village through district to national and even international level. They can also be monitored at the various levels as a way of *holding people to account* for their actions or lack of actions. Appendix 1 gives an example of how the items related to a particular topic can be highlighted and thus help to focus action plans which may involve cross cutting and cross sector issues.

Funding is not available to act immediately, in all places, on all targets and cluster strategies. Advocacy groups can, however, use them (a) to support their efforts to prioritise particular strategies in particular places and (b) to monitor inputs, outputs, and outcomes at all levels.

There may be issues which are not adequately covered in the present operational targets and cluster strategies. This is not a problem as the NSGRP is a participatory and living document which will change as a result of interventions by various stakeholders, and also from advocacy, lobbying and general feedback¹⁵. This is why widespread and harmonised participation is such an important part of the NSGRP (MKUKUTA). This is also why *you are encouraged to get involved and to get in touch*.

The NSGRP is a strategy for all Tanzanians

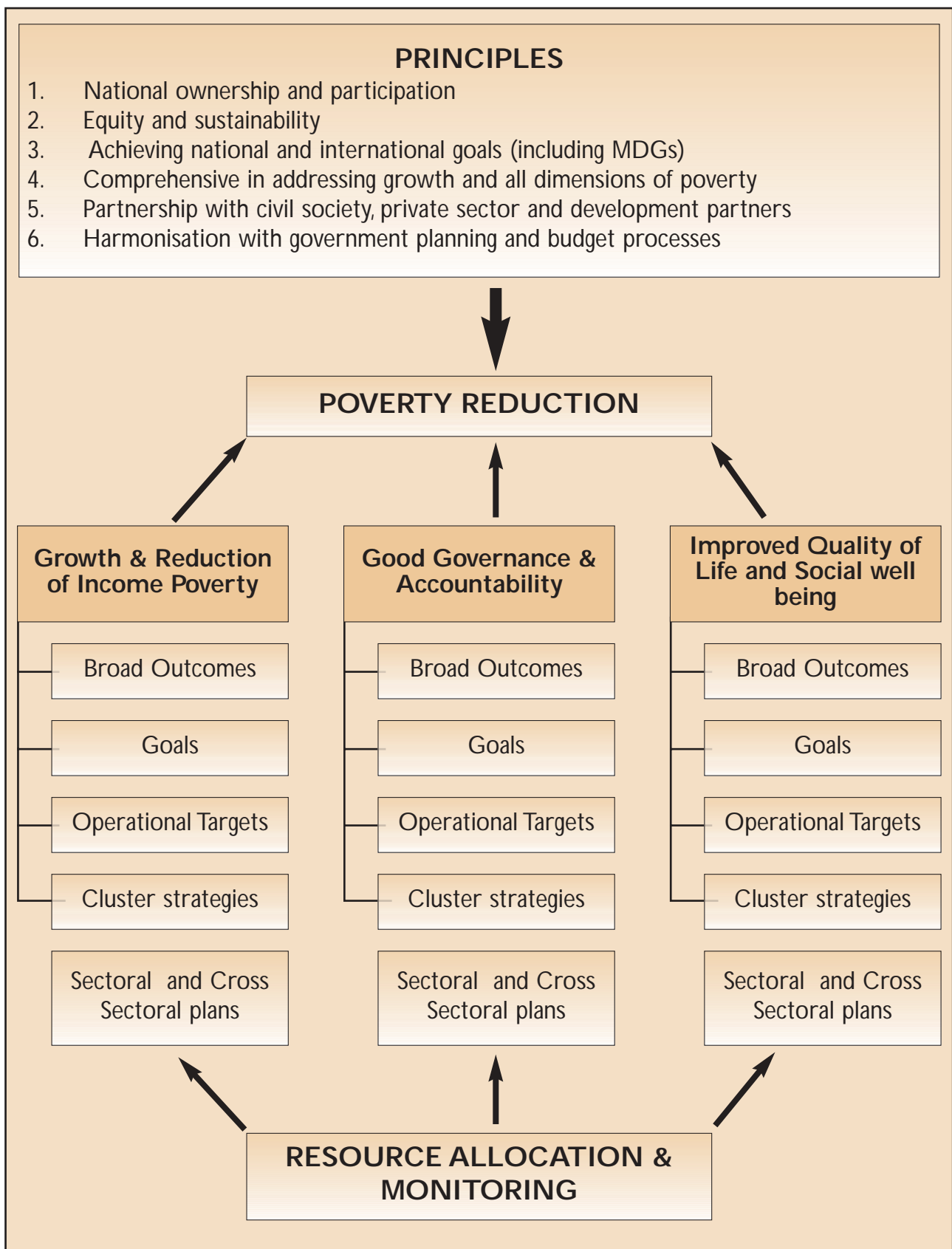
Everyone should get involved, take action and watch and report on what is happening

This will mean working with other people. This is how to make sure that the NSGRP is truly country owned and that everyone benefits from it

¹⁴ Appendix 1 gives a complete list of targets and cluster strategies

¹⁵ The communication strategy is available online at <http://www.povertymonitoring.go.tz/downloads/new/commstrat.pdf>

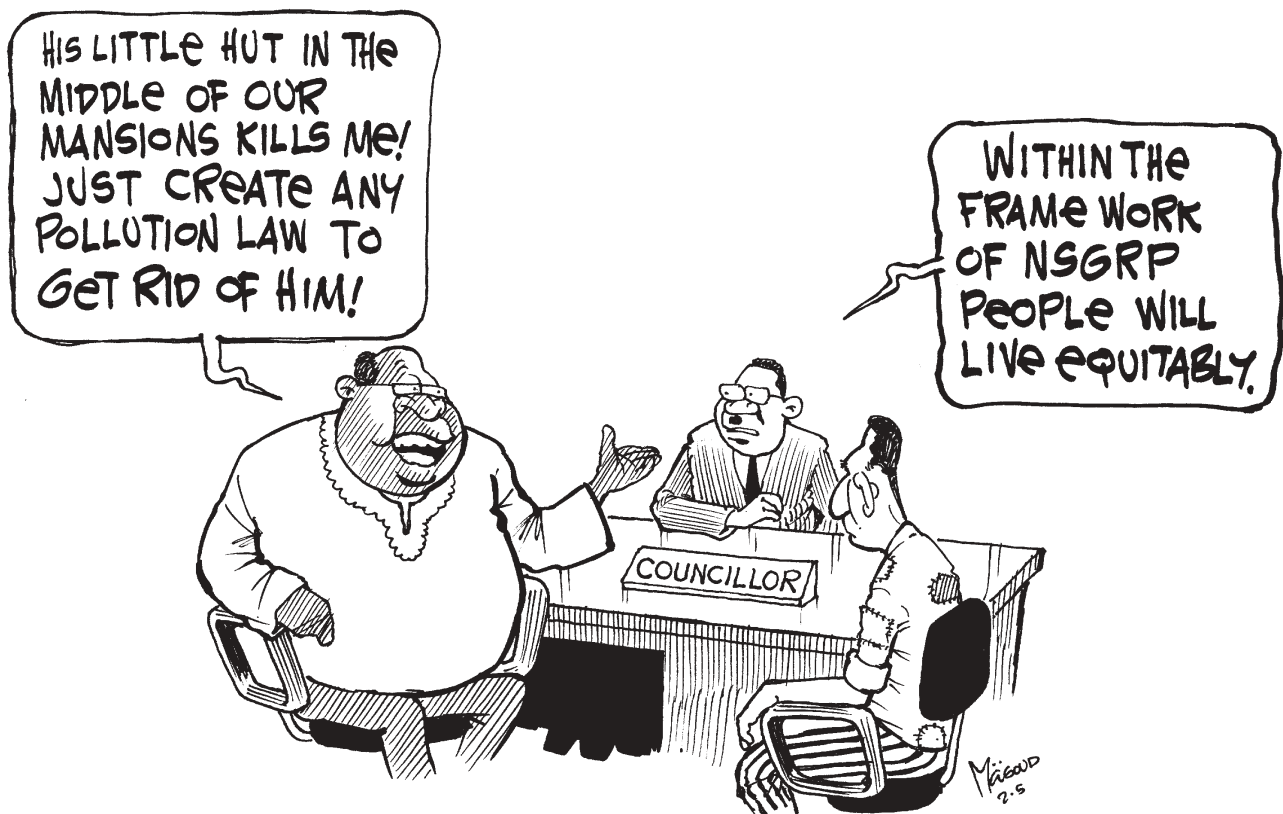
The NSGRP Framework



Appendix 1: NSGRP operational targets and cluster strategies

The answer to Question 4 on pages 12-16 outlined the NSGRP clusters, broad outcomes and goals. This appendix lists the operational targets and cluster strategies that are linked to each goal.

The full strategy and matrix can be found at www.povertymonitoring.go.tz



CLUSTER I: GROWTH AND REDUCTION OF INCOME POVERTY

Goal 1: Ensuring sound economic management

| Operational Targets | Cluster Strategies |
|---|---|
| 1.1 Macro-economic stability maintained | 1.1.1 Sustain efforts to contain inflation to a level close or equal to that in major trading partners by pursuing prudent fiscal and monetary policies. |
| | 1.1.2 Strive to reduce deficit in the current account of the Balance of Payments (increase exports substantially in relation to imports with a view to reducing aid dependency and debt). |
| | 1.1.3 Encourage public-private sector partnership to invest in business training, export and domestic marketing. Also, training in quality assurance and establish modern quality-testing centres and laboratories. |
| | 1.1.4 Upgrade and develop new capabilities in order to maintain the growth of domestic markets and exports and promote specialization in dynamic exports and encourage increased competitiveness. |
| | 1.1.5 Make trade more inclusive through facilitating expansion of a wide range of enterprises especially SMEs in exporting activities. |
| | 1.1.6 Promote trade and advocate for fair and inclusive globalisation; build capacity to provide trade services to tap into global production, outsourcing and marketing networks, enhance export guarantee mechanisms. |
| | 1.1.7 Build human capacity in trade negotiations; harmonize standards and improve customs procedures; enhance on-going initiatives on increasing access for women to local, regional and global markets |
| | 1.1.8 Promote transparent trade in natural resources (forestry, fisheries, wildlife, agriculture) based on sustainable use principles, and promote measures to eliminate illegal trade in natural resources. |
| | 1.1.9 Sustain stability of the exchange rate |
| | 1.1.10 Maintain official reserves of at least 6 months worth of imports. |
| | 1.1.11 Continue to strengthen tax administration; reduce tax evasion & corruption; eliminate harassment of taxpayers; review tax policy in order to increase tax effort. |
| | 1.1.12 Deepen financial sector reforms in order to attain deposit rate that encourages savings, and lending rate which lowers the cost of borrowing (narrowing spread, hence encouraging investment) |

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| | 1.1.13 Reduce external debt to sustainable levels (50% of GDP or less) |
| 1.2 Reduced unemployment from 12.9 % in 2000/01 to 6.9% by 2010 and address underemployment in rural areas | 1.2.1 Implement investment strategies that promote employment creation and promote self employment. |
| | 1.2.2 Create employment in communities through community based construction and maintenance of rural roads |
| | 1.2.3 Increase public investment to influence the pattern of employment creation towards poverty reduction, and promote private sector investment in “lead” sectors including, agriculture, tourism, mining and manufacturing |
| | 1.2.4 Strengthen institutional and human capacity for efficient coordination of employment services delivery countrywide. |
| | 1.2.5 Continue implementation of demand- driven skills development programme for promoting self-employment and productivity. |
| | 1.2.6 Develop affirmative actions to create employment opportunities for youth, women, and people with disabilities. |

Goal 2: Promoting sustainable and broad-based growth

| Operational Targets | Cluster Strategies |
|---|---|
| 2.1 Accelerated GDP growth rate to attain a growth rate of 6-8% per annum by 2010 | 2.1.1 Develop a detailed growth strategy that focuses on specific products/services where Tanzania has and can create competitive advantages. |
| | 2.1.2 Address the linkages and synergies at sub-sectoral level across sectors to add value to the specific identified products. |
| | 2.1.3 Identify and promote investment in the productive and service sectors. Expedite implementation of Tanzania Mini-Tiger Plan (TMTP) 2020 |
| | 2.1.4 Protect property rights, reduce environmental damage, improve production and productivity in energy, industry, agriculture, fisheries, forestry, tourism, communications, transport etc. |
| | 2.1.5 Maintain predictable business environment through BEST programme. Expedite implementation of BEST action plan. |
| | 2.1.6 Induce modernization & expansion of railway connections through favourable policies. Modernize and expand trunk roads connections, ports and airports, and transport services e.g. development Corridors through public-private partnerships. |
| | 2.1.7 Develop programmes to fight the spread of HIV and AIDs in work places in all MDAs, LGAs, CSOs and Private sector. |

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| 2.2 Scaled up participation of the informal sector and SMEs (including cooperatives). | 2.2.1 Strengthen SMEs Credit guarantee facilities; SMEs development policy and plan, Export Credit Guarantee Fund for Cooperatives and other organisations handling farmers' produce, Cooperative Development Policy 2003, micro-finance, promote incubator systems to help sustainable management of SMEs. |
| | 2.2.2 Accord high priority to the promotion and participation of SMEs. |
| 2.3 Increased growth of manufacturing sector from 8.6% in 2003 to 15% by 2010 | 2.3.1 Enhance measures to attract more investment with a view to increasing productivity and enhancing job creation |
| | 2.3.2 Review establishment Acts of Research and Development institutions; and promote patenting and commercialisation of proven technologies. |
| | 2.3.3 Increase support to R&D institutions, which focus on technological innovation to support manufacturing; promote environmental best practises technologies in processing & production; improve adoption of technology by the private sector |
| 2.4 Increased agricultural growth from 5% in 2002/03 to 10% by 2010. | 2.4.1 Increase number of irrigation schemes and development of more efficient use of water schemes. |
| | 2.4.2 Increase area under irrigation and promote water use efficiency in irrigation schemes and encourage utilization of low cost technologies |
| | 2.4.3 Promote rainwater harvesting incorporating small, medium and strategic large-scale dams and reservoirs. |
| | 2.4.4 Increase productivity in existing agricultural activities through adoption of and investment in more productive tech. packages in agriculture (farming/husbandry) |
| | 2.4.5 Increase training and awareness creation on safe utilization and storage of agro-chemicals (including agriculture and livestock inputs, e.g. cattle dips), use of integrated pest control, eco-agricultural techniques, & use of traditional knowledge. |
| | 2.4.6 Improve human resources capacity/ efficiency in agricultural services delivery |
| | 2.4.7 Strengthen capacity for timely control of crop pests and disease outbreaks in particular <i>Quelea quelea</i> , armyworms, locusts, rodents and trans-boundary crop and animal disease, promote Integrated Pest Management (IPM). |
| | 2.4.8 Improve and increase access to support services with particular focus on research and extension meeting the needs of farmers, fishermen, foresters and livestock keepers; and increase communication and collaboration in |

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| | delivery of extension services. |
| 2.5 Increased growth rate for livestock sub sector from 2.7% in 2000/01 to 9% by 2010 | 2.5.1 Promote efficient utilization of rangelands and empowerment of pastoral institutions, for improved livestock productivity |
| | 2.5.2 Promote programmes that increase income generating opportunities for women and men in the rural areas through promoting local small-scale industries, non-traditional products and traditional crafts. |
| | 2.5.3 Promote pastoralism as a sustainable livelihood system. |
| | 2.5.4 Construct more water charcos; improve access and quality of veterinary services; and promote dairy and leather industries (SMEs). |
| | 2.5.5 Ensure improved access to reliable water supplies for livestock development through promotion of small-scale rainwater harvesting. |
| 2.6 Increased technological innovation, upgrading and use of technologies. | 2.6.1 Promote use of ICT and e-government, expand communication networks (postal services, computer literacy, telephone density and internet). |
| | 2.6.2 Promote the use of ICT to further develop capacities for SMEs and the self employed for increased productivity |
| | 2.6.3 Develop the use of ICT through tele-centres, educational institutions and libraries to access global and local markets |
| | 2.6.4 Support institutions that facilitate appropriate and environmentally friendly technology development and transfer. |
| 2.7 Promoted regional equity in development and capacity for growth and infrastructure that enables investment and livelihoods diversification | 2.7.1 Develop and implement regional based investment plan and, promote investment for employment creation, capacity building and increased productivity |
| | 2.7.2 Refocus public expenditure to priority outcomes and associated priority actions and ensure delivery of these resources direct to local authorities (addressing needs of disadvantaged districts). |
| 2.8 Repaired 15,000 kms of rural roads annually by 2010 from 4,500 kms in 2003. | 2.8.1 Provide adequate level of physical infrastructure needed to cope with the requirements of poverty reduction targets |
| | 2.8.2 Involve rural communities in construction and management of rural roads |
| 2.9 Reduced negative impacts on environment and peoples' livelihoods. | 2.9.1 Promote actions that incorporate environmental protection measures in plans and strategies. |
| | 2.9.2 Develop action plan for implementation of Environmental Management Act. |

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| 2.10 Reduced land degradation and loss of biodiversity. | 2.10.1 Improve land management including tree planting, establishment of Village Land Forest Reserves (community-based management) on village land and maintaining integrity of protected area network |
| 2.11 Increased export proportion of value added minerals from the current 0.5% to 3.0% by 2010 | 2.11.1 Implement the Mining Cadastre System |
| | 2.11.2 Mineral and energy data base systems developed and used |
| | 2.11.3 Update mineral policy and legislation |
| | 2.11.4 Investments in mines increased by 20% from the present US\$1.30 billion by June 2010; and Increased Contribution of coal and natural gas to GDP. |
| | 2.11.5 Develop and promote enabling environment for investment in mineral value addition. |
| | 2.11.6 Attract investment in coal and natural gas development and increase contribution of coal and natural gas to GDP. |
| | 2.11.7 Develop a system to ensure safe and sustainable small scale mining; and at least 90% of registered small scale miners trained in safety awareness by 2010 |
| Goal 3: Improved food availability and accessibility at household level in urban and rural areas. | |
| Operational Targets | Cluster Strategies |
| 3.1 Increased food crops production from 9 Millions tons in 2003/04 to 12 Millions tons in 2010. | 3.1.1 Improve access to inputs by subsistence farmers through targeted inputs-subsidy to selected food crops and increasing accessibility to micro finance credit |
| | 3.1.2 Research, identify and promote food storage technologies/facilities and enhance agro-processing as well as environmentally friendly farming technologies and practices especially for rural areas. |
| 3.2 Maintained Strategic Grain Reserve of at least 4 month of national food requirement | 3.2.1 Improve stock management and monitoring of food situation |
| | 3.2.2 Undertake a review of the maize supply chain, management and monitoring of emergency food supplies, including further clarification of regulation and means of enhancing trade. |
| Goal 4: Reducing income poverty of both men and women in rural areas | |
| Operational Targets | Cluster Strategies |
| 4.1 Reduced proportion of rural population (men and women) below the basic needs poverty line | 4.1.1 Encourage production of crops with high returns; Increase access to mechanization and use of appropriate technologies, including rural energy services, that reduces drudgery. |

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| from 38.6 percent in 2000/01 to 24 percent in 2010. | |
| 4.2 Reduced proportion of rural food poor (men and women) from 27% in 2000/01 to 14% by 2010. | 4.2.1 Promote post harvest management techniques in the rural households Promote schemes that add value to primary agricultural, fishing, forest products, wildlife, and livestock products. |
| 4.3 Increased productivity and profitability both within agriculture and outside agriculture sector. | 4.3.1 Pursue policies that attract public and private investments in agriculture (including livestock) and natural resources, promote diversification to non-farm activities. |
| 4.4 Increased off farm income generating activities | 4.4.1 Increase access to rural micro financial services for subsistence farmers, particularly targeting youth and women; and promote off farm activities with particular focus to supporting establishment of agro processing SMEs,; Promote and sustain community based savings and credit schemes such as SACCOS and revolving funds. |
| | 4.4.2 Enhance life skills and entrepreneurship training for rural population particularly women and youths |
| 4.5 Secured and facilitated marketing of agricultural products. | 4.5.1 Identify new markets, promote products that maximize value addition and tap new opportunities for supply chains in the country. |
| | 4.5.2 Improve transport systems, thus, lowering transport costs, and improve marketing to ensure higher profit margins for producers. |
| | 4.5.3 Invest in infrastructure and widen access to markets within the country, region and internationally to increase productivity and incomes in agriculture. |
| | 4.5.4 Provide reliable and affordable energy for economic development, Provide alternative rural energy, and energy efficiency schemes, which reduce energy consumption and women's workload. |
| | 4.5.5 Create enabling environment for Rural Energy Agency (REA) and Rural Energy Fund (REF) so as to promote accessible and affordable rural electrification for productive uses. |
| | 4.5.6 Increase access to reliable water as a resource for economic production with the aim of increasing the contribution of water in GDP. And ensure sustainable management of water catchments areas and maintenance |

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| | <p>of forest cover in critical highland catchments areas.</p> <p>4.5.7 Scale up community development initiatives e.g. community-based rural road construction and enhancement of programmes such as SIDO, TASAF and SELF that focus at micro level.</p> <p>4.5.8 Identify and review laws, and advocate against cultural practices, which deny women and youth access to productive and financial assets – including inheritance law and personal property rights.</p> |
| 4.6 Transformed subsistence sector into smallholder commercial farming. | <p>4.6.1 Educate communities on basic rights of a child including the fight against child labour; develop and implement programmes targeting reduction of child labour.</p> <p>4.6.2 Develop and stimulate local tourism and small-scale business activities to ensure link with the local economy. (Supply of farm inputs, labour etc).</p> |
| 4.7 Increased contributions from wildlife, forestry, and fisheries, to incomes of rural communities. | <p>4.7.1 Develop programmes for increasing local control and earnings in wildlife management areas, and establish locally managed natural resources funds, tapping on local traditional knowledge.</p> <p>4.7.2 Scale up Participatory Forest Management in all districts, as a mechanism for increasing income of rural communities from natural resources management.</p> <p>4.7.3 Harmonise natural resource sectors policies and strategies and remove any conflicts in laws and regulations. Improve land conservation measures, and community based and environmentally sound natural resource management.</p> |
| Goal 5: Reducing income poverty of both men and women in urban areas | |
| Operational Targets | Cluster Strategies |
| 5.1 Reduced proportion of the urban population (men and women) below the basic needs poverty line from 25.8% in 2000/01 to 12.9% in 2010 | 5.1.1 Support SMEs and informal sector through provision of credit, improved business environment and supportive technology. Facilitate private and public investments with a view to creating jobs. |
| 5.2 Reducing the proportion of the urban food poor (men and women) from 13.2% in 2000/01 to 6.6% by 2010. | <p>5.2.1 Implement land use and management plans – planned settlements – Land Act 1999, and improve land revenue collection and financial management system.</p> <p>5.2.2 Revamp closed and rehabilitates existing vocational training centres especially that provide training for disabled people, and develop affirmative actions and increased employment for disabled.</p> |

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| | 5.2.3 Ensure regular and reliable supply of essential utilities including energy, water and sanitation in urban areas. |
| | 5.2.4 Ensure sustainable natural resource use to ensure energy supplies are maintained (forests, water catchments and charcoal industry). |
| | 5.2.5 Implement rural energy master plan with focus on extension of rural electrification schemes, development of renewable and alternative sources of energy, and grid connections to unconnected areas. |
| | 5.2.6 Improve quality of labour through apprenticeship and entrepreneurship progs targeting youths (training entrepreneurs to grow their business.); support progs for women entrepreneurship and young girls training to transition to work. |
| | 5.2.7 Promote self-employment and increased employment opportunities in informal sector. |
| | 5.2.8 Increase opportunities for youth and women in formal sector and business; and enforce policies and laws that increase opportunities for youth and women employment in informal sector, business and formal sector such as equal access to job and treatment at workplaces. |

Goal 6: Provision of reliable and affordable energy to consumers

| Operational Targets | Cluster Strategies |
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| 6.1 Liberalization of the power sub-sector effected by 2010 | 6.1.1 Regularly up-date the power systems master plan; And implementation of power projects according to the Power System and Rural Energy Master Plans. |
| | 6.1.2 Promote efficient and environment benign energy development. |
| | 6.1.3 Guidelines and regulations for reduction of energy transportation, transmission and distribution losses reviewed, enforced. |
| | 6.1.4 Promote rational use of energy and Energy efficiency and conservation in all sectors of economy by 2006. |
| | 6.1.5 Promote efficiency and effectiveness generation and use of the power utility |
| 6.2 At least three Production Sharing Agreements (PSA) negotiated, concluded and signed by June 2010 | 6.2.1 Develop and promote utilization of indigenous energy resources and diversification of energy sources. |
| | 6.2.2 Publicized petroleum exploration data. |

CLUSTER 2: IMPROVEMENT OF QUALITY OF LIFE AND SOCIAL WELL BEING

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

| Operational Targets | Cluster Strategies |
|--|--|
| A. Early Childhood | |
| 1.1 Increase in the number of young children prepared for school and schools prepared ready to care for children. | A.1 Expand primary education system to develop quality pre-primary programmes that link with existing early childhood provision – health, nutrition, parenting education. |
| | A.2 Promote community based day-care/pre-school. |
| | A.3 Develop an inter-sectoral policy framework to guide early childhood development and promote pre-school learning. |
| B. Primary Enrolment | |
| 1.2 Increased gross and net enrolment of boys and girls in primary schools from 90.5% in 2004 to 99% in 2010 | B.1 Ensure all (boys and girls) children, including those with disabilities, orphans and other most vulnerable children (e.g. child labourers, street children) are able to effectively access and complete high quality, child friendly and gender sensitive primary education. |
| 1.3 Increased proportion of children with disabilities enrolled, attend in and completing schools from 0.1% in 2000 to 20% in 2010 | B.2 Operationalise strategies for mainstreaming vulnerability in their primary and secondary education programme. |
| | B.3 Prioritise the development, funding and implementation of country strategies that support promotion of education for orphans and most vulnerable children |
| | B.4 Maintain current policy of free primary school education to encourage broad access to education for all children. |
| 1.4 Increased proportion of orphans and most vulnerable children enrolled, attending and completing primary education from 2% in 2000 to 30% in 2010 | |
| C. Secondary Enrolment | |
| 1.5 Increased percentage of girls and boys with disabilities and OVCs | C.1 Reduced cost of secondary education to encourage broad access to education for all children. |
| | C.2 Improve equitable access to quality secondary education |

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| <p>who qualify for secondary education enrolled and complete secondary schools by 2010</p> <p>1.6 At least 50% of boys and girls aged 14-17 years are enrolled in ordinary level secondary schools by 2010</p> <p>1.7 At least 60% of girls and boys pass Standard VII examinations by 2010</p> <p>1.8 At least 25% of boys and girls are enrolled in advance level secondary schools by 2010</p> | <p>that would not disproportionately exclude the poor, children with disabilities, orphans and other vulnerable children.</p> |
| | <p>C.3 Develop guidelines and appropriate strategies for inclusive education that welcomes and accommodates all children (including the vulnerable) in the neighbourhood of each primary and secondary education programme.</p> |
| | <p>C.4 Establish appropriate targets/indicators for 2010, to reflect the overall quality of O level secondary education and Advanced level secondary education</p> |
| | <p>C.5 Implement specific interventions to increase girls' access a completion in secondary schools; and performance in both primary and secondary schools.</p> |
| | <p>C.6 Expand active, life-skills based and gender sensitive teacher training for primary and secondary schools to cope with increases in enrolment</p> |

D. Primary Achievement & Quality

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| <p>1.9 Achieving an average daily attendance in primary schools of at least 85%</p> <p>1.10 At least 95% of cohort complete standard IV</p> <p>1.11 At least 90% of cohort complete standard VII.</p> | <p>D.1 Improve capacity and equitable participation at all levels of education to plan, implement and monitor quality of provision of education at the school level, including transparent use of school funds.</p> |
| | <p>D.2 Ensure that adequate special teachers are trained and those in the field in-serviced to provide quality educational to children with disabilities; ensure that pupils are screened to identify their disabilities and health problems; ensure that there are adequate facilities to prepare model for hearing aids, audio-books, print Braille books, distribution of equipment and materials to schools.</p> |
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E. Secondary Achievement/Quality

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| <p>1.12 At least 70% of girls and boys pass at Division I-III in Form IV examinations.</p> <p>1.13 Improved learning environment for all children in all schools with all education institutions safe,</p> | <p>E.1 Improve retention of pupils in ordinary level secondary education.</p> |
| | <p>E.2 Undertake reforms in primary, secondary and teachers education curricula, teacher training, teaching materials, assessment and examination, and school inspection to promote critical, creative and skill based learning, and to incorporate gender, HIV/AIDs, disability and environment issues.</p> |
| | <p>E.3 Expand and strengthen capacity of schools inspectors to</p> |

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| violence free, child friendly and gender sensitive | adequately monitor the quality of education; ensure that inclusive education and active learning is effectively practiced in schools. |
| 1.14 Access to and quality of education in GoT and Non-Government schools regulated. | E.4 Ensure equitable deployment of competent and motivated teachers, and provide with adequate support (housing and other necessities), in particular to teachers in remote rural areas including those teaching children with disabilities. |
| 1.15 90% of primary and secondary schools have adequate numbers of competent and skilled teachers by 2010. | E.5 Ensure that a textbook ratio of 1:1 is achieved for both primary and secondary schools, textbooks and other learning materials are inclusive, gender sensitive and promote active life-skills based learning, and meet the needs of all students including those with disabilities. |
| 1.16 Primary and secondary education is of a high quality and promotes the acquisition of critical knowledge, real skills and progressive values. | E.6 Ensure that adequate capitation and development grants for primary and secondary schools are fully funded, distributed to school level on time, and transparent to all. |
| | E.7 Improve gender dynamics in classrooms and the schools; train teachers in effective interactive teaching methods, recruit trained & motivated female teachers, and use alternative & acceptable methods to corporal punishment. |

F. Higher & Technical Education

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| 1.17 Increased enrolment in higher and technical education in Universities and in Technical Colleges to 30,000 full time students, 10,000 part time, and 15,000 distance learners by 2008. 1.18 Improved knowledge on entrepreneurship skills amongst youth | F.1 Facilitate production of critical mass of skilled human resources necessary for the management of the economy and delivery of social services. |
| | F.2 Expand active, life-skills based and gender sensitive teacher training for primary and secondary schools to cope with increases in enrolment. |
| | F.3 Rationalize and re-innovate tertiary and Higher education institutions for optimal use of infrastructure. |
| | F.4 Improve quality and efficient provision of education for higher and technical education institutions in order to increase enrolment, access and equity. |
| | F.5 Design human resource development fund for higher and technical education staff development |
| | F.6 Strengthening to capacity and functions of HEAC and NACTE to increase the effectiveness and enhance quality of higher and technical education institutions |
| | F.7 Expanded vocational and professional education, to provide for skill for self-employment and competition. |
| | F.8 Increase funding for women's education and training and improve their technical skills to equip them for a positive impact on development. |

| G. HIV/AIDS | |
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| 1.19 Effective HIV and AIDS education, Environment and life skills programs offered in all primary, secondary schools and eachers colleges. | G.1 Undertake reforms in primary and secondary curricula, teacher training, teaching materials, assessment and examination, and school inspection to promote critical, creative and skill-based learning to incorporate HIV and AIDS and issues of environment, education for sustainability, health, sanitation, social equity, & shelter. |
| | G.2 Enhance implementation of the school health programmes. |
| | G.3 Ensure all primary and secondary schools provide effective HIV/AIDS life-skills education starting from standard 3 or 4; expand reach of out-of-school youth programmes and ensure that life skills training is provided |
| H. Adult & Non-Formal Education, & Culture | |
| 1.20 At least 80% of adults, especially women in rural areas, are literate. | H.1 Prioritise the development, funding and implementation of a cost-effective and sustainable adult education programme; expand cost-effective, hands-on training that prepares people to secure their livelihood. |
| 1.21 Reduced number of illiterate adults from 3.8 million (2004/05) to 1.5 million (2007/08). | H.2 Special alternative educational facilities that are cost-effective and focused, including ICBAE for youth and adults, and COBET for the small proportion of vulnerable children for whom schools are not appropriate. |
| 1.22 Reduced numbers of young people involved in COBET from 234,000 in 2004/5 to 70,566 in 2007/08 | H.3 Institutionalise open and distance learning for youth not enrolled in formal secondary and vocational education |
| 1.23 Expanded and improved public participation in cultural activities. | H.4 Enhance literacy education, skills, entrepreneurship training and vocational guidance to rural population particularly women and youths |
| | H.5 Expand skills training and basic literacy for older women and men to enable them to take new options as they age |
| 1.24 Increased numbers of students/youth who are service orientated. | H.6 Expand and improve TUSEME, Children Theatre projects in Secondary and Primary Schools |
| | H.7 Promote establishment of cultural centres that promote development dialogue at all levels basing on cultural and natural opportunities for development. |
| Goal 2: Improved survival, health and well-being of all children and women and of especially vulnerable groups | |
| Operational Targets | Cluster Strategies |
| A. Infant & Child Health | |
| 2.1 Reduced infant mortality from 95 in 2002 to 50 in 2010 | A.1 Improved neo-natal care and infant care and ensure screening of under-5s for development disabilities and targeted nutrition education and supplementation for |

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| per 1,000 live births. | undernourished children |
| 2.2 Reduced child (under five) mortality from 154 to 79 in 2010 per 1000 live births. | A.2 Public health and primary preventive strategies such as broad access and use of ITNs, immunization, use of safe and clean water, personal hygiene and sanitary measures, and promote greater awareness and emphasize cost-effective interventions for reduction of water-related diseases, including environmental health. |
| 2.3 Reduced hospital-based malaria-related mortality amongst under fives from 12% in 2002 to 8% in 2010 | A.3 National strategy for parenting education and support to achieve improved nutritional and health status of infants and young children |
| | A.4 Explore options for more effective control of malaria: prompt treatment, especially for children under five and pregnant women, and older persons; and strategies to increase re-treatment rates. |
| | A.5 Increased percentage of children under 2 years immunized against measles and DPT from 80% in 2002 to 85% in 2010. |
| B. Child Nutrition | |
| 2.1 Reduced prevalence of stunting in under fives from 43.8 %to 20% in 2010 | B.1 Promote sound feeding and weaning practices for infants, emphasising the need for parental attention and primary care (grandparent), and care for infants and frequent feeding. |
| 2.2 Reduced prevalence of wasting in under fives from 5.4% to 2 % in 2010 | B.2 Roll out IMCI throughout the country including the community-IMCI strategy. |
| C. Maternal Health | |
| 2.3 Reduced maternal mortality from 529 to 265 in 2010 per 100,000 2.4 Increased coverage of births attended by trained personnel from 50% to 80% in 2010 | C.1 Public health and primary preventive strategies improving access to and proper use of ITNs; including availability of longer lasting ITNs, use of safe and clean water, personal hygiene and sanitary measures; improving access to and proper use of ITN. |
| | C.2 Strategies to increase re-treatment rates, including availability of longer lasting ITNs |
| | C. 3 Improve access to and quality of maternal health services including: antenatal care, emergency obstetric care, post-natal care, and newborn care. |
| | C.4 Promote and protect reproductive health rights including access to family planning services, contraceptives, adolescent reproductive health services, to allow choices and control of fertility outcomes by women and youth. |
| | C.5 Targeted nutrition education and supplementation (to address micronutrient deficiencies) for pregnant women. |

| D. HIV and AIDS | |
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| <p>2.5 Reduced HIV prevalence among 15-24 year pregnant women from 11% in 2004 to 5% in 2010</p> <p>2.6 Reduced HIV prevalence from 11% in 2004 to 5% in 2010 between the ages of 15 and 24 years.</p> <p>2.7 Reduce HIV and AIDS prevalence among women and men with disabilities (among age group 15-35 years)</p> <p>2.8 Increased the knowledge of HIV/AIDS transmission in the general population.</p> <p>2.9 Reduce HIV/AIDS stigmatisation.</p> | D.1 Increase resources for effective HIV and AIDS prevention programs, including targeted and focused peer education, scaling up of STI screening and treatment, VCT services, condom use; and address stigma and discrimination. |
| | D.2 Scale up proven non-ARV interventions including therapies such as natural or food supplements, TB prevention and treatment, and treatment of opportunistic infections in PLHAs |
| | D.3 Equitable, sustainable and cost-effective access for all affected households to Anti Retro Viral (ARVs), with emphasize on ARV education, prevention of mother to child transmission (PMTCT+) and support for the mother after delivery. |
| | D.4 Implement and support a program of continuity of care for PLHAs including community-based initiatives for example home based care, basic support for food, water, housing, gloves and psychosocial support. Promote and implement programme with particular attention to women, children, PLHAs elderly carers, widows and child headed households. |
| | D.5 Link community based initiatives to facilities within the continuity of care framework that provides long-term care and management of highly burdening chronic conditions such as HIV and AIDS, tuberculosis, and cardiovascular diseases |
| | D.6 Integrate measures to address gender inequalities and inequities that result in higher HIV prevalence rates among women and girls. |
| E. Human resources & management | |
| <p>2.10 Health Boards and Facility Committees in place and operational in all districts.</p> <p>2.11 Service delivery agreements operational and effective.</p> <p>2.12 Regional Health Management Teams in place, activated and operational.</p> | |

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| 2.13 Promoted knowledge-based care among health workers for attending among others, people with disabilities and elderly. | E.1 Evaluate and critically assess the human resource development strategy in the health sector to identify gaps in skills among health workers and execute a plan for immediate training in key areas, including special health needs of older and disabled persons. |
| | E.2 Hire and equitably deploy health workers with particular attention to under-served villages/communities, including to resolve current obstacles to hiring and placement, enable councils to recruit effectively, establish an incentive package for "hardship posts", and streamline transfer procedures and practices |
| | E.3 Finalize establishment of Health Boards and Health Facility Committees ensuring broad representation including marginalized groups, and effective operation of these committees to monitor quality and accessibility of health services, public-private partnership agreements in provision of quality health services enhanced. |
| | E.4 Regional Health Management Teams established that have the capacity to provide adequate and dynamic support to Council Health Management Teams with delineated responsibilities and authority. |

Goal 3: Increased access to clean, affordable and safe water, sanitation, decent shelter and a safe and sustainable environment and thereby, reduced vulnerability from environmental risk.

| Operational Targets | Cluster Strategies |
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| A. Water | |
| 3.1 Increased proportion of rural population with access to clean & safe water from 53% in 2003 to 65% 2009/10 within 30 minutes of time spent on collection of water. 3.2 Increased urban pop. with access to clean & safe water from 73% in 2003 to 90% by 2009/10. | A.1 Increase sustainable access to inexpensive and reliable sources of water in both rural and urban areas. |
| | A.2 Sustainable management of catchment forest areas |
| | A.3 Apply life line tariffs that ensures affordability of access to safe water, especially in rural areas and focusing on vulnerable households, including older people headed household |
| | A.4 Implementation of water policy and water related regulation frameworks |

| B. Sanitation & waste management | |
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| <p>3.3 Increased access to improved sewerage facilities from 17% in 2003 to 30% in 2010 in respective urban areas.</p> <p>3.4 Reduce households living in slums without adequate basic essential utilities.</p> <p>3.5 100% of schools have adequate sanitary facilities by 2010</p> <p>3.6 95% of people with access to basic sanitation by 2010.</p> <p>3.7 Reduce Cholera out-breaks by half by 2010.</p> | B.1 Expansion, rehabilitation and construction of urban sewerage and drainage systems. |
| | B.2 Improve solid waste management and ecological sanitation, and promote hygienic household practices, in rural areas and urban settlements. |
| | B.3 Develop incentives for income generating opportunities and investment in waste management |
| | B.4 Ensure adequate sanitation facilities at all public institutions – schools, health centres, markets and public places, including access for disabled. |
| C. Pollution | |
| <p>3.8 Reduced water related environmental pollution levels from 20% in 2003 to 10% in 2010</p> <p>3.9 Reduction in harmful industrial and agricultural effluents</p> | C.1 Implementation of pollution control, occupational health and safety standards and environmental management as specified under sectoral guidelines and the Environmental Management Act. |
| | C.2 Implementation of national environment education strategy with focus to increase awareness on issues of health and environmental risks. |
| | C.3 Enhance education and awareness creation on the occupational health and safety standards |
| D. Planning & Human Settlements | |
| <p>3.10 Planned and serviced urban settlements with functioning town planning procedures in place</p> <p>3.11 Increased number of people having secure tenure of land and properties that can be mortgaged, and</p> | <p>D.1 Municipal authorities and institutions to prepare integrated urban development plans for 25% of identified settlements in the country</p> <p>D.2 Preferential treatment of vulnerable groups, particularly women, in public land programs such as titling and land reform. Special attention to eliminating the bottle necks for women and widows to access credit.</p> <p>D.3 Regularize unplanned settlement and increase production of surveyed high-density plots, with basic infrastructure, and ensure titles are issued to all plots allocated.</p> |

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| women/men have equal rights to access, ownership and inheritance. | D.4 Adopt National Housing Program, promote participation of private sector in housing, enhance appropriate and affordable housing materials and construction technology, increase availability of low cost housing and serviced plots to the most needy members of society (including the disabled). |
| | D.5 Implement land use and management plans – planned settlements – Land Act 1999. |

E. Vulnerability & Environmental Conservation and Disaster Management

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| 3.12 Reduced vulnerability to environmental disasters. | E.1 Improved land management and adoption of water conservation technologies, and implementation of national plans under MEAs to halt desertification and land degradation, and restore degraded lands. |
| 3.13 Natural resources and other ecosystems that people depend upon for production and reproduction conserved. | E.2 Build capacity of LGA and NEMC to manage natural ecosystems and protect resources from undue negative impacts through the implementation of natural resource management plans |
| 3.14 Reduction in land degradation and loss of biodiversity | E.3 Implementation of mechanisms and policies to mitigate against environmental disasters (e.g. flooding, drought and refugees influx) and put in place post disaster actions/responses. |

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

| Operational Targets | Cluster Strategies |
|---|---|
| A. Social Protection | |
| 4.1 Increased number of orphans and most vulnerable children reached with effective social protection measures by 2010. | A.1 Undertake a baseline study, disaggregated by age, gender and disability, to provide baseline figures for the identified operational outcomes, and establish appropriate targets for 2010. Test, pilot and develop social protection schemes |
| | A.2 Persons who provide care for vulnerable people are provided with support. |
| 4.2 20% of children and adults with disabilities reached with effective social protection measures by 2010 | A.3 Explore a means of providing social protection through monthly pensions to meet basic needs. |
| | A.4 Promote community-level participation in designing and effectively instituting social protection measures for the vulnerable community members from the very young to the aged. |
| 4.3 40% of eligible older people reached with effective social protection measures by 2010. | A.5 Implement resource a comprehensive policy on vulnerability and social protection, as well as procedures for accessing support; disseminate information widely to potential beneficiaries and service providers. |

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| 4.4 Reduce violence against women. | A.6 Promote private sector initiatives in implementing social protection measures. |
| | A. 7 Increase the scale and access of vulnerable groups of effective micro and area based schemes, social insurance and social assistance programmes |
| | A.8 Implementation of the national plan of action on the eradication of all forms of violence against women. |
| B. Support to Vulnerable Groups | |
| 4.5 Increased capacity of poor households to care for vulnerable groups targeting, older people, orphans, other vulnerable children and PLHAs. | B.1 Establish a set of high quality interventions focused on persons with disabilities, PLHAs, those chronically ill and the elderly including, children, as appropriate: access to social services; access to credit; exemptions from cost-sharing; home-based care; education and vocational training; transfers and pensions. |
| | B.2 Strengthen the ability of local authorities to identify most vulnerable persons and provide supports that include improved access to government services and increased capacity of families, communities and local institutions to meet the needs of the most vulnerable |
| | B.3 Assist HIV/AIDS affected households headed by young women, children and aged with supports, such as increased access to social services; access to credit; exemptions from cost-sharing; home-based care; education and vocational training; transfers and pensions. |
| C. Child Protection & Rights | |
| 4.6 Reduce proportion of children in labour country wide from 25% to less than 10% by 2010 and avail to them alternatives including enrolment in primary education, COBET & employable vocational | C.1 Develop and implement sector-based programmes for reducing worst forms of child labour |
| | C.2 Educate communities on basic rights of a child including the fight against child labour; develop and implement programmes targeting reduction of child labour and rights of orphans and vulnerable children (OVCs).. |
| | C.3 Review and amend laws, policies and national strategies to the best interests of children, and develop action plan for implementation of forthcoming Children's Act. |
| D. Access of the Rural Population to Modern Energy Services education skills training. | |
| 4.7 Institution arrangement for rural energy development established and strengthened | D.1 Put in place right institutional arrangement to increase rural people's access to modern energy |
| | D.2 Facilitate the fast uptake of new and renewable sources of energy |

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| <p>4.8 Contribution of solar, wind and biomass and coal for electricity generation increased from the current 0.5% in 2003 to 3% percent by June 2010</p> <p>4.9 At least 10% of the population using alternatives to wood fuels for cooking by 2010</p> | <p>D.3 Develop and promote the use of non-wood fuels for cooking and other thermal applications</p> |
| <p>Goal 5: Systems in place to ensure effective universal access to quality public services that are affordable and available.</p> | |
| <p>Operational Targets</p> | <p>Cluster Strategies</p> |
| <p>A. Roads</p> | |
| <p>5.1 Improve passable (good/fair condition) rural roads from 50% in 2003 to at least 75% in 2010</p> | <p>A.1 Ensure the basic infrastructure exists, in particular adequate facilities and a network of passable roads, to enable the delivery of basic social services.</p> |
| <p>B. Schools & Health Facilities</p> | |
| <p>5.2 90% of schools & 80% of health facilities in urban/rural areas have the required mix of skilled/motivated workers in place.</p> | <p>B.1 Increase absolute resources for basic social services. B.2 Urgently ensure that skilled and motivated personnel in social services are hired, equitably deployed, fairly remunerated, and supervised to ensure performance and accountability.</p> |
| <p>C. Social & Service Sectors</p> | |
| <p>5.3 Skilled personnel in social sectors infrastructure and utilities are attending to their tasks and executing their obligations accordingly.</p> | <p>C.1 Strengthen district level referral systems to enable swift and appropriate access to higher levels of care as required. C.2 Ensure adequate access to basic essential utilities (safe and clean water, electricity and other cost-effective energy sources, roads, and sewerage lines) in existing unplanned and new planned urban areas. C.3 Facilitate skilled personnel in social sectors, infrastructure and utilities with incentive packages including tools for favourable working environment.</p> |

D. Access to Health Services

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| <p>5.4 Improve accessibility to health services by geographical coverage. Household to be within 5 km of health service units.</p> | <p>D.1 Improve effective and equitable utilization of public funds particularly for services impacting the poor and vulnerable</p> <p>D.2 Eliminate all forms of barriers to health care by exempting the poor, pregnant women, older persons and disabled persons, children and removing unofficial charges and reduce distance to, and improve treatment.</p> |
| <p>5.5 100% of eligible older people provided with free medical care and attended by specialized medical personnel by 2010</p> | <p>D.3 Implement and fulfil current plans for rehabilitation of health facilities, in order to increase quality of services provided particularly at the primary care level</p> <p>D.4 Ensure older people are provided with identity cards to access free medical treatment.</p> <p>D.5 Rationalize allocation of drugs and supplies at the facility and district level including meeting localised need and burden of disease, and instituting stronger mechanisms to audit the drug supply and distribution chain.</p> |

E. Partnerships & Planning

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| <p>5.6 Partnerships with CSOs and the private sector in expansion and provision of quality social services are in place.</p> | <p>E.1 Put in place systems for gathering, analysing and utilizing data on access, use and outcomes. Disaggregate data by gender, age, income-status, and geographical location, (other) in order to inform equity indicators.</p> |
| <p>5.7 Realistic, streamlined and useful systems for planning and data analysis are in place</p> | |



CLUSTER 3: GOVERNANCE AND ACCOUNTABILITY

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

| Operational Targets | Cluster Strategies |
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| 1.1 Ensure representative, inclusive (poor and vulnerable groups) and accountable governance institutions operating at all levels. | 1.1.1 Scale up and follow up on the implementation of all the components of the National Framework on Good Governance. |
| | 1.1.2 Improve capacity of representative bodies at all levels, including Parliament to perform oversight functions; and ensure that separation of powers between the Executive, Judiciary and Legislation is maintained and nurtured. |
| | 1.1.3 Strengthen local level governance institutions (e.g. ensure all legal community meetings are held as scheduled) to increase participation and representation of all, including the most vulnerable in design, implementation and monitoring of policies. |
| | 1.1.4 Enforce and harmonize policies and laws relevant to land and natural resource utilization and management; all village and urban lands are surveyed and issued with certificates. |
| | 1.1.5 Strengthen security of tenure of demarcated village lands held communally or individually and remove conflicting provisions in laws that manage sectors such as mining, pastoral activities and wildlife. |
| | 1.1.6 Develop a strategy to capacitate PORALG and other Local Authorities to implement and oversee governance programmes (reforms) at local level. |
| | 1.1.7 Mainstream good governance and gender into policies, plans, budgets and implementation mechanism including gender monitoring and assessment indicators for good governance. |

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

| Operational Targets | Cluster Strategies |
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| 2.1 Public resources are allocated, accessible and used in an equitable, accountable and transparent manner. | 2.1.1 Ensure that all PERs adequately address issues of equity and equality in expenditure tracking studies to monitor “pro-poor” budgeting with particular reference to the needs of the poor and vulnerable groups. |
| | 2.1.2 Strengthen, extend and monitor resource allocation formula ensuring equity among local authorities. |

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| | <p>2.1.3 Deepen public involvement in the preparation, formulation and monitoring of the PRS, PER and budgets including making information about budgets, expenditures and revenues widely available down to local level.</p> <p>2.1.4 Deepen the implementation of the Public Financial Management Reform Programme (PFMRP)</p> <p>2.1.5 Provide adequate supervision to councils for completing accounting, financial reporting and auditing functions.</p> <p>2.1.6 Raise people's awareness on Government policies, public financing and official charges as well as their entitlements through civic education and dissemination of information.</p> <p>2.1.7 Develop effective mechanisms to ensure equitable access and use of environment and natural resources especially for poor and vulnerable groups.</p> <p>2.1.8 Strengthen routine data systems to measure the extent, depth and types of poverty and vulnerability across all identified groups for use in determining policy, resource flow, effective interventions, etc.</p> <p>2.1.9 Strengthen the systems and institutions of accountability, ethics, and transparency of government, non-government officials and political parties.</p> |
| <p>2.2 Institute effective regulations and mechanisms regarding petty and grand corruption</p> | <p>2.2.1 Build further the capacity of councils and MDAs to manage resources.</p> <p>2.2.2 Institute binding measures against responsible officials of councils and MDAs that consistently fail to get a "clean certificate" at audit.</p> <p>2.2.3 Strengthen existing mechanisms (e.g., PCB law amended) to operate independently and take effective and swift legal action on both petty and grand corruption.</p> <p>2.2.4 Strengthen and enforce laws, rules, regulations on corruption including implementation of the National Anti-Corruption Strategy and Action Plan (NACSAP) including that MDAs have specific actions to reduce corruption and monitor corruption within the sector, hold MDAs accountable for effective control of corruption.</p> <p>2.2.5 Capacitate mechanisms for identifying, examining, and prosecuting cases of misuse of public funds and petty/grand corruption.</p> <p>2.2.6 Regularly and routinely post budget allocations, disbursements and uses of funds down to district, ward and village level through designated notice-boards and facilitate use of that information in meetings.</p> <p>2.2.7 Increase engagement of civil society (including FBOs) at all</p> |

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| | <p>levels in policy processes including planning and monitoring.</p> <p>2.2.8 Promote the independence, capacity and accountability of the media within the international/national ethical standards.</p> |
| Goal 3: Effective public service framework in place to provide foundation for service delivery improvements and poverty reduction. | |
| Operational Targets | Cluster Strategies |
| 3.1 Administrative systems of public institutions are managed transparently and in the best interests of the people they serve. | <p>3.1.1 Strengthen and deepen the Public Service Reform Programme.</p> <p>3.1.2 Increase expediency in enforcing contracts and resolving commercial disputes – creating confidence in investors.</p> <p>3.1.3 Undertake regular service delivery/client satisfaction surveys in monitoring quality of public services and disseminate findings to stakeholders. Increase ways in which clients can hold providers of services accountable.</p> <p>3.1.4 Strengthen monitoring and evaluation systems to ensure performance indicators are tracked against objectives and targets in each MDA.</p> <p>3.1.5 Develop, implement and monitor feedback on Client Service Charters together with end-user surveys in each sector.</p> <p>3.1.6 Promote public-private-NGOs partnership in provision of services.</p> <p>3.1.7 Hire qualified personnel in key sectors who are trained, motivated, equitably deployed at district level.</p> <p>3.1.8 Develop and implement technical assistance policy.</p> <p>3.1.9 Increase and rationalize remuneration of civil servants in order to fairly compensate (living wages) workers and to reduce corruption.</p> |
| Goal 4. Rights of the poor and vulnerable groups are protected and promoted in the justice system | |
| Operational Targets | Cluster Strategies |
| 4.1 Ensure timely and appropriate justice for all especially the poor and vulnerable groups. | <p>4.1.1 Strengthen judicial system particular at the lower/primary courts to improve access, representation and adjudication of cases involving the children, youth, persons with disabilities, older persons and other vulnerable groups.</p> <p>4.1.2 Extend implementation of the on-going Legal Sector Reform Programme to include all security organs with attention to updating the legal framework, enhancing supervision and division of responsibilities among law and order institutions.</p> |

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| | 4.1.3 Continue with on going review on succession, inheritance, customary, Marriage Acts and other laws to provide equal rights to children, women and men, girls and boys. |
| | 4.1.4 Institutionalise and strengthen legal aid for vulnerable groups. |
| | 4.1.5 Strengthen monitoring of the police, prisons and judicial systems by ensuring that accessible channels of redress are available and data on crimes are reported, gender based violence cases, complaints, etc. that are comparable across districts. |
| | 4.1.6 Establish a fair juvenile justice system that is driven by the best interest of the child and extend juvenile court and facilities in district courts to cover all regions. |
| | 4.1.7 Eradicate all forms of abuse and discrimination, especially against women, children and other vulnerable groups. |
| | 4.1.8 Improve the facilities, infrastructure and operation of police, prisons and courts to enable them to work efficiently. |

Goal 5: Reduction of political and social exclusion and intolerance

| Operational Targets | Cluster Strategies |
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| 5.1 Develop political and social systems and institutions which allow for full participation of all citizens including the poor and vulnerable groups. | 5.1.1 Design and implement campaigns to inform people of their rights, responsibilities and address forms of abuse, intolerance, discrimination and stigma. |
| | 5.1.2 Promote and enhance dialogue among leaders and members of political parties on poverty and Human rights. |
| | 5.1.3 Continue to promote culture of peace and tolerance through dialogue among religious leaders and institutions. |
| | 5.1.4 Equip women and men, girls and boys with appropriate civic education and gender knowledge. |
| | 5.1.5 Institutionalise measures to guarantee analyses of exclusion of vulnerable persons within key review processes (e.g., health and education sector reviews) |
| | 5.1.6 Adopt legislation-requiring employers to utilize and adhere to equal opportunity employment policies that do not discriminate against gender, age, people living HIV and AIDS, people with disabilities and other vulnerable groups. |
| | 5.1.7 Institute legislation and reliable mechanisms of protecting citizens who register complaints from retribution and intimidation. |
| | 5.1.8 Institute and capacitate mechanisms to enforce legislation and special provisions that categorically define the rights of vulnerable groups, including measures that should be taken when stated rights are infringed. |

Goal 6: Improved personal and material security, reduced crime, eliminate sexual abuse and domestic violence

| Operational Targets | Cluster Strategies |
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| 6.1 Ensure institutions and agents of government such as the police, courts and prisons observe human rights and ensure justice and security of all citizens. | 6.1.1 Institute mechanisms to reduce overcrowding in prisons, fully implement community-sentencing policy, facilitate the effective functioning of parole boards and emphasize rehabilitative rather than punitive approach to prison. |
| | 6.1.2 Increase capacity of Judges, Magistrates and State Attorneys to manage a larger number of cases both fairly and more efficiently. |
| | 6.1.3 Increase capacity of police to fairly combat crime and proliferation of small arms, terrorism and illicit business; and involve communities to address these vices. |
| | 6.1.4 Streamline and harmonise prosecution system and strengthen coordination of Ward Tribunals in Administration of justice. |
| | 6.1.5 Address the particular security needs of vulnerable groups (including children, youths - particularly girls, people with disabilities, people living HIV and AIDS and the older persons) that require special measures of protection. Issue personal identification for all. |
| | 6.1.6 Pursue Legislative and administrative actions to protect women against violence, promote right to seek redress, protection and mechanism to dispense justice to perpetrators. |
| | 6.1.7 Train police, prisons, PCB and other law enforcement institutions on human rights (and gender mainstreaming). |
| | 6.1.8 Raise awareness of people about their Constitutional and human rights – including the right to public information at all levels of governance structures. |

Goal 7: National cultural identities enhanced and promoted

| Operational Targets | Cluster Strategies |
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| 7.1 Policies, strategies and legal frameworks for cultural and moral development are in place and operational. | 7.1.1 Review existing policies, strategies and legal frameworks for consistency with cultural promotion. |
| | 7.1.2 Establish and support institutions that promote cultural identities and national integrity. |
| | 7.1.3 Ensure that time is allocated and utilized for moral education in schools. |
| | 7.1.4 Promote Swahili language locally and internationally. |

Appendix 2: Useful internet links

Note: [PV] means that a popular version is available online from http://www.hakikazi.org/plain_language.htm

The main, national, high-level policy documents are:

The National Poverty Eradication Strategy (NPES) 1997
www.tzonline.org/pdf/thenationalpovertyeradicationstrategy.pdf

Tanzania Development Vision 2025 (1999)
www.tanzania.go.tz/vission_2025f.html

Tanzania Assistance Strategy [PV]
www.tzonline.org/pdf/Tanzaniaassistancestrategy.pdf

Poverty Reduction Strategy Paper (2000) [PV]
www.tzonline.org/pdf/FinalPRSP25.pdf

Poverty Monitoring Master Plan [PV]
www.tzonline.org/pdf/povertymonitoringmasterplan.pdf

National Strategy for Growth and Reduction of Poverty (2005) [PV]
www.povertymonitoring.go.tz/downloads/new/nsgrptext.pdf

National Strategy for Growth and Reduction of Poverty (2005) (Annex)
www.povertymonitoring.go.tz/downloads/new/nsgrpmatrix.pdf

Some of the main reports dealing with poverty monitoring include:

PRSP Progress Report 2001 [PV]
www.tzonline.org/pdf/prspprogress01.pdf

PRSP Progress Report 2002
www.povertymonitoring.go.tz/downloads/resourceforprsreview/prs%20progress%20report%202001-2002.pdf

PRSP Progress Report 2003
www.tanzania.go.tz/pdf/THE%20THIRD%20PRSP%20Progress%20Report%202003.pdf

Poverty and Human Development Report 2002
www.tanzania.go.tz/pdf/phdrmain.pdf

Poverty and Human Development Report 2003
www.tanzania.go.tz/pdf/PHDR_2003.pdf

Tanzania Participatory Poverty Assessment (TzPPA) 2002/03 [PV]
www.povertymonitoring.go.tz/downloads/resourceforprsreview/tzppabody_text.pdf

Poverty Policy Week 2002 Report
www.povertymonitoring.go.tz/downloads/povpolweek/povertypolicyweek2002report.doc

Poverty Policy Week 2003 Report
www.povertymonitoring.go.tz/downloads/povpolweek/poverty_policyweek2003_fullreport.doc

IDT/MDG Tanzania
www.undp.org/mdg/Tanzania.pdf

National Household Budget Survey
www.tanzania.go.tz/hbs/HomePage_HBS.html

Voices of the People
www.povertymonitoring.go.tz/downloads/resourceforprsreview/voiceofthe_people.pdf

PLUS - links to most of the other main statistical reports can be found at
www.tanzania.go.tz/statistics.html

Government Internet Links

National Website – Official Online Gateway of the United Republic of Tanzania
www.tanzania.go.tz/

Official Government Website – with links to Sector Ministries
www.tanzania.go.tz/government/index.html

Tanzania Parliament represents all the people of Tanzania. It was established in 1977. Its members are elected by the people every five years.
www.parliament.go.tz/bunge/bunge.asp

The Vice President's Office - The mission of Vice-President's Office (VPO) is to formulate policies and strategies on poverty eradication, protection of environment and non-governmental organisations as well as coordinate all issues pertaining to the union of the Government of the United Republic of Tanzania and the Government of Zanzibar.
www.tanzania.go.tz/government/vpoffice.htm

Tanzania's Poverty Monitoring Website - contains information about the progress and outputs on Tanzania's Poverty Reduction Strategies and Poverty Monitoring System
www.povertymonitoring.go.tz

Tanzania Online – a gateway to information on development issues in Tanzania
www.tzonline.org/

Tanzania Online - links to national policies:
www.tzonline.org/policies.htm

Tanzania Online – links to other Tanzania web sites
www.tzonline.org/websiteslinks.htm

Tanzania Development Gateway - an Internet portal that promotes on-line networking, sharing, exchange and dissemination of knowledge, ideas and information on development matters.
www.tanzaniagateway.org/

Tanzania Socio-Economic Database – provides on-line access to accurate data on a wide range of socio-economic indicators in a user-friendly manner.
www.tsed.org

National Bureau of Statistics – conducts censuses and surveys which yield a wide range of economic, social and demographic statistics
www.nbs.go.tz/

Appendix 4: Abbreviations

| | |
|----------------|--|
| AIDS | Acquired Immune Deficiency Syndrome |
| ALAT | Association of Local Authorities in Tanzania |
| ARV | Anti Retro Viral |
| ASDS | Agriculture Sector Development Strategy |
| BEST | Business Environment Strengthening for Tanzania |
| CEO | Chief Executive Officer |
| COBET | Complementary Basic Education in Tanzania |
| CSO | Civil Society Organisation |
| DSA-TWG | Dissemination, Sensitisation and Advocacy, Technical Working Group |
| FBO | Faith Based Organisations |
| GDP | Gross Domestic Product |
| GoT | Government of Tanzania |
| HIV | Human Immuno-deficiency Virus |
| ICBAE | Integrated Community-Based Education |
| ICT | Information and Communication Technology |
| IDT | International Development Targets |
| IMCI | Integrated Management Of Childhood Illnesses |
| IPM | Integrated Pest Management |
| JICA | Japan International Cooperation Agency |
| LGA | Local Government Authority |
| MDA | Ministries, Departments and Agencies (of Central Government) |
| MDG | Millennium Development Goals |
| MKUKUTA | Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania |
| NACSAP | National Anti-Corruption Strategy and Action Plan |
| NGO | Non Government Organisation |
| NPES | National Poverty Eradication Strategy |
| NSGRP | National Strategy for Growth and Reduction of Poverty |
| OVC | Orphans and Vulnerable Children |
| PEDP | Primary Education Development Programme |
| PER | Public Expenditure Review |
| PFMRP | Public Financial Management Reform Programme |
| PLHA | People Living with HIV Aids |
| PMCT | Prevention Of Mother To Child Transmission |
| PMMP | Poverty Monitoring Master Plan |
| PMS | Poverty Monitoring System |
| PO-RALG | President's Office – Regional Administration and Local Government |
| PPP | Public-Private Partnerships |
| PPW | Poverty Policy Week |
| PRS | Poverty Reduction Strategy |
| PRSP | Poverty Reduction Strategy Paper |
| PSA | Production Sharing Agreement |
| PV | Popular Version |
| R&D | Research and Development |
| SACCOS | Saving and Credit Cooperatives |
| SELF | Small Entrepreneurs Loan Facility |
| SIDO | Small Industries Development Organisation |
| SME | Small and Medium Enterprise |
| TASAF | Tanzania Social Action Fund |
| TB | Tuberculosis |
| TSED | Tanzania Socio-Economic Database |
| TzPPA | Tanzania Participatory Poverty Assessment |
| VPO | Vice President's Office |

Acknowledgements

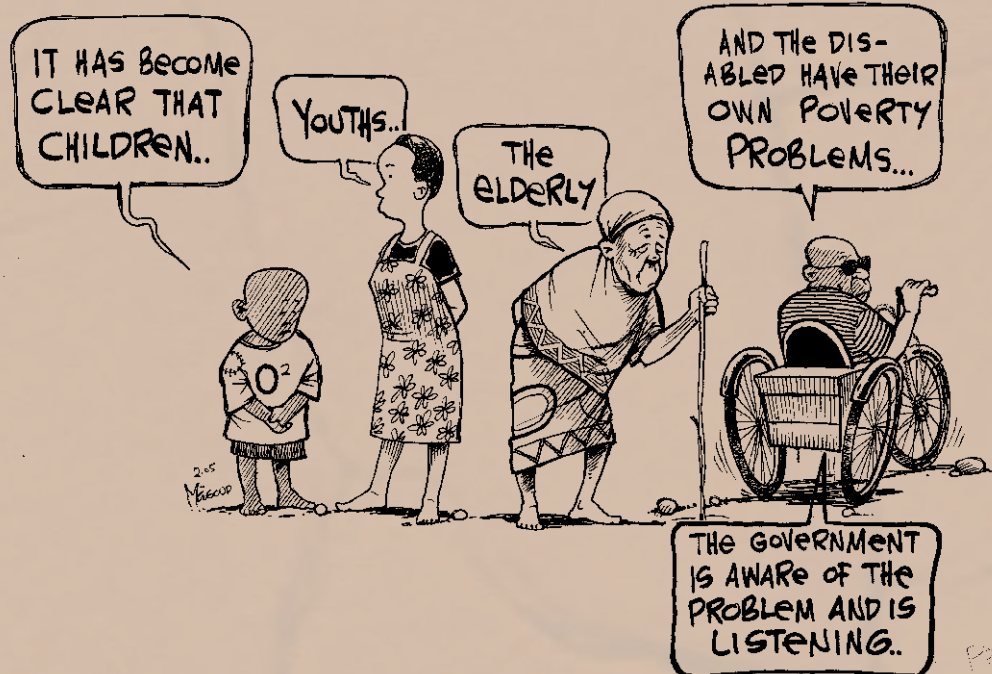
Tanzania has now developed the successor to its first Poverty Reduction Strategy. This new strategy is very different and is called the National Strategy for Growth and Reduction of Poverty (NSGRP) although it is better known by its Kiswahili acronym of MKUKUTA (Mkakati wa Kukuza uchumi na Kupunguza Umaskini).

The government acknowledges the contribution of all stakeholders who were involved in the production of this plain language guide to the MKUKUTA. The work of many individuals and institutions are appreciated but special thanks go to the members of the Dissemination, Sensitization and Advocacy Technical Working Group (DSA-TWG), and the MKUKUTA Secretariat/VPO. This group played an important role in facilitating the production of the booklet and gave detailed comments on the drafts to ensure that they were correct and complete.

Production of this guide was funded by Japan International Cooperation Agency (JICA) and The German International Cooperation Enterprise for Development (GTZ). Special thanks go to Tamahi Yamauchi of JICA for her excellent work in harmonising the many comments which were received.

Particular thanks go to the civil society organisation Hakikazi Catalyst (www.hakikazi.org) who was engaged to prepare and facilitate production of this popular version in both English and Kiswahili. Thanks also to Ali Masoud for his stimulating cartoons.

June 2005



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