# A United Vision: Working Together as One in Tanzania

Tanzania is one of eight pilot countries of the United Nations (UN) reform. The aim of the reform initiative is for the UN to achieve better results in its work in Tanzania by ‘Delivering as One’. The UN must become more effective and efficient through closer collaboration and coordination both internally, among the UN agencies, and externally with government, civil society, private sector and development partners.

The ‘Delivering as One’ concept was issued in November 2006 by the UN Secretary General’s High Level Panel on System-wide Coherence. The Secretary-General appointed this Panel in 2005 to look into ways in which the UN can become a better partner to governments and people around the world. Among their practical recommendations was the setting up of ‘One UN’ at country level, which is what Tanzania was piloting in 2007-2011 and is now fully implementing. With One UN leader, One UN programme, One UN budgetary framework and One office, the UN in Tanzania expects to deliver better results that make a difference in the lives of the poor and most vulnerable.

UNDP © March 2013

Cover: Cashew nut workers in OLAM cashew nut factory, Mtwara, during visit of DPG Fieldtrip with Heads of Cooperation and Agencies to Mtwara in 2011. Photo: UNDP
UNDP GLOBAL

One of the key indicators of development effectiveness is the alignment of aid flows with national priorities and strategies. UNDP is committed to supporting partner countries in enhancing effective aid management, in line with resolution 62/208 which calls on United Nations organizations to further strengthen the capacity of developing countries to make better use of the various aid modalities. This is a core application area for UNDP’s capacity development efforts in support of national aid management and implementation capacities in the context of the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan High Level Forum in 2011.

In Busan, Korea, at the occasion of the Fourth High Level Forum on Aid Effectiveness (HLF 4, 29 November-1 December 2011), over 3000 delegates met to review progress on implementing the principles of the Paris Declaration. They also discussed how to maintain the relevance of the aid effectiveness agenda in the context of the evolving development landscape.

The Forum culminated in the signing of the Busan Partnership for Effective Development Co-operation by ministers of developed and developing nations, emerging economies, providers of South-South and triangular co-operation and civil society, marking a critical turning point in development co-operation. This declaration for the first time establishes an agreed framework for development cooperation that embraces traditional donors, South-South cooperators, the BRICS, CSOs and private funders.

Specifically, UNDP’s role in supporting strengthening of aid management systems is founded on a number of key areas of intervention: alignment with national policies and plans; greater harmonization within the UN and among development partners; coordinated support for national capacity development strategies; enhancing the utilization of national systems of accountability and results management; and facilitating peer review mechanisms and mutual accountability. UNDP’s support furthermore builds on a global network for capacity development in aid effectiveness in many countries through Headquarter specialists, Regional advisors and country level specialists and advisors.
NATIONAL CONTEXT

Tanzania is one of the largest recipients of ODA in Africa and has over the last decade seen a steady increase in annual ODA up to approximately US$ 2.5 billion annually. While the global financial crisis has resulted in a shrinking ODA envelope internationally, Tanzania is still in the forefront of recipient countries.

Following a strenuous period of aid cooperation in the early 1990’s, Tanzania has since the mid-1990’s been implementing aid management reforms as part of the broader economic reforms in order to comprehensively address some of the intrinsic challenges around ODA delivery and achieving better results for the millions of people living below the poverty line. The aim is to make aid more effective and supportive of national development and poverty reduction efforts through an increased use of country systems, structures and processes for implementation and engagement.

For Tanzania to harvest more concrete achievements from ODA, an aid reform process was initiated in 2002 with the Tanzania Assistance Strategy, followed by the Joint Assistance Strategy for Tanzania in 2006, which was co-signed with 19 DPs.

The JAST seeks to build an effective development partnership in line with national and international commitments to aid effectiveness by:

- Strengthening national ownership and Government leadership of the development process;
- Aligning DP support to Government priorities, systems, structures and procedures;
- Harmonising Government and DP processes;
- Managing resources for achieving development results;
- Ensuring mutual accountability of the Government and DPs; and,
- Strengthening Government accountability to the citizens of Tanzania.

UNDP TANZANIA

UNDP has since the beginning of the aid effectiveness journey in Tanzania provided support to the Government as well as Development Partners with an aim of increasing harmonization and coordination among Development Partners while simultaneously strengthening Ministry of Finance capacity to more effectively manage aid cooperation.

Over the past almost ten years, this has led to a dual approach where Government support has involved capacity building, advisory support, installation of the Aid Management Platform, facilitation of south south cooperation, and provided technical support to Ministry of Finance’s engagement in the international cooperation forum related to the Paris, Accra and Busan agreements.

For the Development Partners Group, UNDP has hosted the secretariat supporting the development partner coordination and harmonization efforts in accordance with the TAS and the JAST.
Since the 1980’s, UNDP has produced Development Cooperation Reports in many countries, including Tanzania. Following the steps taken by Tanzania and its development partners towards the end of the 1990’s of enhancing the effectiveness of the development cooperation based on principles of national ownership and Government leadership, UNDP has strategically sought to support the strengthening of Government aid management processes, including data management. As a result, Tanzania is increasingly producing reports using Government ODA data. Based on data made available by development partners, Ministry of Finance has for instance in recent years started the production of ODA reports. Other reports include MKUKUTA Annual Implementation Reports, the Poverty and Human Development Report, and many other national and sector development reports.

THE DEVELOPMENT PARTNERS GROUP

As part of the reforms initiated under the Tanzania Assistance Strategy (2002-2005), a reorganization of the then local Development Assistance Committee (DAC) in 2003/04 led to the formation of the Development Partners Group (DPG) as the formal group for Development Partner coordination and representation. The DPG has an inclusive structure and clear and comprehensive terms of references that seek to complement Government’s coordination efforts by promoting internal clarity and coherence amongst Development Partners in the context of first the TAS and then the JAST (2006-2011).

“The DPG as a forum for all heads of cooperation in Tanzania has since 2004 significantly improved coordination, information sharing, coherence and alignment among development partners and the Government. The Paris Declaration surveys speak a clear story of success for Tanzania to this effect. However, while there is scope for further improvements, the strong emphasis placed by Government on broadening the national development agenda brings to the forefront the key principles of the Busan Agreement of reducing poverty and accelerating growth through inclusive partnerships with all relevant stakeholders.”

Alberic Kacou, UN Resident Coordinator/UNDP Resident Representative and permanent DPG Co-Chair

The DPG is comprised of 17 bilateral development partners and 5 multilateral partners (UN counted as one). In average, 35 Heads of Cooperation and Agencies attend the monthly meetings. In concordance with the national growth and poverty reduction strategy (MKUKUTA II and MKUZA II for Zanzibar), the 20 Sector Working Groups which together with the DPG Main comprise the development partner coordinating structure ensure that development partner voices in policy and technical dialogue with relevant sector Ministries are coordinated and inclusive. As such, the DPG goes beyond information-sharing towards achieving harmonization and alignment to aid systems and priorities through the engagement with Government in the official Dialogue Structure endorsed in 2008.

The DPG is permanently co-chaired by the UN Resident Coordinator/UNDP Resident Representative together with an annually rotating bilateral co-chair. UNDP hosts the DPG Secretariat which supports the DPG and acts as the official anchor-point for communication between Government and Development Partners on the JAST and development effectiveness principles.

UNDP TANZANIA COMPREHENSIVELY SUPPORTS GOVERNMENT AND DEVELOPMENT PARTNERS’ EFFORTS TO IMPROVE AID COOPERATION FOR A MORE EFFECTIVE DEVELOPMENT IMPACT IN TANZANIA.

Based on a wide range of consultations among Government and development partners, the 2010 independent assessment of UNDP’s support to Ministry of Finance and the Development Partners Group found that:

“There is continuing need for UNDP to help strengthen GoT’s capacity to lead and manage development cooperation as well as support DPs’ efforts at internal coordination and improve communication with GoT.”

Independent Assessment, John. F. E. Ohiorhenuan, 2010
In response to emerging needs in Tanzania, including specific aid management challenges in Zanzibar and the Development Partners Group, UNDP has launched a three-tier approach for 2011/12 to 2014/15 that comprehensively seeks to strengthen implementation of development effectiveness measures towards greater DP alignment to national priorities while simultaneously strengthening Government’s capacity to effectively manage aid and lead the development cooperation. These three interventions are based on the jointly agreed Roadmap to Improve Development Cooperation and Trust addressing key constraints identified in the IMG 2010 and build on lessons learned in previous phases of UNDP support. The three projects working with Ministry of Finance URT, President’s Office Finance Economy and Development Planning Zanzibar and the Development Partners Group seek to:

1. Enhancing Aid Management Capacity in Tanzania
   - Development framework for Tanzania (JAST II, mutual accountability, global leadership post-Busan).
   - Aid Management Capacity (Budget cycle, MTEF, AMP, PER/dialogue structure)
   - Institutional Capacity in MoF/EFD (Exposure visits, peer-learning, project management capacity)

2. Enhancing Aid Management Capacity in Zanzibar
   - Aid management capacity and leadership (Capacity development, including advisory support on aid analysis and management; AMP roll out)
   - RGoZ leadership in aid coordination and strategic dialogue (Zanzibar Aid Policy, sector relevant dialogue with DPs).

3. Aid Coordination/DPG Secretariat
   - Technical, secretariat and advisory support to DPG, Co-Chairs and MoF/POFEDP (aid harmonization process management, DPG meetings/special sessions/field trip, introduction courses, advisory support).
   - Communication, research and analysis (website, aid effectiveness or management studies, fact sheets, publications).

Heads of Cooperation and Agencies visit Mtwara harbor during 2011 DPG Fieldtrip to Mtwara. Photo: UNDP
THE DEVELOPMENT PARTNERS GROUP SECRETARIAT

The DPG Secretariat provides support to the Development Partners Group monthly meetings for Heads of Cooperation and Heads of Agencies in addition to other thematic groups such as the JAST working group, the Development Cooperation Forum, the Poverty Monitoring Group and other ad hoc requests. Furthermore, the DPG Secretariat facilitates engagement between DPG and GoT regarding the wider development effectiveness agenda in Tanzania, as agreed in the JAST.

The DPG Secretariat has since 2004 played a key facilitative and advisory role in advancing the aid effectiveness agenda in Tanzania in close cooperation with Ministry of Finance/External Finance Department, the DPG Main and the JAST working group.

THE DPG SECRETARIAT

- **Is the formal interlocutor** between DPG and GoT provides a formal channel of communication on JAST implementation, aid management and coordination.
- **Provides** support on a continuous basis to the DPG Main, to the JAST working group, the Development Cooperation Forum, and the Poverty Monitoring Group and other relevant groups as required.
- **Enhances** internal and external communication of the DPG analysis (website, aid effectiveness or management studies, fact sheets, publications).
- **Supports** capacity building of Ministry of Finance (URT) and President’s Office Finance Economy and Development Planning (POFEDP) in aid management through advisory and technical support.

Putting specialized facilitation skills to good use - from 2008 to 2012, the DPG Secretariat/UNDP has:

- Arranged and facilitated 55 DPG Main meetings with snippet summary circulated within 5 hours after the meetings
- Co-arranged and facilitated 6 DCF meetings
- Coordinated 2 Paris Declaration Surveys
- Arranged and facilitated 10 DPG Special Session
- Arranged 3 DPG field visits each with an average participation of 25 Development Partners
- Successfully facilitated Dialogue Structure and Division of Labour negotiations, peer and self-assessments
- Facilitated the extensive MKUKUTA/MKUZA review and MKUKUTA II/MKUZA II drafting process
- Facilitated 1,000-1,300 average hits per month on the DPG website www.tzdpg.or.tz
- Facilitated a DP-wide consensus on financing of allowances, salary top-ups and parallel PIUs

“There was enthusiastic support all round [DPs and GoT] on the usefulness and effectiveness of the DPG Secretariat. Both GoT officials and DPs commented on the high caliber and competence of the DPG Secretariat staff.”

Independent Assessment of DPG Secretariat, John. F. E. Ohiorhenuan, 2010
The DPG Secretariat is in its second phase (2012-2014/15); the first phase covered 2008 to 2011. The secretariat has during these periods received financing from:

Percentile income received (of USD 1,745,518) from 2008 – 2011

Financial Summary 2008 to 2011

<table>
<thead>
<tr>
<th>Funds received Jan 2008 to Dec 2011</th>
<th>Disbursed amounts in USD</th>
</tr>
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<tbody>
<tr>
<td>UNDP</td>
<td>$ 558,335</td>
</tr>
<tr>
<td>Denmark</td>
<td>JPO/in-kind</td>
</tr>
<tr>
<td>Germany</td>
<td>JPO/in-kind</td>
</tr>
<tr>
<td>Norway/UN One Fund</td>
<td>$ 150,000</td>
</tr>
<tr>
<td>Ireland</td>
<td>$ 108,000</td>
</tr>
<tr>
<td>Switzerland</td>
<td>$ 130,000</td>
</tr>
<tr>
<td>Canada</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>Netherlands</td>
<td>$ 175,000</td>
</tr>
<tr>
<td>USAID</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>SIDA</td>
<td>$ 260,000</td>
</tr>
<tr>
<td>DFID</td>
<td>$ 35,000</td>
</tr>
<tr>
<td>Finland</td>
<td>$ 145,000</td>
</tr>
<tr>
<td><strong>Total funds (less in-kind):</strong></td>
<td><strong>$ 1,745,518</strong></td>
</tr>
</tbody>
</table>
Heads of Cooperation and Agencies visit Mtwará harbor during 2011 DPG Fieldtrip to Mtwará. Photo: UNDP

Heads of Cooperation and Agencies visit primary school in Kigoma during 2010 DPG Fieldtrip. Photo: UNDP
Over a five-year period, UNDP has support aid management and coordination activities in a number of Government ministries in Tanzania URT and in the Revolutionary Government of Zanzibar with a total of USD 6 million. USD 4.3 million has gone to Government (URT and RGoZ) activities while USD 1.74 million towards coordination and harmonization support to the Development Partners Group.

During the same period, an increasing flow of ODA has been allocated to Tanzania by its development partners in a manner which strengthens national ownership and Government leadership through the use of Government systems in accordance with the JAST. This is clearly reflected in Ministry of Finance records which have seen increasing levels of ODA registered in Government’s systems.

Source: AMP, MoF
Based on the main principles of the Joint Assistance Strategy for Tanzania – ownership, alignment, harmonization, managing for results, and mutual accountability – the following results have been delivered or facilitated by UNDP through the DPG Secretariat project from 2008 to 2012 and other related Aid Effectiveness interventions.

**OWNERSHIP**

- Tanzania’s operational development strategies, as the foundation for an effective management and implementation of aid, was awarded a top rating according to the Paris Declaration Surveys 2011. UNDP facilitated the review of MKUKUTA and MKUZA as well as the drafting of MKUKUTA II and MKUZA II and other UNDP projects have provided specific support to the strengthening of the MKUKUTA and MKUZA strategies, M&E systems and operational plans.

- South-South Cooperation increasingly plays a key role as Government diversifies partnerships, gaining lessons and know-how together with stronger trade ties with other emerging economies. UNDP provides support to a strengthened international cooperation and gaining lessons learnt between Ministry of Finance and key stakeholders. This relates to Paris Declaration implementation (Governments of South Africa (2008), Rwanda (2012) and Malawi (2012)) and stronger cooperation with non-DAC development partners such as the China Africa Business Forum (2008) and visit by the International Poverty Reduction Centre in China (2012).

With an ambition of strengthening implementation of pro-poor policies in Tanzania, UNDP supports the engagement of the Government of Tanzania with other key aid recipients and aid providers beyond the OECD.

**Example 1:** UNDP Tanzania facilitated meetings between the International Poverty Reduction Center in China and Tanzanian authorities in 2010 with a view of opening an “Africa Window” for Chinese support to African Governments focusing on transfer of knowledge and peer-learning.

**Example 2:** During 2012, UNDP supported Ministry of Finance visits to Rwanda and Mozambique in order to facilitate stronger south south cooperation between neighboring countries on domesticating the Busan Agreement to national development cooperation frameworks.

**ALIGNMENT**

- Significant increases in in-year ODA predictability (70% to 97%), aid-on-budget (84% to 92%), use of country PFM systems (66% to 77%) and reduction of parallel implementation units (56 to 18) UNDP has since 2006 supported the roll-out of the JAST based on Paris Declaration principles (2005) in its support to the DPG Main, relevant DPG sector groups as well as in the technical and UNDP-financed support to Ministry of Finance through DP annual introductory courses for new DP staff (average 90 participants per year) and tailor-made trainings on aid architecture, budget cycle and exchequer system together with a strengthening of the national aid management system (AMP) and MTEF cycle management.

- Strengthening principles of representation and dialogue within the nationally agreed framework for dialogue and parameters for engagement Since 2008, UNDP has been acting as the formal channel of communication between DPG and the Government of Tanzania on aid coordination. This includes providing support and advisory services related to key Government-DP high-level dialogue in Development Cooperation Forums (DCF) chaired by the Chief Secretary, as well as a Joint Coordination Group (JCG) chaired by the PS Ministry of Finance. In addition, UNDP has supported the development and implementation of a Dialogue structure, particularly focusing on facilitating DP coordination and adherence to the agreed Division of Labour.
HARMONIZATION

- The Division of Labour has significantly improved clarity over DP priorities and engagement, particularly at sector level in terms of policy dialogue and representation. UNDP has facilitated the processes related to the development of an effective DoL for the Development Partners. Although challenges remain, the finalization of the DoL represented the first-ever DP-wide agreement in Tanzania on sector representation in accordance with the “Lead, Active, and Contributing/Delegating” principles. The DoL process involved DP self-assessments, sector and DPG Main peer-reviews, and technical and high-level negotiations with GoT counterparts.

- Joint DPG field visits with Government setting key development priorities and regions on the joint discussion agenda. UNDP has facilitated annual joint DPG field trips with Government participation to key development regions of Tanzania creating space and opportunities for deeper discussions with district and regional authorities and stakeholders on the opportunities and challenges to development: 2010 Kigoma (service delivery); 2011 Mtwara (Oil and Gas) and 2012 Mbeya (SAGCOT) with participation ranging from 25 to 40 pax.
MANAGING FOR RESULTS

• The outcome of the Paris Declaration Surveys in both 2008 and 2011 provided sound insight into the progress and challenges of JAST implementation in Tanzania but also reconfirmed Tanzania’s leading position in the Paris process compared to the global average. Under the leadership of the Ministry of Finance, UNDP collected Paris Declaration Survey data in 2008 and 2011, which provided sound insight into the progress and challenges of JAST implementation in Tanzania.

• Whilst further efforts are needed, the Paris Declaration Surveys from 2008 and 2011 show significant positive trends in the alignment of ODA to national systems and increased predictability of aid. In cooperation with the Ministry of Finance and other relevant core reforms, particularly the Public Financial Management reform, the UNDP has supported an improvement of the quality and comprehensiveness of the budget process as well as the quality of MTEF data. While tailored training sessions among DPs have had a contributing positive effect, the implementation and roll-out of the Aid Management Platform (AMP) with Ministry of Finance has significantly improved the quality of budget, MTEF and disbursement data in Tanzania, thus enhancing national ownership of ODA flows in accordance with both Paris, Accra and Busan principles.

MUTUAL ACCOUNTABILITY

• As a response to the Independent Monitoring Group 2010 report and through discussions in the JAST WG, the DPG Secretariat together with Ministry of Finance and under guidance of the JAST working group facilitated the development of the joint Roadmap to improve development cooperation in 2011. Under the MKUKUTA review, UNDP collaborated with the Ministry of Finance to provide financing, advisory and joint secretariat support to the Independent Monitoring Group assessment of ODA and aid effectiveness (2010) in Tanzania, which outlined a number of challenges in the existing development cooperation.

In 2012, Tanzania together with DR Congo won best-practices awards during the 2012 AMP Annual Best Practices seminar. Tanzania came first based on the innovative use of monthly AMP Disbursement Reports. Photo courtesy of Development Gateway Foundation.
Photo: courtesy of Development Gateway Foundation
Key Publications

“Joint Government and Development Partners Roadmap to Improve Development Cooperation in Tanzania”

In response to the 2010 Independent Monitoring Group report on ODA and aid effectiveness, a roadmap was prepared jointly by government and DPG to address the challenges in development cooperation and identify concrete actions that need to be taken in order to move forward. The key areas recommended for intervention were Management of ODA and the proportion of aid on budget, Effectiveness of aid modalities, and Quality of dialogue, mutual trust and aid architecture. UNDP has since 2010 provided advisory and financial support to the implementation of the Roadmap.

- **Completion of 3 Paris Declaration Surveys.** UNDP together with Ministry of Finance administered the Paris Declaration surveys in 2005, 2007 and 2010 which fed into the pre-Busan 2011 discussions. Although challenges still remain, overall performance by Tanzania and its Development Partners is very positive, particularly in comparison with the global average (2010):

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Development strategies</td>
<td>B</td>
</tr>
<tr>
<td>Reliable public financial management (PFM) systems</td>
<td>4.5</td>
</tr>
<tr>
<td>Reliable procurement systems</td>
<td>Not available</td>
</tr>
<tr>
<td>Aid flows are aligned on national priorities</td>
<td>90%</td>
</tr>
<tr>
<td>Strengthen capacity by coordinated support</td>
<td>50%</td>
</tr>
<tr>
<td>Use of country PFM systems</td>
<td>66%</td>
</tr>
<tr>
<td>Use of country procurement systems</td>
<td>61%</td>
</tr>
<tr>
<td>Strengthen capacity by avoiding parallel PIUs</td>
<td>56</td>
</tr>
<tr>
<td>Aid is more predictable</td>
<td>70%</td>
</tr>
<tr>
<td>Aid is untied</td>
<td>97%</td>
</tr>
<tr>
<td>Use of common arrangements or procedures</td>
<td>55%</td>
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<tr>
<td>Joint missions</td>
<td>17%</td>
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<tr>
<td>Joint country analytic work</td>
<td>38%</td>
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<tr>
<td>Results-oriented frameworks</td>
<td>B</td>
</tr>
<tr>
<td>Mutual accountability</td>
<td>Y</td>
</tr>
</tbody>
</table>

**Global Results for 2010**

- B or ‘A’
- 37% (of 76)
- 38% (of 52)
- 41%
- 57%
- 48%
- 44%
- 1 158
- 43%
- 86%
- 45%
- 19%
- 43%
- 20% (of 44)
- 38%
• Mutual Accountability as a concept and instrument in managing aid and partnership is a key component of the Busan Agreement and draws significantly on the lessons generated in Africa. Significant financial and technical support was provided to the Ministry of Finance during the High Level Forums (HLF) on Aid Effectiveness in Accra (2008) and Busan (2011). UNDP also provided support to Tanzania’s role as co-lead of the OECD/DAC Working party on Aid Effectiveness Cluster which included the 2010/2011 consultative process among all African countries on Mutual Accountability in preparation for Busan.

UNDP facilitated a range of preparatory mutual accountability events hosted by Tanzania (January 2011), Ghana (April 2011), Mozambique (May 2011) and Rwanda (September 2011) as a build-up to Busan. These events took place with the technical and financial support of the Global Mutual Accountability Initiative, a project set up by UNDP, UNDESA and the co-chairs of the WP EFF Cluster A on Mutual Accountability and Ownership: Tanzania, Switzerland and Ireland.

COMMUNICATION AND PUBLICATIONS

UNDP has continued its efforts to strengthen the communication and linkages between the DPG Main and sector working groups, the Government of Tanzania and the wider public. On behalf of the DPG, the DPG Secretariat has provided GoT with monthly updates on joint missions and studies, as well as produced various brochures such as the joint GoT-DPG brochure for Busan. Though further improvements are still needed to reduce the number of bilateral uncoordinated DPs, a positive trend towards more joint missions initiated by the DPs can be observed in the Paris Declaration Survey 2011.

“Tanzania – Implementing the Unfinished Aid Effectiveness Agenda for Greater Development Effectiveness”

Published by UNDP, this joint Government and Development Partner brochure shares the achievements made so far by Tanzania in terms of development and reduction of income poverty – highlighting the considerable steps that have been taken towards the implementation of the global aid effectiveness agenda, and the progress made in improving aid management and partnerships.

The Development Partners Group Website

UNDP hosts the Development Partners Group website. With an average of 1000 to 1300 visitors per month, the DPG Website not only informs the public at large about the work being done to strengthen aid effectiveness in Tanzania, but also serves as a platform for the different sector and thematic Working Groups to coordinate, share and easily access relevant information pertaining to their particular areas of intervention. Link to the website: http://www.tzdpg.or.tz/
SUMMARY OF CENTRAL PROCESSES AND EVENTS WITH DPG SECRETARIAT FACILITATION OR KEY INVOLVEMENT.

Based on the main principles of the Joint Assistance Strategy for Tanzania – ownership, alignment, harmonization, managing for results, and mutual accountability – the following outputs have been delivered or facilitated by the DPG Secretariat project during the period 2008 to 2012:

<table>
<thead>
<tr>
<th>Ownership</th>
<th>2008: Support to MoF preparation for and participation in the HLF Accra</th>
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<tbody>
<tr>
<td></td>
<td>2010: Launch of the MKUKUTA II and MKUZA II</td>
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<td></td>
<td>2011: Support to MoF preparation for and participation in the HLF Busan</td>
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<td></td>
<td>2012: Support MoF preparation of Development Cooperation Framework</td>
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<thead>
<tr>
<th>Alignment</th>
<th>2008: Endorsement of Dialogue Structure by GoT</th>
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<tr>
<td></td>
<td>2009: Operationalisation of the new Dialogue Structure, including the establishment of the JCG</td>
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<td></td>
<td>2009: Organization of trainings on Exchequer System and the national budget process</td>
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<td></td>
<td>2011: Identified 10 DP sector focal points linked to Zanzibar with the aim to improve dialogue</td>
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<td></td>
<td>2011: Assessment of the Dialogue Structure</td>
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<thead>
<tr>
<th>Harmonization</th>
<th>2008: Division of Labour (DoL) – mapping June 2008, DP Self-Assessment November</th>
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<tr>
<td></td>
<td>2009: National MKUKUTA and MKUZA review and DP engagement and support in the process</td>
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<tr>
<td></td>
<td>2009: Finalization of the DoL, including organization of a DPG special session on the DoL</td>
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<td>2010: Field trip to Kigoma</td>
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<td></td>
<td>2011: Field trip to Mtwarar</td>
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<td></td>
<td>2011: Assessment and development of guidelines of DP financing of allowances, salary top-ups and use of PIUs</td>
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<tr>
<td></td>
<td>2012: Field trip to Mbeya</td>
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<tr>
<td></td>
<td>2012: DPG-wide agreement on DPG Guide on Allowances, Salary Top-ups and parallel PIUs.</td>
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Secretariat support to DPG Main, JAST working group, the Poverty Monitoring Group, the MKUKUTA Task Force, the Development Coordination Forum, the Joint Coordination Group and the Cluster 1 working group.

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<tr>
<td></td>
<td>2010: Launch of AMP following roll-out to DPs in 2009 and 2010. First annual ODA report based on AMP data</td>
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<td></td>
<td>2011: Consultations of MKUKUTA Monitoring Master Plan II</td>
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<tr>
<td></td>
<td>2011: Paris Declaration Survey</td>
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<tr>
<td></td>
<td>2011: AMP Monthly Disbursement Reports initiated</td>
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<td></td>
<td>2012: Support the monthly production of AMP disbursement reports. AMP 2010/11-2011/12 ODA report preparations</td>
</tr>
</tbody>
</table>

From 2008 to 2012 bi-annual AMP training sessions facilitated with Ministry of Finance.

<table>
<thead>
<tr>
<th>Mutual accountability</th>
<th>2008: Three Development Cooperation Forum (DCF) meetings</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2008: Visit by MoF counterparts from Treasury of South Africa</td>
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<tr>
<td></td>
<td>2009: One DCF meeting</td>
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<td></td>
<td>2010: Independent Monitoring Report</td>
</tr>
<tr>
<td></td>
<td>2010: Two DCF meetings</td>
</tr>
<tr>
<td></td>
<td>2011: Joint GoT-DP Roadmap to improve development cooperation</td>
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<tr>
<td></td>
<td>2012: Facilitate DP commenting on JAST Implementation Report</td>
</tr>
</tbody>
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MUST MOVE FORWARD

During the past 15 years, Tanzania has made great strides in aid reform and has generated a wealth of knowledge that future efforts must build on – not reverse. Tanzania has been a front runner, later high achiever and since then also among the first to experience some of the fundamental challenges of aid reform once implementation is deepened. The basic lesson remains: The principles underpinning the Paris Declaration and the Accra Agenda for Action have contributed to higher quality, more transparent and effective development cooperation. It is therefore paramount that all stakeholders continue improving, testing and advancing the effectiveness of development cooperation in line with the Busan Agreement. This is the only way to effectively reduce poverty while supporting national ownership of the development process. Returning to old systems and ways of doing business, increasing unaligned project aid, stove-pipe approaches, and unharmonized cooperation must not be an option.

BROADENING PARTNERSHIPS FOR BETTER RESULTS

While the principles of the Paris Declaration are still relevant in Tanzania there is still much unfinished work to do, and with the wide ranging consequences of the global financial crisis a shift must be made from aid effectiveness to development effectiveness. An increased focus on strengthening links between aid and investments including trade, technology and knowledge transfers, South-South Cooperation is key to bringing CSOs, non-DAC donors, vertical funds, and international foundations into the centre stage of the development cooperation where they belong. This move is not new. It merely reflects the reality on the ground where a much wider push for development – which goes beyond traditional ODA – will produce a stronger and more significant impact: for deeper pro-poor growth and regional and global economic cooperation; for improved service delivery in education, health, water, HIV/AIDS; and for clearer lines of accountability and wider ownership of the development agenda among all stakeholders involved.

DP HEADQUARTER POLICIES, SUPPORT AND WILL TO CHANGE MUST IMPROVE

Government and development partners in Tanzania have come a long way in reforming the way aid is provided, negotiated, delivered and assessed. But for the reform to reach further and have the necessary impact there is a need for headquarters to create the more space, stronger political will and an even greater drive for country-led reform.

• Three or even five-year predictability of ODA becomes the norm,
• Partner country budget systems, processes and cycles are fully respected,
• Use of country systems supported squarely,
• Harmonization of missions and analytical works initiated by headquarters, together with harmonization of programming cycles among developing partners, and
• Headquarters directly address over-centralization, lack of coherent policies and structures, risk-adverse culture, and delayed organizational reforms.
TRANSFORMATIONAL CHANGE THROUGH CAPACITY DEVELOPMENT

Capacity development is critical for achieving clearer and more effective results, capable institutions, systems and mechanisms for capturing results, ensuring transparency and accountability of all stakeholders involved. National leadership is key for a deeper push for government-wide capacity development of individuals and institutions to champion sustainable development. All partners must support this move. It should include:

- Higher investments in human capital development and institutional effectiveness aimed at achieving capacity development outcomes and results must be improved in terms of volume and strategic linkages with national development goals and Millennium Development Goals.
- Much greater emphasis on supporting country-led results frameworks is vital for all stakeholders to capture clearer and more tangible results, which are needed to keep momentum and sustain political will and support to aid reform. This includes building statistics to monitor progress whilst ensuring that mutual assessment reviews keep all relevant stakeholders accountable and involved.
- Knowledge building and development experiences of all actors and countries must be facilitated more directly through South-South and triangular cooperation to build transformational momentum.
- In order to build on progress made, more efforts should be made into building systems to ensure institutional memory, establish working practices and reach agreements that are not jeopardized by staff turnover among developing partners.

KEEP THE COMPASS ON RESULTS, NATIONAL OWNERSHIP AND GOVERNMENT LEADERSHIP

Leadership must be the basis for all activities and initiatives. Given the importance of national systems in informing, strengthening and driving the development agenda, partner countries must continue to invest and strengthen their systems, and expect development partners to use them:

- Partner countries should continue to build more efficient, transparent and effective national systems and procedures.
- In order to monitor the results and impact of programmes and joint assistance frameworks, it is crucial to strengthen national information databases and monitoring systems accessible to all stakeholders.
- Both development partners and partner countries should improve efforts to foster mutual accountability and accountability towards our constituencies.
- Continuity of public policies and personnel has proven to be key for long-term planning, capacity building and predictability of common efforts.
“There is continuing need for UNDP to help strengthen GoT’s capacity to lead and manage
development cooperation as well as support DPs’ efforts at internal coordination and
improve communication with GoT.”
Independent Assessment, John. F. E. Ohiorhenuan, 2010

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