

OECD/DAC DONOR-Developing Country Dialogues on  
National Strategies for Sustainable Development

Country Dialogue Report for  
Tanzania

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Chapters 5 to 7

## **5. Information for Planning**

### **5.1 Type and Source of Information for Planning**

The type of information (data) which is generated at the lower level and commonly used during plan formulation included the following:-

- ❖ Production levels of agricultural products, livestock, natural resources, minerals etc
- ❖ Social services delivery
- ❖ Conditions of the infrastructure
- ❖ Income and expenditure
- ❖ Population by age and sex
- ❖ Household income
- ❖ Area of the village and ward
- ❖ Available natural resources
- ❖ The natural environment
- ❖ Availability of resources locally
- ❖ The natural environment
- ❖ The number of students (pupils), classroom, teachers, etc
- ❖ Population growth rate
- ❖ Number of medical doctors, hospitals and/or health centres, patients, equipment etc
- ❖ Administrative units
- ❖ Size of farming land
- ❖ Number of animals (livestock) e.g. cow, goats, sheep, chicken, pigs etc.

In practice such information is obtained from the village records and from household units. When such information is non-existent, emergence surveys are conducted.

### **5.2 Utilization of the Information in Planning**

Most of the information generated at grassroot level is utilized in the formulation of the development plans. At the village level the main user of these information (data) are the sub-committees e.g. Village Finance and Planning sub-committee. This Sub-committee discusses such information to improve the grassroot ideas before they are submitted to the village assembly.

In discussing with Arumeru district officials on the issue of village data, they expressed dissatisfaction on the accuracy and reliability of the information, particularly data on population which is usually based on estimates. For example the district has 120,000 potential tax payers but officially only 60,000 people pay tax. The rest are unaccounted for. This is a loss in tax revenue. In this regard the district authorities emphasized the importance and urgency of the National Population Census exercise because its data is much more reliable than those coming from the lower levels

### **5.3 Decision Making during the Planning Process**

There are priority areas and criteria, which are considered during the planning process. They include the income levels of the people, level of understanding of the people, the available resources and the impact of the decision on food security. As for the availability of resources, distinction is made between local and external sources. The

final decision on the priorities and other important issues is left with the village government executive committee.

Other considerations are health, children's education and requirements of the old people. At the local level, decisions were reported to be made on the basis of the villagers' ability to perform the activities themselves. Those activities which were within the ability of the villagers' available manpower or material resources e.g. sand, stones, logs, water, were given priority. Those that required monetary contributions could be shelved until the harvest time. The villagers would then forward the plans which were beyond their means to the ward level for assistance from the district council. For example in Isongole Ward, Rungwe District the construction of the road from Idweli to Ngumbulu was assisted by the district authorities. In Igurusi, Mbarali District, the completion of the primary school buildings was made possible by the assistance from the Mbarali District Council.

## 6. Sustainable Development and Donor Assistance

During consultations, stakeholders appeared rather disturbed by the whole issue of donor support. They pointed out that most rural people are small-holder farmers and livestock keepers who are very poor. It was estimated that in Usa River and Tengeru villages in Arusha Region approximately 60% of the villagers are absolute poor. So when a discussion was held as to *“whether aid has brought any significant improvement to their living standards”*; most of them thought the gains received from aid is very small. This was said in comparison to *“what they hear”*, that is Tanzania has a huge debt to pay and that it receives enormous donor support. When further asked *“why they thought aid has not brought any benefit to them”*, the answer was *“look at the people: their economic and living conditions tell for themselves, they are very poor”*.

Some reasons were given as to why aid has not had any impact in eradicating poverty and that even in future it will not, if the current system of receiving and utilizing it would continue as it is now. The reasons given were divided into two groups:-

- (a) Problems which are caused by Tanzanians themselves. These included the following:-
  - (i) not putting into consideration the issue of *“sustainability of projects”*
  - (ii) the target group not owning and not having the decision for their *“project finances”*
  - (iii) the target group being foreigners during project preparation and sometimes even during implementation of their own projects.
  - (iv) Aid not reaching the target group; in other words the *“target group”* is *“not targeted”*.
  - (v) Project managers
- (b) Problems which are caused by donors themselves. They include:
  - (i) not putting into consideration the issue of *“sustainability of projects”*.
  - (ii) to consider *“aid”* as a *project or activity* which must be *“sustainable”*. If that is the case, logic would tell that aid should always lead into *“sustainable poverty”*
  - (iii) the recruitment of expatriates for the donor projects does not take into account of the availability of local expertise e.g. recruiting *“a water technician”* when local technicians are available within the country.

In general, most stakeholders were of the opinion that *“aid”* is full of problems. It was remarked that *“aid”* which is brought in the country is one of the major causes of poverty and inability for Tanzania to pursue sustainable development. The country has continuously received considerable aid money for the past 40 years of independence, nevertheless poverty has worsened over the years and donor projects have failed to benefit the target group. At best, aid has managed successfully to cause *“sustainable poverty”* in the country.

Related to the above issues is the concept of *“a Project”*. The concept is associated with lots of money, huge salary, big cars, super spending, super life, non-accountability etc. To many project managers *“a project”* is considered a short-term rare opportunity or *“golden opportunity”*, which ends with the winding up of the project. It also means that the post of a manager *“ceases”* when the project *“ceases”*. This perception has led many leaders and managers of projects to misuse project's resources by

accumulating wealth before the end of the project's period. This has contributed to the failure of many projects, and thus making aid not beneficial to the target population.

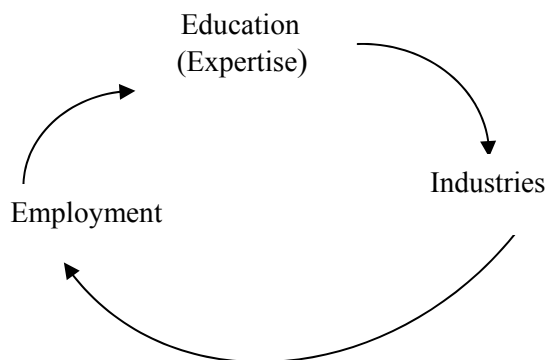
Stakeholders also pointed out that there were some basic problems with the donors themselves. It is no secret that “*donors*” who are “*our partners in development*” benefit immensely from the projects’ just like the “*Tanzanian manager*” by accumulating wealth out of the projects’ resources. In this circumstance it is presumed that “*donors*” favour that aid continues and that it forms part of their life. This is evidenced by the fact that despite knowing the weaknesses of aid and the implementation of donor supported projects, donors do not vigorously wage war against such vices.

Another issue relates to the management of the projects. Most projects when brought in the country, donors prefer managing them themselves without involving Tanzanians right from the beginning. Consequent to this, projects collapse when local managers take over, for the simple reason that they are not properly prepared to manage them.

As a contribution to the initiatives of reducing poverty and dependence on aid, stakeholders made the following proposals:-

**(i) Put more emphasis on education and industrialization**

These two factors, namely education and industrialization must always go together because they operate in synergy/tandem as indicated in the circle below:-



The circle shows that when you produce expertise/skilled labour, you must have industries to employ them. And as the industrial sector grows, diversifies and uses more new technologies more demands are made for more labour of different skills and capabilities. These required capabilities must be produced by the education sector. The circle then continues.

**(i) Exhibit self-confidence**

This situation was reported to exist within the community if the following conditions are in place:-

- (a) a large proportion of the population is educated (not only reading and writing). However, confidence building has to start right from primary schools where pupils are given challenges and are conditioned to think on how to solve those challenges.

- (b) The availability of employment. The stakeholders argued that the degree of confidence increases with employment status. It is higher in those people who are employed than the unemployed.

***(ii) Create attractive environment for Private Sector Investment***

Tanzania must create enabling environment which has a big attraction for investors from both within and outside the country. It was remarked that currently the transaction costs are still too high to attract serious investors.

***(iv) Assure Commodity Markets***

It is important that producers of all types of commodities are assured of internal as well as export market.

***(v) Existence of Pressure of the Market (Competition)***

It is important that there is “*pressure of the market (competition)*” in the entire chain of activities which includes production, marketing and services. Lack of pressure of the market, causes business transactions and services to be expensive, and people are neither afraid nor do they condemn negligence, wastefulness, laziness etc.

In taking into account of the above facts, stakeholders were of the opinion that the major purpose of aid should be to act as a catalyst where it is necessary. Also important in this regard is the involvement of stakeholders right from the early stages of project/programme preparation. This will enhance sustainability of the projects. Based on the above discussion on the relationship between donor support and sustainable development, proposals were presented in the following sections on what Tanzania and donors need to do in order to enhance the process of planning for sustainable development. These issues are briefly presented below:-

**6.1 What Tanzania needs to do**

***(i) Leadership Duration***

There should be a maximum time limit for all leadership post levels at village, ward and district level (maximum period of 10 years)

***(ii) Empowering women and youth***

- (a) In communities where traditions and customs marginalize women, advocacy programmes which show the importance of involving women in planning for sustainable development should be conducted
- (b) The system of planning for sustainable development by age groups should be abandoned. Conducting information, education and communication (IEC) would be important in this regard.

***(iii) Government obligations and initiatives***

- (a) Government should fulfil timely its promises made in respect of contributing towards development projects
- (b) Government should make efforts of assisting local authorities and regional secretariats by strengthening their infrastructure for the purpose of

- providing enabling environment of preparing plans for sustainable development
  - (c) Government should honour stakeholders' priorities when submitted to the respective ministries or Task Forces
  - (d) The government should have a system of registering all donor supported projects. This exercise could be done possibly by the Planning Commission
  - (e) Government should accept projects whose sustainability at the departure of donors is guaranteed
  - (f) Government should prepare strategies of how to make the few experts available in government reach the villagers
  - (g) When the government sets policy guidelines on how to prepare development projects it should take into account the needs/demands of the target groups/stakeholders
  - (h) Government should prepare specific strategies on how to involve stakeholders in preparing plans for sustainable development from the sub-village level
- (iv) *Building capacity at the local level*
- (a) Projects should be prepared based on “*technical grounds*” and not out of political pressure.
  - (b) Government should advise villages the importance of training their own people
  - (c) Districts should conduct training to Village Executive Officers on how to prepare financial and physical reports
  - (d) There should be capabilities for preparing and coordinating plans for sustainable development at the village level
  - (e) There should be Projects' Development Funds which are formed by the people themselves
  - (f) Revenues from some sectors should be paid back/retained by the sector e.g. Ngorongoro conservation
- (v) *Project's Development and Management*
- (a) The implementation of projects should be supervised by respective sector Ministries.
  - (b) There should be a system of maintenance/maintenance of projects or other activities/facilities, which have been started at the sub-village level
  - (c) There should be communication/proper coordination between stakeholders who are involved in the process for planning for sustainable development. This will minimize overlaps and costs
  - (d) Local expertise should be valued and recognized just like their counterpart expatriates
  - (e) Project experts should be advisors to politicians on issues related to planning for sustainable development and not otherwise
- (vi) *Preparing Strategies*
- There should be clear instructions on how to prepare strategies for sustainable development. This means having all the steps to be followed in preparing policies, strategies and implementation plans.

(vii) *Commodity Markets*

- Efforts be made to find markets for different products as well as opportunities for agro-processing.

## **6.2 What donors need to do**

(i) *Project Identification and Formulation*

- (a) When donors/investors want to invest or start a project, they should first get in contact with the leaders of the respective area so that they are briefed the needs of the target population
- (b) Projects should be started taking into account the wishes of stakeholders. They should not be based on friendship

(ii) *Donor Support*

- (a) In providing support, national priority areas should be observed
- (b) Support should be extended in accordance with the actual needs of the people
- (c) The implementation time table of development plans should be observed when extending aid

(iii) *Project's Implementation and Management*

- (a) Avoid putting stringent conditions to target groups when taking projects to districts or regions. They do more harm than good.
- (b) The conditions laid down in the agreement should be strictly followed until the project is completed. This refers to delay in release of funds or stopping release of funds

The use of project funds should be effected after reaching an agreement with the target group for which the project is designed.

(iv) *Building Local Capacity*

- (a) Training should be provided to Tanzanians on how to manage projects. This will ensure sustainability at the time of departure of the expatriate staff.
- (b) Projects which are supported by donors should not include the cost of expatriate staff
- (c) Donor supported projects should employ Tanzanians and be given priority in the implementation of projects instead of recruiting expatriates. Further, local experts should receive equal pay to the expatriate staff.



## 7. Conclusions and Recommendations

### 7.1 Conclusions

The village community has a role to play in the planning process. But the system appears not to take into consideration of the urban traders/business community and the ordinary citizen. These groups are by passed. They are neither included in the planning process nor in the decision making. The system has not yet given them adequate opportunity to accommodate their developmental contributions. The most involved levels in the current planning process is the rural grassroot community, and to some extent the business community at the national level.

### 7.2 Recommendations

Attaining sustainable development is a difficult process. During consultations with stakeholders several key issues for sustainable development were raised. Together with those mentioned in section 6, we present below the following additional recommendations:-

<b>A. Training and Expertise</b>	<b>B. Community Involvement in Planning</b>
<ul style="list-style-type: none"><li>(i) A training programme be developed and conducted for planners, the community and all other actors on participatory planning</li><li>(ii) The leaders at the village and ward levels need to be trained on leadership skills</li><li>(iii) There is a need to promote, respect, reward, and adhere to the views of the technicians (experts) and innovators</li></ul>	<ul style="list-style-type: none"><li>(i) A law on participatory planning as the approach to planning in Tanzania be enacted to ensure it is followed</li><li>(ii) Involvement of the urban community in the planning process. The urban community at the (district level) would like to be included in the process by being sensitised and informed when they should participate in the planning process. The community believes that if, Discos and other Public political rallies are announced by loud speakers on the streets, why not a call for planning for their own development?</li><li>(iii) Empower the Community. Decisions made at the top should involve the grassroot population.</li><li>(iv) Emphasis and priority, needs to be put on implementable plans and projects</li></ul>
<b>C. Protecting the Environment</b>	<b>D. Building Financial Capacity</b>

<p>(i) Propagate Bio-gas Technology. The bio-gas technology which is currently spreading in villages should also be propagated in the urban areas because of the following advantages:-</p> <ul style="list-style-type: none"> <li>(a) it reduces the massive use of charcoal and firewood</li> <li>(b) it reduces the household energy (electricity) bill</li> <li>(c) it protects the environment, in other words it is environmental friendly</li> </ul> <p>(ii) The cost of energy (electricity) has to be reduced so as to protect the environment</p>	<p>(i) Establish micro-credit institutions. The government has to facilitate the establishment of effective micro credit institutions in the rural areas so as to bridge the existing capital gap.</p>
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