



TANZANIA
DEVELOPMENT VISION 2025

BIG RESULTS NOW! ROADMAP



The 8-Steps of Big Results Now! Delivery Methodology is a holistic transformation approach focused on delivering specific goals within a stipulated delivery timeline. The Methodology comprises a highly adaptable set of tools enabling proactive tracking, monitoring and problem solving within the implementation framework. Together, these eight steps establish a developmental transformation framework prioritising inclusiveness, transparency and accountability.

The Big Results Now! Roadmap is an official publication by the Government of the United Republic of Tanzania formally capturing the President's initiative to transform Tanzania's public service delivery through the 8-Steps of Big Results Now! Delivery Methodology. It also captures the rationale and strategic thrust for prioritising the National Key Result Areas, which is based on the highest relative impact in terms of the projected number of beneficiaries, improvements to the quality of life as well as in terms of the feasibility of achieving measurable impact within a relatively short timeframe.

This publication also serves as a comprehensive reference for all implementing ministries, departments and agencies. It provides an in-depth understanding of the 8-Steps of Big Results Now! Delivery Methodology anchoring Tanzania's transformation journey towards achieving the goals of Tanzania Development Vision 2025. It also serves as a point of reference for the Tanzania public to monitor implementation progress and as an accountability tool to hold delivery parties responsible for their successes and failures.

Tanzania **BIG RESULTS NOW!**

ROADMAP

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MESSAGE FROM THE PRESIDENT OF THE UNITED REPUBLIC OF TANZANIA

HIS EXCELLENCY DR. JAKAYA MRISHO KIKWETE

I am pleased to unveil this Roadmap, a summary of my Government's delivery commitments in priority areas under the Big Results Now! (BRN) Programme which was borne out of our quest to accelerate development towards the targets articulated in the Tanzania Development Vision 2025. That Vision aspires to transform our country into a middle income nation by 2025, i.e. a country characterised by a good quality of life, peace and unity, good governance, an educated and learning society, and a competitive economy.

The Roadmap creates a platform and reference point for the public to follow up on BRN implementation and to demand accountability. It also serves as evidence of the collective commitment of the Government to be held accountable for the results of our leadership in the national effort to transform the quality of life for the people of Tanzania.

The BRN programme applies the Big Fast Results delivery methodology which helped Malaysia achieve significant development outcomes in a relatively short period. To ensure

greater efficacy, the methodology was adapted to fit with the specific circumstances in Tanzania.

Transformation is never an easy task, especially for a country the size of Tanzania and with its developmental history. There are cultural and economic challenges that must be overcome, and a need for everyone to shrug off the comfort of operating with a 'business as usual' mentality and adopt 'business unusual' operating standards. We have to adopt unusual ways of doing things if we are to obtain the unusual results that are needed for us to achieve our development vision. I am confident that the implementation of the programme will lead to tangible and sustainable transformation of our society.

I thank the Government of Malaysia for the support extended to my Government in adapting and commencing implementation of this programme in Tanzania. I also appreciate the support of all stakeholders who include experts, government officials, development partners, civil society and the private sector. I would

like to thank them all for engaging with us and for their continued support in the transformation process.

I congratulate all the Ministers and government officials leading the BRN work and encourage them to keep their spirits up! To realise our dream, the commitments signed by the Ministers in the six NKRA's and detailed in this Roadmap must be honoured.

I reiterate my personal commitment and support as well as that of my Government during the entire implementation period and beyond.

DR. JAKAYA MRISHO KIKWETE

President, the United Republic of Tanzania

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF THE PRESIDENT'S DELIVERY BUREAU

OMARI ISSA

The projects and initiatives outlined herein aim to accelerate the nation's transition towards the ambitions articulated in the Tanzania Development Vision 2025.

The publication of this Roadmap signifies the mandate handed to delivery teams in the respective Ministries and the President's Delivery Bureau (PDB) to ensure achievement of the desired results in national priority areas. We are humbled by the privilege and honour bestowed upon us by His Excellency Dr Jakaya Mrisho Kikwete, President of the United Republic of Tanzania, in entrusting us with this task of such national importance.

The six NKRA Ministries have taken the lead and adopted the BRN Methodology to transform their working rhythm, and to embrace the BRN way of working. Together with these Ministries, the President's Delivery Bureau will work continuously towards institutionalising the cadence of the delivery system and maintain the discipline of action necessary to deliver on the Government's commitment.

On behalf of my colleagues in PDB and Ministerial Delivery Units, I wish to affirm our commitment towards the successful delivery of these initiatives. We recognise the high expectations that Tanzanians have of the Big Results Now! (BRN) Programme and promise to do our utmost to achieve the objectives of that programme.

True transformation of our nation can only be achieved through a collective and cohesive effort by all involved in the development of our nation. We look forward to taking this journey in an inclusive and holistic manner towards achieving the nation's vision of becoming a middle income nation by 2025.

OMARI ISSA

Chief Executive Officer,
President's Delivery Bureau (PDB)

TANZANIA: A DEVELOPMENTAL OVERVIEW

Tanzania's development aspirations are outlined in the Tanzania Development Vision 2025 (TDV 2025) developed in the late 1990s to guide economic and social development efforts until 2025. TDV 2025 aims to transform Tanzania into a middle-income nation by 2025 with five main national attributes:

- i) quality livelihood;
- ii) peace, stability and unity;
- iii) good governance;
- iv) a well-educated and learning society; and
- v) a competitive economy capable of producing sustainable growth and shared benefits.

The Vision thus aspires to transform the economy from a predominantly agricultural one into a diversified and semi-industrialised economy comparable to typical middle-income countries.

The Government's strategies towards realising the Vision were outlined in the first National Strategy for Growth and Reduction of Poverty, or *Mpango wa Kwanza wa Kukuza Uchumi na Kuondoa Umaskini* in Kiswahili Tanzania (MKUKUTA I), which is a five-year development plan that began 2005/2006 and completed in 2009/2010.

The implementation of MKUKUTA I yielded positive results, with economic growth averaging 7% per annum for a good part of the decade. Sound macroeconomic policies imbued in the strategy also stabilised prices, increased foreign reserves,

The Vision thus aspires to transform the economy from a predominantly agricultural one to a diversified and semi-industrialised economy comparable to typical middle-income countries

domestic revenue collection, as well as domestic and foreign investment. MKUKUTA I is also credited for the significant improvements in the provision of public social services, particularly primary and secondary education, health, water, and rural roads.¹

Despite the positive yield from MKUKUTA I & II the Government also recognised that delivery could have been further improved with a more coherent plan and sustained strong economic growth.

A 2010 report by the President's Office – Public Service Management on the effectiveness of public policies found that policy implementation strategies had not been developed in many sectors, and that the process of prioritising government undertakings had failed to materialise as planned.² The report concluded that the effectiveness of public policies in Tanzania was below average.

Similarly, the President's Office – Planning Commission (POPC) commissioned a study to review

TDV 2025 in 2010 with regards to its goals and its overall implementation to gauge Tanzania's rate of progress towards achieving its vision. The study revealed three key observations.

While the study acknowledged that the respective ministries, department and agencies (MDAs) were putting in place the necessary action plans to deliver TDV2025, implementation was not conducted in an organised manner and executed discretely by the responsible MDAs. This made it difficult to monitor and track the progress of implementation towards achieving the country's larger goal.

In addition, it found that targets went largely unmet due to unresolved bottlenecks at the implementation stage. It also observed that there was a low level of accountability in delivering the outcomes planned towards realising TDV 2025. This is particularly prevalent in scenarios where budgetary and implementation coordination is required between more than one implementing MDAs in order to achieve a specific target.

¹ Ministry of Finance and Economic Affairs, National Strategy for Growth and Reduction of Poverty II, July 2010

² President's Office Public Service Management, The Effectiveness Of Public Policies In Tanzania Final Report, Economic and Social Research Foundation (ESRF), August 2010

The Government identified the following gaps from these findings:

- i) **Inadequate prioritisation and focus on high impact and strategic projects** led to too many projects being proposed, with suboptimal visibility of results.
- ii) **A lack of a robust mechanism to coordinate implementation efforts** in a manner that will enable rigorous monitoring of progress to continuously ensure Tanzania is on track to achieve its mid- and long-term targets.
- iii) **A lack of a methodical approach to problem solving** during implementation to ensure smooth and timely implementation.
- iv) **A lack of a platform or system to enable better inter-ministerial cooperation and management** while ensuring clear delineation of responsibilities and accountability throughout the implementation stage.

Recognising that the 'business as usual' way of working would not take the country closer to achieving TDV2025 goals, H.E. President Jakaya

Mrisho Kikwete mandated POPC to find innovative solutions for Tanzania to improve the Government's service delivery. Otherwise put, the mission was to find a methodology that would enable a more focused, coordinated, disciplined and timely manner of implementation.

The Government of Tanzania began by putting in place the Long-Term Perspective Plan, an implementation framework for the remaining 15 years of TDV 2025 to segment the goals and targets of TDV 2025. The plan was then broken down further into three mid-term strategic Five Year Development Plan (FYDP) to achieve the specific goals of:

- i) Unleashing the Growth Potential;
- ii) Nurturing an Industrial Economy; and
- iii) Attaining Export Growth and Competitiveness.

Concurrently, POPC explored within and outside of Tanzania for a systematic delivery methodology that would instil the discipline, focus and accountability in the implementation process. To this end, various implementation models across countries including South Africa, United States, South Korea, United Kingdom, Kenya, and Australia were studied and analysed; finally Malaysia was opted for possible application in Tanzania.

In June 2011, H.E. President Jakaya Mrisho Kikwete accepted an invitation from the Government of Malaysia to attend the Langkawi International Dialogue. At the Dialogue, Malaysian

Prime Minister, Najib Abdul Razak, shared Malaysia's experience in national transformation to improve public services delivery and to catalyse growth within key economic sectors. The programme was led by the Performance Management and Delivery Unit (PEMANDU), which is an agency within the Prime Minister's Office.

In Malaysia, PEMANDU introduced its own implementation model under the national transformation programme, which was sub-divided into the Government Transformation Programme (GTP) and the Economic Transformation Programme (ETP). The transformation programme was anchored on the 'Big Fast Results' (BFR) 8-Steps of Transformation Methodology to deliver its commitments.

After three years of implementation, the programme showed significant impact across a broad range of areas including crime, corruption, education, healthcare, wholesale and retail, poverty, human capital development, rural basic infrastructure and transport.

Drawn by the possibility of applying the same model in Tanzania, a delegation attended a BFR Seminar hosted by PEMANDU in Malaysia in November 2011 to learn more about the BFR 8-Steps of Transformation Methodology. The BFR Seminar was attended by representatives from over 20 countries. Following the seminar, the delegation from Tanzania took its findings to the Cabinet for the decision to implement the methodology in Tanzania.

8-STEPS OF THE BIG RESULTS NOW! DELIVERY METHODOLOGY

Tanzania's BRN Delivery Methodology is anchored on PEMANDU's BFR 8-Steps Transformation Methodology, a holistic transformation approach designed to deliver specific goals within a stipulated delivery timeline. The methodology is a highly adaptable set of tools that can be used in different environments ranging from social and economic development to the enhancement of corporate profitability.

THE EIGHT STEPS ARE:



Together, these eight steps established a developmental transformation framework underscoring **inclusiveness, transparency and accountability**.

STEP 1: SETTING STRATEGIC DIRECTION

The first step calls for the determination of key priority areas or sectors that will be the focus of the programme by a country's top officials. This is a critical step as the strategic direction secures commitment at the leadership level to ensure effective implementation and problem-solving throughout the duration of the programme.

In October 2012, the Government of Tanzania made a commitment to embark on its own transformation programme to facilitate and fast track the attainment of the goals of TDV 2025. President Kikwete and The Cabinet of the United Republic of Tanzania held a retreat to determine the strategic direction of the nation.

Rigorous consultations and research was conducted across several social, economic and infrastructure sectors leading up to the Cabinet retreat. A comprehensive analysis was produced for the Cabinet to better understand which sector would bring Tanzania closer towards its Vision, with the highest relative impact in terms of projected number of beneficiaries, on quality of life as well as the feasibility of achieving measurable impact within a relatively short timeframe.

It is critical for the Government of Tanzania to identify priority areas when embarking on a transformation programme to ensure focus, effective deployment of resources and implementation within a specific time frame. After a series of syndication and discussion sessions based on the analysis, the President and Cabinet voted and came to a consensus that six sectors would be prioritised to kick start Tanzania's transformation journey.

The six priority sectors, also known as the National Key Result Areas (NKRA), are:



WATER



ENERGY



EDUCATION



AGRICULTURE



TRANSPORT



RESOURCE MOBILISATION

The Cabinet had termed the methodology Big Results Now! (*Matokeo Makubwa Sasa!*) to emphasise the strategic thrust of prioritising impactful, results-oriented initiatives to be implemented within the shortest possible time frame.

Following the Cabinet decision, POPC, supported by external technical advisers further prioritised the critical issues to be resolved within

the identified focus sectors. The identified issues are catalytic in nature, where successful implementation would unlock the sector's potential to deliver maximum impact to Tanzania's development and growth as a nation.

Once the priority issues within the six focus sectors had been clearly broken down and identified, it went through an intensive problem solving process in a 'Lab' environment.

STEP 2: LAB SESSION

The Lab Session is a highly-facilitated problem-solving platform where all stakeholders relevant to the particular prioritised sector or industry are engaged in a common dedicated space to participate in an intense discussion session over six weeks.

Following the identification of priority areas at the leadership level, the Lab members are tasked to conduct further analysis and find implementable solutions to issues faced while ensuring alignment to the vision of transformation. The lab includes a syndication process, where the proposed recommendations and solutions are shared with the relevant stakeholders to seek feedback, validation and subsequently, a collaborative decision to the way forward. The Lab concludes with an extensive Lab Report which captures the findings and detailed recommendation with specific deliverables for the responsible parties to implement after the Lab.

The Lab Session is a highly-facilitated problem-solving platform where all stakeholders relevant to the particular prioritised sector or industry are engaged

The Lab approach is especially critical when the issue at hand requires the cooperation and participation of multiple stakeholders. It circumvents the usual practice of organising multiple meetings with various stakeholders to achieve a consensus. This is usually a process that takes place over a long and indefinite period before a resolution is reached.

In February 2013, the first wave of Labs for the six priority sectors officially kicked off and the lab participants were tasked to deliver the following:

- **Aligning lab aspirations to the Tanzania's development goals**
- **Setting targets and trajectories for each priority sector supported by baseline benchmarks**
- **Prioritise areas that are of high impact and brings the most benefits, and at the same time remain focused on implementing initiatives that would deliver the desired outcomes**
- **Setting action plans defined with targets, key milestones, specific implementation steps and clear accountabilities for every step**
- **Establishing funding requirements and securing source of funding for implementation**
- **Securing senior stakeholder buy-in through intense periodic syndication sessions within the duration of the Lab**

For six weeks, Lab members worked towards identifying an action plan for their respective sector with detailed implementation steps which includes stipulating resource requirements, i.e. highly specific initiatives with clear targets and delivery accountability to drive the overall strategy forward. The Labs saw the participation of over 250 members from private and public

sectors as well as sector experts from global development organisations and non-governmental organisations who converged to deliver a common vision for Tanzania.

With more than 60,000 lab hours clocked within eight weeks, the Lab officially ended in April 2013. The Lab produced a comprehensive Lab Report, complete with a three-year implementation plan drawn out with clearly defined deliverables and parties responsible for each initiative within the six priority sectors.

In addition, a Delivery System and Performance Management Framework were developed to enhance existing Government institutions to enable effective monitoring of implementation progress on the ground and prevent bottleneck in decision making.

Six Ministers were assigned to lead the implementation of their respective NKRA's. Each Minister signed off on their respective lab reports and recommendations, taking full ownership to see through the committed deliverables within the given timeline.

STEP 3: OPEN DAY

The Open Day is an information-sharing event hosted by the Government to fully disclose the findings and recommendations of the concluded Lab Session to external stakeholders, beneficiaries of the programme, and to the general public. Open Day attendees are invited to provide their views and comments on the Lab recommendations, which will be taken into consideration when finalising implementation plans. This is also an avenue for the

Government's leadership to officially state their commitment to implement the transformation programme.

At the National BRN! Open Day held on 24 May 2013 at the National Museum, President Kikwete restated the Government's commitment towards transformation and publicly presented the Lab recommendations that would take Tanzania closer to attaining the goals of TDV2025. Over 2,100 guests visited the Open

Day comprising civil servants, development partners, NGOs, private sector, media and students among others.

The Open Day also shared the Delivery System and Performance Management Framework that will monitor and facilitate implementation of the committed targets as stipulated within the agreed action plans for each of the six NKRA.

STEP 4: THE ROADMAP

The final Lab Reports are converted into a Roadmap, which is an official publication by the Government that captures all the findings and recommendations from the Lab

Reports. The Roadmap documents each initiative, identifies the target and delivery period for all six NKRA, as well as the implementers responsible. The Roadmap thus represents the

Government's commitments towards transparency and accountability to deliver on its promise to the public.

STEP 5: SETTING KPIS

Key Performance Indicators (KPIs) are quantifiable performance markers that are pre-determined every year to measure progress in the course of implementation and delivery. KPIs pre-determined for each NKRA function as indicators of implementation progress. More importantly, the KPIs highlight any shortfall in progress to enable immediate and proactive deployment of intervention and resolution necessary to address specific barriers or challenges in implementation.

The setting of KPIs is critical to the Delivery System as it allows focus and attention on the step-by-step delivery of targets with a clear line of accountability.

MINISTERS SCORECARD

Each NKRA Minister is assigned an annual Minister's Scorecard that details specific Key Performance Indicators (KPI) for each initiative to be completed within the year. This will be used as the basis to assess the respective NKRA Minister's performance on their implementing MDAs' achievements during the time of the assessment.

PRESIDENTIAL PERFORMANCE DIALOGUE

The Presidential Performance Dialogue is a four-way platform where the Minister will meet with the President, Prime Minister and PDB CEO to review his or her performance against the set Ministers Scorecard. The Minister will also use this Dialogue to set their KPIs for the following year. The Dialogue is held every six months within the financial year to allow for mid-year performance review of the KPI progress. Following the Performance Dialogue, the President will provide feedback to the Minister along with either a 'reward' or 'punishment' as part of consequence management.

In addition to the initiative-level KPIs which are qualitative in nature, the Presidential Performance Dialogue also assesses Minister's performance from a qualitative perspective, evaluating effort, commitment and enthusiasm of the Minister in reaching his/her NKRA targets.

STEP 6: IMPLEMENTATION

With the strategic direction, initiatives and KPIs clearly outlined, it is the onus of the ministry, department or agency responsible for the respective projects and initiatives to implement as planned. A transformation Delivery System, together with specific monitoring and evaluation tools is put in place to reinforce existing Government institutional structure to facilitate and expedite implementation. The Delivery System is applicable to all stakeholders at every level of the Government whose actions will have some bearing on implementation, ranging from stakeholders at the working level agencies to the leader of the country.

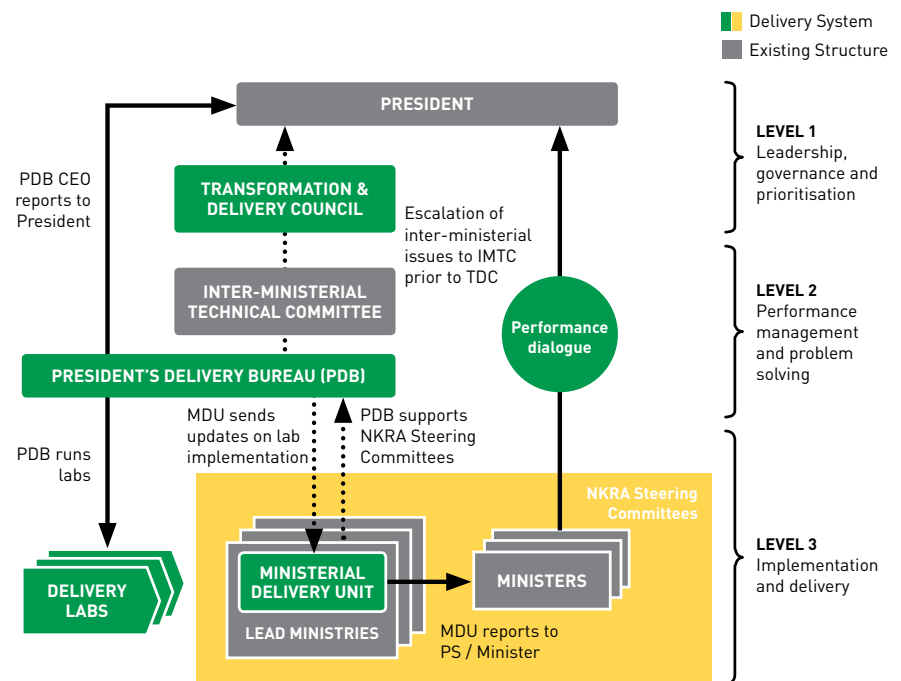
The BRN Delivery System adopted by each lead NKRA Ministry builds in avenues for accountability checks and problem-solving platforms to ensure that the senior-most level of the Government is always aware and appraised of developments on the ground and is ready to provide intervention where necessary.

Figure 1 illustrates the BRN Delivery System.

Leading the charge in implementing the BRN Delivery Methodology and Delivery System are two new units: the **President's Delivery Bureau (PDB)** and the **Ministerial Delivery Unit (MDU)**.

The Delivery System encompasses stakeholders at every level of the Government

FIGURE 1 | Overview of the BRN Delivery System – Institutional structures before and after integration of the BRN Delivery System



PRESIDENT'S DELIVERY BUREAU

An instrument was issued by the President on 1st June 2013 to establish the President's Delivery Bureau, an independent unit mandated by the President to oversee the implementation of BRN.

It is tasked to administer the BRN Delivery System within the existing institutional structure of each of the six lead NKRA Ministries responsible for the delivery of the NKRA's initiatives. The PDB also closely monitors implementation progress of NKRA initiatives to ensure that they remain on track toward achieving their KPIs.

The operationalisation of the Delivery System and utilisation of specific reporting, monitoring and evaluation tools across the Ministries

enable the PDB to monitor and track NKRA implementation progress in a disciplined and methodical manner. This will enable the PDB to identify any shortfall in progress and coordinate proactive deployment of intervention where necessary to address specific barriers or challenges in implementation. This also includes inter-ministerial coordination, especially in resolving problems.

Other key tasks and responsibilities that fall under the purview of the PDB include:

- Acting as the Secretariat to the Transformation Delivery Council, as chaired by the President
- Adminstrating the Ministerial Scorecard and President's

Leading the charge in implementing the BRN Delivery Methodology and Delivery System are two new units: the President's Delivery Bureau (PDB) and the Ministerial Delivery Unit (MDU)

Performance Dialogue – an annual performance assessment exercise for the lead NKRA Ministers

- Working closely with the MDUs within NKRA Ministries to monitor NKRA implementation progress and to provide support in problem solving on a weekly basis

Concurrent to that, the PDB will also continuously identify new priority areas for future inclusion under BRN that will contribute toward the realisation of the TDV 2025.

MINISTERIAL DELIVERY UNITS

MDUs are established in each NKRA Ministries to support the lead Minister and Permanent Secretary in managing the daily execution of the NKRA initiatives. Each NKRA MDU is led by the Head of MDU (HMDU) who reports to the Minister and keeps the Permanent Secretary informed of developments.

The MDUs are primarily responsible for tracking, monitoring and reporting the progress of their respective NKRA's. Each MDU comprises Project

Managers who will work closely with Project Owners (existing departments and agencies within the Ministry responsible for implementation) of various KPIs and initiatives within the NKRA to ensure implementation is on track. The MDU also functions as an extension of the PDB within the Ministry, to support administering the BRN Delivery System, to change the 'business-as-usual' working culture to a performance- and delivery-oriented way of working to ensure that targets are delivered on-time and on-target.

The Delivery System has put in place structural enhancements to the current Government institution to facilitate three critical activities:

- The implementation and execution of NKRA initiatives at the line item level
- Monitoring, evaluating and performance reporting in delivering lab targets
- Problem-solving and solution generation – both during the Lab process and implementation of NKRA initiatives

Implementation and Execution of NKRA Initiatives

The implementation and execution of the NKRA initiatives is based upon the implementation plan developed during the problem solving lab after testing various scenarios and benchmarking against other best practices around the region. The tracking and monitoring of performance throughout the year is done using a dashboard system that displays implementation progress to date for each initiative across all NKRA's. The same dashboard system is used to also periodically update top leadership on the progress.

The Minister with its MDU and responsible departments and agencies focuses its efforts on monitoring and evaluating

implementation of the NKRA initiatives towards delivering the set KPI targets for the year.

Based on these KPIs, accountability for implementing against the set targets of each initiative is cascaded downwards to the implementing MDAs via the Delivery System. The Delivery System sets a cadence and environment in which results 'must' be achieved, ensuring that the action plans designed in the lab is realised.

Monitoring, Evaluation and Performance Reporting Mechanism

The delivery units will leverage on performance management and monitoring tools to measure the KPI performance of each NKRA:

IMPLEMENTATION TRACKING TOOL

The implementation plan for each initiative is contained within this tool. MDUs will use it to track the expected versus real progress of implementation on a daily and weekly basis.

KPI DASHBOARD

A common dashboard is used to standardise reporting and to facilitate easy progress tracking and monitoring across all NKRA. The dashboard is particularly useful in helping focus on the delays and problematic initiatives, to help guide the discussions and agendas in the weekly problem solving meetings, Steering Committee Meetings and TDC Meetings.

PRESIDENTIAL PERFORMANCE DIALOGUE

The NKRA Minister will also have a six-month periodic assessment with the President to track the implementation progress of the NKRA to date.

The MDUs will provide weekly and monthly performance monitoring and progress updates of their respective NKRA initiatives, which will feed into the KPI dashboard.

Aside from monitoring progress, the performance management framework is also designed to detect issues in implementation, enabling timely intervention and corrective measures to be taken where needed to ensure implementation is back on track.

Problem Solving Platforms

Within the BRN Delivery System, four critical platforms have been established to facilitate smooth implementation and proactive problem solving on BRN-related initiatives:

MDU Weekly Problem Solving Meetings

As MDUs play the role of project managers within their respective NKRA Ministries. It is crucial to ensure that the MDU works in close collaboration with the implementing departments and agencies within the ministry to ensure delivery. The collaborative effort is coordinated through a weekly problem solving meeting that enables proactive monitoring and issues resolution within the ministry and the continuous implementation of NKRA initiatives.

The MDU subsequently submits a weekly progress report to the PDB which will be fed into the KPI Dashboard following the weekly meeting. The KPI Dashboard provides a weekly aggregated implementation progress report on all NKRA, which is circulated to all relevant stakeholders on a weekly basis.

NKRA Steering Committee Meeting (NKRA SteerCo)

The National Key Results Area Steering Committee (NKRA SteerCo) Meeting is a newly established problem escalation platform chaired by the NKRA Minister. The meeting is attended by the Permanent Secretary of the respective NKRA Ministry, representatives from implementing Ministries, Departments and Agencies (MDAs), Chief Executive Officer of PDB together with Head of MDU and PDB Director. The MDU acts as secretariat to the NKRA SteerCo.

The NKRA SteerCo meeting is held monthly to keep the Minister updated on the implementation progress of the NKRA initiatives, and, more importantly, expedite the necessary decisions, approvals and interventions required to resolve any issues that may cause delay in implementation across the Ministry. A governance structure was also established to clearly underline the reporting structure within each NKRA.

Inter-Ministerial Technical Committee (IMTC) Meeting

The Inter-Ministerial Technical Committee (IMTC) is a weekly meeting, held every Wednesday attended by Permanent Secretaries from all Ministries in the Government of Tanzania where policy issues and papers are discussed prior to being raised at the Cabinet level. The Chief Secretary chairs the IMTC meeting. In support of the BRN Programme, the IMTC has committed to dedicate one IMTC meeting every month to resolve any inter-ministerial issues related to initiatives within the BRN Programme. This is another problem escalation platform within the BRN Delivery System that utilises the existing institutional structure.

The MDUs will provide weekly and monthly performance monitoring and progress updates of their respective NKRA initiatives

Transformation and Delivery Council (TDC)

The Transformation & Delivery Council (TDC) is the highest authority leading the BRN Delivery System. The TDC is chaired by the President and attended by the Ministers, Permanent Secretaries and representative of the implementing departments and agencies of all NKRA's.

The TDC is the final platform, established specifically for the BRN Delivery System, to escalate implementation issues, including cross-ministerial issues that could not be resolved at the NKRA SteerCo and IMTC level, and requires decisions and guidance from the highest authority.

The TDC meeting is held on a monthly basis and the PDB acts as the Secretariat to the TDC.

STEP 7: THIRD PARTY VALIDATION

The progress reported in the course of implementation must be validated by an independent party to ensure integrity in the achievements reported are objective and beyond reproach. This validation is conducted both qualitatively and quantitatively.

An independent professional services firm is appointed to provide the quantitative assessment of the results reported. For the qualitative assessment, an international panel of experts from various backgrounds will be convened by the President to form the Independent Review Panel (IRP). The IRP will provide outside-in perspectives on the rationale, strategic direction, processes and progress of the transformation programme. The NKRA Ministers will present their results, including challenges, to the panel members

The IRP will provide outside-in perspectives on the rationale, strategic direction, processes and progress of the transformation programme

who in return will provide feedback and inputs on how the NKRA could consider in moving forward. At the end of the IRP session, the panel members will present their observations and feedback to the President.

STEP 8: PUBLISHING THE ANNUAL REPORT

The BRN Annual Report is a yearly official publication that captures the transformation programme's progress and critical activities for the year. In line with the spirit of transparency and accountability, it

is a performance report card that discloses details of implementation progress of each initiative and projects for the year, as well as mitigation steps moving forward in the coming year.

NATIONAL KEY RESULT AREAS (NKRAS)

When embarking on a transformation programme, it is important to identify priority areas to ensure focus, enable effective deployment of resources for implementation within a specific time frame.

The Cabinet had selected the first six priority sectors based on the highest relative impact in terms of projected number of beneficiaries, on quality of life as well as the feasibility of achieving measurable impact within a relatively short timeframe. These priority sectors, also known as the National Key Result Areas (NKRAs) aim to bring Tanzania closer toward realising its Vision.

The six NKRAs mark the beginning of the transformation taking place in the country. The leadership of the Government of Tanzania will continue to actively explore and identify other priority areas for inclusion in BRN that will further drive the country closer towards its development goals.

The following summarises each NKRA's focus areas and its committed target over the next three years. The detailed Key Performance Indicators can be found in the respective NKRA Roadmap books.



NKRA AGRICULTURE

Ministry of Agriculture, Food Security and Cooperatives

The Agriculture NKRA focuses on initiatives that will increase agricultural contributions to GDP growth, improve smallholder incomes and ensuring food security by 2015/16. The expansion of commercial farming will help bolster GDP growth while the aggregation of smallholders into collective organisations will increase productivity and incomes. Greater yield from both commercial and collective farming will also ensure food security. Social inclusion and sustainability are at the heart of these models.

The topline targets for the Agriculture NKRA initiatives are to:

- i. Establish 25 commercial farming deals for paddy and sugarcane
- ii. Develop 78 professionally managed collective rice irrigation and marketing schemes
- iii. Establish 275 collective warehouse-based marketing schemes to provide farmers with access to market



NKRA EDUCATION

Ministry of Education and Vocational Training

The problems afflicting the education sector have become systemic, and must be addressed in a holistic fashion to deliver transformative change. Under the BRN, four strategic levers were identified as key pressure points within the education sector which will improve the quality of primary and secondary education:

- **Transparency:** to help better assess school and student performance
- **Incentives:** to encourage better performance
- **Support:** for both teachers and students
- **Teacher conditions:** to improve teaching conditions within Tanzania

The Education NKRA aims to improve pass rates in primary and secondary schools to 60% in 2013, 70% in 2014 and 80% in 2015.



NKRA ENERGY

Ministry of Energy and Minerals

The Energy NKRA will see the implementation of three key initiatives that will more than double Tanzania's base generating capacity and energy delivered by 2015/16. These initiatives are designed to enhance the operations of existing assets. These initiatives include improving transmission lines, constructing 14 new projects and 590,000 new connections, and executing power sector reforms, which will improve the viability of the sector as a whole.

The Energy NKRA aims to increase annual energy consumption to 237 kilowatt-hours (kWh) per capita from 97kWh by 2015/2016.

The leadership of the Government of Tanzania will continue to actively explore and identify other priority areas for inclusion in BRN that will further drive the country closer towards its development goals.



NKRA RESOURCE MOBILISATION

Ministry of Finance

The NKRA Resource Mobilisation focused on solutions aimed at immediately reducing Tanzania's debt level and methods of increasing revenue for the country under four key areas: increasing tax revenue, increasing non-tax revenue, reducing public expenditure and improving public private partnership (PPP) practices in the country.

The targets set for the NKRA is to:

- i. Implement TZS 6 trillion worth of projects via private project funding by 2015/16
- ii. Cap non-BRN expenditure budget for 2014/15 and 2015/16 to TZS 17.7 trillion
- iii. Reduce budget deficit (before grants) to TZS 4 trillion by 2015/16
- iv. To raise cumulative incremental revenues from Resource Mobilisation NKRA initiatives of TZS 3.9 trillion by 2015/16
- v. Facilitate relevant legislative changes related to resource mobilisation initiatives by 2013/14



NKRA TRANSPORT

Ministry of Transport

The Transport NKRA has recommended a comprehensive transformational programme that will capitalise on Tanzania's strategic position to be a logistics and transport gateway for Central and East Africa. Initiatives were formulated to address the country's logistics efficiency in three key modes of transport: port, railway and road, by improving operational structures, upgrading infrastructure and improving regulatory framework.

The Transport NKRA aims to achieve these topline targets over the next three years:

- i. Increasing cargo throughput at Dar es Salaam Port from 12.1 million tons in year 2012 to 18 million tons by 2015/16
- ii. Increasing railway freight hauling capacity from 0.2 million tons in year 2012 to 3 million tons by 2015/16
- iii. Reducing road travel time from an average of 3.5 days in year 2012 to an average of 2.5 days in 2015/16 (From Dar es Salaam to Mwanza, Rusumo and Kabanga)



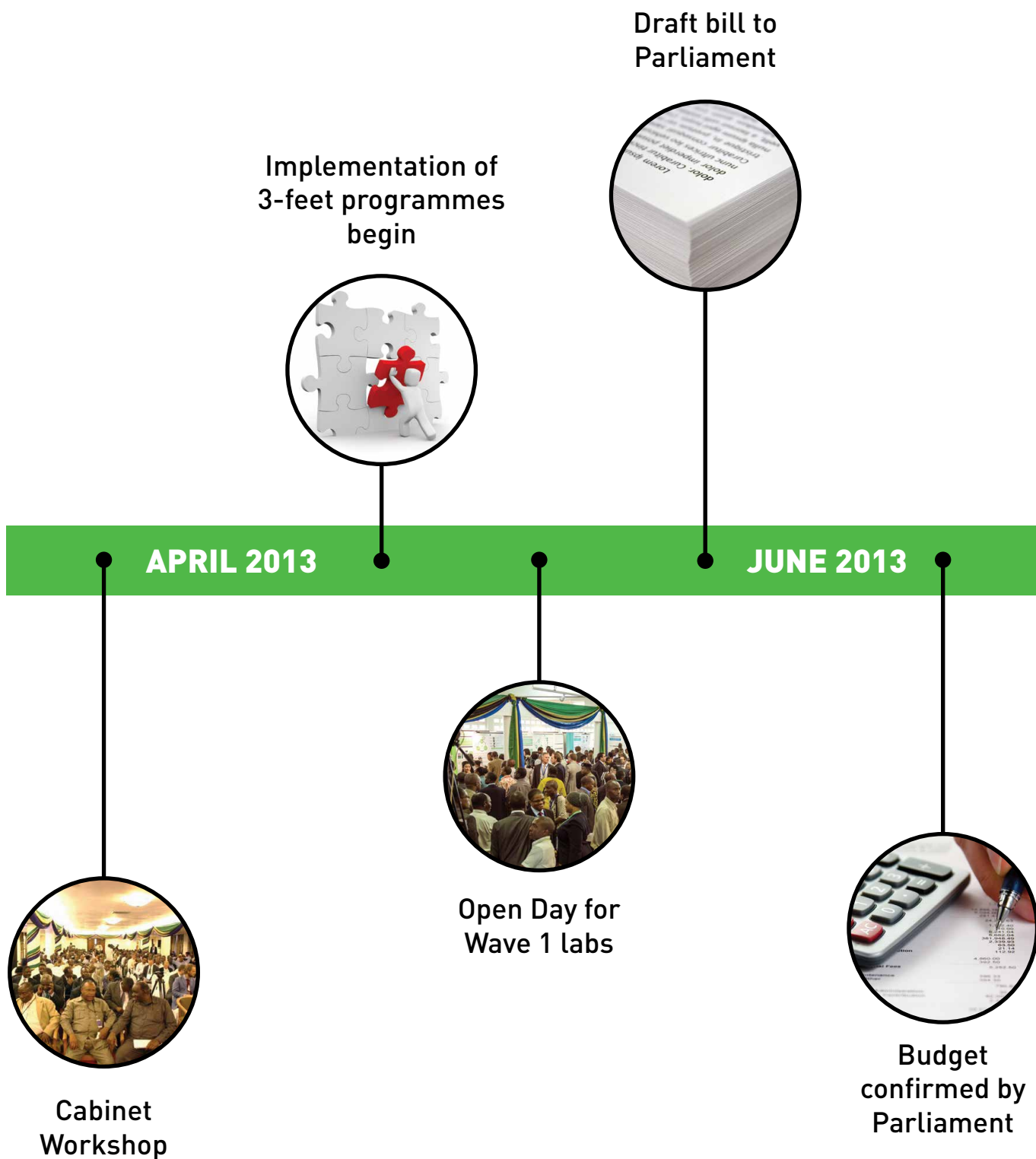
NKRA WATER

Ministry of Water

The Government of Tanzania is committed to overhauling the development of water infrastructure and putting in place measures to ensure greater sustainability and maintenance of the sector, with emphasis on the rural areas as Tanzania's rural population account 78.6% of the country's population of 45 million. A three-pronged approach namely Projects, Operations & Maintenance and Enablers will be implemented to establish the structure and instrument required to hasten access to water for the rural population.

The Water NKRA targets to ensure that 67% of Tanzanians in rural areas will have access to clean water by 2015/16, a significant increase from the current 40%.

MILESTONES

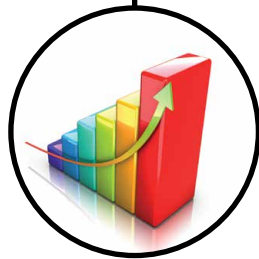


JULY 2013



**PDB and MDUs
staffed and
launched**

2014



**Performance
management
system fully setup**

**2nd Wave
of labs
launched**



**Third party review and
validation exercise, and
annual report for Wave 1**

MOVING FORWARD

The BRN methodology distils the country's vision into detailed and implementable action plans to ensure delivery of Tanzania Development Vision 2025. It is a methodology that aims at transforming the working culture, formulated to address the gaps in execution of past development plans.

This Roadmap represents the Government of Tanzania's commitment to see through the transformation by putting in place the necessary structures and platforms to facilitate attainment of the country's development goals. However, the success of the BRN Programme is contingent upon proper and

disciplined follow through at the implementation stage.

It is now incumbent upon the responsible ministries, departments and agencies to take ownership and deliver each of the committed initiatives with the rigour and discipline of action it takes to meet the set year-on-year targets.

The Government of Tanzania calls upon the public and private sector as well as Tanzanians at large for their support and cooperation on this mission of transformation, through the delivery of the BRN Programme, for the benefit of all Tanzanians now and in the future.

This Roadmap represents the Government of Tanzania's commitment to see through the transformation by putting in place the necessary structures and platforms to facilitate attainment of the country's development goals.

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