

## Diagramme des décisions

### Diagramme des décisions de l'élaboration de la stratégie de la commission en Tanzanie 2000-2007

#### Exemple

Exemple tiré du test de l'outil diagramme des décisions opéré sur les documents de stratégie et de programmation relatifs à la Tanzanie pour la période 2001-2007 (9<sup>ème</sup> FED).

#### Contexte

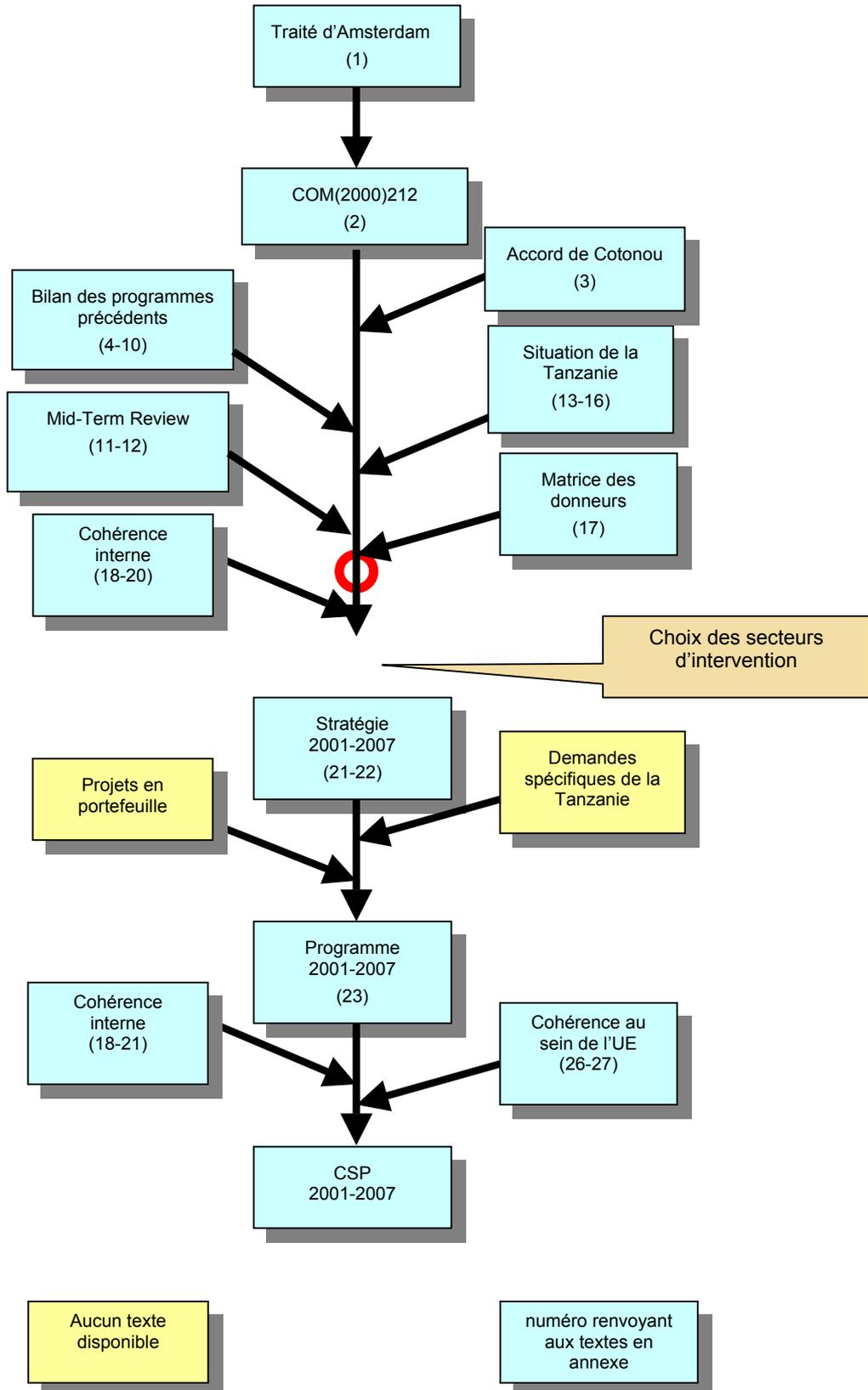
Le diagramme des décisions illustre l'analyse rétrospective, dans sa forma simplifiée, du processus de décisions de la stratégie de coopération de la Commission Européenne avec la Tanzanie.

**I. Diagramme simplifié des décisions**

Flux de ressources  
provenant des  
institutions de  
l'Union Européenne

Chaîne des  
décisions

Flux de ressources  
extérieures à l'Union  
Européenne

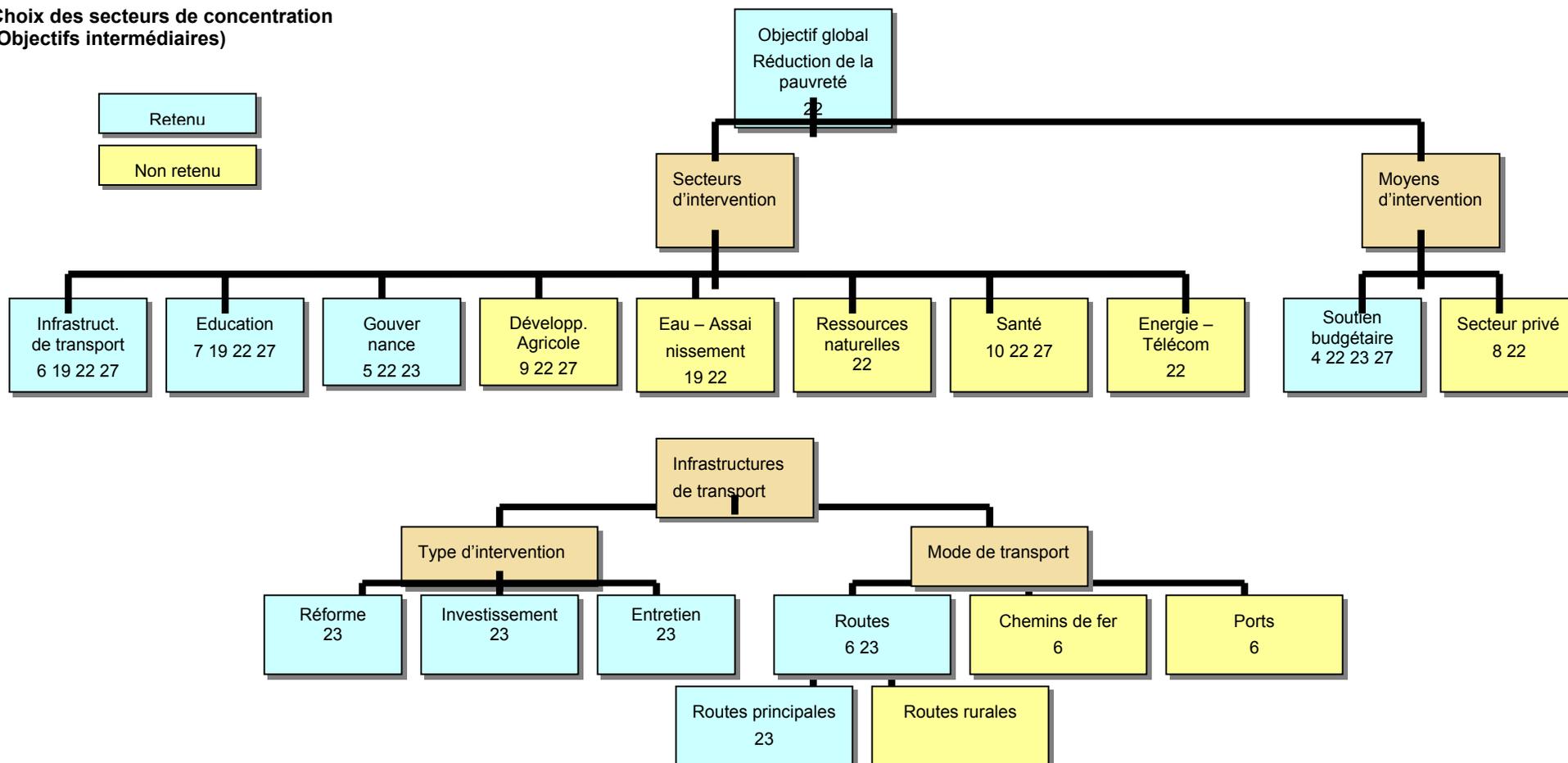


## II. Choix des secteurs d'intervention

(Les chiffres renvoient aux numéros des textes cités en annexe)

### Choix des secteurs de concentration (Objectifs intermédiaires)

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## ANNEXE

### TEXTES UTILISES DANS LA CONSTRUCTION DES DIAGRAMMES

Décisions stratégiques	
<b>OBJECTIF GENERAL DE L'UE</b>	
1	<b>2 octobre 1997</b>  <b>Traité d'Amsterdam</b> <i>[Article 177]</i> 1. La politique de la Communauté dans le domaine de la coopération au développement favorise:- le développement économique et social durable des pays en développement et plus particulièrement des plus défavorisés d'entre eux; - l'insertion harmonieuse et progressive des pays en développement dans l'économie mondiale; - la lutte contre la pauvreté dans les pays en développement. 2. La politique de la Communauté dans ce domaine contribue à l'objectif général de développement et de consolidation de la démocratie et de l'État de droit, ainsi qu'à l'objectif du respect des droits de l'homme et des libertés fondamentales.
<b>POSITION DU CONSEIL</b>	
2	<b>26 mars 2000</b>  <b>Communication de la Commission au Conseil et au Parlement européen sur la politique de développement de la Communauté européenne</b> COM (2000) 212 final], adoptée par la Déclaration du Conseil et de la Commission sur la politique de développement de la Communauté européenne, 10 novembre 2000 (doc. 13458/00)  Objectif principal La politique de développement de la Communauté a pour principal objectif la réduction de la pauvreté, en vue de son élimination à terme.  Concentrer l'aide sur six domaines clés : <ul style="list-style-type: none"><li>• lien entre commerce et développement</li><li>• intégration et coopération régionale</li><li>• appui aux politiques macro-économiques et promotion d'un accès équitable aux services sociaux</li><li>• transports</li><li>• sécurité alimentaire et développement rural durable</li><li>• renforcement des capacités institutionnelles</li></ul> Intégrer les thèmes horizontaux : <ul style="list-style-type: none"><li>• les droits de la personne humaine ;</li><li>• l'égalité entre les hommes et les femmes ;</li><li>• les droits des enfants ;</li><li>• la protection de l'environnement</li></ul>
<b>EVENEMENT MAJEUR</b>	
3	<b>23 juin 2000</b>  <b>Accord de partenariat entre les membres du groupe des États d'Afrique, des Caraïbes et du Pacifique (ACP), d'une part, et la Communauté européenne et ses États membres, d'autre part</b> [Journal officiel L 317 du 15.12.2000] <u>2000/483/CE</u>  <b>Objectifs principaux de l'accord</b> : réduction et, à terme, éradication de la pauvreté et intégration

	<p>progressive des pays ACP dans l'économie mondiale, tout en respectant les objectifs du développement durable.</p> <p><b>Cinq piliers du partenariat</b></p> <ul style="list-style-type: none"> <li>• dimension politique globale (Dialogue politique ; consolidation de la paix, prévention et résolution des conflits ; respect des droits de l'homme, des principes démocratiques basés sur l'État de droit ; une gestion transparente et responsable des affaires publiques) ;</li> <li>• promotion des approches participatives ;</li> <li>• stratégies de développement et une concentration sur l'objectif de la réduction de la pauvreté ;</li> <li>• établissement d'un nouveau cadre de coopération économique et commerciale ;</li> <li>• une réforme de la coopération financière.</li> </ul> <p><b>Pilier III: Stratégies de développement et concentration sur la réduction de la pauvreté.</b> Trois domaines prioritaires :</p> <ul style="list-style-type: none"> <li>• développement économique (investissement, macroéconomie, politiques sectorielles)</li> <li>• développement social et humain (politiques sectorielles sociales, jeunesse, développement culturel)</li> <li>• intégration et la coopération régionale</li> <li>• Questions thématiques et à caractère transversal (égalité hommes/femmes, gestion durable de l'environnement, développement institutionnel et le renforcement des capacités).</li> </ul>
<p><b>Décisions opérationnelles</b></p>	
<p><b>LEÇONS TIREES DE L'EXPERIENCE PASSEE</b></p>	
<p>4</p>	<p><b>European Commission Country Support Strategy for Tanzania. 9<sup>th</sup> European Development Fund. Draft 12 June 2001.</b> (Première version disponible au Desk Office)</p> <p><b>Macro-economic Reforms (Structural Adjustment):</b> The second 8<sup>th</sup> EDF macro-economic support operation of 76 M€, to be disbursed in FY 2001/02 and 02/03, has been conceived as a contribution to the Poverty Reduction Budget Support facility [...]. The main purpose of PRBS is to contribute to achieving Poverty Reduction Strategy objectives through general budget support. [...] The joint mechanism reduces cost for the Government of absorbing external assistance and allows for joint monitoring of expenditure plans, budget execution and financial management reforms, all in the context of PRSP.</p>
<p>5</p>	<p><b>Governance</b> The role of good governance in EU-ACP development co-operation has been strengthened in recent years, starting with the Lomé Convention. Concomitantly, governance was identified as a cross-sector issue in the 8th EDF. [...] EC support to the sector has so far been on an ad-hoc basis and at our insistence. It has enabled experience to be gained in working with public institutions in sensitive areas and in co-ordinating closely with other donors. On the part of the Government, there has been a willingness and openness to tackle specific problems and engage in sector dialogue.</p>
<p>6</p>	<p><b>Road sector</b> All NIPs have contained important allocations for this sector, with an emphasis on roads. Support to the rail network and port sector has been gradually phased out so as to concentrate EC's involvement to fewer areas. EDF has financed building/rehabilitation of trunk roads (800 km of paved roads), repair and maintenance programmes (e.g. the El Nino repair programme), building/maintenance of feeder roads under STABEX, as well as institutional support. Several lessons have been learnt from EC's involvement in the road sector. Various evaluations in the 1990s pointed at an inadequate focus on maintenance as opposed to sector investment, at too little sector reform and ineffective donor co-ordination. These findings led EC to take an active lead in donor coordination, strongly advocate for sector policy reform and shift certain earmarked investments towards maintenance programmes. Recent experience in the sector has reconfirmed earlier findings but also emphasised the extent to which policy changes and institutional reforms require time, are complex processes and necessitate close co-ordination between donors.</p>
<p>7</p>	<p><b>Education</b> EC has been involved in the education sector through a number of interventions in human resource development of both a national and regional nature. Many lessons can be drawn from EC's involvement in the sector:</p>

	<ul style="list-style-type: none"> <li>Basic education remains a high priority, it merits support as education is a key factor to reduce poverty in Tanzania.</li> <li>A sector-wide programme approach is called for as the fragmented project approach and diversity of implementation modalities have proven inefficient and costly.</li> <li>ESDP progress is intermittently linked to the Local Government and Civil Service Reform Programmes. Close co-ordination among these reform processes must be ensured to maximise impact on the ground.</li> <li>Donor co-ordination has been effective and instrumental in shaping strategies to attain sector objectives, co-funding programs and improving aid effectiveness.</li> </ul> <p>Institutional reform and institutional capacity building are key to attain the long-term objectives of the sector.</p>				
8	<p><b>Private Sector Development, Trade and Regional Integration</b></p> <p>EC support to private sector development has been limited in size and success and never been a focal area for co-operation.</p> <p>EC has not played an active role in the field of trade and regional integration in Tanzania, but will have to consider a new approach under the Cotonou Convention.</p>				
9	<p><b>Agriculture, Water and Natural Resources Conservation</b></p> <p>EC devoted large amounts of funds to agriculture since the beginning of co-operation, as did many other donors. On average, 35% of the 4-6th EDF NIPs were allocated to the sector, mainly for area development-, coffee support- and feeder road maintenance programmes. In addition, support was given through the STABEX facility. The coffee subsector was the major beneficiary, with smaller transfers for cotton, tea, sisal and cloves. Since the 7th EDF, support to the sector has been limited to STABEX (76 M€ since the beginning of Lomé IV).</p> <p>EC support to the water and sewerage sector was marginal prior to the 8th EDF. As one of the focal sectors in the 8th EDF, the programme suffered serious delays due to slow progress in sector reform.</p> <p>EC support related to natural resources and tourism has come from national and regional sources and budget lines (&gt; 25 M€ during the past decade).</p> <p>Future interventions in this field will be funded under the budget lines for environment and support to tropical forests in developing countries.</p>				
10	<p><b>Gender, Health and HIV/AIDS</b></p> <p>EC has not been supporting any specific gender-related activities during the last years but is an active participant in the WID/GAD Inter-Agency Group and the gender working group on macro issues.</p> <p>Overall, EC has limited experience in the health sector.</p>				
<b>ENSEIGNEMENT DE LA PERIODE PRECEDENTE</b>					
11	<p><b>11 Mars 1997</b></p> <p><b>Framework of co-operation between the Government of the United Republic of Tanzania and the European Community for the National Indicative Programme (EDF VIII).</b></p> <p>The parties have agreed on the main priorities for cooperation and on the sectors in which the support of the Community will be concentrated.</p> <p>The two focal sectors of cooperation are (1) the Transport Sector and (2) Social Infrastructure and Services. The parties have agreed to give a particular consideration to the following cross-sectoral issues: poverty alleviation, environmental protection and gender equality.</p> <p>The transport sector in the context of this Indicative Programme includes: roads, railways, ports and related services.</p> <p>Social Services and Infrastructure. Support will be concentrated on the following social services: (A) Urban Water Supply and Sewage Disposal; (B) Education.</p> <p>Actions outside the areas of concentration. The parties agree that 'support for adjustment-related reforms' would be one particular area of intervention, while 'tourism and natural resources management' and perhaps the coffee sector would also be the subject of support.</p>				
12	<p><b>1999</b></p> <p><b>Tanzania. Conclusions of the Mid-Term Review of the National Indicative Programme (DEV/1183/99/EN – REV.1)</b></p> <p>On the basis of the analysis presented in the aide-memoire, the different criteria can be assessed as follows:</p> <table border="1"> <thead> <tr> <th>Criterion n°</th> <th>Assessment</th> </tr> </thead> <tbody> <tr> <td>1</td> <td><b>Sectoral and macroeconomic policies:</b></td> </tr> </tbody> </table>	Criterion n°	Assessment	1	<b>Sectoral and macroeconomic policies:</b>
Criterion n°	Assessment				
1	<b>Sectoral and macroeconomic policies:</b>				

		Progress in the implementation of the Government's commitments (Annex 2 of the NIP) has been satisfactory, on the average.
2	<b>Implementation of the 8<sup>th</sup> EDF NIP:</b>	2 to 3 years behind schedule, mainly due to capacity constraints and overly ambitious goals and time schedules set.
3	<b>Financing Agreements of the 9<sup>th</sup> EDF:</b>	No assessment possible as no relevant Financing Agreement signed
4	<b>Implementation of the previous EDFs:</b>	Less than satisfactory but progressing, with some balances remaining from the 6 <sup>th</sup> and 7 <sup>th</sup> EDF
5	<b>Preparation of future activities:</b>	Expected progress from remedial action undertaken and the state of technical preparation of activities result in a pipeline that would absorb most of the 2 <sup>nd</sup> tranche before end – 2001. Less than satisfactory, but progressing.
6	<b>Management of public finances:</b>	Considerable progress in restoring fiscal stability and channelling resources to priority sectors. Good governance and accountability requires continuous serious efforts.
7	<b>Unexpected developments:</b>	Adverse impact of external shocks. Firm policy towards peace and stability in East Africa.
<p>In conclusion the analysis would seem to indicate that one criteria (1) could be considered as satisfactorily; three (4, 5, 6) as less than satisfactorily met but progressing with recognition that for the 6<sup>th</sup> criteria progress made are substantial. Implementation of the 8<sup>th</sup> EDF (2) is largely behind schedule but remedial action has been taken.</p> <p>It has also to be underlined that the progress made in the sectoral policies, which were preconditions to any presentation of financial proposals to the EDF, are well advanced and should ensure the sustainability of the projects implemented.</p> <p>Finally, the firm policy of Tanzania towards peace and stability in East Africa ha to be praised, as should be the countries efforts to limit the impact of external shocks (El Niño, refugees influx).</p>		
<p><b>TANZANIA SITUATION</b>  <b>(EC WEBSITE – LAST UPDATE: 18 NOVEMBER, 2003)</b></p>		
13	<b>General Background</b>	<ul style="list-style-type: none"> <li>• Tanzania is one of the poorest countries of the world. Per capita income is estimated at about \$270 per year. 156th of the 174 countries on the UNDP Human Development Index.</li> <li>• The economy is heavily dependent on agriculture which accounts for about 45% of GDP, provides 85% of exports, and is by far the largest employer.</li> <li>• Growth rate levels have averaged about 5.3% during the last four years (1999-2002).</li> <li>• The country is also heavily reliant on external assistance (1/3 of total revenues).</li> <li>• Tanzania is in pursuing major institutional and sector reforms.</li> <li>• Headline inflation is also down from over 30% (1995) to under 5 % in 2001/2002.</li> <li>• One of the key challenges in fighting poverty derives from still-rising numbers of HIV infections (about 12% of the adult population is HIV positive).</li> <li>• The country also suffers from widespread corruption, which penetrates all levels of society and hampers the development of the economy.</li> <li>• Far-reaching Public Finance Management Reform, Public Sector Reform and Local Government Reform Programmes are being implemented.</li> </ul>
14	<b>Political situation</b>	<ul style="list-style-type: none"> <li>• The major political issue on the internal arena pertains to the relationship with the semiautonomous islands of Zanzibar and Pemba.</li> <li>• The general elections in 2000 resulted in a 72% majority for the ruling party CCM. However, results of the elections in 2000 were disputed in Zanzibar.</li> <li>• An outbreak of violence shook the islands in January 2001, leaving 22 people killed, hundreds wounded and many more in prison. 2,000 people fled to Kenya.</li> <li>• The ruling party CCM and the opposition party CUF signed an agreement in October 2001 to overcome the political stalemate and to pursue discussions peacefully and in dialogue.</li> </ul>
15	<b>Regional framework</b>	<ul style="list-style-type: none"> <li>• Apart from recent events in Zanzibar, Tanzania remains a peaceful country in a region faced</li> </ul>

	<p>with great political instability and conflicts.</p> <ul style="list-style-type: none"> <li>The country is hosting some 550,000 refugees primarily from Burundi and Congo-Kinshasa.</li> <li>Tanzania is a member of several regional organisations. Signing EAC Treaty and SADC Free Trade Protocol (2001); withdrawal from COMESA (2000).</li> </ul>																																																																																																		
16	<p><b>Relations with the EU</b></p> <ul style="list-style-type: none"> <li>The EU is Tanzania's main trading partner and one of its most important providers of aid.</li> <li>The EC and the 15 Member States disburse some €400 million annually to Tanzania, accounting for about 50% of all aid inflows.</li> </ul>																																																																																																		
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18	<p><b>Septembre 2000 ( ? )</b></p> <p><b>Première version du CSS produite par la Délégation de la Commission européenne en Tanzanie</b> (Aucun document disponible au Desk Office)</p>																																																																																																		
19	<p><b>11 octobre 2000</b></p> <p><b>Lettre du Desk Officer au Chef de Délégation ( ? ) « regarding the 9th EDF programming exercise »</b></p> <p>We should give us enough time to prepare a solid document and target the second quarter of 2001 rather than the first one [...]to look more profoundly at the country situation across an range of sectors.</p> <p>Maintaining the focal sectors from the 8<sup>th</sup> EDF , i.e. roads and education. [...] Rename the first sector "transport infrastructure" instead of road sector in order to open the door for different types of intervention although we are most likely to focus on roads. [...] Not limit us to "decentralised primary education" but talk about "strengthening the educational system"</p> <p>Non-focal sectors. Much in favour of [...] "institutional capacity building and administrative reform within the public sector". [...] International trade and regional policies [...] : hesitant to commit ourselves at this stage. [...] Working with non-state actors should be [...] seen as a means [...] rather than an objective in itself. [...] Urban water supply and sewage [...] would be quite a spender and maybe merit being among the focal sectors (modifying "transport infrastructure" to "economic infrastructure".)</p>																																																																																																		
<b>LA QUESTION DE ZANZIBAR</b>																																																																																																			
20	<p><b>Janvier 2001</b></p> <p><b>Note to the file. Subject: Continued tension in Zanzibar (Head of Delegation)</b></p> <p>Unless there is clear signs in the near future of a package of proposals for reform from CCM [the ruling party], the EU should not give any sign that a resumption of aid may take place.</p>																																																																																																		
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21	<p><b>24 avril 2001</b></p>																																																																																																		

Premières discussions au sein de la DG sur le *draft CSS (Response Strategy) for the 9<sup>th</sup> EDF for Tanzania* (Documents non disponibles au Desk Office)

## JUSTIFICATION DES CHOIX

22 **12 juin 2001**

### European Commission Country Support Strategy for Tanzania. 9<sup>th</sup> European Development Fund. Draft 12 June 2001.

(Première version disponible au Desk Office)

Sectors and crosscutting areas relevant for Tanzania's poverty reduction strategy have been assessed. The following table summarises and compares the results of the discussions.

	Macro Support	Governance	Agri-Culture	Natural Resources	Private Sector	Transp. Infrastr.	Energy/ Telecom	Edu-cation	Health/ Population/ AIDS	Water / Sanitation
Poverty incidence (relevance under PRSP)										
-direct	H	H	H	M	H	H	M	H	H	H
-indirect										
Reform Process -actual progress	H	H	L	M	L	H	M	M	H	M
Reform Process -potential progress	H	M	M							H
Relevance for EU Development policy/	H	H	H	H	H	H	L	H	H	H
EC's comparative Advantage (in Tanzania)	H	M	M	M	L	H	M	M	L	M
-proven										
Net funding Requirements (after	H	H	H	M	L	H	L	H	L	L
Rank Category	(1)	(2)	(3)	(4)	(5)	(1)	(6)	(2)	(3)	(3)

H = High, M = Medium, L = Low

By giving (albeit subjective) marks to all sectors/areas under these criteria, it has been possible to rank them according to their relevance for future EC-Tanzania co-operation as follows:

- First rank: **Macro Support** and **Transport Infrastructure (Roads)**
- Second rank: **Governance, Education**
- Third rank: Agriculture Sector Development, Water/Sanitation
- Fourth rank: Natural Resources, Health
- Fifth rank: Private Sector, Energy/Telecom.

The following principles apply to all sectors/areas of co-operation and guide the Response Strategy at large:

- Poverty Reduction is the overarching goal of the Response Strategy.
- Good governance will be addressed at all levels and in all sectors of the Response Strategy both as a prerequisite for support and as an area of support in itself.
- Bearing in mind that poverty is largely a rural phenomenon in Tanzania, the natural focus of the Response Strategy would be at the local level. The Strategy would therefore ultimately aim at making a difference in rural Tanzania, by improving living conditions for the rural population, regardless of the sectors to which resources are allocated and the channels through which the funds flow.
- The Cotonou Agreement has emphasised the complementary roles and contributions of the State and non-state actors in the development process and the importance of ensuring the widest possible participation of all sectors of society. The purpose of extending partnership to non-state actors in the implementation of this CSP will hence be to contribute to the consolidation of a stable and democratic environment, to increase ownership of the development processes and to ensure greater sustainability of cooperation programmes.
- Close co-operation with the donor community, particularly EU member states, to ensure coherence, impact and efficiency of EC's aid form parts and parcel of this Strategy. Coordination

	<p>will be active both in sector policy dialogue and around specific support actions.</p> <ul style="list-style-type: none"> <li>• Gender equality should be mainstreamed in all aspects of programming this response strategy with the ultimate aim of reaching equality between women and men. Likewise, sustainable management of the environment and natural resources is a crosscutting issue to be incorporated into all areas of co-operation.</li> </ul>
23	<p><b>Affectations de l'aide</b></p> <p><i>Focal Sectors of Co-operation:</i></p> <p><u>Transport Infrastructure (Roads) (+/-40% of overall envelope)</u></p> <p>The road sector component of this CSS will support the Government's National Transport Policy to improve access to local, regional and international markets and services. An improved road network is expected to contribute to reduced transport costs and travel time, which in turn would facilitate economic growth, trade, investment, social integration and inter- and intra regional co-operation in Tanzania.</p> <p>Four strategic areas are proposed to reach this objective:</p> <ul style="list-style-type: none"> <li>• Support the road sector policy reform programme and strategy implementation.;</li> <li>• EC will finance backlog, periodic and routine maintenance;</li> <li>• EC will continue to support the development of the main road network;</li> </ul> <p>The history of co-operation in the road sector has revealed the importance of sound sector policies and institutional reforms as the base for long-term sustainability of all other proposed actions. Future EDF contributions to road network maintenance and development will therefore depend on further progress in these areas.</p> <p>Transport has been at the centre of EC assistance to Tanzania since the start of co-operation in 1975. All NIPs have contained important allocations for this sector, with an emphasis on roads. Support to the rail network and port sector has been gradually phased out so as to concentrate EC's involvement to fewer areas.</p> <p><u>Basic Education (+/-13.5% of the overall envelope)</u></p> <p>In light of this, it is proposed that the education sector component of this CSS will support the Government's Education Sector Development Programme to attain increased gender-balanced and equitable access to higher quality basic education in line with the overall objectives identified for this sector.</p> <p>The thrust of EC's support to the sector would be provided in the form of sector-specific budget aid, channelled either directly via the education budget or through a basket fund mechanism, to be set up.</p> <p>Provided the necessary management capacity is in place, support to institutional capacity building and monitoring &amp; evaluation activities would also be provided as budget or basket funding support. Alternatively, these areas could be supported through conventional project support.</p> <p>Support to NGOs active in providing gender training and awareness building for teachers and local administrators should form part of the future strategy.</p> <p><i>Macro support:</i></p> <p><u>Macro Support (+/-36% of the overall envelope)</u></p> <p>Government will allocate significant funds to priority sectors identified in its Poverty Reduction Strategy, with the objectives to reduce income poverty, to improve quality of life and the social well-being of the poor, whilst maintaining macro-economic stability. EC will support the Government in its efforts to combat Tanzanian poverty by contributing to financing the general budget, together with a number of other donors.</p> <p>The instrument for channelling funds would be the newly established Poverty Reduction Budget Support Facility (PRBS) put in place in 2000 to accommodate external budget aid (other than from World Bank and IMF) to the general budget.</p> <p><i>Non-focal sector of Co-operation:</i></p> <p><u>Governance (+/-10.5% of the overall envelope)</u></p> <p>Good governance would then be promoted in all areas of co-operation, both as a central element for the success of the country's own development efforts but also to improve the efficiency and the effectiveness of the 9<sup>th</sup> EDF programme funds. A two-pronged approach is proposed.</p> <ul style="list-style-type: none"> <li>• embedding the governance component within the identified areas of co-operation at both macro and sector-specific levels. Specific support actions to improve governance will be considered in this regard.</li> <li>• a support component targeted at promoting good governance at the local level, close to the majority of the population and the highest incidences of poverty. EC support towards this component could take two forms: a contribution to the LGRP basket fund, and a participatory development- and capacity building programme at local government levels.</li> </ul>

24	<p><b>20 juin 2001</b></p> <p><b>Tanzania Country Club. Introduction</b></p> <p>Process : Evolution, started early, very consultative. MS agreement at all levels. Government on board early, developed own strategy document, consultations stakeholders and civil society. IWP evolved after workshop with line ministries. Experts recruited for roads, governance and gender.</p> <p>Content: PRSP approved framework. Indicators follow PRSP where possible. Concentration to few sectors and few interventions, budget aid prominent features of CSS. Balance between infrastructure and social sectors. Complementarity with donors and MS, detailed donor matrix and analysis.</p> <p>Focal sectors (transport 40%/education 13.5% (21%)). Well justified: correspond to PRSP and EC goals, link to poverty, reform progress, EC active and experience, Government ask for support and under-funded. Governance new key sector for reform (transparency, efficiency, decentralisation) and major problem in country, linked to focal sectors, under-funded, symbolically important, use non-state actors (10.5%). Macro-support (36%). Mechanism in place but need better performance monitoring, provided "test-money" through SA programmes, donors active. True commitment to PRSP. Focus on social sectors.</p> <p>Non-content: Several sectors from earlier EDFs part of CSS with considerable human resource but no financial contributions. Water, Agriculture-Environment.</p>
25	<p><b>Tanzania Country Club. Comments on Tanzania draft CSS</b></p> <p>Solid analysis leading into a convincing strategy. The focus on few sectors and few interventions, where budget-related support play a prominent role, was praised and considered fully in line with the spirit of the Cotonou agreement. Everybody agreed with the suggested sectors of intervention.</p> <p>AIDCO [...] pleaded to embed governance as a crosscutting issue in all focal areas and cut down the number of initiatives proposed.</p> <p>AIDCO expressed some concerns with the reform process in the roads sector. [...] It was felt that the chronogramme for the programme was too optimistic, particularly as regards the maintenance and rehabilitation of the CC interventions.</p> <p>It was particularly welcome that such a big programme country as Tanzania suggest education as a focal sector as this would boost EC's statistics for social sector interventions. [...] AIDCO questioned the proposed tight time schedule for the education sector programme.</p>
<b>JUSTIFICATION DES CHOIX</b>	
26	<p><b>21 novembre 2001</b></p> <p><b>EDF Committee of 21 November 2001. CSP for Tanzania. Introduction (extraits)</b></p> <ul style="list-style-type: none"> <li>• One of world's poorest countries 50% considered living in poverty. HIV/AIDS epidemic with some 1.5 million infected</li> <li>• Content: In line with PRSP framework and priorities. Concentration to few sectors and few interventions. Budget aid prominent feature. Balance between infrastructure and social sectors. Complementarity with donors and MS</li> <li>• Focal sectors (transport 40%/education 15%). Well justified: correspond to PRSP and EC goals, link to poverty, reform progress, EC active and experience, Government ask for support and under-funded. Governance (10%) new key sector for reform (issue of transparency, efficiency and impact, decentralisation), major problem, linked to focal sectors and entire CSP, under-funded, symbolically important, non-state actors partners and beneficiaries. Macro-support (34%).</li> <li>• Transport. Important reform progress in recent years. EC will support consolidation of reforms. Also support maintenance and rehabilitation works.</li> <li>• Education: Considerable progress in developing ESDP since 2001. Capacity-building at districts key for success.</li> <li>• Budget aid. Objective of Cotonou. Support to PRSP mainly through untied budget aid to increase allocations to priority social sectors. New mechanism in place (Poverty Reduction Budget Facility), co-financed by EDF, six MS, 2 non-MS, Japan soon to join, WB separate mechanism but close co-ordination with PRBS donors. Budget aid accompanied by support to strengthen public finance management (4 €M) to strengthen capacity in accounting, auditing, procurement, preparation of statistics.</li> </ul>

	<ul style="list-style-type: none"> <li>• Non-content: Several sectors from earlier EDFs part of CSS with considerable human resource but no financial contributions. Water, Agriculture-Environment.</li> </ul>
27	<p><b>EDF Committee of 21 November 2001. CSP for Tanzania - Draft Minutes</b></p> <p>The CSP for Tanzania obtained the positive opinion of the EDF Committee and was strongly supported by all Delegations. It was praised for its high quality, both as regards the content and the process leading up to the final strategy document.</p> <p>The following main issues were discussed:</p> <ul style="list-style-type: none"> <li>– The impact of the HIV/AIDS epidemic on the Tanzanian society and EC's response to this situation was raised. In its reply, EC emphasised the crosscutting nature of the problem. The Committee was also informed about EC's ongoing activities in this field. (GR, DK, IT).</li> <li>– Some concern was expressed about the amount of funds to be provided as untied budget aid in support of the PRSP, particularly in light of the problems EC has encountered with its earlier structural adjustment programmes in Tanzania. EC noted that earlier problems had not been a negative experience as all financial shortcomings had been identified and rapidly acted upon. (ES)</li> <li>– In response to a comment regarding the exclusion of the agriculture sector in the CSP, EC mentioned its active participation in the development of a new agricultural strategy and its continuous support towards the sector under available STABEX funds. In the interest of concentrating EC's resources to a few sectors and also act in complementary with other key partners, it was suggested not to propose additional funds towards this sector. (IRE)</li> <li>– As regards the focal sector "transport infrastructure (roads)", EC emphasised the importance of pursuing and consolidating the reform process in this sector and solicited continued Member States support in this regard. EC environmental norms will be applied for all future interventions in the sector. (NE)</li> </ul> <p>As regards the second focal sector education, considerable progress has now been achieved in developing a sector-wide programme with active involvement of all beneficiaries and key internal and external partners. EU donors stand ready to support both the Ministry of Education in its new role as policy-maker and strategic planner, and the reform process at large, through budget aid or a pooled funding arrangement to be set up. (DK)</p>