

***EVALUATION OF THE EUROPEAN  
COMMISSION'S SUPPORT TO THE UNITED  
REPUBLIC OF TANZANIA***

Documentary analysis and evaluation questions  
(working document for the reference group inception  
meeting)

April 4<sup>th</sup> 2005

*Evaluation for the European Commission*



This evaluation is commissioned by:

**the Evaluation Unit common to:**

EuropeAid Co-operation Office,  
Directorate General for Development and  
External Relations Directorate-General

This evaluation is carried out by: EGEval EEIG

Jacques TOULEMONDE is the contact person in EGEval ([toulemonde@eureval.fr](mailto:toulemonde@eureval.fr))

*The evaluation is managed by the evaluation unit who also chaired the reference group composed by members of the services (EuropeAid, DG Dev, DG Budget and the EC Delegation in Tanzania) and the Embassy of Tanzania in Belgium.*

***The opinions expressed in this document represent the authors' points of view which are not necessarily shared by the European Commission or by the authorities of the countries concerned.***

### Status and versions of the document

<b><i>Vers.</i></b>	<b><i>Date</i></b>	<b><i>Status</i></b>	<b><i>Feedback /</i></b>	<b><i>Date</i></b>	<b><i>Reference</i></b>
1	02/04/05	Internal draft	JT, HA	02/02/05	
2	04/04/05	Version presented to the reference group			

# Intervention logic and suggested questions

---

This working document is a basis for the preparation of evaluation questions. It is to be discussed in the first Reference Group meeting in Brussels and submitted for comments to all Reference Group members, including Tanzania based ones.

- The four main documents analysed are the following:
- EC country strategy paper and National Indicative Programme (1996)
- EC country strategy paper and National Indicative Programme (2002)
- EC regional strategy paper and Indicative Programme (2002)
- Tanzania's Poverty Reduction Strategy Paper (2000)

The analysis proceeded through the following steps:

- Systematic extracts of sentences reflecting the objectives of the European Commission (see appendix 1)
- Translation of extracts into outputs/result/impact statements and presentation in the form of impact diagrams (coloured boxes in the section 2 hereafter)
- First (very draft) overview of instruments applied and activities
- Connection of selected statements through cause-and-effect assumptions (arrows in the section 2 hereafter) and identification of logical gaps (black boxes) where causal links are not (yet) explicit.
- Identification of areas of special interest for asking evaluation questions (grey spots)
- First proposal for evaluation questions, including preliminary comments on how the evaluation team would address the question and what is the likely utility of the question.

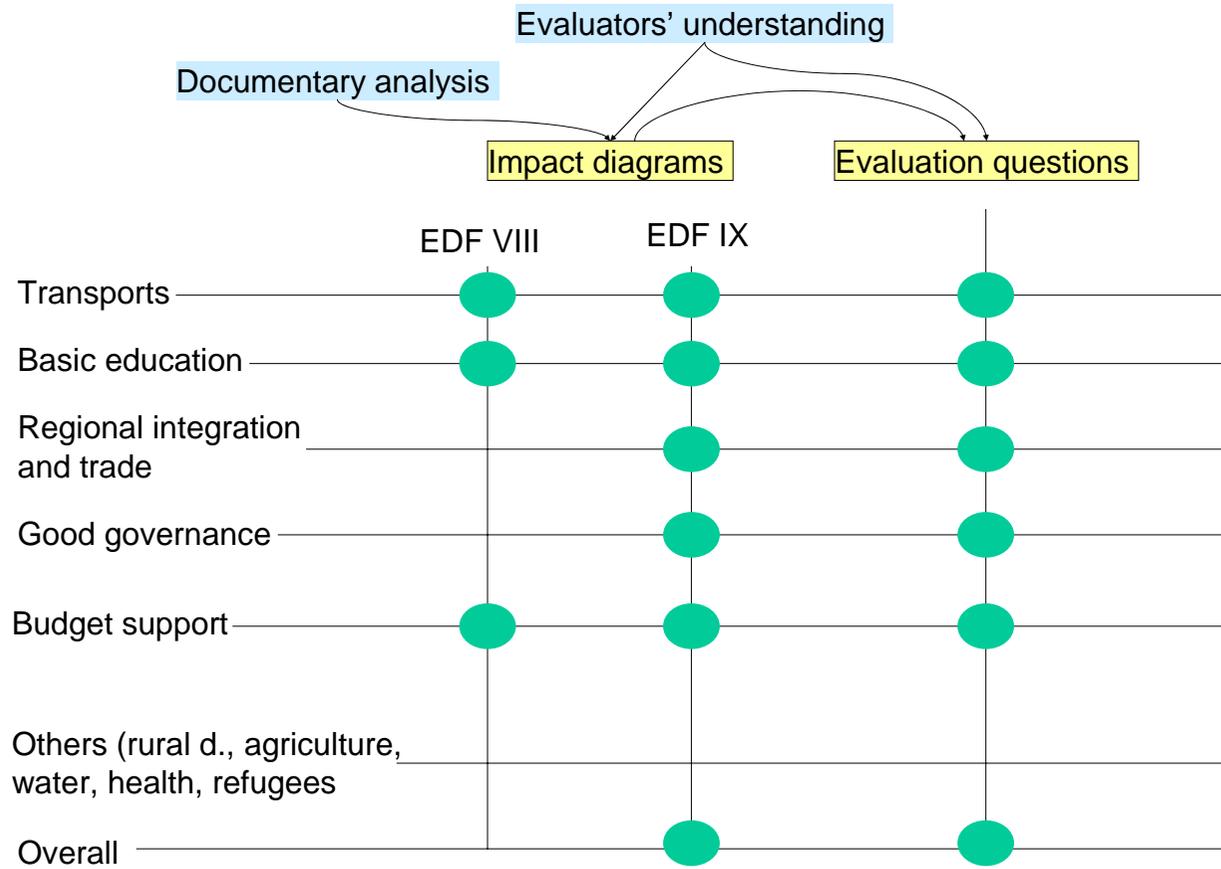
The diagrams are an interpretation of the basic documents by the evaluation team

The questions mainly derive from the diagram. However, the comments owe a lot to a series of interviews held in the EC Delegation in March 30<sup>th</sup>, 31<sup>st</sup>.

Diagrams and questions are presented in the form of transparencies in the following pages.

The evaluation team will take stock of the Reference Group members' comments in order to propose an amended set of questions.

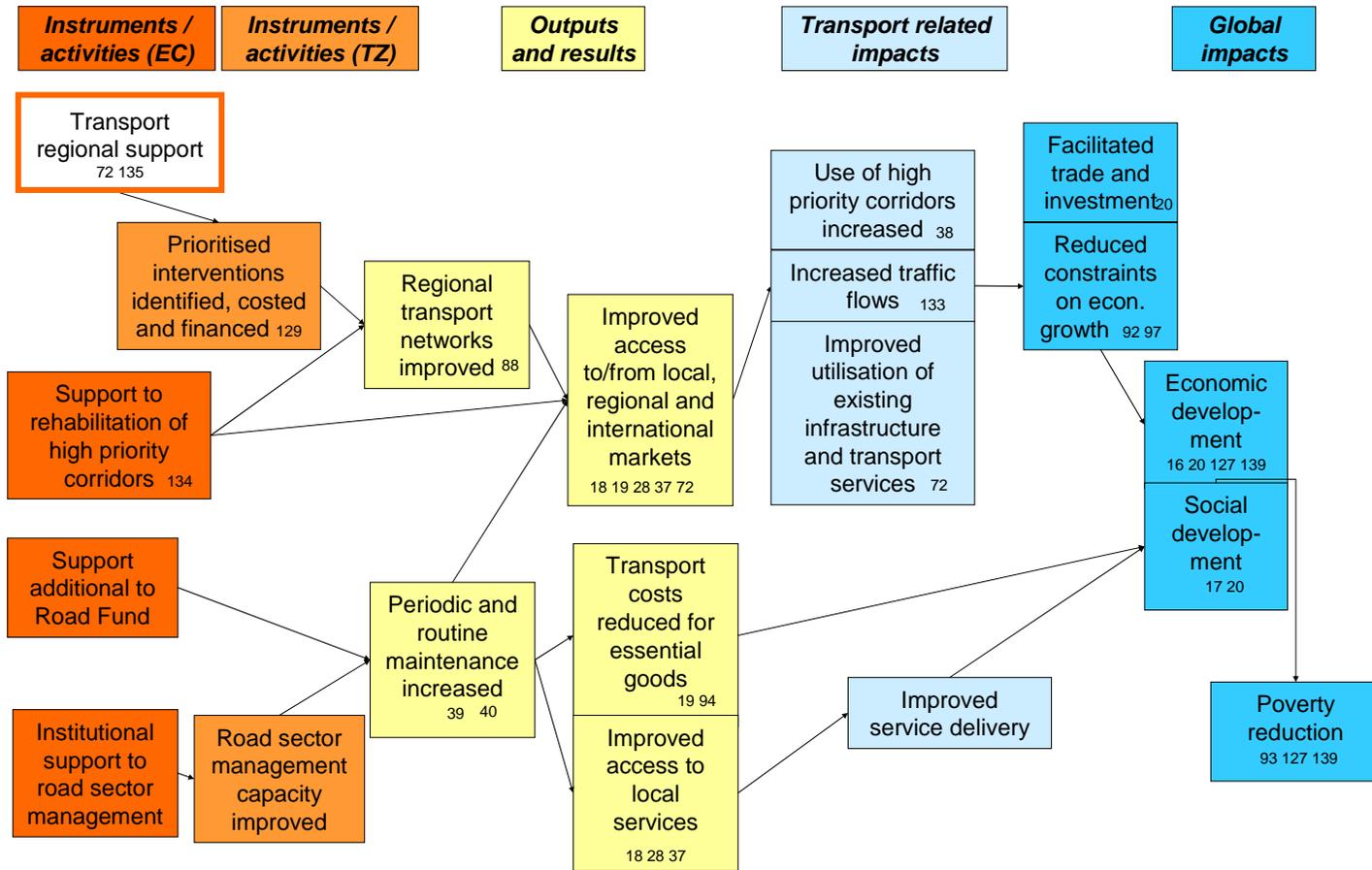
## Intervention logic and evaluation questions



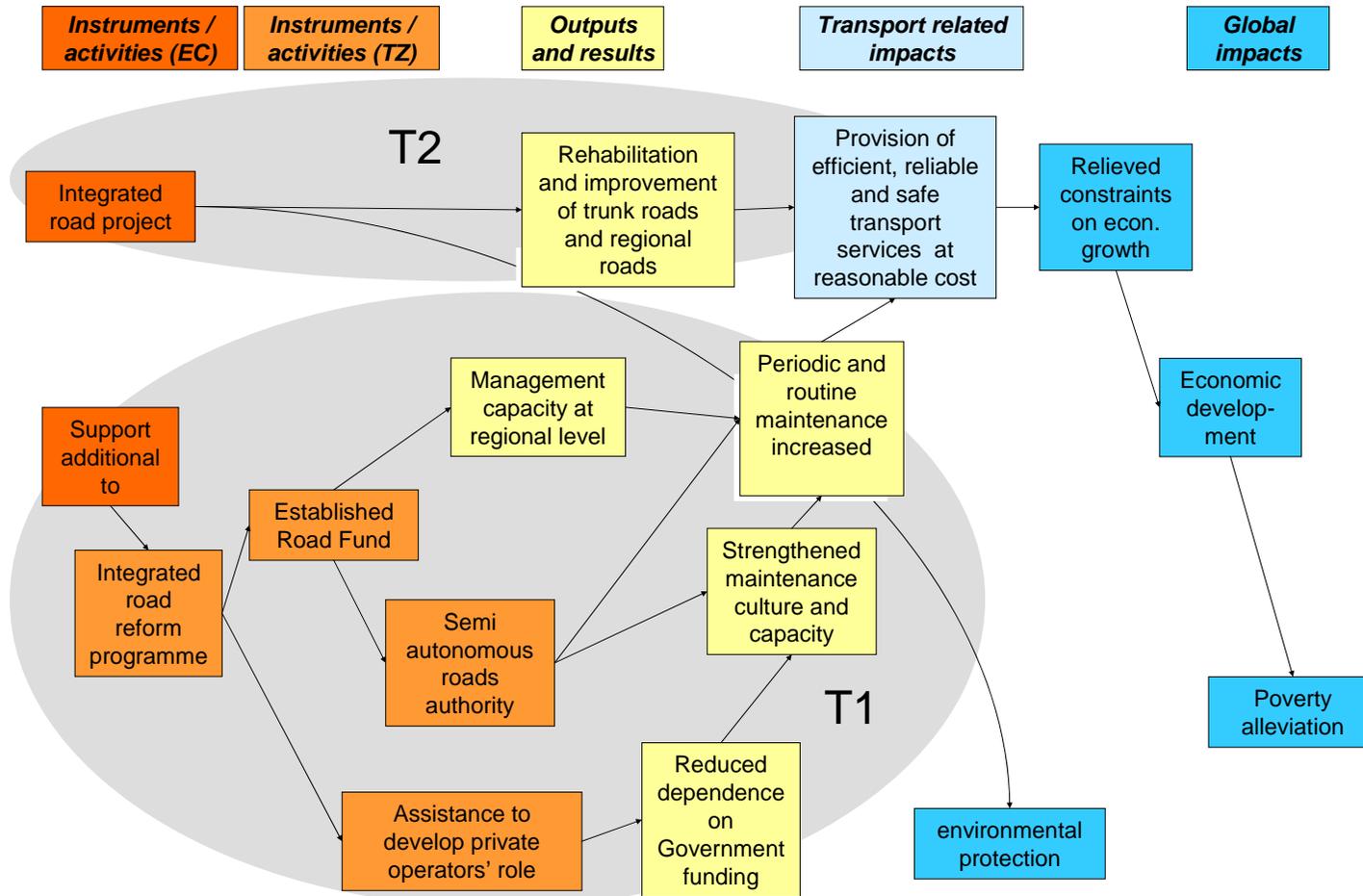
## Impact diagrams- legend

Natural resource support	Instrument or activity implemented by the EC at regional level
Support to the road sector	Instrument or activity implemented by the EC at Tanzania level
Tanzania in regional institutions	Change in Tanzanian institutions at national level
Trade liberalisation	Outputs and results (short term, direct) for targeted groups / organisations (including public authorities at regional & district level)
Expanded equitable enrolment achieved	Impact (longer term, possibly indirect) for targeted groups / organisations
Improved gender equality	Global impact at macro level
..... 42	Reference to the documents analysed (see appendix)
—————→	Cause and effect assumption (often made by the evaluation team)
<div style="background-color: black; color: white; padding: 5px; display: inline-block; border: 1px solid black;">?</div>	Missing causal link (to date – may result from incomplete evaluator’s analysis)
<div style="background-color: #cccccc; border-radius: 50%; padding: 10px; display: inline-block; border: 1px solid #999;">MA</div>	Area of special interest for asking evaluation questions

### Impact diagram – Transports (EDF IX)



### Impact diagram – Transports (EDF VIII – in part)



## Evaluation questions - Transports

### **T1** Road management capacity

To what extent has the EC contributed to creating the capacity to manage the road sector in a coherent, coordinated, complementary and sustainable way?

#### **Evaluation team's approach to the question (preliminary)**

- How were EC resources and procedures used for fostering the Tanzanian road reform programme?
- How did EC coordinate with other development partners in order to fostering the Tanzanian road reform programme?
- Coherent management = means adequately targeted at ends
- Coordinated management = coordinated between various Tanzanian actors
- Complementary management = neither duplication nor holes
- Sustainable management = financially and institutionnally

#### **Utility of the question (+++)**

Complex story, partly successful and partly not, of which transferable lessons can be learnt

## Evaluation questions - Transports

### **T2** Efficient transport services

To what extent is the EC support to trunk roads likely to contribute to more efficient transport services for the benefit of Tanzanian population?

#### **Evaluation team's approach to the question (preliminary)**

- Who are the current and potential users of the central corridor?
- Which benefits will they get from the rehabilitation of the trunk road?
- Will regional feeder roads be improved in time for the ensuring benefits for all potential users?

#### **Utility of the question (?)**

Possibly a too early question since most of EC supported works will be achieved in 2007  
The question would be answered on the basis of ex ante impact studies, with limited value added for Tanzanian users and a very low potential for learning transferable lessons

## Evaluation questions - Transports

### **T3** Efficient transport services

To what extent does the EC support to trunk roads integrate environmental protection?

#### **Evaluation team's approach to the question (preliminary)**

- Did EC support paid sufficient attention to environmental impacts of road investments? If yes, how? If no, why?
- Were non state actors involved? Which are their current views about future environmental impacts?

#### **Utility of the question (?)**

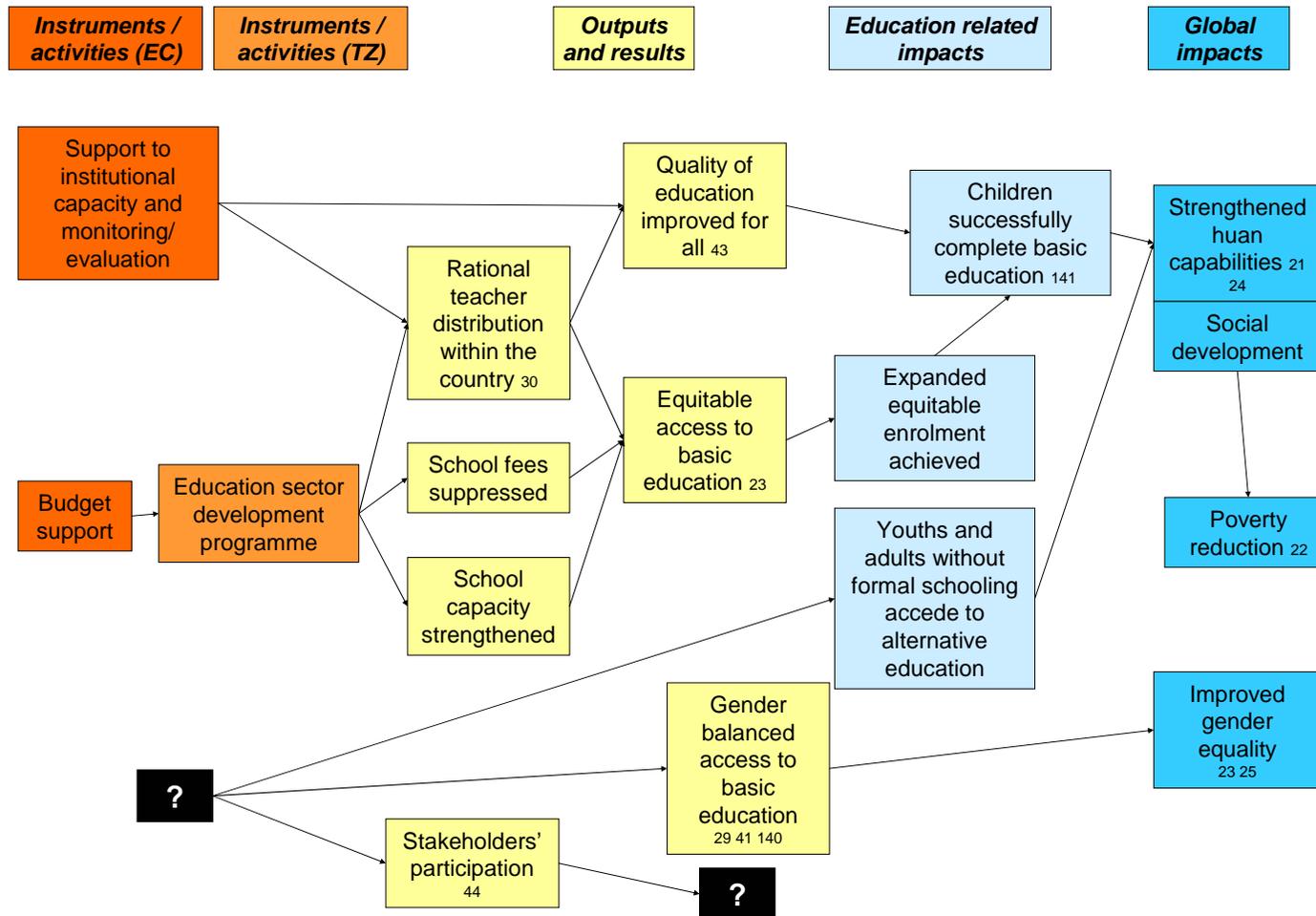
Environmental sustainability is one of the five specific objectives quoted in the NIP

An issue which has not been raised in the first interviews in Tanzania

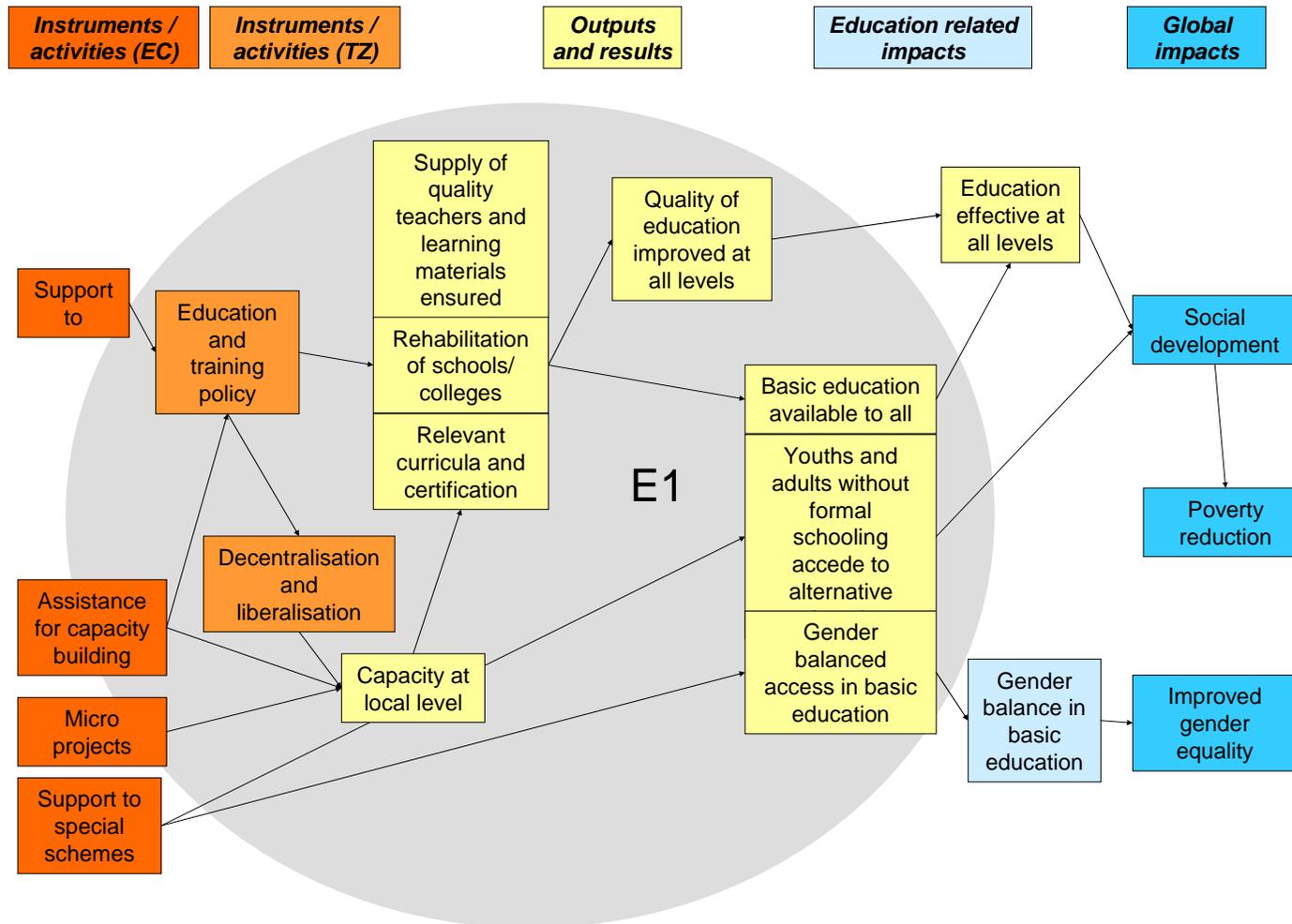
Possibly a too early question since most of EC supported works will be achieved in 2007

The question would be answered on the basis of ex ante impact studies mainly

### Impact diagram – Basic education (EDF IX)



### Impact diagram – Basic education (EDF VIII)



## Evaluation questions - Education

### **E1** Basic education for all

How far has EC support assisted in improving the equitable access to quality basic education for all?

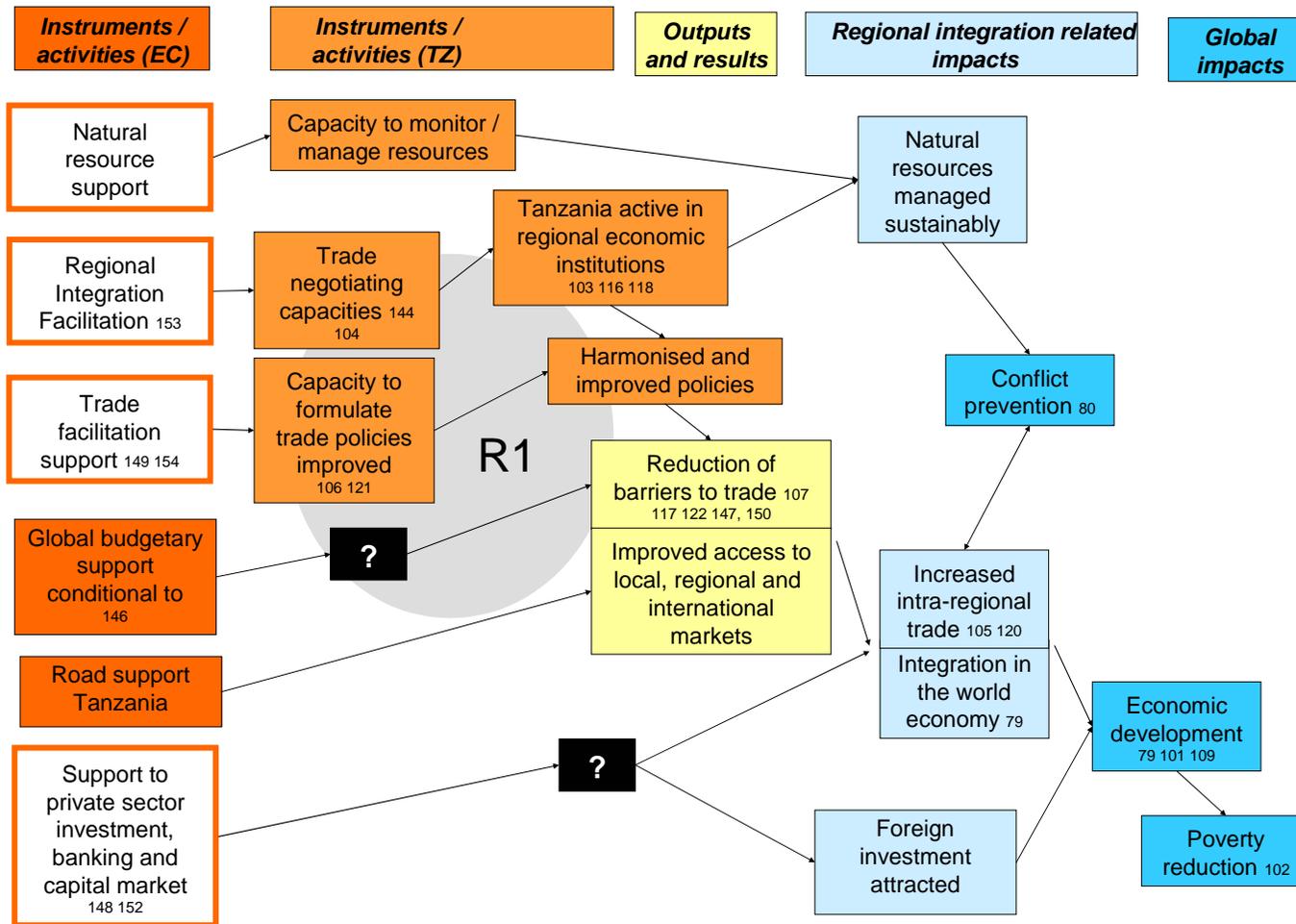
#### **Evaluation team's approach to the question (preliminary)**

- How far did EC resources and procedures were used as incentives for education sector development?
- How far did EC succeed in promoting results based management and dialog on results?
- How far did EC succeed in promoting non state actors' involvement?
- Basic education = the formal three levels plus informal education e.g. special needs
- Access = actual availability of service (does not include successful completion)
- "for all" includes remote rural areas, girls, disabled

#### **Utility of the question (+++)**

Complex story, partly successful and partly not, from which lessons are expected in the EC Delegation

### Impact diagram – Regional integration and trade (EDF IX)



## Regional integration and trade (EDF VIII)

There may be particular areas of private sector activity such as trade development which could be appropriate for Community support. This support will be planned in close co-ordination with EIB and will take account of initiatives to stimulate intra-regional trade under the Regional Co-operation Programme

## Evaluation questions - Regional integration and trade

### **R1** Trade policy

To what extent has EC support contributed to stating relevant trade policy objectives?

#### **Evaluation team's approach to the question (preliminary)**

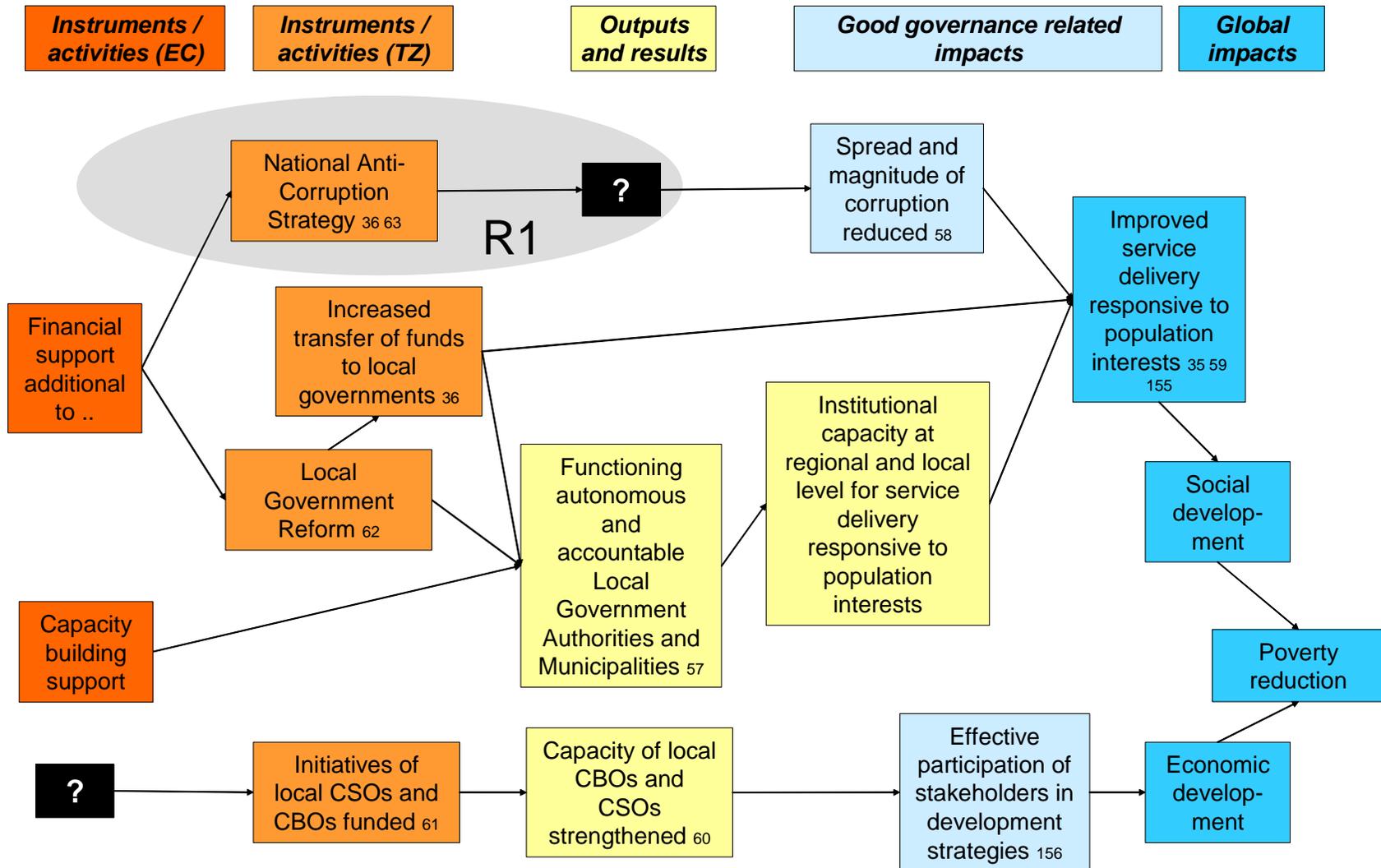
- through an adequately balanced use of aid at national and regional level
- trade policy objectives are relevant if they adequately address internal and external barriers to trade
- coherence with EC agricultural and food policies might be considered

#### **Utility of the question (?)**

Although the EC Delegation is very active in this domain, the actual support seems to have been limited up to now, which means that the question might be premature.

An alternative option is to question the strategy of the EC in several areas, including trade.  
See O2

## Impact diagram – Good governance (EDF IX)



## Good governance EDF VIII

The EC may ... provide support in cross-sectoral areas considered fundamental,  
e.g. good governance ...

## Evaluation questions – Good governance

### **G1** Fight against corruption

To what extent has EC support contributed to enhance Tanzania's capacity and ability to fight corruption?

#### **Evaluation team's approach to the question (preliminary)**

- Was the EC support additional / influential with respect to the development of the Tanzanian policy, e.g. Prevention of Corruption Bureau?
- Capacity means that relevant institutions, regulations and human resources are in place. Ability means that there is a willingness to implement the policy at all levels

#### **Utility of the question (++++)**

Corruption is among the most constraining barriers to economic development and proper service delivery to all.

## Evaluation questions – Good governance

### **G2** Issue of governance

How far has EC support contributed to promoting good governance at all levels of society?

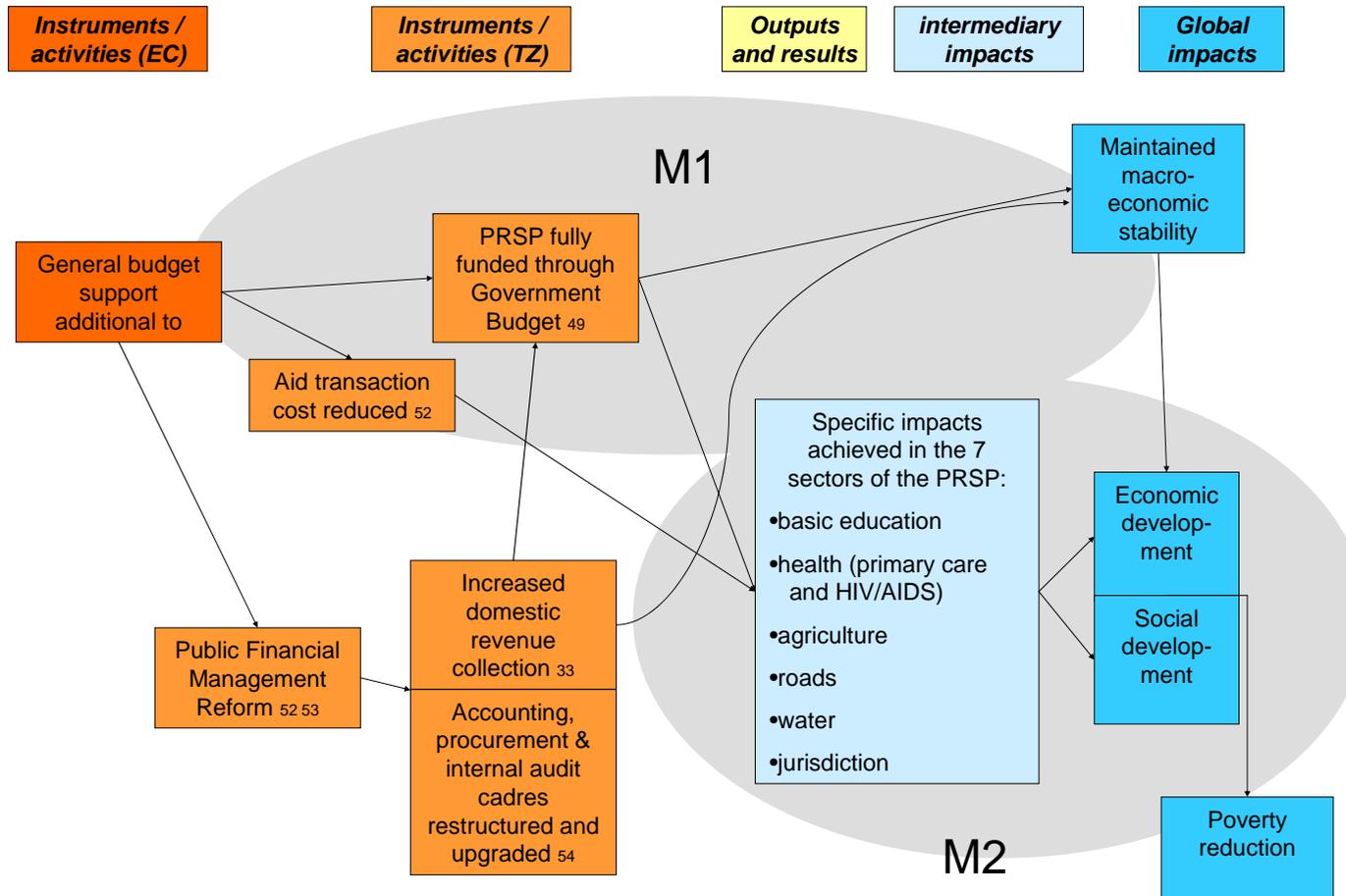
#### **Evaluation team's approach to the question (preliminary)**

- How does the governance issue cross cut EC strategies in all areas?
- How does EC co-ordinates with other donors in its dialog with Tanzanian authorities on good governance issues?
- How does EC encourages public sector reforms, NSA involvement, and prevention of corruption?
- This question is to be addressed in a thematic way, i.e. considering all main areas of co-operation (roads, education, rural development, agriculture, refugees, water, ... and the general budget support)

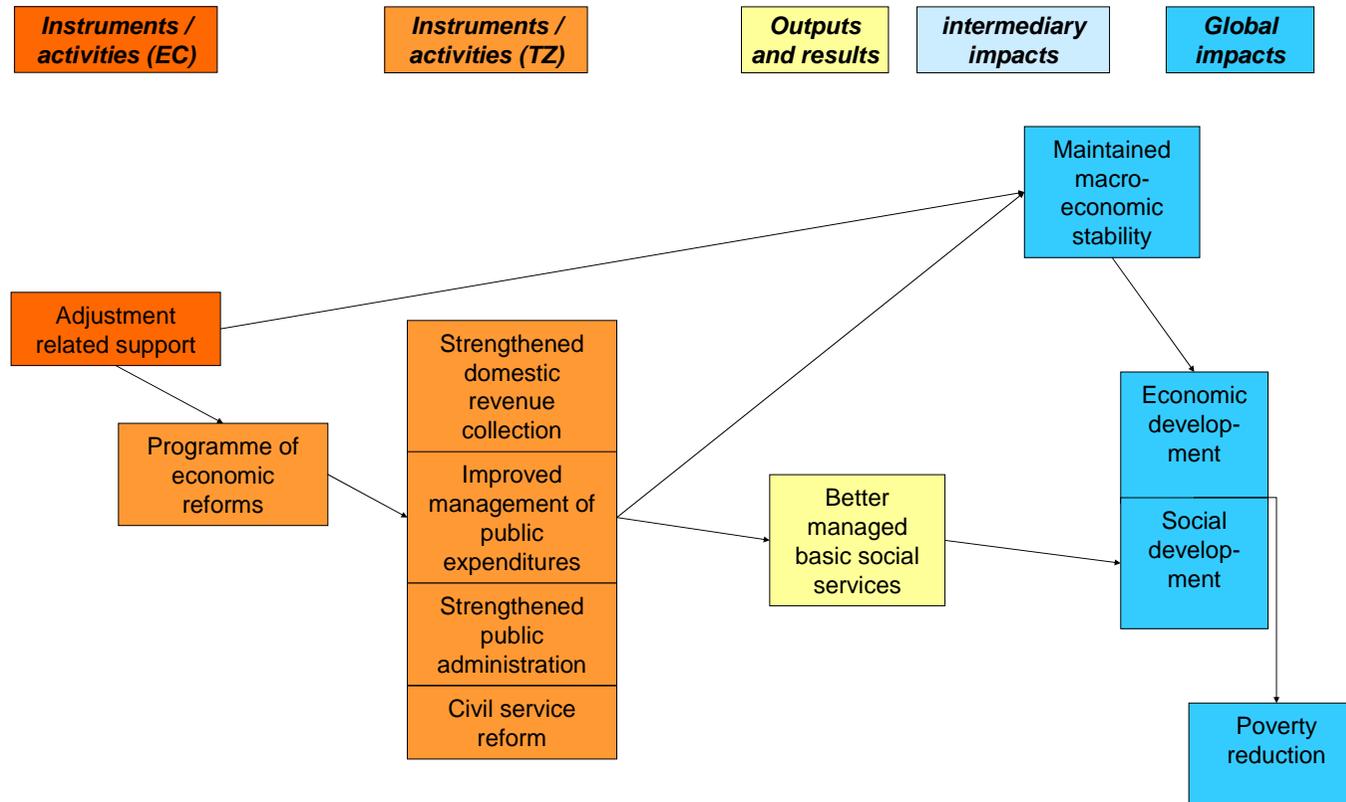
#### **Utility of the question (+++)**

Clearly the issue of good governance has been at stake in the road and education sector, as well as in the area of general budget support. Very likely also in all other sectors. High interest in the EC Delegation for learning lessons from a cross sector synthesis.

### Impact diagram – Budget support (EDF IX)



## Impact diagram – Budget support (EDF VIII)



## Evaluation questions – Budget support

### **M1** Macro economic stability

To what extent has EC contributed to maintaining and strengthening macro-economic stability?

#### **Evaluation team's approach to the question (preliminary)**

- Relates to EC's part of successively adjustment related support and general budget support
- Was EC influential in proportion of its financial weight? Or more? Or less? In which way?
- How did the support contribute to reducing budget deficit?
- How was the support additional / influential in terms of successfully implementing the Tanzanian VAT reform and progress towards sound revenue collection
- What was the contribution of Stabex
- Dimensions of macro economic stability are budget deficit, public debt, inflation and foreign exchange

#### **Utility of the question (++++)**

Macro-economic instability was among the most constraining barriers to economic development and a factor of poverty.

## Evaluation questions – Budget support

### **M2** Poverty Reduction Strategy

To what extent and in which way has the EC contribution in the form of general budget support help making progress towards Tanzanian Poverty Reduction Strategy's objectives?

#### **Evaluation team's approach to the question (preliminary)**

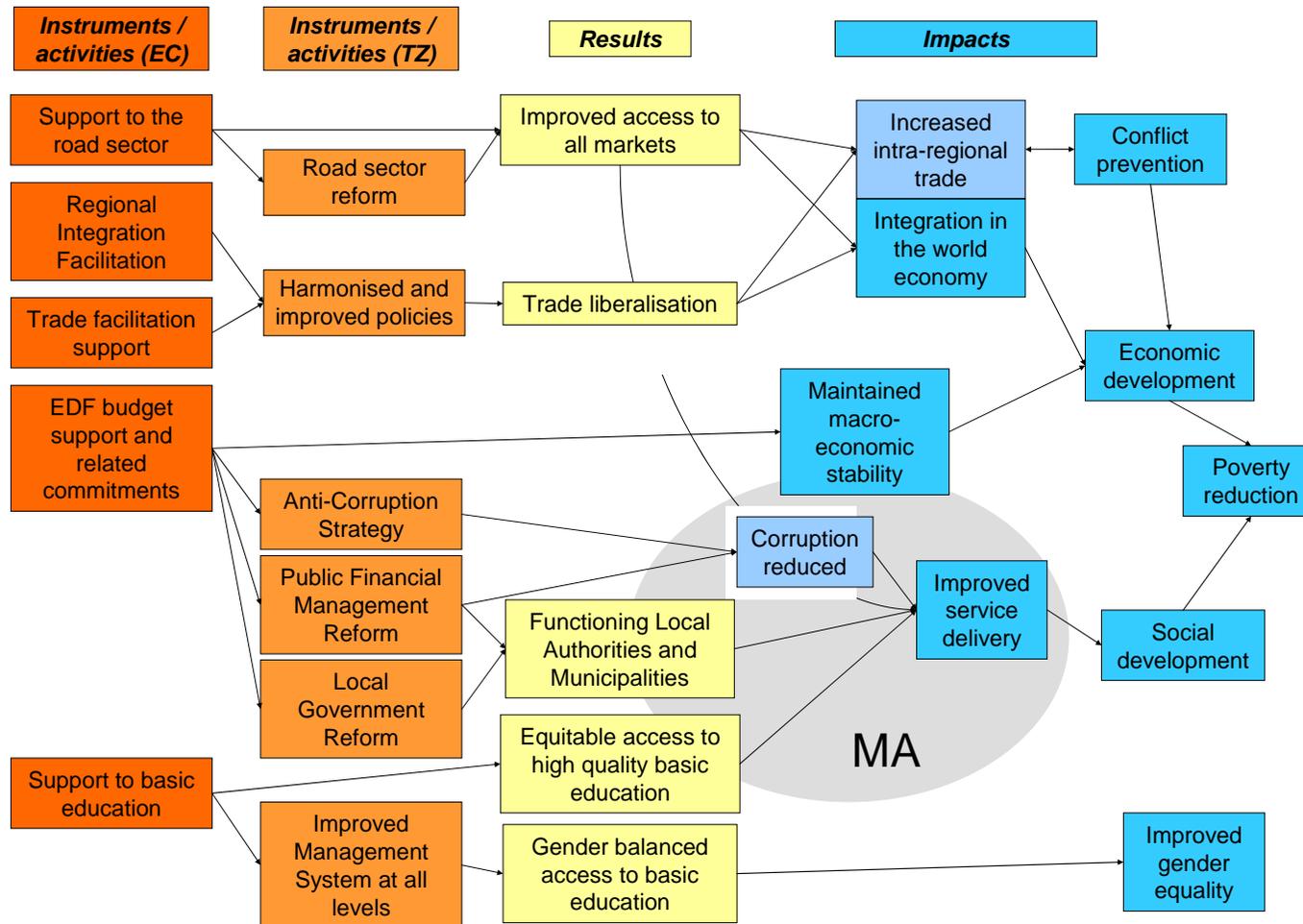
- Relative contribution of EC
- Higher efficiency through reduced transaction costs and flexible use of funds
- Adequate balance between general budget support and focal sectors
- Allocation of funds could be broken down in various paths to poverty reduction
- The PRS integrates cross cutting issues – the question could cover that

#### **Utility of the question**

The general budget support to Tanzania has just been subject to a multi-donor evaluation by DFID. Although highly appreciated for its learning of valuable lessons, this evaluation is considered as not sufficient for providing EC institutions and citizens with accountability for EC support.

Answering the question in this spirit might help (1) filling this gap as much as possible, (2) learning transferable lessons about what does or does not work in terms of reporting on budget support' impacts

### Impact diagram – Overall (EDF IX)



## Evaluation questions – cross cutting

### **O1 Donor co-ordination**

To what extent does the EC co-ordinate in a coherent and complementary manner with other donors and the Tanzanian administration in order to ensure better delivery of services?

#### **Evaluation team's approach to the question (preliminary)**

- Considering comparative advantages and the relative weight of EC
- Considering the Tanzania Assistance Strategy
- Coherent = means are adequately targeted at ends
- Complementary = neither duplication nor holes

#### **Utility of the question**

Lasting efforts of donor co-ordination and the Tanzania Assistance Strategy create particularly interesting opportunity to learn on this issue

Co-ordination is not an end in itself. This is why the question is oriented towards improved service delivery, an objective which proves to be central in the impact diagram

## Evaluation questions – cross-cutting

### **O2** Relevance of strategy

To what extent are EC strategies at national and regional level coherently addressing the main barriers to the social and economic development of Tanzania?

#### **Evaluation team's approach to the question (preliminary)**

- The question relates to areas that are common to both strategy paper, i.e. trade, business support and regional integration
- Natural resource management is also concerned although the issue is addressed in the regional strategy paper only
- Some areas might be missing on both sides

#### **Utility of the question**

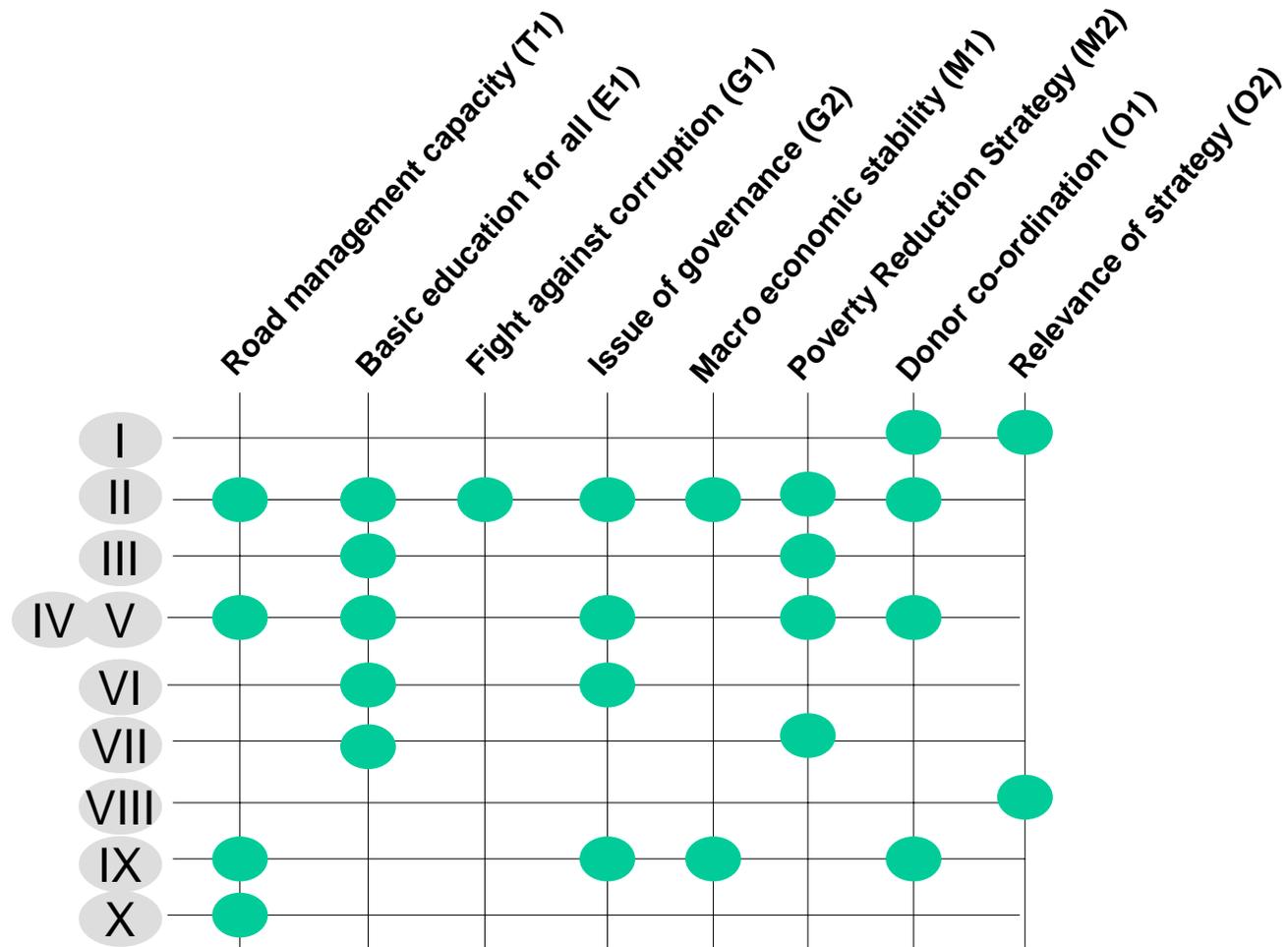
EC strategy documents have been designed roughly at the same time and they are likely to interfere in many areas.

These interferences are not yet visible, but a question related to relevance does make sense

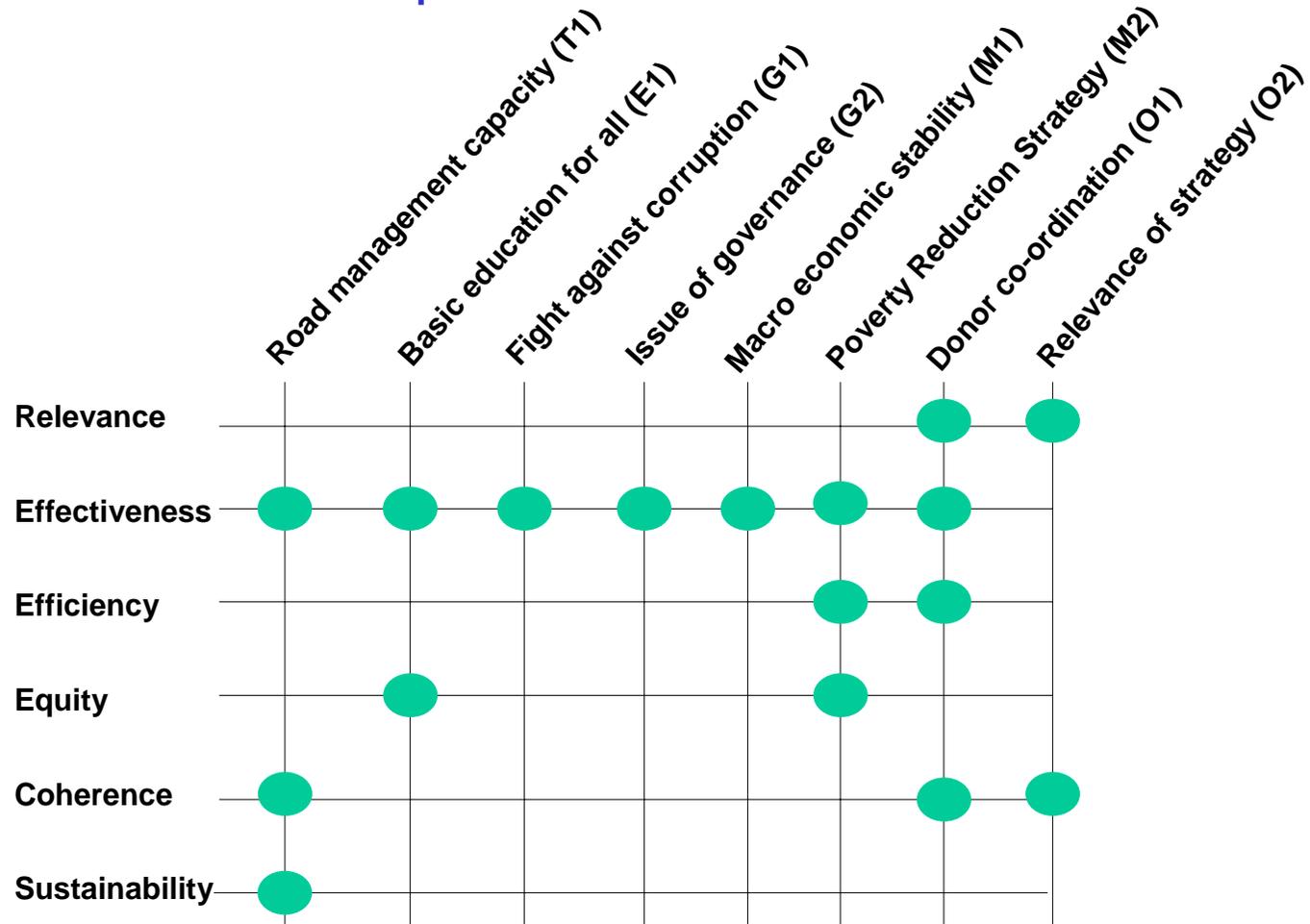
## Areas to be addressed (terms of reference)

- I Design and relevance of the strategy
- II Achievement of main objectives
- III Beneficiaries
  - Who does actually benefit from the EC financial support?*
- IV V Implementation
  - Do implementation procedure and mechanisms effectively and efficiently serve the achievement of objectives?*
- VI Non state actors
- VII Cross-cutting issues
  - e.g. gender, environment, human rights, capacity-building across sectors*
- VIII Coherence with other EU policies
- IX Coordination with development partners.
- X Sustainability

## Evaluation questions and the Terms of reference



## Evaluation questions and families of criteria



## Appendix

---

N°	Extract	Ref
1	The overall objective underpinning the CSP is to reduce poverty	CSP, Executive Summary, p2
2	... process of sustainable economic	CSP, Executive Summary, p2
3	... social development	CSP, Executive Summary, p2
4	reducing and eventually eradicating poverty	CSP (Cotonou Agreement, article 1) p3
5	a high quality livelihood	CSP (Vision 2025) p4
6	peace	CSP (Vision 2025) p4
7	stability and unity	CSP (Vision 2025) p4
8	good governance	CSP (Vision 2025) p4
9	well educated and learning society	CSP (Vision 2025) p4
10	a competitive economy.	CSP (Vision 2025) p4
11	... producing sustainable growth	CSP (Vision 2025) p4
12	... shared benefits	CSP (Vision 2025) p4
13	poverty reduction for an increasing share of the Tanzanian population	CSP (PRSP) p4
14	making a difference in rural Tanzania,	CSP, 5. Response strategy, p20
15	... improving living conditions for the rural population	CSP, 5. Response strategy, p20
16	(road network) to ensure economic growth and trade	CSP, 5. Response strategy, p20
17	(road network) population integration and inter and intra-co-operation in Tanzania and the East Africa region	CSP, 5. Response strategy, p20
18	the Government's National Transport Policy to improve access to local, regional and international markets and services.	CSP, 5. Response strategy, p20
19	(road network) to contribute to reduced transport costs and travel time	CSP, 5. Response strategy, p20
20	... facilitate economic growth, trade, investment, social integration and inter- and intra regional co-operation in Tanzania	CSP, 5. Response strategy, p20
21	(basic education) strengthening human capabilities	CSP, 5. Response strategy, p22
22	... reducing poverty in Tanzania	CSP, 5. Response strategy, p22
23	to attain increased gender-balanced and equitable access to higher quality	CSP, 5. Response strategy, p22

	basic education	
24	... to result in higher standards of living and higher levels of social and economic development.	CSP, 5. Response strategy, p22
25	... to promote gender equality and advance the position of women and the girl child.	CSP, 5. Response strategy, p22
26	to reduce income poverty	CSP, 5. Response strategy, p23
27	to improve quality of life and the social well-being of the poor whilst maintaining macro-economic stability.(Macro support)	CSP, 5. Response strategy, p23
28	(road sector) to improve access to local, regional and international markets and to services in Tanzania.	Indicative Programme, 6.3, p28
29	increasing gender-balanced equitable access to higher quality basic education for Tanzania's pupils.	Indicative Programme, 6.3, p29
30	to ensure rational teacher distribution within the country.	Indicative Programme, 6.3, p29
31	(Macro support) to have a direct positive impact on the reduction of poverty in Tanzania.	Indicative Programme, 6.3, p29
32	... to fully implement the Public Financial Management Reform	Indicative Programme, 6.3, p29
33	to increase domestic revenue collection.	Indicative Programme, 6.3, p29
34	(Governance) to advance good governance at local levels	Indicative Programme, 6.3, p29
35	to improve delivery of public services and ensure participation of all stakeholders	Indicative Programme, 6.3, p29
36	to increase transfer of funds to local governments, fully implement the National Anti-Corruption Strategy	Indicative Programme, 6.3, p29
37	Access to local, regional and international markets and services improved	CSP 6.6. Indicative Work Programme Tables: Logframe Roads
38	Increased use of high priority corridors	CSP 6.6. Indicative Work Programme Tables: Logframe Roads
39	Increased periodic and routine maintenance	CSP 6.6. Indicative Work Programme Tables: Logframe Roads
40	Road sector management enhanced	CSP 6.6. Indicative Work Programme Tables: Logframe Roads
41	Increased gender balanced equitable access to higher quality basic	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education

	education	
42	Expanded equitable enrolment achieved	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
43	Quality of education improved for all	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
44	Appropriate institutional arrangements (including stakeholder participation) established at all levels	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
45	Institutional capacity strengthened	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
46	Adequate funds provided to appropriate education service delivery level	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
47	Improved Financial Management System (IFMS) in place at all levels	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
48	IFMS capacity strengthened at all levels *	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
49	PRSP fully funded through Government Budget	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
50	Public Finance is sustainably managed, with effectiveness and transparency	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
51	EDF budget support sustained and predictable	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
52	Aid transaction costs reduced	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
53	Effectiveness of Integrated Financial Management System (IFMS) enhanced	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
54	Accounting, procurement & internal audit cadres restructured and upgraded	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
55	Production of macro-economic and financial statistics improved	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
56	Strengthened institutional capacity at regional and local level for service delivery responsive to popular interests	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
57	Functioning autonomous and accountable Local Government Authorities and Municipalities	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
58	Spread and magnitude of corruption reduced	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
59	Improved service delivery performance of Public/Non-state institutions in deprived regions	CSP 6.6. Indicative Work Programme Tables: Logframe Governance

60	Strengthened planning & implementation capacity of local CSOs and CBOs	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
61	Initiatives of local CSOs & CBOs funded	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
62	Local Government Reform Programme (LGRP) fully and timely implemented	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
63	Implementation of National Anti-Corruption Strategy strengthened	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
64	(overall) to increase economic growth and reduce poverty through higher levels of regional economic integration.	RSP Executive summary
65	all countries in the region will become members of regional Free Trade Areas and/or a Customs Union	RSP Executive summary
66	... will improve implementation of WTO provisions;	RSP Executive summary
67	... will have started negotiations on EPAs;	RSP Executive summary
68	... will use the resources of the RIP to reduce poverty through economic development and regional integration	RSP Executive summary
69	which should help the region's producers to obtain improved market access	RSP Executive summary
70	... attract investment into the productive sectors.	RSP Executive summary
71	to improve the economic development of the region through the more efficient and sustainable management of the region's natural resource base.	RSP Executive summary
72	(Transport and Communications) reducing costs of transport and communications mainly through improved utilisation of existing infrastructure and services and through the development of a masterplan	RSP Executive summary
73	reducing and eventually eradicating poverty	RSP, p 1
74	foster the gradual integration of the ACP States into the world economy;	RSP, p 1
75	accelerate economic cooperation and development both within and	RSP, p 1

	between the regions of the ACP States	
76	promote the free movement of persons, goods, capital services, labour and technology among ACP countries;	RSP, p 1
77	accelerate diversification of the economies of the ACP States; and coordination and harmonisation of regional and sub-regional cooperation policies;	RSP, p 1
78	promote and expand inter and intra-ACP trade and with third countries	RSP, p 1
79	(Economic Integration and Trade) economic development of the countries of the region and to their integration in the world economy	RSP, p 22
80	conflict prevention	RSP, p 22
81	(Management of natural resources) to secure sustainable economic benefits and	RSP, p 22
82	to avoid dispute between countries	RSP, p 22
83	poverty reduction	RSP, p 22
84	sustainable development	RSP, p 22
85	poverty reduction	RSP, p 22
86	conflict prevention	RSP, p 22
87	(Transport and communications) development at the regional level.	RSP, p 23
88	... establishing links with other regions	RSP, p 23
89	... reducing the cost of doing business	RSP, p 23
90	... establishing reliable links.	RSP, p 23
91	economic development	RSP, p 23
92	integration of the region in the world economy	RSP, p 23
93	poverty reduction	RSP, p 23
94	... reducing transport cost for essential goods	RSP, p 23
95	Progress in economic integration	RSP, p 24
96	... conflict prevention,	RSP, p 24
97	(transport and communications) economic integration,	RSP, p 24
98	... common or co-ordinated management of trans-boundary natural resources will	RSP, p 24
99	... strengthen regional co-operation	RSP, p 24

100	... reduce conflict potential	RSP, p 24
101	(Economic Integration and Trade) to increase economic growth	Indicative Programme (6.3.1) p27
102	to reduce poverty through higher levels of regional economic integration	Indicative Programme (6.3.1) p27
103	... enable all countries in the region to become members of regional Free Trade Areas and/or a Customs Union	Indicative Programme (6.3.1) p27
104	to improve trade negotiating capacities at the regional and multilateral levels	Indicative Programme (6.3.1) p27
105	to result in increased intra-regional trade;	Indicative Programme (6.3.1) p27
106	... improved capacity to formulate trade policies	Indicative Programme (6.3.1) p27
107	to further trade liberalisation	Indicative Programme (6.3.1) p27
108	to ensure the sustainable management of the natural resource base of the region	Indicative Programme (6.3.2) p29
109	to contribute to the overall aim of the reduction of poverty.	Indicative Programme (6.3.2) p29
110	development of common strategies	Indicative Programme (6.3.2) p29
111	... tools and networks to ensure sustainable management of the natural resources	Indicative Programme (6.3.2) p29
112	... safeguarding of bio-diversity	Indicative Programme (6.3.2) p29
113	... definition and implementation of a regional fisheries policy	Indicative Programme (6.3.2) p29
114	(Transport and Communications) to increase significantly trading systems will need to be made easier and cheaper	Indicative Programme (6.3.3) p30
115	To increase economic growth and reduce poverty through higher levels of regional economic integration.	RSP annexes Logical Framework Regional Economic Integration
116	All countries in the region are members of regional FTA and/or CU	RSP annexes Logical Framework Regional Economic Integration
117	... have improved implementation of WTO provisions.	RSP annexes Logical Framework Regional Economic Integration
118	... have started negotiations on EPAs	RSP annexes Logical Framework Regional Economic Integration

119	Higher levels of economic growth	RSP annexes Logical Framework Regional Economic Integration
120	Increased intra-regional trade	RSP annexes Logical Framework Regional Economic Integration
121	Trade policy capacities improved	RSP annexes Logical Framework Regional Economic Integration
122	Removal of revenue constraints to further trade liberalisation	RSP annexes Logical Framework Regional Economic Integration
123	To increase economic growth and reduce poverty through higher levels of regional co-operation in the area of natural resources.	RSP annexes Logical Framework Sustainable Management of natural Resources
124	To ensure the sustainable management of the natural resources of the region	RSP annexes Logical Framework Sustainable Management of natural Resources
125	Marine and coastal resources management : A regional sustainable fisheries policy is defined and implemented.	RSP annexes Logical Framework Sustainable Management of natural Resources
126	Environmental management : common strategies, methodological tools and regional networks are developed to ensure sustainable management of the natural resources and safeguard biodiversity	RSP annexes Logical Framework Sustainable Management of natural Resources
127	To increase economic growth and reduce poverty through higher performance levels of the regional transport and communications network	RSP annexes Logical Framework Transport & Communications
128	Improve the efficiency of use of the transport and communications infrastructure	RSP annexes Logical Framework Transport & Communications
129	... develop a plan from which prioritised interventions can be identified, costed and financed.	RSP annexes Logical Framework Transport & Communications
130	Masterplan adopted for the region.	RSP annexes Logical Framework Transport & Communications
131	Regional transport and communications networks improved	RSP annexes Logical Framework Transport & Communications

132	Transport costs reduced	RSP annexes Logical Framework Transport & Communications
133	Increased inter-regional traffic flows (both transport and telecommunications).	RSP annexes Logical Framework Transport & Communications
134	Implementation of transit facilitation programmes on selected transit corridors	RSP annexes Logical Framework Transport & Communications
135	Development of a transport and communications infrastructure masterplan	RSP annexes Logical Framework Transport & Communications
136	Regional regulatory framework	RSP annexes Logical Framework Transport & Communications
137	Projects to reduce the north-south “digital divide”	RSP annexes Logical Framework Transport & Communications
138	Support of the COMESA infrastructure fund	RSP annexes Logical Framework Transport & Communications
139	Income poverty reduced through increased economic growth	RSP annexes Logical Framework Transport & Communications
140	Achieved gender equality in Primary & Secondary Education	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
141	Increased proportion of school age children (girls and boys) successfully completing primary education	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
142	Increased % of youths and adults without formal schooling (both male and female) accessing alternative education	CSP 6.6. Indicative Work Programme Tables: Logframe Basic Education
143	Identified Projects/Programmes	RSP annexes Logical Framework Regional Economic Integration
144	Trade policy and negotiating capacity development	RSP annexes Logical Framework Regional Economic Integration
145	Harmonisation of customs and trade statistics	RSP annexes Logical Framework Regional Economic Integration
146	Budgetary support for sequenced economic liberalisation	RSP annexes Logical Framework Regional Economic Integration
147	Tax policy harmonisation	RSP annexes Logical Framework

		Regional Economic Integration
148	Banking and capital market development	RSP annexes Logical Framework Regional Economic Integration
149	Trade facilitation support	RSP annexes Logical Framework Regional Economic Integration
150	Programme to reduce TBTs	RSP annexes Logical Framework Regional Economic Integration
151	Investment facilitation	RSP annexes Logical Framework Regional Economic Integration
152	Private sector development	RSP annexes Logical Framework Regional Economic Integration
153	Regional Integration Facilitation Forum	RSP annexes Logical Framework Regional Economic Integration
154	Trade-related Knowledge-for-Development	RSP annexes Logical Framework Regional Economic Integration
155	Effectiveness and efficiency of delivery of public & private services to public improved)	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
156	Effective participation of all stakeholders in formulation and implementation of development strategies ensured	CSP 6.6. Indicative Work Programme Tables: Logframe Governance
157	Income poverty reduced	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
158	Quality of life and social well-being improved	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
159	Macro-economic stability maintained	CSP 6.6. Indicative Work Programme Tables: Logframe Macro-support
160	To increase economic growth	RSP annexes Logical Framework Sustainable management of natural resources
161	... and reduce poverty	RSP annexes Logical Framework Sustainable management of natural resources
162	... through higher levels of regional co-operation in the area of natural resources.	RSP annexes Logical Framework Sustainable management of natural resources
163	To ensure the sustainable management of the natural resources of the region	RSP annexes Logical Framework Sustainable management of natural resources

164	(Marine and coastal resources management) A regional sustainable fisheries policy is defined and implemented.	RSP annexes Logical Framework Sustainable management of natural resources
165	(Environmental management) common strategies, methodological tools and regional networks are developed to ensure sustainable management of the natural resources and safeguard biodiversity	RSP annexes Logical Framework Sustainable management of natural resources