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Ministry for Foreign Affairs of Finland

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EXECUTIVE SUMMARY

Finland's Country Programme for development cooperation in Tanzania will build on previous cooperation, but also incorporate changes rising from lessons learned and context analysis. During implementation of the previous Country Programme, Finland already made the decision to increase support for accountability and citizen participation in society. This kind of flexibility in responding to changes in the context should be continued and is of even more importance in light of the Covid-19 pandemic experienced in 2020. It is important to continuously analyse the context, the programmes and related risks.

Efforts to strengthen the democratic space and human rights are envisaged to be continued in this Country Programme. Finland will make stronger efforts to promote gender equality in Tanzania. Finland's prominent role in forestry will continue – building on the Finnish expertise and a long history of cooperation. Finland will contribute to climate change adaptation and mitigation through ongoing cooperation and new initiatives.

Finland's development cooperation portfolio will maintain focus on identified priorities. Emphasis is put on ensuring good quality of cooperation, supported by active follow-up and learning. The portfolio will contain different cooperation instruments and partners to mitigate administrative and implementation related risks. Supporting good governance and transparency will have to be an integral part of any institutional support.

This Country Programme prioritises the needs and rights of the rights-holders. Most focus will be on the grassroots level, capacitating Tanzanian citizens to voice their concerns, influence their society and to earn a living in a world stricken by climate change. The choice of cooperation areas has been guided by the context analysis and priorities of Finland's Country Strategy for Tanzania. This Country Programme thus focuses on two impact areas:

1. Inclusive development through active citizenship, and
2. Improved forest-based livelihoods and climate resilience.

Finland will support civic space and civic engagement in society, with a focus on rights holders, in other words citizens, and their opportunities. Protecting human rights defenders is essential to ensure space for civic engagement. Inclusiveness and equality will be emphasized in all cooperation efforts. Special attention will be given to strengthening women's rights and participation in society. A human rights based approach is inherent in all cooperation. Existing tax administration cooperation will

continue, assuming that it will contribute to increased tax compliance, more tax revenue and a better business environment.

Finland's forestry cooperation will concentrate in the Southern Highlands and in selected miombo regions of Southern and North-eastern Tanzania. Forests and land should be used in a sustainable way to secure income, improve livelihoods and climate resilience of the local communities. A sustainable use of forests and land also contributes to carbon absorption and other ecosystem services. Support to commercial plantation forestry among small-holders and development of forestry value chains will contribute to poverty alleviation through generating income and new jobs. More resources will be channeled to address skills gaps and encourage entrepreneurship and innovations linked to forest sector and climate change, in a practical approach to influence the business environment. Climate resilience will be improved by strengthening the adaptive capacities of Tanzanian citizens in addressing climate change e.g. through better data, access to it, and more diverse livelihood options.

1 Expected Results of the Country Programme

IMPACT 1: Inclusive development through active citizenship

(SDG 16, targets 16.7 & 16.10; SDG 5, targets 5.2 & 5.5; sdg 17, target 17.1)

According to the Tanzania Development Vision 2025, deliberate efforts must be made to empower the people and catalyse their democratic and popular participation. The Tanzania Development Vision 2025 stresses how sustainable realisation of the development goals depends on the combination of good governance and a strong, competitive economy. Participation and some of the other key governance issues like accountability and transparency have, however, been in decline in Tanzania during recent years. Threats against civil and political rights are more common than before. Some aspects related to women's rights and gender equality have improved, but many challenges related to gender equality persist.

This impact area is aligned with Finland's strategic goal in Tanzania to promote democracy, human rights and gender equality, as well as to support a trade enabling business environment. Human rights and the principles of democratic participation, accountability, transparency and gender equality are core values in Finnish development policy (especially priorities 1 and 3 of Finland's development policy). They are also key strategies for ensuring inclusive, sustainable development. Resources are needed for the implementation of development strategies. Finland's tax and development action plan 2020-2023 emphasizes the need to strengthen the tax systems in developing countries in order to reduce poverty and inequalities. The Tanzanian government has a strong commitment for increasing domestic resource mobilization, and above all, tax revenue.

Finland will focus its support to the rights holders and their opportunities, to upholding the civic space and related freedoms. It is assumed that other development partners support the capacity of key duty bearers and that there is sufficient commitment by the Government to keep them functional. Finland will make efforts to promote gender equality, but with the assumption that its efforts will be complemented by other efforts and aspects of promoting gender equality. It is assumed that a more efficient,

predictable and customer friendly tax system will lead to increased tax compliance, more tax revenue and a better business environment.

OUTCOME 1.1: Civic space protected

The civic space has been under pressure in Tanzania. Support to Tanzanian civil society organisations will enable them to work in a restricted operating environment, enable civic engagement for the realization of human rights, accountability and implementation of inclusive development strategies.

Protecting the operating space for civil society is a pre-requisite for people's participation in society. When the civic space is secured, it is assumed that people will feel safe to voice their concerns, to be active citizens, claim their rights and influence the political and social structures around them. It is assumed that opportunities will lead to more engagement, as long as people are aware of their rights, have access to information and capacity to analyse and use it. The risk is that intimidation of civil society leads to self censorship and even more shrinking civic space. It is assumed that at least the social media remains an open channel for public discussion.

OUTPUTS

Enhanced capacity of civil society organisations to advocate for open civic space, human rights and rule of law;

Human rights defenders are protected

Finland's support will focus on strengthening the capacity of civil society organisations and their ability to act as watchdogs and defend open public space and the rule of law. In this regard it is of utmost importance that people who speak up for human rights are protected – for them to be able to continue advocating, for the sake of their own rights and also to create a milieu where people dare to speak up.

There is a risk that even stricter control will be imposed on human rights actors and that foreign support is limited by the authorities. The assumption is, however, that the work of civil society works against this risk and that the situation at least does not deteriorate. It is assumed that representatives of civil society feel secure to such an extent that they keep acting.

INPUTS

- Support for Tanzanian NGOs working to protect human rights and the civic space in Tanzania

- Fund for local cooperation
- Finland will conduct policy dialogue bilaterally, as well as part of the EU and the donor community.
- Synergies with the work of Finnish NGOs working in the areas of human rights and freedom of expression, with international NGO programmes and regional cooperation programmes are promoted when relevant

OUTCOME 1.2: Increased opportunities for women to participate in leadership

In the 2020 general elections the number of elected women parliamentarians decreased. Re-strategizing and thorough analysis will be needed. However, assumptions related to women's role in leadership are still relevant; if there are more women leaders, gender equality will be better taken into account in the national development processes, and women's rights are increasingly realized.

It is assumed that the legal and policy frameworks supporting gender equality are respected and implemented by the duty bearers and that they will provide a more level playing field for women. It is assumed that career development and succession planning is based on capacity and merits in the public sector, securing equal opportunities for women.

OUTPUTS

Legislative frameworks and arrangements promote gender balance in elections and decision-making bodies

A cadre of interested, diverse and capable women leaders is formed

Increased community awareness of gender equality

Opportunities for women to participate in leadership is promoted through working for an enabling legislative environment and community level awareness raising. Women are also encouraged and supported to develop sufficient capacities to grasp opening opportunities.

It is assumed that providing technical support will actually translate into changes in legislation and policy frameworks. Capacity building and awareness raising lead to changes in people's knowledge and attitudes contributing to a transformation in the patriarchal values that otherwise hinder women's participation. It is also assumed that media shapes perceptions on women and gender equality, and that leading by example has a positive effect in the communities.

INPUTS

- UN Women's programme supporting women leadership and political participation
- Planned support to UNFPA programme to protecting the rights and choices of women and girls of all abilities
- Thematic support for empowering women e.g. through the Uongozi institute
- Active participation in the Development Partners Group on Gender Equality, Finland continuing as co-chair of the group in 2021
- Policy dialogue bilaterally and as part of the EU and the donor community
- Synergies with Finnish NGOs, international NGOs and regional programmes working for gender equality will be promoted when relevant

OUTCOME 1.3: Increased access to services for people affected by sexual and gender-based violence

Sexual and gender based violence is one of the bottlenecks of gender equality in Tanzania. Women are able to participate more fully in society, for example in leadership and development processes, if they live free from violence. Since the outbreak of the covid-19 pandemic, violence against women and girls, particularly domestic violence, has intensified worldwide. This is a consequence of the economic crisis, lockdown measures and resources diverted from violence against women responses to covid-19 relief.

Finland will support the implementation of the Tanzanian National Plan of Action to End Violence against Women and Children, strengthen service delivery related to sexual and gender based violence, support capacity building, awareness raising, communication, and coordination between different stakeholders. Special attention will be given to the increased vulnerability of persons with disability.

OUTPUTS

1.3.1 Increased community awareness of gender based violence

1.3.2 Increased capacity of duty bearers to address sexual and gender based violence

Awareness of gender-based violence, female genital mutilation, child marriage and the increased vulnerabilities of people with disability is promoted at several levels from communities, households including men and boys, to the authorities. Change

within authorities is sought through trainings and better data. Girls are engaged in gender-transformative activities that build their awareness on gender norms and provide knowledge and skills to claim their rights.

It is assumed that better data and knowledge lead to better and more inclusive services. It is assumed that better general awareness lead to more victims finding the services provided and in the long run to a change in behavior when it comes to gender-based violence, child marriage and female genital mutilation.

INPUTS

- Planned support to UNFPA programme to protecting the rights and choices of women and girls of all abilities
- Active participation in the Development Partners Group on Gender Equality, Finland continuing as co-chair of the group in 2021
- Policy dialogue bilaterally and as part of the EU and the donor community. Finland will pay special attention to the vulnerability and needs of women with disabilities.
- Fund for local cooperation
- Synergies with Finnish NGOs, international NGOs and regional programmes working for women's rights and against gender-based violence will be promoted when relevant

OUTCOME 1.4: More efficient tax administration

The Tanzania Revenue Authority (TRA) is currently implementing Corporate Plan 5 that aims at increasing the efficiency of the institution, in order to increase the overall revenue collection and resources available for national development. By paying taxes both citizens and enterprises participate and contribute to national development.

In order to contribute to more inclusive development processes, it is assumed that members of parliament have capacity to draft and analyze revenue policies and that revenue policies are defined with equality in mind. It is also assumed that public financial management reforms advance and support tax reforms and revenue collection. Significant slowing down of the economic growth could harm achieving the ambitious revenue collection targets.

OUTPUTS

Voluntary tax compliance improved

Trade facilitation enhanced

Staff capacity developed

If the capacity of the TRA staff is increased, if the institutional reforms make paying taxes easier, if the taxpayers have timely information and they see and feel the results of their taxes, then the taxpayers base will be broadened. The existing Tax Reform Programme takes a holistic approach for developing the tax and customs administrations, where IT-reforms play a key role. Improved systems and capacity of customs will facilitate trade and increase TRA revenues.

It is assumed that sufficient resources are allocated by the Government of Tanzania for the implementation of the Tax reform programme. It is also assumed that TRA is able to prioritize key areas of reform and dedicate time for their implementation. It is assumed that communication is timely and productive, and that on-line platforms facilitate provision of technical assistance. It is assumed that TRA dialogue with the private sector enables problem solving and finding common ground between TRA and the tax payers.

INPUTS

- continuation of Institutional cooperation between Tax Finland and TRA
- continued support to Tax Modernisation Programme
- Policy dialogue bilaterally and as part of the EU and donor community with an emphasis on inclusiveness of policy and reform processes, as well as equitable, inclusive and sustainable tax and investment policies; transparency in the use of public funds
- Policy dialogue in line with Finland's "Taxation for Development" - programme Finland's regional and thematic programmes related to taxation, such as support to Trade Mark East Africa, African Tax Administration Forum (ATAF); and partnership with UNU-Wider, may complement the achievement of the outcome's objectives. Synergies with these programmes are promoted when relevant.

IMPACT 2: Improved forest-based livelihoods and climate resilience

(SDG 15, Targets 2 & 9; SDG 8 target 2; sdg 13, target 1)

This impact area is closely linked up with Finland's strategic goals in Tanzania of poverty alleviation, livelihoods and climate resilience. It supports priorities 2 and 4 of Finland's development policy. It is also aligned with the Tanzania vision 2025, in terms of contributing to a more diversified and competitive economy, advancing industrialization, as well as poverty reduction.

Sustainable management of forests and village lands is a pre-condition to livelihoods improvement and climate resilience in the long term. Sustainable use and management of forests and land provide a way to create income, support rural livelihoods and enhance climate resilience of communities, while also contributing to carbon absorption and other ecosystem services. Support to commercial plantation forestry among small-holders and development of forestry value chains will contribute to poverty alleviation (by generating income to farmers, other forest-owners, micro, small and medium sized enterprises) and new jobs. The business environment will benefit from support to skills development, entrepreneurship and innovations linked to the forest sector and climate change mitigation and adaptation. The focus areas of this impact area benefit from solid Finnish expertise and know-how.

Environmental and climatic conditions are changing fast in Tanzania, with weather extremities becoming more common. As majority of the citizens depend on agriculture, Tanzania's economy is greatly influenced by climate change. Finland contributes to improved climate resilience by strengthening the adaptive capacities of citizens in addressing climate change. This will occur e.g. through improved data and knowledge on the effects of climate change, access to data, and support to the diversification of livelihoods, paying attention to persons in vulnerable positions.

OUTCOME 2.1: Improved quality of ecosystem services from forests and village lands

Ecosystem services from forests and village lands include a wide range of things such as food, timber and non-timber forest products, regulation of water flows, carbon absorption, erosion control, pollination, cultural values, and biodiversity. Sustainable use and management of land can ensure the provision of these services to the benefit of the rural communities and the society at large. It is assumed that improving the

quality of such ecosystem services will translate into more and better livelihood opportunities and strengthened climate resilience.

For this transition to happen, it is assumed that the governance of forests and village lands – including enforcement of rules and capacity of the districts and other local governance structures – will function and improve over time. It is assumed that the current forest policy and legislation is maintained or improved. In parallel to forestry, there is a need to mainstream climate resilient and resource efficient agriculture and livestock keeping.

OUTPUTS

2.1.1 SUSTAINABLE RURAL LAND USE IMPROVED

2.1.2 SUSTAINABILITY OF FOREST MANAGEMENT ENHANCED

Finland’s cooperation advances quality of ecosystem services through supporting village land use planning and forest management. In the land use planning process, the villagers decide on allocation of land for different purposes following the land use planning guidelines and being guided by the National Land Use Planning Commission. Idle lands appropriate for afforestation will be identified. Suitable tree species will be used in afforestation and reforestation. Efforts will be made to ensure enough land is set aside for food production, watershed and biodiversity conservation.

Sustainable management of forests is focal to providing carbon sequestration and other ecosystem services. Sustainable management plans will be prepared for forests of different types. Implementation of plans will also be supported. This includes best silvicultural practices, forest fire prevention and control and watershed management, e.g. through extension services and training.

For these goals to materialize, it is assumed that the Tanzanian Government remains committed to inclusive and balanced land use planning, allocation of land right certificates, and to participatory forest management. It is assumed that all parties adhere to sustainable management and that there is sufficient government oversight in place. Furthermore, it is assumed that the community level structures function adequately in order to look after the interests of the community members. Adequate resources for sustainable agriculture and livestock keeping are assumed to be in place to achieve food security in the programme areas.

INPUTS

- Participatory Plantation Forestry Programme, PFP (phase 2), bilateral cooperation with Tanzania

- Forestry and Value chains programme, FORVAC, bilateral cooperation with Tanzania
- Tree Outgrowers Programme with private sector and NGO partners
- Possibly cooperation between Finnish and Tanzanian government institutions
- Policy dialogue bilaterally and as part of the EU and the donor community with focus on sustainable forest management and improving forest governance
- There are synergies with some local, Finnish and international NGO activities as well as with some work of Finnish-Tanzanian academia and regional initiatives. Inputs may be complemented by private sector cooperation. Dialogue and strengthened synergies and cooperation will be sought when possible and relevant.

OUTCOME 2.2: Increased rural jobs and income from forest sector

To reach this outcome, Finland works with its Tanzanian partners in improving forest-based value chains in the Southern Highlands and in selected miombo regions of Southern and North-eastern Tanzania. This is done through enhancing skills in forestry and wood processing, introducing and scaling up more efficient and innovative technologies to harvest, process and market forest products, and supporting businesses and start-ups operating in the forest sector, especially small and rural based ones.

The overall business environment in Tanzania will have an effect on the success of this outcome to improve forest-based livelihoods. An enabling environment is assumed to be in place, including appropriate infrastructure and functioning institutions. It is assumed that there is adequate access to affordable know-how, sustainable technologies, funding, quality education and skills development. These are needed for the businesses to succeed and in support of economic policy making. Finland will make some efforts for these assumptions to materialize, but Finland's efforts alone will not be sufficient.

OUTPUTS

HIGHER LOCAL VALUE ADDED FROM FOREST PRODUCTS MORE PEOPLE, INCLUDING PEOPLE IN VULNERABLE SITUATIONS, BENEFIT FROM THE FORESTRY VALUE CHAINS

The development of technologies and skills is key to achieve value addition and thus more income and jobs. To boost value addition locally, local cooperation structures such as associations of tree growers and small and medium-scale enterprises will be strengthened. Business incubation for start-ups in the forestry value chains will be provided. Attention will be given to ensure that opportunities to increase income will spread widely, involving both women and men as well as persons in vulnerable positions and situations, such as persons with disabilities or living with HIV/AIDS. Small scale training in forestry and entrepreneurial skills will be provided. Finland will also look at other ways of responding to the need for vocational and technical education and skills development in the forestry sector.

A key assumption is that there will be market demand and pricing adequate to enable increased income from forests. The institutionalization of vocational education in forestry and wood industries needs to be supported by the relevant authorities. A skilled workforce is needed for ensuring value addition and wide participation in forestry. Actors and institutions involved in value chain development will have to take the needs and interests of persons in vulnerable positions properly into account.

INPUTS

- Participatory Plantation Forestry Programme, PFP (phase 2), bilateral cooperation with Tanzania
- Forestry and Value chains programme, FORVAC, bilateral cooperation with Tanzania
- Tree Outgrowers Programme (TOSP) with private sector and NGO partners
- Policy dialogue bilaterally and as part of the EU and the donor community with focus on improving business environment and forest governance. There are synergies with some local, Finnish and international NGO activities as well as with some work of Finnish-Tanzanian academia and regional initiatives, such as Energy and Environment Partnership (EEP) programme and the Southern Africa Innovation Support (SAIS2) programme. The inputs may also be complemented by private sector cooperation. Dialogue and strengthened synergies and cooperation will be sought when possible and relevant.

OUTCOME 2.3: Adaptive capacities of citizens to address climate change strengthened

Up-to-date and open climatic and geospatial data and easy access to it are crucial for different economic sectors (including agriculture and forestry), and the Tanzanian citizens, to be able to adapt in a timely manner to the effects of changing climate. Awareness raising on climate change, efficient communication among various sectors and social groups, and improved skills and technologies for managing natural resources and aligning with low emission development, will be instrumental for increasing the adaptive capacity of Tanzanians.

Citizens' adaptive capacity is not enough to achieve climate resilience. The urgent need to act on climate change needs to be translated into conducive policies, strategies and improved policy coherence. It is assumed that these will be promoted and supported by government agencies and partners. Efficient fire control and oversight is assumed to support efforts to diversify rural livelihoods and to maintain or increase the tree cover.

OUTPUTS

IMPROVED AWARENESS AND SKILLS OF CITIZENS TO ADAPT THEIR LIVELIHOODS; IMPROVED DATA AND KNOWLEDGE OF THE EFFECTS OF CLIMATE CHANGE

During the Country Programme implementation period, Finland will look into possible interventions to improve climate and geospatial data, and the translation and distribution of the data to the end-users in selected sectors. Moreover, existing interventions will be adjusted, and new ones considered, to better support climate change resilience among the citizens and the society at large, e.g. through awareness raising, knowledge sharing and capacity building. This may include enhanced skills in entrepreneurship, especially among the youth. Geographically, the interventions may expand beyond the current forestry programme areas.

For these outputs to materialize into better adaptive capacities, the availability of and access to data, statistics and other information should not be limited unnecessarily, so that the data can be used by the citizens, private sector and civil society. Another assumption is that civil society, private sector and other potential stakeholders that engage in climate resilience initiatives (in Finnish supported programmes and beyond) will have an adequate resource-base and space for operating.

INPUTS

- Possible new cooperation on climate resilience, which may include co-operation with international organizations or co-operation between institutions (ICIs)
- Participatory Plantation Forestry Programme, PFP (phase 2), bilateral cooperation with Tanzania
- Forestry and Value chains programme, FORVAC, bilateral cooperation with Tanzania
- Tree Outgrowers Programme (TOSP) with private sector and NGO partners
- Policy dialogue bilaterally and as part of the EU and the donor community with focus on low carbon development, improving coordination and access to data and knowledge
- Finland will seek to engage with Tanzania in common policy initiatives at international fora
- There are synergies with some local, Finnish and international NGO activities as well as with some work of Finnish-Tanzanian academia and regional initiatives, such as Energy and Environment Partnership (EEP) programme and the Southern Africa Innovation Support (SAIS2) programme. The inputs may also be complemented by private sector cooperation. Dialogue and strengthened synergies and cooperation will be sought when possible and relevant.

2 Risks, Monitoring and evaluation

2.1 Risk management

All development cooperation involves risks. Development cooperation is often conducted in complex and difficult conditions – in countries where the administrations may be weak, people live in extreme poverty and corruption is a problem.

The risks involved in the implementation of Country Programmes are assessed and monitored closely, but sometimes they materialise despite the taken precautions. Anticipating and managing risks is an essential part of the implementation of the Country Programmes: Risk assessments are done regularly and impact the programme design and decision making process at all stages. Risk mitigation measures, their success and materialized risks are reported annually.

In Tanzania there is a risk that the space for civil society will be further restricted and that even more control and/or intimidation will be exercised on civil society organisations and advocates for democracy and human rights. This is, on the other hand, an explicit challenge the Country Programme seeks to address.

When introducing new policies, regulations and legislation, there is always a risk related to the political will and commitment to translate the policies in practice. This risk needs to be managed through activities facilitating the implementation processes, working on awareness and information, and supporting the capacity of partners involved. In the forestry sector there are risks related to forest fires, the development of the timber market and the availability of skilled workforce. These risks are to a certain extent addressed in the programmes, but the programme efforts alone will not solve the challenges.

Administrative risks of delays in dialogue, planning and implementation of programmes will be mitigated by using a variety of cooperation instruments and working with different partners. Finland aims for active dialogue with the Tanzanian Authorities, in order to ensure smooth cooperation and common goals. Flexibility in planning and adapting programmes to changes in the context or other challenges along the way will also be needed, as the covid-19 pandemic so clearly has demonstrated.

To ensure the achievement of good and long-term results, sufficient time has to be invested for thorough planning of interventions, careful screening and selection of

partners and funding channels, and constant monitoring, analyzing, learning and adapting of activities. All Programmes report on the use of funding and the results of their work. The Ministry and Embassies follow the progress, the use of funds, and the reliability of reporting through steering groups, monitoring visits, independent evaluations and reviews and regular communication. The Ministry also commissions external auditing companies to perform audits.

2.2 Monitoring, evaluation and learning

Country teams are in charge of monitoring the performance of Country Programmes for Development Cooperation. This work follows the MFA's principles and guidelines, especially the Guidelines on Results-based Management, the Manual for Bilateral Programs and the Evaluation Guidelines. In joint arrangements, Finland will participate in joint reviews and evaluations, and aims to support the development of local monitoring and evaluation frameworks and capacity.

The Country Programme is monitored closely. Monitoring and evaluation activities are identified in the monitoring and evaluation plan, which is updated and followed up regularly.

There are some themes related to the Tanzanian Country Programme that will need regular analysis and follow up. Given Finland's strengthened focus on active citizenship and the trend of shrinking civic space, this development will need to be followed. Another theme to follow will be the position of women in the Tanzanian society and to look at where the most critical challenges lie. Finland's role and relevance in the Tanzanian forestry sector will need to be assessed. The MFA will commission a continuous evaluation of all forestry programmes, that will focus on constant learning, strengthening synergies between Finnish interventions and supporting strategic planning for the future. In addition to these larger thematics of the Country Programme, individual projects will be monitored, reviewed, audited and evaluated.

The collective monitoring and evaluation cycle of Finland's Country Programmes includes monitoring, evaluation and reporting activities, which are carried out simultaneously for all Country Programmes and in a fixed format. These include yearly reports, biannual synthesis reports, mid-term review and external evaluations.

In preparing the annual results report of the Country Programme for Development Cooperation the country team assesses not only the Programme performance as per the results framework but also assesses the validity of the theories of change and

related assumptions and risks vis-à-vis the context. The theories of change may be adapted to changed circumstances or implementation strategies, if deemed necessary. The annual report is discussed within the respective regional department.

A synthesis report of the annual reports are prepared as a joint effort by the regional departments every two years. The departments synthesise main findings or trends found in all of the Country Programme yearly results reports.

Country teams will carry out a mid-term review of the Country Programme. The mid-term review results and recommendations are used for decision making on whether changes are needed in Country Programme impact areas. The MFA Evaluation Unit may carry out an evaluation of Country Programmes towards the end of the Country Programme cycle.

2.3 Tentative financing plan

The financial frame for bilateral development cooperation in Tanzania in 2021–2024 is approximately 56 million euros. The financing plan consists of the bilateral cooperation programmed under this Country Programme. It does not include humanitarian aid, private sector instruments or Finnish CSOs.



