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Delivering as One

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United Republic of Tanzania

A United Vision: Working Together for the United Republic of Tanzania
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Executive Summary

The United Nations Development Assistance Plan (UNDAP) is the business plan of 20 UN agencies, funds and programmes in Tanzania for the period July 2011 to June 2015. This 'One Plan' for Tanzania supports the achievement of the international development goals, the Millennium Declaration and related Millennium Development Goals (MDGs), national development priorities which are consistent with the MDGs, and the realisation of international human rights in the country, including the right to humanitarian assistance for refugees.

The UNDAP replaces the current joint UN programmes and the multiple UN-supported initiatives in the United Nations Development Assistance Framework (UNDAF) with a single, coherent business plan for all UN funds, programmes and agencies in Tanzania, in which each is responsible for delivery on a set of key actions that jointly contribute to shared results.

UNDAP enhances national ownership and UN accountability by articulating the precise UN contribution to the national priorities outlined in the national poverty reduction strategies, MKUKUTA & MKUZA II 2011-15.[1] These national development frameworks are seen as supportive of international commitments including the MDGs. UNDAP is aligned to the national annual planning cycle, July to June. The accountability of the UN system at normative functional and programmatic level is fully articulated, down to the individual agency, and guided by the principles of effective development cooperation laid down in the Joint Assistance Strategy for Tanzania (JAST). The UNDAP responds to the UN mandate and mission in Tanzania in ensuring inclusiveness of all state and non-state actors in the development of the country.

The Human Rights Based Approach (HRBA) and Results Based Management have been central to the development of the UNDAP. The former underlines that participating in and enjoying the benefits of development is a right of every individual. Therefore, HRBA provides an analytical lens to assess the capacities of both the duty bearers and rights holders; identifying which capacity deficits require attention in order for rights to development to be realised.

Furthermore, gender equality and women's empowerment is a UN mandate, a GoT goal, and a programming principle for development assistance within the UNDAP. The situation of women and children in Tanzania calls for additional, coordinated and comprehensive gender-specific activities to deal with persistent gender disparities.

UNDAP also systematically mainstreams environmental sustainability and capacity development. Relevant crosscutting issues of conflict prevention, disaster risk reduction (DRR), food security, indigenous people, volunteerism, HIV and AIDS and employment and decent work have been considered and reflected where relevant in planning.

UNDAP enhances national ownership and UN accountability by articulating the precise UN contribution to the national priorities

UNDAP reduces duplication in planning requirements for UN agencies and national partners, for some agencies replacing the current requirements of the UNDAF and agency-specific country programme planning documents. The new approach is in line with the UNDG approved guidelines on UNDAF simplified programming and Action Plans.

[1] The annual UNDAP reviews will allow adjustment of the plan to align to the five year investment plan, currently being developed by the GoT.

UNDAP enhances the UN focus on results by bringing together agency specific planning requirements in a consistent and seamless manner, ensuring a 'necessary and sufficient' programme logic in the results chain and resource requirements. The plan outlines linkages to regional and global initiatives at the sectoral level, forging greater synergy between UN plans in addition to support of larger multilateral and bilateral programmes. Annual reviews and adjustments ensure the continued relevance of the UNDAP; the plan and its implementation modalities ensure coherence and consistency from actions to results to reporting, yielding a synergistic effect.

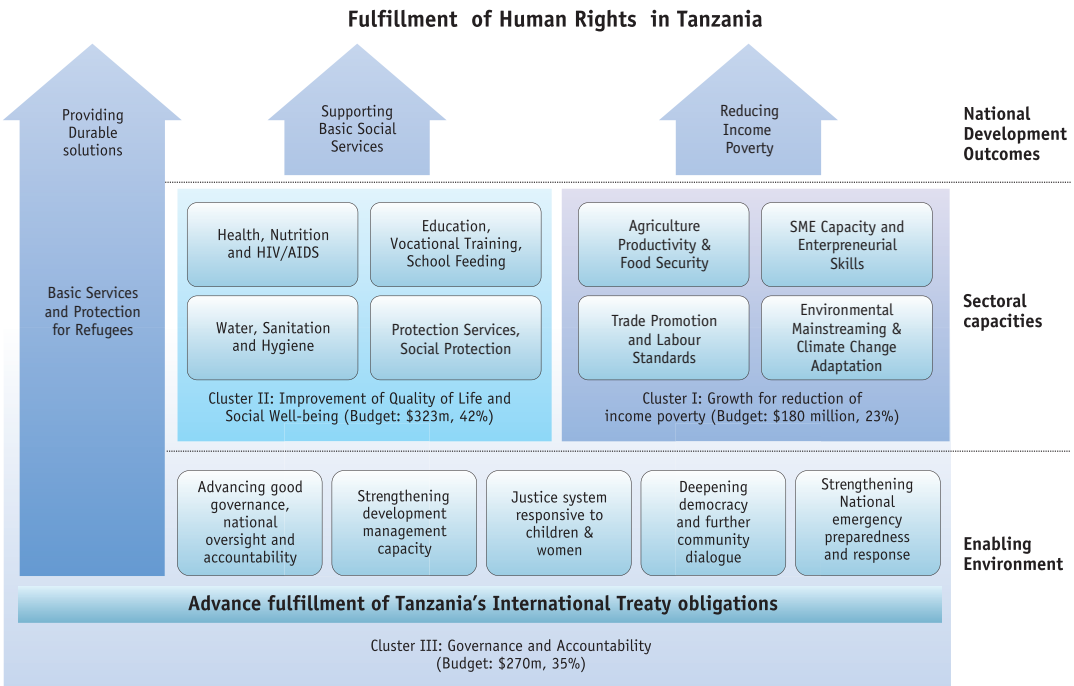
UNDAP's programme matrix is structured such that each key action has one agency responsible for delivery. Outputs are at times deliverable by single agencies, but more often by more than one, whilst at outcome level several agencies are jointly accountable for the achievement of results. At programme level, a lead agency is designated to ensure coordination and strengthening of partnerships both within the UN and with other development partners in the country. The implementation modalities within Delivering as One (DaO) ensure efficiency and reduction in costs whilst minimising unnecessary duplication of effort in interactions between the UN and national systems.

Proposed Programme

UN programme interventions in the UNDAP are strategic, focused and interlinked with the aim of delivering a more coherent, convergent and dynamic country programme of UN support. The four-year UN country programme for Tanzania has a total budget of $777m.[2]

The programme focuses on strengthening the country's enabling environment for the fulfilment of human rights and pro-poor growth, building

Figure 1: UNDAP Areas of Cooperation



[2] Estimated amount: actual amounts will depend on availability of UN system agencies' resources and contributions from funding partners. Out of $777m, $772 represents the programme budget and $5m the budget for support services and change management.

national capacity to deliver basic services while increasing coverage and quality, and responding quickly through humanitarian assistance which is tied to long-term development objectives. With the exception of direct programme delivery in emergency and refugee assistance and school-feeding (5 percent of UNDAP key actions), UNDAP strengthens and builds national capacities of state and non-state actors in policy and programme implementation, budgeting and strategic financial allocation, monitoring, evaluation and resource mobilisation.

UNDAP supports and contributes to the three clusters of MKUKUTA and MKUZA II. In Cluster 1, UNDAP proposes support for capacity development aimed at strengthening the key drivers of inclusive pro-poor economic growth, including pro-poor sector policies, agro-productivity and manufacturing linkages enhancement, improved employment opportunities and productivity of low-income entrepreneurs and wage earners, greater human development outcomes from trade, environmental and climate change mitigation and adaptation strategies ($180m, 23 percent of UNDAP total programme budget).[3]

The UN plan in Cluster 2 targets enhancements of sector partner capacities in Education, Health and Nutrition, HIV and AIDS, WASH and Social Protection for sustained and rapid achievement of the MDGs ($323m, 42 percent of UNDAP total programme budget).

The UN programme for Cluster 3 addresses the enabling environment for development - effective governance and delivery of public services, democracy, and further fulfilment of the GoT's international treaty obligations, emergency preparedness and response, and continued solution-focussed assistance to refugees ($270m, 35 percent).

Budgetary Framework and One Fund

The 2011-2015 UNDAP budget reflects the total resources required for the implementation of the 10 UNDAP programmes for the four years, as well as the programme support costs. The budget is funded from UN agency core funds, those to be mobilised by agencies outside core and the One Fund. The latter is the mechanism through which donors finance some un-funded portions of the UNDAP budget for which UN agencies have indicated that resources need to be mobilized in Tanzania. The Joint Steering Committee (JSC) is responsible for overall management of the One Fund and approval for allocation of funds for activities in the 10 UNDAP programmes based on a set of agreed eligibility and performance criteria.

Programme Management and Accountability Arrangements

The UNDAP will be nationally executed under the overall co-ordination of the JSC, chaired by the Permanent Secretary of the Ministry of Finance and co-chaired by the UN Resident Coordinator (RC).

The UN Country Management Team (UNCMT) - composed of the RC, Heads, Representatives or Country Directors of UN agencies, funds and programmes, including Non Resident Agencies - manages and directs planning and implementation processes in fulfilment of the DaO Vision 2015 and agreed code of conduct. UNCMT members are accountable to the RC and each other for progress on DaO reform, effective implementation of the UNDAP, responsible use of resources and achievement of results. Where the situation requires, the RC, in the role of Humanitarian Coordinator ensures swift and effective use of UN resources for

UNDAP strengthens and builds national capacities of state and non-state actors in policy and programme implementation, budgeting and strategic financial allocation, monitoring, evaluation and resource mobilisation

[3] US dollars ($) throughout the document

emergency response and assistance with support from the UNCMT along the modality of the Inter-Agency Standing Committee (IASC) cluster approach.

The Inter-Agency Programme Committee (IAPC) composed of senior programme staff from all UN agencies leads the development, implementation, monitoring and evaluation of UNDAP programmes. It reports to the UNCMT and oversees Programme Working Groups results and reporting.

Reporting to the IAPC, UN working groups on Gender, Human Rights and Planning, Monitoring & Evaluation support the UNCMT's efforts to achieve results within the framework of the DaO reform process.

Ten inter-agency Programme Working Groups (PWGs) are responsible for coordination and implementation of the agreed ten UNDAP programmes, each with a UN lead agency to facilitate decision-making, coordination and coherence. UN agencies are accountable for agreed agency-specific results and targets established in the PWG work plans. The PWG and the implementing partners are collectively accountable for the success of the programme of cooperation.[4] Programme Management Committees (PMC), co-chaired by the UN lead agency and a Government Lead counterpart, coordinate each PWG. The PMC agrees on, monitors, and reviews work plans and advises on funding requirements as well as key implementation modalities. Further, the PMC is responsible for the bi-annual reporting of PWGs and agrees adjustments to UNDAP Programme Matrices based on annual reviews. UN agencies and IPs (both government and civil society) are members of the PMC, with the participation of DPs as appropriate.

To ensure coherence and linkages with upstream policy frameworks, the PWGs will receive technical support from three Senior UN Cluster Advisors tasked with helping strengthen UN's contribution in providing strategic policy support on key policy areas to national counterparts, representing a unified UN position.

The UN, together with IPs, will develop Annual Programme Work Plans (APWPs) for each of the ten PWGs, using a common process. APWPs will align with GoT's fiscal planning cycle, July to June. This will allow the UN to meaningfully participate in national and sub-national planning and review mechanisms.

As part of the national budgeting process - Medium Term Expenditure Framework (MTEF) and Aid Management Platform (AMP) - the UN will integrate national requirements for providing quarterly disbursement projections for each implementing partner. For the entire UN system to be able to plan, review and report systematically across the UN agencies - resident and non-resident, the UNCMT will deploy a web-based platform. The APWPs will be further refined based on the actual One Fund allocation and quality assurance processes, allowing plans to be coherent, responsive and realistic.

The PWGs APWPs will be signed in consultation with the Government (and where applicable with non-state partners). A separate arrangement for Zanzibar will ensure coordinated UN engagement with the government of Zanzibar. Bi-annual reviews will report progress made against the annual targets ascribed in the UNDAP M&E matrix.

For the implementation of UNDAP, the UNCMT will deploy and manage solutions for better technical collaboration between UN agencies, developing tools for knowledge exchange and measures to enhance knowledge acquisition and utilization.

[4] The PWG structure has no relationship with UN Division of Labour in the JAST, nor is it intended to replace day-to-day technical engagement with the GoT; its primary purpose is to coordinate UN programming.

Vision 2015: Delivering as One UN in Tanzania

Approved by the UN Country Management Team, 26 May 2010

The United Nations in Tanzania, thinking, speaking and acting to support Delivering as One, is an accountable, honest and trusted broker and partner to the Government and people of Tanzania and their Development Partners. The UN contributes to sustainable poverty reduction and the realization of human rights in line with Tanzania's national development vision. [5]

To support this vision, the UN will:

- Operate within the framework of national leadership, ownership and accountability through the systematic use of national systems:
- Build and maintain partnerships with development partners, non-state actors and the private sector in line with the Joint Assistance Strategy for Tanzania:
- Promote the integration of principles of human rights and equity, gender equality, culture and environmental sustainability in national policies, strategies, plans and budgets:
- Build sustainable national capacity: and
- Provide humanitarian assistance to people in need and support the transition from humanitarian assistance to sustainable development.

Delivering as One Outcomes 2011-2015

One Programme

The UN works together as an impartial advocate and adviser to the Government, Civil Society and the Tanzanian population to assist them to make evidence-based decisions using results based management. Partners to the UN understand the UN's value-addition, in comparison to other actors, in Tanzania's humanitarian and development context.

All outcomes in the focused, coherent and inclusive One Programme are achieved. Results are monitored and evaluated and the UN communicates its contribution to Tanzania's development goals. The approach to humanitarian and development assistance strategically links and integrates the two.

Empowered RC and UNCMT

The RC leads the UNCMT to develop and implement an inspiring and integrated strategic vision for the UN in Tanzania. All agency country representatives will report to the RC on matters related to the working of the UNCMT and implementation of UNDAP. [6]

The UN leadership is empowered to manage the reform process and RC and UNCMT members are accountable for the effective implementation of UNDAP and the responsible use of resources and achievements of results.

The UNCMT has collective responsibility and ownership of the RC system.

[5] The national and UN vision is in line with the MDGs and Millennium Declaration.

[6] This is from the UN RC Terms of Reference and agreed next steps in the UNDG Management and Accountability System.

The professional, capable and accountable UN team (all staff) works together as one, with respect and trust, and continually seeks ways to improve the work of the UN in Tanzania to achieve greater development results.

One Voice

The UN speaks with a coherent, distinctive strong voice that demonstrates its added-value to the Tanzanian development context, and which may distinguish itself, at times, from other actors. The right UN staff will speak and act at the right time in the right place on behalf of the UN system.

One Budgetary Framework

The UN in Tanzania will use a joint multi-year resource mobilization and allocation system based on a One Budgetary Framework that is transparent about programme costs, the costs of ongoing reform efforts as well as associated operational costs and the allocation of funds.

The UN in Tanzania aims to have funds un-earmarked to allow for increased flexibility in the allocation of funds.

One Set of Business Practices

The UN uses cost-effective business processes to provide common services in ICT, procurement, human resource and financial administration, to support the quality implementation of programmes.

The UN works in one location, virtually and physically.

We accept that UNDAP Results Matrix will be the tool to measure the collective ability of the UN to move forward in progressive support of Tanzania's development agenda. In pursuing these goals, the UN will ensure the transparent and accountable use of resources.

UNDAP Agreements: Signature Page

IN THE WITNESS THEREOF the undersigned, being duly authorized, have signed this UNDAP on Friday, 24 June 2011 in Dar es Salaam, Tanzania.

For the Government of the United Republic of Tanzania

Mr Ramadhani Khijjah,
Permanent Secretary, Ministry of Finance

For the UN in Tanzania

Mr Albéric Kacou
Resident Coordinator of the UN System

Mr David Morrison
Executive Secretary, UNCDF

Mr Oluseyi Bajulaiye
Representative, UNHCR

Ms Louise Setshwaelo
Representative, FAO

Mr Philippe Poinsot
Country Director, UNDP

Ms Dorothy Rozga
Representative, UNICEF

Mr John Gicharu
Representative, IFAD

Mr Mounkaila Goumandakoye
Regional Director for Africa, UNEP

Ms Anna Collins-Falk
Country Programme Manager, Tanzania, UN Women

Mr Alexio Musindo
Director, ILO Office for East Africa

Ms Vibeke Jensen
Director/Representative, UNESCO

Mr Emmanuel Kalenzi
Representative UNIDO

Mr Pär Liljert
Head of Mission, IOM

Dr Julitta Onabanjo
Representative, UNFPA

Mr Ronald Sibanda
Representative and Country Director, WFP

Dr Luc Barriere-Constantin
Country Coordinator, UNAIDS

Mr Alioune Badiane
Regional Director, UN-Habitat

Dr Rufaro Chatora
Representative, WHO

Mr Albéric Kacou
Resident Coordinator of the UN System

Resident Coordinator of the UN System on behalf of: Office of the High Commissioner for Human Rights (OHCHR), United Nations Conference for Trade and Development (UNCTAD), International Trade Centre (ITC)

Partnership, Values and Principles

The UN System in Tanzania is committed to strengthening national ownership, leadership and accountability of the development process. It pledges to support both national achievement of the Millennium Development Goals (MDGs) and Tanzania's development priorities as outlined in the National Strategy for Growth and Reduction of Poverty (NSGRP, known as MKUKUTA under its Kiswahili acronym) and the Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP, known as MKUZA under its Kiswahili acronym).

The UN will improve the impact of development interventions by building upon its comparative advantage as a trusted and honest broker, a facilitator of dialogue and an experienced partner in capacity development. It shall maintain strategic partnerships with the Government of the United Republic of Tanzania (GoT) as well as donors, non-state actors and the private sector, in accordance with the Joint Assistance Strategy for Tanzania (JAST).

The JAST conforms to the principles of the Monterrey Consensus on Financing for Development (2002), the Rome Declaration on Aid Harmonisation (2003), the Marrakech Memorandum on Managing for Results (2004), the Paris Declaration on Aid Effectiveness (2005) and the World Summit (2005). The UN, as a signatory to the JAST, agrees to four priority areas for immediate action: increasing aid predictability: integrating external resources in the GoT budget and exchequer system: harmonizing and rationalizing government and Development Partner processes: and strengthening capacity for external resource management and aid coordination.

A central element of the JAST is the assignment of Lead, Active, and Delegating roles within a coherent division of labour across the Development Partner Group (DPG). This is designed to encourage greater coherence and reduce transaction costs. UN agencies are Lead or Active in 17 of the 26 thematic/sector areas and contribute to a further six. The Resident Coordinator co-chairs the DPG.

The UN also acknowledges the decisive role that civil society organizations play in the development of Tanzania. The joint UN-Civil Society Advisory Committee, established in 2007, provides a formal mechanism by which the UN both receives strategic and substantive inputs from Non-State Actors (NSAs) and effectively engages larger segments of the public through members' affiliations and networks. Through the UN Volunteers Programme, UNDAP will pursue the volunteerism modality as a delivery mechanism, tapping into Voluntary Involving Organizations in the development process to engage with citizens and communities, and improving the reach and sustainability of programme results.

The UN continually seeks to improve the coherence and efficiency of its operations in Tanzania. The UNDAP therefore builds on lessons learnt from previous planning exercises in Tanzania and the experiences of the Delivering as One pilot countries. The UN's experience of coordinating and harmonising diverse UN agency programmes as well as the inherent challenges of implementing, monitoring and reporting against delivery of

The UN will improve the impact of development interventions by building upon its comparative advantage as a trusted and honest broker, a facilitator of dialogue and an experienced partner in capacity development

the UNDAF informs the plan. It represents a strategic decision to improve focus, establish realistic targets, strengthen transparency and thereby enable greater accountability while also ensuring strategic visibility for distinct UN agency mandates.[7]

The UNDAP captures the entire range of activities supported by the UN system in Tanzania for 2011-2015. It ensures consistency and provides a collective, coherent and strategic response by the UN system to the national priorities articulated in the MKUKUTA and MKUZA 2010-15. It is the result of inputs from representatives of the Government from the Mainland and Zanzibar, Resident Agencies, Non-Resident Agencies, Civil Society and Development Partners. At each step, quality assurance mechanisms facilitated the mainstreaming of the UN programming principles of Human Rights, Gender Equality, Environmental Sustainability, Capacity Development and Results Based Management.

The UNDAP responds to UN resolution A/RES/64/289 on System Wide Coherence, which supports the initiative of some countries to use, on a voluntary basis, common country programme documents. It reduces duplication in planning requirements for UN agencies and partners, for some agencies replacing the current requirements of the UNDAF and agency specific country programme planning documents. The new approach is in line with the UNDG approved guidelines on UNDAF simplified programming and Action Plans.

As part of the UNDAP development and in line with the agreement reached by UNDP, UNFPA, UNICEF and WFP, a Common Country Programme Document (CCPD) was prepared and submitted together with agency specific annexes. The CCPD is an extract of the contribution of the four agencies to the UNDAP. To ensure consistency with 16 other agencies, the four agencies will plan, review and report against the UNDAP to the Joint Steering Committee. It may prove necessary for agencies to sign additional documents, derived and fully aligned with the UNDAP.

The UNDAP offers consistent programming logic. The focus on results is reinforced by a monitoring and reporting system that requires mid-year and annual reviews of performance against delivery of targets at the output level. Opportunity for adjustment of results, activities, required resources and future targets is afforded to ensure that the UNDAP remains current and reflects UN's continued relevance in Tanzania. Transparency is assured through public accountability of individual agencies for specific actions that contribute to shared results.

[7] In response to key UN resolutions (62/208 TCPR 2007, 62/277 and 63/311 on System Wide Coherence) and under the leadership of the Resident Coordinator, guidance note and key entry points to engage Non Resident Agencies (NRAs) were established during the UNDAP roadmap planning phase to ensure effective engagement of NRAs in the UNDAP 2011-2015. Based on the national priorities, NRAs - OHCHR, UNEP, UNCTAD, ITC and UNISDR - participated in the planning and development process of the UNDAP. These NRA's effective participation is evident in the action plan which reflects their relevant expertise and mandates to achieve the prioritized results.

Government Statement

Over the past five years, the Government has implemented macroeconomic and structural policies that have yielded substantial economic growth, despite the global economic slowdown. From 2005-2009, real GDP grew at an annual average rate of 6.9 percent, projected to reach 7 percent in 2010. Inflation remained in double digits from the third quarter of 2008 to end-2009, before reducing to single digits in February 2010 and declining to 4.2 percent in October. Gross official foreign reserves at end-September 2010 were sufficient to cover over five month's import of goods and services.

Zanzibar has realized remarkable achievements with its Zanzibar Plan for Reduction of Poverty (ZPRP), also known by its Swahili acronym as MKUZA. Cognizant of its importance for social development, the Revolutionary Government of Zanzibar made interventions aimed at boosting economic growth. The average real rate of economic growth was 6 percent in the last three years, peaking at 6.7 percent in 2009. Significant achievements have been realized in public service provision in education, health and nutrition, and clean and safe water. The number of pre-primary schools has increased from 235 in 2008 to 261 in 2009, and primary schools from 277 in 2008 to 290 in 2009. Gender parity has been achieved at primary and basic education levels. Total enrolment for the three universities in Zanzibar increased from 2,847 students in 2008 to 3,155 in 2009.

Despite macroeconomic gains, income poverty on the Mainland declined only marginally. Scaling-up of domestic resources mobilization is key to reducing donor dependence and increasing funding for MKUKUTA and MKUZA II. However, access to different financial packages has been limited. The Government approved a framework which will allow the Tanzania Investment Bank to operate as a Development Finance Institution with a lending window for the agricultural sector. Further, Government is reviewing microfinance policy to enhance the provision of diversified financial services on a long term, sustainable basis for the population, especially poor and low income groups. Efforts are also underway to establish an Agricultural Development Bank. In Zanzibar, preliminary analysis finds that income poverty also declined marginally during MKUZA I.

Tanzania Mainland has launched a second National Strategy for Growth and Reduction of Poverty for 2010-2015 (NSGRP/ MKUKTAII). MKUKUTA II continues the focus on economic growth, reducing poverty, improving living standards and social welfare, enhancing good governance and accountability. Likewise, Zanzibar has articulated its development priorities for poverty reduction in a second Zanzibar Strategy for Growth and Reduction of Poverty for 2010-2015 (ZSGRP/ MKUZA II). The Joint Assistance Strategy for Tanzania (JAST/MPAMITA) will continue to guide our relationship with Development Partners, building upon the experience gained to date. The Government is pleased that the UNCMT supported the development of both MKUKUTA and MKUZA II, alongside other Development Partners, and accepted to align the UNDAP to the MKUKUTA and MKUZA II.

As Chair of the Joint Government-UN Steering Committee for the "Delivering as One" pilot, the Government welcomes the UNCMT's readiness for reform. This process is a catalyst for harmonization and national alignment, reducing transaction costs and, in turn, improving aid effectiveness. Government is committed to working with the UN on implementation of the UNDAP. We also thank other Development Partners for their engagement and financial support and look forward to working with all partners in the same spirit.

Ramadhani M. Khijjah

Permanent Secretary-Finance and Paymaster General

1. Development Context of Tanzania

This chapter summarises the performance of Tanzania against national objectives for the current UNDAF [8] in each of the three clusters of the next generation MKUKUTA and MKUZA: economic growth and poverty reduction (including environment and climate change), quality of life and social well-being, and governance and accountability (including emergencies and refugees). Working groups comprising of representatives of the Government from the Mainland and Zanzibar, Resident Agencies, Non-Resident Agencies, workers' and employers organisations, Civil Society, Private Sector, Academia, and Development Partners developed key problem statements, explored the relative contribution of particular causal factors, and identified the capacity gaps of duty bearers that underpinned these causal factors.[9]

1.1 Overall Development Challenges

Tanzania's annual Gross Domestic Product (GDP) growth since 2001 has been greater than 7 percent, significantly above the sub-Saharan African average, with some deceleration following the global financial crisis in 2008. The macro-economic situation has been steady despite global shocks: inflation was at a single digit for most of this period, increasing to 12.9 percent in 2009 due to food and fuel crises. The exchange rate is stable as a result of improved foreign exchange reserves and moderate inflation. The level of external debt has reduced from a high of 52.5 percent in 2003 to 33.6 percent of GDP in 2009. The country has benefitted from debt relief owing to its eligibility in the Heavily Indebted Poor Countries Initiative. Debt service payments reduced from 20 percent in 2000 to 7.4 percent of annual government revenue in 2008.

By the final quarter of 2008/9, economic growth slowed considerably, adversely affected by the global financial and economic crisis, marked by food shortages and a hike in global oil prices. Inflation reached double digits, the trade balance grew, and fiscal and budget deficits rose (2.7 percent to 3.8 percent 2007/8-2008/9). In response, the government has implemented a substantial economic stimulus package and it anticipates that economic growth will regain pre-crisis levels by 2012. However, there is concern about the long-term impact of new levels of public debt, both domestic and foreign. While the global economy continues to stall, the domestic economy must deliver in terms of jobs and revenues that can sustain recurrent and development expenditure, supplemented by measures to raise additional financing.

Policy developments at global and regional levels have continued to shape the way Tanzania interacts with other economies. As was evident from the recent crisis, globally there are opportunities and constraints associated with the enhanced economic and financial integration. Not having an advanced financial sector fully integrated with development economies proved to be an advantage, but the slowdown in the OECD means that Tanzania faces challenges of maintaining its

[8] UNDAF 2006 - 2010, extended until mid-2011 to enable full alignment of UNDAP with the national budget cycle.

[9] UN agencies in Tanzania participating in the planning and drafting of the UNDAP utilised three key reviews by the national poverty monitoring agency in carrying out a common analysis of the progress, challenges, and the most pressing issues and developments, in the three cluster areas. The annual Poverty and Human Development Report 2009 (PHDR 2009) is the flagship publication of the country's national poverty monitoring system. A major evaluation report of MKUKUTA and MKUZA I in 2009 assessed the two national PRSPs. Most recently (June 2010), the Ministry of Finance published the new PRS's - MKUKUTA and MKUZA II (2010-15). The data in all three aforementioned reports, and presented in the UNDAP, is drawn from the most recent available in the national statistics database. A number of specialised reports and publications were also consulted in the course of drafting the UNDAP including the MDG Midterm Evaluation: 2000-2008 (2010) and Basic Education Statistics for Tanzania (2010).

levels of traditional exports to these countries. Also, developments regionally, e.g. the East African Common Market, Southern African Development Community etc, are forces that will impact Tanzania's national development significantly through trade, movement of labour and capital. Furthermore, increasingly environmental protection and climate change policies will play a more important role in shaping the future economy of Tanzania.

The national MDG Midway Evaluation: 2000-2015 concluded that Tanzania was not on track to achieving several of the MDGs. Progress on MDGs related to primary education enrolment and gender equity was evident, but not in others such as income poverty and maternal health.[10] On the Mainland three of eleven MDG indicators were assessed as 'achievable' (primary school enrolment, HIV prevalence amongst 15-24s, urban access to potable water), two were 'likely to be achieved' (under-5 and infant mortality rate), and six 'unlikely to be achieved' (income poverty, underweight and stunted under 5s, maternal mortality, skilled birth attendants, rural access to potable water). On Zanzibar, eight MDGs were 'achievable' whilst three were 'unlikely to be achieved' (income poverty, maternal mortality and skilled birth attendants). The evaluation concluded that a stronger focus on the MDGs within the national development targets and strategies was required to address significant disparities in achievement at the sub-national level across all MDGs.

Box One: Tanzania's Development Context

Tanzania's population is projected to be 43 million in 2010 (1.3 million living in Zanzibar), with 13 million (34 percent) living below the basic needs poverty line of approximately 40 US$ cents. The level of food poverty amongst the population stands at 17 percent.[11] The country's population growth rate is 2.9 percent and is amongst the most rapid in the world.[12] About half (43 percent) of the population are children, 6 million of whom are living below the basic needs poverty line and 3 million below the food poverty line. Tanzania is one of world's poorest countries: it currently ranks 151 of 185 countries in terms of human development. The industrial sector is one of the smallest in the world (22.6 percent of GDP): economic diversification is limited. Agriculture supports 80 percent of the population but amounts to one-quarter of the economy (27 percent of GDP). One-third of the national budget is financed by foreign aid. Tanzania is the 8th largest recipient of overseas development assistance (ODA). The country received $2.2 billion in ODA from development partners participating in OECD DAC in 2009, with significant funding from new developing country donors (figures not available). Even before the onset of the 2008 global economic and financial crisis, numerous obstacles in Tanzania reduced its potential for growth and poverty reduction. The country now faces the challenge of fostering development in an era of financial and economic crisis.

10 URT, Millennium Development Goals Report: Mid-way Evaluation: 2000-2008, Table: Tanzania Mid-way Assessment at a Glance, p.iii.

11 URT, Household Budget Survey 2007.

12 Calculations based on data from the 2002 national census.

1.2 Clustered Analysis of Development Challenges

Cluster 1:

Economic Growth and Poverty Reduction

MDGs 1, 3 and 8
Programme Working Groups (PWGs): Economic Growth: Environment and Climate Change

Economic Growth

Despite healthy economic growth, income poverty declined only marginally from 35.7 percent in 2000/1 to 33.6 percent in 2007. With a population growth rate of 2.9 percent (based on the 2002 census), the number of poor Tanzanians increased by 1.3 million over the last decade, reaching 12.9 million on the Mainland with vast geographical disparities in the incidence and depth of poverty. Such rapid population growth and limited accrual of benefits from growth for the poor poses challenges for achieving all the MDGs. Growth occurred in sectors where employment generation is low, whilst employment for the half a million people entering the labour market each year was in the poorly remunerated agricultural and the informal sectors, further pressurising poverty levels. Notwithstanding, amidst the mismatch between growth and poverty reduction, income equity - measured by the Gini Coefficient[13] - remained unchanged between 1990 and 2007 at 0.35.

At 80 percent, the employment to population ratio is relatively high when compared to other countries in the region. By global standards, the unemployment rate in Tanzania is not abnormally steep, but a vast number (36 percent of those employed) live below the nationally defined poverty line, a further indication of low productivity and deficits in availability of decent work. Overall, the rate of unemployment is higher among young people (14.9 percent in 2006), and amongst women 12.6 percent in 2006): amongst men, it was 10.7 percent. Average monthly incomes amongst employed men are 1.67 times higher than that of female workers.

One of the most striking features of the labour market and employment is the existence of a large informal sectors estimated to be more than 90 percent of the economy. The sector is characterised by poor working conditions.

Tanzania's fast growing industrial sector is still one of the smallest in Africa (22.6 percent by GDP contribution) and adds little to employment creation. Agriculture, the largest sector, accounts for one-quarter of GDP, 85 percent of exports, and employs 80 percent of the country's workforce (90 percent women). While some structural changes in the Tanzanian economy are visible, these shifts have not benefited the labour-intensive sectors, such as agriculture, fishing, services all of which experienced a decline in GDP growth rates from 2007. Global experience has shown that gains in agriculture productivity in particular can disproportionally benefit the poor and play a key role in reducing poverty.

Low rural sector productivity arises mainly from inadequate infrastructure investment, access to farm-inputs, extension services and credit, application of modern technology, trade and marketing support plus heavy dependency on rain-fed agriculture and unsustainable use of natural resources. Despite reform efforts, lasting structural change has proven elusive. Off-farm employment in the poorly paid informal sector is rising. Rural private sector and community institutions are undeveloped, further compounding inefficiencies and service gaps.

[13] Gini Coefficient is a commonly used measure of inequality of income or wealth.

Productivity in agriculture as an enabler for poverty reduction cannot be overstated, however sustainable poverty reduction requires the economy to have an adequately developed non-agriculture sector to ease pressure on agriculture. The structural move towards manufacturing and services requires capital investments, human skills, and technological improvements all of which are in short supply in Tanzania. Without greater productivity gains and sound investments in physical and human capital, the country will remain vulnerable to economic shocks and the goal of achieving major poverty cuts will remain elusive. Thus, national and sub-national initiatives that provide support to enterprise creation and enhance productivity in agriculture and agro-industries including sustainable access to markets will enable more producer households and small businesses to enter the economic mainstream and broaden the base of economic participation.

Poor people are disproportionally concentrated in agriculture, micro and small enterprises, and the informal sector in Tanzania. In each sector (where women and the youth are over-represented), there is a lack of decent work opportunities owing to low wages, poor productivity, and low investments. For the poor (and in particular young men and women) to benefit from economic growth, the country needs more coherent national policies and strategies for creating decent jobs in agriculture, industrial/small business sector, and social enterprises. Culture is a fundamental component of sustainable development. Pro-poor policies are also required in cultural and creative industries to boost their role in economic growth. Trade policies need harmonisation: they currently provide insufficient space for integration and promotion of small local producers and proto-industrial enterprises, undermining their potential to provide economic opportunities for the poor. Moreover, Government's technical capacity for implementing pro-gender sensitive economic policies is particularly weak and requires significant support.

Broadening socio-economic development and effectively implementing the country's poverty reduction strategies continue to be serious challenges in Tanzania

Broadening socio-economic development and effectively implementing the country's poverty reduction strategies continue to be serious challenges in Tanzania. Creating actionable plans has been constrained by key capacity deficits, limited financing, and the challenge of prioritising pro-poor expenditure. Tanzania requires support in accessing large-scale infrastructure development finance in addition to managing ODA and general budget support. Technical assistance and knowledge sharing is also required to enable the GoT to manage the economy for more effective pro-poor growth and promote equity enhancing policies, productivity growth, and decent work outcomes.

Tanzania has made little progress towards reducing extreme hunger and malnutrition. The 2010 Hunger Index ranks the situation as 'alarming'. Children in rural areas suffer substantially higher rates of malnutrition and chronic hunger, although urban-rural disparities narrowed for both stunting and underweight. Food poverty declined from 21.6 percent in 1991 to 16.6 percent in 2007. Nationally, the percentage of underweight children (under 5's) hardly dropped from 22 percent in 2004/5 to 21 percent in 2010, whilst the absolute number of people affected by chronic hunger remains high: food consumption of 4.1 percent of households in rural Mainland Tanzania is 'poor' and 18.9 percent 'borderline poor'.

While on a national level Tanzania regularly produces sufficient food for its requirements, many regions particularly in central, south east and north east Tanzania are vulnerable to hunger and food insecurity. Food insecurity is mainly a result of insufficient access to food at the household level leading to use of adverse coping strategies to respond to recurrent shocks such as high food prices, drought, pests and diseases. Environmental management and climate change adaptation amongst rural producers is inadequate as are the safety nets for mitigation of such reoccurring livelihood shocks that differentially affect women and men.

are disturbing cropping patterns whilst rising sea levels are having detrimental consequences in coastal cities and communities.

The contribution of the environment and natural resources to the Gross Domestic Product in Tanzania has persistently been underestimated because of unrecorded consumption, and its high revenue potential (from royalty collections, export and tourism earnings, recycling and fixing of carbon dioxide and conservation of globally important biodiversity) unrealised. Various forest related activities provide significant employment opportunities, though their real contribution

Tanzania's fast growing population of 43 million (including 1.3 million in Zanzibar) is highly dependent on the environment and natural resources for livelihoods and quality of life

Environment and Climate Change

Tanzania's fast growing population of 43 million (including 1.3 million in Zanzibar) is highly dependent on the environment and natural resources for livelihoods and quality of life. Unsustainable harvesting of natural resources, water source encroachment and unchecked cultivation coupled with global climate change pose challenges for achieving and sustaining the MDGs for environment.

Demand for fresh water, food, natural products, land for cropping and grazing, shelter, wood and charcoal for household energy, deforestation and environmental degradation stretches resources utilization and management. Illegal fishing threatens the sustainability of marine stocks. Access to land resources and demands for various needs including biodiversity conservation and natural resources management gives rise to conflicts. Climate change effects are increasingly evident: flooding, droughts and environmental degradation are more severe: high temperatures

due to unrecorded labour in the collection of wood-fuels and other forest related products consumed by households is often undervalued.

Despite the important and varied roles played by environment and natural resources, there are challenges in ensuring sound management including deforestation, inadequate forestry extension services, inefficient wood-based industries and poor infrastructural facilities. Other issues are outdated legislation, fragmented administration at all levels between the centre and the local levels, lack of participation of various stakeholders in the management of the resources and poor resource databases, outdated and non existence of management plans for efficient resource use.

Capacities for managing natural resources including mainstreaming of climate change adaptation and mitigation are inadequate for the scale of the challenge, particularly in maximising pro-poor and gender aspects. MDA's lack effective capacities to manage natural resources, enforce anti-conflict policies,

and apply environmental regulations and related Environmental Impact Assessments (EIAs). Technical and financial capacities to address these complex challenges are especially limited.

The Environmental Management Act (EMA), 2004 provides the legal and institutional framework for sustainable management of environment in Tanzania: it outlines principles for management, impact and risk assessments, prevention and control of pollution, waste management, environmental quality standards, public participation, compliance and enforcement. It also provides the basis for implementation of instruments on environment including the National Environment Policy. National capacities to support the Act's implementation including provisions for enforcement are yet to be developed. There is need for further support on implementation of the EMA through capacity building focusing at both national and local levels.

Energy is central to all aspects of human welfare, including access to water, agricultural productivity, health care, education, job creation and environmental sustainability. Evidently, access to energy is crucial to growth and poverty reduction although rural access remains low. The Government of Tanzania has recognized this and initiated programmes that support communities at local levels to engage partners in efforts to accelerate access to energy services. These efforts need to be scaled-up as a prerequisite to the achievement of all the MDGs.

Cluster 2:

Quality of Life and Social Well Being

MDG 2, 3, 4, 5, 6 and 7
PWGs: Education: Health and Nutrition: HIV and AIDS: WASH: and Social Protection

Education

Achievements in primary school enrolment following abolition of school fees in 2001 have been rapid, while pre-primary and secondary education likewise has shown steady expansion in the last few years. That said Tanzania's progress towards MDG 2 - Achieving Universal Primary Education - still faces challenges. These include ensuring cohort completion (81.4 percent in 2009), education quality (high pupil/teacher ratio of 54:1 in 2009) as well as the passing rate at the primary school leaving certificate level (49.4 percent in 2009).[14] There are regional disparities in primary school access, with the proportion of enrolled children (7 - 13 years) ranging from only 70 percent in Tabora to 100 percent in Mwanza.[15] Disparities exist in access to pre-primary and secondary schools: residence (urban vs. rural), household wealth and educational background all play a role. Disability, orphaning, child labour and other forms of vulnerability are additional barriers. Quality standards are noticeably declining at both primary and secondary levels, a consequence of the rapid increase in the school going population and enrolment expansion not matched by a requisite supply of quality related inputs such as qualified teachers, educational materials, sufficient classrooms, investments in school infrastructure and safety, water, sanitation and hygiene. Generally, schools tend to be neither healthy nor safe environments, particularly for adolescent girls. Low wages and conditions of work for teachers need attention as these factors affect their ability and motivation to deliver quality education.

Primary school enrolment ratios for girls and boys are near equal. One-third of children attend secondary schooling. In secondary schools (Forms 1 through 6), although the total number of girls enrolled has more than doubled between 2006 and 2010 (an increase of 230 percent), girl's enrolment as a proportion of total enrolment in 2010 stands at 44 percent, a decrease of 3 percent from 2006. Girl's share of Form 6 enrolment in 2010 was 39% of total enrolment.[16] Moreover, boys persistently perform better in national school examinations at both the primary and secondary levels, particularly in Mathematics and Science. In higher and tertiary education, girls' enrolment as a percentage of total enrolment touched 36 percent in 2008/9.[17]

By the age of 14 (lower secondary), approximately half of Tanzania's children have left the schooling system. Less than one percent enrols in higher education institutions and this impacts all areas of development. Alternative opportunities for formal learning, basic literacy, and vocational (trade) education do not meet demand.

Key constraints in the sector can be traced to inadequate and inequitable access to quality education and coverage arising from many factors including: inadequate funding, disparities in resource allocations across districts and levels of education as well as poor management

14 Basic Education Statistics in Tanzania (BEST): June 2010.
15 Based on Basic Education Statistics in Tanzania (BEST): June 2010.
16 Based on Basic Education Statistics in Tanzania (BEST): June 2010.
17 Based on Higher Education Development Programme (HEDP): February 2010.

of resources to enable quality learning and teaching. Other constraints include managerial and financial shortcomings in national systems for policy implementation and service provision, poor capacities for evidence-based planning, budgeting, M&E, poor accountability and management for results.

Health and Nutrition

Tanzania's achievements in child health continue. Under-five mortality rates (MDG 4) continue to drop, from 147 deaths per 1,000 live births in 1999 to 81 in 2010. Likewise with infant mortality, from 99 deaths per 1000 live births in 1999 to 51 in 2010. Neonatal mortality accounts for 30 percent of under-five deaths. Improved child mortality is due to implementation of integrated management of childhood illnesses (IMCI) in all districts, provision of health services within an average walking distance of five kilometres (for 95 percent of the population), and increased immunisation coverage (83 percent of children). Recent improvements in malaria control, measles vaccination, Vitamin A supplementation and other preventative programmes (such as Preventing Mother-to-Child (PMTCT) HIV Transmission) have contributed. Neonatal deaths (26 per 1000 live births in 2010), by contrast, are associated with poor maternal health during pregnancy, inadequate obstetric and neonatal care at delivery.

Tanzania lags in the area of maternal health. The maternal mortality ratio in 2010 is estimated at 454 deaths per 100,000 live births, lower than the previous figure of 578 in 2004 but insufficient to the Health Sector Strategic Plan III target of 265 by 2015. About half of all deliveries are assisted by skilled attendants or take place in a health facility. The 'three delays' - decision to seek care: reaching appropriate care: intervention at facility - contribute significantly to the high maternal mortality and morbidities.

High maternal mortality is linked with high fertility rates and low socio-economic status of women. The total fertility rate in Tanzania over two decades has changed marginally, from 5.8 in 1996 to 5.4 in 2010. Rural women on average have three more children than their urban counterparts (rural 6.1, urban 3.7). The proportion of married women using contraception has risen steadily - from 13 percent in 1996 to 27.4 percent in 2010. Only 12 percent of women 15 to 24 years are using modern contraception, resulting in high teenage pregnancy rates. Amongst 18 year-old girls, more than half are pregnant or already mothers whilst one in three of all teenagers in the poorest households have given birth at least once. Teenage pregnancies - often a consequence of early marriage - carry a higher risk of maternal death.

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Poor nutrition is common amongst women of reproductive age: one in two is chronically anaemic: one in ten has a low body mass index indicating chronic energy deficiency and elevated risk during pregnancy. Child malnutrition rates are also high: amongst children under the age of five, 35.4 percent are stunted and 20.7 percent are underweight in 2010. Anaemia affects more than two-thirds of all children whilst 8 percent

suffer from severe anaemia. Breastfeeding of infants is a factor: 41 percent of newborns are not breastfed in the first hour of life and fewer than 15 percent up to the age of six months. Complementary foods given to infants are often inappropriate and adulterated with unclean water, both determinants of malnutrition. An overhaul of nutrition and other health policies, strategies and plans in support of maternal and child health are required to achieve the nutrition MDGs.

Communicable diseases are still the commonest cause of illnesses, death and disability in Tanzania and though efforts to control and prevent these diseases have been made, more needs to be done. HIV/AIDS, tuberculosis and malaria are among the priority infectious diseases in Tanzania targeted worldwide for control. Increasingly the country is confronted with the 'double burden of disease' as non-communicable diseases (NCDs) are being recognized as a public health problem. Common NCDs in Tanzania are diabetes, cancers, and chronic respiratory track and cardiovascular conditions.

The weakness in institutional preparedness to respond, in terms of inadequate equipment and supplies, and insufficient and unskilled staff, affects the quality of health care. Skilled health providers across the system are essential, as is filling posts (65 percent vacant). Continued commitment to the current national health sector and primary health care development efforts are also factors, including: increasing the number of health centres offering essential packages of care: overcoming equipment and reproductive health commodities shortages, addressing human resources challenges and working conditions for health workers: effective health care financing: improving information and referral systems and linkages with community mobilisation efforts.

HIV and AIDS

Tanzania's progress on MDG 6 - Combating HIV and AIDS, Malaria and Other Diseases - is remarkable, but with an emphasis on vertical interventions in HIV and malaria. Malaria transmission, which plays a large part in child mortality, reduced significantly. Malaria prevalence in Zanzibar dropped from 46.2 percent in 2002 to 0.8 percent in 2006 due to improved malaria control as well as wide (and free) distribution and use of insecticide-treated bed nets (ITNs) - successes increasingly difficult to sustain in the long term. Malaria continues to be a severe challenge on the Mainland where it was 18.1 percent in 2007/8.

HIV prevalence declined from 7 percent in 2004 to 5.7 percent in 2008 in Mainland Tanzania and stabilised around 0.6 percent in Zanzibar. Disparities in prevalence exist amongst different socio-economic groups. Whilst amongst young people aged 15 to 24 (20 percent of the total population) it declined, infection among girls of the same age is disproportionately high (4 percent compared to 1 percent for young men). Only 39 percent of young women and 42 percent of young men have comprehensive knowledge of HIV. Low and inconsistent condom use, low risk perception, high-risk behaviour including multiple concurrent sexual partners and age-disparate sexual relationships are factors fuelling transmission.

Though Zanzibar has low levels of the epidemic, HIV prevalence is high amongst the Key Populations - injection drug users (15 percent), sex workers (10 percent) and men who have sex with men (12 percent) - who face stigma, discrimination, and limited access to services and information (comparable data on prevalence rates amongst Mainland Key Populations is unavailable). HIV Prevention, Care and Treatment Services have been significantly scaled-up nationally. More than 70 percent of centres providing antenatal care services now offer Prevention of Mother-to-Child HIV Transmission (PMTCT) services. Nevertheless significant service gaps remain. Only 68 percent of HIV-positive pregnant women and 50 percent of HIV exposed infants receive Anti-Retroviral Prophylaxis (ARVs)

to prevent mother to child transmission. Integration of HIV and Sexual and Reproductive Health (SRH) services is limited. People Living with HIV and AIDS (PLHIV) still lack many services and participate only indirectly in prevention and policy advocacy efforts.

Strategies to mitigate the social and economic impact of HIV and AIDS have expanded although much still needs to be done. Cumulatively, the epidemic has orphaned over 1.3 million Tanzanian children since 1985: many receive assistance under the interventions of the National Costed Plan of Action for Most Vulnerable Children (NCPA). Of the total HIV-positive population in Tanzania, 840,000 (56 percent) are women (15 to 49 years).

Three key issues need addressing to improve sustainability and equity of the national response to HIV and AIDS. Human rights and gender equality needs to be mainstreamed in all HIV and AIDS services and programmes since socio-economic inequalities, gender discrimination, discriminatory and demeaning cultural/societal norms and widespread persistence of negative stereotypes continue to hinder access to care and treatment, particularly amongst Key Populations. Technical support and capacity development for the national effort in human rights mainstreaming is urgently needed. There is also need to address the remaining obstacles and barriers to full access to comprehensive quality HIV prevention and AIDS management services: LGAs in many parts of the country, in particular rural areas, continue to struggle in budgeting and planning for such services. Whilst disparities and differences in HIV and AIDS transmission, infection, and successful treatment are highly correlated with local availability of quality, affordable and comprehensive HIV and AIDS services, an effective national response requires greater focus on prevention and mitigation policies and strategies. Capacities of MDAs, LGAs and the national AIDS councils need development and enhancement in support of expansion and rollout of these national policies.

WASH

The current poor water, sanitation and hygiene situation in Tanzania leads to disease and loss of life, increased workload on poor women and children, loss of rights and dignity, economic loss and hindrance to development. Specifically, there is declining access to clean and safe water, inadequate access to improved sanitation, and poor hygiene practices in communities. Access to water and sanitation in schools and health facilities is particularly dire: whilst hygiene practices are inadequate. There is also insufficient coordination, emergency preparedness and response capacity in the WASH sector nationally. The distribution of water resources for community development is still highly inequitable and present systems are proving difficult to maintain and sustain financially.

The main barriers to achieving MDG 7 (environmental sustainability: sustained access to drinking water and basic sanitation) is low political status, with very limited financial resources being allocated to sanitation and hygiene proportionate to the high negative impact of poor sanitation and hygiene on under five morbidity and mortality. The inter-sectoral nature of sanitation and hygiene and school WASH are further challenges given weak MDA coordination with no clear financing channels for scaled up programmes. Finances for water supply are not able to keep pace with population growth, with the situation compounded by high dysfunctionality rates but limited attention to sustainability of water supplies. In Zanzibar, there is a high reliance on the Treasury to subsidise supplies thus undermining sustainability of the Zanzibar Water Authority (ZAWA). Coordination across the sectors represented by different Ministries, emergency WASH preparedness and the quality of emergency WASH responses have also been poor.

The main WASH related capacity gaps to address include: weak coordination and limited

resources leverage for sanitation, hygiene, school WASH and emergency WASH: limited clarity on funding and management mechanisms for scale up programmes: lack of harmonization of sanitation and hygiene approaches and school WASH: and limited knowledge on household water treatment and safe storage.

ZAWA's weak financial management systems and high levels of non-revenue water, weak environmental health impact-assessment skills and water resources monitoring capacities are of substantial concern.

Nationally, the WASH sector possesses weak M&E systems, with limited evidence based data collection and poor skills in analysis and documentation required for further advocacy. Capacity to evaluate equity issues and concerns, whilst engaging and targeting the needs of the most vulnerable, also requires substantial attention along with capacity building for advocacy amongst CSOs and the main WASH sector CSO networks.

Social Protection

Formal social security and health insurance covers a negligible, mostly urban-based and relatively well-off portion of the population, albeit with modest benefits. Ninety percent of the population has no protection in cases of life contingencies, livelihood shocks or severe deprivation. The UN Social Protection floor is a globally coherent social policy concept promoting national strategies for universal access to essential servces and income support for those in need. A national social protection 'floor' could function as an important link between poverty alleviation and investments in socio-economic development, and urgently needs further debate in Tanzania.

A draft National Social Protection Framework (SPF) targeting vulnerable groups exists: however the process to prepare and plan for associated operational modalities, institutional arrangements, services, and resources is still on-hold pending approval of the SPF. A comprehensive review of national policies on social protection should continue with specific action to review and improve the existing legal and service structures, for a more secure and sustainable social protection system. Support for strengthening and extending contributory schemes, setting up regulatory systems to ensure fairness and universal coverage of benefits and services to all, including vulnerable groups and poor families, is urgently needed.

The enactment of the Law of the Child Act in November 2009 marked an opportunity to create a protective environment for children. Children's care and development takes place in an environment of acute domestic insecurity. Orphaned or abandoned children number over two million: 20 percent 5 to 17 year olds are engaged in child labour. Only 8 percent of children under-five have a birth certificate. Massive external investment in the National Costed Plan of Action for Most Vulnerable Children (NCPA) has improved children's access to basic rights (food, education, and health services) but the scale of reach falls short of the number of vulnerable children. In addition, there has been little focus on identifying and responding to children in need of protection from abuse, violence and exploitation. The structures, systems and services for extending effective protection to children, including children with disabilities are lacking. Women's rights to protection from abuse and violence are similarly neglected.

There is an urgent requirement to increase and train personnel, develop monitoring and referral and response systems, strengthen district and national data collection, and promote shared awareness at community and statutory levels of children and women's protection rights.

Cluster 3:

Governance, Emergencies and Refugees

MDG 8 and crosscutting MDGs
PWGs: Governance: Emergencies and Disaster Response: Refugees

Governance

The Government recognizes in the MKUKUTA II and MKUZA II that good governance is fundamental to achievement of the MDGs and improvements in the quality of life and social well-being of citizens.

Tanzania is a stable, peaceful, parliamentary democracy. During the last two decades, political pluralism has been introduced and multi-party elections have been held every five years since 1995. Nevertheless, party political platforms are often poorly formulated, lack distinctiveness, whilst the lack of attention to internal democracy, including advancement of women to leadership positions, pose obstacles to the realisation of democratic principles

Although the Parliament of the United Republic of Tanzania and the Zanzibar House of Representatives are increasingly active in overseeing the executive, there are still many weaknesses in ensuring government transparency and accountability including effective oversight of the implementation of Poverty Reduction Strategies. Recently developed corporate plans for the national legislatures indicated significant capacity needs in oversight, law making, and representation of citizens.

The broad-based national governance assessment and consultative African Peer Review Mechanism is underway. Political reconciliation in Zanzibar is still tentative and will require continued support. In Mainland Tanzania, conflicts over natural resource use and rights need addressing through strengthening local dialogue and dispute resolution mechanisms.

The GoT faces significant capacity challenges in managing development and achieving the MDGs. Monitoring and reporting on the implementation of poverty reduction strategies require continued improvement, and the coordination of implementation, evidence-based planning and budgeting need strengthening. Aid management including the dialogue structure with the stakeholders still poses a significant challenge. Several reform programmes are underway, but are slow in achieving results. Additional reform coordination is required whilst comprehensive efforts addressing corruption need further support.

The concept of rule of law, including human rights and legal traditions, is not widely understood or applied. Implementation in the justice sector is flawed by corruption, inadequate infrastructure and uneven national coverage, disadvantages facing women and children (including gender-based violence (GBV) and some cultural norms), and insufficient protection of the rights of the poor. While Tanzania is signatory to the international human rights regime, and the National Action Plan for Human Rights has been drafted, implementation is constrained by the delays in incorporating human rights into national laws, structural weaknesses in the justice system and inadequate attention to public education. In MKUKUTA, Tanzania highlighted the importance of promoting its cultural heritage to enhance national unity. The UN encourages the Government of Tanzania to implement international cultural normative instruments to further national cultural heritage preservation in all its forms.

Emergencies and Disaster Response

The right to life, safety, and support in life-threatening emergencies is a challenge. Tanzania is vulnerable to recurring natural disasters, climate change, declining environmental sustainability and food insecurity. These challenges require well-organized, multi-sector emergency early warning and preparation.

The policies, strategies, plans and structures to support disaster management in the country are substantially in place. However, deep analysis reveals pervasive inadequacies in prevention and disaster mitigations strategies, inadequate preparedness measures, poor quality and timely emergency responsive capacity, and few sustainable recovery options. There is little evidence of consideration of the anticipated impact of global climate change on emergency and disaster response.

Emergency and Disaster (E&D) response in Tanzania is coordinated centrally to ensure priority attention from the highest level of the executive. Line ministries are required to coordinate their E&D response through the E&D directorate in the PMO/Chief Ministers Office. This is in-line with international best practice. However, key line ministries lack the capacity to prioritise E&D planning and response in their own policies and planning: the effect is that key services in emergency (health and nutrition, education, WASH etc) are not forthcoming when emergency and disaster strikes. Rapid response is further held back by the limited availability of immediately deployable, dedicated E&D funds. LGAs and communities lack awareness of E&D response services, whilst their communication needs during emergencies or the onset of a natural disaster such as early warning and early action bulletins is often unavailable. Within MDA's, access to the technology and the skills required to deliver and maintain communication needs in emergencies is lacking. The GoT conducts integrated food security and nutrition assessments at least twice yearly, though it lacks the capacity to conduct comprehensive assessments.

Refugees

Tanzania is prone to refugee influxes, often of long duration. The UN is currently assisting 98,000 refugees in two camps in northwest Tanzania and vulnerable host communities. The country's geographical proximity to the strife-torn Congo Basin is responsible in part for the repeated refugee influxes. Tanzania was also an early signatory in the region of key international instruments on the rights and welfare of refugees and asylum seekers.[18] In recent years, the government's focus has been on finding durable solutions to long-standing refugee settlement in the country, particularly voluntary repatriation to the country of origin, resettlement to third countries for camp-based refugees, as well as legal naturalization and local socioeconomic integration for some 170,000 settlements based former Burundian refugees residing in Tanzania since 1972. Migrants and asylum seekers experience challenges in accessing legal support and assistance.

[18] United Nations Convention relating to the Status of Refugees (1951): Protocol Relating to the Status of Refugee Problems in African (1967).

2. From UNDAF to UNDAP

In alignment to the national development priorities and in acknowledgement of the urgency of accelerating achievement of the MDGs, UNDAP replaces the several joint UN programmes and multiple UN agency-supported initiatives captured in the UNDAF with a single, coherent business plan for UN agencies and development partners in Tanzania.

2.1 Lessons from the UNDAF and One Programme

The second-generation of UNDAF 2007-2010 (extended to June 2011), identified the need for more strategic, upstream and result-based policy support to national poverty reduction, with increased attention to participation and benefits accruing to the most vulnerable in Tanzania from accelerated development and economic growth. UNDAF aligned with longer-term national development aspirations for high and shared economic growth, quality livelihoods, peace, stability, unity, good governance and international competitiveness outlined in the Vision 2025 (Mainland) and Vision 2020 (Zanzibar) plus the three outcome-oriented clusters of the MKUKUTA and MKUZA: Growth for reduction of income poverty; improvement of social services and well being; and good governance and national unity. The national PRSs fully domesticated the Millennium Declaration and the MDGs. The UN response also emphasised six cross cutting themes: gender, youth, children, HIV and AIDS, employment and the environment, whilst addressing humanitarian concerns in the country, including the transition from humanitarian to development assistance in the refugee hosting areas of north western Tanzania.

However, as a 'framework' for the UN agencies to operate in Tanzania, the current UNDAF lacked some of the essential components of a comprehensive, integrated business plan, such as action specific budgets and clear agency specific accountability parameters. The UNDAF echoed the Tanzanian national development priorities to which UN agencies contributed, without clearly identifying the specific, measurable UN contribution to national goals and targets. This in turn affected the coherence and focus of the UN interventions in Tanzania.

A further lesson from the UNDAF was the lack of programme logic in the results statements: outputs were sometimes too broad or insufficient to achieve the planned outcomes. Furthermore, the monitoring of the UNDAF was based against the indicators outlined for the national PRS monitoring system.

In the absence of meaningful prioritization and the then requirements for few priorities, the UNDAF and Country Programme (CP) outcomes remained broad statements that encompassed subsectors in which the UN planned to work. Agency mandates, staff programming 'comfort-zones', partner mandates, even the history of UN programming and technical capacity in the country, contributed to keeping UNDAF outcomes at a very broad level, and insufficiently focussed on results.

A further lesson from the UNDAF was the lack of programme logic in the results statements: the UN outputs were often insufficient to achieve the planned outcomes

The experience of the DaO Joint Programmes offered further lessons upon which the

UNDAP methodology was adopted. The 'One Programme' (37 percent of total agency country programmes under UNDAF), developed after the UNDAF and individual agency CPs had been approved, was aligned to UNDAF and national PRS results and implemented through a number of inter-agency Joint Programmes (JPs). The JPs sought to respond to national priorities and represented sectors in which the UN had the capacity to respond to the development gaps. The JP approach involved establishing new collaborations amongst various UN agencies and partners. This required joint work plans, joint budgets and defining common results for the JPs, in parallel with (and in some cases superseding) agency activities identified for implementation in the UNDAF and agency CPs. The joint planning and reporting processes increased coherence and coordination. According to the findings of the Country Led Evaluation of DaO (2010), factors contributing to better programmes included: clear division of labour based on the comparative advantage and mandate of each agency: increased mutual accountability: an empowered UNCMT: and performance-based funding through the One Fund.

Nevertheless, key challenges emerged, similar to those confronted in the UNDAF. In a process that strived for inclusiveness and participation, ensuring strategic focus has proved to be challenging. Through the 'One Fund' the JPs received high initial funding, but without a concomitant analysis and review of the capacity of the recipient agency and national partner to successfully manage and absorb the resources. There was also a lack of specificity about what precisely the UN would contribute, thereby weakening monitoring and evaluation systems: participating agencies were therefore unaccountable for the achievement of common results, leaving considerable room for independent action.

In addition to the Joint Programme Annual Work Plans, the UN in Tanzania produced several Annual Work Plans (AWPs) aligned to the individual agency country programmes and the UNDAF 2007-10. There were different processes for each agency to monitor and report on their AWPs. However, in the case of Joint Programmes, the UN followed a common reporting structure, thereby allowing for limited performance-based One Fund allocations.

2.2 Joint Assistance Strategy for Tanzania (JAST)

The JAST has impacted on the UN's sector-focus and use of aid modalities, as well as strengthening links between sector and macro level processes. The JAST has contributed to sustainable development and poverty reduction by consolidating and coordinating GoT's efforts and DPs' support, including the UN, under a single government led framework. The Joint Country Analysis revealed that GoT has worked towards a more effective division of labour, cooperation and coordination among and between MDAs, regions and LGAs. The government has taken into account the principle of subsidiarity embodied in its policy of 'Decentralisation by Devolution', whereby the responsibility for the management and delivery of services is, where possible, devolved to the lowest unit of governance.

In order to support the implementation of the national PRSs, the JAST strategy is actively seeking to strengthen the underlying sector processes through dialogue among all stakeholders: GoT, DPs, and NSAs by using Sector Wide Approaches (SWAp). In the JAST, SWAps are seen as instruments for organising sector dialogue on strategic issues scrutinizing activities, associated spending plans and assessments of performance in

implementation of sector policies and strategies, effectiveness of budget execution.

A revised JAST Action Plan (2009) places particular emphasis on: broad-based ownership with particular emphasis on the national sustainable capacity development: enhanced transparency of aid: stronger emphasis on results management: and inclusive and enhanced mutual accountability and domestic accountability frameworks.

Efforts to harmonize aid management systems on the Mainland with those on Zanzibar have borne fruit, with the Government of Zanzibar implementing these practices and introducing the union-wide principles of the JAST.

specialised and non-resident for the next UN programme of cooperation with the GoT, June 2011-July 2015.

In the formulation of the UNDAP, Working Groups (WGs) comprising Government representatives from the Mainland and Zanzibar, resident agencies, non-resident agencies, civil society and DPs first participated in a HRBA process of problem identification, causality analysis and duty bearers'/claim holders role and capacity gap analysis. These same groups then identified possible areas of intervention by the UN based upon the following criteria: national priorities, comparative advantage, capacity to deliver, overlap in areas of agency cooperation, alignment of implementing partners and

Figure 2: UNDAF and UNDAP: What is Different?

UNDAF Jan 2007-Jun 2011	UNDAP Jul 2011-Jun 2015
1. A framework for the UN agencies to operate within Tanzania	1. A business plan for the UN agencies in Tanzania
2. Echoes Tanzania's development priorities to which the UN would contribute	2. Articulates the contribution of the UN system to the national priorities
3. Agencies developed individual plans using UNDAF as the overarching framework (out of these, 9 Joint Programmes developed)	3. UNDAP is the plan for all UN agencies in Tanzania
4. Only Joint Programme reports reviewed annually (performance based fund allocations)	4. Entire UN Programme reviewed annually (performance based fund allocations)

2.3 The UNDAP Approach and methodology

The UNDAP programming approach and methodology was designed bearing in mind the lessons learnt from the previous UNDAF cycle, the Delivering as One experience and JAST participation, and to respond to the recommendations emerging from the DaO Country Led Evaluation.

As illustrated in the comparative table above, the UNDAP is the complete programme of cooperation for all UN agencies, including

indicative budget. WG's produced outcome statements reflecting the UNs' positioning to support duty bearers' capacity to deliver on key national goals and targets. At each step, quality assurance mechanisms supported the working groups mainstreaming of the UN programming principles of Human Rights, Gender Equality, Environmental Sustainability, Capacity Development and Results Based Management.

In the second Phase, UNDAP outcome statements were augmented by outputs, key actions, cross cutting considerations, responsible agencies, implementing partners,

geographical areas and action budgets to create a programme results matrix. Iterative quality assurance ensured 'necessary and sufficient' programme logic in the results chain. A programme monitoring and evaluation matrix complements the programme results matrix, with appropriate indicators, baselines, annual targets and specification of means of verification. A complementary DaO matrix defines the desired strategic results, actions and targets of the support functions and reform process itself, to be partially funded from the One UN Fund.

These three matrices provide the framework for annual reporting and review of the UNDAP, affording an opportunity for adjustment of results, activities, resources and future targets to ensure the UN's continued relevance in Tanzania.

The UNDAP outcome statements articulate the desired effects of the UN's programme of cooperation with implementing partners. Lower-level output statements define the products, goods or development interventions required for the achievement of the desired outcomes. Key actions describe the implementation strategies planned by the agency to achieve the planned result. The level of specificity is broad enough to allow planning for a four-year cycle while being detailed enough to indicate agency contribution. Key actions are not individual activities but rather broad sets of sequential interventions under UNDAP: these will be further elaborated in the Annual Work Plans. The partnerships listed under key actions describe the agencies and implementing partners that will lead and support the completion of the activities and thereby achievement of outputs and outcomes. This also ascribes the joint accountability for results at various levels.

By means of UNDAP, work plans and budgets for all UN agencies have been jointly developed, fully aligned with the specialised strengths and competencies of each agency. This UN division of labour reflects the core mandates of each agency as well as the need for agencies to collaborate in delivering strategic outcomes and outputs by exploiting the expertise available across the UN system. Leadership and coordination of the UN planning phase was derived under the overarching joint authority of the GoT, the UNCMT and RCO system. At the national level, each UN agency will contribute either directly in a specific sector or in policy responses that may cut across several sectors.

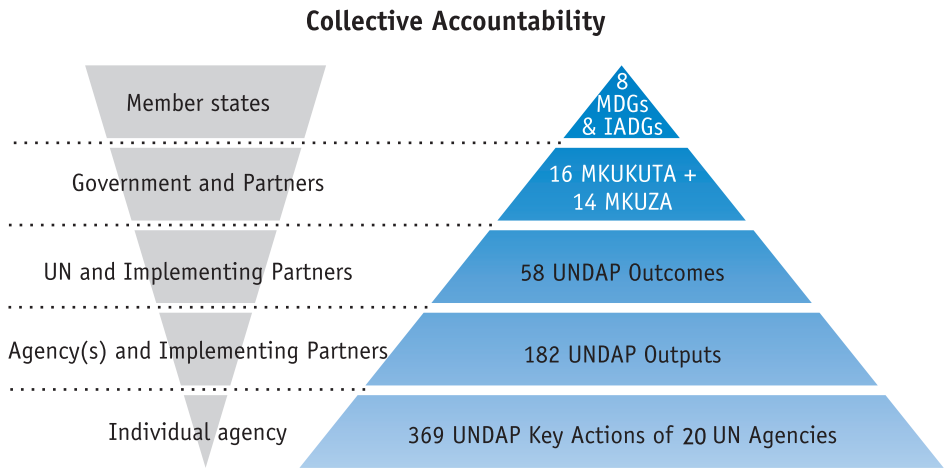


Figure 3: UNDAP Results and Accountability

UNDAP's programme matrix is structured as such that each key action has one agency responsible for the delivery. Outputs are mostly single agency, demonstrating increased specialization of agencies and, at outcome level, several agencies are jointly accountable for the achievement of results. At programme level, a lead agency is designated to ensure coordination and strengthening of partnerships both within UN and with government and other development partners in the country. The implementation modalities within DaO will ensure efficiency and reduction in costs whilst minimising unnecessary duplication of effort in interactions between the UN and national systems.

Quality plans and M&E matrices in UNDAP will enable annual reviews, reporting against targets and enhanced performance based funding. This will yield a synergistic effect, increasing the value addition of agency inputs.

The UNDAP is in line with national priorities and captures all of the UN's activities in Tanzania. For most agencies, the UNDAP substitutes individual agency specific country programme planning documents which are signed with the GoT. For others it may prove necessary to sign additional documents, derived and fully aligned with the UNDAP. The UNDAP is aligned to the national annual planning cycle July - June. The accountability of the UN system at normative functional level and programmatic level is fully articulated, down to individual agency level, and guided by the principles of effective development cooperation laid down in the JAST.

UNDAP enhances UN focus on results by bringing together agency specific planning requirements in a consistent and seamless manner

3. Proposed Programme of Co-operation

UNDAP is the UN business plan of 20 UN agencies, funds and programmes for the period July 2011-June 2015. This 'One plan' for Tanzania supports the achievement of the international agreed development goals of the UN, the MDGs, and the realisation of international human rights in the country, including the right to humanitarian assistance for refugees.

3.1 Overview of the UNDAP

The four-year UN country programme for Tanzanian has a total budget of $777m.

UNDAP outcomes focus on strengthening the country's enabling environment, building national capacity to deliver basic services and effectively deliver pro poor growth, and humanitarian assistance. To these ends, UNDAP focuses primarily on implementing partners' capacity development: only 18 of 373 key actions - 5 percent of the total - relate to direct service delivery, either piloting for lessons learned/future up-scaling, school feeding, and emergency/refugee assistance - but account for 31 percent ($243 million) of the UNDAP programme budget.

Two thirds of UNDAP outcomes target capacity development: 43 percent in MDAs, 19 percent in LGAs, 11 percent in CBOs and FBOs and 10 percent in Communities and Citizens. Capacity development activities (key actions) target implementing partner's skills in: implementation capacity, budgeting and strategic allocation, M&E, and resource mobilisation.

The UN will assist policy formulation of implementing partners by addressing their functional capacities: 75 percent of the UNs role concerns building partner skills in tools, plans, frameworks and guidelines for standards setting (32 percent of this total), supporting

Figure 4: Developing the Capacity of Whom? (UNDAP outcomes)

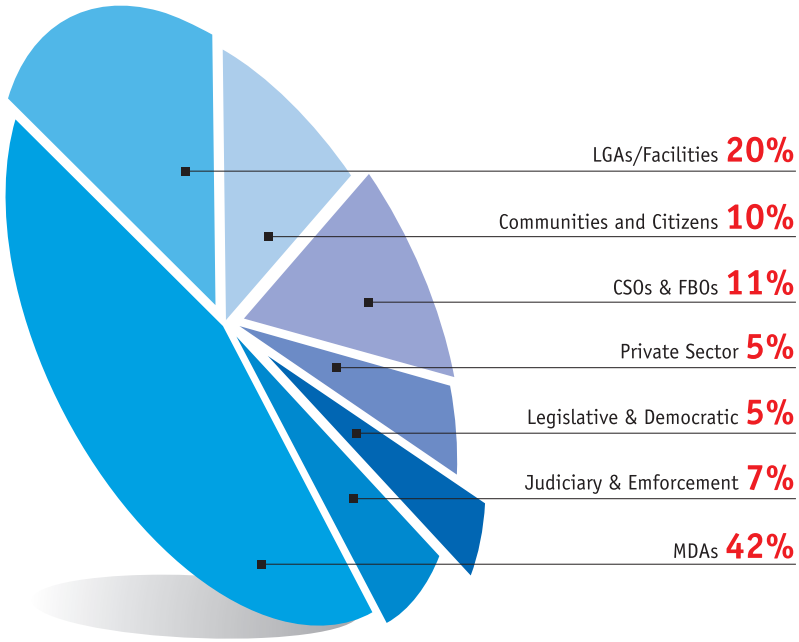


Figure 5: Developing Capacity to Do What? (UNDAP Outputs)

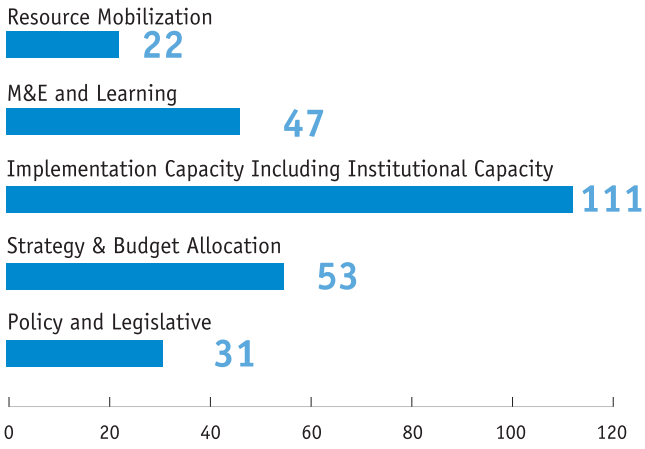
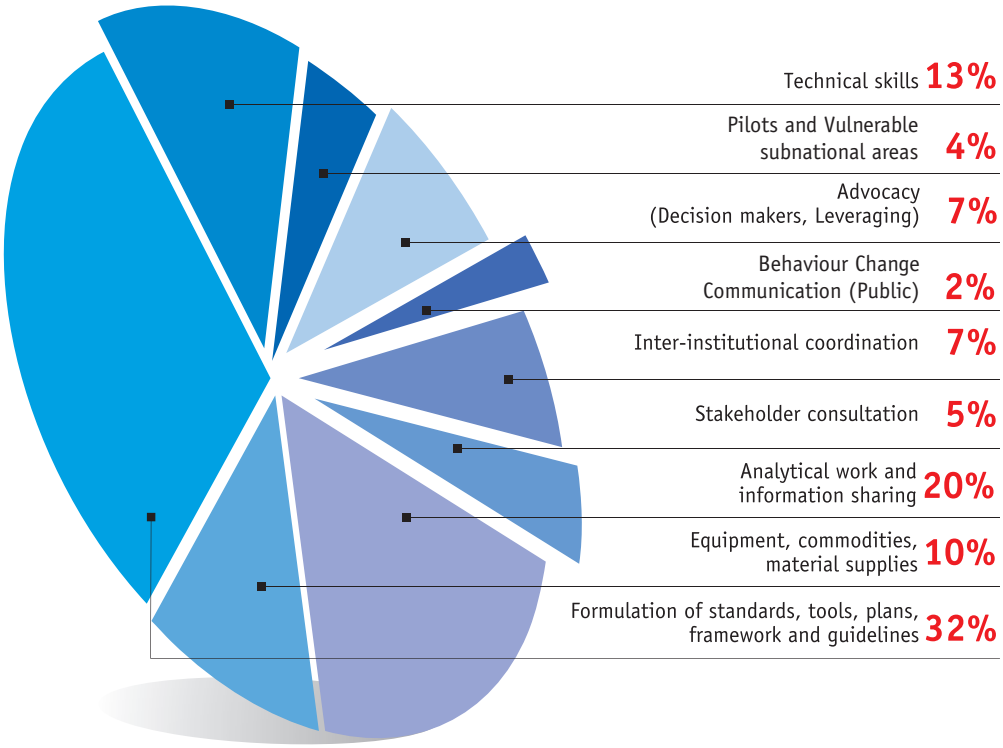


Figure 6:
UNDAP Capacity Development (Key Actions)



analytic work and information sharing (20 percent) amongst other functions. Partners convening roles and UN's communication and advocacy are also important components of UN capacity development actions.

3.2 Detailed Overview by Programme Area

UNDAP supports and contributes to the three clusters of MKUKUTA and MKUZA II. Cluster 1 will enhance some of the key drivers for pro poor economic growth and governance, including productivity enhancement and environmental and climate change mitigation. Cluster 2 enhances partner capacities in education, health and nutrition, HIV and AIDS, WASH and protection. The programme for Cluster 3 addresses the enabling environment for development - good governance and further fulfilment of the Government's international treaty obligations. Environmental and disaster response and assistance to refugees is an important component of Cluster 3 activities.

3.2.1 Cluster 1

Economic Growth and Poverty Reduction ($180m: 23 percent)

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
Growth for reduction of income poverty	**Growth and reduction of income poverty**

About:

Supporting national achievement of economic growth, wealth creation, productivity enhancement and broad based pro-poor development

Programme Working Groups:

- Economic Growth ($69m - 39 %)
- Environment and Climate Change ($110m - 61%)

Agency Roles:

- FAO (Improve agriculture, food security, forestry and fisheries)
- ILO (Decent and productive work)
- UNFPA (Generation and use of population data for policies and programmes)
- ITC (Small business export)
- UNCTAD (Trade promotion)
- UNCDF (Microfinance & local economic development)
- UNDP (Economic governance, growth and environment)
- UNEP (Environment & climate change)
- UNESCO (Science, technology & innovation: conservation, entrepreneurship and culture for development)
- UNIDO (Industrial policies, productive and trade capacities, cleaner production and renewable energy)
- UN Women (Enhancing women's economic security and rights)
- WFP (Food Security, nutrition, climate change adaptation/mitigation, transport and logistics)

Economic Growth

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
1.1 Pursuing sound macroeconomic management	1.1 Create an enabling environment for growth
1.2 Reducing income poverty through promoting inclusive, sustainable, and employment-enhancing growth	1.2 Promote sustainable and equitable pro-poor and broad based growth
1.3. Ensuring creation of productive and decent employment, especially for women and youth	1.3 Reduce income poverty and attain overall food security
	1.4 Create a vibrant private sector for economic growth

Economic Growth

UNDAP emphasizes economic empowerment and addressing structural problems in the economy as a high yielding strategy against income poverty in the country. UNDAP will provide strategic inputs to pro-poor economic development by means of policy advocacy, capacity development, and knowledge sharing. These inputs will be delivered through partnership with a range of actors including government as the primary duty bearer - ensuring equality of opportunity, and investing in economic infrastructure - social partners including private sector actors such individual entrepreneurs, workers, as well as small private enterprises where a concentration of poor are directly or indirectly involved.

International financial institutions and bilateral donors are directly financing large-scale development projects or providing General Budget Support (GBS) to Tanzania. UN's comparative advantage lies in its ability to enable national stakeholders, through technical assistance and knowledge sharing, to better manage the economy, promote economic equity, and spur productivity and job creation. These attributes in the economy can make major inroads in reducing income poverty.

The UN will provide technical assistance to the government in developing an inclusive growth strategy. This will be achieved through upstream policy support at the national level, to assist relevant institutions to formulate pro-poor economic development policy responses that are backed by evidence, conform to good practice, and favour the poor and low-income households. This will require building analytical capacities within the government to help them make policy choices and develop a pro-poor public finance framework to invest in those economic sectors that are most likely to accelerate growth and employment. The work will entail strengthening national capacities including for research, policy analysis and implementation on employment, poverty reduction and productivity enhancement in key industries, application of science, technology and innovation in economic sectors, and use of tested mechanisms and tools such as environmental and population assessments.

At the sector level, which may also entail interventions at the sub-national level, economic actors will be provided support services to improve their productivity, particularly in those sectors such as agriculture, manufacturing and the services sector where more livelihood opportunities exists for low-income households. The plan encompasses interventions to strengthen value along the supply chain, particularly for smaller off-farm enterprises. Alongside this, technical assistance will target support structures and institutions for promoting public-private partnerships so that they can play a better role in providing services to small and medium enterprises and job seekers. Furthermore, the question of informality in the economy will be addressed through a range of activities that encourages informal businesses to enter the formal economy.

Trade will play an important role as a driver for enlarging market share and stimulating demand. Drawing on the expertise of various UN agencies, trade support will feature building capacities in the relevant ministries and private sector to assess market opportunities harmonising trade instruments, services, standards and policies to ensure a deeper integration and competitiveness in the East Africa Community. Due considerations will be given to ensure that trade itself does not create any negative ripples in the economy and marginalize the poor. The employability of young people will be enhanced through the provision of skills, namely through apprenticeships in the tourism/ hospitality, manufacturing and infrastructure development sectors. Young people will access Business Development Services, including training, mentorship and access to credit to enable them to be job creators rather than job seekers.

Lastly, awareness of labour standards supportive of decent work and enhanced productivity among employers and workers is addressed by training, technical assistance, and assistance to government, employers and workers' organisations.

MKUKUTA and MKUZA Goals

MKUKUTA 2010-15	MKUZA 2010-15
1.4 Ensuring food security and climate change adaptation and mitigation	**1.3 Reduce income poverty and attain overall food security**
1.5 Allocating and utilizing national resources equitably and efficiently for growth and poverty reduction, especially in rural areas	

Environment and Climate Change

Environment and Climate Change

The UN recognises that sustainable and environmentally sound development plays a key role in reinforcing and broadening the impact of economic growth. This calls for timely enforcement of environmental laws and regulations to protect ecosystems, biodiversity, and the sustainable management of natural resources.

The UN programme will address forestry, wildlife and tourism collectively to capture their importance to biodiversity and ecosystem

systems. In consideration of the needs of poor, the UN will facilitate development of by-laws and other practical tools for sustainable utilization of natural resources. The UN will provide assistance to government, in particular the Ministry of Finance, to formulate a national strategic investment framework for integration of financing opportunities (both national and international) arising from payments for provision of ecosystem services in carbon, water and biodiversity. The UN programme will enhance protected areas connectivity through continued support for wildlife corridor development in the country.

Coordination, enforcement and monitoring of environment and natural resources at national and local level requires government capacity enhancement. Sustainable natural resources management for the country's land, forest, fresh water and marine areas is needed. UN will support GoT to ensure that key sector MDAs and LGAs integrate environment and climate change adaptation and mitigation in their strategies and plans. The UN will facilitate establishment of an investment fund for climate change, and assist in developing mitigation strategies through training and technical support to national institutions including private sector. It will also promote renewable energy sources, improved energy standards, efficient technologies, and clean practices.

The UN will support inclusion in local plans good practices that promote community adaptation to climate variability, strengthen resilience to shocks and improve access to food, including small-scale water catchments, soil conservation and feeder roads. National frameworks for mainstreaming sustainable land management into national economic growth goals, and financing/payments for ecosystem services for carbon, water and biodiversity will be assisted.

3.2.2 Cluster 2

Quality of Life and Social Well-Being ($323m: 42 percent)

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
Improvement of quality of life and social well-being	**Well being and social services**

About:

Supporting national coverage and quality of basic services, including protection for the most vulnerable

Programme Working Groups:

- Education ($104m - 32%)
- Health and Nutrition ($129m - 40%)
- WASH ($19m - 6%)
- Social Protection ($30m - 9%)
- HIV/AIDS ($41m - 13%)

Agency Roles:

- FAO (HIV/AIDS mainstreaming)
- ILO (HIV/AIDS mainstreaming & social protection)
- IOM (Human trafficking)
- UNAIDS (HIV/AIDS)
- UNDP (HIV/AIDS)
- UNESCO (Education and HIV/AIDS mainstreaming)
- UNFPA (Maternal health, sexual and reproductive health, HIV/AIDS, gender mainstreaming, GBV and social protection)
- UN-HABITAT (WASH)
- UNICEF (Child/maternal health, basic education, children and HIV/AIDS, child protection, social protection, WASH)
- UNWomen (GBV and gender mainstreaming)
- WFP (School feeding, nutrition, HIV/AIDS, safety nets)
- WHO (Health, HIV/AIDS, social protection, WASH)

Education

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women	**2.1 Ensure gender responsive and equitable access to quality education**
2.2 Ensuring expansion of higher, technical and vocational education to support growth	

Education

UNDAP addresses equitable and expanded access to quality education at all levels, including alternative learning opportunities for illiterate adults and out-of-school children. The UN supports the operationalisation of the national policy on Integrated Early Childhood Development to prepare children to enter primary schooling and to provide them with good foundation for lifelong learning. UNDAP assists a broad range of initiatives aimed at significantly improving quality, inclusive learning and teaching in schools. The UN will aid the government in developing a national primary school feeding scheme thereby ensuring that all children attending school will have access to school meals, which will facilitate improved learning. Teachers in schools will benefit from the roll out of basic education in-service programmes in priority subjects, whilst the UN supports quality improvements in pre-service teacher training. A new strategic plan will address the national shortage in science and mathematics teachers, improve teaching and learning quality and participation in these subjects in secondary schools and in higher education.

UNDAP provides assistance for the national goals of ensuring that every child successfully completes free basic education, through evidence-based planning, management and quality assurance, and a thorough review of the school inspectorate.

Ensuring equal access to basic education in Tanzania grows progressively more difficult as girls approach puberty. Educational access for marginalized groups and other vulnerable groups, such as the disabled is also a problem as is inclusiveness in the teaching/learning process and the school environment generally. The UN will therefore provide technical aid in developing an Inclusive Education Strategy on both the Mainland and Zanzibar.

A quality Technical and Vocational Education and Training (TVET) system is crucial in the context of Tanzania in order to respond more appropriately to skilled labour demands, as well as to provide continuing and non-formal education to those children whose schooling progresses no further than lower secondary. UNDAP provides technical assistance in operationalising a TVET Development Programme, and in expanding provision of alternative learning opportunities, focusing on out-of-school children and adults who are not literate.

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
2.3 Improving survival, health and well being of all children, women and vulnerable groups	**2.2 Improved health delivery systems particularly to the most vulnerable groups**
	2.5 Improve nutritional status of children and women, with focus on the most vulnerable groups

Health and Nutrition

UNDAP provides for extensive technical engagement and comprehensive capacity building to fill the most pressing gaps at all levels in the health system, including in technical knowledge, planning, coordination and management, financial and budgeting skills. Specifically, the UN provides technical assistance in building and strengthening routine health data collection and analysis, to enable national, regional and local government planners to direct the resources to where they are required.

UN supports enhanced training and skills development to enable health care workers to deliver comprehensive priority services identified in the national health sector strategy. These services include Emergency Obstetric Care (EmOC), Maternal and Newborn Child Health, Integrated Management of Childhood Illnesses, SRH, Family Planning and Youth Friendly Services.

The UN provides technical support for the development of a national health sector training plan that will guide Human Resources (HR) planning nationally and address HR issues comprehensively at all levels. Technical assistance for training and accrediting community health workers in Tanzania, as well as support for initiatives that enhance the skills of health workers, receives UN assistance.

Strengthening community health structures for promoting local health and nutrition behaviours is prioritised in the UNDAP. The UN supports a review of such structures, expansion of further training and quality accreditation so as to strengthen community health services and respond to increased demand across Tanzania. The plan allocates substantial resources to improving community health seeking behaviour.

The availability and supply of essential medicines and health and nutrition commodities across the country for these and other programmes and strategies is addressed through technical support: national medicine policies and supply strategies will be reviewed with UN assistance.

The UN provides support for the national target of ensuring that quality EmOC, newborn and post-natal services are available in every tertiary and district health facility in the country by 2015. The UN will contribute some of its own resources to meeting the anticipated high demand for specialised EmOC equipment and commodities essential to the programme, through its engagement in the health sector wide approach (SWAP) on the mainland and support to health facilities in Zanzibar.

HIV and AIDS

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
2.3 Improving survival, health and well being of all children, women and vulnerable groups	**2.2 Improved health delivery systems particularly to the most vulnerable groups**

HIV and AIDS

The UN prioritises expanded technical assistance and capacity building to help better integrate nutrition in the country's health and nutrition policies, plans and budgets. Specifically, the plan supports national advocacy and leveraging of resources through the national health and nutrition basket fund to ensure that essential nutrition services are delivered and supported through skilled staff in the regions and districts where they are most needed (including Zanzibar). Advocacy for the inclusion of nutrition in discussions on the development of the agricultural sector, on initiatives to enhance food security in the country, and for the improved regulation and sale of commercial fortified foods receives UN assistance.

The UN prioritises capacity building and technical assistance in implementing the national multi-sectoral strategic framework (NMSF) for HIV and AIDS and achieving the national goals for thematic areas of HIV prevention, care and treatment, impact mitigation with a focus on Most Vulnerable Children (MVCs), and PLHIVs, and the enabling environment, which are also in line with the UNGASS, MDG and Universal Access targets.

The primary UN contribution to universalise access to prevention, care and treatment, and impact mitigation programmes is through renewed focus on accelerating human rights and gender mainstreaming in all national strategies. The UN provides technical assistance on adherence to human rights and gender standards to the two national AIDS councils to coordinate national HIV response, through advocacy, communication, capacity building and improved quality of service delivery. UN will also be working with non-state actors, the media, and with decision-makers in government and parliament to ensure an effective national HIV response is in place as part of its support for an enabling environment. Financial and technical assistance is also available to improve monitoring and evaluation, analysis and utilisation of aggregated data, and in understanding the drivers of the epidemic as well as the human rights issues surrounding Key Populations, including the disabled, adolescents and youths, and other vulnerable groups.

Pervasive public misconception, stigma and discrimination against PLHIVs, receive particular attention in the UNDAP. The UN will also assist initiatives and reviews that address the low-priority of HIV/AIDS in government departments, and in public/community structures. The UN envisages the development of effective and practical tools for Gender and Human Rights Mainstreaming.

UNDAP strengthens initiatives initiated from within PLHIV networks to contribute to the policy agenda and for wider and more consistent access to services.

The UN supports the focus on vulnerable groups, including a new and more comprehensive multi sector national HIV prevention strategy, focussing on identified high risk settings (high HIV prevalence regions, schools, learning institutions) and groups (out of school adolescents, girls, youths, Key Populations).

The UN will extend assistance to HIV and AIDS prevention programmes, and care, treatment and impact mitigation interventions, to reach employers and employees in sectors such as agriculture and the informal services sector where the majority of the country's workers earn their livelihoods. Technical assistance will be directed to build capacity in government to oversee, implement and monitor these HIV and AIDS workplace initiatives.

Millions of Tanzania's children are orphans, rendered vulnerable through death or illness of one or both parent: UNDAP provides the resources and technical assistance required to ensure that the NCPA for the care and support of most vulnerable children comes into effect.

national response to household sanitation, hygiene and water treatment and safe water storage. Issues of hygiene and sanitation promotion, communication, and increasing the evidence base for the strategies used (utilising lessons learned from the Dar es Salaam pilot and other initiatives) are addressed. Assistance and financial aid for development of a national 'sanitation and hygiene' strategy will be provided, and a specific focus will be made in Zanzibar, in building a wider consensus in government in support of a guiding sanitation and hygiene policy.

The strengthening of the Zanzibar Water Authority and improved efficiency of the water supplies is allocated a relatively large proportion of the budget.

MKUKUTA and MKUZA Goals

MKUKUTA 2010-15	MKUZA 2010-15
2.4 Increasing access to affordable clean and safe water, sanitation and hygiene	**2.3 Improved access to water, environmental sanitation and hygiene**

WASH

UNDAP has an upstream focus, targeting technical assistance and capacity development towards improving national mechanisms for scaled up WASH, coordination of sanitation and hygiene initiatives, management of national water resources and, in Zanzibar, for water supply, and leveraging funds in the sector.

The UN prioritises provision of child, girl-friendly accessible WASH in schools as a key component of its plan, through supporting national coordination mechanisms, resource leveraging, development and capacity building for the application of good practice.

UNDAP reinforces efforts for a coordinated

Issues of sustainability, environmental pollution, and climate related changes on water supply are addressed through technical assistance to ministries and government agencies in incorporating water resource management into sector plans, environmental health strategies and environmental impact assessments.

Social Protection

UNDAP focuses on public social protection mechanisms in Tanzania, both for addressing socio-economic vulnerabilities of the population and the need for protection services for children, women and families. Implementing a multi-sector coordinated approach to economic deprivation and insecurity through adequate public social protection measures is a national goal. As part

Social Protection

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection	**2.6 Improved safety nets and social protection for poor and vulnerable groups**

of its commitment to this, the UN will build the capacity of decision-makers and relevant stakeholders to understand the importance of investing in social protection and safety nets.

UNDAP provides technical assistance to ensure that a coherent policy, legislative and regulatory framework on social protection is in place, and a functional institutional mechanism for coordination of social protection interventions is established. Through policy and budget analysis and costing of policy options, the UN further provides the resources and strengthens the capacity required to consolidate a substantive and credible evidence base to inform policy decisions in the field of social protection.

In addressing the need for more protective services for children and families, the UN will ensure the development of a child protection system in the country, and strengthen child protection responses within the next NCAP (2011-2015).

A key component of the national child protection strategy is the need for wider public comprehension of the need to eliminate abuse, violence and exploitation in the lives of children. Specifically, the UN allocates resources to develop better understanding amongst decision-makers and communities of issues concerning violence and abuse of children, and of gender based violence. Gaps in legislation and policies required to better protect children and women from abuse, violence, and exploitation are targeted for specific action, including the operationalisation through rules and regulations of the Law of the Child Act (2010) and the Anti-Trafficking Act (2008).

The technical skills and competencies of government officials and civil society organizations to prevent and effectively respond to incidents of abuse against children and women also need strengthening alongside a clear procedural and legal framework. The UN will support this requirement for capacity enhancement, as well as directing resources to strengthen the country's mechanisms for collection and utilization of data in respect of women and children affected by abuse, violence and exploitation, in the justice and social welfare system.

3.2.3 Cluster 3

Governance: Emergency and Disaster Response: Refugees ($270m: 35 percent)

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
Governance and accountability	**Good governance and national unity**

About:

Good government, the rule of law, respect for human rights, protecting the weak and assisting those rendered vulnerable in disaster and emergency

Programe Working Groups:

- Governance ($69m - 26%)
- Emergencies ($15m - 6%)
- Refugees ($186m - 68%)

Agency Roles:

- FAO (EPR in agriculture, forestry and fisheries)
- ILO (Labour related conventions)
- IOM (Asylum and migration)
- OHCHR (Human rights reporting)
- UNCDF (LGA financing)
- UNDP (Good governance, democracy, development management)
- UNESCO (Culture conventions, cultural heritage, freedom of expression, community and inter-cultural dialogue)
- UNFPA (Gender discrimination, CEDAW reporting, SRH and GBV in emergencies)
- UNHCR (Refugee services and durable solutions)
- UNICEF (Child justice, EPR, children in refugee camps, development management for children, CRC reporting)
- UN Women (Gender budgeting, GBV and gender equity)
- WFP (EPR, refugee and host community services)
- WHO (Health emergency preparedness)

Governance

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
3.1 Ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels	**3.1 Promote sports, culture and preserve historical and cultural heritage**
3.2 Improving public service delivery to all, especially to the poor and vulnerable	**3.2 Ensure greater citizens participation in democratic governance**
3.3 Promoting and protecting human rights for all, particularly for poor women, children, men and the vulnerable	**3.3 Strengthen the rule of law, respect for human rights and access to justice**
3.4 Ensuring national and personal security and safety of properties	**3.4 Improve democratic institutions and national unity**

Governance

Under government leadership, the UN in Tanzania aims to assist government and other partners to strengthen capacities to improve good governance. The UN brings particular value to partnership with government and others in anti-corruption, drawing on its experience in Tanzania and its trusted partner status with government, drawing on its global networks, knowledge and the UN treaty system. Government reforms have been slow and poorly coordinated, according to the government's own assessments. UN assistance can help ensure stronger reform coordination, enlarged progress in anti-corruption, and the development of priority core reforms in Zanzibar.

Improved government capacity to lead, manage and coordinate international development assistance (aid) is another priority for UN partnership. This goal is closely linked to improved capacity for government to plan, budget, monitor, and evaluate services at the national and local level. Along with improved access to public services, the government has stated a desire to improve the systems and structures of governance to better secure effectiveness, predictability, transparency and participation. The UN stands ready to assist with policy coordination, planning capacity, aid management and coordination, skills development in financing, budgets, monitoring and reporting, and other capacity development initiatives to ensure necessary public policy, budget and programming attention is paid to gender equality, and women and children's rights.

To improve the country's level of engagement on human rights, both domestically and internationally, the UN provides technical assistance and capacity building to both government and civil society to ensure more credible, reliable and comprehensive monitoring and reporting in respect of the

national adherence to international treaty obligations and fulfilment of human rights and development objectives.

The UN supports government's reforms of the justice system on behalf of women and children, providing technical assistance to develop policies and strategies for strengthening child justice and juvenile justice, women's legal rights and addressing gender based violence.

The UN has a strong record in support to the election management bodies and to the Union and Zanzibar parliaments. Those bodies and parliaments have requested renewed UN commitment and assistance.

modernize, open to the leadership of women and greater internal democracy.

The UN encourages freedom of opinion, expression, and access to information as a means of supporting informed citizens who can participate fully in the development of the nation and as a means towards transparency and accountability.

Horizon needs are likely to include the next stages of the Africa Peer Review Process, which has already produced a comprehensive governance analysis and draft action plan for Tanzania based on broad citizen engagement.

MKUKUTA and MKUZA Goals

MKUKUTA 2010-15	MKUZA 2010-15
3.3 Promoting and protecting human rights for all, particularly for poor women, children, men and the vulnerable	**3.3 Strengthen the rule of law, respect for human rights and access to justice**

The UN encourages community activities that support deeper democratic discourse and the peaceful settlement of conflict. Through pilot projects, rural access to radio will be improved encouraging community dialogue and public affairs participation. The UN will promote peaceful dispute resolution mechanisms and processes at the community level.

Strengthening parliamentary efforts will focus on oversight capacities to help ensure government transparency and accountability, and on representation capacities to help ensure citizen voice and participation. Further modernized election management bodies will help ensure greater citizen informed participation in elections, especially participation of women, youth and marginalized groups. Non partisan support will be provided to political parties to

Emergencies and Disaster Response

The main focus of UN assistance is to enhance the disaster management capacity of the government authorities and local communities to maintain an effective coordinated emergency preparedness and response.

The UN will assist the government to establish effective communication mechanisms to enable communities to prepare for and respond to disasters in a timely and effective manner.

UN will develop sector level monitoring, supply prepositioning, and other support capacities to ensure intra-government coordination in core areas of WASH, Health and nutrition, Education, Protection, Agriculture, Food Security and Nutrition.

Nutrition in emergency is addressed through support to MDAs to establish a responsive food distribution and needs assessment system that addresses most vulnerable populations. Efforts will be scaled up to ensure that the government continues to refine targeting criteria for the most vulnerable populations that are in need of humanitarian assistance.

Receiving communities and LGAs will be empowered to absorb naturalised populations.

National and regional systems for migrants and asylum seekers will be strengthened with UN support. The public, civil servants and media will be sensitised on the rights and needs of refugees and asylum seekers. The UN will develop the capacities of higher learning institutions to deliver training on refugee and migrant law.

It should be noted that Tanzania, as most other developing countries, lacks sufficient resources to provide humanitarian assistance and solutions for the many refugees it has generously hosted throughout the estimated 40 years. The UN has a unique and leading global mandate to support humanitarian action wherever such action is required: the UN therefore will commit resources to continue support for camp-based refugees in Tanzania.

Refugee Response

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	**MKUZA 2010-15**
3.4 Ensuring national and personal security and safety of properties	**3.3 Strengthen the rule of law, respect for human rights and access to justice**

Refugee Response

Efforts will be scaled up to ensure that the refugees remaining in the camps in North Western Tanzania continue to have access to basic services and protection in line with international norms and standards, including legal protection and documentation.
The UN will continue to strengthen environmental protection in refugee-populated areas.

Durable solutions for refugee populations will be pursued with the aim of ensuring voluntary repatriation, resettlement in third countries, or naturalisation and local integration.

4. Common Services and Operations

Operations Management encompasses the support services of Procurement, Human Resources, ICT as well as Finance and Administration. Under the DaO reforms, procedures and business practices across the four areas are to be harmonized, wherever appropriate, to reduce transaction costs and improve efficiencies.

During the UNDAF 2007-2011, some gains were made in this regard. Long-Term Agreements (LTAs) were negotiated for local and small-scale products and general procurement plans developed. A skills-mapping and capacity assessment of the UNCT was undertaken and a database created to record staff data. A common IT platform for improved sharing of and access to information across the manifold agencies was introduced whilst the Harmonized Approach to Cash Transfer (HACT) was also adopted by several agencies.

Notwithstanding, the UNCT acknowledges that substantial work remains to fully realize optimum harmonization and anticipated benefits. Assessments have argued for potential savings (time and resources) and reduced transaction costs by the increased use of LTAs, better coordination, joint planning and bulk procurement. Across all operations, procedures must be simplified, partner costs cut and joint assurance activities undertaken. Through the application of micro assessments and mitigation activities as required, risks to the appropriate utilization of funds should be diminished. In accordance with the Paris Declaration on Aid Effectiveness, reliance on national systems should be promoted and capacity development support provided according to need.

Under the UNDAP, the Operations Management Team (OMT) will therefore work towards harmonizing procurement mechanisms supportive of national systems. OMT will pursue the creation of one procurement unit to manage UN procurement needs. A representative will be assigned to each of the PWGs to facilitate the production of accurate annual procurement plans, enabling timely delivery of goods and services for effective programme implementation. LTAs will be negotiated wherever practicable and a comprehensive catalogue of suppliers developed. A performance monitoring system incorporating internal quarterly assessment forms, market survey and random checks, will be introduced. Utilisation of government systems will be increased and capacities strengthened to eliminate current bottlenecks in the procurement and supply chain: due priority to be afforded to key government departments.

The OMT will instigate measures to maximise staff motivation and performance across programmes and operations. This will entail harmonisation of some key elements of the recruitment process, strengthening information-sharing and reducing process costs. Similarly, common approaches to job classification, with an emphasis on gender equity, will be advocated for and a harmonised appraisal and entitlements system instigated, where feasible. A second capacity assessment of all staff will be undertaken and mechanisms introduced to address any gaps therein identified. Additional training plans will be developed and implemented on an annual basis according to needs identified by PWGs and the OMT. To reduce recruitment costs and accelerate appointments for short-term assignments, a common consultant database will be established and regularly updated, and common rates for remuneration will be agreed.

Across all operations, procedures must be simplified, partner costs cut and joint assurance activities undertaken

Within finance and administration, the OMT will ensure systems are strengthened for improved efficacy, transparency and accountability. Through HACT, financial rules, procedures for receipting, disbursement, and reporting will be harmonized, and augmented by an agreed joint audit oversight and assurance plan for implementing partners in compliance with aid effectiveness principles. The HACT working group will be transformed into a programme support structure to facilitate full roll-out, including sensitisation on the adoption of common FACE forms and provision of training where required. In pursuit of a harmonised approach to costing, the OMT will be advocating and collaborating with agencies' headquarters to deliver a common Chart of Accounts, enabling accurate costing of programmes and operations across the UN system in Tanzania. Critically, there will be a drive to ensure the UN's and implementing partners' financial management systems become compliant with International Public Sector Accounting Standards (IPSAS) during the lifetime of the UNDAP.

The OMT's plan for strengthening Information Communication Technology (ICT) will enhance both programme and operations delivery. The common ICT platform will provide the mechanisms for improved planning, monitoring and reporting. Video-conferencing capabilities will be expanded, common voice and data services developed, and partner capacities augmented. The common ICT system will reduce duplication of service provision thereby increasing efficiencies and cost-effectiveness.

The pursuit of one location for the entire UN system in Tanzania will remain a key objective for effective operations and programme delivery. In Zanzibar, all relevant agencies share common premises, a common IT and telecommunications system, procurement and security arrangements. Notwithstanding, on the Mainland, only nine UN agencies share common premises in Dar es Salaam and three (out of six) in Kigoma. The OMT will therefore intensify dialogue with the government to explore options for a suitable plot to house UN agencies.

5. Communications

The DaO communication work plan for 2011-15 is structured around three pillars - advocacy, capacity building and internal communications - and reflects a strategic shift beyond public relations to using communication to influence thinking and behaviour. UN staff as well as the organisation's key stakeholders will be empowered to advocate for Tanzania's development goals and communicate the UN's unique contribution with one coherent, distinct and strong voice.

Through the development of evidence-based advocacy and communication tools, the UN Communication Group (UNCG) produces key stakeholder information materials that articulate a set of strategic messages, results achieved and priorities of the UN in Tanzania, with a specific focus on joint advocacy initiatives on human rights and gender. Stakeholders include: development partners, media and CSOs, the general public, government and UN staff. Information material will be generated centrally within the UNCG to ensure its accuracy, coherence and increased impact on the UN's image as well as UNDAP program goals. Producing materials that educate and promote inter-agency work on gender and human rights is a priority activity.

The UNCG will also assist key stakeholder groups to enhance the use of advocacy and communication tools. Given limited human and financial resources, UNCG focuses on capacity-building services among a strategic subset of stakeholders: UN staff, media and youth. UNCG will provide tailored trainings, meetings and consultations, to improve skills in communicating effectively on development issues and, for select staff, to speak on behalf of the system when required. The capacity building activities will emphasise collective UN assistance to Tanzania, and results delivered in the context of sectors highlighted in UNDAP.

Producing materials that educate and promote inter-agency work on gender and human rights is a priority activity

The UNCG's plan includes an internal communication strategy to improve information flow between agencies to keep UN staff well informed. The UNCG will ensure key messages, trends and facts are readily accessible to staff. Amongst other projects, the group will develop the UN Tanzania Brand, including guidelines for implementation, such that the image of the UN projected by individual agencies is powerful, distinct and consistent, while also ensuring visibility for the distinct brand/ mandates of the individual agencies.

6. Budgetary Framework

6.1 UNDAP Budgetary Framework

The 2011-2015 UNDAP has a total budget of $777 million. The budget is comprehensive of resources required for the implementation of the ten UNDAP programmes, as well as the Communication and Operations Plan and includes all programme support costs.

UNDAP programmatic prioritisation is reflected in the distribution of the budget across the three cluster areas: Economic Growth and Poverty Reduction - $180m, 23 percent: Quality of Life and Social Wellbeing - $323m, 42 percent: and Governance, Emergencies and Disaster Response, Refugees - $270m, 35 percent of the UNDAP. The budget distribution as percentage of the total UNDAP in the ten UNDAP programme areas is outlined in figure 7 below.

UNDAP's budget will be financed through the following sources: Funds UN agencies will invest from their agency core resources: Funds UN agencies have committed to mobilize and resources that the UNCT, through the Resident Coordinator, will collectively mobilize in Tanzania and channel via the One Fund.[19]

Figure 7: UNDAP Programme Areas (percent of total budget)

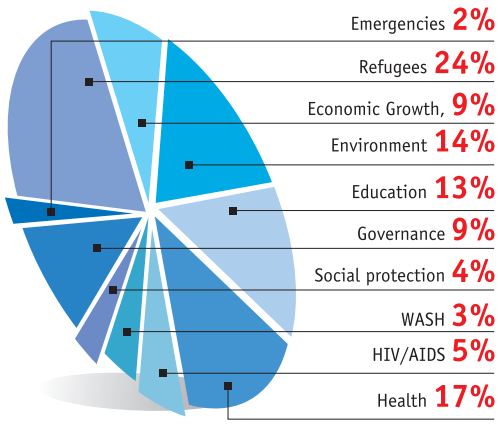
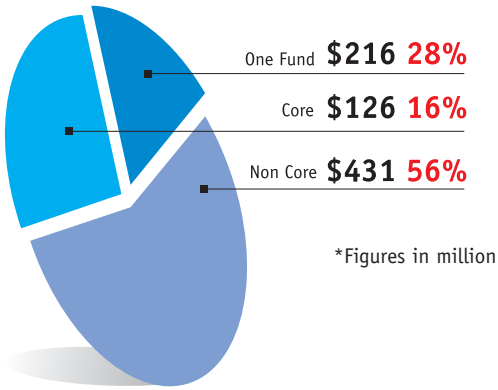


Figure 8: UNDAP Resource Mobilisation



Overall UNDAP resource mobilisation (percent) by funding source is presented in Figure 8 above. The UNCT in Tanzania has a target for resource mobilization, through the One Fund, of $ 215 million. This excludes $ 4.5 million for supportive 'Delivering as One' functions.

Figure 9 analyses the share (percent in real terms) of funding sources for each of the ten UNDAP Programme areas.

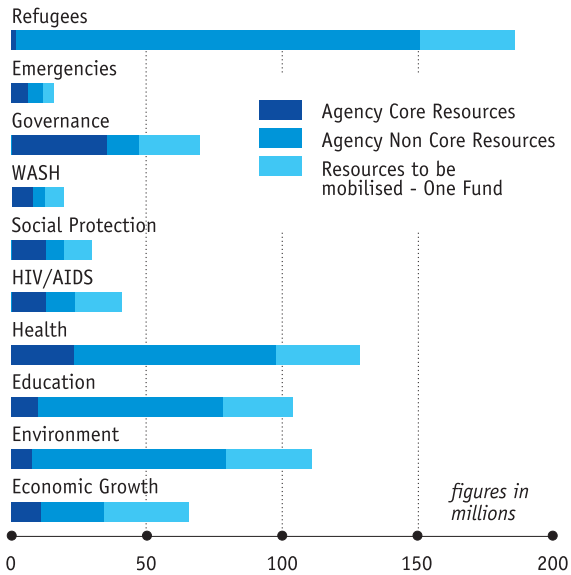
6.2 The One Fund

The One Fund is the mechanism through which donors finance some unfunded portions of the UNDAP budget.

As highlighted by the DaO Country Led Evaluation, the establishment of the One Fund has proven to be critical and central in the DaO architecture, providing an effective catalyst for change.

[19] Regular/core and non-core/extra-budgetary resources indicated are exclusive of funding received in response to emergency appeals.

Figure 9:
UNDAP Working Group/Programme Resource Mobilisation by Source (percent)



The One Fund:

- Streamlines the management of donor contributions to UNDAP:
- Provides for Government ownership and leadership:
- Facilitates continued programmatic focus and inclusiveness:
- Ensures the effective application of performance based funding:
- Lowers transaction costs with donors and Government and eliminate competition for funding:
- Allows better long-term planning and funding predictability:
- Fosters greater administrative and reporting harmonization.

The legal documents that operationalize the One Fund are annexed to UNDAP and include:

- The Memorandum of Understanding (MOU) between the participating UN organizations, the Administrative Agent and the Resident Coordinator and the One Fund ToR which outline the purposes and principles, governance and management arrangements, auditing and reporting regulation of the One Fund:
- The Standard Administrative Arrangement between respective Donors and the Administrative Agent.

6.2.1 Management of the One Fund

Resources provided by donors in Tanzania to support some unfunded portions of the UNDAP will be pooled in the One UN Fund. The UN's preference is for un-earmarked funding. Nevertheless, earmarked funding can be accepted on an exceptional basis, at Programme level (10 UNDAP Programmes), subject to the agreement of the JSC.

The One Fund combines the UNDG-agreed pass-through funding and pooled funding modalities. It is agreed that UNDP, through the Multi-Donor Trust Fund Office, provides Administrative Agent services for the One Fund.

The Joint Government of Tanzania and UN Steering Committee is responsible for overall management of the One Fund. The JSC provides strategic leadership of the One Fund and decides performance based allocation of funds to the 10 UNDAP programme APWP's and participating UN agencies through a set of agreed eligibility and performance criteria (in annex).

7. Programme Management and Accountability Arrangements

The programme will be nationally executed under the overall co-ordination of Joint Government and UN Steering Committee. State and non-state actors and UN agencies will implement programme activities. The UNDAP will be made operational through the development of 10 programme Annual Work Plans which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNDAP and signed APWPs to implement programmatic initiatives.

7.1 UNDAP Management Architecture

The Joint Government and UN Steering Committee (JSC)

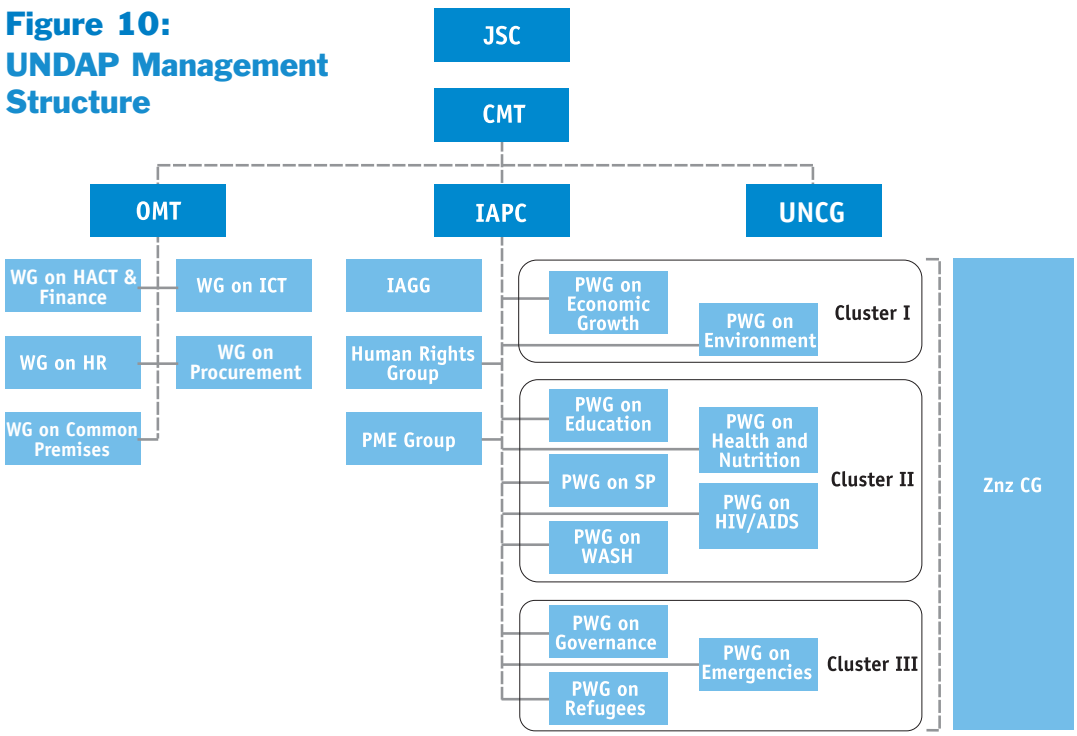
Co-chaired by the Permanent Secretary of the Ministry of Finance and the UN Resident Coordinator, the JSC is the highest decision making authority on UNDAP and DaO reform. The JSC provides policy guidance on matters pertaining to UNDAP's alignment with national development priorities, decides on the allocation of resources and recommends measures for an effective delivery of the funds from the One Fund.

The UNCMT is represented by four Heads of Agency that rotate on annual basis.

The UN Country Management Team (UNCMT)

The UNCMT directs planning and implementation processes in fulfilment of the DaO Vision 2015 and in line with the agreed UNCMT code of conduct. It is composed of the RC, Heads, Representatives and Country Directors of UN agencies, funds and programmes, including Non-Resident Agencies. UNCMT members are accountable to the RC and each other for progress with DaO reform, the effective implementation

Figure 10: UNDAP Management Structure



of UNDAP, the responsible use of resources and achievement of results. This includes responsibility for making available financial, human and other resources needed for the realization of commitments made in the course of defining UNDAP. Decisions by the UNCMT are made on a consensual basis.

The UN Resident Coordinator (RC)

Accredited by the UN Secretary General, the RC represents the UNCMT and leads its efforts towards a strategic positioning of the UN System in the national development context. He or she coordinates the UN development assistance in the country and enters into agreements with the Government, Donors and other counterparts on the UNCMT's behalf. With a view to ensure progress, the RC may hold UNCMT members accountable for agreements concluded.

Where the exigencies of the situation so require, the RC, in the role of Humanitarian Coordinator ensures a swift and effective use of UN resources for emergency response and assistance with support from the UNCMT along the modality of the Inter-Agency Standing Committee (IASC) cluster approach.

The Operations Management Team (OMT)

Under delegated authority from the UNCMT, the OMT leads efforts at the level towards the simplification and harmonisation of business practices. The OMT is composed of the most senior operation official from each UNCT member. The Chair of the OMT rotates on an annual basis. The OMT's programmes are based on business mapping and process analysis targeted at reducing operational duplications and improving cost effectiveness to support the delivery of quality programmes. The OMT will have oversight over Procurement, Finance, Harmonisation of Cash Transfer (HACT), ICT, Human Resources and One UN House and provide CMT with recommendations as and when required. In the course of UNDAP implementation, the reforms to harmonise business practices will be continually pursued and accelerated where possible.

The Inter-Agency Programme Committee (IAPC)

Under delegated authority from the UNCMT, the IAPC is in charge of coordinating the implementation, the monitoring and the evaluation of UNDAP programmes. The IAPC supervises Programme Working Groups on all aspects of programme delivery and reporting.

IAPC also suggests modalities for UNDAP's adherence to recommendations for operational aspects, results-based management and crosscutting goals. In so doing, it works in close consultation with the Operations Management Team and oversees the work of IAGG, the HRG and the PME Group. The heads of programme or the most senior programme official among UN Agencies and the UNDAP PWG leads compose the IAPC. The Chair of the IAPC rotates on annual basis.

The Communication Group (UNCG)

The UNCG plans, produces and oversees communication products, services and activities that encompass the UN system bodies, including internal communications, branding, public information materials and media outreach. It works to ensure that the UN in Tanzania "speaks with one voice", with the help of tools and working methods that improve the coordination, efficiency and impact of the UN's communication work. The UNCG coordinates advocacy campaigns on cross-cutting issues such as human rights, gender and the environment.

Chaired by the UN Information Centre, the UNCG is made up of communication officers and focal points from all UNCMT members.

CROSS-CUTTING ISSUES WORKING GROUPS:

Inter-agency Gender group (IAGG): Human Rights Working Group (HRG): Planning, Monitoring and Evaluation Working Group (PMEWG)

Reporting to the IAPC, the IAGG, the HRG and the PMEWG advise the UNCMT on the integration of human rights, gender equality and results-based management in planning and programme delivery, operations management and communication. They coordinate the UNCMT's efforts to achieve relevant components of the DaO reform process results matrices and assist in the design and evaluation of UNDAP Programme Matrices. Through regular briefs on issues, programme interventions or other matters of relevance to their respective portfolios, the groups provide policy advice and support for joint UNCMT interventions, including relevant communication and advocacy strategies, and coordinate action as necessary when emerging issues of crosscutting character require a common approach.

A Lead Agency for each group will be agreed upon by the UNCMT. UNCMT also appoints the members of the groups and through the IAPC holds them accountable for the performance of the groups.

Programme Working Groups (PWGs)

The following UNDAP PWGs are established: Economic Growth, Environment and Climate Change, Education, Health and Nutrition, HIV/AIDS, Social Protection, WASH, Governance, Emergencies and Disaster Reduction (that also convenes as Emergency Coordination Group ECG), and Refugee Response. In addition, there is the Zanzibar Coordination Group. PWGs are the interagency groups responsible for the coordination of the implementation of the agreed 10 UNDAP programmes.

The UNCMT will agree on a UN lead agency for each PWG, based on objective criterion. The UN Lead's primary role is to facilitate efficient decision-making, effective WG coordination in planning/budgeting, review, monitoring and reporting and coherence in activities across the outcomes, while fostering progress in the implementation of the DaO principles. In addition, Lead Agencies, if so agreed by the Programme Management Committee (see below), can also act as Managing Agent for resources from the One Fund. UN Participating Agencies are accountable for the agreed agency specific results and targets established in the agreed PWG work plans. Through the IAPC, the UN Lead and PUNs are collectively accountable to the UNCMT and the JSC for the achievement of the agreed UNDAP outcomes.

Each PWG is managed by a Programme Management Committee. Co-chaired by the UN Lead Agency and a Government Lead counterpart, the Programme Management Committee agrees on, monitors and reviews work plans and advises on funding requirements as well as key implementation modalities. Further, the Programme Management Committee is responsible for the bi-annual reporting of PWGs and agrees on adjustments to UNDAP Programme Matrices based on annual reviews. PUNs, implementing partners, and Civil Society partners are members of the Programme Management Committee, with the participation of DPs as appropriate.

Under the supervision of the Programme Management Committee, PWGs may establish sub-working groups to facilitate efficient coordination among concerned UN agencies and implementing partners. Such working groups

will coordinate programme delivery at outcome/thematic level. Implementation coordination at the outcome/thematic level will depend on the specific programme goals. Coordination modalities are flexible and agreed upon by each PWG Management Committee.

The PWG structure does not replace day-to-day technical engagement with the GoT: its primary purpose is to coordinate UN programming within the framework of the agreed UN division of labour.

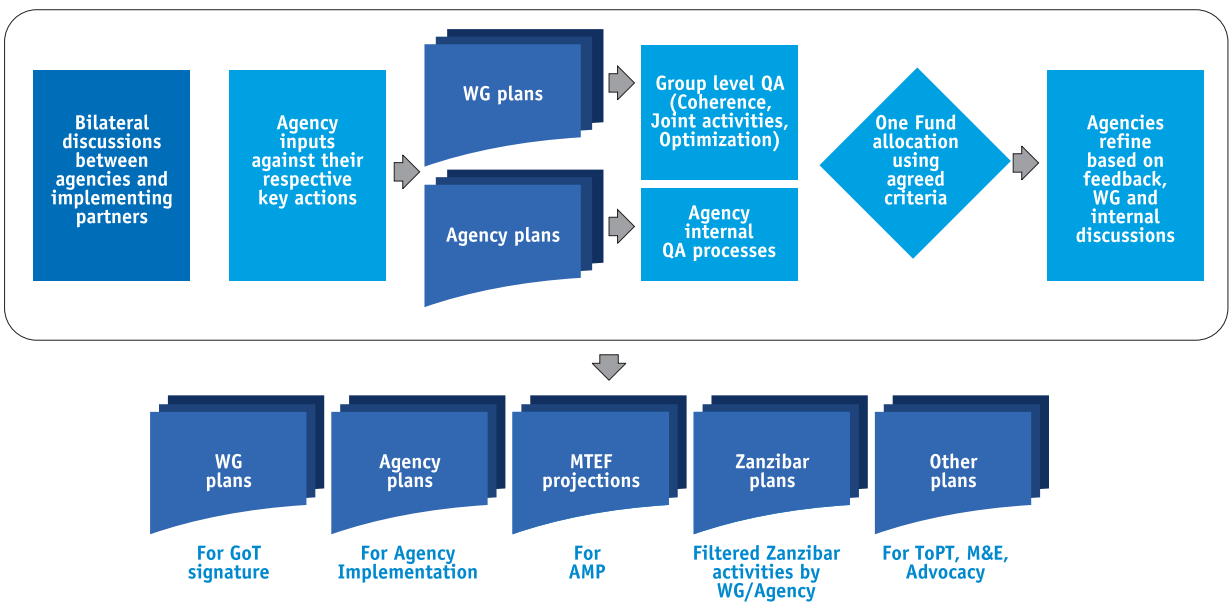
Each of the UNDAP Programmes will receive technical support from three UN Senior Cluster Advisors to ensure that delivery of the UNDAP remains anchored in national policy frameworks and that synergies are achieved within each cluster. Cluster Advisors will serve as interlocutors to provide government with strategic advice on key policy areas that represent a unified UN position. Overall, the Senior Advisors will contribute to UN programming cohesiveness and focus on upstream policies.

7.2 Programme Planning, M&E, Knowledge Management and Reporting

7.2.1 Planning, Monitoring, Reporting

The four-year integrated planning, review and reporting schema for the UNDAP will enable joint, coordinated and coherent monitoring of progress towards outputs and outcomes, according to results based management principles. It will be centred upon pre-defined indicators and annual targets and provide flexibility for revision to reflect programming realities. In order for the entire UN system to be able to review and report systematically across the UN agencies - resident and non-resident - the UNCT will deploy a web-based platform which will allow agency focal points to input their planned activities against key actions, forecast disbursements against available resources, and identify operational support

Figure 11: UNDAP Planning Process



requirements, including procurement needs. The database will afford the opportunity to filter and prepare agency and partner specific plans for submission to governing bodies. It will integrate national requirements for providing quarterly disbursement projections by implementing partner as part of the national budgeting process - Medium Term Expenditure Framework (MTEF) and Aid Management Platform (AMP), enabling increasing aid predictability and integration of external resources in the GoT budget and Exchequer system, in line with UN commitments under the JAST.

The UN will develop Annual Programme Working Plans (APWPs) for each of the ten PWGs of the UNDAP: running from July to the following June in alignment with the Government's fiscal cycle enabling the UN to meaningfully participate in national and sub-national planning and review mechanisms.

Initial development of the APWPs will involve consultation with implementing partners, followed by quality assurance processes at the PWG and agency level. The PWG will ensure compliance of the APWP against UNDAP key actions, coherence in planned activities by PUNs, due application of cross-cutting considerations and appropriate designation of staff responsible for implementation. To ensure accurate reporting against One Fund resources, APWPs will define the source of funds for each of the planned activities. To further enhance efficiency in implementation, joint activities will be pursued wherever feasible. Work Plans will also include measures to redress internal and partner capacity deficiencies or risks highlighted in quality assurance activities, for achievement of results. The APWPs will be further refined based on the actual One Fund allocation. This will allow for plans to be adjusted and made more realistic against available resources. Finalized APWPs will subsequently be generated by PWGs. The 10 PWG APWPs will then be signed with the Government, and required budgetary projections provided. A separate arrangement for Zanzibar will be filtered from the APWPs to ensure a coordinated UN engagement with GoZ.

There will be a common process for reviews against APWPs. The Mid Year Review in December/January will report progress on activities and annual targets ascribed in the UNDAP M&E matrix, ensuring that annual targets are relevant and updated. Activity status will be classified by the PM&E group, for example: progress as planned: change in strategy: activity dropped, delayed or yet to start. In order to keep the plan current, PWG will be permitted to update their annual targets. Performance reports will be available by PWG, Agency and for One Fund activities. Financial implementation achieved against planned activities will form the basis for performance-based allocations for the second half of the year from the One Fund to PUNs.

The Annual Review in June / July will report on progress made against outputs, financial expenditure, major achievements and constraints. PWGs will be required to report against annual targets and the extent to which crosscutting issues were mainstreamed. PWGs will also provide a narrative summarizing progress made against the desired outcomes. Additional opportunity for the recounting of unanticipated consequences - both positive and negative - will be afforded to maximize lesson learning. The PM&E group will then classify programme status against targets, for example: target met: target not met: achievement delayed: change in strategy required. Findings will form the basis of annual reports for the PWGs, individual agencies and the One Fund, as well as feed into evaluations.

An UNDAP Annual Report will be produced, encompassing the entire range of UN interventions in Tanzania. The guidelines for this will draw on the relevant portions of the UNDG guidance on Standard Operational

Format and Guidance for Reporting Progress on the UNDAF. Agency specific reporting, as required from their respective governing bodies, will be based on the UNDAP annual report and reviews.

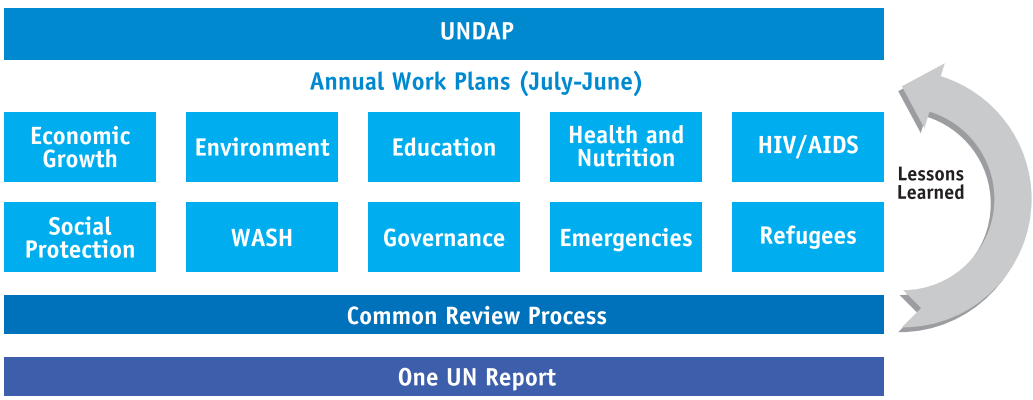
Findings from the Annual Review will enable appropriate strategic, programmatic and operational adjustments, as required, for reflection in subsequent APWPs. Plans should demonstrate that lessons of the previous year have been learnt, the problem and causality analysis remains valid and, where appropriate, strategy and/or actions have been amended. This should also include the identification of additional support needs or revision of assumptions made. Thus, the UNDAP will undergo a systematic process of review and (where necessary) renewal to ensure that the UNDAP is updated and reflects UN's continued relevance in Tanzania.

highlighted with justifications.

The monitoring and reporting system will itself be subject to periodic review and update during the lifetime of the UNDAP to ensure the practical information needs of intended users and partners continue to be served. Monitoring activities will be conducted legally, ethically and with due regard for the welfare of those affected by its findings. Where possible, common approaches to field monitoring will be established and implemented, in conjunction with common Quality Assurance mechanisms under HACT.

An evaluation of the UNDAP will be undertaken in the penultimate year of implementation. Necessary evaluation requirements will be determined at PWG and Outcome level, and these programme level evaluations will inform the larger UNDAP evaluation.

Figure 12. UNDAP Planning, Monitoring and Reporting



Agency reporting as necessary

Detailed guidance will be developed in conjunction with the online platform for planning, monitoring and reporting on the UNDAP to ensure that established work processes integrate well with the proposed systems design. Necessary flexibility to input activities outside of agreed key actions will be available. However, these activities will not be eligible for One Fund and will be separately

An UNDAP M&E calendar will be maintained on the UNDAP website that will show a calendar of planned research and evaluations at programme level. The four year calendar will inform the development of annual UNDAP M&E calendars, together the APWPs prepared at programme level. Where feasible and relevant, joint research and evaluation activities will be proposed.

7.2.2 Knowledge Management for Effective UNDAP Implementation

As part of the Joint Inspection Unit 2004 report on "Managing for Results", one of the nine benchmarks emphasizes the importance of knowledge management to support Results Based Management. For the implementation of the UNDAP, the UNCT will deploy and manage solutions for better technical collaboration among UN agencies though the PM&E group. This will be achieved through developing tools for knowledge exchange and measures to enhance knowledge acquisition and utilization.

The planned tools and strategies include:

1. Deploying UNCT Tanzania Intranet: The Intranet will allow Programme Working Groups and Agencies to post programme concept notes, strategies, plans, meeting minutes and other relevant programme documents for easier access across the UN system in Tanzania. As part of this deployment there will be additional functionalities to work collaboratively on shared documents and shared workspaces. Additional features, such as search capabilities, blogs and wikis will be available and deployed incrementally based on demand and feasibility.

2. Establishing a Document repository: A database of all Tanzanian development related surveys, studies, research, evaluations, audits, micro-assessments, and reports will be created and deployed. The repository will be centrally maintained by a designated focal point and keyword searches will enable UN staff to have seamless access to existing evidence base. Being an Intranet only deployment, users will be able to have access to internal UN reports.

3. Adapting the Tanzania Statistical Database: The Tanzania Socio Economic Database, which is regularly updated with the National Bureau of Statistics, will be deployed over the Intranet and will enable users to have access to latest statistics and easily convert them to tables, maps and graphs. A library of readily available tables, graphs and maps will also be made available.

4. Linking with Communities of Practice: While the functionality of deploying new Communities of Practice will be available to UN staff: to the extent possible, UN staff will be encouraged to utilize existing in-country, regional and global communities of practice. A webpage directing UN staff to these Communities of Practice will be made available.

5. Engaging KM Focal Points: To encourage regular content updates and encourage utilization within respective PWGs, Operations Groups and Cross-Cutting teams, KM Focal Points will be established. The KM focal points will be imparted training on posting latest information, encouraging knowledge exchange and updating users regularly on newly available information.

6. Ensuring User Orientations: General user orientations will be organized from time to time and will be compressed to include "need to know" information for all UN staff. This brief orientation package will be part of the UN induction package and will ensure that newcomers are oriented and encouraged to utilize existing KM tools

7. Emphasizing a utilization focus: KM will be utilization focused and therefore incrementally developed based on user demand. Development will be cost-effective and in-house to the extent possible. Utilization of the various KM tools will be tracked and monitored. Incentives for encouraging knowledge exchange will be instituted.

7.3 Implementation Modalities

Agencies will operate resource mobilization strategies consistent with their global mandate and partnerships requirements. This will be complemented by the continued use of the One Fund as well as joint funding mechanisms to support partnership and resource mobilization under UNDAP.

UNDAP will be jointly implemented by UN agencies, GoT, civil society, faith based organizations, academia, and the private sector within the framework of the Joint Assistance Strategy for Tanzania (JAST) agreed division of labour and the overarching goals of improved national ownership and effective partnership.

Management and institutional arrangements for programme implementation will utilise, to the fullest extent, national processes and systems, where appropriate and possible. UNDAP will conform to the national annual planning cycle (July to June) thus facilitating meaningful participation of the UN in national planning and review processes.

7.4 Management Modalities

Cash transfers for activities detailed in APWPs can be made by the UN system agencies using the following modalities:

1. Cash transferred to the Exchequer for forwarding to the Implementing Partner:
   a. Prior to the start of activities (direct cash transfer), or
   b. After activities have been completed (reimbursement).

2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.

3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with implementing partners.

4. Where cash transfers are made to the Treasury, the Treasury shall transfer such cash promptly to the Implementing Partner.

5. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

7. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

8. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives,

2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,

3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired: and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

The Auditor General (AG) may undertake the audits of the Government implementing partners. If the AG chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission the audits to be undertaken by private sector audit services.

Each UN system agency head is accountable to his/her Executive Head/Governing body for resources received by the UN system agency from its own resources, and in line with the pertinent financial regulations and rules of the concerned UN system agency. The UN system agency head or Representative of each system agency in a country is accountable to the Executive Head (or governing body, if relevant) of his/her own system agency for the resources received from his/her own organization. These resources are subject to the external and internal audit procedures laid down in his/her own organization. Each UN agency is solely subject to the external and internal auditing procedures laid down in each organization's financial regulations and rules and procedures, and should HACT be used, it is subject to the "standard" HACT procedures (e.g. macro/micro-assessments).

7.5 Commitments of the Government of Tanzania

The focus of the UNDAP is the achievement of national development priorities for which the leadership of GoT is paramount. The GoT is committed to achieve the national development priorities articulated in MKUKUTA and MKUZA to which the UNDAP is aligned. Government leadership and coordination is critical to the achievement of these commitments. The government coordinating authority for the UN system is the JSC: UNDAP also specifies the roles of line ministries as UN implementing partners.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNDAP and will cooperate with the UN system agencies including: providing voluntary contributions to the UN, encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme: endorsing the UN system agencies' efforts to raise funds for the programme from the private sector both internationally and in Tanzania: and by permitting contributions from individuals, corporations and foundations in Tanzania to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the

country, but not higher than those applicable to the United Nations System (as stated in the ICSC circulars).

The harmonised Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the APWP, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UN organizations will reimburse or directly pay for planned expenditure. The Implementing Partners will use the harmonised FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the APWPs only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the APWPs, and ensuring that reports on the utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and INGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the APWPs, and ensuring that reports on the full utilization of all received cash are submitted to the participating UN within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from a UN organization will provide UN system agency or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by a UN system agency, together with relevant documentation:
- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The Government is committed to achieve the national development priorities articulated in MKUKUTA and MKUZA to which the UNDAP is aligned

The findings of each audit will be reported to the Implementing Partner and the applicable UN organization. Each Implementing Partner will furthermore

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the applicable UN organization that provided cash (and where the AG has been identified to conduct the audits, add: and to the AG) so that the auditors include

these statements in their final audit report before submitting it to applicable UN organization.

- Undertake timely actions to address the accepted audit recommendations

- Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the AG has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

7.6 Other Provisions

1 In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the UN system agencies through the Representatives of each of the UN system agencies and an appropriate amendment to this UNDAP will be negotiated.

2 In the event of a failure by one party to fulfil any of its obligations under this UNDAP:

(a) where the defaulting party is one of the UN system agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAP vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party: and

(b) where the defaulting party is the Government, the UN system agency as to which the Government has defaulted, either alone or together with all other UN system agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAP by giving written notice of sixty (60) days to the defaulting party.

Any dispute between the Government and an UN system agency shall be resolved in accordance with the provisions of that Organization's basic agreement with the Government.

Any dispute among the UN system agencies shall be resolved exclusively among the UN system agencies through approaches identified in the UNDG-endorsed dispute resolution mechanism.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the documents listed in annex 1.

The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds, and assets and to its officials and consultants. In addition the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government.

The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors and agents.

None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held respon¬sible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Annex:

1.GoT and UN Agencies: Legal Agreements

	Agency	Agreement	Date Signed
1	UNDP	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30th May 1978
2	UNFPA	By applied Mutatis Mutandis of the Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme, to the activities and personnel of UNFPA in Tanzania	18th July 1996
3	UNICEF	Basic Cooperation Agreement between The Government of the United Republic of Tanzania and The United Nations Children's Fund	26th September 1994
4	WFP	Basic Agreement between The Government of the United Republic of Tanzania and the United World Food Programme	30th March 2006
5	UNIDO	By applied Mutatis Mutandis of the Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme, to the activities and personnel of UNIDO in Tanzania	26 October 1996
6	UNHCR	UNHCR co-operation Agreement and The Government of Tanzania	10th July 1991
7	UNESCO	Headquarters agreement between The Government of the United Republic of Tanzania and UNESCO	28th January 2005
8	ILO	Agreement between ILO and The Government of Tanganyika concerning the establishment of an East African field office in Dar es Salaam	3rd May 1962
9	FAO	Exchange of Letters which stands as agreement between The Government of the United Republic of Tanzania and FAO Headquarters.	Signed by GoT 12th February ,1977., FAO on 7th January, 1977
10	UNAIDS	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30th May 1978
11	IFAD	Headquarters Agreement between The Government of the United Republic of Tanzania and the International Fund for Agricultural Development on the Establishment of the IFAD's Country Office	Signed by GoT 5th May 2008: IFAD on 21st July 2008
12	IOM	Cooperation Agreement between The Government of the United Republic of Tanzania and the International Organisation for Migration	3rd October 2002
13	UNCDF	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30th May 1978
14	UN-Habitat	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30th May 1978
15	UN Women	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30th May 1978

2. Programme Results Matrix

Cluster I: Growth for reduction of income poverty [MKUKUTA] / Growth and Reduction of Income Poverty [MKUZA]

Economic Growth and Economic Governance

MDG: Goal 1. Eradicate extreme poverty and hunger

National: MKUKUTA:Goal 1.2 Reducing income poverty through promoting inclusive, sustainable, and employment-enhancing growth; MKUZA:Goal 1.2 Promote sustainable and equitable pro-poor and broad based growth

Outcome: **1. Key national institutions develop/enhance evidence-based pro-poor economic development policies and strategies**

1.1 Select national policies incorporate strategies for enhancing job-rich dividends and poverty reduction

Assumption: Sufficient political will and stability to pursue a pro-poor development agenda; Limited staff turnover

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.1.1 TA and share best practices (including Millennium Villages) in the drafting of policies/strategies with a pro-poor bias, such as the long term growth plan & the national capacity development policy	Use gender, human rights, environment, climate change and HIV/AIDS considerations in the formulation of national policies & strategies	**UNDP**	MoFEA, zMoSFEA, POPC, POPSM, zMoPEE	3,600,000	Both Mainland and Zanzibar
1.1.2 TA to incorporate employment sensitive strategies in sectors and budgets; Support the development of employment generation policies at the local level; Support in monitoring employment and decent work trends in the country	Women and youth will be a key target group and their needs carefully considered in employment policy responses	**ILO**	MoFEA, zOCGS, MoLYED, zMoLYWCD, NBS, PMO-RALG, REPOA, TUCTA, ATE, SIDO	4,558,269	Both Mainland and Zanzibar

1.2 National policies, strategies and systems for monitoring industrial performance, enterprise support and investment are evidence based

Assumption: National commitment to evidence based programming

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.2.1 TA in drafting manufacturing sector policies/strategies and support in monitoring implementation; Monitoring of industrial performance	Policies and strategies developed take into account gender and environment concerns	**UNIDO**	zMoTTI, MoITM, CTI	750,000	Both Mainland and Zanzibar
1.2.2 TA in periodic industrial statistics and competitiveness reports / surveys; establish functional industrial statistical database	Policies and strategies developed take into account gender and environment concerns	**UNIDO**	zOCGS, zMoTTI, NBS, MoITM, CTI	500,000	Both Mainland and Zanzibar

1.3 National agricultural sector programmes which foster productivity and food security have improved information systems

Assumption: Limited staff turnover; Timely availability of funds

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.3.1 Identify capacity needs in food systems development, planning and management of food security and nutrition programmes and routine data systems; Support their strengthening and development	Mainstreaming gender in the development interventions and routine data systems	**FAO**	zMoALE, TFNC, MoLDF, LGAs, MoAFC, MoITM	6,450,000	Both Mainland and Zanzibar

1.4 Appropriately disaggregated demographic and housing data from national censuses and surveys available

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.4.1 TA/FA to NBS and OCGS in preparation, conduct, analysis and dissemination of data from the Tanzania Population and Housing census	National census provides data disaggregated by sex, education, income, geographical location, and other socio-economic considerations	**UNFPA**	MoFEA, zOCGS, zMoSFEA, NBS, REPOA, TGNP	4,000,000	Both Mainland and Zanzibar
1.4.2 TA to NBS to coordinate and implement the Tanzania Statistical Master Plan (TSMP) including development of routine administrative record systems including vital registrations	National surveys and routine systems provide data disaggregated by sex, education, income, geographical location, and other socio-economic considerations, as applicable	**UNFPA**	MoFEA, zOCGS, zMoSFEA, NBS, RITA	1,000,000	Both Mainland and Zanzibar

1.5 Trade and enterprise development policies mainstream gender considerations

Assumption: Commitment to gender mainstreaming

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.5.1 Trade and enterprise development policies reviewed; Support provided in incorporating gender dimensions in policy actions to reduce barriers for poor women		**UNWOMEN**	MoHSW, MoCT, PMO, TACAIDS, Academia, MoJCA, MoITM	500,000	Mainland

1.6 National policies, strategies, budgets and monitoring systems mainstream environmental issues

Assumption: Adequate national capacity and commitment to mainstream environment and climate change

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.6.1 TA to mainstream environment in national, sectoral and district development planning processes and decision making processes; Development of national capacity in integrated economic and environment assessment, budgeting and monitoring	Sustainable resource utilisation supports poverty reduction in vulnerable areas, promotes equity, long term growth and enhances return on investments in key growth sectors	**UNEP**	MoFEA, NBS, PMO-RALG, NEMC, UDSM, VPO, zMoPEE	4,000,000	Mainland

1.7 Enhanced Science, Technology and Innovation (ST&I) research and policy linkages to boost productivity and economic growth

Assumption: MDA commitment to evidence-based planning, retraining of staff and coordination of actions

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.7.1 Support indicators and training for systematic acquisition ST&I data, draft a national Research & Development coordination strategy, provide research-policy linkages & produce at least 10 policy briefs; Training on a coherent financing system of the national science vote and programming	Include measures to address gender imbalance in ST&I and reflect environment concerns	**UNESCO**	MoFEA, MoHSW, MoEVT, MoWI, NBS, MoCDGC, PMO, Other, Private Sector, Academia, MoAFC, COSTECH, MoCST	200,000	Both Mainland and Zanzibar

1.8 ST&I mainstreamed in national development and innovation policy frameworks

Assumption: MDA commitment to retraining of staff and coordination of actions

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.8.1 National ST&I System Reviewed, Action Plan Prepared; Support select interventions from the action plan; Strengthening of international linkages; TA to select national institutions to provide tailor made courses on Innovation Management, Science Policy and Analysis & Technology Entrepreneurship; Support GoT research in science, technology and innovation	Curriculum integrates gender, environment and youth considerations	**UNESCO**	MoFEA, MoHSW, MoEVT, MoWI, NBS, MoCDGC, PMO, Other, Private Sector, Academia, MoAFC, COSTECH, MoITM, MoCST, MNRT, MoID	700,000	Both Mainland and Zanzibar

1.9 Relevant MDAs, higher learning and other research institutions utilise population variables in developing sector policies and plans

Assumption: Commitment to evidence based programming

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.9.1 TA for capacity building to MDAs and selected higher learning institutions to facilitate integration of population variables into sector policies and plans appropriately to foster understanding of the linkages between population and economic development	Demographic variables include gender, education, income, geographical location, environment sustainability and other socio-economic considerations, as applicable	**UNFPA**	MoFEA, zMoSFEA, UDSM, POPC	3,000,000	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger

National: MKUKUTA:Goal 1.4 Ensuring food security and climate change adaptation and mitigation; MKUZA:Goal 1.3 Reduce income poverty and attain overall food security

Outcome: **2. Local Government Authorities (LGAs), agriculture support organizations and small-holder farmers increase agricultural productivity, access to markets and food security**

2.1 Better knowledge sharing on agriculture productivity, food fortification and marketing

Assumption: Limited staff turnover among IPs; Timely availability of funds; Market infrastructure and systems are put in place; Commitment to implementation of regulatory framework and standards

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.1.1 Identify and document Good Agricultural Practices (GAP) for key sub-sectors (cassava, rice, horticulture, dairy and poultry) for adoption and up scaling		**FAO**	zMoALE, LGAs, zDistricts, MoAFC	300,000	Both Mainland and Zanzibar
2.1.2 Develop and enhance knowledge and technical expertise of extension staff and farmers in five priority food-insecure regions for adoption and up scaling of GAP	Equal access afforded to women and men	**FAO**	zMoALE, LGAs, zDistricts, MoAFC	300,000	Both Mainland and Zanzibar
2.1.3 TA in implementation of agricultural marketing policies and strategies including adoption of sanitary and phytosanitary measures for trade in agricultural products	Ensure participation of women and men in implementation of marketing policies and awareness raising	**FAO**	zMoALE, LGAs, zDistricts, MoAFC	300,000	Both Mainland and Zanzibar
2.1.4 TA to MDAs for gap analysis on barriers that hinder small scale farmers access to sustainable markets, in 20 priority districts: TA and FA for commodity management; Training on marketing food crops for smallholder farmers; Marketing strategies and phytosanitary measures related to trade	Women smallholder farmers have equal access to markets	**WFP**	PMO-RALG, PMO, CSO, Private Sector, MoAFC, MoITM	2,500,000	Mainland - Select regions/districts
2.1.5 Support operational throughput capacity of Dar es Salaam transport corridors including road, rail and ports to improve movement of cargo, including food aid		**WFP**	PMO, Private Sector, MoID, TPA, TAZARA	0	Mainland

Programme Results Matrix

2.1.6 Identify best mechanisms for food fortification; Train small scale farmers in priority districts on food fortification; Provision of equipment and communication materials	Equal access afforded to women and men	**WFP**	MoHSW, TFDA, TFNC, NBS, PMO, CSO, Private Sector, MoITM	500,000	Mainland - Select regions/districts

2.2 Priority areas for public and private investments that will increase food security identified, including targeted safety-net interventions

Assumption: Commitment to evidence based programming

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.2.1 Support the government to carry out comprehensive food security and vulnerability analysis to inform priority investments in food security and nutrition		**WFP**	MoHSW, NBS, MoAFC	500,000	Mainland

2.3 Farmer organizations provide affordable and quality services and goods to their members

Assumption: Farmers actively participate in programmes

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.3.1 TA and FA to organize small scale farmers into associations and cooperatives to achieve economies of scale and increase bargaining power for accessing agriculture inputs (including seeds, fertilizers, microfinance, advisory services etc.) and market opportunities	Special focus on cooperatives owned by women	**ILO**	zMoALE, PMO, Private Sector, MoAFC, MUCCoBS	1,561,171	Both Mainland and Zanzibar
2.3.2 Design and implement capacity building activities (training, field visit, tools, equipment, financial assistance) for farmers' organizations to provide affordable and quality services (including financial) for their members	Special focus on cooperatives owned by women	**ILO**	zMoALE, PMO, Private Sector, MoAFC, MUCCoBS	780,585	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger

National: MKUKUTA:Goal 1.2 Reducing income poverty through promoting inclusive, sustainable, and employment-enhancing growth; MKUZA:Goal 1.2 Promote sustainable and equitable pro-poor and broad based growth

Outcome: **3. Relevant MDAs, LGAs and Non State Actors enhance structures and policies for promoting viable pro-poor business sectors and SMEs**

3.1 Relevant MDAs, LGAs and private sector collaborate in promoting investment and local economic development (LED)

Assumption: MDAs and LGAs respond in a timely fashion to private sector demands; Government continues to forge ahead with decentralization

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.1.1 Support South-South exchanges on private sector & rural economy; Support design and implementation of Millennium Village models; Support design of financing modalities through public-private partnerships (PPP); Training government legal experts on investment contracts in the extractive industries; Establish resource centre for contract management; Strengthen PPP dialogue in Zanzibar	Enhance role and participation of women entrepreneurs in PPP	**UNDP**	MoFEA, AGC, ZBC, zMoSFEA, PMO, POPC	1,600,000	Both Mainland and Zanzibar
3.1.2 Strengthen capacity of Planning Commission/PMO-RALG in analyzing LED policies, assistance in clearly defining mandates, functional assignments and coordination between centre and local governments in promoting LED	Ensure gender equitable development in policies	**UNCDF**	MoFEA, PMO, LGAs	300,000	Mainland
3.1.3 TA for supporting policy dialogue platform between private and public sector institutions to enhance public private partnership and promote investment	Gender and environmental issues for private sector development integrated in the dialogue platform	**UNIDO**	TNBC, TPSF	300,000	Both - Select regions/districts
3.1.4 TA to relevant institutions to conduct investor surveys on a periodic basis; electronic dissemination; setting up a monitoring platform to track investments	Gender disaggregated data included in survey	**UNIDO**	zMoTTI, MoITM, TIC, ZIPA	400,000	Both - Select regions/districts

3.2 Relevant institutions and priority private sector enterprises improve implementation of integrated value and supply chain development in key productive and innovative sectors

Assumption: Sufficient political commitment to promote value addition in national production systems, dialogue within the public and private sector, enterprise competitiveness and trade promotion; TIC's commitment to evidence based programming

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.2.1 TA to relevant institutions in conducting value chain studies, facilitate skills and technology transfer for value addition and marketing of related products	Ensure gender balance and use of clean technology	**UNIDO**	zMoTTI, PMO, Private Sector, MoITM, SIDO, TIRDO	3,300,000	Mainland
3.2.2 TA and tools to key national institutions to implement Subcontracting Partnership eXchange (SPX) mechanism in promoting business linkages towards integration into national and global value chains	TA takes gender considerations into account	**UNIDO**	PMO, Private Sector, TCCIA, TIC, ZIPA, CTI	300,000	Both Mainland and Zanzibar

3.3 SMEs and social economy organizations (cooperatives, associations, etc.) in selected subsectors have improved access to Business Development Services (BDS)

Assumption: The Government endorses the applicability of the Bank of Tanzania legal and regulatory framework for its microfinance policy/strategy; TCCIA maintains the commitment to take up and make BICs financially sustainable

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.3.1 Stimulate demand for BDS through voucher schemes, subsidize product development, service delivery models, support market analysis, credit guarantee schemes & challenge fund mechanisms	Special focus on women and youth owned enterprises and cooperatives; Due attention given to the informal sector	**ILO**	zMoALE, zMoSFEA, zMoLYWCD, PMO, Private Sector, LGAs, MoAFC, MUCCoBS, TFC	2,862,146	Both Mainland and Zanzibar
3.3.2 Design and implement capacity building activities (training, study visits, tools, equipment, financial assistance) for BDS providers so that they can offer tailor made services; Support to enterprises in formalization process	Special focus on women and youth owned enterprises and social economy organizations	**ILO**	zMoALE, zMoSFEA, zMoLYWCD, PMO, Private Sector, LGAs, MoAFC, MUCCoBS, TFC	5,014,096	Both Mainland and Zanzibar
3.3.3 Consultations on the proposed microfinance policy, provide support in the development of this policy/strategy, support specific interventions of this policy to promote a more inclusive finance industry in Zanzibar	Ensure that policy actions address the needs of women entrepreneurs and youth	**UNCDF**	MoLYED, zMoSFEA, zMoLYWCD, PMO, Other, Private Sector, MFI, Banks	150,000	Zanzibar
3.3.4 TA to establish/strengthen Business Information Centres in priority regions through technical advice, trainings in Information Communication & Technology (ICT) and business management skills and equipment	Special attention to small enterprises access to ICT and business development services	**UNIDO**	ZNCCIA, TCCIA	800,000	Both - Select regions/districts
3.3.5 TA to industry support institutions to establish and strengthen business service centres for selected sectors	Special attention to women youth owned enterprises access to business support services	**UNIDO**	zMoTTI, MoITM, SIDO	1,200,000	Both - Select regions/districts

3.4 Relevant MDAs implement a national strategy towards strengthening cultural and creative enterprises

Assumption: Sufficient political will; Timely availability of funds

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.4.1 Draft, consult and finalize national strategy and action plan for cultural and creative industries; Support select interventions from the national action plan; Support M&E of national strategy and plan	Focus on women , youth and people with physical disabilities	**UNESCO**	Other, Academia, MoITM, MNRT, MoICS, BASATA, COSOTA, TaSUBa	500,000	Mainland
3.4.2 TA to create linkages between cultural and creative industries, tourism and entrepreneurship clusters in higher education institutions (HEI)	Ensure focus on gender, youth, environment, rural and marginalized communities	**UNESCO**	PMO, Private Sector, Academia, MNRT, MoICS	100,000	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger

National: MKUKUTA:Goal 1.2 Reducing income poverty through promoting inclusive, sustainable, and employment-enhancing growth; MKUZA:Goal 1.2 Promote sustainable and equitable pro-poor and broad based growth

Outcome: **4. Relevant institutions improve national capacities to promote regional integration and international trade**

4.1 Trade mainstreamed in key plans and strategies of selected MDAs with more products, goods and services integrated along the value chains within the country and in the EAC

Assumption: MoITM coordinates other MDAs on trade related interventions

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.1.1 Support trade policy formulation and coordinate related assistance from UN Agencies, support national policy dialogues, strengthen intra-government coordination and efforts on trade	Ensure training and tools are gender sensitive and equal participation of women ensured	**UNDP**	MoITM, MoCST, MoEAC	2,900,000	Mainland
4.1.2 TA to academic institutions and MDAs to undertake research and training in trade and related matters; TA to authorities on customs procedures	Focus of the analytical work and TA should be such that smaller businesses benefit from trade facilitation	**UNCTAD**	zMoTTI, Academia, UDSM, MoITM, MoEAC	287,500	Both Mainland and Zanzibar
4.1.3 Training on Tariffs and Non-Tariff Barriers; Assist in the Analysis of Trade and Product Flows, TA to integrate gender dimensions in trade; Support in the design and implementation of the Export Development Plan		**ITC**	zMoTTI, MoITM, MoEAC	430,000	Both Mainland and Zanzibar
4.1.4 TA in building/strengthening institutional platforms for intra/inter networking of chambers of business and commerce; Support exchange of trade information/intelligence on business sectors	Strategies are already in-built to address trade related women issues including recently conducted reviews	**ITC**	ZNCCIA, PMO, Private Sector, TCCIA	500,000	Both Mainland and Zanzibar

Programme Results Matrix

4.2 Relevant institutions and MDAs harmonize trade related instruments, services, standards and policies to smoothen EAC integration and competitiveness

Assumption: Other EAC members states harmonize or make policy adjustments in a timely fashion

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.2.1 Support national analysis on EAC common market implications and opportunities; Support consensus building on recommendations; Support key MDAs in the implementation of EAC harmonization and simplification procedures	Ensure that harmonization is gender sensitive and women benefit from expansion of the market	**UNDP**	zMoTTI, MoITM, MoEAC	710,000	Both Mainland and Zanzibar
4.2.2 TA to harmonize labour laws and regulations consistent with EAC Guidelines; Support review of existing regulations, assist in revising and adopting regulations and procedures	Ensure that harmonization is gender sensitive and women benefit from expansion of the market	**ILO**	MoLYED, zMoLYWCD, Other	62,685	Both Mainland and Zanzibar
4.2.3 TA to selected regional and national institutions to support upgrading and modernisation of regional industrial enterprises	Environmental considerations and standards will be taken into account	**UNIDO**	zMoTTI, MoITM, MoEAC	1,000,000	Both Mainland and Zanzibar

4.3 Enhanced capacity of private sector to benefit from greater access to international markets

Assumption: Commitment of national authorities to harmonization of standards and trade at regional level

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.3.1 TA in the design and implementation of sector strategies and mechanisms for a Public-Private Partnerships supporting trade integration; Facilitate dialogue between the private and public sector on trade flows and non-tariff barriers	Through existing programs on gender and women in trade, there will be continued support to address gender dimensions in trade	**ITC**	PMO, Private Sector, MoITM	700,000	Mainland
4.3.2 Provide tools and training to selected private sector enterprises to be able to comply with trade standards and practices	Environmental standards taken into account and promoted	**UNIDO**	zMoTTI, PMO, Private Sector, MoITM, ZATI, TBS	800,000	Both Mainland and Zanzibar
4.3.3 TA in the implementation of export specific strategies in horticulture, agro processing and the tourism subsectors	Private sector women enterprises are prioritised, where possible	**ITC**	ZNCCIA, TCCIA, HODECT, TAHA	1,212,500	Both Mainland and Zanzibar
4.3.4 TA to entrepreneurs in accessing international markets with a particular focus on organic products	Priority will be given to small scale businesses	**UNCTAD**	zMoTTI, MoITM	1,103,928	Both Mainland and Zanzibar
4.3.5 TA and FA to SMEs to participate in trade fairs and trade exhibitions; Establishment of trade fair ground and business centre in Zanzibar		**ITC**	PMO, Private Sector	250,000	Zanzibar
4.3.6 Work in selected locations to support women traders to form networks to demand their rights to protection, social services, and business information services to benefit from regional integration and trade		**UNWOMEN**	MoFEA, MoLYED, zMoLYWCD, NBS, PMO-RALG, Other, LGAs, MoAFC	600,000	Both - Select regions/districts

MDG: Goal 1. Eradicate extreme poverty and hunger

National: MKUKUTA:Goal 1.3. Ensuring creation of productive and decent employment, especially for women and youth; MKUZA:Goal 1.2 Promote sustainable and equitable pro-poor and broad based growth

Outcome: **5. Key MDAs and Non-State Actors enhance skills and entrepreneurship programmes to improve labour productivity and employment creation**

5.1 Skills development strategy formulated and implemented by key MDAs and the private sector

Assumption: National commitment to operationalise the institutional mechanism and ensure resources are provided

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
5.1.1 Develop and implement labour market information system; Support MDAs and the private sector to assess skills gaps; Draft strategy and implement coordination mechanism; Capacity development to make the system and institutional frameworks fully functional	Ensure that the labour market framework identifies and proposes corrective measures to address disparities in skills and employment opportunities for women	**ILO**	MoLYED, zMoEVT, PMO, Private Sector, Trg Institutes	1,128,627	Both Mainland and Zanzibar

5.2 Apprenticeship training programmes implemented in key growth sectors with high potential for job creation

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
5.2.1 Support the design of curriculum, mentoring and programmes with the private sector	Curriculum and apprenticeship programmes integrate the needs of female job seekers for example child care provision	**ILO**	MoLYED, zMoEVT, PMO, Private Sector, Trg Institutes	1,367,481	Both Mainland and Zanzibar

5.2.2 Support consultations among stakeholders to identify options and agree on core skills to be upgraded and recognized; Carry out comprehensive research to inform system development; Upgrade and institutionalise informal apprenticeship training system		**ILO**	MoLYED, zMoEVT, PMO, Private Sector, Trg Institutes	1,434,031	Both Mainland and Zanzibar

5.3 Entrepreneurship trainings introduced in formal and non formal education

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.3.1 Assessment and sharing of best practices and tools on entrepreneurship education; Organize consultative meetings; TA in developing curriculum and training programs on entrepreneurship		**ILO**	MoLYED, zMoEVT, PMO, Private Sector, Trg Institutes	364,662	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger

National: MKUKUTA:Goal 1.3. Ensuring creation of productive and decent employment, especially for women and youth; MKUZA:Goal 1.2 Promote sustainable and equitable pro-poor and broad based growth

Outcome: **6. MDAs and Non-State Actors improve implementation of labour standards in an effort to promote decent work and productivity benefits for employers and workers**

6.1 Employers and workers have increased awareness of applicable labour laws and the services provided by the relevant labour institutions

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.1.1 Provide training and TA to MDAs, employers, workers organizations and labour institutions, in promoting knowledge and understanding of the labour laws and relevant international standards	Training will include both formal and informal organizations and ensure that women in particular are well represented	**ILO**	MoLYED, zMoLYWCD, Other	595,510	Both Mainland and Zanzibar

6.2 The labour institutions have increased capacity to provide services and to enforce compliance with the labour laws

Assumption: The Government sets aside adequate resources to undertake labour inspections

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.2.1 Support the development of training programs and tools, and the organizational development of selected institutions in the areas of labour inspection, advisory, enforcement and dispute resolution services		**ILO**	MoLYED, zMoLYWCD, Other	548,496	Both Mainland and Zanzibar

6.3 Tripartite dialogue among government employers and workers is strengthened through a forum for parties to engage on key policy matters and adherence to international standards

Assumption: The Government commits adequate resources for Labour, Economic and Social Council(LESCO)/LAB

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.3.1 Provide training and support for the organizational development of tripartite bodies including reviewing/drafting the operating rules for the tripartite bodies; Support development and implementation of gender and human rights guidelines for implementation of labour laws		**ILO**	MoLYED, zMoLYWCD, Other	360,441	Both Mainland and Zanzibar

Environment and Climate Change

MDG: Goal 1. Eradicate extreme poverty and hunger

National: MKUKUTA:Goal 1.4 Ensuring food security and climate change adaptation and mitigation; MKUZA:Goal 1.2 Promote sustainable and equitable pro-poor and broad based growth

Outcome: **1. Key MDAs and LGAs integrate climate change adaptation and mitigation in their strategies and plans**

1.1 National capacity and strategies for climate change adaptation in place

Assumption: Stakeholders acknowledge shared interests; Sufficient political will and timely availability of funds

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.1.1 Facilitate training to key stakeholders, including government officials, NGOs, CSOs and FBOs and facilitate production of policy briefs and other awareness materials on the impacts of climate change and adaptation options; Support institutional capacity needs assessments, communication and advocacy events; Develop guidelines for mainstreaming climate change adaptation in the national policies, development plans and strategies	Promote equity and gender considerations in training and publications; Consider representation of women and marginalized groups such as people with disabilities and youth groups in awareness raising activities, as relevant	**UNEP**	NEMC, UDSM, VPO	13,500,000	Mainland

Programme Results Matrix

1.1.2	TA and FA to MDAs and LGAs to mainstream Climate Change Adaptation (CCA) in their development strategies; Facilitate the establishment of an environmental fund for climate change; Facilitate consultative processes within government to build consensus on how to mainstream climate change adaptation in key line ministries through financial support, sharing of good practices; and targeted learning exchange	Prioritize high risk areas for nutrition and the needs of vulnerable groups; Ensure collaboration with other key sectors including HIV/AIDS and food security; Ensure strategies for distribution of nutrition supplies are conflict sensitive at local levels	**UNDP**	MoFEA, zMoSFEA, LGAs, VPO	5,100,000	Both Mainland and Zanzibar

1.2 National Capacity to adopt and implement mitigation strategies for a low carbon and resource efficient development path enhanced

Assumption: Positive response from key MDAs and effective coordination by VPO; Successor agreement framework after 2012 continues to support Carbon trading; Prices for carbon remains attractive; Sufficient political will to reduce carbon emission; Timely availability of funds

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.2.1 Provide training and technical support to Ministry of Finance, VPO-Environment and Ministry of Energy and interested members of the private sector to access global and local carbon financing from the official and voluntary carbon markets	Promote equity (women and youth) in access to training	**UNDP**	MoFEA, VPO, MoEM	800,000	Mainland
1.2.2 Assist key national institutions related to energy (Ministry of Energy and Minerals, Rural Energy Agency, Tanzania Bureau of Standards) to promote the use of renewable energy sources, energy efficient technologies and clean technology practices Provide technical advice to develop energy standards and a code of proactive for Tanzanian government and business sectors	Promote equity and consider needs of women and youth	**UNDP**	TBS, MoEM, REA	13,000,000	Mainland
1.2.3 Facilitate the wider use and application of technologies for solar energy, wind energy, bioenergy, and hydropower and reducing the energy use in intensive productive sectors	Efforts to ensure equal opportunity between female and male owned enterprises	**UNIDO**	UDSM, MoITM, VPO, MoEM, REA, CPCT	2,500,000	Both Mainland and Zanzibar
1.2.4 Build capacity for upscaling conservation agriculture and mainstreaming climate change adaptation in agricultural investment plans	Agricultural investment plans mainstream gender considerations	**FAO**	zMoALE, MoWI, MoLDF, MoAFC	1,260,000	Both Mainland and Zanzibar
1.2.5 Facilitate the establishment of a Clean Development Mechanism (CDM) initiatives network nationwide for experience sharing, motivation and promotion of sustainable bioenergy practices	Promote representation of women initiatives	**UNEP**	PMO-RALG, VPO, MoEM	1,000,000	Mainland
1.2.6 Set up and monitor a pilot project for the installation and maintenance of solar lighting in households; Principal target will be women in FFS in Lindi and Mtwara	Monitor impact on consumption of wood, fuels and other non-renewable sources of energy	**UNWOMEN**	MoCDGC, Academia, LGAs, MoAFC	600,000	Mainland - Select regions/districts

1.3 National Governance Framework for Reducing Emissions from Deforestation and Degradation (REDD) and capacity to manage programmes for reducing the loss of forest carbon in place

Assumption: Successor agreement framework after 2012 captures REDD elements and PES concept accepted widely; Benefits for PES and REDD reach the rightful owners; Sufficient political willingness

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.3.1 Develop capacity of LGAs and local communities to manage forest carbon projects that reduce emissions from deforestation and degradation (REDD+) and provide other benefits in terms of biodiversity, water supply, and poverty alleviation	Ensure representation of women and youth groups; Considerations for indigenous knowledge on ecosystem benefits included	**UNDP**	MoFEA, zMoSFEA, LGAs, VPO	4,800,000	Both Mainland and Zanzibar
1.3.2 Mobilize stakeholder support for the UN REDD programme in Tanzania through promoting dialogue between decision-makers on REDD program/ initiative and provide accurate, relevant and current information to decision makers within government on REDD and climate change so that they can make an informed decision; Promote greater public awareness and dialogue on issues related to REDD program in order to promote mutual understanding between stakeholders and to ensure that the voices of the rural poor are reflected in the development and implementation of the national REDD program strategy	Enhance use of gender lenses, environment and climate change in harmonization of standards and code of practice	**UNEP**	PMO-RALG, MNRT	700,000	Mainland
1.3.3 Increase capacity for capturing REDD elements within National Monitoring, Assessment, Reporting and Verification Systems (NMRV)	Ensure gender considerations are mainstreamed in the REDD elements of the NMRV systems	**FAO**	zMoALE, MoAFC, MNRT	2,000,000	Both Mainland and Zanzibar

1.4 Select LGAs incorporate climate change adaptation programmes in their plans and budgets

Assumption: Local level participatory planning approach is rolled-out as per workplan

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.4.1 Support inclusion of good practices from small scale adaptation in LGA plans and budgets; Support technical capacities at local levels	In technical capacity development at local level, ensure inclusion of women, youth and the disabled	**WFP**	PMO-RALG, CSO, MoAFC	0	Mainland

1.5 Hazard risk reduced in targeted communities, including climate change adaptation

Assumption: Effective and reliable marketing systems for food and non-food items

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.5.1 Targeted LGAs conduct FFA (Food For Assets) activities to promote climate change adaptation through irrigation canal, water harvesting, land reclamation, etc.; Build or restore disaster mitigation assets of targeted communities	Ensure inclusion of women, youth and the disabled	**WFP**	PMO-RALG, CSO, MoAFC	40,000,000	Mainland

MDG: Goal 1. Eradicate extreme poverty and hunger

National: MKUKUTA:Goal 1.5 Allocating and utilizing national resources equitably and efficiently for growth and poverty reduction, especially in rural areas; MKUZA:Goal 1.2 Promote sustainable and equitable pro-poor and broad based growth

Outcome: **2. Relevant MDAs, LGAs and Non-State Actors improve enforcement of environment laws and regulations for the protection of ecosystems, biodiversity and the sustainable management of natural resources**

2.1 National and local levels have enhanced capacity to coordinate, enforce and monitor environment and natural resources

Assumption: Positive response from key LGAs and effective coordination by PMO-RALG and VPO; Environmental plans adequately supported and enforced

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.1.1 Undertake awareness campaigns on the contents of the new Environment Management Act (EMA); Facilitate formulation of environmental plans and strategies at the LGAs, based on the roles and mandates given to different actors by the EMA	Promote equity in campaigns and all awareness activities with special consideration to women, youth, and marginalized groups	**UNDP**	MoFEA, CSO, LGAs, VPO	4,900,000	Both Mainland and Zanzibar
2.1.2 TA and tools to key national institutions and stakeholders for implementing effective waste management strategies	Consider the difference in perspectives and definition of the term 'waste' across various groups	**UNIDO**	UDSM, MoITM, VPO, MoEM, REA, CPCT	800,000	Both Mainland and Zanzibar
2.1.3 TA for the implementation of an 'ecosystem approach' to fisheries, reduce Illegal, Unregulated and Unreported (IUU) fishing and build capacity for assessing and monitoring national forest resources	Ensure gender considerations are taken into account in the EAF adaptation	**FAO**	zMoALE, MoLDF, MNRT	5,750,000	Both Mainland and Zanzibar
2.1.4 Support training to government, NGO and private sectors in environmental laws, regulations and enforcement methods; Facilitate development of by-laws and other practical tools for sustainable utilization of natural resources in consideration of the poor	Development of training, bylaws and tools ensures participation of women and marginalized groups, including the disabled	**UNEP**	PMO-RALG, NEMC, MNRT, VPO	1,000,000	Mainland

2.2 Technical, financial and governance capacities for sustainable land and forest management enhanced

Assumption: Strong support from partners on programmatic approach to SLM issues; Investment framework benefits players equally; Timely approval of the investment framework; Global funds continue to increase and Kyoto successor endorsed by parties; Prices for Carbon remain attractive

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.2.1 Promote use of good agricultural practices in Kilimanjaro region, through capacity building to farmers; Support for reducing resource degradation and improve income of farmers through facilitating access to environmental benefits	Promote strong gender representation and equity in SLM issues	**UNDP**	MoFEA, CSO, LGAs, MNRT, VPO	2,000,000	Mainland - Select regions/districts
2.2.2 Support review and development of sustainable land management (SLM) systems for the main agro-ecological zones in Kilimanjaro and Pare Mountains	Promote strong gender representation and equity in SLM issues	**UNDP**	MoFEA, CSO, LGAs, MNRT, VPO	1,700,000	Mainland - Select regions/districts
2.2.3 Support the development of a national strategic investment framework for mainstreaming SLM and environmental conservation into national economic growth goals	Promote strong gender representation and equity in SLM issues to ensure the resulting framework produce benefits to both women and men	**UNDP**	MoFEA, CSO, LGAs, MNRT, VPO	700,000	Mainland
2.2.4 TA and capacity development for land use planning and classification of areas most suitable for agriculture in Zanzibar and management of the Kagara River Basin	Ensure equity in land use planning and classification for agriculture	**FAO**	zMoALE	50,000	Zanzibar
2.2.5 Promote national level dialogue among key stakeholders on sustainable terrestrial ecosystem management that is sensitive to gender and socio-economic issues	National dialogue includes women's groups	**UNDP**	MoFEA, CSO, LGAs, MNRT, VPO	400,000	Both Mainland and Zanzibar

Programme Results Matrix

2.2.6	Assist government, in particular MOFEA, to formulate a national strategic investment framework that captures integrated financing opportunities (national and international) related to Payments for Ecosystem Services (PES) for carbon, water and biodiversity	National framework to enhance access of women and marginalized groups to ecosystem services	**UNDP**	MoFEA, PMO, Private Sector, LGAs, VPO, MoEM	1,000,000	Mainland
2.2.7	TA and FA for improvement of water policy to support activities to provide a better understanding of Mount Kilimanjaro hydrology	Cross-cutting considerations taken into account in the water policy	**UNESCO**	MoWI, NEMC, MNRT, VPO	50,000	Mainland - Select regions/districts

2.3 Improved capacity for sustainable management of Protected Areas, coastal forest, and marine ecosystems including policy and regulatory frameworks

Assumption: Human and capital resources adequate at local level; Positive response from key MDAs and effective coordination by DCCCF-Zanzibar and MNRT; Guidelines for benefit sharing in co-management agreed by all partners and timely approval by Government

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.3.1 TA for the operationalization of the Seville Strategy and the Madrid Action Plan for the management of Tanzania's Biosphere Reserves; TA to develop management plans for existing Biosphere Reserves (BR); Nominate new areas, including transboundary areas, into the World Network of Biosphere Reserves; Train key national institutions to improve managerial and technical skills for coordination and management of BRs in line with international BR strategies; Support studies on LINKS (Local indigenous Knowledge Systems) within Biosphere reserves that strengthen linkages between research and policy with respect to climate change; Complete processes to designate proposed World Network of Biosphere Reserves, and investigate options for other potential sites in Tanzania	Ensure equal access to training opportunities for women and men	**UNESCO**	MoWI, PMO-RALG, Academia, NEMC, MoAFC, COSTECH, MNRT, VPO	240,000	Both Mainland and Zanzibar
2.3.2 Finalise and publish guidelines on benefit-sharing from reserves where local communities are co-managing reserves with government; Support the development of sustainable financing mechanisms for the protected area estate of Tanzania (national parks, game reserves, forest reserves, nature reserves, marine reserves)	Promote representation of women & youth in the management of environmental resources	**UNDP**	CSO, LGAs	700,000	Both Mainland and Zanzibar
2.3.3 Support the Government of Zanzibar to establish a functional and sustainable institutional structure for terrestrial Protected Areas at Board level and Conservation Section within Forest Department; Strengthen the protected area system for Zanzibar (Pemba and Unguja) in terms of representativeness, connectivity, financing and managerial capacity	Promote equity plus considerations for requirement of different groups including women & youth groups	**UNDP**	zMoALE, zMoSFEA, CSO, LGAs	1,500,000	Zanzibar
2.3.4 Assist government to improve the conservation of Coastal Forests in mainland Tanzania through the establishment of a coastal forests management unit, enhancement of capacity, and the creation of a representative and well-managed protected area network; Facilitate development of Conservation Strategy including Business Plan for Coastal Forests showing overall financing needs and potential revenue sources; Create effective protected area management systems at four coastal forest priority landscapes in Rufiji, Kilwa and Lindi	Promote representation of women and youth groups and consider indigenous knowledge on ecosystem benefits	**UNDP**	MoFEA, CSO, LGAs, MNRT, VPO	3,300,000	Mainland - Select regions/districts
2.3.5 Connectivity between protected areas enhanced through wildlife corridor development around Kitulo and Ruaha National Parks in Southern Tanzania, Serengeti National Park in northern Tanzania and between the Amani and Nilo Nature Reserves in East Usambara and Kilombero and Uzungwa Scarp Nature Reserves in Udzungwa Mountains	Promote equity and strong gender representation in campaigns including women & youth groups in natural resources management	**UNDP**	MoFEA, zMoALE, zMoSFEA, CSO, LGAs, MNRT	1,100,000	Both - Select regions/districts

Cluster II: Improvement of Quality of Life and Social Well-being [MKUKUTA] / Well being and social services [MKUZA]

Education

MDG: Goal 2. Achieve universal primary education, Goal 3. Promote gender equality and empower women

National: MKUKUTA:Goal 2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

Outcome: **1. Relevant MDAs operationalise national policy on Integrated Early Childhood Development (IECD)**

1.1 IECD policy and policy implementation plan developed, costed and disseminated with initial phases operationalised

Assumption: Timely approval of the policy and implementation plan; Increased commitment in resources

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.1.1 TA for developing policy and policy implementation plan; Implement selected, strategic elements of a phased national plan; Monitor implementation of each phase and incorporate lessons learnt into the next phase	Focus on rural areas and most vulnerable; Emphasis on safe school environment facilities	**UNICEF**	MoHSW, MoEVT, zMoHSW, zMoEVT, zMoLYWCD, MoCDGC, TECDEN, CIC	2,880,000	Both - Select regions/districts

MDG: Goal 2. Achieve universal primary education, Goal 3. Promote gender equality and empower women

National: MKUKUTA:Goal 2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

Outcome: **2. MoEVT has a system in place for national school feeding, prioritising food insecure areas**

2.1 Government implementation strategy and guidelines for National School Feeding in place

Assumption: ETP is approved; National commitment to implementation of School Feeding

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.1.1 Provide TA to the Government to develop implementation strategies and guidelines for the National School Feeding, with strengthening capacity to implement school feeding	TA at the national level for the eventual transition of the programme to full Government ownership and implementation	**WFP**	MoEVT, PMO-RALG	100,000	Mainland

2.2 Food and non-food items distributed in sufficient quantity and quality targeted women, men, girls and boys under secure conditions

Assumption: National commitment to implementation of School Feeding; Donors maintain current support; Schools are equipped with comprehensive facilities for school feeding

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.2.1 Support Government to implement school feeding, with focus on food insecure areas - training, monitoring, logistics support and local food procurement as necessary	TA at the district level for the eventual transition of the programme to full Government ownership and implementation; Consideration of the level of food security and nutrition in an area	**WFP**	MoEVT, MoCDGC, CSO, MoAFC	77,000,000	Mainland - Select regions/districts

MDG: Goal 2. Achieve universal primary education, Goal 3. Promote gender equality and empower women

National: MKUKUTA:Goal 2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

Outcome: **3. MoEVT improves quality of teacher education programmes for Basic Education in priority subjects**

3.1 Institutional mechanisms for Teacher Education coordination are functional

Assumption: Existing Teacher Development Management Strategy (TDMS) can be adapted for Zanzibar

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.1.1 Refer to the TDMS with a view to strengthening Teacher Education coordination and monitoring using existing structures, and on the basis of clear TORs; Adapt the TDMS to cater for Zanzibar needs, including a mechanism that enables Teacher Training Teacher Resource Centres and Teacher Training Colleges to jointly support INSET in a coordinated manner; Develop capacity of relevant MDAs for coordinated Teacher Education M&E and support	Ensure sustainability of Teacher Education coordination; Ensure action on gender equity and HIV/AIDS issues already catered for in TDMS; Ensure TDMS is culturally relevant for Zanzibar	**UNESCO**	MoEVT, zMoEVT, TIE, TENMET	210,000	Both Mainland and Zanzibar

Programme Results Matrix

3.2 Basic and advanced primary In-Service Education and Training Strategy (INSET) distance learning modules for core subjects developed and implemented in selected districts

Assumption: Timely production and prioritisation; Pilot results do not require significant revision of modules before roll out

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.2.1 Implement and evaluate basic level primary INSET in selected districts; Develop and pilot advanced modules for mathematics, science and English	Include Gender Responsive and Participatory Pedagogy with consideration of urban-rural needs; Relevant cross cutting considerations infused in the modules	**UNICEF**	MoEVT, zMoEVT, TIE, PMO-RALG, zMoRASD, LGAs, zDistricts	2,520,000	Both - Select regions/districts

3.3 National pre-primary INSET operational plan developed and rolled out in selected regions

Assumption: Basic structures to support roll-out of training are in place; Pilot results do not require significant revision of modules before roll out

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.3.1 Develop pre-primary INSET modules, pilot, make appropriate changes and roll them out in selected districts	Modules will promote gender equity values and other cross cutting considerations; Selection of districts will prioritize underserved areas	**UNICEF**	MoEVT, zMoEVT, TIE, PMO-RALG, zMoRASD, LGAs, zDistricts	1,200,000	Both - Select regions/districts

3.4 Selected Teacher Education Institutions implement a strategic plan for improving Pre-Service Education and Training (PreSET) curriculum delivery and scale up initiated

Assumption: Changes suggested by pilot evaluation are not too substantial and can thus be timely made

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.4.1 Review PreSET Curriculum delivery (for all levels); Develop a PreSET strategic plan for improving curriculum delivery; Pilot PreSET Strategic Plan implementation in selected Teacher Education Institutions (TEIs); Evaluate pilot and scale up to new TEIs; Advocate and mobilize funds for national scale up	Include cross cutting considerations (particularly on gender equality, child rights, culture) in PreSET Strategic Plan; Underserved areas to be prioritized in selecting pilot Teacher Education Institutes	**UNESCO**	MoEVT, zMoEVT, TIE, PMO-RALG, zMoRASD, LGAs, zDistricts, TENMET	1,085,000	Both - Select regions/districts

MDG: Goal 2. Achieve universal primary education, Goal 3. Promote gender equality and empower women

National: MKUKUTA:Goal 2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.2 Ensuring expansion of higher, technical and vocational education to support growth; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

Outcome: **4. Relevant MDAs implement a strategic plan for improved teaching of Science, Technology, Engineering and Mathematics (STEM) in secondary and Higher Education Institutions**

4.1 STEM strategic plan developed, piloted, evaluated and scaled up to additional institutions

Assumption: Pilot results do not require significant revision of modules before roll out and can be timely made

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.1.1 Develop a STEM strategic plan; Pilot appropriate aspects of STEM strategy in selected areas/institutions; Monitor pilot and conduct evaluation; Scale up pilot to new areas/institutions on basis of lessons learnt; Advocate and mobilize funds for national scale up	Measures for reducing gender disparities in STEM education; Proposals for promoting a science culture and ensuring environmental sustainability (both in terms of course content and in science practice/applied science); Underserved areas will be prioritized in selecting institutions for pilot	**UNESCO**	MoEVT, zMoEVT, TIE, PMO-RALG, zMoRASD, LGAs, zDistricts, COSTECH	1,325,000	Both - Select regions/districts

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.2 Ensuring expansion of higher, technical and vocational education to support growth; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

Outcome: **5. Relevant MDAs implement and monitor Technical and Vocational Education and Training (TVET) Development Programme Plan of Action**

5.1 Costed Plan of Action for implementing TVET Development Programme is developed and operationalized in selected institutions

Assumption: Timely availability of TVET Development Programme

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
5.1.1 TA for costed plan; Develop capacity development tools as per the plan (including guidelines, manuals etc.); Pilot implementation in selected institutions; Monitor pilot and conduct evaluation; On basis of lessons learnt, scale up to additional institutions; Advocate and mobilise funds for national scale up	Plan to include concrete measures for increasing female participation in TVET; Under served areas to be prioritized in selecting pilot districts/institutions	**UNESCO**	MoEVT, zMoEVT, TIE, PMO-RALG, zMoRASD, MoCDGC, NACTE, VETA	1,325,000	Both - Select regions/districts

MDG: Goal 2. Achieve universal primary education, Goal 3. Promote gender equality and empower women

National: MKUKUTA:Goal 2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

Outcome: **6. MoEVT expands provision of alternative learning opportunities to include less teacher dependent learning modes, focusing on out-of-school children and illiterate adults**

6.1 Integrated Post Primary Education (IPPE) mainstreamed into the national system in selected districts

Assumption: Stakeholder ownership is adequate to enable mainstreaming by 2015

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.1.1 Review, pilot, disseminate IPPE Teaching/Learning materials and guides, roll-out and develop implementation plan (including capacity development and M&E mechanism)	Data collection, option identification and selection of pilot areas take into account marginalised groups (including persons with disability and in underserved areas); Alternative learning opportunities' strategy to include plans for maximizing female participation; Cross-cutting considerations to be appropriately reflected in course materials	**UNICEF**	MoEVT, zMoEVT, TIE, PMO-RALG, zMoRASD, MoCDGC, NACTE, VETA	1,440,000	Mainland - Select regions/districts

6.2 Implementation strategy for expanding alternative learning opportunities for out-of-school children and illiterate adults operationalized in selected areas

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.2.1 Collection and analysis of data on existing programmes for out-of-school children and adult literacy; Identification of options for expanding alternative learning opportunities, particularly to females; Piloting of options in selected areas, development of alternative learning opportunities' implementation strategy (including M&E plan), and implementation in selected areas; Advocate and mobilize funds for national roll out	Data collection, option identification and selection of pilot areas take into account marginalised groups (including persons with disability and in underserved areas); Alternative learning opportunities' strategy to include plans for maximizing female participation; Cross-cutting considerations to be appropriately reflected in course materials	**UNESCO**	MoEVT, zMoEVT, IAE, PMO-RALG, zMoRASD, LGAs, zDistricts, TENMET	1,325,000	Both - Select regions/districts

MDG: Goal 2. Achieve universal primary education, Goal 3. Promote gender equality and empower women

National: MKUKUTA:Goal 2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

Outcome: **7. MOEVT implements inclusive education strategies**

7.1 Appropriate tools for implementing and monitoring Inclusive education are developed

Assumption: Stakeholders commit to and actively participate in the development of strategies and plans

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
7.1.1 TA for the development of an inclusive education strategy for Zanzibar; Disseminate inclusive education strategies for Zanzibar and Mainland; Development of guidelines for implementing inclusive education strategies and costed action and M&E plans for both Mainland and Zanzibar	Ensure inclusiveness of all vulnerable groups; Strategies to include actions for reducing gender inequity/disparities in education, eg operationalizing pregnant school girl re-entry guidelines	**UNESCO**	MoHSW, MoEVT, zMoHSW, zMoEVT, PMO-RALG, zMoRASD, TENMET, ZAPDD	195,000	Both - Select regions/districts

7.2 Selected districts implement inclusive education strategies and initiate scale up

Assumption: Pilot results do not suggest significant revision before scale-up

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
7.2.1 Pilot implementation of inclusive education strategies in Mainland and Zanzibar, using implementation guidelines: Monitor pilot and conduct evaluation; On basis of lessons learnt, scale up to additional institutions; Advocate and mobilize funds for national scale up	Provide TA for Inclusive Education programme development (including M&E); Prioritize underserved areas in piloting and scale up	**UNESCO**	MoHSW, MoEVT, zMoHSW, zMoEVT, PMO-RALG, zMoRASD, TENMET, ZAPDD	1,165,000	Both - Select regions/districts

Programme Results Matrix

MDG: Goal 2. Achieve universal primary education, Goal 3. Promote gender equality and empower women

National: MKUKUTA:Goal 2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women; MKUZA:Goal 2.1 Ensure gender responsive and equitable access to quality education

Outcome: **8. Relevant MDAs undertake evidence-based planning, management and quality assurance at national, district, ward and school levels**

8.1 Inspectorate database system is developed and used in national and sub-national plans

Assumption: MoEVT receptive to elevated status of Inspectorate

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
8.1.1 Review and adapt inspection schedules to existing EMIS architecture; Develop a costed capacity building plan for operationalization of the Inspectorate EMIS, including ToT and roll out of training at national and sub-national levels; Generate district Inspection reports and consolidate at national level, including monitoring of drop out and use of re-entry guidelines	Inspection tools address institution-based gender equality, provision of HIV/AIDS education, guidance and counselling, DRR in terms of infrastructure, food security, access/attendance/drop out for girls and boys from marginalised communities and MVC and conducive work environment; Strong emphasis on local level capacity	**UNICEF**	MoEVT, zMoEVT, ADEM, TIE, PMO-RALG, zMoRASD, Other, NECTA, Trg Institutes	2,160,000	Both - Select regions/districts

8.2 The Education Sector Development Programme (ESDP) and Zanzibar Education development Programme (ZEDP) M&E strategic framework and capacity development implementation plan in place and operational

Assumption: Stakeholders collaborate in EMIS development; LGA dialogue structures operational and accessible

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
8.2.1 Participatory design and validation of ESDP M&E framework, including EMIS guidelines, based on approved ToR; Implement in-depth institutional needs assessment, including inspectorate, linked to Human Resources Situation Analysis; Design costed capacity development plan for use at national and sub-national levels and validate through ZEDP/ESDP dialogue structures	Needs assessment methodology includes due consideration of gender, equity in access, HIV/AIDS prevention and support to employees in the workplace, decent work in terms of disability-sensitive workplace, general organisation environment and 'culture' for capacity development in M&E	**UNESCO**	MoEVT, zMoEVT, ADEM, TIE, PMO-RALG, zMoRASD, MoCDGC, LGAs, zDistricts	655,000	Both - Select regions/districts

8.3 District-level MIS for basic education established and use of data, particularly with regards to equity and quality related indicators, increased

Assumption: Stakeholders collaborate in EMIS development; LGA dialogue structures operational and accessible; Collaborative planning with other decentralised interventions (eg SEDP-II)

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
8.3.1 Finalise draft plan and implement plan for pilot ToT (LGAs and Teacher Centres in Zanzibar) for development and use of basic education school-level database, to be scaled up through SEDP-II; Implementation of Phase 2 LL-MIS pilot; Strengthening national/sub-national level reporting	HRBA and gender analysis; During selection of pilot districts, special attention will be given to criteria such as equity in terms of income-poverty, participation and performance of girls, disaster vulnerability; Design of school profile report card will address cross-cutting considerations	**UNESCO**	MoEVT, zMoEVT, ADEM, TIE, PMO-RALG, zMoRASD, MoCDGC, LGAs, zDistricts	975,000	Both - Select regions/districts
8.3.2 Implementing costed plan for data use in Whole School Development and other decentralised planning; Support to ADEM to provide ToT	HRBA and gender taken into account in local level planning; During selection of pilot districts, special attention will be given to criteria such as inequities in terms of income levels, participation and performance of girls, disaster vulnerability; Design of school profile report card will address cross-cutting considerations	**UNICEF**	MoEVT, zMoEVT, ADEM, TIE, PMO-RALG, zMoRASD, MoCDGC, LGAs, zDistricts	2,400,000	Both - Select regions/districts
8.3.3 Provide support to link districts and schools under WFP school feeding programme to implement the ESMIS; All pilot/learning districts update/maintain the database; All WFP-supported schools use ESMIS monthly reports form		**WFP**	MoEVT, CSO	175,000	Mainland - Select regions/districts

8.4 MoEVT prioritises evidence based planning and quality assurance in sector dialogue and on key interventions

Assumption: Advocacy builds commitment to evidence based programming; DPs share UN interest in complementary financing

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
8.4.1 Advocacy and sensitisation on importance of quality assurance, M&E and evidence-based planning; TA to review and revise quality assurance functions in Zanzibar; Impact evaluation of re-entry guidelines; Mid and end-term evaluations implemented	Relevant cross-cutting considerations mainstreamed in evaluations and advocacy materials	**UNICEF**	MoEVT, zMoEVT, ADEM, TIE, PMO-RALG, zMoRASD, MoCDGC, LGAs, zDistricts	480,000	Both Mainland and Zanzibar
8.4.2 Leverage national resource allocation for priority districts to enhance compliance against national minimum standards (teacher/pupil ratio, teaching / learning materials, safe space) through participation in national execution modalities	Selection of districts is based on school performance against national minimum standards	**UNICEF**	MoEVT, zMoEVT, PMO-RALG, zMoRASD	5,000,000	Both Mainland and Zanzibar

Health and Nutrition

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **1. Relevant MDAs and LGAs develop, implement and monitor policies, plans and budgets for effective delivery of health services**

1.1 MoHSW, RHMTs, ZHMTs and CHMTs planning, leadership and management skills are enhanced

Assumption: Retention of skilled persons at districts and regions

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.1.1 Develop capacity of Health Managers in planning and management at all levels	The multi sectoral role of health sector is taken into account in capacity development interventions	**WHO**	MoHSW, zMoHSW	4,200,000	Both Mainland and Zanzibar

1.2 MOHSW and LGA capacity to plan, implement, monitor and evaluate the One Plan for Maternal, Newborn and Child Health improved

Assumption: Government's compliance with the agreed principles to the SWAp and basket funding; Continued partner support to SRH; Roadmap and guidelines available; Essential infrastructure and Human Resources in place; Government commitment to the introduction of new vaccines; Implementation of policy guideline for the health sector response to GBV

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.2.1 TA for SWAp and health basket mechanism, with focus on sexual and reproductive health services	Emphasize on prioritization, planning and monitoring for MNCH at sub-national level through the existing dialogue structure	**UNFPA**	MoHSW, zMoHSW, PMO-RALG, zMoRASD, LGAs	5,300,000	Both Mainland and Zanzibar
1.2.2 TA for SWAp and health basket mechanism, with focus on child survival	Ensure MNCH responsive planning and budgeting with a focus on underserved and hard-to-reach areas	**UNICEF**	MoFEA, MoHSW, zMoHSW, PMO-RALG, zMoFSC, zMoRASD	7,000,000	Both Mainland and Zanzibar
1.2.3 TA and FA to selected Regions to scale up SRH-including management of EmOC and newborn care-and integration of FP services with SRH, HIV/AIDS services	Prioritise underserved and areas of high maternal and new born mortality, consider culture sensitive interventions and address harmful practices; Consider method mix, emphasize on informed choice and respect for individual decision, ensure male involvement	**UNFPA**	MoHSW, PMO-RALG, CSO, LGAs	5,000,000	Mainland - Select regions/districts
1.2.4 Strengthen capacity of MOHSW and LGAs to plan, implement and monitor health strategies for Maternal, New born and Child mortality reduction including Reach Every Child strategy and documentation of best practices	Ensure gender responsive planning and budgeting	**WHO**	MoHSW, zMoHSW, PMO-RALG, zMoRASD	3,200,000	Both - Select regions/districts
1.2.5 Strengthen capacity of MDAs and LGAs to develop, review, adopt and adapt standards, guidelines and tools for improving maternal, newborn health, SRH, child and adolescent health	Prioritise underserved areas and consider gender implications and needs of special groups, including adolescents	**WHO**	MoHSW, zMoHSW, PMO-RALG, zMoRASD	4,200,000	Both - Select regions/districts
1.2.6 Scale-up basic emergency obstetric and newborn care; Identify low performing areas for key child survival interventions and initiate action for redress and scale-up; Develop effective systems for on the job mentoring	Prioritise underserved areas of high maternal and new born mortality	**UNICEF**	zMoALE, MoHSW, zMoHSW, PMO-RALG, zMoRASD, MoCDGC, CSO, MoAFC	7,800,000	Both - Select regions/districts
1.2.7 Support advocacy for expansion of cold chain storage capacity to accommodate new vaccines	Prioritise underserved areas, low performing districts and hard-to-reach areas	**WHO**	MoHSW, zMoHSW, PMO-RALG, zMoRASD	3,700,000	Both Mainland and Zanzibar
1.2.8 Support institutionalization and scaling up of maternal, perinatal and neonatal deaths reviews in health facilities and communities	Consider gender and human rights sensitivities; Prioritise underserved geographical areas	**WHO**	MoHSW, zMoHSW, PMO-RALG, zMoRASD, LGAs	1,200,000	Both Mainland and Zanzibar
1.2.9 TA and FA to build the capacity of the health sector to respond to GBV	Adopt a multisectoral approach focusing on both response and prevention	**UNFPA**	MoLYED, MoHSW, zMoLYWCD, PMO-RALG, zMoRASD, MoCDGC, CSO, LGAs	500,000	Both - Select regions/districts

1.3 Relevant MDAs and LGAs develop and implement policies, strategies and guidelines to scale up evidence based interventions for communicable and non-communicable diseases

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.3.1 Support development, adoption, adaptation, dissemination and implementation of mechanisms for prevention and control of malaria, TB, TB/HIV, Neglected Tropical Diseases (NTDs) and other communicable diseases	Develop MDAs and LGAs' capacity to monitor and evaluate the health sector strategies	**WHO**	zMoALE, MoHSW, zMoHSW, zMoLYWCD, PMO-RALG, MoCDGC, CSO, CMS, MoAFC	8,330,000	Both Mainland and Zanzibar

Programme Results Matrix

1.3.2 Support laboratory human and institutional capacity to facilitate diagnosis and management of priority diseases and NTDs		**WHO**	zMoALE, MoHSW, zMoHSW, zMoLYWCD, PMO-RALG, MoCDGC, CSO, CMS, MoAFC	4,983,000	Both Mainland and Zanzibar
1.3.3 Strengthen capacity for integrated prevention and control of Non Communicable Diseases (NCDs)		**WHO**	zMoALE, MoHSW, zMoHSW, zMoLYWCD, PMO-RALG, MoCDGC, CSO, CMS, MoAFC	2,400,000	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **2. Tertiary and district health facilities in Zanzibar increase the coverage of quality EMOC, newborn, child and post natal services**

2.1 Tertiary and District health facilities in Zanzibar are equipped to provide quality EmOC, Newborn and Postnatal services

Assumption: Resources (financial and technical) available in time; Government commitment to and continued partnership for reproductive health initiatives; Essential infrastructure in place

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.1.1 Support periodic analysis of capacity to provide Maternal, Newborn and Child Health (MNCH) services	Ensure equitable geographical distribution, with both rural and urban representation	**WHO**	zMoHSW, DP	120,000	Zanzibar - Select regions/districts
2.1.2 Support review of and advocate for service provision policies, guidelines, tools and protocols for MNCH including Adolescent health	Ensure guidelines address the needs of different groups (men, women, boys and girls and disabled); Consider staff attitudes and client perspectives in training materials	**WHO**	zMoHSW	550,000	Zanzibar - Select regions/districts
2.1.3 Support procurement of equipment, family planning commodities and skills enhancement for health care providers in the provision of MNCH, family planning and youth friendly services	Engage other government institutions in the procurement process to ensure the MOHSW takes over the procurement of RH commodities	**UNFPA**	zMoHSW, CMS	2,250,000	Zanzibar - Select regions/districts
2.1.4 Strengthen logistics, skills and institutional capacity to provide basic and comprehensive EmOC and Newborn services	Ensure equitable geographical distribution, with both rural and urban representation	**WHO**	zMoHSW, DP	1,000,000	Zanzibar - Select regions/districts

2.2 Interventions to improve care seeking behaviour of women and care givers for EmoC, newborn and postnatal and child services implemented

Assumption: Commitment from MDAs, research institutions, LGAs and communities

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.2.1 Facilitate assessment of KAP that facilitate and hinder care-seeking for EmoC, newborn and postnatal and child services; Support interventions to improve health care-seeking behaviour at all levels	Ensure gender and geographical considerations, as well as special needs and roles in care seeking behaviour for different groups, eg women, young people, boys and girls	**WHO**	zMoHSW, DP	110,000	Zanzibar - Select regions/districts

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **3. Relevant MDAs and LGAs integrate nutrition into policies, plans and budgets and strengthen institutional arrangements for delivery of services**

3.1 National institutional arrangements prioritize nutrition in policies, plans and budgets

Assumption: Participation by key ministries in the inter-sectoral coordination structures; Continued commitment to integrating nutrition issues into strategies, policies and plans; Favourable inter-sectoral policies

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.1.1 Assess institutional arrangements for nutrition; Support development and implementation of action plan; Support dialogue on nutrition and its integration into future health sector strategic plans; Develop future national nutrition strategies; Advocate for integration of nutrition concerns into other sector policies and plans	Institutional arrangements should consider multi-sectoral dimensions of malnutrition	**UNICEF**	zMoTTI, MoHSW, zMoHSW, PMO-RALG, MoITM	230,000	Both Mainland and Zanzibar
3.1.2 Advocate and leverage resources for nutrition; Nurture a civil society partnership for nutrition	Ensure resources are prioritized for areas with high levels of malnutrition, women's and children's nutrition, as well as concerns associated with HIV/AIDS	**UNICEF**	zMoALE, MoHSW, zMoHSW, PMO-RALG, MoCDGC, CSO, Media, MoAFC	600,000	Both Mainland and Zanzibar

3.1.3 Develop capacity of MAFC and LGA Agricultural Departments in nutrition-sensitive design, planning and budgeting; Focus on food fortification; Support agriculture sector dialogue on nutrition	Prioritize nutrition issues affecting working women and nutrition concerns associated with HIV/AIDS	**WFP**	zMoALE, zMoTTI, MoHSW, MoEVT, PMO-RALG, CSO, MoAFC, MoITM	250,000	Both Mainland and Zanzibar
3.1.4 Support development and updating of technical guidelines for nutrition (infant and young child feeding, management of acute malnutrition, and control of micronutrient deficiencies)	Prioritize women's and children's nutrition as well as concerns associated with HIV/AIDS	**UNICEF**	MoHSW, zMoHSW, PMO-RALG	400,000	Both Mainland and Zanzibar
3.1.5 Capacity building for development, updating and implementation of technical guidelines for nutrition and integrating nutrition interventions into MNCH, TB/HIV, HIV/AIDS programs	Integrate age and gender sensitivity into programming	**WHO**	MoHSW, zMoHSW, PMO-RALG	2,200,000	Both Mainland and Zanzibar

3.2 Priority regions and districts deliver essential nutrition services effectively

Assumption: Sufficient human capital to fill for the newly created nutrition positions at regional and district level; Targeting criteria are followed; Health facilities have sufficient staff to provide services

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.2.1 Advocate for regions and districts to fill vacant nutrition positions; Support placement of nutrition staff in selected regions and districts; Support the development and implementation of a training programme for new nutrition coordinators	Prioritize regions with high levels of malnutrition, women and children	**UNICEF**	MoHSW, PMO-RALG, Trg Institutes	3,200,000	Mainland - Select regions/districts
3.2.2 Support districts to develop tools to plan, budget and implement nutrition services; Support delivery of essential nutrition services through the health basket fund; Procure strategic nutrition supplies and equipment	Prioritize regions with high levels of malnutrition, women and children	**UNICEF**	MoHSW, zMoHSW, PMO-RALG, MoCDGC, CSO, Trg Institutes, CSSC, APHFTA	5,000,000	Both - Select regions/districts
3.2.3 Support MDAs and selected LGAs to provide nutrition support (targeted and time-bound supplementary feeding, combined with appropriate nutrition messaging) to highly food insecure areas with high levels of malnutrition	Prioritize areas with high levels of food insecurity and malnutrition; Target men on the importance of women's nutrition; Address HIV/AIDS concerns	**WFP**	MoHSW, PMO-RALG, CSO	23,000,000	Mainland - Select regions/districts

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **4. MOHSW, LGAs and Shehias strengthen community health structures and communication strategies for promoting health and nutrition behaviours**

4.1 Community health structures are systematically analyzed and strengthened

Assumption: Cooperation of local partners; Commitment/motivation of CORPS; Efficient coordination within MOHSW, especially between Health Promotion & RCH

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.1.1 Conduct rapid assessment or operational research on functioning of community health structures; Propose improved mechanisms for their functioning, including catalysing community demand for services	Ensure considerations of culture and gender, including roles of women and men in community health structures and how these roles can be modified to enhance the functioning of services	**WHO**	MoHSW, zMoHSW, zMoLYWCD, PMO-RALG, MoCDGC, LGAs	900,000	Both - Select regions/districts
4.1.2 Update and implement new CBHC guidelines; Develop and implement distance-learning schemes for Community Own Resource Persons (CORPS) with partners, including inter-personal skills and monitoring and reporting on behaviour change at household and community level	Address gender inequalities, the low participation of women in key decision making processes and the low access to mass media in the poorest communities (especially among women)	**UNICEF**	MoHSW, zMoHSW, zMoLYWCD, PMO-RALG, MoCDGC, LGAs	1,800,000	Both Mainland and Zanzibar

4.2 Evidence based integrated communication strategies for improving behaviours and uptake of services, including adolescent health and nutrition, are developed and implemented

Assumption: Partnerships with CSOs at the community level will be maintained and strengthened; Role of Health Promotion Section in MoHSW recognized and supported

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.2.1 Provide client oriented information and other demand stimulating interventions for improved health care seeking behaviour including uptake of SRH, FP and youth friendly services	Application of strategies that take into consideration socio-cultural sensitivities and gender issues as relevant	**UNFPA**	MoHSW, zMoHSW, MoCDGC, CSO, LGAs	1,250,000	Both - Select regions/districts

Programme Results Matrix

4.2.2 Support MoHSW (Health Promotion Unit) to develop and implement an evidence based integrated health and nutrition communication strategy, including database for planning and monitoring; TA and FA for IEC materials development, training, advocacy, social mobilisation and partnerships	Address gender inequalities, the low participation of women in key decision making processes and the low access to mass media in the poorest communities (especially among women); Ensure close reference and linkage with other sectors including research and monitoring systems; Materials would be accessible in a range of languages including pictorial/graphic for non illiterates	**UNICEF**	MoHSW, zMoHSW, LGAs	2,220,000	Mainland

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **5. MOHSW and LGAs produce, quality and timely data for evidence based planning and decision making**

5.1 Health M&E and surveillance systems at national, select regional and district levels are strengthened

Assumption: Capacity of MoHSW and RHMT, ZHMT to support the development of innovative approaches; Commitment by relevant MDAs, research institutions and LGAs to evidence based programming

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.1.1 Support capacity building on Health Information Systems to improve routine data collection, analysis, and utilisation from vital statistics, surveillance and special studies for evidence-based planning	Ensure gender disaggregation of data to demonstrate results and impact	**WHO**	MoHSW, zMoHSW, PMO-RALG, CSO, LGAs	1,600,000	Both Mainland and Zanzibar
5.1.2 Develop and scale up innovative approaches for data and information capturing, including mobile phone technologies	Scale-up of innovative data collection approaches prioritises low performing regions	**UNICEF**	MoHSW, zMoHSW	600,000	Both Mainland and Zanzibar
5.1.3 Strengthen community based health information reporting system; Assess current community health information system; Identify interventions and provide initial support to revitalize and strengthen the system	Ensure gender, equity, other human rights notions and MARPS considerations in CBHIS strengthening	**UNICEF**	zOCGS, zMoHSW	240,000	Zanzibar

5.2 Health-related MDAs and LGAs develop and implement evidence based plans and budgets

Assumption: Demand for M&E skills development among MDAs, LGAs and CSOs; Commitment by MDAs, research institutions and LGAs to evidence based programming

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.2.1 Support MDAs, LGAs and research institutions to produce and use data for policy analysis, decision making, programme reviews, documentation and dissemination of the best practice	Use of disaggregated data to demonstrate gender specific results and impacts; Address issues of equity and human rights considerations	**WHO**	MoHSW, PMO-RALG, MoCDGC, CSO, LGAs, MoAFC	1,400,000	Both Mainland and Zanzibar
5.2.2 Support integration of strategic child survival and nutrition indicators into national and sub-national surveys	Use of disaggregated data to demonstrate gender specific results and impacts; Address issues of equity and human rights considerations	**UNICEF**	MoHSW, IHI, NBS, PMO-RALG, MoCDGC, MoAFC	600,000	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **6. MOHSW and LGAs develop Human Resources for Health (HRH) policy and plans**

6.1 Effective implementation, M&E of National HRH Policy

Assumption: Government has adequate budget to pay large numbers CHWs

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.1.1 Strengthen capacity for monitoring implementation of the national Human Resources for Health (HRH) policy	Promote gender considerations in selection, deployment and career progression; Maintain gender disaggregated records of recruitment, transfer, deployment and promotion	**WHO**	MoHSW, zMoHSW, Academia, DP, Trg Institutes, POPSM	1,350,000	Both Mainland and Zanzibar
6.1.2 Support development of a national training plan, review of curricula and advocate for implementation	Address existing urban and rural disparities and gender inequalities in selection, staff deployment and career progression	**WHO**	MoHSW, zMoHSW, PMO-RALG	1,100,000	Both Mainland and Zanzibar

6.2 Alternative approaches to health worker skills development and utilisation are in place

Assumption: The quality of the products of the distance learning is assured; Commitment of professional associations to support task shifting; Critical mass of potential candidates is available; Human Resources are available and Zonal training centres are functional

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.2.1 Support the MoHSW to define, develop and implement strategic skills for effective management of the workforce (planning, policy analysis , training, personnel management and technical supervision)	Encourage systematic implementation of management responsibilities as per Decentralization by Devolution plan; Ensure assessment of gender constraints to recruitment, training, deployment, and transfers	**WHO**	MoHSW, zMoHSW, IHI, PMO-RALG, Trg Institutes	500,000	Both Mainland and Zanzibar
6.2.2 Advocate for and support scale up of models for task shifting, focusing on priority health issues including MNCH services in selected regions	Consider the HRH needs and gaps by districts and regions	**UNFPA**	MoHSW, zMoHSW, AGOTA, IHI, PAT, PMO-RALG, Other, Trg Institutes, CSSC, TAMA, TANA	400,000	Both Mainland and Zanzibar
6.2.3 Support implementation of the integrated pre-service nursing curriculum in Zanzibar	Ensure gender and socio-cultural considerations in the training of midwives for Zanzibar including the design of curriculum and staff development	**UNFPA**	MoHSW, zMoHSW, NACTE, Trg Institutes	600,000	Both Mainland and Zanzibar
6.2.4 Facilitate a needs assessment on the capacity of the Zonal Resource Centres; Develop options for further strengthening, including health service management training	Consider geographical inequities of coverage in capacities including recognition of existing gender disparities in training opportunities	**WHO**	MoHSW, PMO-RALG, Other, CSO, Trg Institutes	600,000	Both Mainland and Zanzibar

6.3 Community Health Worker (CHW) scheme, as envisaged in the Primary Health Services Development Programme, is established and functional

Assumption: Government has adequate budget to pay large numbers CHWs; CHWs are recruited from the host community; Timely accreditation

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.3.1 Review the activities necessary to establish a CHW scheme including training, support systems for supervision, accreditation and professional advancement	Due consideration of socio-cultural practices and community expectations in the review of CHW scheme	**WHO**	MoHSW, IHI, PMO-RALG, NACTE, Trg Institutes	358,000	Both Mainland and Zanzibar
6.3.2 Develop curriculum, protocols, job aids and supervision systems and tools for CHW scheme; TA and FA to zonal training centres to deliver quality health training to CHWs; Provide job aids and equipment to enhance work of CHWs	Consider gender and prioritise selection of persons relatively close to place of training in candidate selection	**UNICEF**	MoHSW, IHI, PMO-RALG, NACTE, Trg Institutes	3,600,000	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **7. An effective National integrated supply chain and management system for medical supplies is operationalised**

7.1 Medical supplies systems for quantification, procurement, storage and distribution are accurate, centrally linked and computerised

Assumption: Electrical supply is reliable

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
7.1.1 Support improvement of current inventory systems for essential medicines and medical supplies to accurately reflect Central and Zonal Medical Stores' stocks	Ensure gender equality, other human rights notions and MARPs considerations	**WHO**	MoHSW, zMoHSW, MSD	1,450,000	Both Mainland and Zanzibar
7.1.2 Review and revise the current inventory system for vaccines and related supplies to accurately reflect stocks; Build capacity of regions and districts to manage vaccines and related supplies using a computerised stock management system linked to central level	Ensure gender equality, other human rights notions and MARPs considerations	**UNICEF**	MoHSW, zMoHSW	3,120,000	Both Mainland and Zanzibar
7.1.3 Build capacity of the regions and districts to use electronic (computerised) stock management systems for essential medicines and medical supplies linking Health facilities, MSD and PSU/DMU	Ensure gender equality, other human rights notions and MARPs considerations	**WHO**	MoHSW, zMoHSW, LGAs, MSD, CMS	1,700,000	Both Mainland and Zanzibar
7.1.4 Strengthen the capacity of MDAs and LGAs to forecast, procure, distribute (logistic management system) and monitor RH commodities and supplies	Prioritize zones with frequent stock outs of RH commodities, ensuring tools and system capture female condoms	**UNFPA**	MoHSW, zMoHSW, LGAs, MSD, CMS	600,000	Both Mainland and Zanzibar
7.1.5 Assess storage capacity of vaccines and other related supplies; Advocate and support expansion of cold chain capacity for vaccines and related supplies at different levels	Ensure gender equality, other human rights notions and MARPs considerations	**UNICEF**	MoHSW, zMoHSW, DP, MSD, CMS	2,700,000	Both Mainland and Zanzibar

Programme Results Matrix

7.1.6 Build the capacity of MSD and CMS to distribute medicines and supplies	Ensure gender equality, other human rights notions and MARPs considerations	**WHO**	MoHSW, zMoHSW, PMO-RALG	2,900,000	Both Mainland and Zanzibar

7.2 Medical supplies in Tanzania are effectively regulated

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
7.2.1 Build capacity of TFDA, ZFDB, PB for enforcement of regulations, quality and safety assessment of medicines and treatment guidelines and cascading supervision at different levels	Ensure gender equality, other human rights notions and MARPs considerations	**WHO**	MoHSW, zMoHSW, TFDA, Other, ZFDB	524,000	Both Mainland and Zanzibar

7.3 MoHSW promotes rational utilization of medical supplies and technologies

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
7.3.1 TA to promote rational use of medicines and supplies in the community and facilities		**WHO**	MoHSW, zMoHSW	250,000	Both Mainland and Zanzibar

HIV and AIDS

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **1. Relevant CSO and PLHIV networks effectively coordinate and participate in decision making fora**

1.1 Functional and effective National Steering Committee (NSC) to coordinate CSO Networks and Umbrella Organizations established

Assumption: Conducive political environment for engagement of CSOs in HIV/AIDS; Commitment and willingness of umbrella organizations and networks to collaborate

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.1.1 Assess capacity gap of the NSC; Support TACAIDS for development of capacity building plan for NSC; Support implementation, monitoring, mentoring and supervision of the plan	Equal representation and participation of men & women in forum, in leadership and decision making	**UNAIDS**	ZAC, TACAIDS	200,000	Both Mainland and Zanzibar

1.2 CSOs, including PLHIV Umbrella Organizations and Networks, coordinate their constituencies and operationalise participatory processes

Assumption: Commitment and willingness of umbrella organizations and networks to collaborate; Availability of funding for CSO capacity building

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.2.1 Assess gaps in coordination capacity of the selected networks and umbrella organisations; Support TACAIDS for development of capacity building plan for these organisations; Support implementation, monitoring and supervision of the plan	Equal representation of women & men in governance institutions of umbrella organisation; Women empowerment for decision-making and participation to dialogue; Build capacity for gender and Human Rights mainstreaming for programme development	**UNAIDS**	ZAC, PMO, TACAIDS, CSO, Private Sector, NACOPHA, ZACP, NACP, TAF, TANGO, TACOSODE, SHIVYAWATA, NACONGO, ZAPHA, ZANGOC	700,000	Both Mainland and Zanzibar
1.2.2 TA and FA to strengthen functional mechanism of CSOs and PLHIV networks to ensure their inclusive participation in decision making fora and to engage and support coordinated interventions for Most At-Risk Persons(MARPs)	Consider addressing the special needs of vulnerable groups (MSM, IDU/SUs and CSWs, people with disabilities and MVC) including empowering women and girls for decision-making and participation in dialogue	**UNDP**	ZAC, TACAIDS, NACOPHA, ZAPHA	781,500	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **2. TACAIDS and ZAC provide effective guidance to the national HIV/AIDS response, based on evidence and per agreed Human Rights standards**

2.1 Existing M&E systems and sector reviews optimised to provide strategic information to decision-makers and implementers at all levels for evidence-based planning

Assumption: Sufficient commitment to evidence based programming, including appropriate disaggregation of data and attention to BCC interventions; Capacity of media and relevant counterparts to accurately interpret and utilise data

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.1.1 Review and regularly update Technical Support Plan; Provide TA for strengthening capacities of relevant institutions for implementation and management of national M&E systems with focus on TOMSHA; Review and adaptation of tools	Ensure appropriate sex disaggregation of data; Advocate for TA around Gender and Human Rights in the TSP	**UNAIDS**	MoHSW, ZAC, zMoHSW, TACAIDS	200,000	Both Mainland and Zanzibar
2.1.2 Advocacy for and TA and FA to develop, review, adapt and implement health sector HIV/AIDS research agenda to inform policies	Consider mobile population and marginalized groups	**WHO**	MoHSW, ZAC, zMoHSW, TACAIDS	150,000	Both Mainland and Zanzibar
2.1.3 TA and FA to TACAIDS and ZAC for quality assurance system for data management at all levels	Ensure data are disaggregated by age and sex	**UNDP**	MoHSW, ZAC, zMoHSW, TACAIDS	300,000	Both Mainland and Zanzibar
2.1.4 Compile and analyse data and develop appropriate strategic information documents for dissemination, including knowledge management with global/regional institutions (good practices and other strategic information), to all stakeholders including politicians and parliamentarians; Promote use of evidence based information in policy decisions and programme planning	Ensure Human Rights and Gender issues are analysed and highlighted	**UNAIDS**	MoHSW, ZAC, zMoHSW, TACAIDS	340,000	Both Mainland and Zanzibar
2.1.5 TA to TACAIDS and ZAC to commission in-depth analysis as needed of national surveys targeting specific population groups and related dissemination	Ensure further analysis and dissemination is age, gender and culturally sensitive	**UNICEF**	ZAC, TACAIDS	240,000	Both Mainland and Zanzibar
2.1.6 TA and FA to strengthen capacities (ICT and training) for knowledge exchanges around HIV/AIDS at national and regional levels	Training to ensure that women are equally targeted	**UNDP**	ZAC, TACAIDS	360,500	Both Mainland and Zanzibar
2.1.7 Support research on sexual risk behaviours and disseminate findings and recommendations for appropriate advocacy and Social and Behaviour Change Communication (SBCC) interventions	Utilize national institutions and consultants for capacity building; Ensure ethical considerations in conduct of research	**UNFPA**	TACAIDS	550,000	Both Mainland and Zanzibar
2.1.8 Facilitate review, harmonization and linkages (datasets, gender, human rights & MARPs) of the HIV/AIDS M&E systems of MDAs, LGAs and NSAs	Ensure sex disaggregation of data in the development of tools	**UNAIDS**	TACAIDS	140,000	Both Mainland and Zanzibar
2.1.9 TA and FA for most at risk adolescent and young people (including adolescents and young PLHIV); Disseminate findings and recommendations; Conduct KAP studies to inform planning and implementation; Evaluate BCC interventions for young people	Ethical standards and human rights issues considered including age and gender sensitive information and data; Capacity building of national counterparts considered for assessment and evaluation of BCC interventions	**UNICEF**	MoHSW, TACAIDS, Academia	720,000	Both - Select regions/districts
2.1.10 Support MoHSW in M&E of health sector HIV/AIDS prevention, care and treatment services including collection and analysis of data for national and global reporting		**WHO**	MoHSW	1,000,000	Both Mainland and Zanzibar
2.1.11 Commission and provide TA for technical studies and desk reviews to inform the Sector Thematic Reviews and support dissemination of reports	Ensure Human Rights and Gender issues are analysed and highlighted	**UNAIDS**	ZAC, TACAIDS	300,000	Both Mainland and Zanzibar
2.1.12 Support stakeholders consultations for joint HIV/AIDS sector assessment and reviews	Fair representation of all stakeholders, including women and Human Rights groups	**UNDP**	ZAC, TACAIDS	360,500	Both Mainland and Zanzibar

2.2 TACAIDS and ZAC have appropriate technical capacity to support MDAs, LGAs and NSAs to mainstream Human Rights and Gender considerations in the national response to HIV/AIDS

Assumption: Gender and Human Rights are integrated in policies and strategies; MDAs, LGAs and NSAs prioritize HIV/AIDS interventions; Adequate funding is available; Qualified gender and HIV/AIDS focal persons are in place

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.2.1 Support TACAIDS and ZAC to train MDAs, LGAs, Focal persons and NSAs for gender and human rights mainstreaming; Provide TA for adaptation of existing tools for Gender and Human Rights mainstreaming to specific audiences and groups (MARPs)	IEC materials are culturally sensitive (adapted to audiences) and focus on women and men empowerment	**UNDP**	ZAC, TACAIDS	874,000	Both Mainland and Zanzibar

Programme Results Matrix

2.2.2 Support implementation of national HIV/AIDS gender operational plan	Ensure development of implementation capacities at decentralized level	**UNFPA**	ZAC, zMoLYWCD, MoCDGC, TACAIDS	350,000	Both Mainland and Zanzibar

2.3 Appropriate policies and guidelines for an enhanced HIV/AIDS response are developed and disseminated

Assumption: The legislator has capacity to address Gender and Human Rights in the context of HIV/AIDS; Sufficient human resource capacity amongst partners; TACAIDS and ZAC committed to advocacy and communication interventions

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.3.1 TA to review, adapt or develop relevant policies, laws and guidelines for an enhanced HIV/AIDS response on mobile population and disabled groups	Advocate for supportive Laws and Policies for women, girls, sexual minorities, PLHIV and other marginalised groups	**UNAIDS**	MoHSW, ZAC, zMoHSW, TACAIDS	180,000	Both Mainland and Zanzibar
2.3.2 Facilitate development and dissemination of user-friendly versions of policies, laws and guidelines; Engage and advocate with MoJCA, parliament and NSAs for application of the policies, laws and guidelines	Ensure the use of culturally sensitive formats (adapted to audiences) and the active participation of men and women in advocacy activities	**UNDP**	ZAC, TACAIDS, CSO, MoJCA	931,500	Both Mainland and Zanzibar
2.3.3 TA to TACAIDS and ZAC to develop and implement advocacy and communication packages for National AIDS response; TA to NSAs to advocate and better communicate for children and AIDS related issues	Address gender, non-discrimination towards sexual orientation, rights of PLHIV, and stigma and discrimination	**UNICEF**	ZAC, TACAIDS, NACOPHA, ZAPHA	600,000	Both Mainland and Zanzibar

2.4 TACAIDS and ZAC mobilise resources and provide leadership, coordination and oversight of recipients and stakeholders

Assumption: Timely availability of funds; Capable management team in place in respective institutions; Effective functioning of the dialogue structure; NACs have legal authority for leadership, coordination and oversight; Global Fund secretariat continues to be hosted by TACAIDS

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.4.1 TA and FA for the development and implementation of a resource mobilization strategy, including Global Fund to Fight AIDS, Tuberculosis and Malaria(GFATM) applications and oversight; Support National Advocacy events as avenue for resource mobilization	Advocate for an appropriate allocation of resources to women and marginalised groups; Support gender mainstreaming in GFATM proposal development	**UNAIDS**	ZAC, TACAIDS	300,000	Both Mainland and Zanzibar
2.4.2 TA and FA for resource mobilisation efforts of the MoHSW, including development of proposals for AIDS, TB & Malaria and other communicable diseases	Advocate for an appropriate allocation of resources to women and marginalised groups; Support gender mainstreaming in GFATM proposal development	**WHO**	MoHSW	360,000	Both Mainland and Zanzibar
2.4.3 TA and FA and Advocacy for TACAIDS and ZAC leadership in MKUKUTA & MKUZA related dialogue structures	Support representation of women and marginalized groups in the dialogue structure	**UNAIDS**	ZAC, TACAIDS	130,000	Both Mainland and Zanzibar
2.4.4 TA to TACAIDS for establishing accountability and management mechanism for HIV prevention to relevant MDAs and NSAs		**UNAIDS**	PMO-RALG, TACAIDS, Other	170,000	Mainland
2.4.5 TA and FA, including deployment of UNVs, to TACAIDS and ZAC for enhanced coordination, leadership, oversight and accountability at national, regional and district levels	Ensure integration of gender, women empowerment and Human Rights considerations	**UNDP**	ZAC, TACAIDS, Parliament	1,353,000	Both Mainland and Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **3. Relevant MDAs, LGA and NSAs increasingly mainstream HIV/AIDS Workplace Programmes (WPP)**

3.1 Selected public, private and informal sector institutions operationalise WPP for HIV/AIDS

Assumption: Timely availability of funds; Sufficient commitment from farmers organizations to implement policies; ABCT/ABCZ continue to effectively operate as a coordinating body; Adequate human resource capacity and commitment to evidence based programming

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.1.1 TA to Lead MDAs to support LGAs in developing, implementing and monitoring WPP for HIV/AIDS in agricultural sector	Address gender, non-discrimination towards sexual orientation, rights of PLHIV, stigma and discrimination, and ensure minimum quota of female beneficiaries	**FAO**	zMoALE, MoLDF, TACAIDS, MoAFC	70,000	Both Mainland and Zanzibar

3.1.2 TA to private and informal sectors including ABCT & ABCZ for generating gender disaggregated, evidence-based information on impact of HIV/AIDS on the informal business sector and to implement WPP and economic empowerment activities for the benefit of both women and men	Address gender, non-discrimination towards sexual orientation, rights of PLHIV, stigma and discrimination, and ensure minimum quota of female beneficiaries in economic empowerment activities	**ILO**	MoLYED, TACAIDS, Other, CSO, POPSM, TUCTA, ATE, TFC, ABCT, ABCZ	600,000	Both Mainland and Zanzibar

3.2 Technical AIDS Committees (TACs) and budget committees of selected MDAs and LGAs have the capacity for HIV/AIDS WPP and external mainstreaming in their respective MTEFs

Assumption: Sufficient political commitment to mainstream HIV/AIDS and comply with relevant Labour Standards; Timely availability of funds and human capital; Relevant MDAs willing to collaborate as one team

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.2.1 TA to TACs for trainings on the HIV/AIDS mainstreaming tool at WPP in Agriculture Sector Lead Ministries (ASLMs) and agriculture training institutions for mainstreaming in MTEFs and implement and monitor the agriculture sector strategy on HIV/AIDS	Precede by gender/age specific assessment of needs; Ensure equal number of women and men benefit from the trainings, non-discrimination towards sexual orientation, rights of PLHIV, stigma and discrimination incorporated and observed in the workplace programme	**FAO**	TACAIDS, MoAFC	420,000	Mainland
3.2.2 Support internal and external mainstreaming of HIV/AIDS within sectoral plans and strategies including training to local level staff for MDAS, LGAs	Ensure integration of gender and human rights approaches to address stigma and discrimination	**UNDP**	ZAC, PMO-RALG, TACAIDS, zCMO-DMD	1,035,000	Both - Select regions/districts
3.2.3 TA and FA to the Education sector to review, update/develop and implement workplace HIV/AIDS coordinated programmes and monitoring system within the sector	Ensure gender representation in coordination structures; Address human rights through integrated stigma and discrimination related information	**UNESCO**	MoEVT, PMO-RALG, MoCDGC	100,000	Mainland
3.2.4 Provide TA to MoHSW for supporting regions and districts to implement and monitor health sector workplace HIV/AIDS interventions	Ensure gender relations are considered for both male and female health workers; Tailor made orientation towards different cadres and professions	**WHO**	MoHSW, zMoHSW, PMO-RALG	200,000	Both Mainland and Zanzibar
3.2.5 TA to MoLEYD to administer the legislation and code of conduct regarding HIV/AIDS at WPP	Assess the gender-sensitivity of the legislation and code of conduct and advocate for revision based on lessons learned	**ILO**	MoLYED, TACAIDS	400,000	Mainland

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **4. Selected MDAs, LGAs and NSAs implement evidence-based HIV prevention programmes**

4.1 National and sub-national coordination mechanisms for HIV prevention functional and guide implementation of National Multi-sectoral Prevention Strategy (NMPS)

Assumption: TACAIDS committed to prioritize HIV prevention; Prevention Technical Working Committee remains; Sufficient political will and human resource capacity at national, regional and local level

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.1.1 TA and FA to TACAIDS to coordinate and oversee the implementation and monitoring of the HIV Prevention Strategy at National level	Ensure human rights and gender considerations are adhered to in the implementation of HIV prevention strategy	**UNFPA**	TACAIDS, Other	700,000	Mainland
4.1.2 TA and FA to TACAIDS and regional coordinators in high HIV prevalence regions to coordinate and oversee the implementation and monitoring of the HIV Prevention interventions	Gender, cultural issues, stigma and discrimination are considered in the implementation of HIV prevention interventions	**UNICEF**	PMO-RALG, TACAIDS, Other	480,000	Mainland - Select regions/districts
4.1.3 Provide support to Education sector to develop sustainable coordination structure of SRH/HIV/LS in learning institutions; Strengthen Partnership for implementing SRH/HIV/LS in learning institutions through partners periodic forum	Equal representation and participation of men & women in leadership and decision making forum	**UNESCO**	MoEVT, PMO-RALG, MoCDGC	115,000	Mainland

4.2 Selected MDAs, LGAs and CSOs implement their HIV prevention interventions aligned with the NMPS

Assumption: Policy of Education and Training (draft) endorsed; Timely disbursement of funds; Male and female condom programming remains a priority for Tanzania; Continued support for linkages and integration of SRH/HIV; Human resource capacity in place (regions); Cooperation of private and FBO health providers is fostered; Funding for scale up MC availed

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.2.1 TA and FA to relevant MDAs/LGAs and CSOs to develop and operationalise HIV prevention plans, NLSEF and Care & Support strategy with focus on in and out of school adolescent girls in high prevalence regions	Address gender, non-discrimination towards sexual orientation, rights of PLHIV, stigma and discrimination and ensure minimum quota of female beneficiaries	**UNICEF**	MoEVT, PMO-RALG, TACAIDS, CSO, LGAs, RAS	3,120,000	Both - Select regions/districts

Programme Results Matrix

4.2.2 Support MoEVT to analyse, review and update content/curricula of SRH/HIV/LS; Review SRH/HIV/LS carrier subjects; Integrate comprehensive SRH/HIV/LS education into the core curricula through carrier subjects (schools, TTCs & vocational training colleges and universities); Conduct pilot test of the integrated carrier subjects; Develop, implement and monitor training programmes for teachers/tutors	HIV Education curricula, teaching and learning material adopted and appropriate for various ages, level and settings; Cultural appropriate and gender responsive; Equal representation and participation of men & women in teachers training programs	**UNESCO**	MoEVT, MoCDGC	1,060,000	Mainland
4.2.3 TA and FA to MOHSW, TACAIDS and other partners in comprehensive male and female condom programming initiatives	Address both male and female condom programming and access to both rural and urban communities; Culture sensitive programming for condoms	**UNFPA**	MoHSW, TACAIDS	800,000	Mainland
4.2.4 Support MoLEYD (Youth Department) to operationalise the Life Planning Skills Standards and Training Manual for Young people Out Of School	Utilise youth friendly approaches to life skills education ensuring meaningful youth participation (both males and females)	**UNFPA**	MoLYED, MoCDGC, Other, VETA	500,000	Mainland
4.2.5 TA to MoHSW to scale up quality health sector HIV prevention interventions; Prevention in health care settings (blood safety, PEP, IPC, hospital waste management, and standard precautions); HTC, Male Circumcision, STI Control, and Positive Health Dignity and Prevention	Ensure local level partnerships between FBOs and private health care providers	**WHO**	MoHSW, CSO, APHFTA	505,000	Mainland - Select regions/districts

4.3 MoHSW and implementing partners expand coverage of quality PMTCT services with roll out of more efficacious regimen

Assumption: GFATM and PEPFAR continue and expand their support in PMTCT; Human resource and regular flow of supplies available; Continuous funding of the project; GoT commitment for scaling up Millennium Village project

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.3.1 TA and FA to high HIV prevalence regions with low PMTCT coverage to plan, implement and evaluate quality PMTCT services; Document innovative practices and generate evidence to inform scale up of PMTCT	Address male involvement, gender-based violence, and stigma and discrimination; Information should be culturally appropriate, age and gender sensitive	**UNICEF**	MoHSW, LGAs	3,000,000	Mainland - Select regions/districts
4.3.2 TA to MoHSW to plan, monitor and evaluate the national PMTCT programme; TA to support MoHSW to procure and distribute appropriate ARV drugs, laboratory equipment and supplies to facilitate scale up of PMTCT and HIV care to lower level health facilities	Address male involvement, gender-based violence, stigma and discrimination; Information should be culturally appropriate, age and gender sensitive	**UNICEF**	MoHSW	4,200,000	Mainland
4.3.3 Facilitate collaboration of the relevant cosponsors in the Millennium Village for strengthening PMTCT Services and documentation of best practices for scaling up in other parts of the country	Ensure participation of PLHIV, women groups and other relevant vulnerable population in planning and implementation of activities	**UNAIDS**	MoHSW, PMO-RALG	300,000	Both - Select regions/districts

4.4 Quality and coverage of BCC interventions for young people operationalized, expanded and evaluated

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.4.1 Support TACAIDS, MoHSW and other partners to review/develop national guidelines and standards for HIV behavioural prevention programmes; Develop core minimum package of HIV prevention communication materials for adolescents and young people; Provide TA and FA to support community-based information and education interventions	Address harmful traditional practices and gender issues; Address most at risk populations including adolescents girls; Use environment friendly materials; Integrate prevention of gender based violence and abuse into existing BCC interventions; Target adolescent living with HIV/AIDS	**UNICEF**	MoHSW, TACAIDS, CSO, LGAs	1,680,000	Mainland
4.4.2 Engage and equip media and CSOs including FBOs to plan and implement advocacy and SBCC interventions targeting women and young people	Address harmful traditional practices; Focus on Most At Risk Populations including adolescents girls; Use environment friendly materials; Develop comprehensive gender sensitive messages that that also enhance male involvement	**UNFPA**	TACAIDS, CSO, Media	700,000	Mainland
4.4.3 Support MoEVT to develop SBCC education program/intervention for students of higher learning institutions; Support implementation of the programme	Address harmful traditional practices; Focus on Most At Risk Populations, including adolescents girls; Use environment friendly materials; Develop comprehensive gender sensitive messages that also enhance male involvement	**UNESCO**	MoEVT	365,000	Mainland

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **5. Selected MDAs, LGAs and NSAs deliver increased quality of HIV/AIDS care and treatment services**

5.1 MoHSW and LGAs have enhanced capacities to provide quality HIV/AIDS care and treatment services including TB/HIV collaborative services and nutrition

Assumption: Timely availability of funds to support care and treatment services; Political commitment to Paediatric AIDS as a public health intervention; Continued commitment to integrating food and nutrition issues into strategies, policies and plans

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.1.1 TA (including guidelines, SOPs, tools for M&E) to MoHSW to operationalise quality HIV/AIDS Care & treatment services; conduct quality control and clinical mentoring; ARV pharmacolvigilance; HIV drug resistance surveillance; Collaborative TB/HIV activities and effective laboratory support	Gender consideration in promoting access to HIV/AIDS care and treatment services	**WHO**	MoHSW	120,000	Both Mainland and Zanzibar
5.1.2 TA and FA to MoHSW to plan and implement quality services for early HIV diagnosis and care for children born to HIV positive mothers; Design and implement a sample transportation network; Support innovative technologies for laboratory networking to reduce turn around time for results; Develop database at referral laboratories	Ensure addressing gender, stigma and discrimination; Respect for human rights and child rights; Ensure data is age specific, gender specific, and includes male involvement and gender-based violence during disclosure of HIV status	**UNICEF**	MoHSW	480,000	Mainland - Select regions/districts
5.1.3 Advocacy and policy advice for inclusion of food and nutrition as part of holistic treatment and management of HIV/AIDS in LGA budgets	Prioritize food and nutrition issues affecting PLHIV	**WFP**	MoHSW, CSO	75,000	Both Mainland and Zanzibar

5.2 Selected CSO identify, support and link HIV exposed children and adults to the continuum of care & treatment services

Assumption: Health workers collaborate with CSOs and NACOPHA; Community support structures remains viable

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.2.1 TA and FA to CSOs and networks of PLHIV to build their capacity to provide community-based education, care and referral for continuum of HIV/AIDS care services	Ensure addressing gender, and stigma and discrimination; Respect for human rights and child rights	**UNICEF**	MoHSW, CSO, NACOPHA	1,920,000	Mainland - Select regions/districts

5.3 Targeted ART clients have improved nutrition status in the first six months of Antiretroviral Therapy

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.3.1 Provide food and nutrition support (targeted and time-bound) to HIV/AIDS affected, food insecure and MVC households in food insecure areas that have a high HIV/AIDS prevalence	Ensure implementing partner capacity in programme implementation including targeting of beneficiaries, distribution of food, monitoring, reporting, etc.; Consideration of food insecurity and high HIV/AIDS prevalence in the areas of interventions	**WFP**	MoHSW, CSO	1,000,000	Mainland - Select regions/districts

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **6. Relevant MDAs, LGAs and Non State Actors effectively operationalise the National Costed Plan of Action(NCPA) for MVC**

6.1 NCPA for MVC (2011 – 2015) is gender responsive and data for monitoring of national response available

Assumption: Commitment to evidence based programming and gender mainstreaming; DSW Gender policy and focal points in place; LGA monitoring system in place and supported by Council HIV/AIDS Coordinators; Timely availability of funds; TACAIDS provides technical assistance to link up with TOMSHA

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
6.1.1 TA to DSW to ensure that development, implementation and monitoring of NCPA (2011 – 2015) is gender responsive	Address stigma and discrimination, and respect the rights of the children	**UNWOMEN**	MoHSW, TACAIDS	100,000	Mainland
6.1.2 TA to improve DSW's monitoring capacity and tools on MVC interventions; MVC dataset regularly updated in National HIV/AIDS Database (TOMSHA)	Ensure disaggregated data in terms of gender, geographic and income levels and utilise for future planning	**UNICEF**	MoHSW, TACAIDS	480,000	Mainland

Programme Results Matrix

6.2 Economic strengthening strategies for MVC households developed and implemented

Assumption: Active and effective participation of Implementing Partners; Community members support the activity and demonstrate ownership; Timely availability of funds; Targeting criteria is followed

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
6.2.1 TA to strengthen the capacity of LGAs and CSOs to develop and implement life skills and livelihood strategies and programs for MVC	Equal participation of girls and boys in the MVC programme; Non-discrimination towards sexual orientation and HIV status, rights of PLHIV observed, stigma and discrimination integrated in the programme trainings	**FAO**	MoHSW, MoLDF, TACAIDS, LGAs, MoAFC	600,000	Mainland - Select regions/districts

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **7. MDAs and CSOs reach and mobilize MARPs to utilize appropriate user-friendly HIV/AIDS services**

7.1 MDAs and CSOs provide user-friendly HIV/AIDS services to MARPs

Assumption: Supportive policies and legal framework; Adequate resources, willingness and commitment of MDAS, CSOs and public to work with MARPS

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.1.1 Support mapping and assessment of capacity gaps of potential MDAs and CSOs to reach and mobilize MARPs; TA for implementation, scale up and monitoring of programmes (including information) for MARPs	Assessments should consider Human Rights of specific groups, men and women, boys and girls	**WHO**	ZAC, Other, ZACP, CHAI	360,000	Zanzibar
7.1.2 TA and FA to CSOs in strengthening their capacity to provide outreach prevention and care services for MARPs and young people	Address gender, Human Rights, stigma and discrimination and ensure minimum quota for female beneficiaries	**UNICEF**	ZAC, CSO, ZACP	480,000	Zanzibar
7.1.3 Facilitate coordination and implementation of advocacy and mobilization interventions to health workers, community leaders (including Religious), policy makers for greater efforts towards availability, accessibility and use of services by MARPs	Promote dialogue around Human rights and gender with relevant audiences; Facilitate Good Practices exchanges	**UNAIDS**	ZAC, Other, ZACP, CHAI	100,000	Zanzibar
7.1.4 TA and FA to public and non-state actors including media on protection of HR, mitigation of stigma and discrimination and access to information for MARPS with focus on IDUs/SUs, MSMs and CSWs	Design and distribution of information should take into consideration the difference in literacy and access to media for women and girls	**UNDP**	MoHSW, ZAC, TACAIDS, Other, CSO, Media	357,000	Both Mainland and Zanzibar
7.1.5 TA and FA to MDAS and CSOs to implement integrated SRH/HIV prevention programmes and comprehensive condom programming for MARPs	Planning and implementation to ensure adherence of human rights and gender mainstreaming principles	**UNFPA**	MoHSW, ZAC, zMoHSW, CSO	600,000	Zanzibar

7.2 ZAC, MDAs and CSOs implement programmes to link MARPs to available services and reduce risk behaviours in young people

Assumption: Government commitment and support for SRH/HIV/Drugs abuse prevention targeting young people in learning institutions; Partners committed to MARPs related prevention education; Adequate human capital; ZNSP II finalized and approved in 2010

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.2.1 Support MoEVT to develop and implement Life Skills programme (SRH/HIV/Drugs abuse prevention) in schools	SRH/HIV/Drug abuse teaching and learning material adopted and appropriate for various ages, level and settings - culturally appropriate and gender responsive; Equal participation between young girls and boys in program implementation	**UNESCO**	MoEVT, ZAC, zMoEVT	191,000	Zanzibar
7.2.2 Support MDAs and CSOs to implement LS and SBCC programmes for MARPs	Design and distribution of information should take into consideration the difference in literacy and access to media for women and girls	**UNFPA**	ZAC, zMoLYWCD, THESODE	400,000	Zanzibar
7.2.3 TA to ZAC and MoHSW on identifying & operationalizing appropriate intervention packages for implementation of ZNSP II with focus on MARPs and young people	Address gender, non-discrimination towards sexual orientation, rights of PLHIV, stigma and discrimination, and ensure minimum quota of female beneficiaries	**UNICEF**	ZAC, zMoHSW, ZACP	480,000	Zanzibar

MDG: Goal 1. Eradicate extreme poverty and hunger, Goal 4. Reduce child mortality, Goal 5. Improve maternal health, Goal 6. Combat HIV/AIDS, malaria and other diseases

National: MKUKUTA:Goal 2.3 Improving survival, health and well being of all children, women and vulnerable groups; MKUZA:Goal 2.2 Improved health delivery systems particularly to the most vulnerable groups

Outcome: **8. MoHSW, ZAC and CSOs mobilize PLHIV, MVC and other affected groups for greater utilization of HIV/AIDS services**

8.1 Appropriate strategies to enhance utilization of HIV/AIDS services by PLHIV, MVC and other affected groups are identified and developed

Assumption: Services are in place and right-holders are accessible; Appropriate level of human resources

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
8.1.1 TA for the assessment of under utilization of services and for development of implementation strategies for both right-holders (PLHIV & MVC) and duty-bearers (Service providers)	Ensure questionnaire allows for gender and Human Rights analysis as well as for MVC and MARPs; Examine stigma and discrimination issues	**UNAIDS**	MoHSW, ZAC, zMoHSW	60,000	Zanzibar
8.1.2 TA and support training to build capacity of Health sector for enhanced delivery of HIV/AIDS services for PLHIV & MVC and other affected groups	Ensure that trainings include sensitisation on gender, women empowerment and Human Rights considerations	**WHO**	MoHSW, ZAC, zMoHSW	125,000	Zanzibar

8.2 Communication and advocacy strategies to promote utilization of HIV/AIDS services by PLHIV, MVC and other affected group are operationalized

Assumption: PLHIV groups are willing to participate in the study; Study findings are utilized; Services are in place and right-holders are accessible; Appropriate level of human resources

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
8.2.1 Review and update general communication and advocacy strategy according to ZNSP II and findings of assessment on utilization of services by PLHIV/MVC; Engage and equip media and CSOs including FBOs to plan and implement advocacy and communication interventions targeting women and young people	Communication and advocacy strategy to ensure adherence to human rights and gender mainstreaming principles; Cultural and religious sensitive approaches to BCC applied; Most vulnerable groups to be prioritised	**UNFPA**	MoHSW, ZAC, zMoHSW, THESODE, ZAPHA, ZIADA	800,000	Zanzibar
8.2.2 TA for new round of stigma index study including dissemination and utilization of findings	Sex and age disaggregation of data, and gender sensitive analysis in the study	**UNAIDS**	ZAC, ZAPHA	100,000	Zanzibar

8.3 Data on utilization of HIV/AIDS services available and regularly updated

Assumption: M&E system and staff are in place; Survey is of desired quality; Right-holders are actively involved and reachable

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
8.3.1 Review M&E system to incorporate collection of data on utilization of HIV/AIDS services by PLHIV/MVC and other affected groups	Sex and age disaggregation of data, and gender sensitive analysis in the M&E system	**UNAIDS**	MoHSW, ZAC, zMoHSW	70,000	Zanzibar
8.3.2 TA for periodical assessment of quality of Health HIV/AIDS services including client satisfaction surveys; Disseminate and promote utilization of findings	Ensure fair representation of all necessary groups (women, PLHIV, MVC and other marginalized)	**WHO**	MoHSW, ZAC, zMoHSW	125,000	Zanzibar

Social Protection

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection; MKUZA:Goal 2.6 Improved safety nets and social protection for poor and vulnerable groups

Outcome: **1. GoT coordinates a multi-sectoral social protection response to the needs of economically deprived and insecure groups**

1.1 Key decision makers and relevant stakeholders are sensitized on the importance of investing in social protection

Assumption: Communication strategy changes knowledge and understanding of national partners; Global financial crisis does not affect resources for leveraging funds for SP

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.1.1 Develop and implement comprehensive evidence-based advocacy and communication strategy in cooperation with national partners; Produce, print and disseminate policy briefs and advocacy materials relating to child-sensitive social protection; High level advocacy and leveraging with politicians	Include an element to address the traditional beliefs and understanding in the advocacy strategy; Advocacy should be gender sensitive and also promote SP as a human right; Lead MDA has a focal point/team responsible for updating/coordinating the strategy in the future	**UNICEF**	MoFEA, zMoSFEA, NWGSP	600,000	Both Mainland and Zanzibar

Programme Results Matrix

1.1.2 Produce, print and disseminate advocacy materials relating to UN conventions on social security and the UN Basic Social Floor initiative	Include an element to address the traditional beliefs and understanding in the advocacy strategy; Advocacy should be gender sensitive and also promote SP as a human right; Lead MDA has a focal point/team responsible for updating/coordinating the strategy in the future	**ILO**	MoLYED, zMoLYWCD	110,000	Both Mainland and Zanzibar

1.2 A coherent policy, legislative and regulatory framework on social protection is in place

Assumption: Long term sustainability issues do not hinder decision-making processes regarding SP interventions; Policy makers possess sufficient knowledge regarding SP to facilitate the process and progress of dissemination

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.2.1 TA for the identification, prioritization and sequencing of policy choices and delivery modalities for social protection; develop financing options based on analysis of fiscal space and identification of resource gaps and funding resources for the implementation of priority social protection interventions	Provision of TA to ensure understanding of SP relevance in Tanzania among MoFEA and partners	**UNICEF**	MoFEA, zMoFSC	600,000	Both Mainland and Zanzibar
1.2.2 Review current policies, legislative and regulatory frameworks to identify existing gaps and propose remedial actions; TA for the revision/amendment of current policies, regulations and legislative framework	Institutionalisation of policy coordination team within MDAs; Ensure specific needs for specific marginalised groups (Gender, Disability, Children, Elderly etc.) are addressed	**ILO**	MoLYED, zMoLYWCD	235,000	Both Mainland and Zanzibar

1.3 National coordination mechanism is functional, with representation from key MDAs and other national stakeholders

Assumption: Advocacy interventions are successful

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.3.1 Develop ToR and annual workplans, signing of MoUs, identify of key stakeholders, convene regular meetings and ensure adequate follow-up to agreements	Lead MDA has a focal point/team responsible for updating/coordinating the strategy in the future	**UNICEF**	MoFEA, zMoFSC, NWGSP	600,000	Both Mainland and Zanzibar

1.4 Evidence base strengthened to inform Social Protection programme design options targeted to priority groups

Assumption: Implementing partners with capacity available; Consistent policy in financing of health services

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.4.1 Implementation and evaluation of food security/nutrition related safety-nets interventions (food/cash/voucher transfer)	Capacity to implement a programme (whether it is food, cash or voucher) including targeting of beneficiaries, distribution of food/cash/voucher, monitoring, reporting, baseline survey, etc.; Consideration of food insecurity and undernutrition in the areas of interventions	**WFP**	MoFEA, MoHSW, PMO-RALG, MoCDGC, CSO, TASAF, MoAFC	6,000,000	Mainland
1.4.2 Support studies to analyse the use of tax funds, social health insurance and other pre-payment mechanisms in expanding coverage to underserved groups	Support integration of Community Health Funds into social health insurance	**WHO**	MoFEA, MoLYED, zMoSFEA, zMoLYWCD, LGAs, zDistricts, NHIF, NSSF	300,000	Both Mainland and Zanzibar

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection; MKUZA:Goal 2.6 Improved safety nets and social protection for poor and vulnerable groups

Outcome: **2. Relevant MDAs integrate Child Protection (CP) into their national programmes**

2.1 National Coordination mechanisms for the NCPA on MVC, including the National Steering Committee, revitalized and broadened to address Child Protection issues

Assumption: Political will to engage in coordination and provide leadership

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.1.1 Revive the National Steering Committee and review TOR; Strengthen Implementing Partner Group and replicate at district level; Mobilize Technical Committees according to sectoral areas; Mainstream child protection into NCPA sectoral plans (health, education) and advocate for increased budgetary commitment from GOT at national and decentralized levels	NSC requires consistent and gender balanced representation from decision makers to function effectively	**UNICEF**	MoHSW, MoEVT, MoHA	120,000	Mainland

2.2 National Costed Plan of Action (NCPA) on MVC provides responses and services to children affected by abuse, violence and exploitation

Assumption: GOT resources allocation to child protection integrated into national and district MTEFs

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.2.1 TA to expand results framework for NCPA MVC 2011 - 2015 to include child protection; CP indicators included in DMS tracking system at DSW; A baseline established on child protection; Evaluation of MVC NCPA completed	Ensure line ministries (health, education etc.) integrate MVC considerations into their budgets and plans	**UNICEF**	MoHSW, PMO-RALG, MoCDGC, LGAs	500,000	Mainland

2.3 Costed child protection model developed and demonstrated

Assumption: Sufficient capacity and commitment in the 3 districts to build a CP system and demonstrate results; Greater engagement and commitment to CP system strengthening by DSW and other relevant MDAs

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.3.1 Referral system established in 3 districts between key stakeholders to respond to child abuse; TA for baseline on key child protection indicators; Track progress made against key indicators; Evaluation of CP model; monitoring and documentation of good practices; develop scale-up strategy	Ensure engagement of relevant line Ministries in the development of the Child Protection system	**UNICEF**	MoHSW, PMO-RALG, CSO	3,200,000	Mainland - Select regions/districts

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection; MKUZA:Goal 2.6 Improved safety nets and social protection for poor and vulnerable groups

Outcome: **3. Decision makers and communities understand issues concerning violence and abuse against children, including available protection services**

3.1 Multi-sectoral communication strategy for addressing violence against children in place and operationalized

Assumption: Child participation strategy is expedited to provide essential tools and framework for children's engagement; GoT interest for continued engagement against child trafficking; Timely availability of funds

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.1.1 Comprehensive advocacy and communication strategy on violence against children developed and implemented in cooperation with MCDGC, MOHSW, MOETV and other ministries, children's organizations and children themselves	Participation of children in both the development, implementation and monitoring, and gender equality ensured; Coherent approach and integration/linkages with other advocacy and communication initiatives, including violence against women utilised	**UNICEF**	MoHSW, MoEVT, zMoEVT, zMoLYWCD, PMO-RALG, MoCDGC, CSO, DP, BlW	2,400,000	Both Mainland and Zanzibar
3.1.2 TA on trafficking for the multi-sectoral communication strategy	Consider cultural issues and abuse of traditional systems relevant to child violence-exploitation (fostering/extended family)/ analysis of factors affecting boys and those affecting girls and women	**IOM**	MoHSW, zMoHSW, zMoLYWCD, MoCDGC, CSO, MoHA	280,000	Both Mainland and Zanzibar

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection; MKUZA:Goal 2.6 Improved safety nets and social protection for poor and vulnerable groups

Outcome: **4. GoT addresses priority gaps in legislation, strategies and guidelines to protect children and women from abuse, violence and exploitation**

4.1 Regulations of the Anti-Trafficking Act 2008 developed, adopted and monitored

Assumption: Political commitment to engage against child trafficking; Timely availability of funds

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.1.1 Consultative process with anti-Trafficking Committee; TA to develop Regulations; Testing of regulations with GoT Committee and CSOs; Adoption of regulations and dissemination; Training programs for key stakeholders; monitoring of regulations implementation by key stakeholders	Focus on ownership and participation (in particular CSOs) including the importance of collaboration between MoHSW/DSW and MHA/Police	**IOM**	MoHSW, MoCDGC, CSO, MoHA, Parliament	910,000	Mainland

Programme Results Matrix

4.2 Rules and regulations protecting children (girls and boys) from abuse and violence in line with the Law of the Child Act developed and implemented

Assumption: Commitment to a multi-sectoral response to child abuse and violence

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.2.1 Consultative process carried out; TA to develop guidelines and rules and regulations; Testing out of guidelines; Adoption of guidelines and dissemination; multi-disciplinary coordination to oversee implementation; Training programs for key stakeholders; monitoring of how guidelines translate into practice	Rules and regulations support operational procedures or protocols that allow line ministries to deliver a coordinated response to child abuse	**UNICEF**	MoHSW, MoEVT, zMoHSW, zMoLYWCD, MoCDGC, CSO, TPA, Courts	600,000	Both Mainland and Zanzibar
4.2.2 Advocacy and technical support to government for the development of the regulatory and institutional framework for the implementation of a strategy for free and compulsory birth registration for under 5s	Focus on access and equity by working progressively towards universal free birth registration and certification	**UNICEF**	MoHSW, MoCDGC, RITA	500,000	Mainland

4.3 Increased response to GBV by law enforcement agencies

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.3.1 TA for coordination and existing programmes in MDAs and Non-State Actors for a multi-sectoral response to GBV		**UNFPA**	zMoLYWCD, MoCDGC	1,000,000	Both Mainland and Zanzibar
4.3.2 Support generation of evidence and policy dialogue, campaigns and awareness raising programmes against GBV		**UNFPA**	Media, TGNP, TAWLA	1,500,000	Both Mainland and Zanzibar

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection; MKUZA:Goal 2.6 Improved safety nets and social protection for poor and vulnerable groups

Outcome: **5. MDAs, LGAs, law enforcement agencies and selected CSOs have improved technical skills to prevent and respond to cases of abuse/violence/exploitation of children**

5.1 A multi-sectoral capacity building strategy for strengthening skills and knowledge related to the prevention and response to child abuse, violence and exploitation (including child trafficking) developed and operationalized

Assumption: Political commitment to engage against trafficking; Timely availability of funds; GoT and CSOs agree on selection criteria; Key GoT and CSOs staff identified as TOT are retained; Openness of Institute of Social Work to revise curriculum and training methodology

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.1.1 Mainstream CP into existing academic and training institutions curriculum (including pre-deployment and in-service training); Review, develop and test training materials; Train practitioners and evaluate impact on their practice	Consider multi-disciplinary training to link with work on developing multi-disciplinary procedures	**UNICEF**	MoHSW, MoEVT, zMoHSW, zMoEVT, Other, CSO, MoHA, TPA	3,800,000	Both Mainland and Zanzibar
5.1.2 Mapping of service providers and referral networks to develop a directory on service providers for victims of trafficking	Participation of key stakeholders, including children exploited, in development of gender sensitive; Ensure actual verification of services provided	**IOM**	MoHSW, zMoHSW, CSO	80,000	Both Mainland and Zanzibar
5.1.3 Training of Trainers on child trafficking and delivery of assistance services to victims (upon completion of action 512)	Consultative process utilised in developing the training materials; Balance in participation in trainings - GoT/CSO and Gender ensured; Coherence with communication strategy on violence against children and women ensured; No mobility element for ToT given importance	**IOM**	MoHSW, zMoHSW, zMoLYWCD, MoCDGC, CSO, MoHA, MoJCA	600,000	Both Mainland and Zanzibar
5.1.4 Assess pre-existing tools and Integrate child trafficking into training materials (pre- and in-service training) of academic institutions	Pre-test incorporates culture, gender, participation and human rights considerations; Coherence with communication strategy on violence against children ensured	**IOM**	MoHSW, OSHA, ISW	120,000	Mainland

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection; MKUZA:Goal 2.6 Improved safety nets and social protection for poor and vulnerable groups

Outcome: **6. Local service providers respond effectively to women and child victims of abuse, violence and exploitation in select areas**

6.1 Women and children vulnerable/victims of human trafficking are provided with emergency assistance and family reunifications in major urban towns

Assumption: GoT and CSOs collaborate on child trafficking; Timely availability of funds

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
6.1.1 Train Police, DSW, selected CSOs on screening of victims of trafficking, on provision of counselling, shelter management, family reunification procedures and data collection and management; TA and FA for shelter support, medical services, Voluntary Counselling and Testing (VCT) Centre , shelter, meals, education and vocational training, family reunifications (where appropriate) and start up grants; TA for monitoring of service delivery, resource management and data collection	Facilitate close collaboration and referral between Police, DSW, CSOs through joint training and establishment of official procedures; Sensitize training participants on culture, gender, participation and Human Rights considerations	**IOM**	MoHSW, CSO	560,000	Mainland - Select regions/districts

6.2 Priority interventions for children affected by abuse, violence and exploitation are better coordinated and deliver effective services

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
6.2.1 Mapping of service providers related to child protection, including those identified by IOM for trafficking victims and establishing referral networks; Strengthen coordination related to abuse, violence and exploitation; Develop or strengthen CSO and GOT partnerships for direct service provision for children affected by abuse, neglect and violence	Ensure service provision is sensitive to culture, gender, participation, and human rights considerations	**UNICEF**	MoHSW, CSSC	3,200,000	Mainland

6.3 Counselling services for women survivors of GBV strengthened

Assumption: Timely availability of resources for survivors

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
6.3.1 Provide TA to Shelter Counsellors to improve their capacity to respond to women GBV survivors	Ensure participation, accountability, HIV/AIDS, and cultural considerations are taken into account by shelter counsellors	**UNWOMEN**	MoCDGC, CSO	400,000	Mainland - Select regions/districts

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection; MKUZA:Goal 2.6 Improved safety nets and social protection for poor and vulnerable groups

Outcome: **7. MDAs produce, utilise and report disaggregated data on violence/abuse/trafficking/exploitation of women and children according to agreed timeframes**

7.1 Comprehensive national data management system on issues related to abuse, violence and exploitation of women and children, including child trafficking established and in use

Assumption: MCDGC provides leadership and commitment to collaborate with other MDAs for review and improvement of existing data systems; GoT engage against child trafficking; NBS are willing to integrate new indicators; Timely availability of funds

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.1.1 Review existing data and system on child protection and juvenile justice; Identify information gaps; Commission studies; Strengthen MDAs capacity to collect, report on and analyse data	Data collected will be disaggregated and include gender sensitive analysis	**UNICEF**	MoHSW, zMoHSW, zMoLYWCD, NBS, MoCDGC, CSO	1,200,000	Both Mainland and Zanzibar
7.1.2 Integration of child and women trafficking indicators in planned national data collection systems	Analysis of existing database on trafficking to identify main features to export to a national data collection system; Ensure culturally responsive and sensitive training to support understanding of the need to address the issue of child and women trafficking in data collection; Data collected through assistance to victims of trafficking will be disaggregated and include gender sensitive analysis	**IOM**	MoHSW, NBS, MoCDGC, CSO	100,000	Mainland

Programme Results Matrix

Water, Sanitation and Hygiene

MDG: Goal 7. Ensure environmental sustainability

National: MKUKUTA:Goal 2.4 Increasing access to affordable clean and safe water, sanitation and hygiene; MKUZA:Goal 2.3 Improved access to water, environmental sanitation and hygiene

Outcome: **1. Relevant MDAs provide a coordinated, harmonised response for increased coverage and improved quality of child, girl friendly and accessible School WASH**

1.1 SWASH is coordinated, harmonized, resourced and scaled up

Assumption: MDAs continue to agree to coordinate on School WASH at national level; Agreement can be reached for an institutional channel or programme for funding scaled up School WASH; DPs interest in funding School WASH secured

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.1.1 Support to MDAs: to sustain effective School WASH national coordination mechanism; To define and strengthen institutional mechanisms or structures and/or a national programme to scale up, to channel funding, and manage the scale up process; Establish and Monitor harmonisation of SWASH approaches; Advocacy with MDAs and donors for increasing fund allocations, develop School WASH guidelines for Zanzibar	Ensure the needs of school children with disabilities, younger children and girls (including specifically related to security, privacy and menses) are addressed in sectoral programmes, guidelines and approaches	**UNICEF**	MoHSW, MoEVT, ZAWA, zMoHSW, zMoEVT, EEPCO, MoWI, PMO-RALG, SNV, TWESA, WaterAid, JGI, MUHAS, ARU, CCBRT, WVT	1,200,000	Both Mainland and Zanzibar

1.2 National SWASH guidelines rolled out and operationalized

Assumption: Inter-Ministry School WASH guidelines are approved by all Ministries and mechanisms agreed for roll out

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.2.1 TA for MDAs to develop and oversee a plan for roll out of the national School WASH guidelines, develop skills at scale, develop and roll out of school WASH communication strategy, monitor and evaluate the quality of School WASH interventions	Ensure the needs of children with disabilities, younger children and girls (including specifically related to security, privacy and menses) are addressed in programme establishment at district and school level; Baseline research includes attendance and drop-out patterns for girls / boys linked to availability of S&H facilities; Environmentally friendly technologies promoted	**UNICEF**	MoHSW, MoEVT, ZAWA, zMoHSW, zMoEVT, EEPCO, MoWI, PMO-RALG, SNV, TWESA, WaterAid, JGI, MUHAS, ARU, CCBRT	4,200,000	Both Mainland and Zanzibar

1.3 School WASH investments in Zanzibar meet internationally accepted best practices

Assumption: Zanzibar programmes take into consideration the School WASH package developed on the Mainland; AfDB funds continue

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.3.1 Leveraging finances and TA for African Development Bank funded SWASH programmes for demonstration and increased coverage	Ensure the needs of school children with disabilities, younger children and girls (including specifically related to security, privacy and menses) are addressed in sectoral programmes, guidelines and approaches	**UN-HABITAT**	ANGOZA, ZAWA, zMoHSW, zMoEVT	35,000	Zanzibar

MDG: Goal 7. Ensure environmental sustainability

National: MKUKUTA:Goal 2.4 Increasing access to affordable clean and safe water, sanitation and hygiene; MKUZA:Goal 2.3 Improved access to water, environmental sanitation and hygiene

Outcome: **2. GoT/RGoZ implements a co-ordinated, scaled up national response for improved Sanitation and Hygiene (S&H)**

2.1 Sanitation and Hygiene sector has strengthened institutional structures and increased resources for implementation at scale

Assumption: MDAs and other actors continue to participate in national coordination mechanisms and the advocacy alliance; High profile people and politicians agree to become ambassadors for S&H; RGoZ implement the inclusion of sanitation in the duties of ZAWA; DPs interest in funding S&H secured

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.1.1 Support to MDAs to: operationalise co-ordination as per MoU; Harmonise approaches for S&H (including linkages to C4D); Implement and disseminate S&H policy nationally; Develop national WASH advocacy strategy; Undertake national advocacy campaigns with engagement of advocacy alliance; Undertake advocacy for S&H; Leverage resources	Ensure that the needs of children and adults with disabilities, the elderly, PLHIV, women and girls (including specifically related to security, privacy and menses) are addressed in sectoral programmes, guidelines and approaches; Ensure advocacy strategy developed that is based on evidence of how to influence decision makers and reach / engage the poorest and most vulnerable	**UNICEF**	MoHSW, ANGOZA, ZAWA, zMoHSW, EEPCO, MoWI, PMO-RALG, TAWASANET, WaterAid, ARU, CCBRT, WVT, WSP, WSSCC	2,400,000	Both Mainland and Zanzibar

2.1.2 Funding the development of the Zanzibar Policy for S&H; Leverage funds for the strategic plan for S&H and to facilitate process for a WASH coordination mechanism as part of the restructuring process for ZAWA	Ensure the needs of children and adults with disabilities, the elderly, PLHIV, women and girls (including specifically related to security, privacy and menses) are addressed in advocacy, sectoral programmes, guidelines and approaches	**UN-HABITAT**	ANGOZA, ZAWA, zMoHSW, zMoEVT	290,000	Zanzibar

2.2 Enhanced national learning and guidance on Household Water Treatment and Safe Storage (HWTS)

Assumption: Inter-MDA group undertaking phase one of the three phase research continue to perform well and collaborate effectively with the international research team

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.2.1 Support to MDAs to undertake international quality research on HWTS-including user preference study-and sustainability, effectiveness and scale up for HWTS; Support to the GoT to develop guidance on HWTS, publish international research and update national action plan for HWTS	Ensure the affordability and availability of HWTS for the poorest, and other vulnerable groups are considered in the research and the different needs and preferences of women and men	**UNICEF**	MoHSW, MoWI, NIMR, PSI, MUHAS, NEMC, UDSM	840,000	Mainland

2.3 MOHSW Health Promotion and Environmental Health and Sanitation Units have clear health promotion strategies and effectively implement evidence based communication programmes relating to WASH behaviours

Assumption: Health Promotion/Education Section continues to be invested as the government lead in communication; Both governments of mainland and Zanzibar approve health promotion strategies

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.3.1 Build the C4D capacity and skills of the MOHSW/Health Promotion and Environmental Health & Sanitation Units to utilize baseline surveys and systematic monitoring data to strengthen and update WASH sector strategies and programmes; Mobilize and coordinate WASH communication networks; Develop effective tested materials	Ensure the needs of children and adults with disabilities, the elderly, PLHIV, women and girls (including specifically related to security, privacy and menses) in sectoral programmes, guidelines and approaches; Ensure communication strategy developed that is based on evidence of how to reach the poorest and most vulnerable	**UNICEF**	MoHSW, ANGOZA, ZAWA, zMoHSW, EEPCO, MoWI, PMO-RALG, TAWASANET, WaterAid, ARU, CCBRT, WVT, WSP, WSSCC	960,000	Both Mainland and Zanzibar
2.3.2 TA to develop health promotion strategies, policy guidelines and capacity building tools (WASH related elements)	Ensure the needs of children and adults with disabilities, the elderly, PLHIV, women and girls (including specifically related to security, privacy and menses) are addressed in sectoral programmes, guidelines and approaches	**WHO**	MoHSW, ANGOZA, ZAWA, zMoHSW, EEPCO, MoWI, PMO-RALG, TAWASANET, WaterAid, ARU, CCBRT, WVT, WSP, WSSCC	380,000	Both Mainland and Zanzibar

2.4 MDAs and CSOs technical and managerial capacity strengthened for effective S&H implementation at scale

Assumption: Agreement can be reached on harmonised approaches for scale up; Institutional assessment for EEPCO indicates appropriate methods for strengthening

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.4.1 Support to mainland MDAs to: create a skills development strategy and plan, oversee roll out of capacity building for harmonised S&H scale up, strengthen EEPCO; Experience-sharing between mainland and Zanzibar (on coordination, development of S&H policy and technologies)	Ensure that capacity building opportunities are available for women and men and people from marginalised or vulnerable groups; Ensure culture is considered in S&H programmes in local areas	**UNICEF**	MoHSW, MoEVT, ZAWA, zMoHSW, MoWI, PMO-RALG, TAWASANET, LGAs, WaterAid, CCBRT	3,000,000	Both Mainland and Zanzibar

MDG: Goal 7. Ensure environmental sustainability

National: MKUKUTA:Goal 2.4 Increasing access to affordable clean and safe water, sanitation and hygiene; MKUZA:Goal 2.3 Improved access to water, environmental sanitation and hygiene

Outcome: **3. GoT/RGoZ adopts evidence based measures to enhance decision making; equity and inclusion of women, children and vulnerable populations in WASH**

3.1 National monitoring systems provide quality data on WASH and MDAs have improved analytical and reporting skills

Assumption: The sector comes to a consensus on the M&E framework and identifies mechanisms to ensure it is utilised by all sector players; NBS/ZBS agree to incorporate the agreed indicators into the national surveys

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.1.1 TA for improving M&E for S&H & HWTS; Advocacy for standard indicators and definitions incorporated into national surveys; Support for undertaking surveys and assessments for data collection; Skill development for documentation, analysis, reporting and use of information for decision making; Information-sharing between mainland and Zanzibar	M&E framework and data collection includes consideration of the family profile including the different income levels and location; Data disaggregated by gender and different social groups, such as female, child or elderly headed households; M&E framework to strengthen availability of gender disaggregated data for influencing sector policies, strategies, budgeting and implementation, ensuring increased involvement and influence of women in management and men in hygiene promotion	**UNICEF**	MoHSW, MoEVT, ZAWA, zMoHSW, MoWI, PMO-RALG, WaterAid, WSP	600,000	Both Mainland and Zanzibar

Programme Results Matrix

3.2 TAWASANET and CSOs representing vulnerable groups have improved capacity to influence national WASH policy dialogue on equity and sustainability of water supplies

Assumption: TAWASANET members continue to be committed to the goals and vision of TAWASANET and collaborate to support the strengthening of the network; Appropriate CSOs working with vulnerable groups can be identified to link into the network and policy and planning activities

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.2.1 Facilitate the increased inclusion of CSOs working with/and vulnerable groups in WASH related policy and planning and the consideration of WASH in other sector strategies (such as home based care, disability, protection); Support to establish/strengthen the TAWASANET core staff team; support of skill development for network members including for advocacy	Include actions to advance the right to water and sanitation including the needs of women, children and vulnerable groups and facilitate inclusion of the vulnerable groups and their representatives into policy and planning activities	**UNICEF**	MoHSW, MoEVT, ZAWA, zMoHSW, zMoEVT, MoWI, PMO-RALG, TAWASANET, CSO, LGAs, WaterAid, CCBRT	1,800,000	Both Mainland and Zanzibar

3.3 Improved MIS for water supplies in Zanzibar and Dar es Salaam and data accessible to the public

Assumption: Support for scale-up of the on-going project will be secured

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.3.1 Zanzibar: Bureau of Statistics uses Google data collection mechanism to have regularly updated data on the status of water supply (water quality, quantity, functionality); Support implementation activities; Develop communication strategy for dissemination to the public Dar es Salaam: Develop participatory approaches for data collection; Maintain electronic list of WATSAN users in the ward; Test and document the process	Environmental impact on water supplies taken into account; Inclusion of hard-to-reach groups in the system (receive information on the system and able to contribute information); Format of data should be user friendly for all beneficiaries; Consideration of all groups of WATSAN beneficiaries in the process establishing the MIS system; Include specific access indicators for appropriateness for girls / women's facilities (including specifically relating to safety / security)	**UN-HABITAT**	ZAWA, Other, LISPSC, DAWASA, ZBS, WUA, DarMunicipality	90,000	Both Mainland and Zanzibar

MDG: Goal 7. Ensure environmental sustainability

National: MKUKUTA:Goal 2.4 Increasing access to affordable clean and safe water, sanitation and hygiene; MKUZA:Goal 2.3 Improved access to water, environmental sanitation and hygiene

Outcome: **4. ZAWA and WASH pilot project in Dar improve sustainability of their services**

4.1 ZAWA is restructured, credit worthy and financially sustainable

Assumption: Sufficient political commitment to the restructuring process

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.1.1 TA to restructure ZAWA; Develop water demand management strategy; Leverage funds for constructing new community water supply and reduce the levels of unaccounted for water; Through Global Water Operators Partnership Alliance leverage for utility financing (includes metering, tariffs, credit worthiness, etc.); Support a water utility energy audit for the water sector	New structures and strategies ensure equitable access for the poorest and vulnerable groups and includes access for girls and women considering issues of security	**UN-HABITAT**	zMoWCEL, ZMC, ZAWA, zMoEVT, zMoRASD, Other	1,280,000	Zanzibar - Select regions/districts

4.2 Dar es Salaam apex CBO for water supply and sanitation management established and functional

Assumption: Timely availability of funds

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.2.1 Conduct baseline survey; Establish a WASH related apex CBO in Dar es Salaam; Prepare operational structure and guidelines; Conduct capacity development interventions; Implement WATSAN project	New structures and strategies ensure equitable access for the poorest and vulnerable groups and includes access for girls and women considering issues of security	**UN-HABITAT**	Other, LISPSC, DAWASA, DarMunicipality	700,000	Mainland - Select regions/districts

MDG: Goal 7. Ensure environmental sustainability

National: MKUKUTA:Goal 2.4 Increasing access to affordable clean and safe water, sanitation and hygiene; MKUZA:Goal 2.3 Improved access to water, environmental sanitation and hygiene

Outcome: **5. Relevant MDAs and LGAs improve coordination and integrate IWRM into their sector plans and have strengthened environmental health related policies, strategies and capacities to undertake environmental health impact assessments**

5.1 Zanzibar operationalises an IWRM strategy, M&E framework established and funds leveraged

Assumption: MoWCEL, ZAWA and other sector actors reach an understanding on IWRM strategies to respond to current gaps

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.1.1 Support ZAWA to develop an IWRM strategy and action plan, adapt guidelines regarding climate change, support conservation activities, an M&E framework, leverage funds for implementation and improvement of coverage	Ensure sustainability through establishment of a dedicated unit within ZAWA; Support advocacy and awareness raising activities, gender and youth mainstreaming in all the processes, including ensuring involvement and responding to the needs of women and girls, specifically related to security / safety when using water	**UN-HABITAT**	zMoWCEL, ZAWA	500,000	Zanzibar

5.2 MoHSW conducts environmental health impact assessments and develops evidence based policies and strategies

Assumption: All stakeholders participate and provide inputs to policy development

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.2.1 TA for strengthening the MOHSW to conduct environmental health impact assessments and to develop policies and strategies for tackling environmental/public health problems related to unsafe water, the environment and climate change	Ensure human rights, gender equality, environmental sustainability, conflict sensitive programming and capacity development are responded to in the policies and interventions	**WHO**	zMoWCEL, MoHSW, MoWI, CSO	1,200,000	Both Mainland and Zanzibar

Programme Results Matrix

Cluster III: Governance and Accountability [MKUKUTA] / Good Governance and National Unity [MKUZA]

Governance

MDG: Goal 3. Promote gender equality and empower women, Goal 8. Develop a global partnership for development, Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.1 Ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels.; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **1. Relevant MDAs advance key national strategies for good governance**

1.1 Anti-corruption and other select Core Reforms strengthened

Assumption: National reforms continue to receive support and resources; Anti corruption remains a high priority for government and partners; Key stakeholders agree on the need for and form of civic education implementation strategies

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.1.1 TA to the Reform Coordination Unit; Facilitate stakeholder dialogues	Develop capacity in the Reform Coordination Unit for facilitating stakeholder dialogue	**UNDP**	PO-SH	500,000	Mainland
1.1.2 TA for the development of NASCAP III; Capacity building for PCCB; Strengthen GGCU to coordinate national anti-corruption efforts; TA to develop anti-corruption M&E mechanisms; Promote anti-corruption and police reform linkages	Develop MDAs capacity for implementation and M&E of government plans and strategies	**UNDP**	MoCAGG, Other, PCCB, PO-SH	2,500,000	Mainland
1.1.3 Facilitate consultative processes on the establishment of civic education body(s) and curriculum development	Ensure participation of human rights NGOs and other relevant stakeholders from civil society	**UNDP**	MoCAGG, MoEVT, zMoEVT, zMoCAGG	500,000	Both Mainland and Zanzibar
1.1.4 TA and FA to strengthen the State gender machinery to advance the findings of an institutional and organizational assessment	Ensure synergies with relevant public sector reforms initiatives	**UNWOMEN**	MoCDGC	450,000	Mainland

1.2 Select public sector reforms in Zanzibar are developed and accelerated

Assumption: Zanzibar Government supports the reform agenda

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.2.1 TA for coordination of Ministries and agencies; Support consensus building on approaches to local government reforms; TA and research for policy development on strengthening a culture of democracy; Facilitate resource mobilisation	Mainstream gender equality and the interests of children, persons with disabilities and minority groups into the shaping of policies	**UNDP**	zMoSFEA	1,900,000	Zanzibar
1.2.2 TA for legal sector reform; Support consultative processes; Facilitate resource mobilisation to promote gender equitable legal sector reform	Ensure access of women, children, persons with disabilities and minority groups to the consultative processes	**UNDP**	zMoSFEA, zMoLYWCD	1,200,000	Zanzibar

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.2 Improving public service delivery to all, especially to the poor and vulnerable; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **2. GoT leads more effective aid management and aid coordination**

2.1 A National Strategy and Action Plan for aid effectiveness is adopted and implemented by Government and DPs

Assumption: Timely approval of the Action Plan; Sufficient coordination

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.1.1 Technical consultations with stakeholders and FA to MoFEA to draft and implement an action plan for TA	Ensure women's access to dialogue forum; develop MoFEA's capacity for aid management	**UNDP**	MoFEA, zMoSFEA	350,000	Both Mainland and Zanzibar

2.2 The aid management system is improved to better incorporate reporting and dissemination of relevant data

Assumption: Political will for real dialogue

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.2.1 TA to MDAs and MOFEA to maximize the use of the Aid Management Platform (AMP) and links to the Multi-Year Expenditure Framework (MYEF)	Develop MDAs and MoFEA's capacity for aid management	**UNDP**	MoFEA, zMoSFEA, Other	900,000	Both Mainland and Zanzibar

2.3 National leadership in the dialogue structure is strengthened and donor coordination improved

Assumption: DP willing to engage and coordinate support for dialogue; Sufficient government capacity to lead dialogue

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.3.1 Provide secretarial services to the DP Group; Establish a regular aid dialogue structure for Zanzibar; Facilitate UN support to government leadership in dialogue structure; Support alignment of donor assistance with MKUKUTA and MKUZA objectives	Ensure women's access to dialogue structure and promote the HRBA among all stakeholders	**UNDP**	MoFEA, zMoSFEA	1,020,000	Both Mainland and Zanzibar

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.2 Improving public service delivery to all, especially to the poor and vulnerable; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **3. Select MDAs and LGAs have increased capacity for planning, budgeting, monitoring and reporting**

3.1 The Planning Commission plays an active role in improved national policy coherence

Assumption: The Planning Commissions maintains a clear institutional mandate and agenda for harmonization of policies; Sufficient political will to pursue harmonization work

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.1.1 Strengthen the human resources, technical and systems capacities of the Planning Commission to ensure harmonization of national policies; TA to key institutions to improve harmonisation and alignment of economic policies	Develop relevant MDAs and LGAs capacity for effective government planning	**UNDP**	MoFEA, zMoSFEA, PMO, POPC	1,750,000	Both Mainland and Zanzibar

3.2 An effective national development (MKUKUTA and MKUZA) monitoring and reporting system is operationalised

Assumption: GoT commitment to evidence based programming

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.2.1 TA for key country analysis products (PHDR, MDGR); Facilitate incorporation of sector-specific statistics and analysis in the MKUKUTA Monitoring system (MMS); Improve database and M&E system to track progress in implementation of the MKUZA and MDGs (Zanzibar Only)	Integrate analyses regarding gender, environment, CCA and HIV/AIDS impact into national policy and planning	**UNDP**	MoFEA, zMoSFEA	8,550,000	Both Mainland and Zanzibar

3.3 Selected MDAs and LGAs capacities are developed in poverty and policy analysis, public finance and management

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.3.1 Poverty and policy analysis training; Review existing Public Finance Management systems; Develop and implement action plans for strengthening procurement, accounting, audit and reporting capacity in selected MDAs; Provide training and TA in the development of tools for project procurement, auditing and financial reporting in public finance management	Develop MDAs and LGAs capacity to carry out, and mainstream gender into, effective policy analysis and financial management	**UNDP**	MoFEA, zMoSFEA, Other	420,000	Both - Select regions/districts

3.4 MoFEA and PMO-RALG operationalise the simplified and integrated Planning, Budgeting, Monitoring and Reporting (PBMR) guidelines and tools in LGAs

Assumption: Political will to invest in MDA and LGA capacity and acquire required human resources

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.4.1 Evaluate the PBMR; Make recommendations for simplification and harmonization; Revise training manual, tools and applications	Track budgets allocations on interventions targeted towards children, women and vulnerable groups	**UNICEF**	MoFEA, PMO-RALG	1,200,000	Mainland
3.4.2 Identify capacity gaps through joint assessment; Develop Action Plan to address national capacity issues; Develop and deliver pre-service and in-service Training Package	Action plan to include interventions for PMORALG organizational capacity to train and provide supportive supervision to sub-national PBMR	**UNICEF**	MoFEA, PMO-RALG, LGAs	1,200,000	Mainland

3.5 Accountability for gender equality and women's empowerment in allocation of public resources is enhanced

Assumption: Political will and technical capacity to promote and implement gender budgeting

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.5.1 Support LGAs to adopt gender-sensitive planning and budgeting; Develop gender-sensitive guidelines for the local and national level		**UNWOMEN**	PMO-RALG, LGAs	600,000	Mainland - Select regions/districts

Programme Results Matrix

3.6 Policies, strategies and budgets prioritize children and women

Assumption: Government and UN partner capacity and understanding of design and implementation of child friendly budgets, including effective M&E

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.6.1 Budget analysis; Advocacy briefs; Policy coordination; Analytical work on children; support research training institutions to implement revised curricula on policy development for children	Analytical work and policy recommendations to specifically address equity issues (geographic, gender, other vulnerabilities)	UNICEF	MoFEA, zMoSFEA, ESRF, REPOA, CSO	1,200,000	Both Mainland and Zanzibar
3.6.2 Conduct KAP baseline on child rights (girl child focus): Support strategy development; Develop and disseminate multi-media IEC materials; Mobilise social networks for NSA partnerships	Disaggregated data to address equity issues (geographic, gender, other vulnerabilities); Ensure child participation in social networks	UNICEF	CSO	1,200,000	Both Mainland and Zanzibar
3.6.3 Institutionalise Gender Responsive Budgets (GRB) through a review and revision of budgeting systems and a capacity building and knowledge management plan for dissemination at the local level		UNWOMEN	MoFEA, NBS, PMO-RALG, MoCDGC, LGAs, MoAFC	385,000	Mainland

3.7 National monitoring systems regularly provide quality data on children's issues

Assumption: Political will to disseminate data on violence against children, and effectively use data to guide/inform policy

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.7.1 Support inclusion of indicators in national data collection systems; Support specific components of TSMP which address children issues: Participate in the MMS and further analysis of existing data sets	Ensure data on equity issues (geographic, gender, other vulnerabilities) is available	UNICEF	NBS	900,000	Both Mainland and Zanzibar

3.8 Decision makers in MDAs dealing with children are periodically made aware on the data pertaining to children

Assumption: Decision makers retain interest in using data for evidence based planning and management

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.8.1 Strengthen focus of Tanzania Social and Economic Database (TSED); Establish new data dissemination strategies to enable right information at the right time for decision making; Institutionalise incentives for end utilization	Include measures to establish and enhance technical skills of focal points in relevant MDAs	UNICEF	NBS	600,000	Both Mainland and Zanzibar

3.9 Select LGAs have the capacity to identify and tap alternative sources of funding for infrastructure and services

Assumption: Government continue to implement Local Government Reform Programme (LGRP) II with support of DPs; Financial institutions and funds (National Pensions Fund and National Social Security Fund etc.) maintain commitment to work with LGAs

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.9.1 Conduct an environmental assessment of existing alternative financing instruments; Develop and implement a pilot programme for alternative sources of financing in selected LGAs and document lessons of pilot scheme for upscale	Integrate relevant consideration of gender equality	UNCDF	MoFEA, PMO-RALG, PMO, Private Sector, LGAs	5,100,000	Mainland - Select regions/districts

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.3 Promoting and protecting human rights for all, particularly for poor women, children, men and the vulnerable; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **4. GoT advances fulfilment of its international treaty obligations**

4.1 Adherence to key treaties and the Universal Periodic Review (UPR) is continuously monitored, reported on and relevant commissions' observations are followed-up

Assumption: Political will to further domesticate CRC in Tanzania; Inter-sectoral linkages and collaboration; Active participation of national stakeholders

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.1.1 Assist relevant MDAs to co-ordinate, collect and compile information for reporting on CRC, ACRCW and CEDAW	Promote the collection of demographic characteristics and disaggregated data on gender, age, etc. and a gender balanced composition of coordination	UNICEF	zMoLYWCD, MoCDGC, MoJCA	240,000	Both Mainland and Zanzibar
4.1.2 Support development of CSO networks on Child Rights monitoring (girl child focus) and disseminate recommendations; Support development of plan of action to respond to concluding and general observations of international treaty bodies	Develop HRBA capacity among stakeholders and ensure participation of rights holders in the development of the plan of action	UNICEF	LHRC, NNOC, NOLA	600,000	Both Mainland and Zanzibar

4.1.3	Assist relevant MDAs to co-ordinate, collect and compile data for planning and reporting of culture related conventions	Develop capacity of relevant MDAs and promote links between the situation of indigenous communities, environmental sustainability and conservation	**UNESCO**	MNRT, TANAPA, NCAA	1,000,000	Both Mainland and Zanzibar
4.1.4	Assist MCDGC to coordinate, collect and compile data for regular reporting on CEDAW	Integrate considerations of culture, gender quality and ensure broad stakeholders' participation throughout the process	**UNFPA**	zMoLYWCD, MoCDGC	350,000	Both Mainland and Zanzibar
4.1.5	Assist MLEYD and relevant MDAs to report on ILO Conventions	Develop stakeholders capacity in meeting reporting-requirements	**ILO**	MoLYED, zMoLYWCD, Other	33,000	Both Mainland and Zanzibar
4.1.6	Support and facilitate the involvement of employers' and workers' organizations in networks to support CSO reporting on HR instruments		**ILO**	PMO, Private Sector, TUCTA, ZATUC	23,000	Both Mainland and Zanzibar
4.1.7	Support dialogue among employers, workers and government regarding CEACR observations of Tanzania's reports under ILO Conventions		**ILO**	PMO, Private Sector, TUCTA, ZATUC	25,000	Both Mainland and Zanzibar
4.1.8	Support relevant MDAs to make timely reporting on ICCPR,ICESCR,ICERD and ICPD and to follow up on concluding observations from the Treaty Bodies		**OHCHR**	AGC, CHRAGG, CSO	60,000	Both Mainland and Zanzibar
4.1.9	Support relevant MDAs, CSOs to submit reports for the UPR and to follow up of the recommendations thereof		**OHCHR**	AGC, CHRAGG, CSO	80,000	Both Mainland and Zanzibar
4.1.10	Assist CHRAGG in strengthening its Human rights investigation capability including on socio-economic rights		**OHCHR**	CHRAGG	60,000	Both Mainland and Zanzibar

4.2 A comprehensive National Human Rights Action Plan is developed

Assumption: Active participation of key stakeholders across the country

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.2.1 TA and FA to the institutional and operational arrangements for the development of NHRAP; Support the coordination of multi-stakeholders engagement and implementation of the National Human Rights Action Plan (NHRAP)	Capacity building for effective human rights evaluation and action planning	**UNDP**	CHRAGG, CSO, MoJCA	1,300,000	Mainland

4.3 A Human Rights Education (HRE) Strategy is disseminated, approved and implementation initiated

Assumption: Draft HRE Strategy/Action Plan is ready

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.3.1 TA for a consultative process for finalizing and approving the HRE Strategy/Action Plan; TA for initiating implementation of selected aspects of the Strategy/Action Plan; Advocacy and fund mobilization for implementation of strategy/action plan	Develop national capacity to carry out and ensure equitable access of women and marginalized groups to the process	**UNESCO**	MoEVT, zMoEVT, CHRAGG, zMoLYWCD, MoCDGC	285,000	Both Mainland and Zanzibar

4.4 International treaties relating to culture are ratified and domestication promoted and supported

Assumption: Inter-sectoral linkages and collaboration; Active participation of national stakeholders

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.4.1 TA to MDAs to facilitate public engagement in the ratification and domestication of culture related conventions	Develop capacity to consider the culture of indigenous communities, environment sustainability and ecological conservation	**UNESCO**	zMoTTI, CSO, Media, MoITM, MNRT, MoICS	1,000,000	Both Mainland and Zanzibar

MDG: Goal 3. Promote gender equality and empower women, Goal 8. Develop a global partnership for development, Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.1 Ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels.; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **5. GoT's Justice System better protects the rights of women and children in contact/conflict with the law and is better able to respond to their needs**

5.1 GoT develops comprehensive Child Justice and Juvenile Justice systems in line with the Law of the Child Act and international standards

Assumption: Multi-agency engagement with and cooperation for a wider programme of juvenile justice and child justice reform

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
5.1.1 TA to develop strategies for strengthening child justice and juvenile justice systems in line with the Law of the Child Act and international standards, based on a comprehensive situational analyses; Support development of corresponding national legislation, rules and regulations; Strengthen national coordination	Address the specific needs of girls and ensure protection of the most vulnerable children through linkages with the child protection system	**UNICEF**	MoLYED, MoHSW, MoEVT, zMoHSW, zMoEVT, CHRAGG, PMO-RALG, MoCDGC, Other, CSO, MoHA, MoJCA	300,000	Both Mainland and Zanzibar

Programme Results Matrix

5.2 Procedures, institutions, mechanisms and services to operationalise comprehensive Child Justice and Juvenile Justice Systems are in place

Assumption: Government, law enforcement and communities accept the benefit of non-institutional responses to young offenders; Long-term commitment (or redirection) of funds for non-institutional responses

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
5.2.1 Develop and implement prevention strategies, pre trial measures and alternative sentencing to promote child friendly community based responses, rehabilitation and reintegration; Develop child friendly court rooms, trial procedures and hearings; Strengthen mechanisms to ensure child access to legal advice and representation; Strengthen rehabilitation and reintegration of children in detention and implementation of standards of detention	Promote the participation of children in the design and monitoring of the rehabilitation and reintegration services; develop capacity of community actors to deliver rehabilitation and reintegration services; take steps to meet the specific needs of girls in conflict with the law	**UNICEF**	MoLYED, MoHSW, AGC, zMoHSW, zMoEVT, CHRAGG, PMO-RALG, MoCDGC, Other, CSO, MoHA, MoJCA, zMoCAGG, zCJ	2,400,000	Both Mainland and Zanzibar

5.3 Judiciary, Law Enforcement Agencies (LEA), social welfare and other relevant actors have enhanced capacity and mandates to effectively implement women and child sensitive procedures which respect their rights

Assumption: Buy-in from front line professionals to take a child rights and child friendly approach to young offenders and child victims; Willingness of front line police officers to take into account human rights considerations when dealing with survivors of GBV and offenders, etc.

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
5.3.1 Develop pre and in service tailor made training packages for judiciary and LEA personnel; Train key stakeholders on child friendly procedures and guidelines; Influence curriculum inclusion of child rights education for academic and professional colleges; Promote child specialism at different levels of the system	Promote a fair work balance for professionals dealing with cases of children in conflict and in contact with the law	**UNICEF**	MoHSW, PMO-RALG, Other, CSO, Academia, MoHA, MoJCA, zCJ	1,200,000	Both Mainland and Zanzibar
5.3.2 Support scaling up of the number of police stations with women and child friendly procedures	Consider cultural values as a key component affecting the rights and status of women and children	**UNWOMEN**	MoCDGC, MoHA, TFP	500,000	Mainland

5.4 An effective gender sensitive legal framework to address GBV

Assumption: Inter-sectoral linkages and collaboration; Active participation of national stakeholders; Zanzibar Government remains committed to reforms; Intersectoral linkages and collaboration

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
5.4.1 Support revision and development of laws to domesticate women's' rights conventions; Address violence against women including the law of marriage act, law of inheritance and the development of a law on domestic violence		**UNWOMEN**	MoCDGC, CSO, Media, Parliament, MoJCA, TGNP, TAWLA	1,000,000	Mainland
5.4.2 Support analysis of the GBV related laws in Zanzibar; Support review of discriminatory laws identified		**UNFPA**	zMoLYWCD, zMoCAGG	200,000	Zanzibar
5.4.3 TA and FA to MCDGC to implement the national plan of action on Violence Against Women	Integrate a HRBA in the TA	**UNWOMEN**	MoHSW, MoCDGC, MoJCA	400,000	Mainland

MDG: Goal 3. Promote gender equality and empower women, Goal 8. Develop a global partnership for development, Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.1 Ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels. MKUZA:Goal 3.4 Improve democratic institutions and national unity

Outcome: **6. Select communities participate in democratic and peaceful discourse**

6.1 Policies and the legal framework in Tanzania are conducive for rural communication in relation to community media

Assumption: Adequate division of labour and coordinating functions of the different MDAs

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
6.1.1 Review the legal and legislative framework related to community media to support more transparency in registration requirements, frequency allocations, coverage and transmitter power, finalization of the code of practice and review of the draft media services bill	Promote a gender sensitive legal framework, the use of environmental friendly content as well as the consideration of people with special needs	**UNESCO**	MoCT, PMO-RALG, NEMC, COSTECH, MoCST, MoICS, TCRA, zMICS	220,000	Both Mainland and Zanzibar

6.2 Infrastructure, in particular hardware, delivered and operational in selected districts for effective rural communication

Assumption: Operationalisation of the universal Communication Access Fund; ITU deadline from analogue to digital met

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
6.2.1 Support community media pilot projects, focusing on hardware, in selected districts according to national geographical, economic or sectoral priorities and socio-economic indicators	Promote a gender sensitive legal framework, the use of environmental friendly content as well as the consideration of people with special needs	**UNESCO**	PMO-RALG, Other, COSTECH, MoCST, MoICS, TCRA	550,000	Mainland - Select regions/districts

6.3 Community media is delivered in an objective, ethical and sustainable manner in select locales

Assumption: Retention of media and communication professionals in rural communication activities

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
6.3.1 TA and FA to Communication and Information professionals to enable sustainable, ethical, objective and professional delivery of services; Creation of a strong lobby group for community media	Promote a gender sensitive legal framework, the use of environmental friendly content as well as the consideration of people with special needs	**UNESCO**	CSO, MoCST, MoICS, zMICS	180,000	Both Mainland and Zanzibar

6.4 Community conflict prevention and resolution dialogue structures established in select areas

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
6.4.1 Facilitate community dialogue initiatives for peaceful dispute resolution mechanisms and processes	Ensure gender balanced structures	**UNDP**	MoCAGG, CSO, MoHA, zMoCAGG	500,000	Both Mainland and Zanzibar
6.4.2 Facilitate cultural activities to promote peace and conflict prevention		**UNESCO**	CSO	200,000	Both Mainland and Zanzibar

MDG: Goal 3. Promote gender equality and empower women, Goal 8. Develop a global partnership for development, Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.1 Ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels. MKUZA:Goal 3.4 Improve democratic institutions and national unity

Outcome: **7. Key institutions effectively implement their election and political functions**

7.1 The National Assembly and House of Representatives better fulfil their representative, legislative and oversight responsibilities

Assumption: Political will for reform continues

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.1.1 Implement a comprehensive Legislative Support Project for the two Parliaments (Union and Zanzibar); Develop M&E and reporting tools and knowledge in the House Secretariats; Track implementation of the two corporate plans; Support development of affirmative action strategies by the legislatures	Gender mainstreaming strengthened in parliamentary work	**UNDP**	NAT, zHoR	5,350,000	Both Mainland and Zanzibar

7.2 MPs effectively oversee the monitoring and analysis of the PRSs

Assumption: MPs retain interest in poverty reduction strategies

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.2.1 Support to law makers through analysis, research and public hearings on MKUKUTA and MKUZA; Support capacity for secretariat staff, committee clerks and researchers to undertake analysis of development, poverty reduction, aid and other issues and policies	Human rights based approaches to PRS underscored	**UNDP**	NAT, zHoR	1,150,000	Both Mainland and Zanzibar

7.3 Evidence-based advocacy for increased representation of women in the legislatures implemented

Assumption: Speaker and MPs agree to UN support

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.3.1 Studies and consultations on women's representation used as a basis for an action plan, including advocacy and communication campaigns		**UNWOMEN**	NAT	550,000	Both Mainland and Zanzibar

Programme Results Matrix

7.4 Election Management Bodies better manage the election cycle through the application of Integrated Management Systems

Assumption: Election Management Bodies commit to further reforms

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.4.1 Support the conduct of a Management capacity assessment; Conduct training and give TA on areas identified by the capacity assessment and evaluation of 2010 election; Analysis and consolidation of key electoral evaluations and studies; Support discussions and validation of lessons learnt with key stakeholders; Support implementation of key recommendations, including electoral assistance in 2015	Gender mainstreamed into electoral management strategies	**UNDP**	ZEC, NEC, PMO-RALG	13,247,000	Both Mainland and Zanzibar

7.5 Political Parties develop comprehensive policy platforms

Assumption: Political parties commit to internal democracy

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.5.1 Institutional support to political parties (and their umbrella organizations) to address policy making procedures, inclusion, communications; TA in policy development including areas of gender, climate change etc.; Assess training needs and conduct training; Support inter-party dialogue and debate on National Development issues		**UNDP**	CSO, PP, RPP	2,350,000	Both Mainland and Zanzibar

7.6 Political Parties improve internal party democracy

Assumption: Political parties commit to internal democracy

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.6.1 Support for the coordination of Political Party Council; Training in policy participation for political parties	Mainstream gender considerations in the analysis of political party structures	**UNDP**	CSO, PP, RPP	250,000	Both Mainland and Zanzibar
7.6.2 Technical support for engendering internal party elections - supportive to action 7.6.1		**UNWOMEN**	CSO, PP, RPP	0	Both Mainland and Zanzibar

7.7 Women assume leadership roles and positions in politics

Assumption: Appropriate candidates can be identified

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.7.1 Affirmative action supported, training and mentoring provided		**UNDP**	PP, RPP	600,000	Both Mainland and Zanzibar

7.8 African Peer Review Mechanism (APRM) results improved and EAC governance development supported

Assumption: GoT remains committed to APRM process

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
7.8.1 TA and FA for review, M&E of APRM and support to EAC and other regional governance initiatives		**UNDP**	MoFAIC	500,000	Both Mainland and Zanzibar

Emergency Preparedness and Response

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.4 Ensuring national and personal security and safety of properties; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **1. Prime Minister Office (PMO) and Chief Minister's Office (CMO) - Disaster Management Departments (DMDs) effectively lead Emergency Preparedness and Response (EPR) with a focus on areas most susceptible to disasters**

1.1 Operational framework and dialogue structure for implementation of the Disaster Management Policies in Mainland and Zanzibar in place

Assumption: NOG revisions supported by Disaster Management Policy; Timely approval of policies and guidelines; EPR is prioritized by relevant stakeholders and full and effective participation is ensured; Reproductive Health, Gender and Population variables are prioritised in NOGs

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.1.1 TA and FA in revising the National Operational Guideline (NOG) for mainland; Support development of NOG for Zanzibar; M&E system to ensure implementation of Disaster Management Policies is established; Support PMO/CMO-DMD to convene broad based stakeholder national disaster management platform consultations; Capacity-building of PMO/CMO-DMD staff related to effective disaster management coordination	Ensure focus on vulnerable groups and geographic areas most susceptible to disasters; Environment, gender and at risk groups included in the impact assessments	**UNDP**	PMO, zCMO-DMD	2,000,000	Both Mainland and Zanzibar

1.1.2 TA in revising the NOG to ensure coordinated food assistance in food security emergency	Ensure focus on vulnerable groups and geographic areas most susceptible to disasters	**WFP**	PMO	160,000	Both Mainland and Zanzibar
1.1.3 TA for inclusion of Reproductive Health (RH), Gender and Population variables in the review/development of the NOG	TA should promote national ownership for sustainability	**UNFPA**	PMO, zCMO-DMD	100,000	Both Mainland and Zanzibar

1.2 Cross-sectoral and inter-agency coordination for Emergency Preparedness and Response (EPR) is effective

Assumption: Sectors share and exchange information; Monitoring systems are functional and effective

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.2.1 Assist MDAs and other stakeholders to ensure linkages between sectors for emergency assessment, information sharing during emergencies and monitoring	Target communities and individuals most at risk during emergencies; Assessments include gender and human rights considerations	**UNICEF**	PMO	240,000	Both Mainland and Zanzibar

1.3 High Risk Districts/ Shehias have EPR plans with allocated resources

Assumption: PMO/CMO-DMD maintain commitment to develop and cost EPR plans; District and regional/shehia committees assume agreed roles and responsibilities

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
1.3.1 TA to develop Emergency Preparedness and Response plans in high risk districts and shehias; Orient district and regional disaster committees on roles and responsibilities; Advocate and leverage resources - human and financial; Plans to include provision for food [WFP], reproductive health commodities [UNFPA], non-food commodities in line with Core Commitments for Children(CCC) [UNICEF]	Gender and cultural considerations to be taken into account	**UNICEF**	PMO, zCMO-DMD	1,200,000	Both Mainland and Zanzibar

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.4 Ensuring national and personal security and safety of properties; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **2. Communities have access to improved credible emergency information to enable early action**

2.1 Integrated emergency preparedness and response communication strategy developed and implemented by PMO/CMO-DMD

Assumption: Sufficient commitment to coordination, communication and the effective participation of communities in early action; Preferential rates are available for use of media in emergencies

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.1.1 TA to develop and implement a financed integrated communication strategy, including health, education, WASH, child protection; Conduct rapid KAP assessments to inform planning and action around potential emergencies and activate community and social mobilization networks and mass media communication channels; Identify/develop, preposition and monitor emergency IEC materials	Priority is given to ensuring participation and access of women in emergency communication and response; Communication materials are appropriate for semi/non-literate audiences; Target communities most at risk in emergency situations	**UNICEF**	PMO, zCMO-DMD	1,200,000	Both Mainland and Zanzibar

2.2 Early warning systems of the Agricultural line Ministries strengthened

Assumption: Availability of qualified and motivated candidates for training; Post training, trainees are deployed in targeted areas; Current communication strategy to farmers is appropriate

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.2.1 TA and ToT on early warning for food security and nutrition related emergencies in selected districts	Prioritise vulnerable communities; Ensure equal access to women and men in training; Training should take into account persons with disabilities, People Living with HIV/AIDS (PLHIV)	**WFP**	zMoALE, PMO, Other	150,000	Both - Select regions/districts
2.2.2 Update and strengthen the early warning system for livestock, selected and new plant pests and diseases	Ensure both women and men contribute to strengthening of early warning systems	**FAO**	zMoALE, MoLDF, MoAFC	500,000	Both Mainland and Zanzibar

2.3 Inter-Ministerial Contingency Plan for Zanzibar developed

Assumption: Relevant baseline information available; Ability of local partners to mobilize human and financial resources in the collection, analysis and dissemination of emergency information

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
2.3.1 Provide TA for Inter-Ministerial Contingency Plan	Ensure special attention to needs of vulnerable groups, particularly in food insecure areas	**WFP**	zMoALE, zCMO-DMD	250,000	Zanzibar

Programme Results Matrix

2.4 District Disaster Management Teams emergency preparedness and response capacity strengthened

Assumption: Government structures at the district and shehia levels are committed to take up roles and responsibilities; Relevant baseline information available; Ability of local partners to mobilize human and financial resources for the collection, analysis and dissemination of emergency information

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.4.1 Build EWS and establish community EPR plans	Target areas frequently affected by adverse weather changes	**WFP**	zMoALE, zCMO-DMD	170,000	Zanzibar
2.4.2 Establish food security monitoring systems in districts	Prioritise vulnerable communities; Ensure equal access to women and men in training; Training should take into account persons with disabilities and PLHIV	**WFP**	zMoALE, zCMO-DMD	180,000	Zanzibar

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.4 Ensuring national and personal security and safety of properties; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **3. Relevant MDAs, LGAs, and NSAs are prepared, have adequate sectoral capacity and provide an effective intra coordinated response in WASH, Health, Education, Protection, Agriculture, Food Security and Nutrition in emergencies**

3.1 National coordination mechanism for Nutrition in Emergencies (NiE) strengthened and has enhanced response capacity to effectively coordinate, plan for emergency preparedness and monitor nutrition & food security situation

Assumption: MoHSW and partners prioritize preparedness actions; Timely approval and implementation of plans, guidelines and IEC materials; Clear division of labour between MoHSW departments and MAFC; Common understanding of distinction between appropriate food and nutrition responses; Data available on nutrition status in vulnerable districts; Timely availability of funds; Sufficient technical staff to implement NiE; In-country supply of supplementary foods becomes adequate and sustainable

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.1.1 Support to coordination meetings of NiE stakeholders; Develop and update NiE preparedness and response plan, technical guidelines and tools; Develop and roll-out training packages; Procure NiE emergency stocks, including Information, Education and Communication (IEC) materials; Develop and maintain databases for preparedness and response; Support emergency assessments, advocacy, resource mobilization and response	Prioritise high risk areas for nutrition emergencies; Give special attention to needs of vulnerable groups (children, women and PLHIV); Ensure collaboration with other key sectors including HIV/AIDS and food security; Ensure strategies for distribution of nutrition supplies are conflict sensitive at local levels	**UNICEF**	MoHSW, PMO-RALG, CSO, MoAFC	960,000	Both Mainland and Zanzibar
3.1.2 Support the food security components of emergency assessments on nutrition and food (supplementary feeding); Strengthen government capacity to implement sentinel nutrition monitoring system in repeatedly acute malnourished and food insecure areas including advocacy efforts for budgeting for food security emergencies	Ensure special attention to children, women and vulnerable groups (including PLHIV, disabled, elderly, ethnic minorities) in emergency plans and responses	**WFP**	MoHSW, PMO, zCMO-DMD	1,250,000	Both Mainland and Zanzibar

3.2 MOHSW coordination mechanism for Health in Emergencies functional and has enhanced response capacity

Assumption: MoHSW and partners prioritize procurement, coordination and collaboration for emergency preparedness; Limited staff turnover and positions filled in priority districts; Staff to be trained are readily available; SRH and GBV training regarded as priority

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.2.1 Provide Health supplies and appropriate TA to respond to emergencies in line with the Core Commitments to Children in Emergencies	Ensure special attention to children, women and vulnerable groups (including PLHIV, disabled, elderly, ethnic minorities) in IEC preparation; Ensure systems for environmentally friendly disposal of supplies and consumables	**UNICEF**	MoHSW, zMoHSW, PMO-RALG, TRCS, Other, CSO	600,000	Both Mainland and Zanzibar
3.2.2 Procure and preposition equipment and supplies to address SRH and GBV in line with the Minimal Initial Services Package for Reproductive Health Services in Emergencies (MISP)	Utilize national procurement systems as much as possible; Ensure environment friendly prepositioning of supplies and their disposal	**UNFPA**	PMO, TRCS, zCMO-DMD	300,000	Both Mainland and Zanzibar
3.2.3 Enhance skills of selected government and NSAs to plan and respond to SRH and GBV concerns in emergencies in line with MISP	Ensure equal access of women and men in skill enhancement initiatives; Prioritize geographical areas most susceptible to emergencies	**UNFPA**	MoHSW, PMO, TRCS, zCMO-DMD, TCRS	100,000	Both Mainland and Zanzibar
3.2.4 Strengthen MOHSW EPR Unit; Support development of MOHSW EPR plan; Support capacity building for emergency assessments and response provision of required medical supplies and public social mobilisation	Ensure special attention to children, women and vulnerable groups (including PLHIV, disabled, elderly, ethnic minorities) in emergency assessments and response	**WHO**	MoHSW, zMoHSW, PMO-RALG, TRCS, CSO, MoAFC	500,000	Both Mainland and Zanzibar

3.3 MDA and NSA coordination mechanism for WASH in Emergencies functional and has enhanced response capacity

Assumption: MDAs recognize and prioritize the need for inter-ministerial and NSA WASH technical coordination in emergencies and procurement of adequate supplies and consumables; Limited staff turnover; Staff posts filled in priority districts; Adequate resources for roll out of emergency WASH training in priority districts

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.3.1 Support emergency WASH MDA and NSA coordination; Explore institutionalization of WASH EPR coordination; Support WASH EPR information management and dissemination and development of sector capacity development action plan; Updating capacity and pre-stock mapping; Leverage funds and adequate WASH pre-stocks in key regional centres; Support IEC material development and pre-stocks; Support the development of national emergency WASH guidelines, training and mentoring for emergency WASH for cholera and flooding; Support for training of LGAs and NSAs in high risk areas; Support sector actors to adhere to Sphere minimum standards and Core Commitments to Children in emergencies	Prioritize high risk areas for WASH related epidemics and flooding; Ensure special attention to children, women and vulnerable groups (including PLHIV, disabled, elderly, ethnic minorities) and involve representative organisations in coordination, planning, pre-stock identification, development of guidelines and IEC and in implementation; Ensure collaboration with specialists including HIV/AIDS and disability; Prioritize environmentally friendly WASH technologies; Ensure strategies for distribution of WASH supplies are conflict sensitive at local levels; Consider SGBV considerations in designs and services	**UNICEF**	MoHSW, MoEVT, ZAWA, MoWI, PMO-RALG, PMO, zCMO-DMD, TPDF, TPF	3,600,000	Both Mainland and Zanzibar
3.3.2 TA, FA and materials to improve emergency WASH preparedness	Ensure special attention to children, women and vulnerable groups (including PLHIV, disabled, elderly, ethnic minorities) in technical guidelines, emergency plans and responses; Involve representatives of specific vulnerable groups in planning and development of materials; Consider SGBV considerations in designs and services	**WHO**	MoHSW, MoEVT, ZAWA, zMoHSW, MoWI, PMO-RALG, PMO, TRCS, CSO, WVT, zCMO-DMD, Concern	350,000	Both Mainland and Zanzibar

3.4 MOEVT plans include provisions for Education in Emergencies (EiE)

Assumption: MoEVT prioritises EiE in its annual work plans and makes adequate budgetary provisions; Adequate staffing and expertise is deployed to and maintained in EiE section; MoEVT and NSAs collaborate to address EiE and compliance on minimum standards in emergencies; Timely procurement of essential materials and supplies

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.4.1 TA to MoEVT to plan for emergencies	Ensure consideration of the needs of young children, girls and the needs of the disabled in EiE interventions; Ensure balance of engagement of men, women and children in planning for EiE interventions	**UNICEF**	MoEVT, PMO-RALG, PMO, SC UK, TRCS, zCMO-DMD	600,000	Both Mainland and Zanzibar

3.5 Agricultural sectoral plans mainstream Disaster risk Reduction (DRR)

Assumption: No significant staff turnover within MDAs

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
3.5.1 TA to mainstream DRR in the development and revision of designated agricultural sectoral plans	Involve women and men in the development and revision of the sectoral plans	**FAO**	zMoALE, MoLDF, MoAFC	300,000	Both Mainland and Zanzibar

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.4 Ensuring national and personal security and safety of properties; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **4. PMO/DMD provide timely access to emergency food assistance to food insecure and vulnerable households in emergency situations**

4.1 Logistical capacity and local distribution mechanisms for food emergency assistance strengthened

Assumption: Adequate human and capital resources at district level; Surplus food production available in country; Favourable Government policies on export regulations

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.1.1 TA to strengthen food security information management and community managed targeting roll out to the districts; Support logistics capacity, including maintenance of food reserves, at the national, regional and district level	Enhance capacity on gender and human rights analysis	**WFP**	PMO, Other, zCMO-DMD	400,000	Both Mainland and Zanzibar
4.1.2 TA and FA to the National Food Reserve Agency (NFRA) in stock management and village storage infrastructure and rehabilitation of warehouse and build institutional capacity in logistics management	Logistics capacity assessment to take into consideration the most vulnerable populations and their locations	**WFP**	PMO, Other, zCMO-DMD	250,000	Both Mainland and Zanzibar

Programme Results Matrix

4.2 Feasibility study for the establishment of emergency stocks in Zanzibar undertaken

Assumption: Surplus food production available in country; Favourable Government policies on export regulations

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
4.2.1 TA in carrying out a comprehensive feasibility study and analysis to establish emergency stocks in Zanzibar	Feasibility study to include gender and human rights considerations	**FAO**	zMoALE	50,000	Zanzibar

Refugee Response

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.4 Ensuring national and personal security and safety of properties; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **1. Refugees have access to basic services and protection in line with international norms and standards**

1.1 Refugees receive food assistance based on assessed needs

Assumption: In country supply of emergency food sustained; Relative stability in the sub-region and no major refugee influxes

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.1.1 Conduct annual and biannual community and household survey/food security assessment and Joint Assessment Missions (JAMs) in non-emergency situations	Ensure gender equality in the distribution of food; Monitor and prevent conflict over food issues	**WFP**	CSO, MoHA	60,000	Mainland
1.1.2 Provide food to refugees on a monthly basis (general distribution and selective feeding programmes) and most vulnerable people in host communities	Ensure gender equality in the distribution of food; Monitor and prevent conflict over food issues	**WFP**	CSO, MoHA	26,770,000	Mainland

1.2 Refugees receive legal protection and documentation

Assumption: Border open and access to asylum procedures provided

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.2.1 Provide supervision and advice on Refugee Status Determination (RSD); Registration data updated on a continued basis; Ensure legal representation for refugees; Provide Refugees with individual documentation and newly-born babies with birth certificates; Integrate Child Protection and Best Interest Determination (BID) standards	Ensure special consideration of children and gender-specific protection needs; Principle of non-refoulement is monitored and adhered to in the context of supervision and advice on Refugee status determination	**UNHCR**	CSO, MoHA	2,300,000	Mainland

1.3 Refugees' access to quality, gender sensitive and Sexual and Reproductive Health (SRH) and SGBV services according to Minimum Initial Service Package (MISP) enhanced

Assumption: Trained staff readily available; SRH and GBV training regarded as priority; Limited turnover of partner staff and refugees involved in on-going SGBV activities

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.3.1 Enhance skills of selected government and NSAs to plan and respond to SRH and GBV concerns in refugee settings in line with MISP	Ensure inclusiveness and equal participation of men and women in skill enhancement initiatives	**UNFPA**	MoHSW, PMO, TRCS, zCMO-DMD, TCRS	200,000	Mainland
1.3.2 Ensure legal remedies for Sexual and Gender Based Violence (SGBV) survivors; Training on SGBV prevention; Provide access to clinical management and counselling of SGBV survivors	Ensure culturally and gender sensitive SGBV intervention and prevention strategies	**UNHCR**	TRCS, MoHA	1,200,000	Mainland - Select regions/districts

1.4 Refugees receive basic services in WASH, health, HIV/AIDS, nutrition, shelter, primary education and community services sectors in line with SPHERE standards

Assumption: Adequate funds are available; Stability in the region; No further refugee influxes

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.4.1 Provide water and sanitation facilities and materials, medical assistance and medical supplies for the most common diseases including HIV/AIDS and malaria, primary education services and facilities, counselling, hygiene campaigns, sufficient shelter materials and NFIs; Intervene on behalf of persons with specific protection needs such as the disabled, elderly and vulnerable women	Ensure basic services are culturally appropriate, gender sensitive and consider the protection needs vulnerable groups; Use of environment friendly materials and techniques	**UNHCR**	CSO, MoHA	16,900,000	Mainland - Select regions/districts

1.5 Children in refugee camps receive basic services in line with SPHERE standards and Core Commitments for Children (CCCs)

Assumption: Adequate funds are available; Stability in the region; No further refugee influxes

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.5.1 Provide supplies and services for child health, education, protection in line with the CCCs; Strengthen technical skills of service providers; Sensitise Youth on HIV/AIDS prevention	Ensure special consideration of vulnerable groups (PLHIV, albinos, disabled people, elderly, children, pregnant women etc.); Ensure strategies for distribution are conflict sensitive, and services consider risks of SGBV	**UNICEF**	CSO	3,000,000	Mainland - Select regions/districts

1.6 Environmental protection strengthened in refugee populated areas

Assumption: Good will of local authorities and communities continues towards refugees, despite use of natural resources in and around the camp

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.6.1 Supervise firewood harvesting and tree planting campaigns in the camp and Refugee Hosting Areas	Ensure conflict-sensitive programming including prevention of exposure to SGBV risks	**UNHCR**	CSO	500,000	Mainland - Select regions/districts
1.6.2 Train key persons within the refugee communities on community forest management and support them to establish community woodlots	Ensure equal participation of women and men in the community forest management and woodlots establishment	**FAO**	LGAs, MoHA, MNRT	200,000	Mainland

1.7 Enhanced capacity of MDAs involved in refugee protection and service delivery

Assumption: Sufficient MDA capacity and resources in provision of protection and service delivery in refugee operations

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
1.7.1 Support capacity of MHA to administer issues related to protection and service delivery in refugee operation	Enhance HRBA throughout MDAs implementation of activities	**UNHCR**	MoHA	1,600,000	Mainland - Select regions/districts

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.4 Ensuring national and personal security and safety of properties; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **2. Durable solutions for Camp-based Refugees attained**

2.1 Voluntary repatriation pursued

Assumption: Stability in the region and continuous engagement of all stakeholders in pursuing durable solutions for refugees

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.1.1 Conclusion of necessary legal frameworks, ie Tripartite committee and agreement on repatriation packages; Conduct mass information and integrated communication campaigns to ensure refugees can make informed decisions	Ensure MI and communication strategy are gender sensitive and take into account special needs of vulnerable individuals	**UNHCR**	MoHA	710,000	Mainland - Select regions/districts

2.2 Refugees applying for repatriation are assisted to return in safety and dignity

Assumption: Relative stability in the sub-region and no major refugee influxes; Relative peace and stability in Country of Origin

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.2.1 Provide hot meals rations in repatriation departure centres	Ensure inclusion/exclusion errors are monitored and minimized	**WFP**	CSO, MoHA	3,000,000	Mainland - Select regions/districts
2.2.2 Provide necessary documentation, safe and dignified transport and return packages	Ensure that safe and dignified voluntary return is carried out with special focus on vulnerable groups; Ensure integration of gender considerations; Ensure coordination with countries of return	**UNHCR**	CSO, MoHA	2,100,000	Mainland - Select regions/districts

2.3 Refugees eligible for resettlement in third countries are identified and assisted to leave and integrate in the host countries

Assumption: Resettlement countries maintain their interest in receiving cases

Key Actions	Cross-cutting considerations	Agency	Partners	Budget (US$)	Area
2.3.1 Provide food in resettlement processing centres prior to resettlement to third country	Ensure integration of gender considerations	**WFP**	CSO, MoHA	1,500,000	Mainland - Select regions/districts
2.3.2 Process resettlement, medical screening, departures	Ensure integration of gender considerations	**IOM**	MoHA	1,611,562	Mainland - Select regions/districts

Programme Results Matrix

2.3.3 Assess and identify Resettlement candidates; Combine Resettlement files and submit them to resettlement countries	Ensure special attention to gender considerations and people with specific protection needs	**UNHCR**	CSO	2,400,000	Mainland - Select regions/districts

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.4 Ensuring national and personal security and safety of properties; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **3. Newly Naturalized are able to exercise their rights as Tanzanian citizens and receiving communities and LGAs are empowered to absorb them**

3.1 Newly Naturalized Tanzanians successfully relocated and integrated in 16 regions

Assumption: National Strategy for Community Integration Programme (NaSCIP) agreed among all stakeholders and operationalized; Price of land remains stable; Receiving communities permit social integration of Newly Naturalized Tanzanians; Funding available

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.1.1 Provide cash grants including transport component and livelihood/settlement/land component; Develop and implement integrated communication campaign for Newly Naturalized Tanzanians and receiving communities; Mobilise and train NSAs	Ensure conflict-sensitivity through the provision of individual assistance and integrated public communication campaign in a gender and culturally appropriate manner	**UNHCR**	PMO-RALG, CSO, MoHA	55,000,000	Mainland

3.2 Absorption capacity of receiving communities through targeted interventions, particularly in the sectors of education, health, water and agriculture, strengthened

Assumption: Funding available; Engagement of other development actors

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.2.1 Implement medium and small scale community-based sectoral intervention (dependent on the assessed needs of the receiving regions/districts/ communities)		**UNHCR**	PMO-RALG, CSO	48,000,000	Mainland

3.3 Newly Naturalized Tanzanians provided with legal documentation attesting their citizenship

Assumption: Standard Operating Procedures (SOPs) for distribution of certificates agreed

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.3.1 Distribute naturalization certificates	Consider gender issues and vulnerable groups in the provision of legal documentation	**UNHCR**	PMO-RALG, CSO, MoHA	1,000,000	Mainland

3.4 Capacity of MDAs involved in implementation of NaSCIP enhanced

Assumption: Sufficient MDA capacity and resources during implementation of National Strategy

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
3.4.1 Support capacity of PMO-RALG to administer issues related to implementation of National Strategy through provision of trainings and equipment	Enhance HRBA throughout MDAs implementation of activities	**UNHCR**	PMO-RALG	2,000,000	Mainland

MDG: Supportive to MDGs, HR, and other internationally commitments

National: MKUKUTA:Goal 3.4 Ensuring national and personal security and safety of properties; MKUZA:Goal 3.3 Strengthen the rule of law, respect for human rights and access to justice

Outcome: **4. Efficient and fair asylum and migration systems strengthened in line with international norms and standards**

4.1 Regional framework to regulate asylum and migration procedures adopted

Assumption: Receptivity of the EAC to cooperate on asylum issues; Continued engagement and building on the momentum of the Common Market Protocol and the Annex of Free Movement of People

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.1.1 Advocate with East Africa Community (EAC) for the development of a regional framework on asylum; Develop and finance integrated advocacy strategy; Mobilize various networks	Ensure implementation of a gender-sensitive advocacy strategy; Respect of the principle of non-refoulement	**UNHCR**		600,000	Mainland
4.1.2 Support the EAC Secretariat to harmonise the aspects of migration within the Common Market Protocol and strengthen a regional framework on migration	Capacity Development for strategic decision making for EAC secretariat based in Arusha	**IOM**	MoHA, MoEAC	2,350,000	Both Mainland and Zanzibar

4.2 National legal framework to manage asylum and migration procedures are aligned with international standards

Assumption: Changes implemented within the agreed timeframe; Sufficient GoT capacity and resources; Prioritisation continues in accordance with the action plan on migration issues; Continued GoT commitment to training

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.2.1 Advocate for liberal asylum policy/relaxation of restrictions on freedom of movement/employment	Capacity development of the government to put in place appropriate legal framework and institutional structures for asylum and protection; Respect of the principle of non-refoulement, freedom to movement and right to work	**UNHCR**	MoHA	7,100,000	Mainland
4.2.2 Train Government officials including members of National Eligibility Committee (NEC) and border management officials on asylum and migration management	Capacity development of national institutions for implementation of Refugee Act; Ensure NEC members are trained on the principle of non-refoulement; Attention should be given to unaccompanied minors including former child soldiers	**UNHCR**	MoHA	1,100,000	Both Mainland and Zanzibar
4.2.3 TA for review and revision and application of Immigration Act 1995, Immigration Regulations 1997 and other related policies and ensure alignment with the regional framework	Capacity development of the government to strengthen the national legal framework and administrative procedures	**IOM**	MoHA	700,000	Mainland
4.2.4 Train border management officials on revised national legislation and the alignment with regional migration frameworks	Ensure gender balanced participation in training activities	**IOM**	Other, MoHA, TRITA	1,265,240	Both Mainland and Zanzibar

4.3 Decision makers, civil servants and civil society are sensitised to the rights and needs of refugees and migrants

Assumption: Funds available for inclusion of material production costs in the future budgets

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.3.1 Implement a targeted evidence based integrated communication strategy; Train national partners and mobilise NSAs and related networks	Ensure the integrated advocacy strategy is gender-sensitive; Attention given to unaccompanied children and other vulnerable individuals	**UNHCR**	CSO	500,000	Mainland
4.3.2 Sensitise decision makers and civil society to the rights and needs of migrants through continuation of information campaigns and expansion of information distributed at existing Border Information Centres, including the risk of irregular migration, smuggling and human trafficking	Ensure provision of information materials on gender and rights of migrants national language	**IOM**	CSO	200,000	Both Mainland and Zanzibar

4.4 Relevant learning institutions train on refugee and migrant law

Assumption: Sufficient GoT commitment, capacity and resources for strengthening technical expertise in asylum issues

Key Actions	*Cross-cutting considerations*	*Agency*	*Partners*	*Budget (US$)*	*Area*
4.4.1 ToT in existing training academies; TA to develop SOPs and training manuals	Ensure gender balanced participation in training activities	**IOM**	Other, MoHA, TRITA	1,145,240	Both Mainland and Zanzibar
4.4.2 Support the inclusion of the Refugee Law in the curriculums of relevant learning institutions and related training	Capacity development of national institutions for implementation of Refugee Act; Ensure gender balanced participation in training activities	**UNHCR**	CSO	700,000	Mainland

3. DaO Results Matrix

Outcome: RC and UNCMT strengthen mechanisms to promote joint accountability for strategic leadership of and delivery on UNDAP results

1.1 Guidance for clear and consistent delegation of authority from HQs to UN Heads of Agency developed and implemented

Assumptions: Adequate political commitment to a harmonised approach to delegation of authority

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
1.1.1 Undertake comprehensive assessment of areas of HQ/delegated authority and reporting lines: Produce proposal to harmonise delegation of core reform decision-making to HoA within Tanzania: Secure approval and implement	Integrate experiences of DaO reform process and capacities of UNCMT to expand decision-making authority	UNCMT	20,000

1.2 UNDG/RC Mutual Management and Accountability Framework adopted and operationalised

Assumptions: Common interpretation of the Management Accountability System: Adequate political commitment across the UNCMT

Key Actions	Cross-cutting considerations	Agency
1.2.1 Review and revise 2007 Code of Conduct to ensure clear delineation of responsibilities and authority in alignment with Framework: Provide feedback to UNDG on UNCMT mechanisms of management, accountability and lessons learnt during implementation	Code of Conduct incorporates responsibilty for promotion of gender, human rights and environment	UNCMT
1.2.2 RC and UNCMT participate and report on annual 180 degree assessments: UNCMT identify and implement initiatives to improve competencies identified in 180 degree assessments and appraisals	Assessments reflect commitment to mainstreaming of cross-cutting considerations	UNCMT

Outcome: UNCT planning, monitoring, evaluation and reporting are results and evidence based

2.1 Standards and tools for UNCT results based planning, monitoring, review and reporting developed and operationalised

Assumptions: Working Groups and Agencies will utilize the UNDAP results monitoring system and adhere to approved guidance: Relevant expertise will be available: Effective leadership of the PWGs: Active, competent and timely representation of relevant agencies: Sufficient availability of PME WG resource persons: PME WG focal points will objectively classify PWG/ Agency performance as per agreed criteria

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
2.1.1 TA and FA to further develop the web-based UNDAP Results Monitoring System to provide integrated tools for reporting on targets and activities during Mid Year and Annual Reviews: Expand development of customized reports for consumption of PWGs, Agencies, Cross-cutting and Management Groups, and for One Fund reporting purposes: Develop front end tools for advanced analysis: Refine tools and develop special reports, as relevant and feasible	Reports on cross-cutting considerations, including gender, environment and human rights are available	UNICEF	250,000
2.1.2 TA to draft/refine guidance on Planning, Budgeting, Reviews, and Joint Monitoring in line with UNDAP results monitoring system: Develop and further refine quality assurance standards and checklists	Guidance and tools include cross-cutting considerations	UNICEF	
2.1.3 Orient WG coordinators and members on the approved guidance notes and utilizing the web-based platform: Provide quality assurance, facilitation (as required) and technical support to WGs in development of APWPs, budget	APWPs fully integrate cross cutting considerations	PME WG	
2.1.4 Plan and manage Mid Year and Annual Reviews: Ensuring reporting on indicators utilizes national M&E systems (as relevant): Summarize progress against targets based on agreed criteria: Prepare analytical summaries for management bodies: Support and provide quality assurance for revision of results and M&E matrices	Reviews measure integration of cross cutting considerations	PME WG	
2.1.5 Finalize UNDAP annual report guidance and template: Consolidate, finalise and publish UNDAP Annual Report in consultation with AA	Reports give due weight to cross cutting considerations	RCO	40,000
2.1.6 TA to the UNDAP II 2015-2020 development process: Establish UNDAP task team: Advise on incorporation of relevant recommendations of former assessments/evaluations: Establish timeline aligned to the development of MKUKUTA III: Develop and approve roadmap for UNDAP II: Support facilitation of sensitisation, prioritisation and planning processes across the UN system	UNDAP task team receives adequate sensitisation and support for facilitation of cross-cutting considerations	IAPC	

2.2 Mechanisms for periodic assessment of cost-effectiveness enhanced and operationalised

Assumptions: Agencies provide accurate data in a timely fashion

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
2.2.1 Annually assess and report on proportion of administration costs to total UN programme delivery, in collaboration with Finance WG: Undertake additional assessments of cost-effectiveness, in collaboration with Finance WG, as required	Reports on cross-cutting considerations, including gender, environment and human rights are available	RCO	20,000

2.3 UNDAP/DaO evaluations are compliant with UNEG norms and standards

Assumptions: Availability of Agencies to commit time and personnel to data collection processes

Key Actions	Cross-cutting considerations	Agency
2.3.1 Plan and manage cross-sectoral, DaO and UNDAP related evaluations: Lead drafting of ToRs, review of reports, technical guidance, preparation and follow-up of management response to evaluations	Ensure evaluations are independent and incorporate assessment of cross-cutting considerations	RCO

2.4 Annual research and evaluation plans developed, optimised and implementation monitored

Assumptions: Availability of technical and financial resources

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
2.4.1 Review the Annual M&E calendar for planned research and evaluations at programme level: Provide technical guidance to WGs in optimizing and economizing planned research and evaluations in APWPs: Orient WGs in the fundamentals of planning and managing research and evaluations		PME WG	

2.5 Tanzania Evaluation Association (TANEA) strengthens efforts to professionalise evaluation function in Tanzania

Assumptions: Acceptance of support

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
2.5.1 TA and FA to TANEA: Implement capacity development interventions to further professionalize evaluation functions in Tanzania	Ensure sustainable capacity development interventions	UNICEF	50,000

2.6 UN staff access and utilise Knowledge Management (KM) tools for evidence based planning and implementation

Assumptions: The expansion of the ICT platform is supported by all agencies: Availability of resources and expertise for maintenance of intranet: Documentation does not infringe confidentiality restrictions: Agencies, WGs and staff utilize KM tools: KM focal point Job Descriptions include tasks on KM for DaO UN: Adoption of incentives for utilisation of the KM systems:

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
2.6.1 Provide TA to develop a KM Action Plan for UNCT Tanzania: With ICT group, support deployment and rollout of a UNCT Tanzania Intranet and collaborative tools: Establish a document repository for studies, evaluations and key texts on the Intranet: Deploy Tanzania Statistical Database (TSED) on local intranet to enable access to latest statistics: Track and monitor utilization of the various KM tools	Ensure cost effective technologies and strategies that are sustainable and based on user demand.	UNICEF	20000
2.6.2 In collaboration with ICT WG, conduct feasibility study and support roll-out of Teamworks and other collaborative tools	Ensure strategies are sustainable and based on user demand	UNDP	
2.6.3 Establish and orient KM focal points on available tools	Strengthen technical skills of KM focal points to ensure adequate coverage of UNCT	IAPC	
2.6.4 Disseminate latest information and encourage knowledge exchange: Propose measures to institute incentives for encouraging knowledge exchange: Promote linkages with Communities of Practices	Capacity support provided, if required, to KM focal points to ensure comprehensive coverage of the UNCT	KM focal points	20,000

DaO Results Matrix

Outcome: UNCT strengthens common procurement management mechanisms and support to national procurement systems

3.1 Common procurement management mechanisms support efficient programme implementation

Assumptions: Adequate political and financial commitment for the reform process within the UN system at national and HQ level: Endorsement for actions/recommendations by CMT and HQ: Classification system is aligned with the International Civil Service Commission: Availability of adequate technical capacity

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
3.1.1 TOPT role reviewed: Business case for expansion/scale-up of common procurement mechanisms presented to CMT: Implement resourced Action Plan as agreed	Introduce Human Rights and Gender-related issues in Staff training packages	UNDP	50,000
3.1.2 Revise TOPT ToR to reflect procurement support to PWGs: Assign individual TOPT focal points to advise in the production of procurement plans: Support implementation of PWGs' procurement plans	Procurement practices comply with UN global ethics and environmental standards, including Global Compact Approach	TOPT	

3.2 Comprehensive catalogue of Long Term Agreements (LTAs) and additional suppliers of goods and services are introduced and regularly monitored

Assumptions: Availability of competent, cost-effective service providers

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
3.2.1 Review and agree a list of all goods and services for LTAs: Agree Division of Labour for management of procurement clusters: Introduce monthly performance system for all suppliers	Apply environmental standards to supplies, eg recycled paper: Ensure suppliers conform to national employment ethics and standards and Global Compact Approach	UNICEF	
3.2.2 Develop a framework agreement for key suppliers of goods and services: Establish a common supplier database: Establish a performance system for all suppliers including internal quarterly assessment form, market survey, random checks: Produce annual reports	Apply environmental standards to supplies, eg recycled paper: Ensure suppliers conform to national employment ethics and standards and Global Compact Approachmental standards, including Global Compact Approach	WFP	50,000

3.3 GoT systems for acquisition of goods and services are strengthened

Assumptions: MDAs are prioritised according to availability of technical and financial resources

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
3.3.1 TOPT/HACT review key IPs and develop capacity building interventions: TA to priority Government partners to increase and enhance management of procurement and supply chain	Ensure continuity and sustainability, eg by encouraging training of newly recruited staff by existing staff members	UNICEF	200,000
3.3.2 TA to priority Government partners to increase and enhance management of procurement and supply chain	Ensure continuity and sustainability, eg by encouraging training of newly recruited staff by existing staff members	UNDP	

Outcome: In-country Human Resources processes are harmonised, efficient and responsive to programme needs

4.1 A harmonised approach to key in-country recruitment processes, job classification and contractual compliance - with emphasis on gender equity - is developed and adopted

Assumptions: Adequate political and financial commitment for the reform process within the UN system at national and HQ level: Endorsement for actions/recommendations by CMT and HQ: Classification system is aligned with the International Civil Service Commission (ICSC) revised electronic GS classification system

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
4.1.1 Comprehensive review of agencies' practices re job advertisement, shortlisting and interview panels: Recommendations for reform to OMT/CMT: Revised practices operationalised, on approval	Ensure reviews capture gender gaps: Recruitment processes must be non discriminatory: Applications from under-represented groups encouraged, eg women, youth, people with disabilities	WFP	50,000
4.1.2 Comprehensive review of agencies' practices re job classification and contractual compliance: Recommendations for appropriate action submitted to OMT/CMT: Revised practices operationalised, on approval	Ensure reviews mainstream gender considerations	WFP	100,000

4.2 A harmonised approach to key staff entitlements is developed and operationalised

Assumptions: Adequate political and financial commitment for the reform process within the UN system at national and HQ level: the HRWG secures endorsement for actions/ recommendations

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
4.2.1 Review and present a list of key entitlement and practices: Recommend those entitlements that can be harmonised at the country level: Develop and operationalise an Action Plan	Ensure entitlements that can be harmonised at the country level are accessible to all	UNICEF	

4.3 A harmonised approach to appraising staff contributions to inter-agency coordination is adopted and implemented

Assumptions: Adequate political and financial commitment for the reform process within the UN system at national and HQ level: Endorsement for actions/recommendations by CMT and HQ

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
4.3.1 Review and present to CMT a draft guidance note on common approach to appraising staff inputs to UN joint processes: Adopt strategy as advised	Ensure guidance note captures all staff at all levels and categories	UNFPA	20,000

4.4 Priority capacity gaps in staff technical capacity identified and addressed

Assumptions: Adequate political support and financial resources for strengthening the UNCT

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
4.4.1 Develop annual training plans for programme and operations staff based on needs identified by Programme Working Groups and OMT: Support roll-out	Include understanding of cross cutting considerations in Capacity Assessments and address gaps in subsequent training	UNHCR	100,000

4.5 Common Consultant database is operationalised and regularly updated

Assumptions: Availability of consultants with adequate understanding of the UN system provide valid recommendations for programme support

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
4.5.1 Review agency consultancy requirements: Invite bids from interested consultants: Review and select qualified consultants with feedback mechanisms for inclusion in database: Monitor and update regularly	Ensure ToRs are gender sensitive: Require Consultants to possess knowledge of gender issues: Encourage both male and female consultants to apply in male/female dominated fields	UNDP	40,000

Outcome: **UNCT harmonises core financial management processes and addresses priority capacity gaps**

5.1 UN agencies develop and operationalise harmonised processes for financial disbursement, reporting, auditing and quality assurance

Assumptions: Adequate political and financial commitment for the reform process within the UN system at national and HQ level: Adequate allocation of funds: Relevant agencies implement HACT as agreed

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
5.1.1 Produce TOR for transforming HACT WG into a project management support structure: Agree a training plan for the Team: Develop budget for agreed activities and secure funding from the One Fund: Conduct training: Provide TA to agencies to utilise Government Exchequer for Cash Transfer	Ensure comprehensive coverage of training activities	FAO	50,000
5.1.2 Sensitise IPs on use of common FACE forms: Review current agencies auditing practices: Develop actions plan for joint audits and provide quality assurance	Ensure Action Plans incorporate capacity development support as required	UNDP	100,000
5.1.3 Review agencies current accounting codes: Draft recommendations and seek inputs from HQ on a common Chart of Accounts: Implement as advised		UNFPA	20,000
5.1.4 TA to PMEWG for annual assessment of proportion of administration costs to total UN programme delivery and, as required, additional analyses of cost-effectiveness across UNCT		UNDP	20,000

DaO Results Matrix

5.2 Financial management capacity in priority MDAs enhanced

Assumptions: Adequate allocation of funds: Agencies adopt IPSAS

Key Actions		Cross-cutting considerations	Agency	Budget (US$)
5.2.1	Conduct micro assessment of IPs in conformity with IPSAS requirement: Engage DPs in development of a comprehensive Action Plan to address identified gaps: Implement plan: Monitor and report on progres		UNDP	300,000
5.2.2	Initiate short to medium term capacity development measures for key partners rated significant or high in micro-assessments and audits: Contract and manage a third party company to provide capacity development support to select IPs: Review progress of CD intervention		UNICEF	150,000

Outcome: **UNCT operationalises cost-effective ICT solutions to support programme delivery**

6.1 Voice and Data services are shared across the UNCT

Assumptions: CMT and HQs approve recommendations for decommissioning

Key Actions		Cross-cutting considerations	Agency	Budget (US$)
6.1.1.	Design common PABX facility: Procure hardware, install and monitor: Revisit the business case for VSAT decommissioning and present recommendations to CMT: Decommission VSATs: Redesign remaining VSATs to provide Common Data Services	Decommission VSATs with highest environmental impact: Procure environmentally friendly equipment	WFP	400,000

6.2 Applications to support UN programme management functions are developed and managed

Assumptions: Resources are available for implementation: Support for reform processes: Availability and retention of skilled staff

Key Actions		Cross-cutting considerations	Agency	Budget (US$)
6.2.1	Undertake programme needs analysis: Identify required tools: Design, implement and monitor utility	Bidding and evaluation criteria for consultant selection to include awareness of gender and human rights: Bidders to comply with Global Compact Approach	UNICEF	50,000

6.3 Applications to support UN operations functions are developed and managed

Assumptions: Resources are available for implementation: Support for reform processes: Availability and retention of skilled staff

Key Actions		Cross-cutting considerations	Agency	Budget (US$)
6.3.1	Undertake operations needs analysis: Identify required tools: Design, implement and monitor utility	Bidding and evaluation criteria for consultant selection to include awareness of gender and human rights: Bidders to comply with Global Compact Approach	WHO	50,000

6.4 Common ICT Help desk to support UN operations and programmes is established and functional

Assumptions: Sufficient technical expertise to respond to demand

Key Actions		Cross-cutting considerations	Agency	Budget (US$)
6.4.1	Develop a business case on the benefits and costs for creating a common ICT help desk for CMT discussion: Establish a common ICT team and monitor performance	Business case to ensure gender balance in helpdesk staffing	WFP	100,000

6.5 Common business continuity management strategy is adopted and regularly reviewed

Assumptions: Availability of suitable BCP recovery locations: Willingness of UNCT to participate in regular simulations

Key Actions		Cross-cutting considerations	Agency	Budget (US$)
6.5.1	Review, develop and implement joint Business Continuity Strategy and disaster recovery plans: Undertake regular simulations for testing and review	BCP recovery locations accessible to disabled persons: Adequate protection of personal information held in BCP sites	UNDP	85,000

6.6 ICT capacity building Action Plan for select MDAs is developed and piloted

Assumptions: Adequate technical and financial resources

Key Actions		Cross-cutting considerations	Agency	Budget (US$)
6.6.1	Review current ICT challenges amongst principal IPs: Identify key gaps: Consult other DPs: Present intervention plan: Pilot and incorporate lessons learnt in following plan	Ensure interventions do not require costly maintenance of complex systems: Encourage ToT for all capacity building interventions	UNHCR	100,000

Outcome: UNCT secures efficiency gains in overhead costs

7.1 Resident UN agencies are co-located in One House in Dar es Salaam

Assumptions: GoT provides land and/or premises: Cost-benefit analysis demonstrates worth of reform: TTCP endorses proposal: Adequate commitment of agencies to relocation

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
7.1.1 Extrapolate lessons learnt from Zanzibar experience: Review and update assessment of agencies' current arrangements and needs, including staffing and space requirements, expiration of current leases, security and safety issues: Secure commitment from GoT for office space/land: Assess options through cost-benefit analysis: Compile Proposal and submit to Task Team on Common Premises (TTCP): Upon endorsement, secure funding and sign MOU: Build or refurbish premises (as relevant) and relocate		Joint Taskforce on Common Premises	75,000

7.2 Relevant UN agencies adopt common services in Zanzibar

Assumptions: Sufficient technical capacity: Cost-benefit analysis demonstrates worth of reform

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
7.2.1 Create Common Services Management Structure: Establish Project Team: Introduce effective cost-recovery mechanism: Develop inter-agency service level agreements		Joint Taskforce on Common Premises	

7.3 Relevant UN agencies are co-located in One House in Kigoma

Assumptions: GoT provides land and/or premises: Cost-benefit analysis demonstrates worth of reform: TTCP endorses proposal: Adequate commitment of agencies to relocation

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
7.3.1 Extrapolate lessons learnt from Zanzibar experience: Review and update assessment of agencies' current arrangements and needs, including staffing and space requirements, expiration of current leases, security and safety issues: Secure commitment from GoT for office space/land: Assess options through cost-benefit analysis: Compile Proposal and submit to TTCP: Upon endorsement, secure funding and sign MOU: Build or refurbish premises (as relevant) and relocate		Joint Taskforce on Common Premises	25,000

Outcome: UNCT operationalises coherence, effective advocacy and communication strategies

8.1 Evidence-based external advocacy and communication strategy is developed and implemented

Assumptions: Adequate resources available: Planning for events demonstrate integration and contribution to relevant existing strategies (do not represent stand-alone events): Mandate of UNCG enables enforcement of the use of Brand and Style Book

Key Actions	*Cross-cutting considerations*	*Agency*	*Budget (US$)*
8.1.1 Develop high quality briefing packs, message briefs and presentations of UN priorities, with and for the engagement of key stakeholders (DPs, media, CSOs, and Government): Develop web site and release regularly UN Tanzania Public Report	Priority issues and messaging clearly identifies the added advantage of the UN: Gender equity, human rights, environment and capacity development integrated as core elements in all messaging and briefing packs: Include pages on PWG commitments and progress on issues such as human rights, gender and environment: Environment-friendly materials used in campaigns	RCO+E7	30,0000
8.1.2 Systematically coordinate media monitoring of UN communication campaigns	Assessment incorporates questions on issues of gender equity, human rights and environment to identify (if any) UN communication impact in these areas	UNICEF	80,000
8.1.3 Conduct mid- and end-term assessments of DPs, Government, CSO and media partners' attitudes towards UN	Assessment incorporates questions on issues of gender equity, human rights and environment to assess understanding of UN presence in these areas	UNIC	80,000

DaO Results Matrix

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
8.1.4 Coordinate inter-agency efforts to mark identified UN/International Days to advance strategic advocacy goals (e.g. UN Day, Stand-up Against Poverty, International Women's Day, World AIDS Day, Environment)	Messaging around collaborative UN events integrate issues of gender, human rights and environment as key themes	UNIC	160,000
8.1.5 Develop inter-agency advocacy strategies on gender and human rights: Implement strategies in cooperation with IAGG and UNHRG, Government, CSOs and media partners	Strategies should ensure greater media space for the poorest and most vulnerable/marginalized groups	UNICEF	400,000
8.1.6 Develop and implement UN Tanzania Brand and Style Book: Develop Joint photography database and share among all agencies via Intranet	Photographs reflect gender, human rights and environmental issues and UN priorities, action and progress	RCO	40,000

8.2 UN staff, media professionals, and youth groups are able to communicate effectively on development issues

Assumptions: Availability of female journalists: Receptivity on human and gender rights issues, despite cultural tensions: Agency rules governing spokespersons are harmonized to enable the UN to speak with "one voice": Spokespersons in Kiswahili can be identified in all key programme areas: Systematic and meaningful engagement of GIOs: All youth groups have adequate capacity and funding to engage and be engaged

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
8.2.1 TA to media partners - including trainings and briefings - to enable effective investigative journalism into key human rights, gender equity, environment, emergency and development issues of concern to UNCT	Messaging incorporates issues of gender, human rights and environment as key themes: Gender balance among journalists supported	UNESCO	120,000
8.2.2 Develop capacities of UN staff to act as spokespersons on all key UN issues including communication in Kiswahili: Develop flexible system to enable rapid response to questions from media	Spokespersons identified on gender, human rights, environment and capacity development as well as PWG priorities	UNICEF	120,000
8.2.3 Actively participate in regular joint network meetings, consultations and information sharing with Government Information Officers (GIOs)	Gender, human rights and environment issues feature strongly in consultations with GIOs	UNDP	20,000
8.2.4 Expand and organize youth Model UN's (NMU and EAMUN) in collaboration with United Nations Association, YUNA and UN Clubs Tanzania Network	Model UN development to be linked through interactive processes on website, social media etc	UNIC	160,000

8.3 Improved staff understanding of UN Tanzania

Assumptions: Mechanism proves effective in encouraging regular and systematic take-up of intranet by staff: UNCG can link all information flows (newsletters, calendar of events, contacts, data, images, results evidence etc) on the intranet: Securing a critical mass of staff responses to surveys

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
8.3.1 Distribute Umoja newsletter to all staff on monthly basis: Regular briefings of all staff	Messaging incorporates issues of gender, human rights and environment	RCO	40,000
8.3.2 Conduct annual staff assessment of understanding of UNDAP and UN Tanzania: Redress knowledge gaps	Incorporate assessment of HRBA and mainstreaming of gender, environment and capacity development	RCO	40,000

8.4 UNCG's capacities to implement coordinated, relevant communication strategies are enhanced

Assumptions: Consultant available to provide assistance to agencies with limited communication capacities: Sufficient technical capacity and contributions for a quality review process

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
8.4.1 Appoint consultant to coordinate inter-agency advocacy campaigns, on agreed topics of interest	Encourage ToT for capacity development of national staff	UNICEF	200,000
8.4.2 Review and revise UNCG Communication Strategy annually, integrating lessons learnt	Ensure full participation of staff across the grade	RCO	40,000

Outcome: **UNCT strengthens gender mainstreaming and women's empowerment across programme delivery and advocacy campaigns**

9.1 A work plan to support gender mainstreaming across the UNDAP is developed, costed and implemented

Assumptions: Adequate Financial and Human Resources available

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
9.1.1 Recruit TA for in-depth gender analysis of the UNDAP programming matrix: Develop a costed gender work plan identifying priorities for monitoring and support activities	The analysis will take into account HR issues	UNWOMEN UNFPA	35,000
9.1.2 Consolidate findings from gender audit and previous gender studies into gender work plan	The consolidation will take into account HR issues	IAGG focal points	10,000
9.1.3 Assign IAGG members to PWGs to support mainstreaming of Gender principles (reflecting work plan C77priorities): Provide TA for Programme Reviews, focusing on progress on priority Gender areas: Provide QA for formulation of APWPs to ensure gender is mainstreamed			

9.2 Enhanced capacities of UNCT to coordinate initiatives on gender equality and women's empowerment

Assumptions: Funds will contribute to the capacity development initiatives: Adequate Financial and Human Resources available: Agencies will meet own costs for Gender Audits

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
9.2.1 Institutionalise and resource the functions of IAGG	Close collaboration will be established with HR group	UNWOMEN	
9.2.2 Organise Annual Retreat and IAGG learning sessions for information-sharing on emerging issues and web-based networks and resources	The work plan will be based on RBM principles and take into account HR issues	IAGG	60,000
9.2.3 Train IAGG members in Gender budgeting: Formulate approach for Gender budget analysis across PWGs Annual Workplans: Monitor Gender budgetary allocations in Annual Reviews and Workplans: Provide recommendations regarding improved delivery	HR issues will be integrated in the training	UNWOMEN	30,000
9.2.4 ToT for gender audit facilitators: Support coordination of Gender audits of all UN resident agencies: Disseminate recommendations and ensure follow-up	HR issues will be integrated in the training	ILO	50,000
9.2.5 Provide regular briefings to IAPC and CMT on gender concerns (programmatic and emerging issues): Facilitate training sessions in gender issues for IAPC, PWGs and OMT	Capacity building will be developed through induction courses, training sessions, and internet platform with web-based resources	IAGG	60,000
9.2.6 Develop guidance notes on gender mainstreaming: Facilitate sessions on gender mainstreaming in UN inductions		UNWOMEN	
9.2.7 Participate in the meetings of DP Gender Group and GoT Macro Gender Group		IAGG	

9.3 Inter-agency advocacy strategy on gender equality is developed and implemented in cooperation with UNCG

Assumptions: Adequate Financial and Human Resources available

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
9.3.1. Identify topics for advocacy campaigns: Establish a mechanism for coordination and collaboration with the UNCG and HRWG: Develop an inter-agency advocacy strategy and campaigns in partnership with the UNCG and UNHRWG	Strategies should ensure greater media space for the poorest and most excluded/marginalized groupss	UNICEF	Linked with UNCG

DaO Results Matrix

Outcome: **UNCT more effectively promotes Human Rights through advocacy, programming and operational management**

10.1 UNCT has increased awareness of key Human Rights issues and mechanisms

Assumptions: Capacity of HRG to prepare briefing documents

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
10.1.1 Analyse selected and emerging Human Rights issues in Tanzania: Prepare and disseminate briefing documents on selected and emerging national and global Human Rights issues, UPR and other Human Rights mechanisms for UNCT: Sensitise on key Human Rights areas, as required	Capacity building, focus on under reported human rights issues impacting marginalised groups	HRWG	40,000

10.2 UNCT Human Rights advocacy is coherent, coordinated and visible

Assumptions: UNCT agencies' support for a coordinated approach to human rights processes: Adequate financial and human resources available

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
10.2.1 Coordinate UNCT's advocacy a) in the development of the National Human Rights Plan of Action, b) for GoT's preparations for and follow up on UPR and other Human Rights monitoring mechanisms		UNDP	20,000
10.2.2 Develop and implement inter-agency advocacy strategy on selected and emerging Human Rights issues, in cooperation with UNCG	Strategies should ensure greater media space for the poorest and most excluded/marginalized groups	UNICEF	20,000

10.3 PWGs implement priority human rights results of the UN One Programme

Assumptions: Support for the PWGs is shared between all HRG members: The review processes are not overly time intensive: Adequate % of HRG lead and members time is assigned and funded to work on the group's activities under the UNDAP

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
10.3.1 Identify priority areas related to Human Rights within the UNDAP: Develop baseline and establish targets to measure progress on key Human Rights related outputs across programmes: Assign HRG members to PWGs to support integration of Human Rights: Contribute to the annual assessment of programmes, focusing on progress on selected Human Rights indicators: Contribute to the formulation of annual workplans		HRWG	20,000

10.4 UN operation processes and practices are compliant with the UN Global Compact Approach

Assumptions: OMT support the continued integration of the Global Compact Approach for internal processes and practices

Key Actions	Cross-cutting considerations	Agency	Budget (US$)
10.4.1 Develop baseline and establish targets to measure level of adherence of internal operation processes to the Global Compact Approach: Contribute to the monitoring and annual review of OMT Workplans to promote adherence to international standards of good practice for businesses (Global Compact Approach)		ILO	40,000

4. Glossary/Acronym List

AG	Auditor General
AWP	Annual Work Plan
APWP	Annual Programme Work Plan
CBO	Community Based Organisations
CCA	Common Country Assessment
COD	Common Operational Document
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organization
DAO	Delivering as One
DRR	Disaster Risk Reduction
DP	Development Partners
DPG	Development Partners Group
DOL	Division of Labour
FACE	Fund Authorization and Certificate of Expenditures
FAO	Food and Agriculture Organisation of the United Nations
FBO	Faith Based Organisations
GBS	General Budget Support
GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HLCM	UN High Level Committee on Management
HQ	UN Headquarters
HRBA	Human Rights Based Approach
HRG	Human Rights Group
HSSP	Health Sector Strategic Plan
HQ	Headquarters
HR	Human Resources
IAGG	Inter Agency Gender Group
IAPC	Inter-Agency Programme Committee
IASC	Inter-Agency Standing Committee
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMCI	Integrated Management of Childhood Illness
IOM	International Organisation for Migration
IPSAS	International Public Sector Accounting Standards
ITC	International Trade Centre
JAST	Joint Assistance Strategy for Tanzania
JSC	Joint Government of Tanzania and UN Steering Committee
JTF	Joint Government - United Nations Task Force
JP	Joint Programme
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MARP	Most At Risk Populations
MD	Millennium Declaration
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MKUKUTA	Kiswahili acronym of the National Strategy for Growth and Reduction of Poverty
MKUZA	Kiswahili acronym of the Zanzibar Poverty Reduction Plan
MoA	Ministry of Agriculture, Food Security and Cooperatives
MoFEA	Ministry of Finance
MoHSW	Ministry of Health and Social Welfare

Glossary/Acronym List

MoU	Memorandum of Understanding
NCPA	National Costed Plan of Action for Most Vulnerable Children
NGO	Non-Governmental organization
NRA	Non-resident UN agency
ODA	Overseas Development Assistance
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
OHCHR	Office of the United Nations High Commission for Human Rights
OMT	Operations Management Team
PD	Paris Declaration on aid effectiveness
PLHIV	People Living with HIV and AIDS
PMEG	UN Programme Management Evaluation Group
PRSP	Poverty Reduction Strategic Plan
PSI	Population Services International
PUN	Participating UN agency
PWG	UN Programme Working Group
QA	Quality Assurance
RBM	Results-based management
RDT	Regional Directors Team
RC	Resident Coordinator
RCO	Resident Coordinator's Office
SPF	Social Protection Framework
SMART	Specific, Measurable, Achievable, Relevant and Time Bound
SWAP	Sector Wide Approach to Programming
SWG	Sector Working Group
TBM	(Resources) To Be Mobilized
ToR	Terms of Reference
UN	United Nations
UN-HABITAT	United Nations Human Settlement Programme
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCG	United Nations Communication Group
UNCMT	United Nations Country Management Team (Tanzania)
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDAP	UN Development Assistance Plan
UNDG	United Nations Development Group
UNDOCO	United Nations Development Operations Coordination Office
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNSSC	United Nations System Staff College
GoT	Government of the United Republic of Tanzania
WFP	World Food Programme
WHO	World Health Organization

United Nations
TANZANIA
Delivering as One