



USAID | TANZANIA

FROM THE AMERICAN PEOPLE

Country Development Cooperation Strategy October 3, 2014 – October 3, 2019



Empowering Women and Youth



**Tanzania's Socio-Economic Transformation toward
Middle Income Status by 2025 Advanced**

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Acronyms

ADF	African Development Foundation
ALAT	Association of Local Authorities in Tanzania
APHFTA	Association of Private Health Facilities in Tanzania
APR	PEPFAR Annual Progress Report
ART	Anti-retroviral Therapy
BRN	Big Results Now!
CA	Constraints to Growth Analysis
CAADP	Comprehensive Africa Agriculture Development Programme
CBJ	Congressional Budget Justification
CBO	Community Based Organization
ccGAP	Climate Change Gender Action Plan
CCIR	Cross-cutting Intermediate Result
CCM	Chama Cha Mapinduzi
CCSIR	Cross-cutting Sub-Intermediate Result
CDC	U.S. Centers for Disease Control and Prevention
CDCS	Country Development Cooperation Strategy
CHW	Community Health Worker
CIO	Chief Information Officer
CLA	Collaborating, Learning, and Adapting
CPR	Contraceptive Prevalence Rate
CS	Contraceptive Security
CSO	Civil Society Organization
CYP	Couple Years of Protection
DANIDA	Danish International Development Agency
DCA	Development Credit Authority
DFATD	Canadian Department of Foreign Affairs, Trade and Development
DFID	Department for International Development
DH	Development Hypothesis
DHS	Demographic and Health Survey
DO	Development Objective
DOC	U.S. Department of Commerce
DOD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOI	U.S. Department of the Interior
DOS	U.S. Department of State
DOW	Development Objective Work Team
DP	Development Partner
DPT	Diphtheria, Pertussis and Tetanus
EAC	East African Community
EGRA	Early Grade Reading Assessment
EMIS	Education Management Information System
ES	Ethics Secretariat
EXIM	U.S. Export-Import Bank
FP/RH	Family Planning/Reproductive Health

FTF	Feed the Future
FWS	U.S. Fish and Wildlife Service
GBV	Gender Based Violence
GCCI	Global Climate Change Initiative
GDP	Gross Domestic Product
GELD	Gender Equitable Development Programme
GEM	UNDP Gender Equality Measure
GGGI	Global Gender Gap Index
GHI	Global Health Initiative
GIZ	German Development Agency
GOT	Government of Tanzania
HBS	Household Budget Survey
HHS	U.S. Department of Health and Human Services
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IIED	International Institute for Environment and Development
ILO	International Labor Organization
IPT	Intermittent Preventive Therapy
IR	Intermediate Result
IRRIP	Irrigation and Rural Roads Infrastructure Program
IT	Information Technology
JICA	Japanese International Cooperation Agency
LAPM	Long Acting and Permanent Methods
LGA	Local Government Authority
LMIS	Logistic Management Information System (MOHSW)
MCDGC	Ministry of Community Development, Gender, and Children
MCH	Maternal and Child Health
MDG	Millennium Development Goal
MEL	Monitoring, Evaluation, and Learning
MKUKUTA II	National Strategy for Growth and Reduction of Poverty
MKUZA II	Zanzibar Strategy for Growth and Reduction of Poverty
MNCH	Maternal, Neonatal and Child Health
MOEVT	Ministry of Education and Vocational Training
MOHSW	Ministry of Health and Social Welfare
MTEF	Medium-Term Expenditure Framework
MUS	Multiple-Use Water Services
NAO	National Audit Office
NBS	National Bureau of Statistics
NCD	Non-Communicable Diseases
NDP	National Development Programme
NPS	National Panel Survey
NSS	National Statistical System
OGP	Open Government Partnership
PA	Power Africa
PC	U.S. Peace Corps
PD	Project Data
PEPFAR	President's Emergency Plan for AIDS Relief

PFG	Partnership for Growth
PLHIV	People Living with HIV
PMI	President's Malaria Initiative
PMO-RALG	Prime Minister's Office for Regional Administration and Local Government
PMP	Performance Management Plan
PPP	Public-Private Partnership
PPR	Program Plan Report
PPRA	Public Procurement Regulatory Authority
PRIDE	Promotion of Rural Initiative and Development Enterprises Limited
RCHS	Reproductive and Child Health Section (MOHSW)
SACCOS	Savings and Credit Cooperative Societies
SADC	Southern African Development Community
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SBCC	Social Behavior Change Communication
SDC	Swiss Agency for Development Cooperation
SERA	Agricultural Policy, Research and Advocacy Project
SMCs	School Management Committees
SSME	Snapshot of School Management Effectiveness
SUA	Sokoine University of Agriculture
TA	Trade Africa
TACOSODE	Tanzanian Council for Social Development
TANESCO	Tanzania Electric Supply Company Limited
TANROADS	Tanzania Roads Authority
TDA	U.S. Trade Development Administration
TEN/MET	Tanzania NGO Education Network
THMIS	Tanzania HIV/AIDS and Malaria Indicator Survey
TSMP	Tanzania Statistical Master Plan 2009/2010 - 2013/2014
TZ21	Tanzania 21st Century Basic Education Program
UNCDF	United Nations Capital Development Fund
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
USDA	U.S. Department of Agriculture
USG	United States Government
VMMC	Voluntary Medical Male Circumcision
VSO	Volunteers in Service Overseas
WASH	Water, Sanitation and Hygiene
WEAI	Feed the Future Women's Empowerment in Agriculture Index
WILDAF	Women in Law and Development in Africa
WMA	Wildlife Management Area
YALI	Young African Leaders Initiative
YEF	Youth Entrepreneurship Fund

I. Introduction

Tanzania has one of Africa's fastest growing economies. The per capita gross domestic product (GDP) has increased from \$1,025 in 2004 to \$1,380 in 2012.¹ Yet, widespread poverty persists with 68 percent (2007) of Tanzania's population living below the extreme poverty line of \$1.25 per day.² Tanzania's nearly 7 percent annual national GDP growth since 2000 has been hardly perceptible among Tanzania's predominantly rural (73 percent) population.³ Inclusive broad-based growth is stymied by: (a) low productivity growth in labor intensive sectors (agriculture employs 77 percent out of total national employment, but the sector grew just 4 percent per year over the past decade) and (b) an unchanging and high population growth rate.⁴ Forty-four percent of Tanzania's current population of 45 million is under 15 years of age. At the current growth rate, Tanzania's population is projected to reach 70 million by 2025.⁵ In addition, women make up fifty percent of the population, yet gender inequities continue to persist: salaries paid to women are on average 63 per cent lower than those paid to men, and when women own businesses, they make 2.4 times less profit than men.⁶

Tanzania has an opportunity in the five-year period of this Country Development Cooperation Strategy (CDCS) to enact policies and promote investments that reduce extreme poverty and advance the country's socio-economic transformation toward middle income status. By empowering women and youth; sustaining inclusive broad based economic growth; and improving democratic governance, Tanzania stands to make huge gains toward the goals envisioned in the Government of Tanzania's (GOT) National Strategy for Growth and Reduction of Poverty (MKUKUTA II⁷ and MKUZA II⁸) and Development Vision 2025⁹. This CDCS supports Tanzania's National Strategy which aims to improve the standard of living and social welfare of Tanzanians; accelerate economic growth and reduce poverty; and promote good governance and accountability.

Tanzania is a front line state and a key partner in President Obama's Strategy toward sub-Saharan Africa.¹⁰ Strong partners for over five decades, Tanzania and the United States (U.S.) are working towards a shared vision of improving the quality of life for all Tanzanians. The U.S. Government's priorities in Tanzania focus on: (1) promoting a transparent and democratic government that respects the full scope of human rights; (2) fostering sustainable and inclusive socio-economic development, including positive health outcomes; and (3) advancing regional peace and security. USAID/Tanzania, as a key foreign affairs agency and member of the U.S. Embassy Dar es Salaam, will advance U.S. strategic priorities in Tanzania through this CDCS.

¹ World Bank. World Development Indicators. 2012. Purchasing Power Parity measured in U.S. dollars.

² Ibid.

³ Tanzania's Long Term Perspective Plan recognizes the average growth rate did not have a significant impact on poverty reduction.

⁴ Tanzania Demographic and Health Survey. 2010.

⁵ Tanzania in Figures, 2012, NBS; projection figure from TZ's Population Planning Commission, 2007.

⁶ World Bank, 2012.

⁷ <http://www.povertymonitoring.go.tz/>

⁸ <http://zanzibar.go.tz/admin/uploads/MKUZA%20II%20Final.pdf>

⁹ <http://www.mof.go.tz/mofdocs/overarch/Vision2025.pdf>

¹⁰ Presidential Policy Directive on Sub-Saharan Africa. 2012.

The U.S. Government is Tanzania's largest bilateral donor. As such, Tanzania participates in most of the Presidential Initiatives implemented in sub-Saharan Africa, including the President's Emergency Fund for AIDS Relief (PEPFAR), the President's Malaria Initiative (PMI), Ending Preventable Child and Maternal Deaths (EPCMD), Power Africa (PA), Trade Africa (TA), Feed the Future (FTF), Global Climate Change Initiative (GCCII), Global Health Initiative (GHI), Partnership for Growth (PFG), Open Government Partnership (OGP), Young African Leaders Initiative (YALI), the Global Development Lab, and the Executive Order on Combating Wildlife Trafficking. For a full list of initiatives and how they are addressed in this CDCS, please refer to Annex 1.

This strategy is the culmination of a process which spanned over two years and included an in-depth examination of data, evaluations and assessments in a variety of technical fields, as well as countless meetings and consultations with host country agencies, donors, stakeholders, and U.S. Government entities. In addition to these in-person consultations, the CDCS Results Framework was shared with a broad range of stakeholders and publicly posted on the internet for comment. The CDCS advances USAID's core values of empowerment and inclusion and key principles of engagement which include partnership, capacity building, integration, and learning.

This strategy's hypothesis is – if Tanzania empowers its women and youth,¹¹ sustains inclusive broad-based economic growth, and makes governance more effective, its socio-economic transformation toward middle income status by 2025 will be significantly advanced. In fact, reducing extreme poverty can best be achieved by capitalizing on Tanzania's most marginalized, untapped resources, women and youth, and investing in key sectors of the economy, namely agriculture, natural resources and energy. If the hypothesis in this CDCS is realized, Tanzania will have advanced towards "one of the greatest moral aspirations ever imagined... answering President Obama's historic call to end extreme poverty in the next two decades."¹²

II. Development Context

Tanzania's historically low levels of ethnic tension and political stability, coupled with sustained economic growth over the last several years, make it a favored recipient of support from the U.S. and other donors. Since the institution of multi-party democracy in 1992, Tanzania has demonstrated steady progress in democratization and respect for human rights. President Kikwete will conclude his second (and final) five-year term in 2015 and is actively pursuing a growth agenda. The GOT, however, faces persistent challenges of widespread poverty, inadequate infrastructure, and endemic corruption which constrain inclusive economic growth.

Tanzania is a union between the mainland and semi-autonomous Zanzibar. The latter has its own President, House of Representatives, and line ministries in several core areas, including health, agriculture, and education. Tanzania is currently in the midst of a constitutional reform process which may affect the nature of the union.

Over the past decade, impressive improvements have been made in the health status of Tanzania's people. For example, there has been significant progress in reducing the infant and

¹¹ Youth is defined as those from 15-35 years of age, per Tanzania's 2012 Census.

¹² USAID Administrator Rajiv Shah, Annual Letter 2014, May 16, 2014.

under-five mortality rates largely attributed to investments in malaria control and improvement in access to safe drinking water. Although the HIV/AIDS prevalence rate varies by region, nationally it stands at 5.1 percent – down from 5.7 percent five years ago. While these successes are laudable, chronic under-nutrition (stunting) and maternal mortality rates remain high, and women in Tanzania are particularly affected by HIV/AIDS, comprising nearly 60 percent of people living with HIV.¹³

While Tanzania has made good progress in creating policies and strategies to advance women's empowerment and gender equality, it still has a long way to go towards operationalizing them. Tanzania is ranked 47 out of 86 in the 2012 Social Institutions and Gender Index. The 2011 Human Development Index rating for Tanzania placed it at 152 out of 187 countries. Tanzania is ranked in 119th place in the Gender Inequality Index out of 146 countries and is ranked in 59th place in the 2011 Global Gender Gap Index.¹⁴ There is a high incidence of early marriage in Tanzania with the legal age for females to get married at 15 years old and even as low as 14 with “special permission” whereas it is 18 for males.¹⁵ This then translates into high rates of early pregnancy for young girls that hinders their ability to complete school and find meaningful employment. Primary school enrollment for males and females is almost equivalent, but when it comes to secondary school completion rates the picture is less ideal. Secondary school completion rates for the 20-24 age bracket were 19.5% for females and 32.7% for males. Tanzania Demographic Health Survey data for 2010 indicates that 20% of women aged 20-24 had no education at all, compared to 9.6% of men. While women occupy 36% of parliamentary seats, women represent only 10% of the political elite from the district level and below.¹⁶

On the economic front, Tanzania began macroeconomic reforms in the 1980s and today continues the slow transition from socialism towards a free-market system. Over the past decade, Tanzania achieved impressive GDP growth rates, averaging nearly 7 percent annually, and attracted substantial foreign direct investment. Recent natural gas discoveries off the coast hold the potential to significantly increase growth rates once reserves come on line in the next seven to ten years. The business climate, however, remains challenging. To achieve its middle income goal by 2025, Tanzania must fast track the implementation of policy and regulatory reforms that promote private investment in key productive sectors; curb corruption; produce skilled labor; and improve infrastructure, particularly in roads and energy. Inadequate wildlife security and recent increases in poaching of keystone species, such as elephants, threatens to undermine the economically-important tourism sector and destroy Tanzania's precious global biodiversity legacy. Meanwhile, climate change has already led to one degree Centigrade increase in temperatures, a change in rainfall patterns, an increase in extreme weather events, and sea level rise.¹⁷ Without significant global reductions in greenhouse gas emissions, these changes are projected to continue in Tanzania, with varied impacts on human health, agriculture, livestock, water, and ecosystems (especially coastal and marine, woodland and grassland).¹⁸ Development

¹³ UNAIDS, 2012.

¹⁴ Organisation for Economic Co-operation and Development (OECD), 2012.

¹⁵ Tanzania Law of Marriage Act, 1971.

¹⁶ World Bank, 2012.

¹⁷ McSweeney, C., New, M. & Lizcano, G. 2010. UNDP Climate Change Country Profiles: Tanzania.

Available: <http://www.geog.ox.ac.uk/research/climate/projects/undp-cp/index.html?country=Tanzania&d1=Reports>

¹⁸ Tanzania climate vulnerability profile, October, 2012. An annex to the USAID Agency Sustainability plan and Agency Adaptation plan.

strategies will need to account for and help strengthen the resilience to these anticipated climate change vulnerabilities.

Pervasive and persistent extreme poverty remains the core concern. Growth has been concentrated in urban areas and in capital-intensive sectors. In 2007, 68 percent of all Tanzanians lived below the \$1.25 per day global poverty line. The agriculture sector, which employs 77 percent of all Tanzanians, and for which Tanzanian women provide 80 percent of the labor, is growing at just four percent per year. Tanzania is unlikely to meet its inclusive growth objectives unless gender issues are specifically addressed through efforts to empower women. At a 2010 fertility rate of 5.4 and population growth rate of 2.9 percent, the GOT continues to be challenged to reduce poverty.”¹⁹ Over 64 percent of the population is currently under 24 years old. With the lack of focus in the early grades on achieving basic reading skills; the lack of ‘youth friendly’ health and family planning services; and the high youth unemployment rates, this ‘youth bulge’ has the potential to thwart Tanzania’s 2025 vision.

To fully harness its economic potential and reduce extreme poverty, Tanzania must increase regional economic integration. Within the East African Community (EAC) and beyond, Tanzania must expand markets, create economies of scale, and reduce transaction costs for local, regional, and global trade. USAID, in coordination with other USG and donor stakeholders, will focus on reducing the barriers to trade and investment, and promoting exports within the region in the selected value chains. Transparent policy implementation, including removing trade barriers, is important to advancing economic integration that can increase investment and commerce in both the near and long term. Under this CDCS, USAID/Tanzania will seek to coordinate its bilateral efforts with a range of ongoing and new initiatives supported by national and regional organizations and stakeholders, as well as by the USG and other development partners.

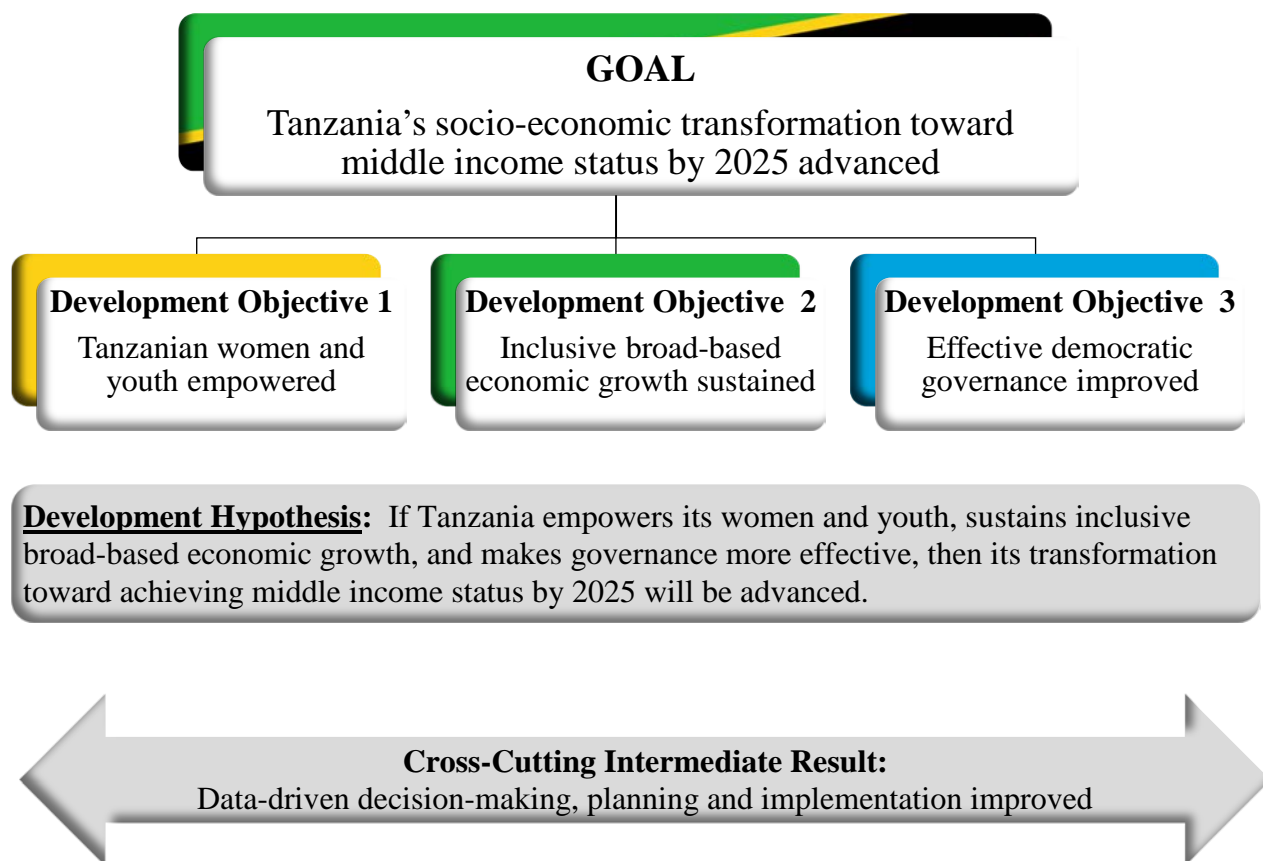
It is widely recognized that despite tremendous macroeconomic performance in some sub-Saharan Africa (SSA) countries, poverty reduction remains a challenge. Tanzania is no exception to this phenomenon. During 2003-2012, Tanzania’s real GDP grew at an average of 7 percent per annum, well above SSA’s 5 percent average growth rate for the same period; yet the benefits of this robust growth are not trickling down sufficiently to lift Tanzanians out of poverty. In Tanzania, poverty in the total population, defined by the commonly used international poverty line (headcount ratio of \$1.25 per day), increased from 73 percent in 1997 to 85 percent in 2000 in rural areas. However, the most recent available data suggests a decrease in poverty to 68 percent in 2007. Tanzania measures its poverty level using a different metric. The National Bureau of Statistics (NBS) defines poverty as the “state in which a household’s total consumption is inadequate to meet its basic needs.” According to the country’s household budget survey, the proportion of population below the “basic needs” poverty line (defined at 1,200 Tanzanian shillings or less than \$1 per day) declined slightly, from 35.7 percent in 2001 to 33.3 percent in 2007. In 2012, it was reported to have declined further to 28.2 percent.²⁰ The incidence of poverty weighs heavily on rural areas (33.3 percent) versus urban areas (21.7 percent). Dar es Salaam (4.1 percent) had the least number of people living below the basic

¹⁹ MKUKUTA annual implementation report, 2010/2011, page 37. Accessed December 23, 2013 on <http://www.povertymonitoring.go.tz/WhatisNew/Mair%202010-11.pdf>

²⁰ Source: 2011/12 Household Budget Survey; Key Findings, Tanzania Mainland; NBS, Nov. 2013.

needs poverty line. Notwithstanding the methodological differences in measuring poverty, the overall message is clear, the incidence of poverty remains a challenge in Tanzania despite robust overall growth performance. This CDCS will help to alleviate poverty in Tanzania by empowering women and youth; sustaining inclusive, broad-based growth; and improving effective governance.

III. Goal: Tanzania’s Socio-Economic Transformation²¹ Toward Middle Income Status by 2025 Advanced



The Development Hypothesis posits that, over the five years of this CDCS, USAID will partner with Tanzania stakeholders in government, civil society, and the private sector, as well as U.S. Government agencies and other U.S. and international stakeholders, to assist Tanzania to move toward a broad socio-economic transformation by: (1) empowering women and youth; (2) achieving inclusive, broad-based and sustainable growth in key economic sectors; and (3) improving governance. Together, and in view of the assumptions and risks identified, these three Development Objectives (DOs) will contribute significantly to the achievement of the CDCS Goal. First, to reduce extreme poverty, build healthy communities, and promote inclusive growth, Tanzanian women and youth, who are the most marginalized and underutilized segments

²¹ Tanzania’s Long Term Perspective Plan (LTPP) explains what “socio-economic transformation” entails in Tanzania. “One of the goals of Tanzania Development Vision 2025 is to transform Tanzania into a diversified and semi-industrialized economy with a substantial industrial sector comparable to typical middle income countries. This transformation also demands changing the pace and composition of the overall productivity growth rate. This will be achieved through enhanced capital investment, skill-level upgrading of the work force, in addition to strategic interventions (particularly in the productive sectors). The socio-economic transformation will be addressed in-depth through three strategic Five-Year Development Plans (FYDPs): the First FYDP (2011/12-2015/16): Unleashing the Growth Potential; the Second FYDP (2016/17-2020/21): Nurturing an Industrial Economy; and the Third FYDP (2021/22- 2025/26): Realizing Competitiveness-Led Export Growth. The linkages between the three plans are crucial, as the success of FYDPII will depend on the success of FYDPI, and the achievements of FYDPIII will depend on the successes of FYDPI and FYDPII.”

of the population, must have greater access to and control of key resources and opportunities. When women are empowered to realize their full potential to contribute to economic growth and social progress, the individual woman, her children and the community benefit and thrive. Second, in order to achieve and sustain inclusive, broad-based economic growth, key labor intensive sectors of the economy must grow at a faster pace, namely agriculture, and natural resources/tourism. Moreover, the binding constraints to private sector investment in these labor-intensive sectors must be overcome, particularly the lack of access to reliable sources of electricity and the lack of rural ‘market’ roads. These interventions and investments are the keys to alleviating extreme poverty for the vast majority (68%) of the country’s population. Third, improving government’s ability to deliver quality services and citizen engagement with government is critical to achieving transparent, accountable, democratic governance; controlling corruption; and mitigating conflict.

The Management Approach: Focused, Integrated and Streamlined

Selective and Focused

Selected to implement multiple presidential initiatives, congressional earmarks, and other critical programs, Tanzania has been designated a ‘priority country’ by USAID/Washington. To maximize the long-term impact under these initiatives, earmarks and priority programs, with the goal of helping Tanzania achieve a socio-economic transformation toward middle income status by 2025, USAID/Tanzania will invest U.S. Government resources in an integrated fashion while respecting all earmark and initiative requirements. We will focus U.S. Government resources on key: (1) geographic regions; (2) segments of the population, and (3) systems, institutions, and entities necessary to improve service delivery and sustain inclusive broad-based growth. All three DOs focus largely on the district and/or community levels in the Southern Agriculture Growth Corridor of Tanzania (SAGCOT) – a major focus area of Tanzania’s development plans. This area, which comprises approximately one-third of the country, has relatively fertile soils, water availability, and proximity to transportation networks. USAID investments in Zanzibar will continue in this important region of the country. A map of Tanzania showing the SAGCOT region is presented in Annex 2. All three DOs also strive to fully address the needs of women and youth, enhance local government strengthening, health and education systems building, and economic growth activities. Other geographic locations (e.g., northern and western Tanzania), population segments (e.g., men above 35 years of age), and institutions will be included in this CDCS to the extent necessary to achieve impactful and sustainable results under the DOs. For example, PEPFAR interventions under DO 1 will be driven by a whole of U.S. Government “regionalization” strategy adopted under the PEPFAR Partnership Framework which positions USAID to cover 11 regions. All of these 11 regions will include Maternal and Child Health (MCH) activities and many will have other targeted USAID activities such as DO 1 education, DO 2 agriculture, and DO 3 governance activities.

Integrated

Applying the Agency Policy regarding integrated approaches, USAID/Tanzania recognizes the complexity of Tanzania’s development challenges and the value of addressing them using multiple tools and perspectives that cross sectors. Accordingly, this CDCS seeks to dismantle the

“stove-piped” approach driven by initiatives, priorities, earmarks, and directives that rarely optimizes results. Instead, this CDCS takes an integrated approach that focuses on women and youth across sectors and initiatives. Rather than engage with development partners in “siloes,” or sector tracks, this CDCS provides a platform to engage across sectors for more effective programming with a diverse pool of state and non-state actors at both the central and local levels. For this reason, the CDCS minimizes references to USAID/Tanzania’s 25-plus initiatives, earmarks, and directives. Yet they are all included in the Results Framework (RF). In some cases they are found under a single DO or Intermediate Result (IR) but in most cases they are integrated across multiple DOs or IRs. Through this integrated approach, we plan to generate stronger and more sustainable results. USAID/Tanzania’s Cross-Cutting Intermediate Result (CCIR) will sharpen our focus on advancing systems and actions to achieve results across the Results Framework through greater and more effective data gathering, analysis and learning. For the benefit of USAID/Washington “initiative and earmark owners,” Annex 1 provides a cross-walk of initiatives with the CDCS RF.

Streamlined

In order to achieve the objectives of this CDCS, USAID/Tanzania strives to become a streamlined, model “21st century” mission within the first year of the CDCS. USAID/Tanzania’s Information Technology (IT) platform is currently being overhauled. A newly installed wireless network, along with updated mobile devices, will free our staff from the bounds of their workstations. The Mission is reconfiguring the office space to create more common areas to maximize collaboration both within and across offices and with other U.S. Government agencies. A work group of innovative “i-Champions” has been formed to partner with the Chief Information Office (CIO) and to explore and test IT uses that will help staff work smarter, including serving as “early adopters” of exciting new management and collaboration tools rolled out under the Intranet Modernization Initiative. In keeping with the CDCS premise of “integration for success,” the IT platform will be maximized to create three integrated multi-sector Development Objective Work (DOW)²² teams. DOW team membership will include participants from a cross-section of USAID/Tanzania’s staff and will be expanded, as appropriate, to include key U.S. Government interagency members. The DOW teams will share data for decision-making, form the core of project design teams, lead implementation monitoring and portfolio reviews, manage evaluations, and lead collaboration and learning to guide project adaptive management. The DOW teams will work virtually, meet at least quarterly, and travel for joint field monitoring and stakeholder engagement. DOW team members will reflect DOW objectives in their annual work plans and performance evaluations. Due to the creation of a modern IT platform, USAID/Tanzania will not be reorganized. The current set of Mission offices will continue to function (i.e., Health; Economic Growth; Education; Democracy, Human Rights and Governance; Program; Controller; Acquisition and Assistance; and the Executive Office). USAID/Tanzania will reduce staff time spent on document preparation, meetings, and reporting, to allow more staff time for field monitoring, stakeholder engagement, and learning and adapting. To this end, USAID/Tanzania has piloted, with the goal to adopt, a telework policy which will enable staff to work effectively outside of the USAID building. With regard to resources, the U.S. Government’s diplomatic and development engagement must take into account the increased transactional costs, staffing, and travel required to work efficiently within

²² A “Dhow” is a traditional Tanzanian sailboat. Our “DOW” teams will be symbolic vehicles for strategy achievement.

Tanzania’s unique political structure which includes a vast territory consisting of the Mainland and the isles of Zanzibar.

Goal: Assumptions and Risks

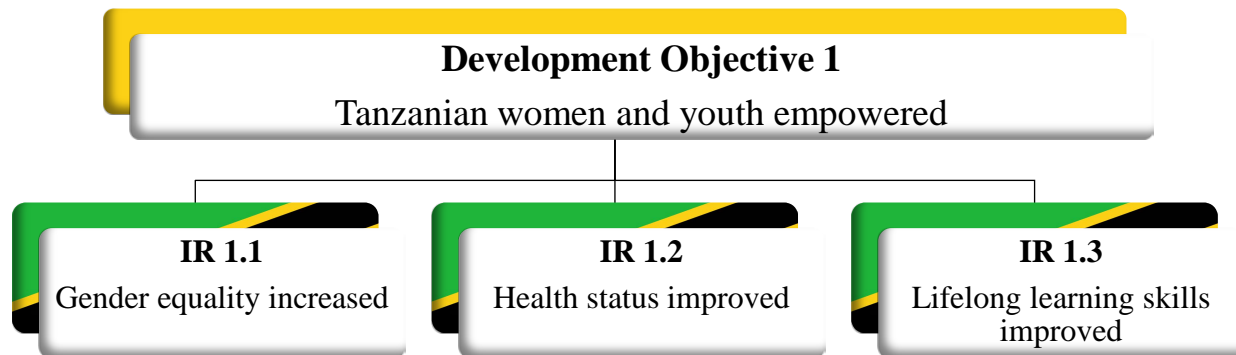
Critical Assumptions	Risks and Vulnerabilities
<ul style="list-style-type: none"> ✦ The GOT policy agenda and its implementation will focus on addressing the most binding constraints to growth in order to unleash Tanzania’s potential to advance inclusive broad-based economic growth and reduce poverty. ✦ The GOT will prioritize investments in transportation infrastructure, energy, education and health that are essential for economic growth and job creation to take place. ✦ Natural gas resources will be transparently managed and productively invested rather than become a source of conflict and corruption as exploration proceeds over the next 3-7 years with full production at least 7-10 years in the future. Unrealistic expectations will be managed. ✦ Strong political will and commitment will continue to exist throughout the CDCS period to implement necessary policy changes and institutional reforms across priority sectors, especially through the “Big Results Now” initiative.²³ ✦ There is continued political stability and cohesion in the country and progress in regional integration processes (e.g., East African Community and Southern Africa Development Community). Tanzania will be an active EAC member and will continue to support peacekeeping, despite the fact that some of these activities contribute to tensions with its neighbors. ✦ Regardless of the outcome of the constitutional review, presidential and parliamentary elections in both Tanzania and Zanzibar will be held in 2015, and they are expected to be free and fair, with results accepted by all Tanzanians. 	<ul style="list-style-type: none"> ✦ Rapid population growth continues to strain not only social service delivery but also exploitation of natural resources, and inhibit or make impossible Tanzania’s socio-economic transformation. ✦ Cultural attitudes and power structures resist enhancement of women and youth rights and opportunities. ✦ Official development assistance from traditional OECD donors is waning while emerging non-traditional donors from some BRICS countries (Brazil, Russia, India, China, South Africa) present new challenges and uncertainties in the changing donor coordination efforts in the country. ✦ Challenges stem from investments that do not prioritize widespread job creation and sustainable use of natural resources. ✦ Zanzibar instability limits economic investment and distracts government focus from sustainable economic growth. ✦ Corruption limits future donor and private sector investment and compromises any possible improvements in service delivery and loss of trust and accountability at all levels. ✦ Political transitions resulting from 2015 elections disrupt results achievement with heightened security and scrutiny of political opponents, the media, and civil society groups. ✦ The potential for increased cross-border conflict, particularly conflict emanating from the eastern region of the Democratic Republic of Congo.

Goal Illustrative Indicators

- Human Development Index Trend
- GNI per capita
- Gender Inequality Index

²³ <http://www.africa-platform.org/resources/tanzanias-big-results-now-initiative>

IV. Development Objective 1: Tanzanian Women and Youth Empowered



Development Hypothesis: Tanzanian women and youth will be empowered if they have equitable rights, use quality health services and are provided the skills for lifelong learning.

The Development Hypothesis posits that if women and youth are empowered, they will build healthy families and communities, contribute to economic growth and reduce poverty. Compared to men, women spend more of the income they control on food, healthcare, home improvement and schooling for their families, which improves outcomes for children and contributes to long-term economic development and vibrant societies. With higher incomes and more secure livelihoods, women's investments in their families will result in better-educated and healthier citizens able to contribute actively to Tanzania's economy. Youth must be supported with opportunities to advance Tanzania's socio-economic transition. Global experience shows that investments in health, nutrition, education and job skills, especially for women and youth, can motivate more informed family planning choices.²⁴

Research in Tanzania shows when women participate in household and political decisions and have access to quality education and to broader earning opportunities; they raise healthier and better-educated children.²⁵ Likewise, empowering youth strengthens young people's abilities to meet their own economic needs and contribute to the economy.²⁶ On the other hand, the costs of disempowerment are immense and include school dropout, poor health outcomes, economic instability and weaker social cohesion, which result in lower productivity and slower economic growth.^{27,28} Because women and youth are potentially the most productive populations in the country, but suffer the most vulnerability, empowering women and youth is critical to improving Tanzania's socio-economic status.

However, most Tanzanian women and youth have limited access to health care, water, nutrition, education, and broader economic opportunities, including access to productive resources, such as water, land, and credit. In addition, the impact of climate change on socio-economic

²⁴ <http://www.prb.org/Multimedia/Video/2013/demographic-dividend-engage.aspx>

²⁵ Gender Assessment. USAID/Tanzania. August 2013.

²⁶ Adolescence in Tanzania. UNICEF. 2011.

²⁷ Stiglitz, Joseph. The Price of Inequality. Penguin Books. 2013.

²⁸ Pervaiz, Chani, Jan, Chaudary (2011), Gender Inequality and Economic Growth: A Time Series Analysis for Pakistan. Middle East Scientific Research 10(4): 434-439). UNFPA, Impact of Population and Development, Reproductive Health, and Gender on Poverty. 2012.

vulnerability and adaptation affects women more given that they form a disproportionate share of the rural poor, have fewer coping mechanisms, and an increased role for production and reproduction. For example, when water sources become depleted or decline in quality, it is women and children that are most affected.²⁹

Women and youth are also disempowered by legal and traditional practices which sanction inequitable treatment. For example, the maternal mortality rate in Tanzania is high³⁰ and the secondary and higher education enrollment rate for women is low.³¹ Given that education level has the greatest effect on the age at which a woman gives birth for the first time,³² and adolescent mothers are more likely to die in childbirth, education both empowers young people directly and affects family planning choices and labor force participation. Tanzania is also a country with elevated fertility. At the same time, more children under five are surviving than ten years ago³³ and HIV rates are declining.³⁴

Research has shown, almost universally, that education is a prerequisite to poverty alleviation.^{35,36,37} Access to education is not sufficient if the quality and relevance of the education is poor or the health status of children is low. For example, stunting can limit cognitive function, HIV/AIDS in the household may be a barrier to class attendance, and gender inequality may decrease girls' ability to attend class and, as a result, to productively contribute to economic growth. The poorest, most marginalized people are most vulnerable and often never realize their full potential to contribute to the society and economy.

Under this DO, USAID will increase the capacity of the GOT and other key Tanzanian stakeholders to empower women and youth to be healthy, educated and active participants in society. Focus will be on technical assistance for gender equality, health, water, and basic education, building the GOT's capacities for improved service delivery and uptake to support women and youth. This DO is reinforced by the CCIR for effective and widespread use of open data and information on women and youth to better inform decision-making and policy implementation. In order to measure concrete progress in the achievement of this DO, the generation and use, by USAID/Tanzania and its partners, of quality, widely shared socio-economic data are necessary to drive evidence-based national development planning and decision-making. Improved capacity of various stakeholders to produce and use quality data and analysis help shape evidence-based policy discussions and timely corrective actions to ensure that Tanzanian women and youth are truly empowered.

²⁹ USAID Gender Assessment, August 2013.

³⁰ Health Sector Performance Profile Report Update 2010 (Mainland Tanzania July 2009 – June 2010).

³¹ UNDP Human Development Report 2011.

³² USAID Gender Assessment, August 2013.

³³ TDHS 2010.

³⁴ Tanzania HIV/AIDS and Malaria Indicator Survey 2007/08.

³⁵ Burtch, B. (2006). Education law and social justice. In A. Oduaran & H. S. Bhola (Eds.), *Widening access to education as social justice*. Netherland (pp. 83-94): Springer.

³⁶ Helliwell, J. F., & Putnam, R. D. (1999). Education and social capital: NBER working paper no.7121.

³⁷ Fägerlind, I & Saha, L. J. (1986). *Education and national development*. Oxford: Pergamon Press.

DO 1: Assumptions and Risks

Critical Assumptions	Risks and Vulnerabilities
<ul style="list-style-type: none"> ✦ GOT will increase its funding commitments for health and education. ✦ GOT undertakes needed policy and institutional reforms for strengthened health and education systems and rights for women and youth. ✦ Sound and transparent public financial management continues, particularly for investments in social services. ✦ Donor funding and coordination efforts continue. ✦ Tanzanian Constitution review addresses gender, women and youth empowerment issues positively. 	<ul style="list-style-type: none"> ✦ Social sector funding will not increase, and will not be accompanied by improved efficiency or equitable distribution of resources. ✦ Gender disparities continue in access to productive resources and decisions about family size, education and employment. ✦ Slow policy reform and lack of accountability in social service delivery. ✦ GOT does not amend Age of Marriage Act to increase minimum age for girls to marry from age 14 up to 18. ✦ Stock-outs of essential commodities. ✦ Dramatic shift from primary healthcare to non-communicable diseases (NCDs) in the next Health Sector Strategic Plan.

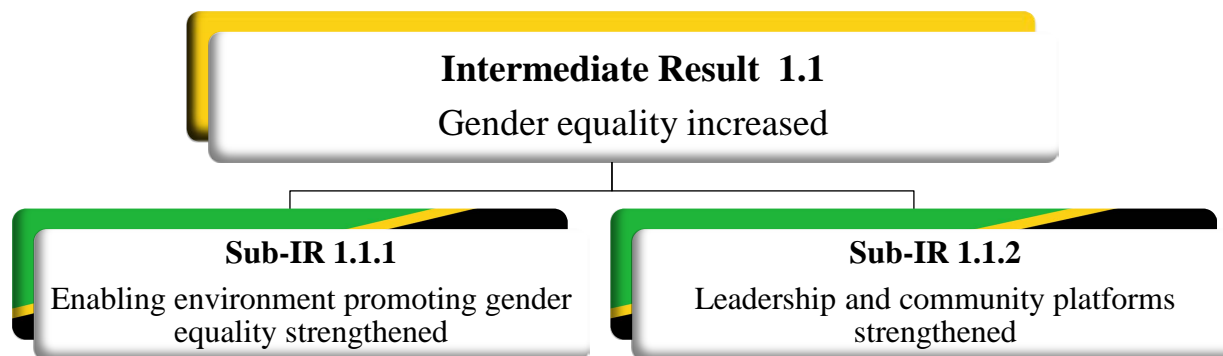
DO 1 Illustrative Indicators

- NDP Gender Inequality Index
- Maternal Mortality Ratio
- Proportion of females who complete primary school

DO 1 Illustrative Impact Evaluation Opportunities

- What is the impact of programs on linkages to care and retention in HIV/AIDS services?
- How does increasing the uptake of social and clinical services affect the adoption of healthy and health seeking behaviors?

IR 1.1: Gender Equality Increased



Gender equality and female empowerment are core development goals and important human rights issues, key to achieving effective and sustainable development outcomes. Societies cannot develop sustainably if equal distribution of resources and opportunities for both males and females do not occur. Choices and power dynamics between men and women shape overall gender relations in communities, often negatively impacting women as men almost universally have more decision making and overall power. Increasing gender equality is one vehicle for empowering women and youth to actively seek and capitalize on available economic opportunities, resources, and leadership, thereby promoting and fostering sustainable development.

Tanzanian women make up 50 percent of the population. Women provide 80 percent of total agricultural labor in a sector which employs 77 percent of Tanzanians. Tanzania ranks 119th out of 148 countries on the UNDP's 2013 gender inequality index.³⁸ Many factors contribute to gender inequality in Tanzania, including adolescent pregnancy, limited access by women to secondary education, policies that disempower women, high rates of maternal mortality, and poor participation in decision-making from the household to national government levels. For example, 40 percent of married women do not make decisions about their own healthcare.³⁹ Young people, especially young women, rarely play a part in decision-making, with barriers including limited education, lack of confidence, and the lack of space for youth to express themselves in the public realm.⁴⁰ Young married women are markedly less likely to have decision making power than their older counterparts.⁴¹

As in many countries, Tanzanian women enjoy far less control and ownership than men of key physical assets, such as land, housing, agricultural equipment, livestock, vehicles, and financial instruments such as formal savings.⁴² Women may not receive the benefits of assets held by men, even when they live in the same household. This has negative spillover effects on women's ability to borrow money, to grow household assets and income, and on their decision-making

³⁸ UNDP. Human Development Projects. 2013 Human Development Report.

³⁹ National Bureau of Statistics. 2011. Tanzania Demographic and Health Survey 2010.

⁴⁰ Christina Dahl Jensen, "Young People's possibilities for influence in Tanzania," Danish Youth Council (2010), 10.

⁴¹ National Bureau of Statistics. 2011. Tanzania Demographic and Health Survey 2010.

⁴² Deere, Carmen Diana and Cheryl Doss. (2006). The Gender Asset Gap: What Do We Know and Why Does it Matter? *Feminist Economics*, 12 (1-2).

power in the home. Though Tanzania has a national Women Equality and Gender Policy, other national policies uphold harmful gender norms, such as the Age of Marriage Act.⁴³

In Tanzania, women's legal and human rights and women's empowerment are also constrained by such factors as: discriminatory application of statutory laws; inadequate legislative protective mechanisms such as protection orders, barring orders and safety orders; and insensitive investigations and prosecution of cases involving violence against women and children. Laws and practices discriminate against women on issues of property inheritance, particularly for land, and often institutionalize violence against women. Positive action and progress in the legal domain are constrained by: inadequate legal literacy among women; lack of access to the legal system by rural women; and the dearth and poor preparation of female elected government officials who may not be responsive to citizens and citizen groups. Women are biologically more vulnerable to HIV/AIDS, often have less power within families and communities, and lack access to economic opportunities. These factors leave them vulnerable to transactional sex and other risky sexual behaviors. Women are also at risk of malaria during pregnancy, given that many do not receive appropriate preventive treatment.

USAID/Tanzania will continue to align its efforts with the USAID Gender Equality and Female Empowerment Policy to advance equality, reduce gender-based violence, and empower women and girls. USAID programming also values the cooperation and participation of men, and supports positive gender role adaptations of both women and men. USAID/Tanzania supports behavior change communication approaches to facilitate the adoption of positive gender norms. Programs support men as key change agents in parallel with empowerment of women and girls. Services for GBV survivors will be established at both health facility and community levels. Programs will be linked geographically to other sector activities where possible, including climate change, health, education, democracy and governance, and economic growth. Conflict mitigation and gender will also be an activity focus.

All USAID/Tanzania programming will include gender action planning to ensure activities account for gender issues and their solutions. Planning will take into consideration gender gaps and opportunities to fill these gaps. Activities will include providing women with opportunities to participate in leadership roles.

USAID/Tanzania will continue to support citizens' access to justice through provision of free legal aid to marginalized populations, especially women. Interventions include awareness-raising on women's legal rights and strengthening five legal aid clinics, as well as the Tanzania Network of Legal Aid Providers which is a coordinator of legal aid services. USAID/Tanzania will support civic/voter education activities that target youth and women to understand their constitutional rights and encourage full participation in electoral processes, including both voting and standing for election.

⁴³ The Age of Marriage Act sets the minimum age for girls to marry at 15 and for boys at 18. As a result, more than one in four girls aged 15-19 is married or in a union and are vulnerable to violence, young age of first pregnancy and birth, and other abuse.

IR 1.1 Links with the CDCS Results Framework

Integral to the success of this IR are achievements in several linked IRs. Improving the health status of women and youth through better health seeking behaviors and improved access to health services (IR 1.2) will contribute to women and youth being more productive in school, at home, in their community and in the workforce. In concert with IR 1.3, when lifelong learning skills of youth are improved, it is more likely that girls, for example, will not get married at an early age or become pregnant. Under IR 2.2 and IR 2.3, women and youth comprise a large proportion of workers in the agricultural and natural resources/tourism sectors and efforts to increase productivity, profitability, and climate resiliency will contribute positively to their economic livelihood and improved health. Achieving results under IR 2.4 means that women and youth have access to family planning information and services that they desire. This will, in turn, allow them to avoid unintended pregnancies and to increase physical household assets due to resulting improvements in health status and productivity and investments in nutrition and schooling. Finally, linked to IR 3.1, efforts to help women and youth become more engaged in local government and civil society advocacy efforts will ensure that their voices are heard and that their concerns and needs are taken into consideration during government planning and budgeting phases. The CCIR will help provide the necessary data and trend analyses to understand the dynamics in Tanzanian society and economy that affect women and youth empowerment.

Sub-IR 1.1.1: Enabling environment promoting gender equality strengthened

Creating an improved enabling environment is crucial in promoting gender equality and women's empowerment.^{44,45} Weaknesses in constitutional, legal, regulatory and enforcement elements of that environment are numerous and fundamental in creating current and historic gender inequality in Tanzania. In harmony with the National Gender Policy,⁴⁶ USAID activities will include: (1) inventory and analysis of Tanzania's legal and policy framework related to gender; (2) implementation of an action plan to improve that framework; and (3) support to community and institutional level activities that positively affect gender issues, including increased representation of both women and youth in leadership positions.

Sub-IR 1.1.2: Leadership and community platforms strengthened

Community structures and platforms are the key entry point to promoting gender equality and women's empowerment at the community level.⁴⁷ Additionally, achieving gender equality and female empowerment requires village leadership and community support.⁴⁸ Community leaders, influential individuals (village elders, faith-based leaders, etc.) and community resource persons (community volunteers) have the ability to influence community perspectives and perceptions on gender and women's empowerment issues such as decreasing GBV. Strengthened female

⁴⁴ N. Kardam. Gender and institutions: Creating an enabling environment. United Nations. 2005.

⁴⁵ Gender Equality and Female Empowerment Policy. USAID. 2012.

⁴⁶ National Gender Policy. Ministry of Community Development, Gender and Children. 2000.

⁴⁷ Women's Empowerment Principles; Equality Means Business. UN Women. 2011.

⁴⁸ Vissandjee, Bilkis; Apale, Alisha; Wieringa, Saskia; Abdool, Shelly; and Dupéré, Sophie. Empowerment Beyond Numbers: Substantiating Women's Political Participation. *Journal of International Women's Studies*, 7(2), 123-141. 2005.

leadership and access to influence in community platforms will result from a number of USAID interventions including: (1) training of community leaders and influential individuals on gender equity and empowerment issues; (2) facilitating the formation of gender equitable community empowerment groups; and (3) strengthening community youth-led organizations.

Illustrative 1.1 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Percentage of women who have achieved gender parity with respect to their male counterparts/DHS Gender Parity Index
- Percentage of women age 15-49 who have experienced different forms of GBV
- Gender Gap Index Score

Performance Evaluation Questions

- How does a favorable enabling environment for gender equality contribute to achieving women and youth empowerment?
- How do economic empowerment interventions affect gender equality?
- How can USAID investments be modified to better achieve community support for gender equality and women and youth empowerment?

Activities

Current:

- CHAMPION: Increase male involvement in preventing the spread of HIV and promoting positive gender norms.
- Tanzania Youth Scholars: Improve the quality of life and well-being of Orphans and Vulnerable Children by providing educational scholarships and other support services.
- Improving the rule of law-access to justice by increasing Legal Aid provision to marginalized groups.

Future:

- Comprehensive Community HIV Prevention Project: Integrate health promotion activities, including HIV prevention, family planning and gender-based violence efforts, and provide a comprehensive package of health and education services to vulnerable populations, including young girls.

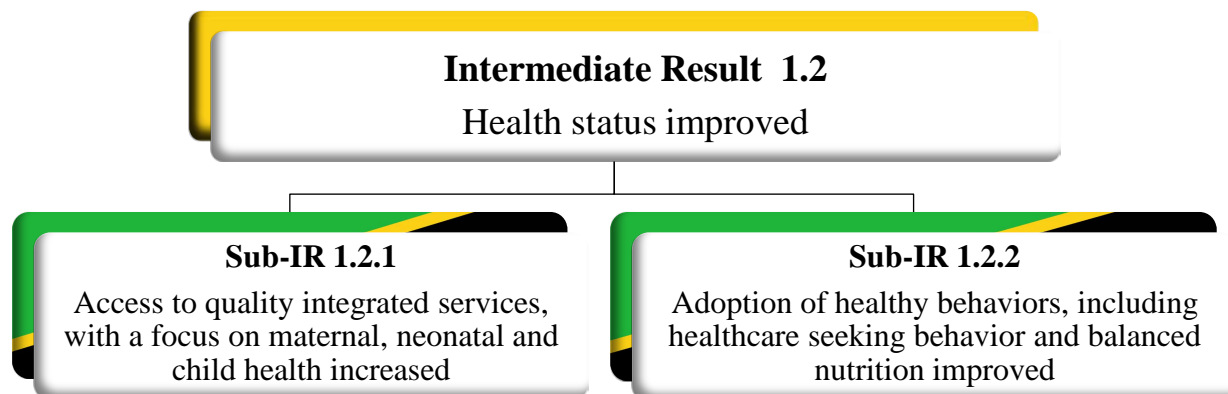
Partners

USG: U.S. Peace Corps (PC); U.S. Department of State (DOS)

Donors: UN Women; UNICEF; UNFPA; UNCDF; ILO

Non-State Actors: Oxfam, private sector

IR 1.2: Health Status Improved



Improved health is a key component of empowering women and youth to achieve a socio-economic transformation. Higher income allows for greater accessibility to many of the goods and services that promote health, such as better nutrition, access to safe water, sanitation and quality health services, including family planning. At the same time, health improvements provide a significant boost to economic growth in developing countries.⁴⁹ Reducing inequality in access to and use of health care and health-related information can make a substantial contribution to economic growth.⁵⁰ When children are healthy and survive, parents begin to make greater investments in their health and education; fewer children allow parents to invest more in each child. Moreover, investing in child and adolescent health programs will ensure a healthy and productive workforce in the future. Children and adolescents who have adequate nutrition, immunizations, and access to comprehensive health services, including reproductive health care, are better able to develop physically and cognitively. They are more likely to thrive in school and will be better prepared to join and stay in the workforce in increasingly skilled and well-paying jobs.

Tanzania's current maternal mortality rate is 454 per 100,000 live births.⁵¹ Malaria is the leading cause of death for Tanzanian children and is a major cause of maternal mortality. The impact of the HIV/AIDS epidemic is enormous, with an estimated 1.4 million Tanzanians infected with HIV. Each year an estimated 100,000 are newly infected and 86,000 die.⁵² The data also reveal significant gender differences in HIV prevalence. Overall, male prevalence in 2007/08 was 5 percent, while female prevalence was 7 percent.⁵³ HIV prevalence is higher for women than men in every age group except 35-39.⁵⁴ Tanzania is in the top 22 countries with the highest TB burden (representing 80 percent of global disease incidence), and TB remains the leading cause

⁴⁹ David E. Bloom and David Canning. The Health and Wealth of Nations. *Science* 18 February 2000: 287 (5456), 1207-1209.

⁵⁰ Michael Grimm. Does inequality in health impede economic growth? *Oxf. Econ. Pap.* (2011) 63 (3): 448-474.

⁵¹ Health Sector Performance Profile Report Update 2010 (Mainland Tanzania July 2009 – June 2010).

⁵² Tanzania Commission for AIDS (TACAIDS), Zanzibar AIDS Commission (ZAC), National Bureau of Statistics, Office of the Chief Government Statistician (OCGS), and ICF International 2013.

⁵³ Ibid.

⁵⁴ Ibid.

of morbidity and mortality among people living with HIV (PLHIV).⁵⁵ These issues are exacerbated by harmful social norms, including gender norms, GBV, and gender inequality.

Despite relative food security across the country, nutrition indicators for women and children in Tanzania are low, with childhood stunting ranging from 30 percent to over 50 percent in Tanzania's various regions, and maternal anemia rates hovering around 40 percent.⁵⁶ High levels of stunting in agriculturally productive areas of the country – such as Iringa and Mbeya Regions – point to poor knowledge or traditional practices that can be addressed through behavioral change interventions and access to fortified foods.

Rural water supply is at the heart of rural development given that it unlocks communities' potential for achieving results at multiple levels in agriculture, health and education. USAID/Tanzania is building on the positive legacy of the previous water, sanitation, and hygiene (iWASH) program within the water sector in Tanzania and is promoting a multiple-use water services approach (MUS), and the use of low cost water supply technologies to increase access and use of water, thusly improving the health and wellbeing of the household and community.

USAID/Tanzania's "YouthMap" Assessment found that young Tanzanians feel disconnected from many health services. They reported experiencing challenges with interpersonal skills of health professionals and limited "youth-friendly" facilities for sexual reproductive health and family planning services. The majority of youth reported feeling that health and family planning services are neither accessible nor youth-friendly and efforts to address this gap have been uneven and limited.

Climate variability and change can impact human health both directly through heat stress, and indirectly through changes in the hydrological cycle that drive droughts and floods, increased ground level ozone, enhanced pollen production, and impacts on natural and human systems. Both the direct and indirect impacts can undermine human health by limiting access to water and food, shifting the movement of disease vectors, and altering the life cycle of certain pathogens.

The emphasis on health systems strengthening under DO 3 is cross-cutting and serves as a contributor to increasing access to health services under DO 1. These investments and results will be part of USAID's implementation of the Global Health Initiative (GHI), PEPFAR, and President's Malaria Initiative (PMI).

To ensure Tanzanians are healthier, USAID will increase the availability and use of comprehensive preventive health services, with specific emphasis on women and youth. Programs in HIV/AIDS, malaria,⁵⁷ tuberculosis, nutrition, family planning and reproductive health (FP/RH), and maternal, newborn and child health will be aligned and leveraged across service delivery platforms. The goal is to increase access to quality, integrated services, improved health systems (addressed under DO 3), and improved adoption of healthy behaviors.

⁵⁵ World Health Organization. Global Tuberculosis Report 2013.

⁵⁶ National Bureau of Statistics and ICF Macro. Tanzania Demographic and Health Survey 2010. Dar es Salaam: NBS, 2011.

⁵⁷ USAID will carefully apply best practice approaches to mitigate environmental impacts of malaria prevention pesticides and bed nets.

USAID will address the health needs of both in and out-of-school youth by supporting the Ministry of Health and Social Welfare's (MOHSW) One Plan for Maternal Newborn and Child Health Care that emphasizes the need to provide youth-friendly reproductive health services and increase the availability of family planning methods and child health interventions. USAID will continue to support condom distribution and condom social marketing, and behavior change communication strategies that target youth. USAID will prioritize the improvement of quality health care for youth by expanding reproductive health and family planning services, and promote life skills training covering topics such as reproductive health, GBV, values, and interpersonal relationships. To address the stigma, negative attitudes, and potential conflict among health workers that hinder youth from seeking and receiving services, USAID will target health providers and support agents with training on youth needs and interpersonal skills. Finally, there will be continued support for child immunizations to directly address Millennium Development Goal (MDG) 4.

Under GHI, efficiencies throughout U.S. Government programs will be reinvested in an integrated manner that draws on linkages with food security, economic growth, and governance. This will enable the U.S. Government to significantly contribute to Tanzania's achievement of MDGs 4 and 5.⁵⁸ The coordinated package will target the 1.6 million under five children and 1.8 million women of reproductive age found in the five regions. Tools that are developed and lessons learned will be shared with and by the GOT to make this broader impact feasible. Malaria is one of the largest causes of illness and loss of life in Tanzania, responsible for 80 percent of deaths in children under five years of age. Malaria prevalence is projected to further expand in range due to changes in temperature and rainfall patterns.

USAID/Tanzania will also continue to scale up activities that align local incentives for sustainable water and land resource use in the SAGCOT region. Water and sanitation access are particularly vulnerable to the effects of climate change so activities will remain focused on innovative market-based water and sanitation solutions to ensure increased access to ensure approaches can be sustained through responsive private sector development approaches. A proven private sector-driven model for clean water and sanitation technologies and services (e.g., rope pumps, repair, and manual drilling teams) will be continued, and provide opportunities for youth employment and business development in rural towns. The WASH program component will apply, as appropriate, the private sector model above to target the Rufiji River Basin and will address both the supply and demand side of service provision. Here, the MUS approach will be used to integrate water service provision and community-led total sanitation in a coordinated framework to achieve sustainable and equitable improvements in access to water, income, health, hygiene, and food security. Activities are nested within a larger watershed management platform, which identifies and protects important drinking water source areas, ensures water to downstream communities and ecosystems, incentivizes more sustainable economic uses (e.g., agriculture), and protects water quality from source to point of use.

To ensure Tanzanians are healthier, this IR will increase the availability and use of comprehensive preventive and curative health services. USAID will contribute to three MDGs: the substantive reduction of deaths of children under five years of age, reduced maternal

⁵⁸ Millennium Development Goals 4 (Reduce Child Mortality) and 5 (Promote Gender Equality and Empower Women), see <http://www.un.org/millenniumgoals/>

mortality, and the reduction of infectious diseases, including HIV and malaria, by 2015. Through the CDCS, USAID will work in three closely aligned and interwoven areas of focus: quality integrated services, health systems strengthening (included in DO 3), and healthy behaviors. These development priorities will address public health and healthcare challenges that inhibit empowerment of women and youth and a healthier nation.

IR 1.2 Links with the CDCS Results Framework

The achievement of improved health status depends on a complete range of highly effective Maternal, Neonatal, and Child Health (MNCH), nutrition, water, sanitation and hygiene, and family planning interventions implemented by strong local government, civil society, and private sector actors. Thus, the achievement of the two sub-IRs of increased access to services and adoption of healthy behaviors is inextricably linked to the results of DO 2 and DO 3.

Health outcomes are directly related to improved inclusive economic growth supported by DO 2. All four IRs of DO 2 are connected to improved health status. The private sector is a critical partner to provide quality health services, whereas agricultural productivity and WASH are key components of nutrition outcomes. Maternal health outcomes cannot be reached without addressing unmet needs for family planning. Nutrition programs under IR 1.2 are particularly linked with IRs 2.2 and 2.3. Nutrition is boosted by improved quality, consistency, and diversity of agricultural products. USAID's horticulture programs improve the availability of diverse, nutritious foods throughout the country. The food processing and marketing project is boosting the supply of fortified products and micronutrient powder for children. In each project, nutrition interventions are highly integrated – farmers who participate in the staples value chain project receive direct information about family nutrition as well since poor farming families often suffer from food insecurity and have high rates of stunting.

DO 3's IRs are required to sustain health improvements under IR 1.2. The major focus of activities under IR 1.2 is at the local government level. Results are dependent upon strong local government and civil society capacity and service delivery.

The CCIR will advance all aspects of the evidence base critical to the achievement of IR 1.2 through USAID Mission-wide monitoring, evaluation and learning, and reinforced through mandatory PEPFAR specific monitoring and evaluation.

Sub-IR 1.2.1: Access to quality integrated services, with a focus on MNCH increased

This sub-IR will improve the coordination and integration of key interventions to expand access and increase efficiencies in MNCH services. This will achieve integrated MNCH, family planning (FP),⁵⁹ malaria, reproductive health (RH), HIV, and WASH services resulting in strengthened standards of care, supervision, and mentoring as well as improved access in general. The USAID approach creates opportunities for comprehensive and robust services.

⁵⁹ Family planning and reproductive health are included in the CDCS under IR 2.4

Sub-IR 1.2.2: Adoption of healthy behaviors, including healthcare-seeking behavior and balanced nutrition improved

Healthy behaviors and healthcare-seeking behaviors significantly contribute to positive health outcomes among women and girls in Tanzania. Promoting healthy behaviors will help mitigate harmful social norms that can disadvantage people in achieving positive health outcomes for themselves and their families. Under Sub-IR 1.2.2, USAID will address cultural norms to empower women and increase men's positive involvement in decision-making, support positive behavior change, contribute to demand creation for quality healthcare services, and increase utilization of preventive health services and products.

Illustrative 1.2 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Under Five Mortality Rate
- HIV prevalence
- Prevalence of stunted children under age five

Performance Evaluation Questions

- How did the integration of health services result in improved health outcomes?
- What are the perceptions of care for mothers and women (including evaluation of respectful care and gender issues) and how have USAID interventions improved them or failed to improve them?
- What are the constraints and enablers of results achievement in the implementation of the National Health Policy of free care for pregnant women and children under five?
- What are the most cost effective (per beneficiary) approaches to expanded water supply delivery? For Sanitation?
- Which models for private provision of water and sanitation goods and services show the greatest chance of sustainability (beyond project timeframe)?

Activities

Current:

- Increase access to comprehensive maternal, newborn and child health, family planning and reproductive health services and other social services
- Support HIV prevention, care and treatment and VMMC
- Support food processing and fortification
- Support key malaria intervention areas including distribution and use of insecticide-treated nets and indoor residual spraying
- Promote socially marketed health commodities
- Provide Multi-drug Resistant TB management and surveillance
- Support household water supply and sanitation adoption
- Integrated Water Supply and Sanitation (iWASH)

Future:

- Strengthen community health and social support systems, resulting in increased social welfare capacity at the community, ward and district levels; and formalized and strengthened community health and support service platforms.
- Strategically integrate health promotion activities, including HIV prevention and FP efforts, and achieve saturation of a combination of prevention interventions among targeted populations.
- Improve the health and development outcomes in Tanzania by addressing the risks and vulnerabilities of most vulnerable children and youth.
- Improve health social behavior change communication (SBCC) as well as social marketing activities in Tanzania.
- Roll out the integrated MNCH community health worker (CHW) cadre to conduct home visits and referrals.
- Expand multiple-use systems for primary provision of water supply and sanitation at the household level.

Partners

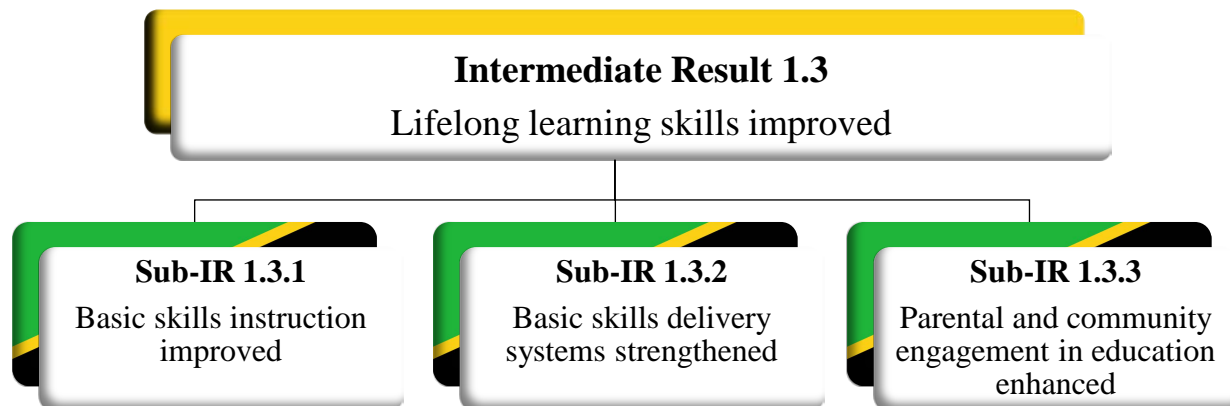
USG: CDC; DHS; DOD; PC; DOS

GOT: Tanzania AIDS Commission (TACAIDS); MOHSW for Mainland and Zanzibar; the Prime Minister's Office Regional Administration and Local Government (PMO-RALG); Ministry of Community Development, Gender, and Children (MCDGC), Ministry of Water

Donors: UN (UNFPA, UNICEF, UNDP, UNAIDS); World Health Organization; World Bank; DANIDA; DFATD; DFID; GIZ; JICA; Global Fund to fight AIDS, Tuberculosis and Malaria, Japan

Non-State Actors: African Palliative Care Association; African Medical Research Foundation; Selian Lutheran Hospital; Pastoral Activities and Services for People with AIDS (PASADA); National Council for People Living with HIV and AIDS (NACOPHA); Elizabeth Glaser Pediatric AIDS Foundation; Private Nurses Midwives Association of Tanzania (PRINMAT); Touch Foundation; Association of Private Health Facilities in Tanzania (APHFTA)

IR 1.3: Lifelong Learning Skills Improved



In the past decade, Tanzania has made significant progress towards achieving MDG 2 to provide universal access to primary education for all children by 2015, with primary net enrollments now greater than 90 percent. However, recent studies show that, for many Tanzanian students, very little learning is occurring in the classroom.⁶⁰ A household study by Uwezo, a Tanzanian NGO, indicated that more than 70 percent of children in the primary grades could not read at grade level and 20 percent of Grade 7 graduates could not read at a Grade 2 level. Unless Tanzania makes significant progress in education quality, the enormous power of education to reduce intergenerational cycles of poverty and build productivity and job skills will remain untapped.

Though it seems obvious that reading needs to be strongly emphasized and effectively taught and practiced in primary school, reading is not a subject area in Tanzania's current curricula, and no reading standards exist for pupil achievement. Teacher preparation and development programs are generally poor and, in particular, do not include acquisition of teaching skills for reading. Poor school participation and performance in upper grades can be directly traced to low mastery of the fundamental skills of literacy and numeracy in lower grades. If strong lifelong learning skills are not acquired early, human capital is undeveloped.

USAID/Tanzania will base its program on USAID's Education Policy and focus on improving reading instruction by: (1) improving teacher effectiveness; (2) increasing availability and use of reading materials; and (3) strengthening classroom and school management. The strategy is informed by evidence from a nationally representative baseline Early Grade Reading Assessment (EGRA) and Snapshot of School Management Effectiveness (SSME) that became available in February, 2014. Program results include: increased instructional time for reading, reduced teacher and pupil absenteeism, trained teachers to teach reading, ensured adequate supply of age and language appropriate reading materials, and established and enforced reading standards, and use of reading diagnostic tools on a continuous basis. Gender issues that act as barriers to improved learning achievement will be reduced so that the transition of girls to secondary and higher education will dramatically increase with multiple benefits.

⁶⁰ UWEZO Tanzania. 2012. Are our children learning: 2011 Annual Learning Assessment Report.

Community and parental engagement in education is a vital force for improving access to quality education, mobilizing additional resources, and increasing results accountability. Tanzania has a strong record of community engagement through active school management committees and civil society organizations (CSOs) that advocate for reforms. Uwezo regularly assesses learning achievement and uses the results to advocate for greater and more efficient use of education resources. To date, the private sector has not actively provided resources or complementary learning platforms, but the growth of new industries including the gas and oil sectors suggests emerging opportunities. Strategies to bring greater transparency and accountability include: (1) training school management committees to design and implement school development plans that increase learning achievement and address early grade reading; (2) strengthening community and education stakeholders access to and utilization of education data for local decision making; (3) implementing media campaigns to increase awareness about the importance of reading; and (4) mobilizing and engaging the private sector to provide learning materials, advocate for improved reading, and support relevant skills development.

Basic skills are catalysts for lifelong learning. The ability to read affects both academic performance in school and learning opportunities outside of school and throughout life. Reading is a fundamental element of self-reliance and empowerment, enabling the individual to expand educational opportunities and benefit from continuing education.

IR 1.3 Links with the CDCS Results Framework

Schooling enables individual growth and development but it also contributes to the social capital of a community and to IR 3.1 citizen engagement made more effective. Schools are public institutions that require effective government services to provide capable teachers, learning materials, and supervision and address IR 3.2 government delivery of services improved. Improving the basic skills of girls raises the future work possibilities and is an important mechanism to break the patterns of gender discrimination IR 1.1 gender equality increased. Basic reading skills are essential to the creation of a skilled workforce able to take advantage of job opportunities generated under DO 2. CCIR will expand and enhance data collection and assessments for education improvements.

Sub-IR 1.3.1: Basic skills instruction improved

The basic skill learned in early grade schooling is reading. Improved reading instruction results from three types of interventions: improved teacher effectiveness, increased availability and use of reading materials, and strengthening classroom and school management to support reading instruction.⁶¹

Sub-IR 1.3.2: Basic skills delivery systems strengthened

For basic skills development to be sustained, a strong education system is required. In the instructional program, the quality of education is reflected in practices and assessments, as well as providing financial and resource support to ensure the effectiveness of the reading program.

⁶¹ USAID (2011). USAID Education Strategic Plan 2011-2015. Washington, DC: USAID.

This includes teacher supervision and feedback, adequate time on reading, standards and benchmarks, and student assessment.

Sub-IR 1.3.3: Parental and community engagement in education enhanced

Improved reading outcomes require public support and engagement from parents and communities. Involving parents to support reading practices and getting parents and community members involved in school issues that affect basic skills development is needed support and sustain a reading culture. The greater the support for reading both in and out of school, the more reading capacity will improve and support other development activities of the child.⁶²

Illustrative 1.3 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Proportion of students, who, by the end of Standard II, can read and understand the meaning of grade-level text
- Proportion of students at the end of the primary cycle who can read and demonstrate understanding in the basic skills areas defined by Tanzania's curriculum and standards

Performance Evaluation Questions

- Are students meeting the standards for reading capacity? Why and why not?
- How is the education system and schooling program able to sustain the reading program?
- How has productive parental involvement advanced or constrained the reading program?
- How does the community support and provide resources needed for the program to succeed?

Activities

Current:

- Tanzania 21st Century Basic Education Program (TZ21)
- Annual Assessments of Reading, Writing and Arithmetic (3Rs)
- Support to Presidential Delivery Bureau for the BRN's Education National Key Results Area

Future:

- Tanzanian Children Are Reading (TCAR)

Partners

USG: Peace Corps

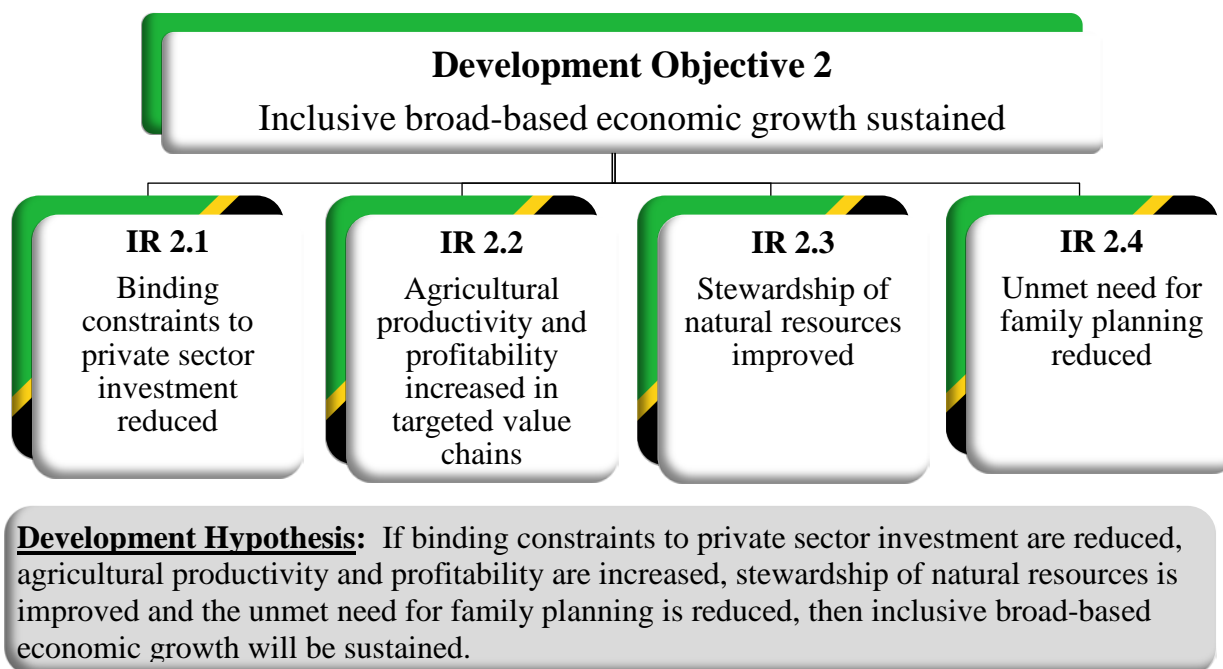
GOT: Ministry of Education and Vocational Training (MoEVT); the Prime Minister's Office Regional Administration and Local Government (PMO-RALG)

Donors: DFID; DFATD; SIDA; WB; UNICEF; UNESCO; WFP; Global Partnership on ED

Non-State Actors: TWAWEZA; Tanzania Education Institute; National Examinations Council of Tanzania; TEN/MET; HakiElimu; VSO; British Council

⁶² Roskos, K., D. Strckland, J. Haase, & S. Malik. (2009). First principles for early grades reading programs in developing countries. International Reading Association in cooperation with the American Institutes for Research (<http://www.equipt23.net/docs/e1-EarlyGradeToolkit.pdf>)

V. Development Objective 2: Inclusive Broad-based Economic Growth Sustained



The Development Hypothesis posits that if the private sector invests in energy as well as labor intensive sectors, such as agriculture and natural resources/tourism, and women and youth are given access to resources and knowledge to take advantage of opportunities in these sectors and exercise their choice related to family size, it will be possible to reduce extreme poverty and sustain inclusive broad-based economic growth in Tanzania.

Several factors explain Tanzania's lack of progress in poverty reduction in the face of strong economic growth trends. First, a comprehensive, 2011 joint Partnership for Growth (PFG)⁶³ Constraints to Growth Analysis (CA) identified binding constraints to private sector growth in Tanzania as factors stifling broad-based economic growth. The CA, conducted by a bilateral interagency team of experts, identified and prioritized two constraints for joint action: unreliable and inadequate supply of electrical power, and an inadequate rural road network to connect agricultural production areas to markets. Second, one of the major factors which explain Tanzania's lack of progress in poverty reduction – particularly for women and youth in rural areas – in the face of strong economic growth trends is low productivity growth and investment in agriculture. Agriculture and agribusiness continue to be the mainstay of Tanzania's economy, contributing close to 28 percent of GDP, employing 77 percent of total national population. Tanzania's rich natural resource endowment, if sustainably managed, provides a basis for productive agriculture. However, current crop yields are only 20-30 percent of their potential. Through targeted assistance, policies and investments that enhance land and resource tenure security (especially for women) and improve input supply and value chains, linking small holder

⁶³ <http://www.state.gov/documents/organization/202535.pdf>

producers to markets and creating a favorable investment climate, Tanzania can achieve dramatic improvements in rural incomes, particularly for women and young farmers. Increasing the productivity and profitability of agriculture is fundamental to achieving poverty alleviation and economic growth in Tanzania. Third, Tanzania's rich, globally significant biodiversity and wildlife, which drives a thriving tourism sector and creates jobs for both youth and women, is threatened by an escalating poaching crisis (including keystone species of elephant and rhino) and undermined by ineffective management and conservation of key biodiversity areas. Better stewardship of the country's renewable natural resource base and the services they provide, including through community based economically sustainable, Wildlife Management Areas (WMAs) can sustain and grow the tourism sector. Finally, Tanzania's deep seated poverty can be explained by the fact that the economy has not kept pace with the country's rapidly expanding population. At the 2010 fertility rate of 5.4 children per woman, Tanzania's population is projected to reach 70 million by 2025. The unmet need for family planning⁶⁴ in Tanzania is currently 25 percent. The unmet need is likely to grow as women and youth become more empowered (DO 1) and productive (DO 2). Meeting Tanzanians' growing desire for family planning will help the country achieve its goal of becoming a middle income country by alleviating the inevitable pressures that an expanding population will place on Tanzania's service delivery systems and natural resource base.

DO 2 will accelerate growth in rural-based, job-creating sectors (e.g., agriculture/food production and processing and natural resource based tourism); unbind constraints to private sector investment in these areas; and strive to position Tanzania to reduce unmet need for family planning to create a robust positive cycle of economic opportunities that outpace population growth. This DO is reinforced by improved generation and use of quality and open data, supported under the CCIR, to help promote private investments in key productive sectors and better inform decision-making about human and natural resource planning and management, including related to advancing family planning.

⁶⁴ Defined as the percent of women who do not wish to become pregnant (either desiring to have no more children or to postpone their next birth by at least two years), but are not using contraception.

DO 2: Assumptions and Risks

Critical Assumptions	Risks and Vulnerabilities
<ul style="list-style-type: none"> ✦ The GOT, with donor assistance, prioritizes investment in key areas that are a constraint to economic growth, particularly provision of reliable electricity and expanded and improved rural road networks. Policies that support such provision must be in place and effectively implemented. ✦ The GOT continues to engage and follow through on its committed actions agreed upon under Partnership for Growth, BRN, CAADP, and SAGCOT. ✦ The GOT and other donor partners' efforts to mobilize responsible private investment are successful and continue. ✦ The GOT follows through on its policy commitments under the New Alliance for Food Security and Nutrition Cooperation Framework. ✦ Family planning policies and attitudes support meeting unmet family planning need. ✦ Tanzania remains committed to sustainable use of its natural resource base and has the resources and political will to manage it effectively. 	<ul style="list-style-type: none"> ✦ Lack of progress on policy reform to address gender disparities and legal rights, including access to land, for women and youth. ✦ Slow and weak implementation of public-private partnerships in priority sectors. ✦ The GOT fails to address trade policies that favor agricultural imports and constrain exports, creating price disincentives for domestic agriculture production. ✦ Agricultural growth is adversely impacted by climate change, natural resource rights conflict, or water stress. ✦ Poor management of watersheds, forests, and soil. ✦ Mismanaged resources, especially the natural gas revenue, raises fiscal and governance risks. ✦ Weak public financial management reduces investment in agriculture, infrastructure and family planning. ✦ Weak national leadership supporting family planning and adolescent reproductive health. ✦ Low returns on natural resource management discourage foreign and Tanzanian investments.

DO 2 Illustrative Indicators

- Average per-capita expenditure (as a proxy for income) in U.S. Government-assisted areas⁶⁵
- Prevalence of poverty measured by percent of people living on less than \$1.25 a day
- Agriculture value added to GDP
- Percentage of national budget allocated to agriculture
- Total unmet need for family planning⁶⁶
- Employment to Population Ratio, female and youth

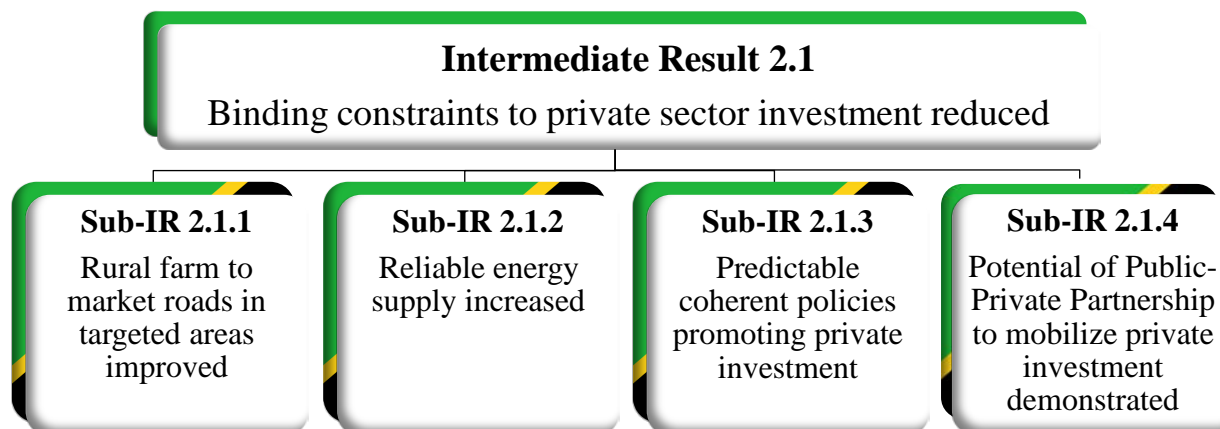
DO 2 Illustrative Impact Evaluation Opportunities

- What are the effects of rural road rehabilitation on agricultural productivity, household income, and family well-being?
- Are efforts at increasing productivity and market access in agriculture leading to changes in poverty among beneficiaries? Even where productivity is increasing, are the increases in agricultural income and food availability sufficient for poverty reduction?
- Are increases in incomes among beneficiaries translating into improved outcomes in the health of women and children, increased school enrollment, a greater proportion of females who complete primary school, and basic skills achievement?

⁶⁵ Average per-capita expenditure is available from the National Panel Survey (NPS) or the Household Budget Survey (HBS), but neither survey provides annual data. Median per-capita expenditure would be a better measure of inclusive growth since it is not as skewed by high-income earners, but data may not be published in a way that makes this an easily verifiable indicator. Poverty prevalence is also only measured periodically (every five years, or potentially less depending upon frequency of NPS).

⁶⁶ Both indicators are available in the DHS. Unmet need for family planning is defined as the percent of women current married or in union who want to space or limit their childbearing but are not using a modern method of contraception.

IR 2.1: Binding Constraints to Private Sector Investment Reduced



The lack of electricity and inadequate rural road networks were identified under the Constraints Analysis⁶⁷ (as the two top binding constraints to private sector investment in Tanzania). Both constraints inhibit growth in the key labor intensive, productive economic sectors, namely agriculture and tourism. The Constraints Analysis led to increased GOT-U.S. Government focus on addressing these top constraints. The GOT's BRN calls for increasing access to electricity to five million Tanzanians and improving rural roads.

USAID investment will build the capacity of the GOT to both construct and maintain rural 'market' roads. USAID-led interagency efforts in the energy sector will facilitate investments by partnering with the GOT to identify, enact and implement needed policy reforms that spur private investment and assist private investors to identify needed financing (e.g., through U.S. Government entities or private bank guarantees) to close energy investment deals, including in rural areas. USAID will also partner with the GOT and civil society to strengthen policy formulation and implementation focused on key sectors of agriculture, energy, and natural resources, to increase private investment and promote economic growth. USAID/Tanzania will coordinate with USAID/East Africa's regional Trade and Investment Hub to encourage regional investments, particularly ones that build integrated regional value chains for economies of scale and value addition, such as agricultural processing. Finally, USAID will work to demonstrate the viability of different Public-Private Partnership (PPP) models to unlock private investment in ways that meet specific sector needs to promote inclusive economic growth.

USAID will work with the GOT, civil society, and the private sector to identify and implement policy reforms with the overarching goal of creating a more stable, predictable and competitive investment environment. Currently, rules and regulations in Tanzania are often not clear and consistent, which leads to inconsistent application and enforcement. Tanzania's rank in the World Bank's Ease of Doing Business Indicator improved in 2012 and 2013, but worsened in 2014⁶⁸ (down nine places to 145th out of 189 countries).

⁶⁷ Tanzania Growth Diagnostic (2011) conducted under the Partnership for Growth, more commonly known as the "Constraints Analysis."

⁶⁸ <http://www.doingbusiness.org/rankings>

IR 2.1 Links with the CDCS Results Framework

Activities to reduce the binding constraints to private sector investment are supported by and linked to many of the IRs in this strategy. In particular, efforts to improve rural roads to enhance agricultural market access, reduce post-harvest losses, and increase profitability in the SAGCOT region will directly enhance efforts under IR 1.2 (Health status improved) by increasing household incomes and access to medical care, particularly for women. In coordination with achievements under IR 2.2, this IR will support the sustainability of increasing output and sales in targeted agricultural value chains as described under IR 2.2. Achievements within this IR will directly support efforts under IR 3.2 by improving service delivery at the district level.

Required energy sector investments and sector reforms to spur private sector participation in financing access to energy in rural areas will support several other IRs, most notably: IR 1.3 through an improved learning environment allowing girls and boys to study longer; IR 2.2 supporting new technologies and advances in agriculture production and marketing; and IR 3.2 increasing sustainable financing for district-level services and encourage private sector investment in rural areas.

Strengthening formulation and implementation of policies, focused on key sectors of agriculture, energy, trade, land tenure and natural resources, to increase private sector investment and promote economic growth are also supported by, and in turn support: IR 1.1 through the creation of an improved enabling environment that promotes gender equality and women's empowerment; IR 2.3 improvements in governance, institutions and policies for landscape scale natural resources management; and IR 3.3 in coordination with activities to strengthen institutions of accountability. In order to demonstrate the viability of different PPP models to unlock private investment in ways that meet specific sector needs to promote economic growth, key inputs will be needed from IR 3.2 in regard to increasing sustainable financing for GOT services and improving GOT achievement of targeted results, as well as IR 3.3 strengthening institutions of accountability. Through CCIR better information and evidence will be generated and shared, and data collection and analysis will be strengthened.

Sub-IR 2.1.1: Rural farm to market roads in targeted areas improved

Agricultural development and broad-based economic growth are undermined by inadequate rural roads. The roads must connect production areas to markets and provide reliable and safe access to economic and social centers. The root causes of these rural road constraints to economic growth include underinvestment in rural roads construction and maintenance and inadequate institutional and technical capacities for rural roads infrastructure and maintenance services. Transport costs for maize, for example, have been estimated by the World Bank to be much higher in Tanzania than neighboring countries, and to comprise more than three quarters of the marketing costs.⁶⁹ The longer distance to market in Tanzania accounts for some of the difference, but the relatively poor rural roads account for much of the costs from vehicle degradation, lengthened travel time, increased uncertainty and unreliability, and produce damage.

⁶⁹ Tanzania Growth Diagnostic (2011).

The GOT and the U.S. Government are committed to improving connectivity of farms, agricultural lands, and rural businesses to markets in selected areas and to making public and private services more accessible to rural communities. To achieve this result, the GOT and U.S. Government will improve capacity, at both central and local levels, with a focus on cost-effective planning and implementation of construction and maintenance works for approximately 1,000 kilometers of rural roads essential to promote inclusive agricultural economic growth. These joint efforts are intended to reduce transportation costs, create economic opportunities by improving access to markets, improve agricultural returns, and increase incomes.

The commitment of the GOT is to: (1) increase investments in rural roads; (2) increase financial allocations for rural road maintenance services; (3) develop a five-year rural road investment program; (4) build institutional and technical capacity for rural road management at the national level and greater focus at the district level; and (5) develop rural community private sector capacity to provide road construction and maintenance services. Jointly, the GOT and U.S. Government will work to restore and maintain identified rural roads in selected districts, with resource allocation and investment decisions guided by sound assessments of the highest net present value to society.

Sub-IR 2.1.2: Reliable energy supply increased

The chronic shortages in generation capacity and underinvestment in the power sector that severely hamper growth in all sectors are in large part due to non-cost reflective tariffs; unrealized revenues due to high technical losses and theft; the need for strengthened sector institutional capacities in particular for planning; and a lack of a business enabling environment required for large capital-intensive investments.⁷⁰ These result in operational and financial weaknesses of energy providers, insufficient public and private investment in new assets, and a lack of private investment in the sector. To remove these constraints to increased investment in the power sector, the GOT and the U.S. Government will work to create an enabling business climate that promotes investment in the power sector. This plan comprises technical and financial strengthening of the power utilities, relevant regulatory agencies and ministries. When implemented, it will lead to increased investment in electricity generation, transmission, and distribution and an improved investment climate. The shared objective of the BRN and USAID's energy investments is to increase the reliable supply of power and expand access to electricity. In the undeveloped urban poor and rural areas, this will enable women and youth to engage more fully in education and economic growth opportunities. Reliable power stimulates productivity, attracts new private investment and job creation, improves household energy use and efficiency, raises incomes, and improves quality of life.

Sub-IR 2.1.3: Predictable coherent policies that promote private investment implemented

Tanzania's current agricultural, energy, trade, land tenure and natural resources policies do not encourage long term private investment in these key productive sectors. Also policies must support women's access to land and credit, and women's participation in making decisions about

⁷⁰ Tanzania Growth Diagnostic (2011).

household level income, assets, savings and expenditures.⁷¹ Both foreign and domestic investments are needed to achieve inclusive economic growth. Policies that support security of land and resource tenure for Tanzanian communities, Tanzanian women and investors are fundamental. Increased stability and transparency in trade policy, with reduced tariff and non-tariff barriers, is needed. Improved incentives for the private sector, such as reducing taxes, increasing transparency and consistency of the agricultural tax and incentive system, are critical.⁷² Land and water management policies will have a major impact on sustainable agricultural production with regard to climate change impacts, water management, and potential agricultural encroachment into areas of sensitive biodiversity.⁷³ In the energy sector, private investors require a transparent and predictable legal, institutional and regulatory framework in order to best assess potential risks and rewards of proposed ventures, including non-financial barriers such as optimal electricity market design.⁷⁴ Finally, in areas where policies are adequate, they are often not implemented or implemented so poorly that the benefits of good policy are not realized.

Sub-IR 2.1.4: Potential of Public-Private Partnership (PPP) to mobilize private investment demonstrated

The investment needs in Tanzania, whether for large infrastructure projects or the provision of many basic services, are huge and cannot be met solely from budget revenues and donor funds. The GOT and donors in Tanzania recognize the value of partnering with and strengthening the private sector.⁷⁵ Partnership takes many different forms and requires the parties to have a common understanding of the intended outcomes and the capacity to co-create and adhere to agreed-upon roles and responsibilities, including sharing risks and rewards. As noted in the OECD Investment Policy Review: Tanzania (October 2013), all infrastructure financing needs cannot be met by merely increasing or diversifying user charges; for this reason the concept of financing and project development through PPPs is gaining increasing acceptance among different levels of government authorities. A crucial element to unlock private investment will be to demonstrate the viability of different PPP models to meet sector-specific needs. Conflicts related to public and private collaborations and private domestic or foreign investments will be analyzed and, as needed, mitigation actions will be implemented.

Illustrative 2.1 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Number of policy reforms, laws, regulations, and administrative procedures to facilitate private sector participation and competitive markets
- Doing Business Distance to Frontier indicator
- Kilometers of roads constructed or repaired with U.S. Government assistance

⁷¹ Tanzania Gender and Economic Assessment, International Finance Corporation and World Bank Group, 2007.

⁷² AgCLIR: Tanzania, Commercial Legal and Institutional Reform in Tanzania's Agriculture Sector, produced for USAID's BizCLIR project by Booz Allen Hamilton, May 2010.

⁷³ Tanzania Agriculture and Food Security Investment Plan (TAFSIP) 2011-12 to 2020-21, GOT, October 2011, and TAFSIP working papers, particularly Working Paper 10: Priority Investments: Policy Reforms and Institutional Support.

⁷⁴ See CA, previously cited.

⁷⁵ See PPP Policy of 2009, PPP Act of 2010, and PPP Regulations of 2011, The Public Procurement Act (2011) makes specific provision for PPP procurement, for both solicited and unsolicited proposals.

- Number of beneficiaries with improved energy services due to U.S. Government assistance
- Value of private sector investment in target areas and sectors
- Foreign Direct Investment

Performance Evaluation Questions

- How have input and output prices and availability of agricultural products changed in areas where roads have been rehabilitated?
- How are newly electrified areas utilizing the supply?
- Are policy revisions being effectively communicated and implemented?
- What benefits has partnering brought to the partners and stakeholders?
- How has increased availability and quality of electricity supply increased economic growth and productivity? Have these benefits differed between areas served by the grid versus those served by independent mini-grids or off grid power generation?
- How has increased private investment led to reduced costs for power generation and delivered power?
- Have priority policy actions been effectively implemented to reduce constraints to investment? Has this differed by sector? What have been the key constraints to effective implementation?
- How has USAID investments accelerated, deepened and sustained improvements in women and youth economic empowerment enabling environment?

Activities

Current:

- Engineering Technical Assistance for the Irrigation and Rural Roads Infrastructure Program
- Tanzania National Roads Agency (TANROADS) Design, Repair and Bridge Replacement
- LGA rural roads rehabilitation in Kilombero, Kiteto, Kongwa, and Mvomero Districts
- Support to the GOT Roads Fund
- Regulatory Strengthening Partnership Program
- Utility Strengthening Partnership Program
- Tanzania Enabling Policy Environment for Agricultural Sector Growth (SERA)
- Support to Presidential Delivery Bureau for the BRN Energy National Key Results Areas
- Power Africa Transactions and Policy Support Program
- Pre-Feasibility study to International Competitive Bidding for a Gas-fired Power Plant
- DCA guarantees to promote energy sector private investment
- Community Health Insurance Fund in Kyela District Partnership
- Mobilizing Maternal Health in Tanzania Partnership
- Strengthening Health Worker Training and Health Systems Partnership
- Policy components embedded in other ongoing projects (such as nutrition, value-chain and research capacity building projects)

Future:

- Integrated Resource and Resiliency Planning for TANESCO
- Coordinating Mechanism for Engagement with the Private Sector
- Technical assistance to communities and local governments to negotiate, document and secure land tenure rights and with investors

Partners

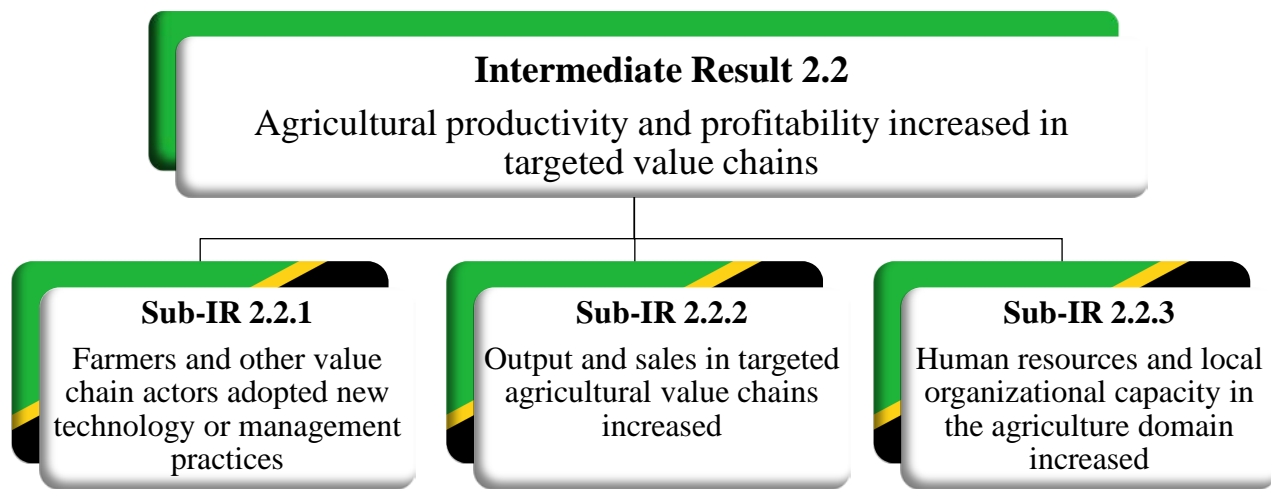
USG: MCC; Treasury Department; OPIC; EXIM; TDA; DOS; DOC; DOE; USDA; ADF

GOT: TANROADS; PMO-RALG; LGAs; Ministry of Works; Energy and Water Utilities Regulatory Authority (EWURA), Ministry of Energy and Minerals (MEM), Ministry of Finance (MOF), Rural Energy Agency (REA), TANESCO, Tanzania Petroleum Development Company (TPDC)

Donors: DFID; JICA; Agence Francaise de Development (AFD); African Development Bank; EU; Finland; GiZ; Netherlands; Norway; UNDP; SIDA; World Bank

Non-State Actors: Private sector, including CamCo; EA Power; Pan African Energy; Kastan; GE; Globaleq/Songas; Husk Power; Kastan; Jacobsen Elektro; NextGen Solar; Rift Valley Energy; Symbion

IR 2.2: Agricultural Productivity and Profitability Increased in Targeted Value Chains



The agriculture sector provides the greatest opportunity to accelerate both on- and off-farm job creation in rural areas, where the majority of Tanzanians – particularly women and youth – live and earn their livelihoods. The World Bank stated: “growth in GDP that originates in agriculture is at least twice as effective in reducing poverty as growth that originates in other sectors.”⁷⁶ Dramatically increasing agricultural productivity, improving access to fair markets, and providing support for the development of agribusiness and off-farm enterprises in targeted rural areas will be the primary focus of this IR. Expanding economic opportunities and incomes for women and young people in rural areas while improving access to family planning will help drive inclusive broad-based economic growth in Tanzania. To increase the growth and productivity in agriculture, USAID will work with sector stakeholders to address institutional and policy weaknesses, that constrain agricultural productivity gains, produce price disincentives, and limit access to productive assets such as land and seeds. USAID will improve productivity and market access by investing in input supply, processing, irrigation, energy, roads and post-harvest storage. USAID/Tanzania will coordinate with USAID/East Africa to promote regional integration and reduce regional trade barriers that limit access to key agricultural inputs; delay movement of food between areas of surplus and deficit; raise food prices; increase transportation costs; and limit potential markets to primarily domestic markets.

Tanzania’s National Adaptation Plan of Action (NAPA)⁷⁷ ranked agriculture and food security as the most vulnerable and important sector that is severely impacted by climate change and advocated that studies on the impact of climate change in the sector and on food security be a priority activity. The impacts on food security identified as the greatest concern are unpredictable rainfall, uncertainty in cropping patterns, shifting agro-ecological zones, abnormally prolonged dry spells, increased weed competition with crops for moisture, nutrients, light, ecological changes for pests and diseases, and decline of maize yields due to temperature rise. Adaptation to the effects of climate change will be a major focus under this IR. Climate-smart agricultural

⁷⁶ World Development Report. 2008. Agriculture for Development Report.

⁷⁷ Tanzania’s National Adaptation Plan of Action on Climate Change, 2007.

systems⁷⁸ are being widely promoted in Tanzania to deal with increasing drought and flooding that threaten all agricultural production systems and the ecosystem services⁷⁹ on which they depend.

Unemployment and under-employment are challenges facing many countries in sub-Saharan Africa. Women and youth face challenges to participate in the economy, receiving lower incomes and fewer employment opportunities than men. Increasing the abilities of women and youth to actively participate in economic activities will enhance their empowerment. Complementary to improved economic opportunities for women and youth are improving their skills and access to higher incomes.

In Tanzania, women are disproportionately concentrated in vulnerable forms of work and face occupational segregation and low wages relative to men.⁸⁰ This often reflects women's disadvantages: their lower rates of education completion; gender norms and stereotypes that track men and women into different fields; and lack of organized voice and bargaining power. Economic constraints include: lack of full-time employment; lack of access to care for children and dependents; lack of transportation; the pressures of global competition that keep female wages down; and direct discrimination.⁸¹

Growing numbers of youth who are entering Tanzania's labor force are also at risk. With the rapid population growth in Africa and its implication for the age pyramid, youth unemployment has become a major issue of concern to African governments. In Tanzania, youth unemployment increased from 5.3 percent in 2009 to 7 percent in 2011.⁸²

The USAID/Tanzania "YouthMap" Assessment also found that many youth are unable to overcome barriers to enter the formal sector and the majority is unemployed or underemployed in rural and urban areas. Young people, especially women, face the following challenges in acquiring skills: inability to afford training fees; lack of apprenticeship and training opportunities; lack of certificates for previous training; and lack of access to information and knowledge about skills development opportunities. Pathways to entrepreneurship for youth are few, but could be increased through technical assistance and access to credit.

IR 2.2 will strengthen farmer associations, focusing on participation of women and youth – to better access improved technologies and fair market prices and strengthen the advocacy role of farmer organizations. USAID will promote access to credit, training and technical assistance, focusing on women and young people. USAID will support research and degree training in the sciences for youth, with a focus on young women. These results will help rural Tanzanians realize opportunities in the agriculture sector, from applied research to food processing, agribusiness, and other entrepreneurial enterprises. Improving equitable and transparent access to technology and innovation will spur needed private sector investment in agriculture production,

⁷⁸ Climate Smart Agriculture Introduced in Tanzania. The Guardian. May 8, 2014.

⁷⁹ Ecosystem services include regulation of hydrological cycles, water purification, erosion control, genetic resources preservation, soil fertility, and pollination. In Nature, Wealth, and Power. 2013. USAID.

⁸⁰ Tanzania Integrated Labour Force Survey (ILFS) 2006.

⁸¹ Thomas, Duncan, Income, Expenditure and Health Outcomes: Evidence on Intra-household Resource Allocation.

<http://www.state.gov/documents/organization/202535.pdf>

⁸² World Bank, World Development Indicators, 2012; youth ages 15-24.

marketing, applied research and extension services and energy. USAID will target value chains with the highest potential to contribute to inclusive growth and increase productivity for smallholders: rice, maize, and horticulture.⁸³ Though women provide 80 percent of agricultural labor,⁸⁴ they hold only 19 percent of land titles, have minimal access to credit, and are under-represented as members and leaders of farmers' associations.

Specific interventions will be developed to ensure that the primary actors in the agricultural economy – women and youth – benefit from its growth. USAID will work to strengthen the participation and leadership of women and young people in existing farmer associations, as well as support the development of separate, representative associations for these populations. To assist women and youth in rural areas to explore agribusiness and off-farm economic opportunities, USAID will expand technical support and access to credit to enable enterprise development. Access to credit and grants that target women and youth will be expanded under the Development Credit Authority (DCA) and grants under contract mechanisms.

Technical assistance, leadership training, and grants will be provided for young entrepreneurs at all levels – from university graduates to agricultural laborers and trades people – through a variety of programs. These programs include: apprenticeships with agribusinesses; product development, hygiene and marketing assistance for millers and food processors; assistance for business plan development; and training in agriculture as a business – particularly for high value sectors such as horticulture. Finally, direct support for higher education and applied research in agriculture-related fields will target young women to achieve gender equity. Chronic under-nutrition also severely undermines human productivity and therefore Tanzania's potential for growth; it will be addressed through integrated results achieved under DOs 1 and 2.

Under IR 2.2, USAID will continue to scale up approaches to reduce economic vulnerabilities of HIV-affected households, particularly those headed by youth. In addition, USAID/Tanzania will support entrepreneurship through the use of DCA guarantees, which will help enable access to loans. For example, in 2010, USAID/Tanzania provided a DCA guarantee to PRIDE Tanzania, a microfinance institution to guarantee a \$10 million bond that allowed PRIDE to lend to 10,000 additional, mostly female, entrepreneurs.⁸⁵ USAID/Tanzania will replicate the overwhelming success of this DCA in 2014 and, hopefully, throughout CDCS implementation.

USAID's activities will increase agricultural productivity and profitability by targeting improvements at all levels in the rice, maize, and horticulture value chains. These activities will also support Tanzania's integration into regional markets to improve access to technologies (input supply, processing, post-harvest storage), access to fair markets, and food security. These value chains were selected based on analysis of their potential to improve income and nutrition, priorities established by the GOT, and complementary interventions by other actors. Rice is the second most important staple in the Tanzanian diet and, as urbanization increases, rice will increase as a portion of the Tanzanian diet. It also has the potential to supply increasing market demand in the East African region. Since 20 percent of Tanzanian farmers produce rice,

⁸³ Feed the Future Multi-Year Strategy, 2011-2015.

⁸⁴ World Bank. 2012. World Development Indicators.

⁸⁵ This bond guarantee has been completely utilized with estimated 64 percent women recipients. Early evidence indicates 94 percent of loan recipients had increased revenue, 68 percent of those with increased revenue were able to pay school fees for themselves and their children, and 48 percent were able to expand their businesses with this increased revenue.

advances can support broad-based growth. Maize is the most important food item in terms of consumption in the Tanzanian diet. Nearly two-thirds of Tanzanian farmers are engaged in maize production, so broad pro-poor growth can be achieved by targeting this value chain. Both rice and maize cultivation will be studied over the course of several years to understand the effects of climate change on the crops. The milling process offers opportunities to enhance capacity of medium-sized private sector milling enterprises to fortify food to improve nutrition. Horticulture offers the opportunity for increased income through meeting demand in domestic, regional and international markets, as well as playing an important role to improve nutrition through dietary diversity. Women are highly engaged in this value chain.

Increasing productivity in these value chains, combined with nutrition interventions, positively impacts nutrition by increasing the availability of food and increasing income. Intensive social and behavior change programs will improve the dietary diversity of farming households. Nutrition and agriculture activities are highly integrated in the majority of agriculture activities.

In line with the overall CDCS, and specifically in support of DO 1 (Tanzanian women and youth empowered) USAID will increase the capacity and influence of women as key change agents and decision makers in the agriculture sector. Activities will include long-term degree and short-term training which targets women and youth in various fields of agriculture and nutrition. USAID also supports leadership training that will create a cadre of women and youth champions to push and implement transformative activities at the national level as well as in their communities. USAID will work with employers to identify opportunities for internships programs, train a critical mass of leadership trainers in rural areas, and fund the mentoring of a cadre of Tanzanian professional women involved in agricultural research.

IR 2.2 Links with the CDCS Results Framework

IR 2.2 is intimately linked with DO 1, empowering women and youth, and IR 1.1 Gender equality increased. Health, nutrition and WASH activities under IR 1.2, Health status improved, are closely linked to agriculture productivity and human resources development. An effective policy environment for private sector investment in agriculture and enabling sectors like roads that will be pursued under IR 2.1 will be crucial for sustainable increases in agricultural productivity. The success of this IR is also critically linked with activities related to IR 2.3 as viable economic activities in agriculture; particularly in areas surrounding Wildlife Management Areas are key for the protection of natural resources. Climate-smart agriculture practices, also advanced under IR 2.3, provide an integrated approach to improving agricultural productivity. The capacity building activities in this IR support IR 1.3 Lifelong learning skills improved and IR 3.2 Improved government service delivery in the agricultural sector via the nutrition advocacy with local authorities. Efforts to improve information available to farmers, agro-businesses, researchers and policymakers via improved market linkages and better agricultural statistics are directly related to the cross-cutting objective of improved evidence-based decision making. The CCIR will expand evidence gathering, analyses, publications, and learning throughout the selected value chains.

Sub-IR 2.2.1: Farmers and other value-chain actors adopted new technology or management practices

Yields for the major crops in Tanzania are below the average in the region⁸⁶ and are susceptible to the effects of climate change. With improvements in agricultural practices, access to improved seed, and the use of fertilizer, combined with water control through irrigation infrastructure, there is potential for Tanzanian farmers to improve their yields. Innovations in climate information across multiple time scales will optimize decision-making with regards to improved seed varieties, timing of planting and harvest, and integrated water resources management to sustain irrigated agriculture. Tanzania has been called “one of Africa’s Agricultural Sleeping Giants.”⁸⁷ The importance of improvements in agricultural productivity is well recognized by the GOT, and is important to regional food security.⁸⁸

Technologies and practices being introduced include improved seeds, proper use of fertilizers, plant spacing, water use efficiency, land leveling and post-harvest handling and, in the case of horticulture, raised beds and drip irrigation. Conservation agriculture and other good agricultural practices will also be promoted by USAID to increase food security in the face of climate change. These enhancements in agricultural practices will be delivered via field demonstrations, farmer training, and the development of agro-dealer networks to encourage farmers to adopt productivity-enhancing measures. Messages will be reinforced via radio and other mass communication. These activities will be combined with the construction of irrigation infrastructure and rural roads to further increase productivity and lower marketing costs (sub-IR 2.1.1). Emphasis will be on increasing women’s access to productivity-enhancing technologies such as improved seed varieties, fertilizer, and labor saving agriculture equipment and technologies. Conflicts over resource access will be analyzed and actions to mitigate conflict will be taken.⁸⁹

Sub IR 2.2.2: Output and sales in targeted agricultural value chains increased

USAID interventions in rice, maize, and horticulture value chains are expected to increase yields in the targeted value chains by at least 50 percent, decrease the cost of marketing, and enable farmers to access markets.⁹⁰ This will lead to more food availability at the household and community levels, as well as increased income for those families that are able to market their surplus production.

Economic empowerment of women and youth provides these disadvantaged portions of the population with the essential resources needed for current and future improvement of their

⁸⁶ Towards an Internationally Competitive Tanzanian Agriculture, a World Bank Draft Report, Hans P. Binswanger-Mkhize and Madhur Gautam, March 2010.

⁸⁷ See Binswanger-Mkhize and Gautam above.

⁸⁸ Klimo Kwanza and the agriculture component of BRN demonstrate GOT commitment to agricultural sector support. See the GOT’s National Rice Development Strategy, www.kilimo.go.tz, the Tanzania Agriculture and Food Security Investment Plan (TAFSIP) and the analysis by IFRPI researchers Dario Debowicz, Karl Pauw, Sherman Robinson and James Thurlow Agricultural Policy, Poverty, and Nutrition in Tanzania: Analyses in Support of the TAFSIP.

⁸⁹ See report for USAID/Tanzania by Karol Boudreaux, “An Assessment of Concerns Related to Land Tenure in the SAGCOT Region”, April 2012.

⁹⁰ Feed the Future Tanzania’s Multi-Year Strategy, 2011-2015.

status.⁹¹ Women and youth must increase their incomes, employment, and control of resources in order to advance toward equality and fully participate in Tanzania's progress. Measures to control and decrease Gender Based Violence, addressed in DO 1, will help women to participate in economic decision-making and resource/income control. Economic empowerment for women and youth results from four types of interventions: (1) increased access to gender equitable economic opportunities and employment (both formal and informal); (2) increased control of, access to, and protection of productive assets/resources such as land and property; (3) increased access to effective education; and (4) access to social capital/networks and women's saving groups mechanisms.⁹²

Social behavior change and communication interventions will be used to influence how increased income of farm families can be used to improve the nutrition status of women and children. Efforts will focus on promoting women's engagement at all levels of the value chain, by supporting their access to productive resources and information. Key activities include expanding market information aimed at women farmers and agribusiness managers. Activities will also be implemented to motivate and train youth to participate as service providers, growers, and processors in the rice, maize, and horticulture value chains. The goal is to create a cadre of value chain actors who operate sustainable, profitable businesses providing quality, nutritious food for Tanzania and neighboring countries. The sales indicator has been chosen because it recognizes that increasing agricultural productivity alone is not sufficient if markets have not been accessed and sustained.

USAID will build the capacity of staples millers, many of who are women, in value addition to improve their management operations. USAID will also build their capacity to undertake fortification, blending and product diversification, and to produce nutritious products domestically for vulnerable populations such as children under five (particularly appropriate weaning food), people living with HIV/AIDS, and pregnant and lactating women.

Activity sustainability will be enhanced by building the capacity of networks and associations of relevant value chain actors to work together. Farmers' and other agricultural-based associations will be strengthened so they can jointly negotiate with input supplier, fill bulk orders, invest in warehouses and other shared infrastructure, and form credit societies. In collaboration with USAID/East Africa's regional programs, Tanzanian associations will be able to participate in strengthened regional associations, improved regional input supply programs, and regional warehouse systems. Women and youth will be specifically targeted for participation. The success of activities in this sub-IR is dependent on continued streamlining of policies to promote private-sector investment in agricultural production, input supply, and processing (sub-IR 2.1.3).

Sub-IR 2.2.3: Human resources and local organizational capacity in the agriculture domain increased

To ensure sustainability USAID will build long-term in-country capacity, particularly among women and youth, to analyze and implement sound agricultural practices. A major focus will be at Sokoine University of Agriculture (SUA). Capacity building activities will include

⁹¹ L. Kapitsa. Women Economic Empowerment. United Nations. 2008.

⁹² Household Economic Strengthening in Tanzania, Technical Guidance for PEPFAR II Programming. USAID. 2009.

collaborative agriculture research, advanced degree training in agriculture and nutrition, institutional capacity building for SUA and promotion of cooperation among SUA and U.S. and global south universities. USAID will develop a new cadre of leaders by training PhD and Master's degree students in various fields of agriculture and nutrition. These students will study mostly in the United States and return to Tanzania for their research and ultimately to work in the agribusiness field or as researchers and trainers in government and research institutions. Leadership training and mentoring to female researchers at key Tanzanian research institutions will enable them to be appropriately represented in leadership roles in the future. Likewise, short-term training and workshops for women's groups in local communities on concepts of food security and advocacy skills will strengthen women's voices for improvements in food security and nutrition. USAID is training Tanzanian facilitators so that this work can be implemented locally in the future.

With other donors, USAID is building the institutional capacity of the SAGCOT Center to identify and facilitate private sector investment in agriculture and nutrition in the SAGCOT region. Furthermore, USAID will stimulate investment by supporting the SAGCOT Catalytic Fund, an innovative financing mechanism to fund businesses who wish to expand or link with smallholders in SAGCOT.

At the local level, USAID will build the capacity of Zonal Irrigation Offices to supervise the construction of irrigations systems and train farmer organizations to access improved technologies, manage irrigations systems, and undertake bulk buying of agricultural inputs and joint selling of their produce. USAID will also build the capacity of the private sector by training agro dealers and village-based agriculture advisors, as well as improving the business operations of private millers and food processors (sub-IR 2.2.2).

USAID will continue to invest in building the capacity of the National Bureau of Statistics (NBS) to improve the availability of sound agricultural data. This serves not only to assess agricultural programs, but also to provide timely accurate information to a wide range of value-chain actors and policymakers.

This sub-IR has strong links with USAID's policy work (sub-IR 2.1.3) and with the cross-cutting objective of fostering evidence-based decision making.

Illustrative 2.2 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Growth of Agricultural GDP
- Gross margins (profitability) in targeted agricultural value chains (maize, rice, horticulture) increased (disaggregated by gender of farmer)
- Number of hectares of land under improved technologies or management practices as a result of U.S. Government assistance
- Yield per hectare of rice, maize, and horticulture
- Number of institutions using climate information in their decision-making related to the agriculture and/or water sectors

Performance Evaluation Questions

- Under what conditions are farmers more likely to adopt the better practices they have been exposed to and how do adoption rates vary by region, crop, gender of farmer and type of new technology/practices and why? Are farmers who are part of associations or cooperatives finding larger increases in margins, and why?
- Is local research supported through SUA, the SAGCOT Center and other U.S. Government funded research reaching Tanzanian farmers, input suppliers and agro-businesses?
- How have USAID's investments under DO 2 increased women's control over financial and material resources?
- How has adoption varied by type of new technology (seeds, irrigation, soil management practices) and why? Is new technology being utilized in subsequent growing seasons?
- Which technologies/management practices are resulting in the greatest increases in productivity and why?
- How large are the multiplier effects of diffusion of technology and practices to farmers we are not counting as having directly assisted? How many farmers who have not been directly reached are adopting new technologies (via agro-dealer networks, informal farmer to farmer contacts, or behavioral change communication (farmer radio programs, for example)?)
- Are outcomes for farmers varying by gender and why?
- Are private-sector actors now independently investing in technology which was promoted by donors such as improved seed varieties and the use of drossifiers?

Activities

Current:

- Staples Value Chain Project (NAFAKA)
- Horticulture Projects (TAPP, TAHA)
- Support for Agro-Processing and Marketing (Tuboreshe Chakula)
- Sokoine University of Agriculture and Innovations in Agriculture Research (iAGRI)
- Support to USDA's National Agriculture Statistical Service to assist NBS
- African Women in Agriculture Research and Development (AWARD)
- Institutional Support to SAGCOT Center, Catalytic Fund
- Support to PDB for the BRN's Agriculture National Key Results Area
- ASPIRE: Household Economic Strengthening for Vulnerable Populations

Future:

- Follow-on Staples Value Chain Support Project
- Follow-on Horticulture Support Project
- Follow-on Agro-Processing and Marketing Project

Partners

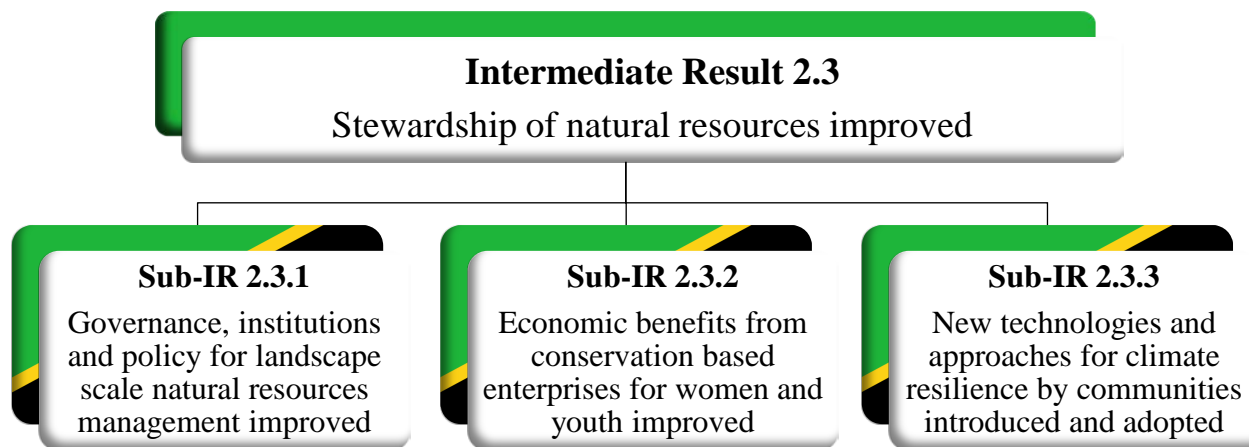
USG: USDA; MCC; DOS

GOT: Ministry of Agriculture, Food Security and Cooperatives; Prime Minister's Office; LGAs (Kilombero, Kiteto, Kongwa and Mvomero Districts); NBS; SUA; SAGCOT Center; SAGCOT Catalytic Trust Fund; Tanzanian Food and Nutrition Center (TFNC); Zonal Irrigation Offices

Donors: World Bank, DFID; JICA; FAO; World Food Programme

Non-State Actors: Tanzania Horticulture Association; Coalition for Advancement of Women in Agriculture in Tanzania; Center for Counseling, Nutrition and Health Care; Rice Council of Tanzania; Rural Urban Development Initiative (RUDI); National Network of Farmers' Groups in Tanzania (MVIWATA); multiple farmers' organizations, irrigation associations, and small CSOs implementing nutrition activities; SAGCOT private sector partners including KPL, Yara, Syngenta, Tanzanian farmers, processors, and millers.

IR 2.3: Stewardship of Natural Resources Improved



The majority of Tanzanians depends directly on the exploitation of renewable natural resources and on the resilience of the ecosystem services they provide. Therefore, Tanzania's population, economy and the sustainability of future Tanzanian development depend on the wise stewardship of the country's natural resources. Women play a central role in the rural labor force. They are usually guardians of local resources, supplying key assets like water and firewood for their families. Youth depend on others' decisions for the future of the resources that they and future generations will need and thus, are a major constituency for sustainable natural resources management. The quality and abundance of those natural resources are extremely vulnerable to climate change, making women and youth especially vulnerable to these effects.

One of the key contributing sectors to Tanzania's economy is nature-based tourism, which relies on sound management of natural resources to create and sustain the impetus for tourists. The tourism sector is an important employer, including in rural areas, and its job creation impact will be expanded and directed to create more employment and income opportunities for women and youth through training and support for development of conservation-based enterprises.⁹³ Recognizing that many environmental problems in Tanzania stem from lack of education, particularly among young people, efforts will be directed towards establishing advocacy and action networks to promote youth participation in environmental conservation initiatives based on actions for environmental conservation and natural resource management.

Building on USAID's continuing work in natural resource management, IR 2.3 will strengthen community co-management of natural resources to generate increased economic opportunities, revenue, and jobs from effective management of natural resources as a means to diversify sources of sustainable livelihoods. Local tourism revenue incentivizes sound management and conservation of wildlife habitats, improved landscape scale conservation, sustainable land use, and reduced wildlife poaching. Income and jobs from tourism and pastoralism contribute to poverty reduction, especially in areas with marginal land for agriculture and few opportunities for economic diversification. Activities will include a women and youth empowerment lens,

⁹³ World Travel and Tourism Council http://www.wttc.org/site_media/uploads/downloads/tanzania2013.pdf

which will include such programming as increasing participation of women and youth in community management leadership positions, fostering the creation of women and youth associations within WMAs, and training and financial support for the development of conservation-based enterprises such as beekeeping, tour guides, craft sales, and village game scouts. Areas will be targeted based on high biodiversity values, such as Ruaha National Park and the Maasai Steppe, which attract the majority of the tourist industry or are targeted for growth. Climate change adaptation will also be a focus in the water-stressed Maasai Steppe.

Integrated land and water management efforts will focus on the Rufiji river basin, which falls within the SAGCOT region and represents 60 percent of the surface water in Tanzania. This river basin is under enormous developmental pressure due to water extraction for irrigation, household, hydropower, and other uses. USAID will help balance expanding resource uses with climate change impacts by working with the basin authority, water users associations, irrigation users associations, and others to generate, analyze and use data-driven decision-making, as well as by protecting the watersheds that are the lifeblood of Tanzania's water supply.⁹⁴ USAID will also work on access to clean water which fundamental to reducing women's labor, strengthening health outcomes and improving nutrition.

IR 2.3 Links with the CDCS Results Framework

Improved stewardship of natural resources cuts across all three DOs. This IR will contribute to results under DO 1 by specifically targeting women and youth for a range of effective interventions – particularly WASH and tourism value chains. Under IR 1.2, water and sanitation projects will include a focus on school sanitation facilities to support girls' attendance, address household water access in support of women's household roles, and promote women's employment in tourism and conservation activities. Work on household water and sanitation will also contribute to IR 1.2 by targeting the cause of diarrheal diseases and complementing nutrition activities. Improving school water and sanitation facilities results in an improved learning environment for youth and will contribute indirectly to IR 1.3.

In support of IR 2.2, the natural resource management (NRM) programs in IR 2.3 will scale-up activities that align local incentives for sustainable water and land resource use in the SAGCOT region. This includes working with water users associations, irrigation users associations, river basin management offices and introducing a range of improved water management options at the policy and practical levels. IR 2.3 will also support IR 2.2 by examining the climate resiliency and sustainability of the rice and maize value chains. The success of the IR 2.3's activities in achieving a sustainable balance between natural resource use and availability is driven partly by population dynamics supported by reducing the unmet need for family planning under IR 2.4.

The NRM program will build on significant experience working with CSOs and community based organizations (CBOs) in Tanzania to contribute to results under DO 3. Working to establish and improve enabling legislation for community-based natural resource management and the establishment of WMAs represents both a key objective of the NRM program and a significant result under IR 3.1 and IR 2.1. Promoting community co-management of natural resources in collaboration with national and local government and contributes to improving

⁹⁴ See USAID 118/119 report Environmental Threats and Opportunities Assessment May 2012.

service delivery results under IR 3.2 and government accountability results under IR 3.3. Improved land use planning and natural resource management practices to address climate change adaptation, human-wildlife conflicts, and improve access to resources will further contribute to conflict mitigation results.

Finally, all partners in natural resource management need a sound basis for evidence-based decision-making which will be supported by the CCIR. Focusing on local agenda setting based on sound data and sound analysis is of critical importance in the short term and provides the right foundation for sound institution building on natural resource issues over the long-term.

Sub-IR 2.3.1: Governance, institutions and policy for landscape scale natural resources management improved

In order to support the long-term viability of Tanzania's wildlife and natural resources, USAID will focus on landscape-level biodiversity conservation efforts to improve community livelihoods and promote economic growth. Support to build the capacity of local institutions and civil society organizations to help shape key policies and legislation related to natural resource management will be a large focus. Tanzanian government institutions face new challenges in terms of a wildlife poaching crisis, changes in resource availability with increasing climate variation, and ever increasing demands on all ecosystems and ecosystem services. To deal with these challenges, this component also intends to support Tanzanian institutions to develop their capacity to address current and future natural resource management needs.

This includes: (1) institutional strengthening to govern, manage, and monitor natural resources; (2) development of key conservation and natural resource benefit-sharing policies and legislation; (3) promotion of community-based land and water resource management approaches; (4) stopping wildlife crime at the source by strengthening protected area management, supporting community wildlife management regimes, and improvement of monitoring and patrol systems; (5) enhanced conservation of biodiversity through improved land utilization and management practices; (6) support for conservation-based enterprises;⁹⁵ and (7) income generating opportunities for poverty alleviation and economic growth. In addition, support for climate change adaptation and improved water management, as addressed below, will help to protect critical watersheds and ecosystems. Conflicts over natural resource access and control will be analyzed and, as needed, mitigation actions will be implemented.

The sustainability of sub-IR impact rests partly upon the ability of local organizations to take a lead role in defining critical issues and successfully articulating needed reforms. Activities will also support the GOT to provide sufficient information and evidence to represent their interests in discussions on natural resource management and help to increase transparency and accountability on the importance of natural resources for Tanzania. USAID will address these priorities by identifying and building the capacity of local organizations and coalitions to carry-out the research, policy analysis and advocacy functions. This may include support to capacity building for research, analysis and development of advocacy agendas based on sound data on natural resource use in Tanzania.

⁹⁵ Conservation-based enterprises are livelihoods that encourage people to be sound stewards of their environmental assets and results in the development of an economic constituency for local conservation practices.

Sub-IR 2.3.2: Economic benefits from conservation-based enterprises for women and youth improved

“Conservation is Development” is the critical concept for the design and implementation of sustainable conservation programs from which people can derive tangible economic, social and ecological benefits. USAID biodiversity, forestry, and coastal programs have many, mutually reinforcing poverty alleviation and governance benefits, including helping local people gain the rights to govern and benefit from natural resources. USAID seeks to conserve natural resources through livelihood- driven approaches and will include multiple strategies to see these benefits reach the individual and household level.

Under sub-IR 2.3.2, USAID will continue to build on efforts to establish functioning WMAs that empower local communities to receive economic benefits from their local resources. To ensure these efforts do not stop short of the household level, the sub-IR will expand activities on conservation-based tourism and micro-enterprises, particularly targeting women and youth to support increased economic opportunities and greater decision making authority for these groups. Programming under this objective will support the growth of conservation-based enterprises, as well as the development, management, and marketing of environmentally friendly microenterprises for non-timber forest products such as honey, coffee, other food commodities, and handicrafts.⁹⁶ Activities under sub-IR 2.3.2 will also support increased capacity in sustainable production and marketing of locally made pumps and drills for access to clean water and sanitation in rural villages. Support will also establish or improve the effectiveness of Savings and Credit Cooperative Societies (SACCOS) focused on increased access to credit and financing for establishment of microenterprises.

Sub-IR 2.3.3: New technologies and approaches for climate resilience measures by communities introduced and adopted

Adapting to the potential near and long-term impacts of climate change is fundamental to ensuring sustainability across sectors and to protecting Tanzanian investments in agriculture, water supply and sanitation, health, and biodiversity conservation. USAID/Tanzania recognizes the important role that climate change resilience plays in achieving and sustaining development outcomes, particularly natural resource-based livelihoods. Current climate change projections for East Africa predict increases in temperature and rainfall variability, more flooding and droughts, and sea level rise in the coming years. All of these changes will affect the natural resource base upon which most economic activities, including agriculture and tourism, depend. As ecosystems service delivery breaks down, households are often forced to find new and unsustainable ways to achieve economic and food security. Resilience of both the ecosystem services and the livelihoods which depend on those services can mitigate negative climate change-related impacts. Mitigation effort must also seek to deter households from adopting of unsustainable coping mechanisms like shifting cultivation, poaching and illegal logging.⁹⁷

⁹⁶ Good examples and best practices for establishing conservation enterprises have been documented, as referenced in Assessment of Conservation – Based Livelihoods in Tanzania, 2013. Support for conservation enterprises in targeted areas will be based on local interests, and potential partnerships and market opportunities.

⁹⁷ UNEP “Africa Environment Outlook 2” <http://www.unep.org/dewa/Africa/publications/AEO-2/content/017.htm>

USAID/Tanzania’s engagement strategy on climate change adaptation at the national level is based on significant vulnerabilities identified for important agricultural sector and coastal economic activity. Under this sub-IR, USAID will work to strengthen institutional and stakeholder capacity to respond to stressors in the agricultural sector, the livestock sector and in the coastal areas identified as the most vulnerable to climate change in Tanzania.^{98,99,100}

Illustrative 2.3 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Value of revenue collected and distributed via WMAs (by source, e.g., fees, tourism, hunting)
- Number of stakeholders and/or institutions with increased capacity to adapt to the impacts of climate variability and change as a result of U.S. Government assistance
- Number of hectares of biological significance showing improved biophysical conditions under improved management

Performance Evaluation Questions

- How are conservation benefits contributing to well-being of targeted populations, particularly women and youth? What are the accrued co-benefits from biodiversity conservation?
- What has been the impact of increased engagement of women and youth in local natural resource governance? What are the enablers and constraints to achieving those impacts?
- How has climate change affected natural resources management and conservation?
- How has improved climate resiliency affected household livelihoods?
- What climate change modeling information has been most accessible and what has been the impact of its use?
- How has participation in the tourism sector empowered women and youth?
- What is the relative influence of evidence/data and personal relationships when advocating for natural resource policy change?

Activities

Current:

- SCALE: Scaling-up conservation and livelihoods efforts in northern Tanzania
- Western landscape (Gombe) program
- U.S. Department of the Interior (DOI), U.S. Fish and Wildlife Service (FWS)

Future

- Western Rufiji basin conservation in Ruaha/Rungwa and Katavi
- Northern Landscape conservation activity

⁹⁸ Agricultural vulnerabilities in rice and maize will be identified under the “Climate Resilience of Rice and Maize in the Rufiji Basin” project funded by USAID.

⁹⁹ Initial livestock sector vulnerabilities are identified by IIED in “Costing agriculture’s adaptation to climate change.” This will serve as a basis for formative research in order to design activities; <http://pubs.iied.org/17120IIED.html>

¹⁰⁰ The World Bank is supporting an assessment of coastal vulnerabilities that will be completed by June, 2014 that will provide a basis for coordinated investments by development partners in this area. USAID intends to contribute to and utilize the findings of this report to provide direction to our support in this area.

- Integrated Water Resource Management Program (IWRM)
- Promoting Tanzania’s Environment, Conservation and Tourism (PROTECT)

Partners

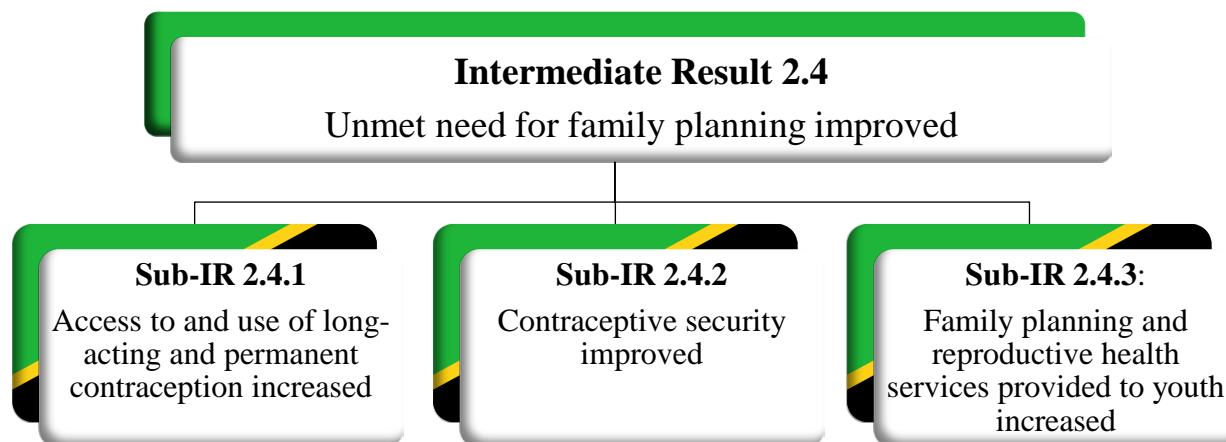
USG: DOI, FWS; DOS

GOT: Ministry of Natural Resources and Tourism; multiple LGAs

Donors: GIZ; EU; UNDP; World Bank

Non-State Actors: WMAs; tourism operators; rural enterprises

IR 2.4: Unmet Need for Family Planning Reduced



Tanzania's high population growth rate, which stymies broad-based economic growth and exacerbates poverty, must be addressed at both policy and practical levels.^{101,102} Tanzania recognizes the need to address this challenge in its national plan for growth and poverty reduction. The MKUKUTA target is to lower total fertility rate from 5.4 (2010) to 5.0 by 2015 and reduce population growth rate from 2.9 percent (2010) to 2.7 percent by 2015."¹⁰³ However, with a contraceptive prevalence rate close to 34 percent¹⁰⁴, Tanzania is unlikely to attain its target of 60 percent contraceptive prevalence rate in the near term unless focused measures are taken.

To achieve DO 2, USAID, under IR 2.4, will seek to reduce the unmet need for family planning in Tanzania. IR 1.2 (Health status improved) is closely linked to IR 2.4 as it addresses access to quality, integrated health services (including family planning), and improved adoption of healthy behavior. Currently 25 percent of married women in Tanzania have an expressed unmet need for family planning.¹⁰⁵ Evidence presented from many developing and middle income countries indicates a strong correlation between women's access to education and economic opportunities, and increased demand for contraception. With results expected under IR 1.1, IR 1.2, IR 1.3, IR 2.2 and IR 2.3 related to women and youth empowerment, improved livelihoods and incomes, unmet need is expected to rise until supply shifts in response to demand.¹⁰⁶ Opportunities for increased private sector engagement in family planning supply chains will also be explored to help keep pace with demand and to improve access.

In addition to fertility reduction, family planning programs contribute to economic development by slowing population growth and allowing couples to plan and space children and shift

¹⁰¹ Asmerom Kidane; The Poverty Demography Trap in Third World Countries: Empirical Evidence from Tanzania. Environment for Development Discussion Paper, March, 2010.

¹⁰² The Demographic Dividend and Poverty Reduction; Andrew Mason and Sang-Hyop Lee. Accessed December 23, 2013 on https://www.un.org/esa/population/publications/PopAspectsMDG/19_MASONA.pdf

¹⁰³ MKUKUTA annual implementation report, 2010/2011, page 37. Accessed December 23, 2013 on <http://www.povertymonitoring.go.tz/WhatIsNew/Mair%202010-11.pdf>

¹⁰⁴ 2010 Tanzania Demographic and Health Survey.

¹⁰⁵ 2010 Tanzania Demographic and Health Survey.

¹⁰⁶ Bongaarts, J. 1991. "The KAP-Gap and the Unmet Need for Contraception." Population and Development Review 17, 2:293-313.

resources to achieving other life goals. The positive outcomes from the reduction in the number of unwanted and/or ill-timed births have been well documented. Strong family planning programs prove to substantially increase physical household assets and adult women's wages. Family planning interventions lead to improvements in women's health, increases in women's productivity, and increases in the human capital of their children, as reflected in their health, nutrition, and schooling. Unmet need is a valuable indicator for national family planning programs because it points family planning programs toward those women who are at greatest risk of unintended pregnancy and more likely to adopt a method of contraception than other nonusers.¹⁰⁷ In addition, the concept of unmet need places women's personal reproductive preferences at the center of such services.

IR 2.4 Links with the CDCS Results Framework

Program activities under IR 2.4 and all the sub-IRs contributes to results achievement under IR 1.2. Reducing unmet need for family planning contributes to the health and wellbeing of mothers and children and it reduces maternal and infant mortalities. When children are healthy and survive, parents begin to make greater investments in their children's health and education. Having fewer children allows parents to invest more in each child. Moreover, investing in child and adolescent health programs will ensure a healthy workforce in the future. Children and adolescents who have adequate nutrition, immunizations and access to comprehensive health services, including reproductive health care, are better able to develop physically and cognitively. They are more likely to thrive in school and will be better prepared to join and stay in the workforce in increasingly skilled and well-paying jobs. Thus, IR 2.4 is closely linked as well to results achievement under IR 1.1, IR 1.2, IR 1.3, IR 2.1, IR 2.2, and IR 2.3. Through the CCIR, better informed family planning programs will be designed and implemented.

Sub-IR 2.4.1: Access and use of long-acting and permanent contraception increased

Family planning is fundamental to the health of women, their families, and their communities. It is critical to the sustainability of the inclusive economic growth and extreme poverty reduction results under DO 2. Modern contraception is highly effective at preventing unintended pregnancies and reducing maternal and infant mortality. Increased availability and efficacy of long acting and permanent methods (LAPM) allow women to have a broader range of reproductive health options from which to choose. Evidence supports high acceptability rates for LAPM and shows their discontinuation rates to be among the lowest and their cost-effectiveness among the highest of all modern methods. USAID will focus on addressing barriers at the policy, health system, and community levels to promote these methods as options for women and their families. USAID will assist women who are using short term methods and desire to switch to long acting and permanent methods.

Sub-IR 2.4.2: Contraceptive security improved

Contraceptive security (CS) is defined as the condition where everyone is able to choose, obtain, and use quality contraceptives and condoms whenever they need them. Contraceptive security is

¹⁰⁷ Compendium of indicators for evaluating RH programs. MEASURE Evaluations manual series No.6 Jane T. Bertrand and Gabriela Escudero 2002.

increasingly recognized as fundamental to the success of any family planning program. A standard set of CS indicators has been developed to aid program managers, advocates, and decision-makers to track country progress toward meeting its commodity needs.

Sub-IR 2.4.3: Youth-focused family planning and reproductive health services increased

To complement program activities under DO 1 empowering women and youth, sub-IR 2.4.3 will implement youth family planning and reproductive health that will work to enhance youth knowledge on human reproduction and fertility. Tanzania has developed its adolescence reproductive health strategy, service guidelines and standard that will be rolled out to reach both in school and out of school youths. The proportion of women age 15-19 that had their first sexual intercourse by age 15 is 11 percent while use of modern methods by the same age group is only 10 percent (DHS 2010). This results in teenage pregnancies, school drop outs, and unsafe abortions. Most youth end up locked into the poverty cycle because they are poorly educated and lack skills and abilities to participate in economic activity.

Illustrative 2.4 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Couple years of protection (CYP)
- Contraceptive prevalence rate (CPR)

Performance Evaluation Questions

- Is the program under DO 1 increasing the desire for family planning? Is the DO 2 program keeping apace and reducing unmet need for family planning?
- Is the total fertility rate reflective of unmet need for family planning?
- Is there an increase in modern contraceptive use? What enable and constrain these increases? Is the program demonstrating modern family planning method mix including switching?
- How does a FP program-induced decline in fertility affect the inputs of labor and capital that appear critical to economic development?
- What effect does youth family planning availability and service delivery on their use of modern contraceptive methods? On their fertility? On their overall health status?
- How is improved youth reproductive health related to improved economic status?

Activities

Current:

- FP service delivery
- Contraceptive security
- Communication and advocacy

Future:

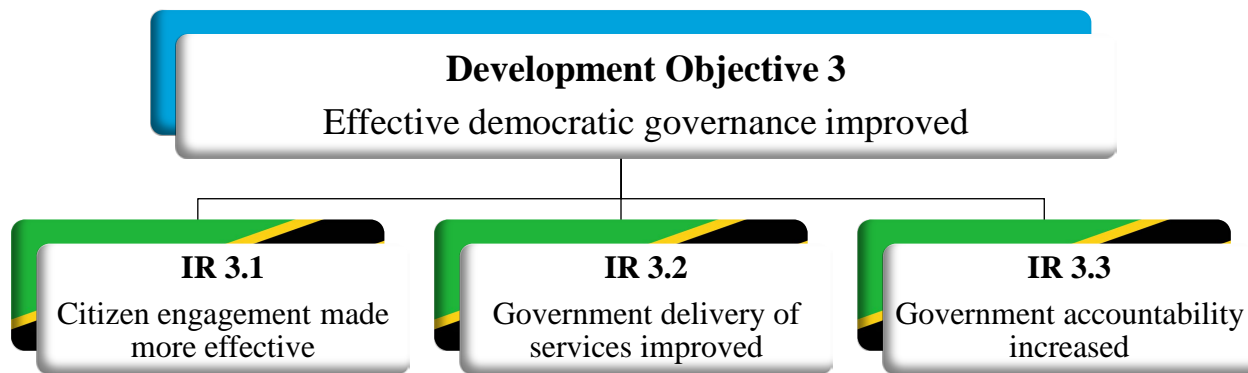
- Youth family planning and reproductive health

Partners

GOT: MOHSW; Zanzibar Ministry of Health

Donors: UNFPA; DFID

VI. Development Objective 3: Effective Democratic Governance Improved



Development Hypothesis: If citizen demand is made more effective, government delivery of services is improved and government accountability is increased, then democratic governance will be more effective.

The Development Hypothesis targets underlying obstacles to effective governance and public service delivery. It posits that when citizens hold their own government accountable, they are more confident that their needs will be effectively met and are more inclined to actively participate and mobilize their own resources to collaborate. Also development partners can focus resources on socio-economic development with greater confidence to use country systems. The focus of this DO will be to ensure that women and youth have a voice and participate effectively in shaping development, reforms, and governance. To measure progress in the achievement of this DO, it is fundamental that Tanzanian citizens are able to access and use quality data and information. Increased government accountability and improved service delivery will be reinforced by open data and evidence-based planning and decision-making. Through improved capacity by various stakeholders to generate and use quality data and information, supported by the CCIR, democratic governance will be enhanced.

As stated in Tanzania's Open Government Partnership (OGP) Action Plan,¹⁰⁸ governance is constrained by a lack of political competition, a nascent civil society, limited government capacity, minimal public accountability, and limited access to information. Women and youth are particularly disadvantaged in these areas. The GOT's OGP Action Plan is centered on health, education and water, but recognizes public service quality across these sectors is poor and the institutional capacity is low. Challenges include weak government accountability and a lack of public demand for improving it. Corruption and public sector inefficiencies are ubiquitous. Decentralization of service delivery has been implemented with limited public services improvements in most regions. Power is concentrated in the executive branch. Civil servants and elected officials are overly tied to central government patronage rather than to citizen constituents. Effective governance means mitigating conflict to provide security and safety for all citizens. Demands for greater autonomy in Zanzibar and secession from the Mainland have resulted in increased conflict on the isles. There are also concerns about conflict related to resources, land use and other causes in the Mainland.

¹⁰⁸ http://www.opengov.go.tz/files/publications/attachments/OGPACTIONPLANREVISEDON26-3-2012-1_sw.pdf

To address these concerns, USAID will promote accountable, transparent and responsive governance, as outlined in President Obama’s 2012 Strategy Toward Sub-Saharan Africa.¹⁰⁹ USAID will support national and local government institutions that promote accountability and strengthen public service delivery. USAID will also invest at the district (and possibly the regional) government level to help strengthen government’s ability to plan and deliver services to their constituents. USAID will also support CSOs and CBOs to become full-fledged and self-sustaining agents of change. Women and youth will be specifically targeted as beneficiaries. Finally, USAID will assess and monitor flashpoints of real and potential conflict to help Tanzania maintain stability. Other development partners are investing in other areas of governance, such as access to information and legal sector reform, which are also essential for effective governance.

Poor governance and corruption have been identified by MCC as significant impediments to economic growth in Tanzania. DO 3 seeks to make government more accountable by fostering greater citizen oversight of public expenditures and service delivery.

DO 3: Assumptions and Risks

Critical Assumptions	Risks and Vulnerabilities
<ul style="list-style-type: none"> ✦ Strong political will and commitment to implement necessary policy changes and institutional reforms, including free and fair elections and gender equality. ✦ Autonomy and strong advocacy work of Prevention and Combating of Corruption Bureau (PCCB) continue and criminal penalties for corruption implemented effectively and swiftly. ✦ The GOT implements and enforces the Anti-trafficking in Persons Act of 2008. ✦ GOT implements the decentralization by devolution policy in a fair and transparent manner. ✦ Local government authorities have the will, and mandate, to improve integrated service delivery to it constituents. 	<ul style="list-style-type: none"> ✦ Growing tensions around land rights, oil and gas exploration and production, and forest and fisheries over-exploitation threaten stability and growth. ✦ Informed citizenry undermined by high drop-out rate in school due to child labor and school expulsions due to pregnancy and early marriage. ✦ Effort is too slow to reduce the size of the informal sector through improved access to gainful employment and enforcement of internationally recognized labor standards. ✦ Decline in economic growth that reduces fiscal space for social sectors. ✦ Reduced political will with election pressures. ✦ Erratic sector policies, particularly in health and education, threaten results delivery at the local government level.

DO 3 Illustrative Indicators

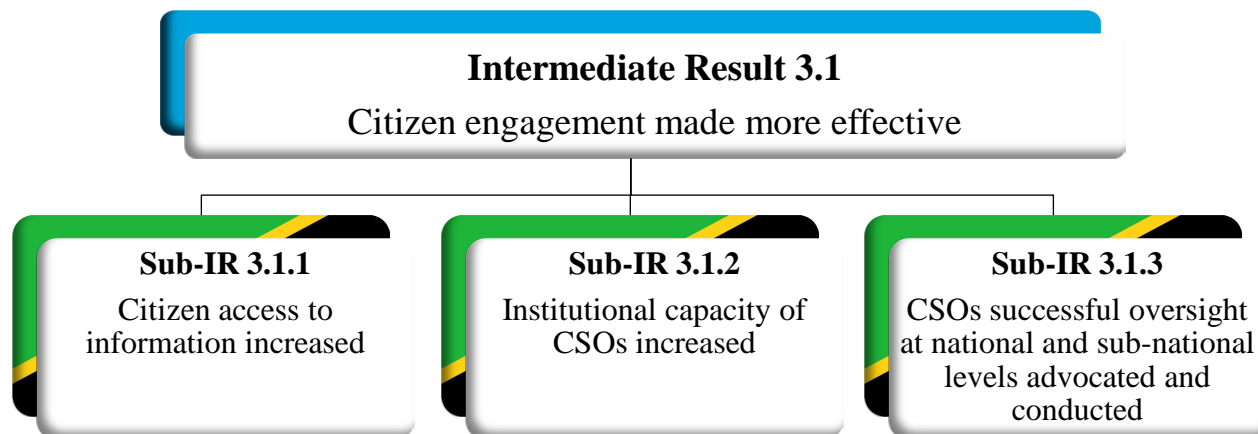
- Afro-Barometer perception of corruption and government performance
- Transparency International Corruption Perception Index

DO 3 Illustrative Impact Evaluation Opportunities

- Are there differences in public service delivery and health outcomes in locations that are and are not participating in DO 3 activities?

¹⁰⁹ http://www.whitehouse.gov/sites/default/files/docs/africa_strategy_2.pdf

IR 3.1: Citizen Engagement Made More Effective



Effective citizen engagement is essential to hold government accountable. An effective Government, in turn, must facilitate an environment whereby citizens' viewpoints and concerns are heard and addressed. The underlying principle of Tanzania's Decentralization by Devolution policy¹¹⁰ is that increased citizen participation will induce greater government responsiveness to their socio-economic needs. Further, The National Framework for Good Governance¹¹¹ recognizes that civil society institutions inform the Tanzanian people and increase public demand for accountability of service providers. However, CSOs and CBOs in Tanzania must improve citizen engagement and advocacy campaigns. CSOs and CBOs must be empowered to effectively demand transparency and accountability in the use of public resources. USAID will focus on two major gaps to increased engagement of citizens in management of public resources: strengthening civil society and increasing equitable participation in elections.

To date, despite national policies encouraging civil society participation, the GOT's draft Open Government Partnership Self-Assessment Report observes that "civil society and private sector participation has been relatively low."¹¹² For citizen engagement to be effective, civil society must have access to relevant data and information, an underpinning of all of USAID/Tanzania's programming. Equipped with good data, citizens will be empowered to convey their concerns and expectations of government. In the SAGCOT region and Zanzibar, USAID will support civil society and CBO networks to monitor local governments' management of public resources for service delivery. USAID will support citizens in holding government accountable through budget planning, tracking of expenditures, social accountability monitoring, and advocacy in USAID targeted sectors, including greater women and youth participation.

USAID will support citizen participation in the local elections in 2014 and the national general elections in 2015. Civic education is a long-term process that can be conducted through various lenses. Women and youth will be important targets under DO 3. Tanzania will face a challenge in registering a large cohort of young voters before the 2015 elections. Only through civic and

¹¹⁰ http://www.amcod.info/en/.../DRAFT_LGRP_II_VISION_DOCUMENT.doc

¹¹¹ Ibid.

¹¹² <http://www.opengovpartnership.org/country/tanzaniaseff-assessment/self-assessment>

electoral engagement can USAID help Tanzania reverse the dramatic percentage drop in voter participation witnessed in 2010.

Making democracy more effective in Tanzania requires greater government transparency and accountability which in turn necessitates greater citizen engagement in governance processes such as advocacy and oversight. IR 3.1 aims to empower citizens to hold the government accountable by: (1) increasing citizen access to information; (2) strengthening select CSOs; and (3) encouraging citizens to become more involved in governance writ broadly.

IR 3.1 links with the CDCS Results Framework

Citizen engagement is made more effective when citizens are able to access information produced by Institutions of Accountability (IR 3.3). By promoting individual civic rights, including women's and youth rights, IR 3.1 also supports results achievement under IR 1.1. In supporting citizen oversight of local government, citizen engagement helps to improve service delivery, the objective of IR 3.2. In addition, CSOs funded under IR 3.1 will work in priority USAID sectors of education, agriculture, and natural resource management advancing achievement under IR 1.3, IR 2.2, and IR 2.3. CCIR linkages are critical to building an improved information base and strengthening related civil society capacities.

Sub-IR 3.1.1: Citizen access to information increased

A basic building block of civil society is citizens' need for information. When citizens, including women and other minorities such as People with Disabilities, know their civil and legal rights afforded under the constitution, they become empowered. To become effective agents for oversight of government, citizens also need to be aware of "institutions of accountability" such as the Public Procurement Regulatory Authority and the National Audit Office, and the information those institutions make available to the public on government officials and operations. When citizens are properly informed and educated, they can then enter into productive dialogue with government at all levels on issues such as policy direction, public expenditures, and service delivery.¹¹³

Sub-IR 3.1.2: Institutional capacity of CSOs increased

As in most developing nations, civil society organizations in Tanzania are chronically weak. CSOs need assistance virtually across the board in administration, strategic planning, policy analysis, fundraising, citizen mobilization, advocacy, revenue generation, and oversight. USAID will work to provide institutional strengthening support to CSOs working at the local and national levels to advance this CDCS's priority sectors of health, natural resources, education, energy and agriculture.¹¹⁴

¹¹³ Mmuya & Lemoyan, "The PCA 2008 - Strategic Responses Toward Good Governance with Specific Attention to the Local Authority Level," Final Version, February 5, 2009.

¹¹⁴ 2011 USAID Sustainability Index for Sub-Saharan Africa, Bureau for Democracy, Conflict, and Humanitarian Assistance, Center of Excellence on Democracy, Human Rights, and Governance, Bureau for Africa, Office of Sustainable Development.

Sub-IR 3.1.3: CSOs successful oversight at national and sub-national levels advocated and conducted

Strengthening CSOs is insufficient to improve monitoring, lobbying, and advocating if the Tanzanian government remains opaque. CSOs must adopt more explicitly proactive roles in advocacy and oversight by enhancing or institutionalizing platforms for CSO-government dialogue at the national and sub-national levels. We will assist CSOs to network and form coalitions on critical or timely issues, such as constitutional reform and elections, addressed in this CDCS both at national and local levels.¹¹⁵

Illustrative 3.1 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Number of targeted LGA's budget cycle phases that incorporate feedback from citizens
- CSO Sustainability index
- Proportion of women and youth participating in elections

Performance Evaluation Questions

- What is the level of citizen interest in information from institutions of accountability and how is it being used in citizen oversight?
- What effect have increased civic awareness activities had on citizen participation in CSO membership, elections, and district government hearings?
- What factors supported and constrained progress in CSO improvements?
- Given central government control of funding and human resources at the sub-national level, what effect has improved advocacy and oversight of LGAs had in terms of improved service delivery or government efficiency?

Activities

Current:

- PPRA, and NAO citizen awareness
- Women in Law and Development in Africa (WILDAF)
- Pamoja Twajenga
- Tanzania 21st Century Basic Education Program (TZ21)

Future:

- Health Systems and Local Government Strengthening
- CSO coalition and networking

Partners

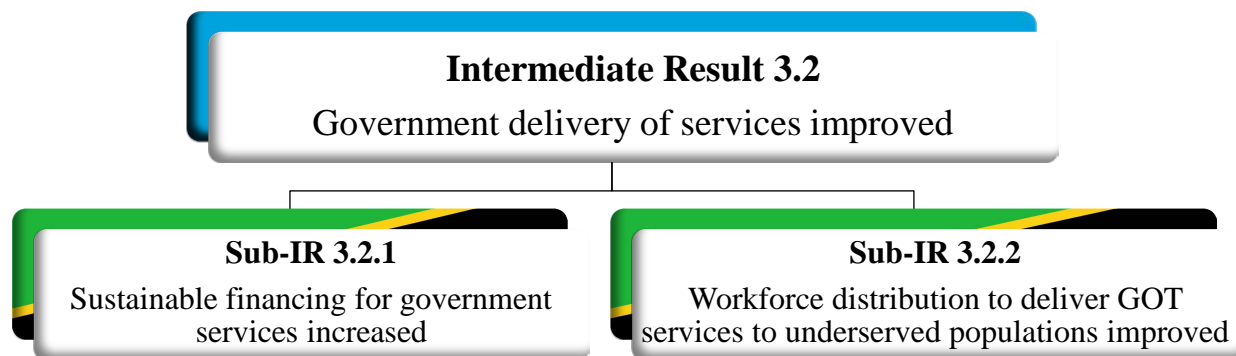
USG: DOS

GOT: LGAs; Institutions of Accountability

Donors: UN Women; DFID; DFATD; SDC; Norwegian Embassy; DANIDA; JICA; IBP

¹¹⁵ Mmuya & Lemoyan, "The PCA 2008 - Strategic Responses Toward Good Governance with Specific Attention to the Local Authority Level," Final Version, February 5, 2009.

IR 3.2: Government Delivery of Services Improved



Countries with independent, professional and meritocratic government and civil service do a better job of vaccinating children, protecting the most vulnerable members of society, reducing child mortality, educating the population, providing more efficient health care and curbing environmental degradation, in addition to exhibiting lower levels of corruption. Effective delivery of services must happen at all levels, with a focus on the local level, where the biggest direct impact occurs. Good governance practices also include developing management structures and strategies of critical institutions for organizational growth, power and information sharing within leadership, and implementing regulations that create and sustain a conducive and transparent enabling environment for private investment. Finally, those who provide services must effectively use and share data for decision making and resource allocation.

Implementation of the “Decentralization by Devolution” process under the Local Government Reform Act of 1996 moved many planning and budgetary decisions and responsibilities for service organization and delivery from the central level to 161 districts. However, the lack of budget authority, flexibility and timeliness has created inefficiencies in the delivery of services by LGAs. At the district level, public services are not meeting the needs of Tanzanians. Poor delivery of public goods is due to many challenges at the district level including:

- inadequate financing for critical functions to provide quality assurance of services;
- incomplete decentralization of some core functions so districts are not fully empowered;
- poor coordination and involvement of district stakeholders (multiple line ministries involved in a given sector, NGO, private) leading to fragmentation and duplication;
- lack of clarity on roles, responsibilities, and communication channels;
- paucity of mechanisms to receive and respond to client concerns;
- weak planning and management capacities; and
- few internal controls and awareness of best practices for financial management.

Improving performance of government systems involves interventions to build the LGA capacity. USAID will help to improve LGA capacity to undertake strategic planning, budgeting, procurement, and work plan execution at the district level. These efforts are critical to the sustainability of USAID’s investments across all DOs and sectors under this CDCS.

LGA efforts will be managed to create positive synergies across sectors. USAID support to LGAs will be phased to scale up support to targeted districts within SAGCOT where it can be linked to multiple USAID programs under this CDCS. For quality service delivery, public financial management must be strengthened. The GOT has consistently worked to improve its financial management and procurement systems. However, improved capacity to budget and manage finances is needed as well as transparency in budget allocations, including allocations and disbursements of resources derived from the exploitation of natural resources. Tanzania's minerals and natural gas resources are expected to be important revenue sources in the future.

IR 3.2 Links with the CDCS Results Framework

While not the sole service provider, the government's services do play a critical role in the stewardship and provision of public goods as well as in targeting the basic needs of the underserved. Therefore, the achievement of IR 3.2 is integral to IRs throughout the Results Framework, particularly IR 1.2, IR 1.3, IR 2.2, IR 2.3, and IR 2.4. Improved government service delivery is dependent upon a number of critical results – such as ensuring sustainable financing for services, a skilled public sector workforce, strengthened GOT management and coordination of services across stakeholders, improved accountability, and increased data-driven decision making provided by IR 3.1 and IR 3.3 and the CCIR.

Sub-IR 3.2.1: Sustainable financing for government services increased

Tanzania is sub-Saharan Africa's largest recipient of external aid. Donor financing has supported the nation since independence in the 1960s. The country currently receives over a quarter of its national budget and over 80 percent of its development budget from donors. Despite considerable economic growth at 7 percent per year, GOT investment of domestically generated funds has not substantially increased, particularly in the social sectors. In health, for example, investment, of GOT's local source funds dropped by 7 percent between 2012/13 and 2013/14 and only 10 percent of essential medicines are financed by local sources. Donor dependency for financing of GOT services is a concerning trend, particularly in terms of sustainability. By working to increase sustainable financing of GOT services, USAID will facilitate greater country ownership of service delivery, better predictability of financing, streamlined management of services, and reduction of fragmented financing mechanisms. Finally, from a U.S. Government perspective, Tanzania has the potential to be a cornerstone of President Obama's bold vision for U.S. support to Africa, namely to not be a "source of perpetual aid" but to be "partners in building the capacity for transformational change."¹¹⁶

Sub-IR 3.2.2: Workforce distribution to deliver GOT services to underserved populations improved

A skilled workforce is critical to the effective delivery of basic goods and services to end extreme poverty in Tanzania. Equally important is the need to ensure adequate human resources to deliver quality services in underserved areas. Recruitment and retention of skilled staff to such areas remains a challenge in Tanzania. Staffing shortages are rampant across all sectors in the

¹¹⁶ President Obama. July 11, 2009. "A New Moment of Promise" Speech delivered in Accra, Ghana.

public civil service.¹¹⁷ Without an adequate workforce in needed areas (such as teachers, health care workers, social workers, agricultural extension officers), GOT service delivery is severely hampered. In the health sector, for example, there is a 69 percent vacancy rate based on new staffing guidelines.¹¹⁸ For education, the GOT is striving to double the number of primary and secondary school teachers.¹¹⁹ USAID aims to support the GOT efforts to strengthen the availability of a skilled workforce that delivers essential services.

Illustrative 3.2 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Number of government institutions of accountability oversight materials available in the public domain
- Target population perception of the quality of public and civil services

Performance Evaluation Questions

- How have USAID investments sustainably improved government services delivery? What are the enablers and constraints to results achievement?
- How has achievement of targets within national strategies derived from improved GOT service delivery versus private sector service delivery?
- What components of improved GOT service delivery (e.g., improved accountability, increased workforce, improved financing) contributed greatest to achieving targeted results as defined in sector specific national strategic plans? What constraints and enablers are evident in results achievement?
- Are donor investments, particularly those from USAID, in target services displacing/crowding out GOT investment of its resources in those services?
- Does increased domestic investment in GOT services improve the management and quality of service delivery? What enables and constrains such improvements?
- To what extent are other factors affecting service delivery timeliness and quality?
- How are GOT funds being distributed across regions and districts?
- What strategies are most effective at ensuring GOT retention in underserved areas and why?

Activities

Current:

- Support the development of resource mobilization strategies for GOT
- Ensure adequate human resource distribution in underserved areas
- Mwanzo Bora Nutrition Program (MBNP)
- Irrigation and Rural Roads Infrastructure Program (IRRIP)

Future:

- Strengthening district management and administration of service delivery in health, education, economic growth, natural resources management, and democracy and governance.

¹¹⁷ The United Republic of Tanzania President's Office. 2010. *Public Service Pay and Incentive Policy*.

¹¹⁸ The United Republic of Tanzania Ministry of Health and Social Welfare. 2014. Draft *Human Resource for Health Country Profile*.

¹¹⁹ Ezekiah Oluoch, acting General Secretary of the Tanzania Teachers' Union. Quoted 16 January 2013. http://www.ei-ie.org/en/news/news_details/2428

- Increase access to educational information and promote public engagement on discussion for quality of education

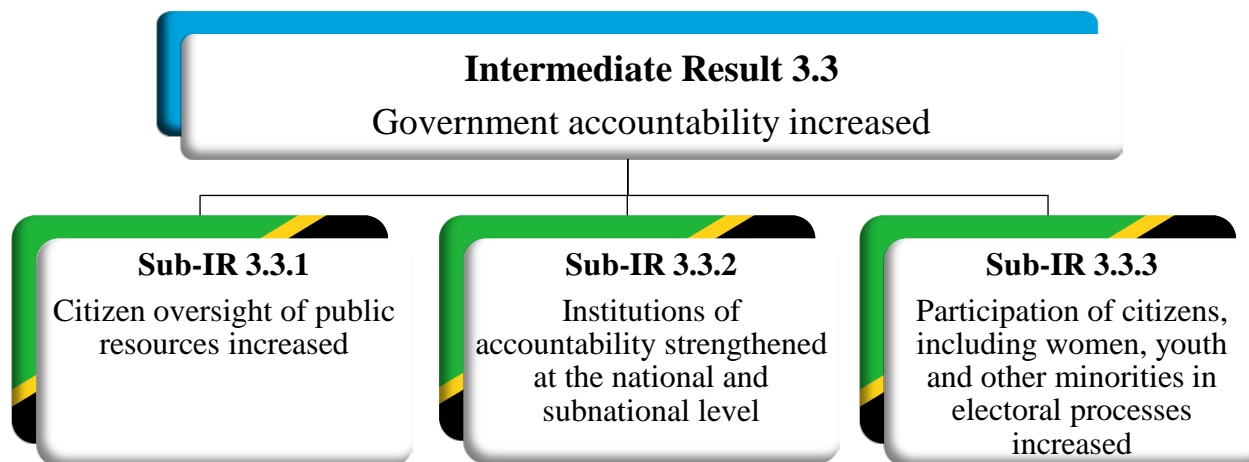
Partners

GOT: MOF; PMO-RALG; President’s Office-Public Service Management; Ministry of Education and Vocational Training; Ministry of Health and Social Welfare; Ministry of Agriculture; LGAs; Local Government Training Institute; Association of Local Authorities in Tanzania (ALAT)

Donors: GIZ; World Bank; DFATD; SDC; World Health Organization; Danida; IrishAid

Non-State Actors: Sikika; TWaweza/Uwezo; Tanzanian Council for Social Development (TACOSODE); Policy Research for Development (REPOA); Mkapa Foundation; TENMET

IR 3.3: Government Accountability Increased



Corruption is endemic and low levels of accountability and transparency are prevalent across all Tanzanian sectors and public institutions. This situation has existed for decades.¹²⁰ The GOT has committed to responding to increased citizen demand for accountability based on internal controls, auditing, planning, budgeting, publicly available reporting, feedback, and budget execution capacity.¹²¹ USAID will target institutions of accountability that the GOT already has in place for internal oversight of its performance through audits, assets inventory, and other means that produce public information. Further, USAID will strengthen the capacity for the public to access the information and serve as an external monitoring of finances, commodities, and performance. Only through public awareness can Tanzanians come closer to holding the government accountable. Finally, USAID will work to improve transparency in decision-making across all sectors to promote greater accountability for government actions and results. The multi-sectoral support to BRN will be one element of our engagement. USAID will rely on other donors and U.S. Government agencies to improve the essential areas of rule of law, judicial capacity, uniform prosecution, and the role of the media as effective watchdog and check on government.

IR 3.3 will increase government accountability through capacity building to: (1) promote greater citizen oversight of public resources; (2) strengthen institutions of accountability; and (3) ensure free and fair constitutional referendum and elections processes.

IR 3.3 Links with the CDCS Results Framework

IR 3.3 helps to make citizen engagement (IR 3.1) with government more effective by making available information on government procurement, audit findings, and government performance, thereby enabling citizens to better advocate and monitor results. Improved advocacy and monitoring of government services, in turn, help to improve the delivery of those services (IR

¹²⁰ The 1996 Presidential Commission of Enquiry on Corruption determined that the high level of corruption in Tanzania is caused by many factors, including: greed and abuse of power; poor ethics and discipline; inefficiencies in management systems, procedures and controls; weak legal and judicial systems; weak oversight and watchdog institutions; political interference; and low public awareness. In response, Tanzania enacted a National Anti-Corruption Strategy and Action Plan in 1999. However, Tanzania failed to improve with regards to accountability and transparency and has even regressed on some indices.

¹²¹ Open Government Partnership. African Peer Review Mechanism. Cited in MKUKUTA Cluster 3.

3.2). It will also link to IR 1.2, IR 1.3, IR 2.1, IR 2.2, and IR 2.3. These linkages will be reinforced by CCIR as improved data collection and analyses help to enhance transparency and accountability of multiple institutions.

Sub-IR 3.3.1: Citizen oversight of public resources increased

Citizens are able to oversee public resource use if they have awareness of and access to information such as annual budgets, district development plans, and new capital investments such as schools and health clinics. Equipped with such information, citizens can oversee use of public resources and conduct social monitoring of government- and donor-funded projects. Citizens also need improved oversight mechanisms with which to engage district government on a regular basis.¹²²

Sub-IR 3.3.2: Institutions of accountability strengthened

Government institutions engaged in public oversight and accountability help reduce opportunities for corruption and improve government performance. Specifically, state-of-the-art procurement and auditing practices and affording public access to their information help ensure proper use of public resources and financial accountability. In addition, strengthening ethical practice in public service serves several functions as it fosters greater professionalism in public service and provides a platform for citizen complaints and investigation of public corruption and malfeasance.¹²³ Political will is a critical factor in achieving results. Recognizing this, under the BRN initiative, there is an increased spotlight on the achieving key results (aligned with Vision 2025 targets) within a two- to three-year time period. Progress towards this achievement is directly monitored by the President's office. USAID/Tanzania has aligned its support to contribute to existing strategies and to assist the GOT in achieving its prioritized results.

Sub-IR 3.3.3: Participation of citizens, including women, youth and other minorities in electoral processes increased

An important way in which citizens in a democracy hold all levels of government accountable is through elections. To address low awareness among citizens of their voting rights and duties (especially among women and youth) and assure proper elections administration, USAID will provide assistance in election observation and voter education for the 2014 local and 2015 national elections, also encouraging women and youth to vote and stand for office. USAID will also provide support for citizen awareness of Constitutional Reform referendum issues.

Illustrative 3.3 Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

¹²² Tanzania also currently scores 2.7 on Transparency International's (TI) Corruption Index (1 is most corrupt; 10 is least); ranking 116 out of 176 countries. *Transparency International*, Corruption Perceptions Index, 2010. See also, Chêne, Marie, "Overview of corruption in Tanzania," U4 Anti-Corruption Resource Centre, 4 March 2009.

¹²³ An early glimpse of this development theory on accountability in Tanzania is the increase in the Open Budget Index score from 36 in 2008 to 45 in 2010 partly as a result of the Government of Tanzania (GoT) publishing more comprehensive information about the Executive's Budget and Audit Report in response to the pressure exerted by civil society to open up the budget processes. Open Budget Index, 2010.

- Number of Clean Audits completed by the NAO
- Country Policy and Institutional Assessment (CPIA) Transparency and Accountability rating

Performance Evaluation Questions

- Has citizen oversight of public resources at the district level led to improved service delivery, in particular to women and youth?
- What effect has improved government procurement, public oversight, and auditing had on GOT's efforts to control corruption?
- What are the critical links in the corruption chain that improved procurement, auditing, and oversight do not address?
- What can be concluded from the level of voter turnout in terms of public confidence in their ability to influence election outcomes?
- How has the state's conduct in the elections process affected the perceived legitimacy of the government-elect?

Activities

Current:

- TZ21
- Citizens Engaged in Government Oversight (CEGO)
- Strengthening the National Audit Office
- Civic and Voter Education
- Education Under-Represented Groups – Women and Youth

Future:

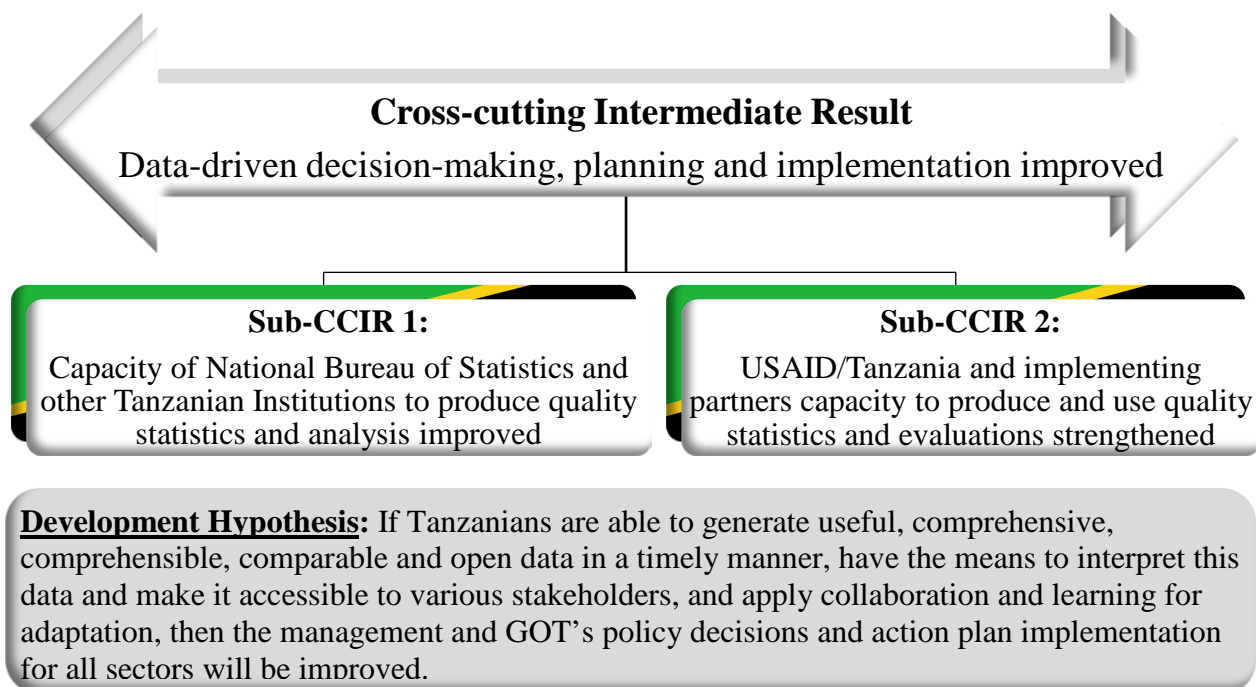
- Service Delivery Systems Strengthening

Partners

GOT: Agencies implementing MKUKUTA II at central and local levels

Donors: IrishAid; DFID; GIZ; EU; DFATD; UN Women; UNDP; World Bank; SIDA

VII. Cross-Cutting IR (CCIR): Data-Driven Decision-Making, Planning and Implementation Improved



In line with the Agency mandate to underpin business processes with an evidence-based approach to development, USAID/Tanzania will bolster efforts externally and internally to collect, share, analyze, and apply data to inform and guide development results. This effort applies to USAID/Tanzania and its implementing partners and, more importantly, to GOT partner agencies and civil society groups. The Tanzanian National Bureau of Statistics (NBS) acknowledges the increased demand for statistical information and the need to provide various stakeholders access to reliable information.¹²⁴ Currently, the provision of quality and open data has significant constraints including: data gaps on socio-economic indicators required for monitoring the achievement of results of development policies and initiatives; insufficient statistical coordination in the country; and low awareness, use and priority for statistics among decision-makers. In response to these challenges, the GOT produced the National Plan for Development of Statistics, also known as the Tanzania Statistical Master Plan (TSMP; 2009/2010 – 2013/2014). Since the GOT, private sector, CSO and development partner stakeholders require clear, unambiguous and systematic measurement and reporting on achievement of results, the TSMP is focused on informing evidence-based policy and decision-making which requires that stakeholder decisions are informed by credible and quality statistics.

Cross-Cutting IR (CCIR) Links with the CDCS Results Framework

The CCIR aims to improve data-driven decision-making, planning and implementation. The CCIR will be grounded in the three DOs to ensure timely course correction of USAID interventions as part of organizational learning and adapting processes.

¹²⁴ http://paris21.org/sites/default/files/TSMP_final.pdf (The Tanzania Statistical Master Plan 2009/2010 – 2013/2014).

DO 1 aims to empower Tanzanian women and youth – the focus will be on comparable data that can capture progress in advancing gender equality, improving women and youth health, meeting basic needs such as water and sanitation, and improving quality of basic education. These efforts will help shape evidence-based policy discussions and influence the GOT to take necessary corrective actions to ensure the benefits of growth reach all segments of the Tanzanian population.

DO 2 works to achieve inclusive, broad-based, and sustainable economic growth. The implementation of the CCIR will be aligned with existing monitoring, evaluation and learning plans from the Presidential Initiatives implemented by USAID/Tanzania in the establishment of baseline data. These focal initiatives address key components of human development – namely lack of income, poor health status and inadequate access to infrastructure. Under the GOT’s BRN initiative, for key productive sectors such as in agriculture and energy, USAID/Tanzania’s new, centralized Monitoring, Evaluation and Learning Program (MELP) will take into account the GOT’s metrics and policy reform actions to ensure proper alignment of our assistance to Tanzania’s development needs. A cross-sectoral mechanism is also being planned to advance PPP-related projects in consultation with other DPs.

DO 3 seeks to resolve the underlying obstacles to effective governance and public service delivery – it is envisioned that by building the capacity of LGAs and relevant ministries to generate quality data and information, the GOT’s accountability and subsequent ownership of the development process will be reinforced. Wide accessibility and proper utilization of data and information through several public fora, such as the budget review process, sectoral budget analysis, and annual policy dialogue, should help empower stakeholders that can then feed into the assessment of results and identification of risks or learning opportunities for future programming.

USAID/Tanzania’s ongoing programs are increasingly driven by evidence-based results. However, we can do even better.

Sub-CCIR 1: Capacity of National Bureau of Statistics and other Tanzanian institutions to produce quality statistics and analysis improved

Tanzania’s National Statistical System (NSS) covers data producers, providers, suppliers, and users as well as statistical training institutions and centers on the Mainland and Zanzibar. LGAs collect and process data from primary providers such as villages, wards, health facilities, agricultural extension officers or schools. Various ministries, agencies and institutions also collect data from primary data providers and produce statistics as part of their administrative work. Much of this information is used as a basis for policy and program formulation; planning and monitoring; and research and analysis.

The TSMP cites the following five main areas of weakness in the NSS: (1) institutional development; (2) human resource and capacity development; (3) statistical infrastructure; (4) data development and dissemination; and (5) physical infrastructure and equipment. Many of these areas are currently being supported by the World Bank, DFID, and DFATD.

USAID will continue to identify and address NBS/NSS performance gaps that directly impact this CDCS. For example, a direct government to government agreement with NBS to conduct an agriculture sector baseline survey also provided capacity building technical assistance to strengthen NBS' survey and analytical abilities. NBS capacity to analyze information was also strengthened through the USAID-funded U.S. Census Bureau support to NBS for data processing and analysis related to the 2012 Population and Housing Census. Additional support to the NBS will be forthcoming from all DOs given that every program in the CDCS portfolio will depend on reliable and timely information provided by NBS.

USAID/Tanzania also supports the GOT's BRN Initiative that calls for bold implementation of action plans in national key results areas to accelerate the five-year development plans and ultimate achievement of Vision 2025. Monitoring and evaluation of progress through actionable metrics and policy actions in the agriculture, education, energy, (and eventually the health) sectors are vital to the proper alignment of USAID assistance to Tanzania's development needs.

As specifically concerns climate change, one of Tanzania's National Climate Change Strategy (2012) objectives is to strengthen information management on climate change. The strategy identified several climate change cross-cutting issues that must be addressed, including research and development; information, communication, education, and public awareness; technology transfer and development; systematic observation; and early warning systems. Tanzania's National Environmental Action Plan (2012) identifies the need to undertake a comprehensive vulnerability assessment on climate change impacts and to promote and strengthen modern and traditional early warning systems as two of the six priority actions. USAID/Tanzania's Environmental Threats and Opportunities Assessment (2012) recommended improving climate and hydrological information for better climate modeling and forecasting. USAID/Tanzania's FTF Strategy (2011) identifies several data-driven approaches including: vulnerability assessments for targeted river basins and agriculture development regions; water user rights and climate change impact assessment on specific planned irrigation systems; improved understanding of climate variability and change at finer geographic scales; increased local capacity for integrated, multi-disciplinary research focused on creation of decision support tools and information systems for water and agriculture sectors; and improved climate and weather forecasting from the Tanzania Meteorological Agency that is utilized by decision-makers.

Sub-CCIR 2: USAID/Tanzania and implementing partners capacity to produce and use quality statistics and evaluations strengthened [i.e., monitoring, evaluation and learning (MEL)].

USAID/Tanzania will develop a rigorous Performance Management Plan (PMP) as well as a MEL system through which to measure progress toward the results outlined in the Results Framework. The Development Hypotheses that structure the program logic for results achievement at the Goal, DO, IR, and sub-IR levels, including the assumptions and risks related to the Development Hypotheses, will be tracked for data, analyses, trends, and game changers.¹²⁵

¹²⁵ Broad conditions that are beyond the Mission's control but could evolve to impede strategy implementation.

To launch MEL efforts under the new CDCS, USAID will develop the Mission's PMP within six months following the approval of the CDCS. Each section of the CDCS identifies illustrative indicators, illustrative performance evaluation questions, and opportunities for impact evaluation. The PMP will incorporate both standard and custom Performance Indicators and outline roles and responsibilities among DOW teams and Mission offices to specify how USAID maintains accountability for the results achievement, tracking, evaluation, and learning.

All programs will be aligned to:

- Produce accurate and high quality data through performance monitoring and measuring the results that will be used to inform and facilitate decision making on future program improvement and validate the hypothesis inherent in the CDCS result framework;
- Implement Mission's use of the collaboration, learning, and adaptation approach that fosters coordination and knowledge sharing among various stakeholders to strengthen management practices, enable timely course corrections, and adaptive management;
- Measure and document USAID program achievements and impact through evaluations (both performance and impact) and success stories;
- Build local capacity to monitor and evaluate programming;
- Capture data disaggregated by sex and age at the individual level to better understand the impact and effectiveness of programming on gender equality and female and youth empowerment; and
- Enhance geographical mapping of USAID/Tanzania activities to integrate project design and monitoring of development programs.

Performance evaluations will be conducted at the DO, IR, and sub-IR levels to complement routine performance monitoring efforts with more rigorous, in-depth external and internal evaluations. The Mission will develop, monitor, and update the Mission's Evaluation Plan that will integrate MEL planning at all levels in the Mission. The CDCS identifies illustrative opportunities for impact evaluations for each DO. USAID/Tanzania prioritizes the building of evaluation capacity within Tanzania through establishment of the mission-wide MELP which will look at building the capacity of the existing Tanzanian firms and individuals who conduct evaluations and assessments for USAID/Tanzania. MELP will adhere to USAID Forward reforms and USAID/Tanzania's utilization and support to strengthening local organizations in Tanzania. Inclusion of Tanzanians in evaluation work will be vital for the efficacy and sustainability of USAID work in Tanzania. In support of the evaluation policy and project design best practices, continuing streams of monitoring and evaluation data and feedback will add value at every stage of implementation, from design through close-out.

Baseline data and appropriate targets will be reflected in the PMP. Where baseline data does not yet exist, USAID/Tanzania will conduct baseline studies for DO, IR, and sub-IR level indicators after PMP approval. Baseline studies, indicators and targets will be sex-disaggregated, where possible and efforts will be made to include measuring gender-specific changes in line with USAID's Gender Strategy. Age data will also allow tracking the CDCS focus on youth. USAID/Tanzania will develop a MEL plan alongside the PMP that will directly impact the manner in which this strategy will be measured, in line with the USAID Evaluation Policy. Key partners will be identified for strategic collaboration through use of collaboration mapping, NetMapping or other stakeholder analysis approaches where appropriate. USAID/Tanzania will

emphasize close collaboration with implementing partners and government counterparts to foster peer-to-peer collaboration and exchange of lessons learned around what is working, what is not working and why. Learning emerging from monitoring and evaluation efforts will be utilized in strategy assessments and project designs and fed back in appropriate forms to implementing partners, the GOT, and other donors.

Adaptive management and implementation processes on the part of USAID/Tanzania staff and implementing partners will be strengthened by synthesizing new learning, monitoring game-changing trends and other contextual changes across the DO, IR and sub-IR levels. Learning networks and other configurations will be created to assess their implications for USAID programs, and to address constraints to iterative adaptation for better results.

The Mission Portfolio Reviews will provide critical opportunities to review and assess results reporting and evaluation findings, conclusions and recommendations. The MEL team will make recommendations on the need for projects, activities, and implementing mechanisms to adapt or change course from the evidence available during those reviews. AIDTracker+ will be used for information management and reporting.

Illustrative CCIR Indicators, Performance Evaluation Questions, Activities and Partners

Indicators

- Number of NBS and GOT staff trained and retained to generate data and conduct analysis
- Proportion of required assessments and evaluations conducted and findings disseminated

Performance Evaluation Questions

- What effects did the cross-cutting collaboration and information sharing have on results achievement under the CCIR and related DOs, IRs, and sub-IRs?
- How was improved information processing and analysis utilized in development program planning, implementation, monitoring and evaluation?
- How does the CCIR help the GOT to invest smartly and achieve sustainable results?

Activities

Future:

- DO 1: Support to the National Bureau of Statistics
- DO 2: Irrigation Data Collection/Feasibility Project and Agricultural Statistics
- DO 3: Support to various institutions of accountability and other stakeholders
- Program Office: Monitoring, Evaluation and Learning Program
- Cross-sectoral support to GOT's BRN
- Other Assessments (e.g., DRG's Conflict Vulnerability Assessment, etc.)

Partners

GOT: Ministry of Agriculture; Ministry of Health; NBS; BRN

Donors: World Bank; DFID

Non-State Actors: Local civil society groups (e.g., REPOA); implementing partners

VIII. List of Annexes

Annex 1 - CDCS 2015-2019 Presidential and Agency Initiatives and Earmarks Crosswalk

Annex 2 - Map of Tanzania and SAGCOT Region

Annex 3 - CDCS One Page Results Framework

Annex 1 - CDCS 2015-2019 Presidential and Agency Initiatives and Earmarks Crosswalk¹²⁶

GOAL: Tanzania's socio-economic transformation toward middle income status by 2025 advanced		President's Malaria Initiative	PEPFAR	Global Health Initiative	Pink Ribbon Red Ribbon Partnership	Maternal & Child Health	Family Planning & Reproductive Health	Alliance for Reproductive, Maternal & Newborn Health	Ending Preventable Child & Maternal Deaths	Tuberculosis – Multi-Drug Resistant	Scaling Up Nutrition	Orphans and Vulnerable Children	Gender Based Violence Priority Country	Water, Sanitation and Hygiene	Global Education Focus Country	Partnership For Growth	Feed the Future	New Alliance for Food Security & Nutrition	Power Africa	Trade Africa	Global Climate Change	Tier 1 Biodiversity Country	Anti-Trafficking in Wildlife	Open Government Partnership	Young African Leaders Initiative	USAID Forward: Local Solutions	Science, Technology, Innovation & Partnerships	
		DO 1: Tanzanian women and youth empowered																										
IR 1	Gender equality increased	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆			◆	◆			◆				◆	◆	◆	◆
IR 2	Health status improved	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆			◆								◆		◆	◆
IR 3	Lifelong learning skills improved														◆		◆		◆								◆	◆
DO 2: Inclusive broad-based economic growth sustained																												
IR 1	Binding constraints to private investment reduced																◆	◆	◆	◆	◆					◆	◆	◆
IR 2	Agricultural productivity and profitability increased									◆				◆			◆	◆	◆	◆	◆	◆		◆		◆	◆	◆
IR 3	Stewardship of natural resources improved													◆			◆	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆
IR 4	Unmet needs for family planning reduced		◆	◆		◆	◆	◆	◆																		◆	◆
DO 3: Effective democratic governance improved																												
IR 1	Citizen engagement made more effective		◆	◆										◆									◆	◆	◆	◆	◆	◆
IR 2	Government delivery of services improved	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
IR 3	Government accountability increased		◆	◆		◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆
Data-driven decision-making, planning and implementation improved		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆

¹²⁶ Crosswalk table is indicative of major areas of integration and overlap; it does not comprehensively depict all such areas.

