



United Nations  
**TANZANIA**  
Delivering as One



# UNDAP ANNUAL REPORT

2012 – 2013







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UNITED NATIONS  
DEVELOPMENT ASSISTANCE PLAN

# **ANNUAL REPORT**

## **2012–2013**





## FOREWORD

As Chair of the Joint Government and UN Steering Committee, I welcome this second Annual Report of the United Nations Development Assistance Plan (UNDAP) 2011–2015 for Tanzania. The results identified clearly demonstrate that the partnership between the Government of the United Republic of Tanzania and the UN are truly bearing fruit.

The Government of Tanzania played a central role in the development of the UNDAP and continues to enjoy an active partnership with the UN in both its implementation as well as periodic review. The Plan is embedded in MKUKUTA II and MKUZA II, ensuring full alignment with to the Government systems and priorities. On the ground, we have witnessed initiatives that are much more responsive to the needs of Tanzanians from pro-poor economic growth, to improved delivery of social services and promotion of good governance. All these are paramount in improving the wellbeing of our people and moving our country towards achieving the Millennium Development Goals in 2015.

Under Delivering as One (DaO), we have welcomed the realignment of the UN planning cycle at the country level to the Government of Tanzania planning cycle. This has helped to increase UN use of our national systems and at the same time building the capacity therein under the One Office pillar of the reform. It has also helped to increase aid predictability in line with global commitments, enabling the incorporation of UN assistance into our budgeting process through the Medium-Term Expenditure Framework.

DaO has already yielded more streamlined and effective collaboration for development results between our Government and the UN in Tanzania. This has been made possible by the support of Development Partners; in particular the contributions of the Friends of the UN. Their support for UN Reform—both political and technical—is recognised as support to the overall development of the country.

We note however that challenges to prompt and effective delivery of the UNDAP continue to be experienced. We have noted with appreciation the measures that have been introduced by the UN, in collaboration with the Government of Tanzania to overcome these obstacles. Going forward, we will continue to work with the UN to remedy the bottlenecks in our Government systems. But we also expect the UN to play their part in resolving those internal concerns which may hinder progress towards our agreed results.

To conclude, I would like to re-affirm the commitment of the Government of Tanzania to provide leadership in the UN reform, at the country level but also on the global stage. Significantly, we will continue to build upon our strong collaboration to date with UN Tanzania to ensure a real improvement in the lives of the people of Tanzania.



**Dr. Servacius B. Likwelile**  
Permanent Secretary  
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Dar es Salaam





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# EXECUTIVE SUMMARY

## 1.0 INTRODUCTION

In 2007, the Government of the United Republic of Tanzania (GoT) formally signalled its interest to become one of eight countries to pilot Delivering as One (DaO). UN Tanzania was consequently mandated to innovate and experiment with ways of planning, implementing and reporting as One for enhanced coherence, effectiveness and efficiency across four pillars: One Programme, One Leader, One Budget and One Office (harmonisation of business practices). The One Voice (joint communications) was subsequently added as a component at country level, with formal endorsement at the Fourth High Level Inter-Governmental Conference on DaO, Montevideo 2011.

Based on lessons learnt from the first generation of reform (2007–2011), the UN Country Team (UNCT) established a single, coherent One UN Country Plan for *all* UN agencies' activities (resident and non-resident) for the subsequent programming cycle: the UN Development Assistance Plan (UNDAP) 2011–2015. This 'One Plan' for Tanzania supports the achievement of the Millennium Development Goals (MDGs) and the realisation of international human rights in the country, including the right to humanitarian assistance for refugees. The UNDAP enhances national ownership and UN accountability by articulating the precise UN contribution to national priorities outlined in the national poverty reduction strategies, MKUKUTA II (Mainland) & MKUZA II (Zanzibar) 2011–15. It is guided by the principles of effective development cooperation laid down in the Joint Assistance Strategy for Tanzania (JAST) and fully aligned to the GoT fiscal planning cycle, with each Annual Work Plan (AWP) running from 1 July to the following 30 June. The programming areas supported within the UNDAP are presented in Figure I.

The Plan comprises of a Programme Results Matrix, (Outcomes, Outputs and Key Actions) complemented by a Monitoring and Evaluation Matrix which includes indicators, baselines, annualized targets and means of verification plus a DaO Matrix which defines the desired strategic results and actions of the reform process itself. A robust results based monitoring system (using a web-based platform, <http://dad.synisys.com/undaprms>) enables biannual review of delivery status, relevance of strategy and targets and realignment where appropriate to effectively respond to changing programming realities.

## 2.0 KEY RESULTS SECURED TO DATE WITH UN SUPPORT

The UNDAP is defined by three key contributions to national development, in pursuit of the long-term goal of fulfilling human rights in Tanzania. These are: reducing income poverty; supporting basic social services and providing durable solutions for refugees.

In the two years since the UNDAP was launched, the 23 UN agencies operating in Tanzania—resident and non-resident—have collaborated on a range of initiatives, working with national partners to establish a strong foundation for the realisation of the agreed UNDAP outcomes, including those in pursuit of the UN's normative agenda and DaO reform. The text below illustrates some key results from these interventions, with further details provided in the main report.

### One Programme

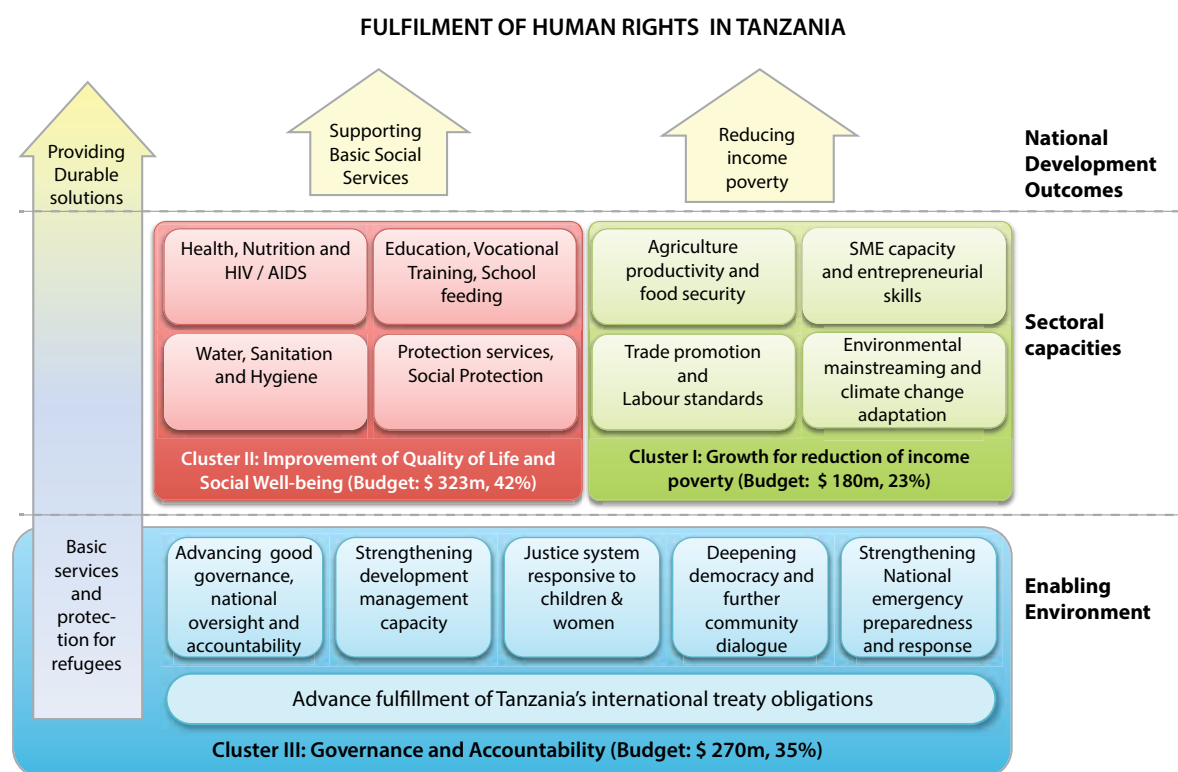
Decent Work, environmental and gender considerations mainstreamed across key sector plans and policies **for job-rich dividends and reduced poverty levels**. 10 MDAs and 24 LGAs on mainland Tanzania incorporated employment and decent work in their Medium Term Expenditure Frameworks (MTEF), five districts undertook performance reviews of environment expenditure and revisions to the National Trade Policy incorporated a gender perspective.

The Tanzania 2012 Population and Housing Census successfully completed and results released of population distribution by administrative units and sex. Planning officers utilise the data to **ensure programmes are effectively tailored to geographical representations and population characteristic requirements for improved development outcomes**.

Cooperative Data Analysis System piloted and Challenge Funds provided in rural areas, **expanding opportunities for income generating activities and job creation**. 2,000 farmers received affordable and quality services from their farmer organisations, enabling better access to markets, increased agricultural productivity and transitioning from subsistence to business-oriented farming.

The National Climate Change Strategy was launched by the Vice President in April 2013, signalling extensive national consultations that have **resulted in high level engagement and commitment in climate change governance**.

Figure I: UNDAP Areas of Cooperation



National Strategy for Reducing Emissions from Deforestation and Degradation (REDD) completed with joint assistance of FAO, UNDP and UNEP. REDD+ integrated into sectoral policies, programmes and initiatives, in particular within the energy and agricultural sectors, to **address the main drivers of deforestation and forest degradation in Tanzania**. A 2012-2014 REDD+ communication strategy prepared to facilitate information sharing and knowledge generation.

The Food for Assets partnership enabled major restoration and rebuilding of 232 kms of rural feeder roads, 629 kilometres of small irrigation canals and 45 charco dams, **positively impacting on 52 villages across 12 districts**.

Two meals a day provided to over 600,000 primary school children in drought-prone, food insecure and pastoralist areas in Dodoma, Singida, Shinyanga, Siyu, Arusha and Manyara regions across 1,167 schools. Food provision **incentivises enrolment and retention with improved learning outcomes for children**.

A detailed and costed Action Plan for national scale-up on the mainland of the In-Service Teacher Education and Training (INSET) Programme for Primary School Teachers completed. Evaluation of the pilot INSET Programme for primary school teachers, currently covering 12 districts, demonstrated it was not only

cost-effective but **increased use of child-centred approaches, enhanced learning, improved relations between pupils and teachers and boosted teacher motivation**.

**Alternative learning opportunities for out-of-school children and illiterate adults expanded** with the continued development of the Integrated Post Primary Education (IPPE) pilot, providing secondary school equivalency and vocational training for youth without access to post-primary education. IPPE now includes 843 youth, of which 68% are female. IPPE teaching and learning materials for Stages I and II (equivalent to IPPE orientation plus Form I and II-level education) developed, covering academic subjects, generic and pre-vocational skills. Materials also used more broadly, including by the Prisons Department for post-primary education of prisoners and formal secondary school students in Makete District to supplement their learning.

Through Sector Wide Approaches and national dialogue structures, **Maternal, New-born and Child Health (MNCH) and family planning prioritised** with attendant increases in budget allocations. MoHSW Comprehensive Council Health Plan analysis shows increase in LGA allocation for MNCH interventions to 5.6% of the total budget in 2012/13 compared to 4% in 2011/12.

The **GoT's commitment to scale up nutrition interventions heightened** with the launch of the Presidential Call for Action on Nutrition held in May 2013. 76% of councils have established Steering Committees on nutrition, 86% of districts (including municipalities) and 77% of regions have appointed Nutrition Officers or focal persons to ensure nutrition issues are incorporated in district level health plans and budgets. The Nutrition Strategy Costed Implementation Plan was endorsed for the mainland.

Safe and sufficient cold storage capacity secured, enabling **the successful introduction of two new vaccines** (Rota and Pneumococcal) to significantly reduce child mortality due to diarrhoea and pneumonia. 35 walk-in cold rooms installed in each region, increasing capacity at central level from 15,546 litres in 2009 to 97,144 litres in 2012, and at regional level from 17,338 litres to 273,815 litres. Additional 176 refrigerators supplied to fill the urgent gap of cold chain at facility level. **National immunization coverage remains high** at above 90%.

**Effective evidence-based guidance to the national HIV/AIDS response provided by the two Aids Commissions** (TACAIDS and ZAC), as per agreed Human Rights standards, specifically feeding into the NMSF III and the Health Sector Strategic Plan for HIV and AIDS. NMSF III also informed by a range of HIV and AIDS related studies in Tanzania, including: a Situation Analysis of Adolescents Living with HIV and AIDS; a Study on the Determinants and Dynamics of Heterosexual Anal Sex, MSM and HIV in Prison Settings; Youth Analysis of the 2010 Demographic and Health Survey; a Report on the Tanzania HIV/Aids and Malaria Indicator Survey.

**HIV Testing and Counselling sites increased** to 2,200 by December 2012, with 96% of Reproductive and Child Health services offering Prevention of Mother to Child Transmission (PMTCT) services.

Comprehensive sexuality education (age-appropriate, culturally relevant, human rights based and scientifically accurate information) integrated into school education curricula and syllabi, encouraging **adoption of safer sexual practices and positive health seeking behaviour**. SRH education is critical in HIV prevention in Tanzania: latest THIMS (2011-2012) statistics reveal 2% of young women and men aged 15–24 are positive, with a higher sex ratio for girls than in 2007-2008.

49,000 children in more than 63 schools provided with quality child/girl friendly and accessible school WASH services on both the mainland and Zanzibar, with

**improved health and learning outcomes secured.**

The National School WASH programme includes both soft (school committees oriented, pupils' School WASH Clubs established, teachers trained in children hygiene education and communities mobilised) as well as hard (water supplies constructed, toilets refurbished and hand washing facilities added) interventions.

Zanzibar Ministry of Health enabled to conduct **accurate environmental health impact assessments to minimize adverse health effects and optimize benefits** from planned initiatives. Staff equipped with the knowledge and skills to identify and evaluate public health consequences of proposals and provide recommendations for approval, rejection or modification.

**Pollution flowing into Lake Victoria reduced** through improved sustainable water supply and sanitation infrastructure in secondary urban centres.

Zanzibar Social Protection Policy (ZSPP) produced—jointly supported by ILO and UNICEF—facilitating priority setting and coordination of Social Protection interventions in support of needy and vulnerable groups. The ZSPP contributes to minimum income security, ensures adequate protection against life-course shocks and livelihood risks through safety nets and social security coverage, and **progressively extends access to basic social services to all**.

A new national Productive Social Safety Net (PSSN) programme, comprising of conditional cash transfers linked to behavioural change, rolled out following launch by President Kikwete in August 2012. Implementation informed by a pilot project which distributed cash to 2,180 pregnant and lactating women through mobile-phone based money transfers in four food-deficit wards of Mtwara District, enabling each to access information to encourage consumption of a higher diversity of food items for **improved nutrition**.

The National Plan of Action for the Prevention and Response to Violence against Children 2013-2016 (NPA VAC) launched in April 2013, capturing **key MDA commitments to address violence against children**. This includes finalisation of regulations and guidelines for the Law of the Child Act, scale-up of the child protection system in 30 LGAs by 2016, roll-out of Gender Based Violence (GBV)/VAC medical management to 16 districts and review of the Education Act of 1978 to include and enforce child protection issues.

Under the African Peer Review Mechanism, Tanzania's conformity with accepted African and global governance standards assessed. The final report to



the African Union Heads of State presented at the 2013 AU summit in Addis Ababa. President Kikwete affirmed APRM recommendations will be incorporated in the Five Year Development Plan and other MTEFs to **further good governance objectives.**

**Effective parliamentary oversight, management and administration promoted** through a wide range of trainings and seminars on parliamentary and committee rules, gender responsive budgeting and national budget oversight, poverty reduction strategies as well as more inclusive law making. In total 92% of MPs and 45% of the Secretariat staff participated, ensuring more effective functioning of Committees and improved quantity and quality of Questions in parliament.

Aid Management Information Systems upgraded and integrated into national budget, expenditure and planning instruments, informed by South-South knowledge sharing. Tanzania won the 2012 Development Gateway 1st Prize, with **the strong role of the Aid Management Platform in the global International Aid Transparency Initiative** process praised.

**Access to justice improved for survivors/victims of GBV and child abuse** through Police Gender and Children's Desks, roll-out planned for all 417 main police stations on the mainland and in Zanzibar. UNICEF is working in close collaboration with UNFPA and UN Women to operationalize the Desks, supporting police training for effective response to GBV and child abuse cases.

**Basic and essential services including food assistance provided to 105,572 refugees** according to national and international standards, as a result of support from a range of UN agencies namely UNHCR, UNFPA, UNICEF and WFP. Access to water and sanitation, health, nutrition, primary education, protection and community services ensured for refugee children in camps. Notable achievements included: 96% of refugee children enrolled in primary education; increase to 97% retention of primary school girls; 33 litres of portable water per person per day available in the camps, accounting for 13 litres more than the minimum daily standard.

A total of **34,052 Burundian former refugees from Mtabila refugee camp in North Western Tanzania successfully assisted to return home**, in full compliance with international human rights and humanitarian standards. Termed by the Government of Tanzania, as "one of the historical milestone achievements by the international community in the quest for durable

solutions for refugees." Attributed to the tremendous efforts in cooperation between the two governments, development and implementing partners including: UNHCR, IOM and WFP.

**The capacity of Tanzanian immigration officials enhanced to process mixed migratory flows at border crossing points.** Officers familiarized with the EAC Common Market Protocol and a basic information package on implementation produced. Post-training spot assessments at the trainees' workplaces observe positive changes at operational level.

Internationally agreed disaster management gender and human rights standards incorporated into revised National Operational Guidelines (NOGs), ensuring **more effective assistance to the most vulnerable sectors of affected populations in times of emergency.** Three UN agencies—UNDP, UNFPA and WFP—collaborated to ensure integration of issues pertaining to Sexual Reproductive Health, food security and entitlements. Two disaster simulation exercises undertaken to test guidelines and existing coordination frameworks, involving Government, NGOs, CSOs and media, on the mainland and Zanzibar. Identified coordination gaps addressed through follow-up Action Plan.

**Community leaders in disaster prone districts on both the mainland and in Zanzibar enabled to participate in and lead exercises on vulnerability capacity assessments,** with five Emergency Preparedness and Response Plans (EPRP) consequently developed. In line with the NOG, Community Managed Targeting and Distribution (CMTD) mechanisms adopted to address targeting (inclusion and exclusion) errors. Communities identified the most in need using their own criteria, resulting in the inclusion of most vulnerable groups including women and children, elderly and disabled persons.

**Reduced incidences of threats to crops from pests and diseases with improved food security outcomes,** following control operations informed by district level early warning systems. Monitoring also feeds into regional efforts to track trans-boundary pests.

The 16 Days of Activism to **End Violence against Women and Girls** observed internally using an electronic Message Marathon to raise UN staff awareness on GBV. Externally, activities included advocacy to the Tarime District authorities on alternative rites of passage, in collaboration with the Social Protection Working Group. The graduation ceremony of 350 girls who underwent alternative rites of passage at Masanga Centre was attended by 2,000 people and presided over by the Attorney General. This contributed to other



national advocacy initiatives on FGM, particularly to prevent the planned mutilation of approximately 4,000 girls in Mara region.

**Government equipped to produce and effectively implement its National Human Rights Action Plan (NHRAP)**, with comprehensive analysis and a set of recommendations presented during finalisation. These included: alignment with relevant sector reform programmes (eg child justice) and the Five Year National Development Plan implementation arrangement; inclusion of an action to review the National Policy on Indigenous Peoples; and technical advice on the development of a detailed Monitoring and Evaluation framework. The NHRAP development process is government-led, but served as a good example of inter-agency collaboration: UNDP served as the principal financier of the formulation process—under the Governance Working Group and the Human Rights Working Group coordinated UNCT technical assistance to the national coordination committee.

Programme Working Groups briefed on the basic tenets of the Human Rights Based Approach and new tools relevant to their sectors for enhanced mainstreaming of human rights concerns and standards. Gender Mainstreaming Checklists and Gender Markers also introduced for each of the Programme Working Groups, guiding their delivery and promoting UN accountability for GEWE. Additional support provided throughout the AWP development process and biannual reviews to ensure **due integration of and results oriented reporting on key human rights and gender priorities**.

#### Operating as One

On supply of goods and services, 47 common UN Long Term Agreements (LTA) operational with additional 26 agency specific LTAs made available, resulting in reduced staff time on procurement processes with **estimated cost savings of USD 1.3 million** in 2011–2012. The procurement conditions respond to key principles under the Global Compact Agreement.

One Internet Service Provider for the UNCT secured, ensuring better conditions of supply and support but also increased bandwidth from seven to ten megabytes with estimated **annual cost savings of USD 300,000** in 2011–2012.

System enhanced to effectively manage risk associated with key implementing partners. Five UN agencies—UNDP, UNESCO, UNFPA, UNICEF and FAO—have adopted the Harmonization of Cash Transfer (HACT) modality. 58 joint micro assessments and 48 joint audits for implementing partners on both the mainland and

Zanzibar completed and a joint assurance plan agreed. The joint approach has resulted in **estimated cost savings of USD 275,000 and USD 80,000** for micro assessment and audits respectively.

#### Communicating as One

A range of **results-oriented DaO communication products** delivered, including the UN Website, the UMOJA bi-monthly newsletter and the UNDAP Information Pack. The latter was recently expanded to include factsheets on the Key Programming Principles of GEWE and Human Rights, with core content provided by the respective Cross Cutting Working Groups.

UN week (17–24 October) and selected UN Days, including International Women's Day, International Youth Day, World Aids Day, Human Rights Day, commemorated. Each served as **important advocacy opportunities**, with broad participation by Government, Development Partners, Youth, Communities and Civil Society as well as widespread coverage by the electronic and print media.

**Consistent delivery of common messaging and advocacy** through the development of UN Issues Briefs for internal use. These contain UN agency priorities in Tanzania, informing staff of interventions and key results, strengthening UN positioning as 'Communicating as One'. The Issues Briefs serve as background documents for all Heads of Agency and staff during events, trainings and media interviews. Further, the One UN Logo guidelines ensured a common, consistent visual identity for joint UN products and communications, without loss to individual agencies' brand identities.

### 3.0 COMMON BUDGETARY FRAMEWORK

The UNDAP 2011–2015 includes a single budgetary framework comprised of agency core, agency non-core and One Fund resources. Delivery of the Programme of Cooperation, including the reform agenda, depends upon the successful mobilisation of all three sources of funding.

Each Working Group is required to report on their expenditure as part of the Annual Review of the AWP 2012–2013. These figures are provisional. The data has not been certified by the agencies' headquarters. Authorised figures will only be available in the second quarter of 2014, and will therefore be reported in detail in the DaO Annual Report, in compliance with One UN Fund reporting requirements defined in the MOU.<sup>1</sup>

According to provisional expenditure reporting, the initial delays in start-up experienced in the first year of UNDAP implementation were overcome in the second



with a strong showing across the Programme Working Groups. Provisional expenditure for the full two years of UNDAP implementation averaged at 37% against the four year UNDAP planned budget.

Specifically for Year II, average financial delivery stood at 88%, with three Working Groups (Refugees, Economic Growth and Education) attaining scores of 94% or more. The DaO components also showed significant improvement, with expenditure totalling 95% over allocated funds. The figures demonstrate that Working Groups accelerated progress on key initiatives to compensate for slow delivery in Year I. It is anticipated that this positive trajectory will continue in Year III, across all Working Groups.

#### **4.0 CONSTRAINTS AND CHALLENGES: OUR RESPONSE**

A number of challenges have influenced the effective and efficient delivery of planned results under the UNDAP. Listed below are specific remedial actions undertaken and/or planned for the remainder of the UNDAP to address these concerns. Sector specific constraints are addressed by the Working Groups through specific initiatives defined in Year III AWP. Progress on these will be regularly monitored, with a formal assessment made during the Mid Year Review of the AWP, December 2013-January 2014.

##### **Prioritisation and Renewed Focus on Resource Mobilization by the UN**

Agencies have prioritised results areas and reduced costs where possible to maximise the utility of funds available. During 2013, operationalisation of the UN Tanzania Resource Mobilisation Strategy and Action Plan received renewed impetus with the further development of the RMS. The system enables up-to-the-minute understanding of the UN's funding needs and priorities per Programme area, supported by regular mappings of the Development Partner environment (including non-traditional actors) for targeted, effective resource mobilisation.

##### **Acknowledge UN Staff Contributions to DaO processes**

Further take up regarding a voluntary set of guidelines regarding integration of DaO into relevant staff's performance assessments encouraged across UN Tanzania. This was coupled with the renewal of pledges by the UN Country Management Team to ensure their staff fully commit and contribute to the delivery of

UNDAP results as determined by their capacities and agency portfolios.

##### **Maximise Inter-Working Group Synergies**

Agencies are increasingly finding ways to work together on a range of issues, as referenced in the key programme results. In addition to these, a range of inter-agency processes which support or augment programme planned results have been introduced, such as: joint advocacy; joint procurement; joint audits and evaluations; joint monitoring (and reporting); joint resource mobilisation. As UN Tanzania goes forward, communication products will include such examples of collaboration to further highlight how DaO is heightening impact and reducing costs.

##### **Support GoT to Address Capacity Gaps**

The UNDAP contributes to filling capacity gaps amongst national partners, with specific focus upon Government: 95% of all key actions relate to capacity development accounting for 66% of the planned budget. At the Output level, such capacity building interventions can be loosely divided into five categories (in order of significance): Implementation (42.05%); Strategy and Budget Allocation (20.08%); Monitoring and Evaluation and Learning (17.80%); Policy and Legislative (11.74%); Resource Mobilization (8.33%). Already capacity support is effecting change at the ground level, as the list of key results achieved with UN support lengthens.

##### **Enhance Compliance with Government and UN Financial Reporting Procedures**

The UNCT has collaborated (and will continue to collaborate) with the Ministry of External Finance to build the capacity of respective Implementing Partners to ensure MTEFs are duly reflected in budget forecasts, subsequently captured in the budget books and the requisite allocation of budget vote numbers secured for timely transfer from the treasury to UN Implementing Partners. Further, the HACT/Finance Working Group will continue orientations on the use of the FACE form to ensure compliance with reporting requirements for timely release of disbursements.

##### **Heightened Partner Engagement**

In response to delays in Government decision-making or shifting priorities, the UNCT has strengthened outreach, improved communication and visibility at national and community level. Agencies have renewed collaborative advocacy efforts to secure progress on the UN's normative agenda as well as on emerging human rights and developmental issues. Moreover,

<sup>1</sup> The DaO Report is available in June of each year, encompassing results per calendar year. Each report is posted on the Multi-Partner Trust Fund Office Gateway <http://mptf.undp.org/factsheet/fund/TZ100> and UN Tanzania website <http://tz.one.un.org>

the Working Groups have endeavoured to incorporate partners in their regular meetings (in addition to key planning and review events) and heightened use of the existing Government Dialogue Structure to secure support for planned initiatives.

## 5.0 SUPPORTING THE DELIVERING AS ONE GLOBAL AGENDA

As one of the eight countries to pilot DaO, UN Tanzania has been a leading advocate of and contributor to the reform on the global stage. Since 2008, UN Tanzania has participated in a range of DaO-related events and processes which have ensured lessons learnt have been documented, debated and converted into recommendations for progression of the reform agenda, some of which are highlighted below. This has borne fruit, with key directives of the the Quadrennial Comprehensive Policy Review (QCPR) promoting greater harmonisation of agencies' planning, partner engagement, monitoring and reporting systems.

### Independent Evaluation of DaO Pilots

In October 2011, UN Tanzania welcomed a country visit by representatives of the Independent Evaluation team, as one component of a comprehensive and fully independent review of DaO across the eight pilot countries. In the final phase of the Evaluation, the UNCT participated in follow-up meetings with the Evaluation Management Group and Secretariat, providing detailed inputs to report drafts. The summary was presented to the President of the General Assembly during the 66th Session, contributing to discussions concerning system-wide coherence under the QCPR.

### Joint DaO Audit

UN Tanzania was selected to be the first country team to undergo a joint DaO audit in 2012. The Internal Audit Services of seven UN organizations (UNDP, UNESCO, UNFPA, UNICEF, UNIDO, FAO and WFP) undertook a joint audit mission reviewing activities and processes under the five DaO pillars, implemented between 1 January 2010 and 31 December 2011. Recommendations by the Audit Office were subsequently integrated in the AWP of relevant inter-agency Working Groups as well as management bodies for prompt and effective follow-up.

### Business Operations Strategy

In December 2012, UN Tanzania responded to the UNDG call for volunteer pilots of the Business Operations Strategy (BOS), with a two year strategy formulated for the final period of the UNDP. The BOS encompasses joint business operations such as

procurement, security, human resources, ICT, transport etc. UN Tanzania will provide feedback on the piloting phase to ensure lessons learnt are incorporated into a final model for global application.

### Inter-Governmental Conferences on DaO

Tanzania also served as active participants to the five High-level Inter-Governmental Conferences on DaO, 2008-2012. For each, the Government of Tanzania demonstrated both ownership and leadership of the reform, sending delegates supported by members of the UN Country Management Team including the Resident Coordinator. In addition to presenting the experience of DaO in the Tanzanian context, the challenges and recommendations for going forward, Government delegations shared statements in support of DaO, calling upon accomplishments at country level to be matched by comprehensive political commitment on the global stage.

### Standard Operating Procedures for DaO

UN Tanzania's Resident Coordinator served on a High Level Panel to formulate Standard Operational Procedures (SOPs) for the core components of each of the DaO Pillars, contributing lessons learned and good practice grounded in the Tanzanian experience. The SOPs form an integrated package of guidance regarding programming, leadership, business operations, funding and communications for country-level development initiatives, which may be adapted for various national contexts. UN Tanzania will continue to provide inputs to the SOP process, contributing to the attendant guidelines which will commence roll out in 2013.

### Ad Hoc Presentations / Consultations

Examples include 30th Meeting of the UNAIDS Programme Coordinating Board, in which the Resident Coordinator presented a paper on the Joint Programming approach, the consequent enhancement of UN accountability, support to and effectiveness of the national AIDS response. More recently, the Resident Coordinator participated in the Burundi UNCMT 2013 retreat, providing insights on the operationalisation of DaO, informing their preparations to become DaO self-starters.

## 6.0 CONCLUSIONS

Delivery under the UNDP 2011-2015 continues to go from strength to strength. Initial delays—common at the beginning of programmes—have been overcome and the pace of implementation accelerated during Year II. In the year ahead, we will continue to experiment with new ways of working, methods and tools to ensure

coherent, effective and cost-efficient implementation to realise our planned results. UN Tanzania will build upon partnerships forged both externally and within the UN family to elevate our contribution to the country's development, progressing ever closer to our agreed Outcomes.

On the global stage, UN Tanzania looks forward to the institutionalisation of key components of DaO across the UN system, in compliance with QCPR recommendations. As one of the original pilot countries, UN Tanzania will continue to contribute to a

core repository of lessons learnt and good practice to ensure the effective realisation of DaO principles across both pilots and self-starters, with all the potential of enhanced UN effectiveness and efficiency it offers.







# 1.0 INTRODUCTION

In response to the recommendation by the High-Level Panel on UN System-Wide Coherence that the UN system should 'Deliver as One' (DaO) at country level, the Government of Tanzania formally signalled its interest to become one of eight countries to pilot the reform in 2007. UN Tanzania was consequently mandated to innovate and experiment with ways of planning, implementing and reporting as One to enhance its coherence, efficiency and effectiveness across four pillars: One Programme, One Leader, One Budget and One Office. One Voice was added as a component at country level with subsequent formal endorsement at the Fourth High Level Inter-Governmental Conference on Delivering as One, Montevideo 2011.

Between 2008-2011, UN Tanzania initiated nine Joint Programmes under the auspices of the One Programme and two Joint Programmes related to the One Office and the One Voice. These encouraged the 14 Participating UN agencies to work together, creating a coherent and holistic approach to programming in areas of common interest.

Notwithstanding their accomplishments, the UN Country Team (UNCT) acknowledged these Joint Programmes essentially formed a parallel structure to agency operations, increasing planning, monitoring and reporting requirements and, by extension, transaction costs. Moreover the broader UN Development Assistance Framework (UNDAF), in which the Joint Programmes were retrofitted, was found to be insufficiently focused and overly-ambitious, reflecting an emphasis on process rather than results.

Based on these experiences, the UNCT established a single, coherent One UN Country Plan for all UN agencies' activities (resident and non-resident) for the subsequent programming period: the UN Development Assistance Plan (UNDAP) 2011-2015. This 'One Plan' for Tanzania supports the achievement of the Internationally Agreed Development Goals, the Millennium Development Goals (MDGs) and the realisation of international human rights in the country, including the right to humanitarian assistance for refugees. The UNDAP enhances national ownership and UN accountability by articulating the precise UN contribution to the national priorities outlined in the national poverty reduction strategies, MKUKUTA II

(mainland) & MKUZA II (Zanzibar) 2011-15. It is guided by the principles of effective development cooperation laid down in the Joint Assistance Strategy for Tanzania (JAST) and fully aligned to the GoT fiscal planning cycle, with each Annual Work Plan (AWP) running from 1 July to the following 30 June. The programming areas supported within the UNDAP are presented in Figure I.

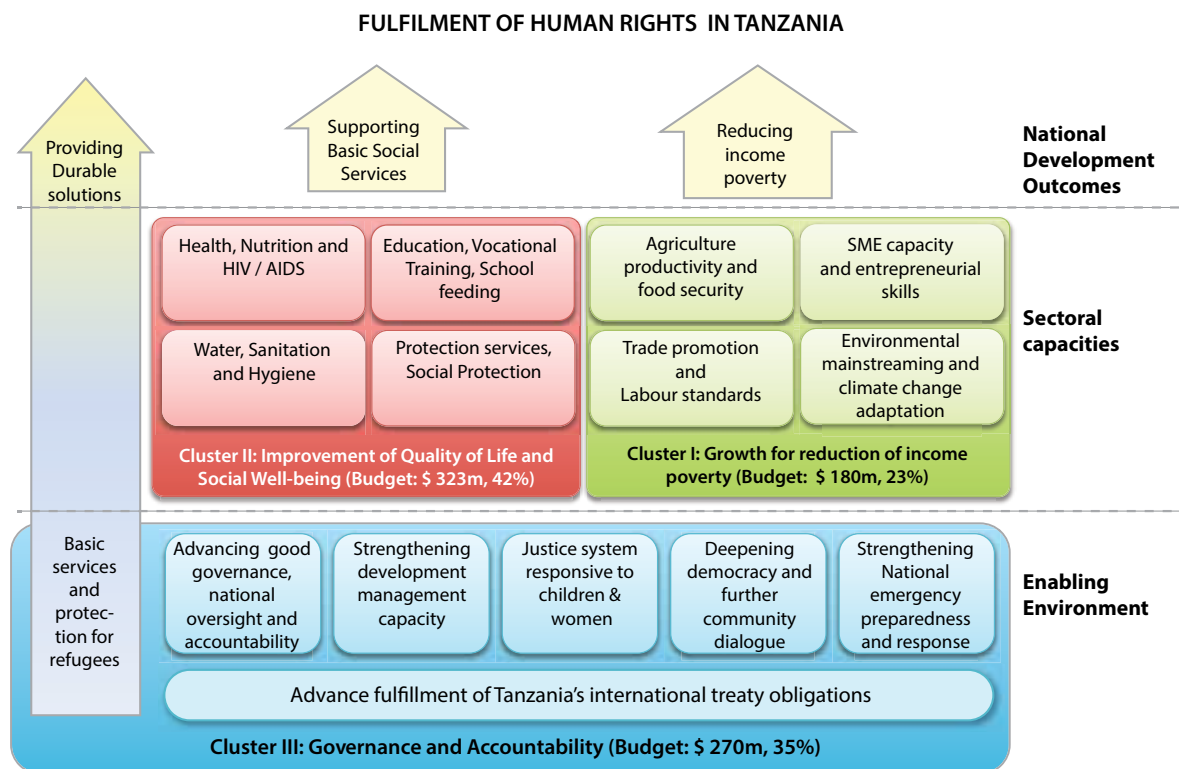
The UNDAP is nationally executed and managed by the Joint Government of Tanzania and UN Steering Committee (JSC), which is co-chaired by the Permanent Secretary of the Ministry of Finance (MoF) and the UN Resident Coordinator. Members from central and line ministries (including Zanzibar) sit on the JSC, with rotating representation by UN Heads of Agencies and the Chair of the Friends of the UN as the Donor Representative.

The UNDAP systematically mainstreams the five UN programming principles—Human Rights Based Approach (HRBA), Gender Equality and Women's Empowerment (GEWE), Environmental Sustainability, Capacity Development and Results Based Management—collectively informing both programme planning and implementation. Relevant crosscutting issues of conflict prevention, disaster risk reduction, food security, indigenous people, volunteerism, HIV and AIDS, employment and decent work are also considered and reflected where relevant.

The Plan comprises of a Programme Results Matrix, (a framework of Specific, Measurable, Achievable, Realistic and Timebound Outcomes and Outputs plus Key Actions) complemented by a Monitoring and Evaluation (M&E) Matrix which includes indicators, baselines, annualized targets and means of verification. The UNDAP is implemented through a set of AWP's aligned to the Results Matrix, to further UN coherence and thereby improve efficiency, effectiveness and lower transaction costs. These are created in consultation with partners, with final approval by the JSC. A robust results based monitoring system (using a web-based platform <http://dad.synisys.com/undaprms>), enables biannual review of delivery status, relevance of strategy and targets and realignment where appropriate to effectively respond to changing programming realities.

In addition, a DaO Matrix defines the desired strategic results and actions of the reform process. These

Figure I: UNDAP Areas of Cooperation



encompass internal functions designed to expand the qualitative dimensions of programme delivery, responding to issues of effectiveness and efficiencies as they relate to the One Leader, Operating as One (formerly One Office), Communicating as One (formerly One Voice) and key programming principles. Under the UNDAP planning and results monitoring system, these components are subject to the same robust assessment as the programmes.

### 1.1.1 REPORT STRUCTURE

The UNDAP 2012-2013 Annual Report builds upon previous consolidated Annual Reports during the programming cycle. It summarises results achieved to date, as well as common challenges and remedial action for improved delivery going forward. The Report is based on data contained in progress reports and financial statements produced by each of the 18 UNDAP Working Groups (WGs), under the Annual Review 2012-2013.

The report opens with a brief summary of the key development trends in Tanzania. The main body of the report (Section Three) highlights the key achievements, instances of inter-agency collaboration and examples of mainstreaming of Human Rights and GEWE principles across the Programme, Operational, Cross Cutting, and Communication WGs. The section is followed by indicative data on financial delivery,<sup>2</sup> to date and specifically 2012-2013.

Section Four defines the key challenges experienced, alongside corrective measures underway. This is followed by a brief chapter on the contribution of UN Tanzania to the broader global dialogue around System-Wide Coherence under DaO. The Report concludes with some general comments on delivery to date, referencing measures planned to further enhance UN Tanzania's coherence, effectiveness and efficiency going forward under the UNDAP 2011-2015.

<sup>2</sup> Information relating to financial delivery is provisional as certified figures were not available at the time of reporting. Certified data is only provided by agency headquarters per calendar year and is therefore listed with analysis in the DaO Annual Report (available June each year, running January to December from the Multi-Partner Trust Fund Office website <http://mptf.undp.org/factsheet/fund/TZ100> and UN Tanzania website <http://tz.one.un.org>.









## 2.0 KEY DEVELOPMENT TRENDS

Tanzania has continued to demonstrate resilience to the global economic and financial crisis with economic growth ahead of the regional average. Although Tanzania is the third largest Overseas Development Aid recipient in Africa, accounting for 7 per cent of GDP, recent years have seen a decline in the share of national development budget financed through aid assistance from 80 to 51 per cent (2011/12). The level of aid-funded investment projects and General Budget Support is reducing, both in nominal value and in percentage of total development expenditures, whilst the Government is increasingly relying on domestic-funded projects through borrowing from non-concessional and non-traditional sources such as Public Private Partnerships. The inflation rate has fallen for 17 out of the 18 months, owing to higher food output, a fall in global commodity prices and tight monetary policy, easing to 7.5 percent in July 2013 from 7.6 percent in June 2013. The 2013/14 budget aims to increase infrastructure projects while boosting revenue collection by cutting tax exemptions from an estimated 4.3 percent of GDP in 2011/2012 to around 1 percent of GDP in 2013/2014. Real GDP growth is estimated to accelerate from 6.9 percent in 2012 to 7.6 percent in 2013 buoyed by an increase of investment in natural gas sector and private consumption. The 2013/14 budget of TSh18.3tm (US\$11.3bn) targets a fiscal deficit of 5 percent of GDP.

The Five Year National Development Plan began implementation in 2012. Designed as a building block to realize the 2025 Vision, it is congruent with the goals of the existing national Poverty Reduction Strategies, MKUKUTA II and MUKZA II, to which the UNDAP 2011–2015 is aligned. Investment in the natural gas sector will increase the annual economic growth rate and facilitate achievement of Middle Income Country status, a listed objective of the 2025 Vision. However, concerns persist regarding government's capacity to create decent jobs and meet poverty reduction targets. Despite the current, relatively high economic growth rate of approximately 7 per cent per annum, poverty has remained stagnant at about 33%, more equitable poverty reduction will require a more concerted effort by Government and Development Partners. This concern, among others, has led the Government of Tanzania to launch the Big Results Now (BRN) initiative.

It echoes the Malaysian Big Fast Results framework for implementation, monitoring and evaluation of economic and government transformation programmes to encourage quick impact. BRN identifies six priority areas for strengthened delivery, extrapolated from the Tanzania National Development Vision 2025, namely: energy and natural gas; agriculture; water; education; transport and mobilisation of resources. These were selected according to the number of beneficiaries, the relative impact on the quality of life, and the feasibility of achieving measurable impact within a relatively short timeframe. Implementation of the BRN initiative is in progress and the main goal is to push up the growth rate in order to reduce poverty.

The GoT has been persistent in its pursuit of the Millennium Development Goals (MDG), supported by the UN, through implementation of activities under the MDG Acceleration Framework (MAF), both national and sub-national. In addition, as part of efforts to define the Post-2015 Development Agenda, Tanzania launched an inclusive, balanced, bottom-up and broad-based dialogue with various national stakeholders in September 2012. The results of the consultations will feed into both the Global post MDG Development Framework, successor of MUKUTA II and MKUZA II and future programming by UN Tanzania.





## 3.0 UNDAP 2011-2015: RESULTS ACHIEVED TO DATE

### 3.1 CLUSTER I: ECONOMIC GROWTH AND POVERTY REDUCTION

#### MKUKUTA 2010-15

- 1.1 Pursuing sound macroeconomic management
- 1.2 Reducing income poverty through promoting inclusive, sustainable, and employment-enhancing growth
- 1.3 Ensuring creation and sustenance of productive and decent employment, especially for women, youth and people with disabilities
- 1.4 Ensuring food security and climate change adaptation and mitigation
- 1.5 Allocating and utilizing national resources equitably and efficiently for growth and poverty reduction, especially in rural areas

#### MKUZA 2010-15

- 1.1 Create an enabling environment for growth
- 1.2 Promote sustainable and equitable pro-poor and broad based growth
- 1.3 Reduce income poverty and attain overall food security
- 1.4 Create a vibrant private sector for economic growth

#### 3.1.1 ECONOMIC GROWTH AND ECONOMIC GOVERNANCE

##### UNDAP PROGRAMME OUTCOMES

- Key National Institutions Develop/Enhance Evidence-Based Pro-Poor Economic Development Policies & Strategies
- LGAs, Agriculture Support Organisations and Small-Holder Farmers Increase Agricultural Productivity, Access to Markets and Food Security Increased
- Relevant MDAs, LGAs and NSAs Enhance Structures and Policies for Promoting Viable Pro-Poor Business Sectors and SMEs
- Relevant Institutions Improve National Capacities to Promote Regional Integration and International Trade
- Key MDAs, LGAs And NSAs Enhance Skills and Entrepreneurship Programmes to Improve Labour Productivity and Employment Creation

##### PARTICIPATING UN AGENCIES

**FAO; ILO; ITC; UNCDF; UNCTAD; UNDP; UNEP; UNESCO; UNFPA; UNIDO; UNWOMEN; WFP**

PUNs under the Economic Growth and Economic Governance WG provide strategic inputs to pro-poor economic development through policy advocacy, capacity development and knowledge sharing. These are delivered in partnership with a range of actors—including government as the primary duty bearer—ensuring equality of opportunity and investment in economic infrastructure for sustainable growth.

### Highlights of Key Results Secured to Date with UN Support

Decent Work, environmental and gender considerations—as key components of the UN normative agenda—mainstreamed across key sector plans and policies for job-rich dividends and reduced poverty levels. 10 MDAs and 24 LGAs on mainland Tanzania incorporated employment and decent work in their Medium Term Expenditure Frameworks (MTEFs), five districts undertook performance reviews of environment expenditure and revisions to the National Trade Policy incorporated a gender perspective.

Youth Employment Action Plan (2007) for Zanzibar reviewed and successor formulated to ensure adequate response to rising youth employment challenge. Stakeholders encouraged to initiate programmes that directly and indirectly contribute to youth employment, to mainstream youth employment in plans and policies as well as promote the participation of young women and men in related dialogue and collective action.

Web-based Labour Market Information System developed for the Ministries of Labour on the mainland and Zanzibar, enhancing access to information regarding employment opportunities, especially for young women and men. Two modules created to date for job seekers and employers. Training provided to officials from the Ministries of Labour, NBS, OCGS and PMO-RALG on labour market information and analysis. During training, a factsheet on labour and employment also developed and adopted to capture labour and employment indicators on a regular basis. The Ministry of Labour on the mainland is collaborating with PMO-RALG to integrate labour and employment issues into the Local Government Database Monitoring system.

The Tanzania 2012 Population and Housing Census successfully completed and results released of population distribution by administrative units and sex. Planning officers utilise the data to ensure programmes are effectively tailored to geographical representations and population characteristic requirements for improved development outcomes.

The Industrial Competitiveness Report officially launched by the Minister of Industry, Trade and

Marketing on 20 November 2012. This comprehensive report—together with the UN supported Annual Survey of Industrial Production and Labour Market Information System—enables evidence-based national industrial growth policy formulation for effective employment creation interventions.

Seventy local experts and technicians trained on industrial diagnosis, upgrading methodology and tools, as well as provision of Business Development Skills services. 10% increase in enterprises accessing relevant support services in Zanzibar with attendant improvements in productivity and profit margins.

Technical inputs and equipment delivered to enterprises in productive and innovative sectors—such as cashew nut, red meat and leather processing—creating over 300 jobs and supporting integrated value supply chains.

700 marginalized women established businesses in Kilimanjaro Region, with commensurate improvements in household incomes. Wider benefits accrued in terms of greater participation in decision-making and access to justice for issues relating to marriage and land at household and community level.

Profitable entrepreneurship promoted via Business Plan competitions with follow-up funding of practicable project ideas for youth. Entrepreneurship Education Curriculum piloted in 9 regions on the mainland, covering approximately 6,000 students, developed as part of collaboration between ILO and UNIDO, establishing the foundations for a new productive generation. A complementary National Entrepreneurship Training Framework launched in March 2013 to effectively harmonize, coordinate and resource Tanzania's efforts for entrepreneurship education training, advancing an entrepreneurial culture in Tanzania and supporting learners to become more competitive in the labour market.

347 new businesses created by 650 youth, following training in entrepreneurship skills and support to access finance. Graduates stated that as a result of the initiative, they were more confident in business planning, general business management and business financial management. Further, an average of 66.5% success rate in application for external financing was achieved.

A Technical Vocational Education and Training (TVET) policy and implementation strategy for mainland Tanzania (supported by both ILO and UNESCO) finalised and formally submitted to the Government. In addition, a framework for informal apprenticeships and to institutionalize recognition-of-prior-learning



developed and finalized. Each enhance the quality and relevance of related initiatives for increased employability of graduates and productivity of participant enterprises.

Formal apprenticeship programme in the Hotel industry piloted, with a mix of work place and college based training. Employers actively involved in determining the skills, content and standards in close collaboration with the training college. 24 apprentices enrolled across a number of three, four and five star hotels.

Three successful linkages between domestic/ international buyers and local SMEs established for their full and profitable integration into the global supply chain, by the Subcontracting Partnership Exchange centre at Tanzania Chamber of Commerce, Industry and Agriculture.

Opportunities for women cross border traders to participate in international trade enhanced, via knowledge transfers on international trade requirements, protocols and business contracting.

Public, private and international entities brought together through the Train-For-Trade Port Training Programme to share expertise and good practice, capacitating managers to increase port performance in Dar es Salaam, reducing the cost of passage and trade in the EAC region value chain.

Ease of starting a business in Tanzania enhanced through simplification of the Tanzania business registration and licensing procedures for foreign companies. Access to international markets for the private sector improved through the introduction of more efficient and transparent rules aligned to regional and international standards.

Capacity development (supported through a partnership of FAO and WFP) extended to MDAs and LGAs on integrated information and early warning systems. Analysis and reporting—including concerns such as food safety, the 'Right to Food' as well as food and nutrition security—enabled decision-makers to instigate appropriate food and non-food interventions to vulnerable households.

55 districts on the mainland adopted the Food Security and Nutrition Information System under the MUCHALI Framework, facilitating identification of priority areas for investments for increased food security, including targeted safety-net interventions.

6,300 metric tonnes of agricultural commodities purchased from local farmer groups in targeted districts through the Purchase for Progress programme. Initiatives incentivise farmers to increase production,

providing them with a guaranteed market and increase in their household income.

Cooperative Data Analysis System piloted and Challenge Funds provided in rural areas, expanding opportunities for income generating activities and job creation. 2,000 farmers received affordable and quality services from their farmer organisations, enabling better access to markets, increased agricultural productivity and transitioning from subsistence to business-oriented farming.

Competitiveness of producers' cooperatives in Zanzibar enhanced, with improved service provision to farmer members across financing, productivity, marketing, access to inputs and value addition. Higher economic returns are expected for members in particular, as well as a revival of the cooperative movement in general.

Input trade fairs in drought prone areas of central Tanzania provided timely access to farm inputs such as seed and fertilizers for improved productivity. With more than 20 metric tonnes of certified seeds and over 700 ox-ploughs, significant multiplier effects anticipated.



*Trainings on the eRegulations Tanzania system enhance the private sector's capacity to access international markets.*

### 3.1.2. ENVIRONMENT AND CLIMATE CHANGE ADAPTATION

UNDAP PROGRAMME OUTCOMES
<ul style="list-style-type: none"> <li>• Key MDAs and LGAs Integrate Climate Change Adaptation and Mitigation in their Strategies and Plans</li> <li>• Relevant MDAs, LGAs and NSAs Improve Enforcement of Environment Laws and Regulations for the Protection of Ecosystem, Biodiversity and the Sustainable Management of Natural Resources</li> </ul>
PARTICIPATING UN AGENCIES
<b>UNDP; FAO; UNEP; UNESCO; UNIDO; UNWOMEN; WFP</b>

The UN under this programme area supports key MDAs and LGAs to integrate climate change adaptation (CCA) and mitigation in their strategies and plans. It also supports partners to improve enforcement of environment laws and regulations for the protection of the ecosystem, to encourage biodiversity and enable sustainable management of natural resources.

#### Highlights of Key Results Secured to Date with UN Support

The National Climate Change Strategy was launched by the Vice President in April 2013, signalling extensive national consultations that have resulted in high level engagement and commitment in climate change governance.

National Strategy for Reducing Emissions from Deforestation and Degradation (REDD) completed with joint assistance of FAO, UNDP and UNEP. REDD+ integrated into sectoral policies, programmes and initiatives, in particular within the energy and agricultural sectors, to address the main drivers of deforestation and forest degradation in Tanzania. A 2012-2014 REDD+ communication strategy prepared to facilitate information sharing and knowledge generation. A wide range of awareness-raising materials developed to support implementation by the Ministry of Natural Resources and Tourism (MNRT), augmented by specific orientations to 400 foresters in government extension services and 30 journalists. Depth and range of coverage of climate change and REDD+ issues thereby increased through radio spots, feature articles and policy briefs.

Toolkits and guidelines to support mainstreaming of CCA in sector planning and investment instruments developed. CCA has already been incorporated into three districts' MTEFs and strategic plans.

Four climate change resilience initiatives addressing risks, vulnerability and impacts successfully piloted

in coastal, semi-arid and semi-humid zones. Lessons learned integrated into national and sectoral-level strategies.

250,000 hectares in the main agro-ecological zones of Kilimanjaro and Tabora mountains run according to Sustainable Land Management principles. Lessons learned integrated into the National Action Plan to scale up SLM principles across the country.

National guidelines and recommendations on Education for Sustainable Consumption developed to support mechanisms for mainstreaming at the national and local levels. Set of training guidelines produced and piloted by the MoEVT in two Educational zones (Central zone and Southern highlands).

The Tanzania Environmental Web portal launched during the African Ministerial Conference on the Environment in September 2012. The portal facilitates awareness-creation, information sharing, communication and harmonization to support the green growth agenda in Tanzania. It provides up-to-date information and access to relevant resources that are expected to inspire, promote and mobilize partners for environmental action and innovation in the country.

The Food for Assets partnership enabled major restoration and rebuilding of 232 kms of rural feeder roads, 629 kilometres of small irrigation canals and 45 charco dams, positively impacting on 52 villages across 12 districts.

Full land use cover and woodland in Tanzania mapped for the first time since 1995. Key Findings from the National Forest Monitoring and Assessment of Tanzania (NAFORMA) released in May 2013 enable analysis of the condition and use of the forests, in support of sustainable forest management.

Deforestation and degradation in four districts reduced with the adoption of conservation agriculture by 240 farmers.

Clean, sustainable power brought to 200 households by women solar engineers in Lindi and Mtwara regions, with the joint support of UNWOMEN and UNIDO. Additional benefits include the women's exercise of leadership in the village energy committees.

Low carbon and resource efficient development path at the sub-national level advanced. Three renewable energy-based business centres established or upgraded in Zanzibar, Lushoto and Mtwara, using a mix of technologies including solar, biogas and gasification.

Through collaboration of UNDP and UNIDO, two Renewable Energy Centres successfully upgraded to incorporate a micro hydropower scheme. 10KW of electricity supplied to 80 households to power lighting and appliances.

A nationwide assessment on E-waste supported resulting in key recommendations to mitigate against waste. Agreement to establish a Dismantling Centre secured; UN to support operationalisation.

Degraded ecosystems rehabilitated in the Kagera region. Access to reliable and clean water restored; evident by return of wildlife.

Environment related laws and regulations reviewed and mapped to strengthen the protection of ecosystems and management of natural resources. Additional support provided for enforcement and, where relevant, development of new by-laws, through training and provision of manuals in Iringa, Arusha and Kongwa.

National Man and Biosphere Committee capacitated to nominate protected areas to UNESCO's World Network of Biosphere Reserve, with strengthened participatory processes to include cultural and gender dynamics for improved CCA outcomes.

Dedicated Coastal Forest section established by Central Government Forestry Agency enabling effective, sustainable district oversight of Coastal Forests and co-management of Forest Reserves.



*Food for Assets Partnership: beneficiary irrigating his farm using water pump provided. (WFP)*



## 3.2 CLUSTER II: QUALITY OF LIFE AND SOCIAL WELL-BEING

### MKUKUTA 2010-15

- 2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women
- 2.2 Ensuring expansion of higher, technical and vocational education to support growth
- 2.3 Improving survival, health and well being of all children, women and vulnerable groups
- 2.4 Increasing access to affordable clean and safe water, sanitation and hygiene
- 2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection

### MKUZA 2010-15

- 2.1 Ensure gender responsive and equitable access to quality education
- 2.2 Improved health delivery systems particularly to the most vulnerable groups
- 2.3 Improved access to water, environmental sanitation and hygiene
- 2.5 Improve nutritional status of children and women, with focus on the most vulnerable groups
- 2.6 Improved safety nets and social protection for poor and vulnerable groups

### 3.2.1 EDUCATION

#### UNDAP PROGRAMME OUTCOMES

- Relevant MDAs Operationalise National Policy on Integrated Early Childhood Development (IECD)
- MoEVT has a System in Place for National School Feeding, Prioritising Food Insecure Areas
- MoEVT Improves Quality of Teacher Education Programmes for Basic Education In Priority Subjects
- Relevant MDAs Implement a Strategic Plan for Improved Teaching of Science, Technology, Engineering and Mathematics (STEM) in Secondary and Higher Education Institutions
- Relevant MDAs Implement and Monitor Technical and Vocational Education and Training (TVET) Development Programme Plan of Action
- MoEVT Expands Provision of Alternative Learning Opportunities to Include Less Teacher Dependent Learning Modes, Focusing on Out-Of-School Children and Illiterate Adults
- MoEVT Implements Inclusive Education Strategies
- Relevant MDAs Undertake Evidence-Based Planning, Management And Quality Assurance at National, District, Ward And School Levels

#### PARTICIPATING UN AGENCIES

**UNESCO; UNICEF; WFP**

Participating UN Agencies under this WG address equitable and expanded access to quality education at all levels, including alternative learning opportunities for illiterate adults and out-of-school children. They support evidence-based planning, management and quality assurance through the robust implementation of effective M&E at all levels.

### Highlights of Key Results Secured to Date with UN Support

Assessment of services for Early Childhood Development (ECD) in Zanzibar completed, providing new insights into access and quality of services, including health, nutrition and education, as well as coordination between the same for an integrated approach. The Government of Zanzibar is currently using the resultant recommendations to design an ECD strategy for improved delivery.

Two meals a day provided to over 600,000 primary school children in drought-prone, food insecure and pastoralist areas in Dodoma, Singida, Shinyanga, Siyu, Arusha and Manyara regions across 1,167 schools. Food provision incentivises enrolment and retention with improved learning outcomes for children. Related local procurement undertaken through small holder farmers in registered farmers' associations. Farmers, particularly women, thereby empowered through increased income and enhanced ability to contribute cash, food or non-food items for school feeding and other community development activities.

LGAs capacitated to manage school feeding projects for improved sustainability. Ten districts in Dodoma, Singida and Shinyanga have allocated funding for monitoring school feeding activities. Understanding of the contribution of school feeding programmes to educational standards improved, through the roll-out of a revised monthly school report. The form ensures data on key indicators such as enrolment, attendance, drop-out, pass rate and transition rates are captured and reported on.

Critical water shortages addressed through provision of locally constructed rainwater harvesting tanks. Water available for regular food preparation and hygiene activities, affording pupils more time for studying that would have otherwise been spent fetching water.

A detailed and costed Action Plan for national scale-up on the mainland of the In-Service Teacher Education and Training (INSET) Programme for Primary School Teachers completed. Evaluation of the pilot INSET Programme for primary school teachers, currently covering 12 districts, demonstrated it was not only cost-effective but increased use of child-centred

approaches, enhanced learning, improved relations between pupils and teachers and boosted teacher motivation. In Zanzibar, INSET modules developed in Science and Maths and rolled out to primary schools for enhanced teacher capacities and improved learning in these two core subjects.

Expertise of Teacher Training College tutors in Pemba and Unguja enhanced through trainings in pedagogical skills. Practical tools and methods for everyday teaching provided, with a focus on effective analysis, interpretation and utilisation of the curriculum material, application of participatory and gender sensitive teaching approaches, and the use of student assessments. Skills are transferred to student teachers with anticipated multiplier effects upon graduation.

Critical gaps filled in science education for schools that lack laboratories through the provision of Micro-Science Kits. 412 science teachers, 50 science facilitators and 14 science inspectors from 9 pilot regions trained on the use of the Kits which have proven highly effective in enhancing students' interest in Science through practical demonstrations and experiments.

A multi-stakeholder review of the Zanzibar 2005 Vocational Education and Training Policy completed. Process developed local capacity to undertake strategic TVET policy analysis and planning for improved alignment to national socio-economic priorities. Action on recommendations will enhance equitable access and quality of provision across 10 key areas ranging from workplace learning, to quality assurance and curriculum relevance.



*Students sit down to a lunch of maize, pulses, and fortified vegetable oil at Arkatan Primary School, Arusha region. 9 January 2013 (WFP/ Jen Kunz)*

Alternative learning opportunities for out-of-school children and illiterate adults expanded with the continued development of the Integrated Post Primary Education (IPPE) pilot, providing secondary school equivalency and vocational training for youth without access to post-primary education. IPPE now includes 843 youth, of which 68% are female. IPPE teaching and learning materials for Stages I and II (equivalent to IPPE orientation plus Form I and II-level education) developed, covering academic subjects, generic and pre-vocational skills. Materials also used more broadly, including by the Prisons Department for post-primary education of prisoners and formal secondary school students in Makete District to supplement their learning.

The National Inclusive Education Strategy 2009-2017 finalised along with a costed plan to support implementation. The strategy informs all related

educational policies and programmes and promotes broader and more in-depth professional training as well as community ownership and participation in education at the local level.

Teachers equipped to adopt a more inclusive approach in the classroom, ensuring space for learners of different levels through the application of the Inclusive Learning Friendly Environment toolkit in pilot secondary schools in Shinyanga and Kahama. Safe spaces for effective learning created in 15 pilot secondary schools on both the mainland and Zanzibar. The initiative introduces students to key concepts and skills, as well as promoting parents and community mobilization to support girls' education.

4,000 schools nationwide (25%) oriented on the proper care and support for children with albinism and low vision. The capacity of the MoEVT Special Needs Education unit enhanced through procurement and training in use of a braille printing press to produce books and materials for visually impaired children.

A sector-wide M&E Framework for the mainland Education Sector Development Programme drafted, enabling accurate performance assessment, enhancing accountability and ensuring the integration of lessons learnt in programme design going forward. M&E capacity needs assessment of the mainland and Zanzibar Departments of Policy and Planning informed the development of individual three year capacity development plans to strengthen related systems and structures at the national level.

Evidence-based planning and management advanced with the development of the Inspectorate Management Information System. It is designed to digitize inspectorate information for better and more cost effective inspection, reporting and remedial action. MoEVT officials and Inspectors trained in the tools for effective application.

280 district officials, 320 Ward Education Coordinators (WEC) and 680 Head Teachers trained in 'Whole School Development Planning' for improved alignment to district priorities and effective resource mobilisation. 30% of participating schools successfully fund raised through partnerships with the private sector.

Capacities of education sector staff enhanced through critical analysis of Tanzania's progress towards the Education for All goals. The cross cutting nature of the study, including technical staff from NGOs, MoH, and NBS has strengthened collaboration within the governments of mainland and Zanzibar.





### 3.2.2 HEALTH AND NUTRITION

UNDAP PROGRAMME OUTCOMES
<ul style="list-style-type: none"> <li>• Relevant MDAs and LGAs Develop, Implement and Monitor Policies, Plans and Budgets for Effective Delivery Of Health Services</li> <li>• Tertiary and District Health Facilities in Zanzibar Increase the Coverage of Quality Emergency Obstetric Care, Newborn, Child and Post Natal Services</li> <li>• Relevant MDAs and LGAs Integrate Nutrition into Policies, Plans and Budgets and Strengthen Institutional Arrangements for Delivery of Services</li> <li>• MoHSW, LGAs and Shehias Strengthen Community Health Structures and Communication Strategies for Promoting Health and Nutrition Behaviours</li> <li>• MoHSW and LGAs Produce Quality and Timely Data for Evidence-Based Planning and Decision Making</li> <li>• MoHSW and LGAs Develop Human Resources for Health Policy and Plans</li> <li>• An Effective National Integrated Supply Chain and Management System for Medical Supplies is Implemented</li> </ul>
PARTICIPATING UN AGENCIES
<b>WHO; UNFPA; UNICEF; WFP</b>

As part of the Health and Nutrition Programme, the UN provides technical engagement and comprehensive capacity building to fill the most pressing gaps at all levels of the health system, including technical knowledge, planning, coordination, management, financial and budgeting skills as well as care seeking behaviour, thereby contributing to the realisation of the Right to Health and other associated Human Rights Standards in country.

#### Highlights of Key Results Secured to Date with UN Support

Through Sector Wide Approaches and national dialogue structures, Maternal, New-born and Child Health (MNCH) and family planning prioritised with attendant increases in budget allocations. MoHSW Comprehensive Council Health Plan analysis shows increase in LGA allocation for MNCH interventions to 5.6% of the total budget in 2012/13 compared to 4% in 2011/12.

Zanzibar's progress towards reduced maternal new-born and child mortality 2015 targets advanced following the abolition of user fees for maternal care and delivery of critical equipment to support comprehensive Emergency Obstetrics and Newborn Care (EmONC) in all six district facilities.

Health facilities facilitated to improve availability of quality MNCH services through provision of medical equipment and improved referral system to peer

learning districts on both the mainland and Zanzibar.

Access to EmONC and Sexual Reproductive Health (SRH) services increased on the mainland following renovation, staff training and equipment provision across five targeted high burden health centres in Shinyanga, Simiyu and Geita regions. Thirteen facilities are now equipped with an effective referral system. Essential MNCH equipment delivered to 70% of the health facilities in Mbeya, Iringa and Njombe, alongside Basic EmONC training to 100 service providers. National guidelines on Basic and Comprehensive EmONC updated and 45 CEmONC trainers oriented on the revised guidelines.

Management of childhood illnesses enhanced, through training of key health care providers and trainers in Singida, Same and Pemba as well as the introduction of the Integrated Management of Childhood Illness Computerized Adaptation and Training Tool (ICATT) in relevant training institutions.

Critical mass of district trainers in new-born resuscitation countrywide secured. Latest trainings included: 479 district ToTs and tutors from Nurse Midwife and Nurse training institutions in mainland and Zanzibar; 918 service providers on the mainland and 250 in Zanzibar. All health facilities providing delivery services in Zanzibar (43) now contain newborn resuscitation equipment.

Number of new Family Planning acceptors in Shinyanga

region increased following various interventions to improve uptake of Sexual Reproductive Health (SRH) Information, Education and Communication (IEC) services. Latest figures confirm 84,617 accessed services in the high birth rate region throughout 2012.

Adolescent girls encouraged to access quality reproductive health through Behaviour Change Communication initiatives on the mainland. A Human Rights Based Approach was applied during development of IEC materials, incorporating inputs from adolescent girls in the research design, data collection and reporting for improved targeting and efficacy of interventions. Roll-out of Adolescent Friendly Reproductive Health Services completed in Mbeya, Iringa and Njombe regions with advocacy to 90 policy makers and training of 64 service providers.

Behaviour Change Communication interventions in Zanzibar increased youth participation in and access to SRH/Family Planning information and education. Two youth outreach initiatives undertaken, providing HIV counselling for 72 and testing for 39 individuals. 60 programmes of 45 minutes aired for 3 months through Zenj FM and ZBC, ensuring widespread reach to target audience.

Communication and social mobilisation strategy for Expanded Programme on Immunization produced, informed by Knowledge Attitude and Practice (KAP) survey for the introduction of new vaccines across eight districts of mainland and Zanzibar.

Evidence-based interventions for communicable and non-communicable diseases enhanced. National guidelines for the diagnosis and treatment of Malaria aligned to the new generic WHO treatment guidelines. Quality Assurance and Quality Control Guideline for Malaria also produced for Zanzibar. Both locales developed new Malaria Strategic Plans consolidating gains already made in malaria control and enabling surveillance of anti-malarial drugs.

STEPS survey—which assesses risk factors for major Non-Communicable Diseases (NCD)—conducted and analysis finalized. The process built and strengthened the country's capacity in NCD surveillance. STEPS results utilised in the formulation of a National NCD Action Plan, guiding advocacy and NCD control at all levels of implementation.

Submission of timely and complete surveillance reports improved, due to scale up of the implementation of new Integrated Disease Surveillance and Response (IDSR) guidelines by the MoHSW. Laboratory experts were involved in IDSR utilisation for each of the regions and districts which received related training.

The Government of Tanzania's commitment to scale up nutrition interventions heightened with the launch of the Presidential Call for Action on Nutrition held in May 2013. 76% of councils have established Steering Committees on nutrition, 86% of districts (including municipals) and 77% of regions have appointed Nutrition Officers or focal persons to ensure nutrition issues are incorporated in district level health plans and budgets. The Nutrition Strategy Costed Implementation Plan was endorsed for the mainland.

Vitamin A Supplementation coverage for children 6-59 months has remained high at more than 90%. Quality of salt iodisation strengthened with dissemination of Zanzibar salt regulations and through training of salt producers and traders as well as Health Inspectors.

Provision of services for severely acute malnourished children throughout Zanzibar and in 13 hospitals in mainland maintained. More than 3,000 children with severe acute malnutrition and up to 2000 children treated in Zanzibar and mainland respectively.

Under a programme to treat moderate acute malnutrition and prevent stunting in 40 health facilities across three rural districts, 7,200 infants aged less than two years and 9,800 pregnant and lactating women received food and general nutrition education.

Growth Standards introduced in three districts for improved monitoring of key nutrition indicators as well as child growth and development milestones. Lessons learnt from this exercise to inform national roll-out.

Health information Systems Strategic Plan completed, as a first step for the production of quality and timely data for evidence-based health planning and budgeting. Potential for introducing computer technology and internet services to share information on e-health in MNCH also assessed. Web-based District Health Information System established in both Tanzania mainland and Zanzibar.

Integrated Health Human Resources information system developed and functional in both mainland and Zanzibar, revealing gaps and surplus in staff distribution and enabling allocation according to need for improved service delivery. The Human Resources for Health plan for Zanzibar also completed and recruitment of essential staff undertaken for critical health service provision.

A national level assessment of midwifery workforce capacity and gaps undertaken. Follow up action included refurbishment of midwifery schools at College of Health Sciences in Zanzibar and Newala on the mainland, as well as three health facilities to serve

as practicum sites, improving quality of pre-service training.

A study on the quantification of medicines and other medical products' consumption versus resources to meet the current demand supported, through the National Institute for Medical Research, as part of efforts to operationalise an effective national integrated medical supply chain and management system.

Reproductive Health commodity security strengthened following training of MoHSW staff on integrated logistics management system, including forecast and quantification of essential supplies. This was complemented by additional trainings on Integrated Logistic System and gateways at district level.

More rational use of medicines promoted, with the development and dissemination of Standard Treatment Guidelines and Medicines and Therapeutics Committees Guidelines. Similarly, quality and safety of medicines in Zanzibar improved by supporting the Zanzibar Food and Drug Board to put in place quality assurance and registration systems.

Safe and sufficient cold storage capacity secured, enabling the successful introduction of two new vaccines (Rota and Pneumococcal) to significantly reduce child mortality due to diarrhoea and

pneumonia. 35 walk-in cold rooms installed in each region, increasing capacity at central level from 15,546 litres in 2009 to 97,144 litres in 2012, and at regional level from 17,338 litres to 273,815 litres. Additional 176 refrigerators supplied to fill the urgent gap of cold chain at facility level. National immunization coverage remained high at above 90%.



*The First Lady of the United Republic of Tanzania, Mama Salma Kikwete, vaccinating a child during commemorations of the Third African Vaccination Week 2013*

### 3.2.3 HIV AND AIDS

#### UNDAP PROGRAMME OUTCOMES

- Relevant CSOs and PLHIV Networks Effectively Coordinate and Participate in Decision Making Fora
- TACAIDS and ZAC Provide Effective Guidance to the National HIV/AIDS Response, Based on Evidence and per Agreed Human Rights Standards
- Relevant MDAs, LGAs and NSAs Increasingly Mainstream HIV/AIDS Workplace Programmes (WPP)
- Selected MDAs, LGAs and NSAs Implement Evidence-Based HIV Prevention Programme
- Selected MDAs, LGAs and NSAs Deliver Increased Quality HIV/AIDS Care and Treatment Services
- Relevant MDAs, LGAs and NSAs Effectively Operationalise the National Costed Plan of Action (NCPA) For Most Vulnerable Children
- MDAs and CSOs Reach and Mobilize Most at Risk Persons (MARPs) to Utilize Appropriate User-Friendly HIV/AIDS Services
- MoHSW, ZAC and CSOs Mobilize PLHIV, Most Vulnerable Children and other affected groups for greater utilization of HIV/AIDS services

#### PARTICIPATING UN AGENCIES

**UNAIDS; FAO; ILO; UNDP; UNESCO; UNFPA; UNICEF; UNWOMEN; WFP; WHO**



Under HIV and AIDS programming, the UN prioritises capacity building and technical assistance in implementing the national multi-sectoral strategic framework (NMSF) for HIV and AIDS and achieving national goals for HIV prevention, care and treatment and impact mitigation with a focus on Key Populations, Most Vulnerable Children (MVC), PLHIV and the enabling environment.

### Highlights of Key Results Secured to Date with UN Support

Effective evidence-based guidance to the national HIV/AIDS response provided by the two Aids Commissions (TACAIDS and ZAC), as per agreed Human Rights standards, specifically feeding into the NMSF III and the Health Sector Strategic Plan for HIV and AIDS.

Functional National Steering Committee with a costed capacity building plan established, enabling the effective coordination of CSO and PLHIV networks and their participation in relevant decision-making fora. Representatives inputted to Global Fund proposal development, HIV and AIDS policy dialogue and sensitisations, sectoral reviews and the formulation of the NMSF III.

NMSF III also informed by a range of HIV and AIDS related studies in Tanzania, including: a Situation Analysis of Adolescents Living with HIV and AIDS; a Study on the Determinants and Dynamics of Heterosexual Anal Sex, MSM and HIV in Prison Settings; Youth Analysis of the 2010 Demographic and Health Survey; a Report on the Tanzania HIV/Aids and Malaria Indicator Survey.

Gender and human rights mainstreamed in HIV programming across national, district and community levels. National Gender Operational Plans for HIV at district and community level implemented, including measures to address Gender Based Violence (GBV) and HIV.

Comprehensive Anti-Stigma Action Plan developed, based on the findings of the Stigma Index Assessment, enabling a national, multi-sectoral response to stigma and associated discrimination in health outlets, work settings and schools for PLHIV. Stigma directly or indirectly fuels the spread of HIV.

The zMoLPEEC HIV Strategic Plan drafted with guidelines to support the integration of HIV in the Department of Occupational Safety and Health core functions including oversight of WPP in the private sector. Further, AIDS Business Coalition in Zanzibar strategic plan in the workplace in the key sectors reviewed. Ten hotels in Zanzibar established HIV workplace programmes, with roll out to entire tourism industry agreed.

One thousand members of Social Economic Organizations in Iringa and Mbeya trained on HIV and AIDS/TB/STI and on livelihood through entrepreneurship, to reduce their vulnerability and risk of contracting HIV.

Comprehensive sexuality education (age-appropriate, culturally relevant, human rights based and scientifically accurate information) integrated into school education curricula and syllabi, encouraging adoption of safer sexual practices and positive health seeking behaviour. SRH education is critical in HIV prevention in Tanzania: latest THIMS (2011-2012) statistics reveal 2% of young women and men aged 15–24 are positive, with a higher sex ratio for girls than in 2007-2008. 3,000+ adolescent girls empowered to protect themselves from HIV through peer education, life skills and livelihood education; 448 girls supported with income generating activities in 4 districts for building girls resilience and mitigating their risks to HIV and AIDS, unwanted pregnancy and sexual violence.

New national plan for the elimination of Mother to Child Transmission (eMTCT) of HIV by 2015 launched by President Kikwete on World AIDS Day. Prevention of Mother to Child Transmission (PMTCT) services will be integrated into the MNCH platform, the quality of antenatal services improved and areas with the highest HIV prevalence and numbers of women with unmet need for PMTCT interventions targeted. Work has started to align district eMTCT plans to the national plan, informed by district level bottleneck analysis.

Across seven districts in 35 health facilities, 268 mother mentors supported to provide 2,479 pregnant women with HIV counselling and 577 women to access PMTCT and Early Infant Diagnosis services.

HIV Testing and Counselling sites increased to 2,200 by December 2012, with 96% of Reproductive and Child Health services offering PMTCT services.

Simplified antiretroviral (ART) regimens and PMTCT option B+ strategy (provides ART to all pregnant women who tested HIV+ for life, regardless of CD4 count) adopted reducing the time between testing, CD4 results and treatment, ensuring improved PMTCT outcomes. Special support for roll-out provided through training, dissemination of guidelines, monitoring and evaluation and community mobilization activities.

2010 WHO ART guidelines fully adopted with nationwide implementation begun to ensure early ART initiation for HIV positive adults and children, pregnant women, TB/HIV co-infected patients, HIV positive key populations. By September 2012, 368,471 individuals accessed ART in country, constituting approximately 42% of those eligible for treatment.

Gender responsive National Costed Plan of Action for Most Vulnerable Children II (2013-2017) developed, ensuring Most Vulnerable Children (MVC) have access to basic social services including HIV prevention, treatment, care and support services. Key Ministries under the leadership of MoEVT have committed to fully participate and contribute resources for implementation.

Number of children tested in a timely manner increased following review of Early Infant Diagnosis system and introduction of new modalities of support. 35% of infants born to women living with HIV now tested for HIV by the age of 12 months (baseline 30%).

Voluntary medical male circumcision for HIV prevention scaled-up in three regions (Tabora, Shinyanga and Mwanza) through national coordination meetings, bottleneck analysis, quality assessment visits and harmonized reporting. In the past 12 months ending 2012, 7,884 males aged 15-49 years volunteered.

### 3.2.4 WATER, SANITATION AND HYGIENE (WASH)

UNDAP PROGRAMME OUTCOMES
<ul style="list-style-type: none"> <li>• Relevant MDAs Provide a Coordinated, Harmonised Response for Increased Coverage and Improved Quality of Child, Girl Friendly and Accessible School WASH</li> <li>• Government of Tanzania and Revolutionary Government of Zanzibar Implements a Coordinated, Scaled Up National Response for Improved Sanitation and Hygiene</li> <li>• Government of Tanzania and Revolutionary Government of Zanzibar Adopts Evidence Based Measures to Enhance Decision Making, Equity And Inclusion of Women, Children And Vulnerable Populations in WASH</li> <li>• Zanzibar Water Authority (ZAWA) and WASH Pilot Project In Dar es Salaam Improve Sustainability of Their Services</li> <li>• Relevant MDAs and LGAs Improve Coordination and Integrate Integrated Water Resource Management into their Sector Plans and have Strengthened Environmental Health Related Policies, Strategies and Capacities to Undertake Environmental Health Impact Assessments</li> </ul>
PARTICIPATING UN AGENCIES
<b>UNICEF; UN-HABITAT; WHO</b>

The Water Sanitation and Hygiene (WASH) programme targets technical assistance and capacity development for improved coordination and management of WASH as well as water resources in both the mainland and Zanzibar.

#### Highlights of Key Results Secured to Date with UN Support

49,000 children in more than 63 schools provided with quality child/girl friendly and accessible school WASH services on both the mainland and Zanzibar, with improved health and learning outcomes secured. The National School WASH programme includes both

soft (school committees oriented, pupils' School WASH Clubs established, teachers trained in children hygiene education and communities mobilised) as well as hard (water supplies constructed, toilets refurbished and hand washing facilities added) interventions.

Access to School WASH facilities improved for children with disabilities. The roll out of School WASH guidelines and toolkits has created an environment for WASH facilities which consider the special needs of children with disabilities.

WASH facilities provided in two centres (in Missungwi and Shinyanga) hosting children with albinism for their

protection, enabling students to access improved services.

Sensitization and distribution of the “Growth and Changes” booklet for Girl’s menstrual hygiene management has ensured appropriate School WASH services for adolescent girls, helping them to consistently attend classes.

Government coordination of Sanitation and Hygiene enhanced, with the development of the National Sanitation and Hygiene Programme and Costed Action Plan, launch of the National Sanitation Campaign and creation of the National Sanitation and Hygiene Management Information System. Associated training ensured key personnel were capacitated to implement and manage sanitation and hygiene interventions in 25 regions across 112 LGAs on the mainland.

Zanzibar Ministry of Health enabled to conduct accurate environmental health impact assessments to minimize adverse health effects and optimize benefits from planned initiatives. Staff equipped with the knowledge and skills to identify and evaluate public health consequences of proposals and provide recommendations for approval, rejection or modification.



*Neema Masasa of Mitindo Primary School washing hands after using the toilet: “we are very comfortable to use the new toilets and we are happy we have water in our dormitory where previously we had to fetch water away from dormitories. Frankly speaking we had bad hygiene practice, we were not washing our hands when we get out of toilet but now with available hand washing facility beside toilet and the hygiene and sanitation education, it makes us easily remember to wash hands.”*

Standardized community behavioural change package targeting three behaviours (hand washing with soap, construction operation and maintenance including proper use of improved toilets/latrines, and household water treatment and safe storage) implemented in Temeke. Further roll out in Mbeya, Iringa and Njombe, with attendant benefits in basic hygiene standards included in the package.

More than 3,000,000 people reached with hygiene education messages focusing on hand-washing with soap as part of the Global Hand Washing Day and National Sanitation Week.

M&E framework developed on Sanitation and Hygiene for the National Sanitation Campaign with orientations provided to regional and district water and sanitation teams, ensuring informed decision-making for more effective resource allocation.

WASH indicators and definitions harmonised and integrated into the 2012 census for capture of current coverage to inform future equitable service provision.

Good practice for promotion of Household Water Treatment and Safe Storage identified, under research study—*Household Water Treatment and Safe Storage: Collaborative Research to Reduce Morbidity and Mortality from Water Borne Diseases for Poor Rural Women and Children at Scale Across Tanzania*—for precise targeting of communities and households with no access to safe drinking water services.

Existing protocols for water testing and disinfection reviewed during the construction of new water systems on mainland and Zanzibar, for enhanced water quality and monitoring.

ZAWA and DAWASA strengthened to improve sustainability of service provision, encompassing business plan development, management of procurement, finances, water quality and provision of water meters. Non-revenue water has reduced, resulting in improved efficiency of water management and services to peri-urban dwellers

Pollution flowing into Lake Victoria reduced through improved sustainable water supply and sanitation infrastructure in secondary urban centres.



### 3.2.5 SOCIAL PROTECTION

UNDAP PROGRAMME OUTCOMES
<ul style="list-style-type: none"> <li>• Government of Tanzania Coordinates a Multi-Sectoral Social Protection Response to the Needs of Economically Deprived and Insecure Groups</li> <li>• Relevant MDAs Integrate Child Protection into Their National Programmes</li> <li>• Decision Makers and Communities Understand Issues Concerning Violence and Abuse Against Children, Including Available Protection Services</li> <li>• Government Of Tanzania Addresses Priority Gaps In Legislation, Strategies and Guidelines to Protect Children and Women from Abuse, Violence and Exploitation</li> <li>• MDAs, LGAs, Law Enforcement Agencies and Selected CSOs Have Improved Technical Skills to Prevent and Respond to Cases Of Abuse, Violence, Exploitation of Children</li> <li>• Local Service Providers Respond Effectively to Women and Child Victims of Abuse, Violence and Exploitation in Select Areas</li> <li>• MDAs Produce, Utilise and Report Disaggregated Data on Violence, Abuse, Trafficking and Exploitation of Women and Children According to Agreed Timeframes</li> </ul>
PARTICIPATING UN AGENCIES
<b>UNICEF; ILO; IOM; UNFPA; UNWOMEN; WFP; WHO</b>

Under this WG, the UN helps to lay the foundations for a social protection system in Tanzania that protects poor and vulnerable families, as well as prevents and responds to violations of women's and children's dignity and integrity when exposed to abuse, violence and exploitation.

#### Highlights of Key Results Secured to Date with UN Support

Zanzibar Social Protection Policy (ZSPP) produced—jointly supported by ILO and UNICEF—facilitating priority setting and coordination of Social Protection interventions in support of needy and vulnerable groups. The ZSPP contributes to minimum income security, ensures adequate protection against life-course shocks and livelihood risks through safety nets and social security coverage, and progressively extends access to basic social services to all.

Social Security reform process on the mainland advanced with an amendment of the Social Security Regulatory Authority (SSRA) Act 2008, the adoption of the Social Security Fund's (Amendment) Act No. 5 of 2012, the drafting of a new Social Pension Scheme and six SSRA regulations and guideline reports. The reform supports extension of social security coverage to the majority of the population, currently vulnerable to contingencies and shocks due to a lack of entitlements.

A universal social pension scheme for old-age persons over 60 years designed. Expected to commence in the next budget year, the pension scheme extends coverage to all elderly persons who comprise nearly five per cent (5%) of the entire population.

A new national Productive Social Safety Net (PSSN) programme, comprising of conditional cash transfers linked to behavioural change, rolled out following launch by President Kikwete in August 2012. Implementation informed by a pilot project which distributed cash to 2,180 pregnant and lactating women through mobile-phone based money transfers in four food-deficit wards of Mtwara District, enabling each to access information to encourage consumption of a higher diversity of food items for improved nutrition.

Second National Costed Plan of Action for Most Vulnerable Children 2013-2017 (NCPA for MVC II) launched by the Prime Minister in February 2013. Unlike the previous NCPA for MVC, this includes child protection system strengthening as one of the four strategic objectives. The new plan also defines the MVC coordination structures from national to village level.

The National Plan of Action for the Prevention and Response to Violence against Children 2013-2016 (NPA VAC) launched in April 2013, capturing key MDA

commitments to address violence against children. This includes finalisation of regulations and guidelines for the Law of the Child Act, scale-up of the child protection system in 30 LGAs by 2016, roll-out of GBV/VAC medical management to 16 districts and review of the Education Act of 1978 to include and enforce child protection issues.

A Public Expenditure Survey completed, setting a benchmark for allocating and tracking budget resources and aid to child protection activities. Findings led to the development of budget guidelines on child protection for LGAs, included in MoF instructions for the budget cycle 2013-14.

Model child protection system piloted in four districts: coordination mechanisms at district, ward and village level established; key service providers' capacity built (encompassing social welfare, police, health, education and justice sectors); child protection MIS created (469 cases of abuse recorded for action in 2012-2013 compared to 273 in the previous financial year); and community engaged to prevent violence against children.

A multi-sectoral VAC communication strategy—with joint collaborative support provided by UNICEF and IOM—operationalised. The strategy builds on the findings of the national study on violence against children, raising awareness on the magnitude of violence and abuse, ensuring duty-bearers are aware of their responsibilities and promoting positive parenting practices.

Prevention and response to cases of abuse, violence, and exploitation of children and women enhanced as a result of a number of initiatives, including: GBV Committees sensitised and equipped to run spot checks of police and health sector response to GBV cases; One Stop Centres established and national guidelines developed to provide medical, legal and psycho-social services to survivors in health facilities; Girls' protection and support strengthened by providing shelter, food and psycho-social counselling to 375 girl runaways from FGM; the health sector capacitated to implement the National GBV Medical Management Guidelines; Services provided to 2,137 children (1,003 girls) on the streets, including food, medical and art therapy; Government and two local NGOs enabled to test a model for long-term care solutions for street children, resulting in the reintegration of 154 children into their families and communities. In addition, a high level commitment in prevention and response to GBV was expressed through establishment of an inter-ministerial committee by the President in Zanzibar.

Elimination of FGM in Tanzania progressed, led by UNFPA with collaboration of other UN agencies. 2012 saw a record number of girls (375) participate in alternative rites of passage with parental support. Dialogue and training involving District officials, traditional Kurya leaders, CSOs and FBOs in Tarime resulted in pledges by Kurya cultural elders to stop FGM by 2015. A Critical Issue Brief on FGM led to the issuance of directives to Mara authorities to step up their response to FGM in their region. Journalists were trained to strengthen reporting on GBV, with tangible improvements in quality demonstrated. Overall, a higher visibility was accorded to FGM in the mainstream media, particularly evident during the public forum organised for the 16 Days of Activism to End GBV.

Selected NGOs from Dar es Salaam and Arusha trained on Trafficking in Human Beings, in particular for the identification, assistance and protection of child victims, resulting in more cases of trafficking being reported. A centralised database containing statistical data on victims of trafficking established, enabling a coordinated response by trained stakeholders for effective prevention and prosecution of trafficking as well as tailored assistance to victims. Complemented by a monthly reporting tool for shelters that provides assistance to victims of human trafficking to ensure tracking of services. A network of service providers created and its members trained on identification, assistance and protection of trafficked victims. A Directory listing help centres and shelters for victims of trafficking throughout Tanzania produced and disseminated across the country. The Directory is essential for the success of the newly established referral mechanisms.

### 3.3 CLUSTER III: GOOD GOVERNANCE AND ACCOUNTABILITY

#### MKUKUTA 2010-15

- 3.1 Ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels
- 3.2 Improving public service delivery to all, especially to the poor and vulnerable
- 3.3 Promoting and protecting human rights for all, particularly for poor women, children, men and the vulnerable
- 3.4 Ensuring national and personal security and safety of properties

#### MKUZA 2010-15

- 3.1 Promote sports, culture and preserve historical and cultural heritage
- 3.2 Ensure greater citizens participation in democratic governance
- 3.3 Strengthen the rule of law, respect for human rights and access to justice
- 3.4 Improve democratic institutions and national unity

#### 3.3.1 GOVERNANCE

UNDAP PROGRAMME OUTCOMES
<ul style="list-style-type: none"> <li>• Relevant MDAs Advance Key National Strategies for Good Governance</li> <li>• Government of Tanzania Leads More Effective Aid Management and Aid Coordination</li> <li>• Select MDAs, LGAs Have Increased Capacity for Planning, Budgeting, Monitoring and Reporting</li> <li>• Government of Tanzania Advances Fulfilment of Its International Treaty Obligations</li> <li>• Government of Tanzania's Justice System Better Protects the Rights of Women and Children In Contact/Conflict With The Law and is Better Able to Respond to Their Needs</li> <li>• Select Communities Participate in Democratic and Peaceful Discourse</li> <li>• Key Institutions Effectively Implement Their Election and Political Functions</li> </ul>
PARTICIPATING UN AGENCIES
<b>UNDP; ILO; OHCHR; UNCDF; UNESCO; UNFPA; UNICEF; UNWOMEN</b>

The Governance programme strengthens key governance institutions and practices in Tanzania (including aid management), promotes and protects human rights (including the rights and welfare of women and children), improves citizen participation, government transparency and accountability in the course of deepening democracy in Tanzania.

#### Highlights of Key Results Secured to Date with UN Support

Anti-corruption agenda advanced—as a core component of good governance—through a range of measures supported by UNDP, UN Women and UNODC. Preliminary results include: new National

Anti-Corruption Strategy and Action Plan (NACSAP III) development, new anti-corruption agency in Zanzibar established; Tanzania's compliance with the UN Convention Against Corruption reviewed.

Under the African Peer Review Mechanism (APRM), Tanzania's conformity with accepted African and global governance standards assessed. The final report to the African Union Heads of State presented at the 2013 AU summit in Addis Ababa. President Kikwete affirmed APRM recommendations will be incorporated in the Five Year Development Plan and other MTEFs to further good governance objectives.





*Community Radio reaches hundreds of thousands; giving voice to many.*

Effective parliamentary oversight, management and administration promoted through a wide range of trainings and seminars on parliamentary and committee rules, gender responsive budgeting and national budget oversight, poverty reduction strategies as well as more inclusive law making. In total 92% of MPs and 45% of the Secretariat staff participated, ensuring more effective functioning of Committees and improved quantity and quality of Questions in parliament. Additional support to women MPs was jointly provided by UNDP and UN Women.

Voter registration in Zanzibar supported in advance of the expected 2014 Constitution referendum along with advisory services on voter registration technology options to the Union National Election Commission.

Development Cooperation Framework (DCF) produced, incorporating Busan agreements and lessons learnt from the previous Joint Assistance Strategy for Tanzania (JAST), for more effective, targeted aid management and coordination. The DCF also includes additional components such as overall tax revenue and management as well as 'new' actors, ie the private sector, BRIC countries, Foreign Direct Investors and CSOs.

Aid Management Information Systems upgraded and integrated into national budget, expenditure and planning instruments, informed by South-South knowledge sharing. Tanzania won the 2012 Development Gateway 1st Prize, with the strong role of the Aid Management Platform in the global International Aid Transparency Initiative process praised.

Tanzania Socio-Economic Database (TSED) revitalised, with joint support from UNICEF and UNDP. Robust systematization, storage and analysis of indicators in the economy, infrastructure, agriculture, environment, governance, health and other sectors enabled for improved evidence-based planning across Government.

320 Government staff awarded Post Graduate Diplomas in policy and poverty analysis, public finance and management, ensuring the further integration of a pro-poor inclusive growth perspective within governance structures and processes.

Gender Responsive Budgeting tools and practices, including monitoring systems to track performance of interventions such as sector gender budget statements, utilised by the two legislatures, MoF and local government. Adequate financing is imperative if interventions to address gender gaps are to be effectively implemented.

LGAs empowered to secure new, alternative sources of funding, ranging from engagement of pension funds to identification of possible local government investment opportunities in the energy and power sector, enabling delivery of quality public infrastructure and services at the local level.

Capacity of the Commission for Mediation and Arbitration (CMA) to handle labour disputes on the mainland increased through training of mediators and arbitrators and dissemination of the CMA Case Management Guide Vol. II. Since establishment, a total of 46,357 complaints have been filed at the CMA. Of these, 44,362 complaints have been successfully resolved.

The Dispute Handling Unit (DHU) in Zanzibar established and supported through training, enabling effective handling of labour disputes through mediation and arbitration. Since its formation in 2012, the DHU has received a total of 141 complaints of which 95 have already been successfully resolved.

Cultural rights successfully strengthened in the field of Intangible Cultural Heritage through the creation of a national inventory with the involvement of custodian communities. Files developed for nomination into the Representative List of the Intangible Cultural Heritage of Humanity and to the list of Intangible Cultural Heritage in Need of Urgent Safeguarding, thereby ensuring their protection for future generations.

A mechanism for child rights monitoring by a country wide network of CSOs developed to highlight continuing violations and progress in implementation

nationwide. Data gathered used to advocate for changes to legislation, policy and practice, as well as serving as an essential resource for the forthcoming NGO report to the Committee on the Rights of the Child.

A five year Child Justice Strategy for Progressive Reform completed. Implementation will lead to a more child rights compliant system, in which children's cases are handled by specialist trained personnel in child friendly environments, and both child victims and offenders are provided with services that support their rehabilitation and reintegration.

100% of children appearing in the juvenile court in Dar es Salaam (the only juvenile court in the country) enjoyed full legal representation and 100% of children in Segerea and Keko prisons and Upanga Detention Home received legal information. Over 200 children released from detention, following the dismissal of their cases or their acquittal, 32 children bailed, cases expedited and the number of children held at Keko Remand Prison and Upanga Retention Home reduced.

Children's detention centres governed by a child protection policy and procedure safeguarding children from violence and abuse. All detained children in approved schools provided with reintegration plans to ensure they are prepared for release, with potential for reoffending reduced.

First community rehabilitation scheme for young offenders in Tanzania launched in Dar es Salam, ensuring children are only detained as a last resort. Twenty-eight children have already been diverted from detention or given a non-custodial sentence.

Access to justice improved for survivors/victims of GBV and child abuse through Police Gender and Children's Desks, roll-out to all 417 main police stations on the mainland and in Zanzibar. UNICEF is working in close collaboration with UNFPA and UN Women to operationalize the Desks, supporting police training for effective response to GBV and child abuse cases.

Legal aid services delivered to 1,685 women and children survivors of SGBV in legal aid clinics and 123 women in paralegal units. 11 related cases won, 6 clients' properties restored and 4 reconciliations successfully concluded.

Women High Court Judges training programmes on 'Women's Rights' and 'Women's Access To Justice', including combating sexual coercion, complemented by the development the Journal of Violence Against Women and Girls and Case Law Manual. Both judges and magistrates have applied precedents from the

compiled cases in 2012, with 10 cases reported as adjudicated using the manuals.

Kadhi's Court Bill drafted to address women's rights in marriage, inheritance, divorce and participation in the Court's highest decision making body, the council of 'Maulamaa'. It is anticipated that significant bottlenecks in the realisation of women's rights will be removed, as they pertain to marriage and divorce.

Access to development information and participation in community dialogue enhanced for 500,000 citizens living in Unguja, Ngorongoro and Kahama Districts through 3 community radio projects supported by UNDP, UNESCO and UNWomen.

Quality radio programmes on child rights delivered by 165+ trained reporters, under the Young Reporter Network, across ten districts. Radio stations have reported increased audience; CSOs have experienced increased visibility and recognition for their related community work; and the young reporters assert increase in confidence and performance in class.



### 3.3.2 EMERGENCIES AND DISASTER RESPONSE

UNDAP PROGRAMME OUTCOMES
<ul style="list-style-type: none"> <li>• Prime Minister's Office (PMO) and Zanzibar Chief Minister's Office (CMO) - Disaster Management Departments Effectively Lead Emergency Preparedness and Response With a Focus on Areas Most Susceptible to Disasters</li> <li>• Communities Have Access to Improved Credible Emergency Information to Enable Early Action</li> <li>• Relevant MDAs, LGAs and NSAs Are Prepared, Have Adequate Sectoral Capacity and Provide an Effective Intra Coordinated Response in WASH, Health, Education, Protection, Agriculture, Food Security and Nutrition in Emergencies</li> <li>• Prime Minister's Office (PMO) - Disaster Management Departments (DMDs) Provide Timely Access to Emergency Food Assistance to Food Insecure and Vulnerable Households in Emergency Situations</li> </ul>
PARTICIPATING UN AGENCIES
<b>WFP; FAO; UNDP; UNFPA; UNICEF; WHO</b>

UN assistance under this Working Group focuses on enhancing the disaster management capacity of Government and local communities to be resilient and maintain an effective, coordinated emergency preparedness and response.

#### Highlights of Key Results Secured to Date with UN Support

New Disaster Management Act formulated, incorporating key issues from the Hyogo Framework for Action. The Act emphasises the conversion of the two Disaster Management Departments (DMDs) into Agencies, empowering each to more effectively fulfil their duties.

Internationally agreed disaster management gender and human rights standards incorporated into revised National Operational Guidelines (NOG), ensuring more effective assistance to the most vulnerable sectors of affected populations in times of emergency. Three UN agencies—UNDP, UNFPA and WFP—collaborated to ensure integration of issues pertaining to SRH, food security and entitlements. Two disaster simulation exercises undertaken to test guidelines and existing coordination frameworks, involving Government, NGOs, CSOs and media, on the mainland and Zanzibar. Identified coordination gaps addressed through follow-up Action Plan.

Community leaders in disaster prone districts on both the mainland and in Zanzibar enabled to participate in and lead exercises on vulnerability capacity assessments, with five Emergency Preparedness and

Response Plans (EPRP) consequently developed. In line with the NOG, Community Managed Targeting and Distribution (CMTD) mechanisms adopted to address targeting (inclusion and exclusion) errors. Communities identified the most in need using their own criteria, resulting in the inclusion of most vulnerable groups including women and children, elderly and disabled persons.

Emergency Communication Strategy and Communication Tool Kit developed, informed by a baseline survey capturing communities' perception of emergency information. Disaster Management Committees and radio/TV messages utilised to ensure preparedness and mitigation measures towards drought, floods and cholera.

Reduced incidences of threats to crops from pests and diseases with improved food security outcomes, following control operations informed by district level early warning systems. Monitoring also feeds into regional efforts to track trans-boundary pests.

Food and non-food assistance delivered to most affected households identified under biannual food and nutrition surveys. Assessments conducted and supported jointly by UNICEF, FAO and WFP; contributing to more holistic and effective interventions. The collaboration also enables application of the Integrated Food Security Phase Classification to standardise the severity and magnitude of food insecurity in Tanzania for cross country comparison.



Responsible Ministries enabled to focus their preparedness and response plans according to identified health hazard areas in line with Disaster Risk Reduction and Disaster Risk Management principles. Health service providers consequently equipped with essential emergency response skills to reduce casualties and avert death during times of emergency.

Emergency health stocks established and prepositioned in six regions namely Mbeya, Morogoro, Dodoma, Kilimanjaro, Mwanza and Lindi. The kits comprise of medicines, midwifery kits, bed nets, resuscitation and other equipment which are meant to serve 50,000 people for at least six to eight weeks.

Emergency WASH preparedness stocks procured and prepositioned in six key regional locations namely Shinyanga, Lindi, Dar es Salaam, Mbeya, Dodoma and Kilimanjaro. These are being managed by the DMD of PMO-RALG and targeted to cater for 20,000 people in the first six to eight weeks of an emergency. There is also a pre-approved contingency contract with a local implementing partner (Tanzanian Red Cross

Society) which allows the Society to utilize funds from its own resources for undertaking rapid assessment and immediate lifesaving responses during small to medium scale emergencies and thereafter be reimbursed by the UN.

Health and water staff across 12 emergency prone districts in 6 regions capacitated to respond to epidemics such as cholera and other waterborne related diseases, common during floods. With UNICEF and WHO support, issues of WASH and health were integrated in the EPRP ensuring local communities are better prepared to respond to outbreaks of water borne diseases.

Minimal Initial Service Package for Reproductive Health in Crisis rolled-out; ensuring national partners are equipped to respond to reproductive health and gender concerns in disasters.

Education in Emergencies preparedness and response enhanced following production and dissemination of a simplified version of the orientation package for districts and schools.

### A Human Rights Based Approach in Action

Interventions supported by the Emergency Preparedness and Response Working Group acknowledge the uneven impact of Disasters on poor and marginalised populations and ensure principles of equity, culture and gender sensitivity underpin all initiatives. Duty bearers are held accountable for their response to affected populations within nationally agreed standard and procedures. Meanwhile, timely and effective information flow creates awareness among disaster prone communities of their right to rapid and full recovery. This is exemplified by the community managed targeting and distribution approach which equips communities to identify, among themselves, those most in need of assistance. The roll-out of Emergency Preparedness and Response Plans to community level and simulation exercises have further enhanced coordination among different stakeholders and ensured clear delineation of roles and responsibilities for duty bearers and right holders in managing disasters in country.

### 3.3.3 REFUGEES

UNDAP PROGRAMME OUTCOMES
<ul style="list-style-type: none"> <li>• Refugees Have Access to Basic Services and Protection In Line With International Norms And Standards</li> <li>• Durable Solutions For Camp-Based Refugees Attained</li> <li>• Newly Naturalised are Able to Exercise their Rights as Tanzanian Citizens and Receiving Communities and LGAs are Empowered to Absorb Them</li> <li>• Efficient and Fair Asylum And Migration Systems Strengthened in Line With International Norms And Standards</li> </ul>
PARTICIPATING UN AGENCIES
<b>UNHCR; FAO; IOM; UNFPA; UNICEF; WFP</b>

Under the UNDAP, support to Refugees ensures those remaining in camps in Tanzania have access to basic services and protection in line with international norms and standards whilst durable solutions are pursued. Receiving communities and LGAs are empowered to absorb naturalised populations. National authorities are also supported to promote efficient and fair asylum and migration systems.

#### Highlights of Key Results Secured to Date with UN Support

Basic and essential services including food assistance provided to 105,572 refugees according to national and international standards, as a result of support from a range of UN agencies namely UNHCR, UNFPA, UNICEF and WFP. The refugees were from the Democratic Republic of the Congo and Burundi, hosted at the Nyarugusu and Mtabila camps in North Western Tanzania. The recommended 2,100 Kcal per person per day was maintained, with additional support provided to vulnerable populations in host communities. Supplementary food rations also delivered to targeted refugees, including pregnant and lactating mothers and malnourished children. Kigoma transit centre supported with food assistance, and a one month emergency food ration to former refugees delivered upon their arrival at a Burundi transit centre along with logistical support, as part of the Mtabila camp closure.

Access to water and sanitation, health, nutrition, primary education, protection and community services ensured for refugee children in camps. Notable achievements included: 96% of refugee children enrolled in primary education; increase to 97% retention of primary school girls; 33 litres of portable water per person per day

available in the camps, accounting for 13 litres more than the minimum daily standard. Further, most vulnerable children supported with basic social needs, such as clothing and soap. Safety and security of refugee children increased following the upgrading of child friendly service centres.

Health services to refugees and local host communities dispensed, including provision of malaria drugs, HIV/ AIDS services as well as supplementary infant feeding. Disease surveillance was maintained with no reported outbreak of diseases.

Gender sensitive SRH and SGBV services, according to the Minimum Initial Service Package, delivered to refugees, with community dialogue and discussion sessions on priority areas. All reported cases of SGBV received response services according to the survivors' wishes and in accordance with international guidelines and standards.

Capacity of MDAs to offer refugee protection and service delivery enhanced. As part of security package provided to Government, the number of police deployed by the UN around camps reduced to 71 in 2013.

Environmental protection strengthened in refugee populated areas, through supervised firewood harvesting, tree planting campaigns, training on community forest management as well as establishment of community woodlots, bee keeping and forest conservation sites. Sustainable fuel and diversified income from forest related activities assured through the establishment of woodlots and beekeeping stations in Kigoma, Kasulu and Kibondo.

Legal protection and documentation offered to refugees, including for those in prison. 100% of new born babies issued with birth notifications, 100% of refugees registered and dialogue to resolve legal bottlenecks with Government initiated.

A total of 34,052 Burundian former refugees from Mtabila refugee camp in North Western Tanzania successfully assisted to return home, in full compliance with international human rights and humanitarian standards. Termed by the Government of Tanzania, as “one of the historical milestone achievements by the international community in the quest for durable solutions for refugees.” Attributed to the tremendous efforts in cooperation between the two governments, development and implementing partners including UNHCR, IOM and WFP.

2,715 Burundian refugees found in continued need of international protection relocated to Nyarugusu camp, following individual interviews to assess protection needs.

Additional durable solutions identified for 784 refugees, with successful resettlement to third countries (454 to USA, 184 to UK, 64 to Canada, 31 to Australia, 31 to Belgium and 20 to Ireland). Cultural orientation sessions organized for beneficiaries along with information on housing, employment, education, child care, health, banking, rights and obligations in the new country.

2,000 Somali Bantu refugees verified: naturalization applications of 1,272 individuals under process with remaining individuals awaiting National Eligibility procedures. As a result of an extraordinary National Eligibility Commission session, another 299 individuals recommended for naturalization. By 2013 end, 1,571 individuals will have acquired Tanzanian citizenship.

Host communities and LGAs empowered to absorb Newly Naturalised Tanzanians through a number of initiatives including: awareness raising campaigns to promote education and health, integrating HIV/Aids and SGBV issues; a mobile legal court in Mishamo Settlement to provide legal aid to Newly Naturalised Tanzanians and surrounding host communities; health post, secondary school and road rehabilitation in relevant districts.

Harmonization of refugee/IDP policies across the East African Community advanced, with existing gaps identified, key recommendations on the harmonization process agreed and a detailed comprehensive Five Year Action Plan adopted.

Review of refugee policies and legislation, including immigration and citizen laws, initiated to ensure

reflection of current country/regional context and alignment to international norms and standards. Advocacy with government continues for a more liberal asylum policy and relaxation of restrictions on freedom of movement and employment. The Government of Tanzania’s position on asylum softened as a result of UN advocacy, combined with the successful closure of Mtabila camp and a deterioration of the security situation in the DRC. This was demonstrated through the increased flexibility of Government to accommodate new arrivals, particularly from the DRC, and the commitment to reassume its eligibility responsibilities, which had been suspended since 2009. Consequently, sessions of the National Eligibility Committee were conducted in Chogo Settlement in March 2013 followed by Nyarugusu camp and Kigoma NMC transit centre in May 2013 with over 588 asylum seekers interviewed and awaiting approval from the Government.

The capacity of Tanzanian immigration officials, from both the mainland and Zanzibar enhanced to process mixed migratory flows at border crossing points. Officers familiarized with the EAC Common Market Protocol and a basic information package on implementation produced. Post-training spot assessments at the trainees’ workplaces observe positive changes at operational level.

New Standard Operating Procedures covering ethical practices for dealing with vulnerable migrants developed jointly with the MoHA for use by police and immigration officials at border posts and headquarters, as well as by TRITA in their training sessions. (IOM collaborated closely with UNHCR and UNICEF in the drafting). The document complements the new and updated edition of the 2006 Tanzania Immigration Border Procedures Manual, which was developed jointly with experts from the MoHA.

Migration and Refugee LLM introduced at the University of Dar es Salaam. Thirty students enrolled from the Immigration Department, Tanzania Peoples’ Defence Forces, Attorney General’s Chambers and the Anti-Trafficking in Persons Committee. The course provides holistic and specialised knowledge of all laws governing or relevant to migration and refugee management, including smuggling, trafficking and irregular settlements, to enable an effective response to evolving trends in population movements within the EAC.



### 3.4 OPERATING AS ONE

UNDAP DAO OUTCOMES
<ul style="list-style-type: none"> <li>• UNCT strengthens common procurement management mechanisms and support to national procurement systems</li> <li>• In-country Human Resources processes are harmonised, efficient and responsive to programme needs The work on human</li> <li>• UNCT harmonises core financial management processes and addresses priority capacity gaps</li> <li>• UNCT operationalise cost-effective ICT solutions to support programme delivery</li> </ul>
PARTICIPATING UN AGENCIES (Additional Agencies contribute, but do not lead on Key Actions)
FAO; UNDP; UNFPA; UNHCR; UNICEF; WFP; WHO

Operations management provides coordinated support across Procurement, ICT, HACT/Finance as well as Human Resources to maximise UNDAP delivery. Under DaO, the focus is to harmonise, simplify and secure cost-savings across business processes.

#### Highlights of Key Results Secured to Date

On supply of goods and services, 47 common UN Long Term Agreements (LTA) operational with additional 26 agency specific LTAs made available, resulting in reduced staff time on procurement processes with estimated cost savings of USD 1.3 million in 2011-2012. The procurement conditions respond to key principles under the Global Compact Agreement.

Three complex procurement processes completed: i) selection of One UN Banking provider; ii) security services for UN premises and staff residences; iii) cleaning and gardening services for UN premises. Contracts involved detailed negotiations at headquarter and country level, with strong inter-agency collaboration demonstrated throughout the process.

One Internet Service Provider for the UNCT secured, ensuring better conditions of supply and support but also increased bandwidth from seven to ten megabytes with estimated annual cost savings of USD 300,000 in 2011-2012.

A bandwidth management solution procured for increased efficiency of bandwidth distribution. The solution ensures the impact of high usage in one location does not negatively affect those located elsewhere. It also offers additional managed bandwidth services, allowing Agencies to procure bandwidth for their individual use to meet their internal corporate

networking capability requirements. Piloting for SharePoint services undertaken for roll out in 2014.

System enhanced to effectively manage risk associated with key implementing partners. Five UN agencies—UNDP, UNESCO, UNFPA, UNICEF and FAO—have adopted the Harmonization of Cash Transfer (HACT) modality. 58 joint micro assessments and 48 joint audits for implementing partners on both the mainland and Zanzibar completed and a joint assurance plan agreed. The joint approach has resulted in estimated cost savings of USD 275,000 and USD 80,000 for micro assessment and audits respectively.

Under the One UN House in Zanzibar, common services deliver operational efficiencies for six resident agencies. An agency satisfaction survey demonstrated that 60% were either satisfied or extremely satisfied with the quality of common services provided.

Under Human Resources, DaO Performance objective(s) incorporated in UN staff appraisals (on

As a result of critical administrative interventions, including introduction of direct billing and improved accounting processes, the UN medical clinic in Dar es Salaam is projected to secure an operations surplus of USD 24,000 in 2013. This will enable, for the first time, the clinic to achieve its objective of being self financing.

a voluntary basis), encouraging commitment and accurate assessment of staff contribution inter-agency processes. A staff induction booklet produced to facilitate newcomers' adjustment to UN Tanzania and expedite their integration as productive members of the team. Staff and consultant databases created to

enhance understanding of current UN capacity and encourage information-sharing on key experts for effective programme planning and implementation. A Disaster Recovery Plan for One UN Common Services produced, with back-up procedures for critical systems already established.

### 3.5 COMMUNICATING AS ONE

#### UNDAP DAO OUTCOME

- UNCT operationalises coherence, effective advocacy and communication strategies

PARTICIPATING UN AGENCIES (Additional Agencies contribute, but do not lead on Key Actions)

UNIC; RCO; UNDP; UNESCO; UNICEF

The inter-agency UN Communication Group (UNCG) is tasked with supporting the UNCT to operationalise coherent, effective advocacy and communication strategies for both external and internal use.

#### Highlights of Key Results Secured to Date with UN Support

A range of results-oriented DaO communication products delivered, including the UN Website, the UMOJA bi-monthly newsletter and the UNDAP Information Pack. The latter was recently expanded to include factsheets on the Key Programming Principles of GEWE and Human Rights, with core content provided by the respective Cross Cutting Working Groups.

Joint Outreach activities and media events conducted, including the provision of a UN Stand at the July Saba Saba trade fair. In 2013 alone, 5,000+ visitors informed of the contribution of UN agencies operating in Tanzania.

UN week (17-24 October) and selected UN Days, including International Women's Day, International Youth Day, World Aids Day and Human Rights Day, commemorated. Each served as important advocacy opportunities, with broad participation by Government, Development Partners, Youth, Communities and Civil Society as well as widespread coverage by the electronic and print media.

A fund to support journalists injured or killed while conducting their work established following World Press Freedom Day commemorations. A regional declaration on the safety of journalists drafted for the East African Community for improved media protocols

in the region. The UN's support in promoting Freedom of Expression was widely reported through electronic and print media.

150+ journalists oriented on the UNDAP and reporting for development as a result of a collaborative effort by ILO, UNIC, UNESCO and RCO. Participants were equipped to more accurately reflect UN concerns and consider the human rights and gender dimensions of their reporting, with attendant improvements in accuracy and quality demonstrated.

Additional journalists trained on HIV/AIDS and investigative reporting, resulting in the creation of a regional network. Links to YUNA for enhanced HIV/AIDS and youth related media reporting also secured, for improved access to HIV/AIDS information among the youth in Tanzania and East Africa region.

Education outreach visits in Mtwara and Lindi enhanced 500 youth and secondary school students' knowledge of the UN and its work in Tanzania. Complemented by library and media outreach activities: free space secured at the Saint Augustine University Library and Mtwara Regional Library for UN publications; UN content aired on Safari Radio (audiences in Lindi, Mtwara, Ruvuma and Mozambique).

Consistent delivery of common messaging and advocacy through the development of UN Issues Briefs for internal use. These contain UN agency priorities in Tanzania, informing staff of interventions and key results, strengthening UN positioning as 'Communicating as One'. The Issues Briefs serve as background documents for all Heads of Agency and staff during events,

trainings and media interviews. Further, the One UN Logo guidelines ensured a common, consistent visual identity for joint UN products and communications, without loss to individual agencies' brand identities.

A General Staff meeting provided an opportunity for senior management to respond to staff concerns and ensure continued commitment to DaO processes. The meeting also afforded a platform for UN Cares, designed to reduce the impact of HIV in the UN workplace.

## 3.6 CROSS CUTTING CONSIDERATIONS

### UNDAP DAO OUTCOMES

- UNCT planning, monitoring and evaluation and reporting are results and evidence based
- UNCT strengthens gender mainstreaming and women's empowerment across programme delivery and advocacy campaigns
- UNCT more effectively promotes Human Rights through advocacy, programming and operational management

PARTICIPATING UN AGENCIES (Additional Agencies contribute, but do not lead on Key Actions)

ILO; RCO; UNDP; UNESCO; UNFPA; UNHCR; UNICEF; UNIDO; UNWOMEN; WFP

### 3.6.1 PLANNING, MONITORING AND EVALUATION

The Planning, Monitoring and Evaluation Working Group (PMEWG) serves the entire UNCT and the various UNDAP WGs therein, collaborating with each to ensure centralised PME and reporting processes are evidence-based and results-oriented.

#### Highlights of Key Results Secured to Date

Central web-based Results Monitoring System (RMS, <http://dad.synisys.com/undaprms/>) for joint planning and reporting under the UNDAP established. Lessons learned regularly incorporated into systems and processes to ensure accurate capture of results and response to key information needs (external and internal) for improved programming outcomes. The RMS comprehensive report section made available for external access, enhancing UN Tanzania's transparency and accountability to partners (both implementing and development).

Two Annual Reports per year produced in compliance with UNDAP reporting commitments, including One Fund Donor requirements.<sup>3</sup> The reports provide comprehensive account of results achieved under the

UNDAP, incorporating all UN agencies operating in Tanzania, resident and non-resident/development and humanitarian, as a means of showcasing UN Tanzania's contribution to national priorities, with attendant advocacy and resource mobilisation benefits.

UNCT-wide coherent Knowledge Management Strategy and Action Plan produced for improved (inter-agency and inter-WG) collaboration, institutional memory and external knowledge partnerships. The ICT WG was closely consulted during development to ensure all aspects of the ICT Common Platform were incorporated.

Robust M&E matrix for the accurate tracking of results under the pilot Business Operations Strategy created, in collaboration with the Operations Management Team. Encompasses assessment of transaction cost reductions and improvements in quality of service provision, to support effective and efficient programme delivery.

UNCG assisted in their analysis of the third UN Tanzania KAP Survey. Core recommendations on appropriate targeting of communication products as well advisory on content of future KAP Surveys provided.

<sup>3</sup> The DaO Report is made available in June of each year, encompassing results on a calendar year basis, in compliance with One UN Fund reporting requirements. Each report is posted on the Multi-Partner Trust Fund Office Gateway <http://mpitfundp.org/factsheet/fund/TZ100> and UN Tanzania website <http://tz.one.un.org>. The UNDAP Annual Report is available in November of each year, showcasing results captured according to the Government and UN Tanzania planning cycle of July to the following June. Reports can be accessed via the UN Tanzania website <http://tz.one.un.org>



Tanzania Evaluation Association (TanEA) supported for supply-side strengthening of sector professionals as a contribution towards national evaluation capacity development. The collaboration focuses on diversifying and expanding TanEA's membership base with an emphasis on methodological, thematic and emerging issues as well as facilitation of information exchange amongst stakeholders through web and print media.

### 3.6.2 GENDER EQUALITY AND WOMEN'S EMPOWERMENT

The Inter Agency Gender Group (IAGG) enhances UNCT's programme delivery and advocacy efforts through mainstreaming of GEWE. Towards the end of 2012, the Group received renewed impetus under the UN Quadrennial Comprehensive Policy Review on Operational Activities for Development (QCPR), which placed unprecedented emphasis on GEWE as central to the achievement of development results.

#### Highlights of Key Results Secured to Date with UN Support

International Women's Day activities commemorated, with all resident agency participation and support from Development Partners. The events underpinned the need for a comprehensive and multi-sectoral approach for the effective combat of Violence Against Women and Girls, including prevention, protection, provision of services and information outreach. All target audiences reached with messages around women's empowerment, secured by widespread media engagement and joint press releases.

The 16 Days of Activism to End Violence against Women and Girls observed internally using an electronic Message Marathon to raise UN staff awareness on GBV. Externally, a Radio Marathon with Choice FM and the 'Caravan for Change', raised awareness, encouraged people to speak out against Violence Against Women and fostered related policy dialogue with national stakeholders. Activities also included advocacy to the Tarime District authorities on alternative rites of passage, in collaboration with the Social Protection WG. The graduation ceremony of 350 girls who underwent alternative rites of passage at Masanga Centre was attended by 2,000 people and presided over by the Attorney General. This contributed to other national advocacy initiatives on FGM, particularly to prevent the planned mutilation of approximately 4,000 girls in Mara region.

Agreements to track financial allocations by governments and Development Partners for gender equality obtained. Ensures effective implementation of



*Members of YUNA and University Students attend the International Women's Day film screening of 'Half the Sky'. Young men and women contributed to an active discussion on Violence Against Women and Girls following the showing. (Laura Beke/UNWOMEN)*

associated interventions, along with collection of sex disaggregated data and statistics, to inform national development priorities and plans. Secured as part of policy dialogue with the GoT and Development Partners on the implementation of the Busan Joint Action Plan on Gender Equality.

Human Rights Working Group supported for the Gender related sections of the UN submission to the Covenant on Economic, Social and Cultural Rights (CESCR) Committee. The concluding observations by the Committee echoed UN concerns of polygamy and FGM as priority areas.

Specific provisions for promotion of GEWE integrated in the development of the Natural Gas Policy, the design of the Agricultural Sector Development Programme-Phase II, awareness-raising on the Domestic Worker's Convention No. 189 and finalisation of the National Human Rights' Action Plan.

Gender Factsheet integrated in the UNDP Information Pack serving as an important instrument for mobilising support in-country, communicating UN Tanzania's position on gender issues in the context of DaO to partners. Three advocacy briefs also produced in collaboration with other inter-agency groups including the Interest Group on Cultural Development (IGCD): Securing Productive and Sustainable Livelihoods for Women and Men In Tanzania; 'Women's Representation in Politics and Leadership'; 'Gender, Culture and Development'.

UN staff oriented on Gender Responsive Budgeting and GBV at Work, for improved outcomes across related

sectors. Gender briefings also delivered on the post-MDG framework, identifying emerging findings and consensus from attendant national and international dialogue.

Gender Mainstreaming Checklists and Gender Markers introduced for each of the Programme WGs, guiding their delivery and promoting UN accountability for GEWE. Follow-up support for AWP development provided to enable appropriate planning and subsequent tracking of key gender results.

### 3.6.3 HUMAN RIGHTS

The Human Rights Working Group supports the UNCT to more effectively promote Human Rights through advocacy, programming and operational management.

#### Highlights of Key Results Secured to Date

Joint UN Country Team submission—with inputs from ten agencies and IAGG—to the CESCR Committee, prior to the review by the Committee of the United Republic of Tanzania's periodic State report. Key observations on the progress and obstacles in the realisation of

economic, social and cultural rights were included in the concluding observations of the Committee, such as recommendations relating to maternal mortality, PLHIV, corporal punishment of children and domestication of the Covenant on ESCR into national law. Representatives from the Commission of Human Rights and Good Governance (CHRAGG) and partner NGOs oriented on the use of CESCR concluding observations and other Human Rights Treaty Body processes in advocacy at national levels.

Government equipped to produce and effectively implement its National Human Rights Action Plan (NHRAP), with comprehensive analysis and a set of recommendations presented during finalisation. These included: alignment with relevant sector reform programmes (eg. child justice) and the Five Year National Development Plan implementation arrangement; inclusion of an action to review the National Policy on Indigenous Peoples; and technical advice on the development of a detailed M&E framework. The NHRAP development process is government-led, but served as a good example of inter-agency collaboration: UNDP served as the principal financier of the formulation process—under the Governance WG—and the HRWG coordinated UNCT technical assistance to the national coordination committee.

Programme Working Groups briefed on the basic tenets of the Human Rights Based Approach and new tools relevant to their sectors for enhanced mainstreaming of human rights concerns and standards. Additional support provided throughout the AWP development process and biannual reviews to ensure due integration of and results oriented reporting on human rights priorities.

Briefings delivered on emergent human rights concerns—including indigenous peoples, the situation in Loliondo (together with IGCD), civil society participation in the constitutional review and the situation of human rights defenders. UNCT equipped to take strategic decisions on the type of support to provide or actions to take going forward.

Culture and Development incorporated in the programming of UNCT, with UNFPA, UNESCO, FAO and RCO collaboration for a cross-policy assessment of effective ways to combat FGM in Mara Region.

Action plans developed and implemented by UN service providers to facilitate adherence to the UN Global Compact. Duty bearers 'audited' UN service providers, assessing adherence to UN-Global Compact and human/labour rights for improved compliance including on child labour.



### **The Universal Periodic Review: An Opportunity to Enhance Rights Based Development Results**

In 2011, Tanzania underwent its first Universal Periodic Review (UPR) conducted by the United Nations Human Rights Council. This provided a valuable opportunity to address long-standing human rights issues in the country. However, challenges in engaging with the UPR process and leveraging these opportunities for the benefit of the population were multifold, in particular the lack of knowledge and experience and limited ability to ensure a transparent, inclusive and participatory process among national stakeholders.

The UN system, under the leadership of the Resident Coordinator and supported by an inter-agency framework, was able to step in at the request of government to provide the required technical support to both State and civil society actors. It also mobilised a wide range of actors, including state officials from different rural areas, civil society, the media and the donor community, to engage in the UPR preparatory and review process, as well as to support implementation of its recommendations.

As a result, the UPR process became viewed as a credible process, representing the genuine views of Tanzanians. The recommendations provide a powerful framework to take forward human rights reform in Tanzania and for policy-makers and development partners to draw upon in advocacy, policy and programming initiatives.

*Extract from: Mainstreaming Human Rights in Development 'Stories from the field', UNDG 2013*





## 4.0 COMMON BUDGETARY FRAMEWORK

The UNDAP 2011-2015 includes a common budgetary framework comprised of agency core, agency non-core and One Fund resources. Delivery of the Programme of Cooperation, including the reform agenda, depends upon the successful mobilisation of all three sources of funding.

**Core resources** are provided by member states on a voluntary basis for core (and some programmatic) functions of the agency. These are allocated by headquarters to country offices. Only a few UN agencies can draw upon core funding.

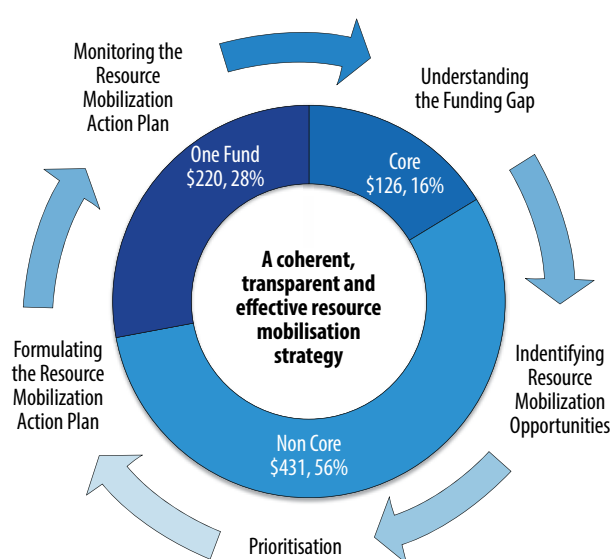
**Non-Core resources** constitute supplementary funding for programmatic (and some core) functions of the agency. These are financed through resource mobilization efforts at headquarter, regional and country level. All UN agencies utilize non-core funding streams.

The **One UN Fund** in Tanzania was established in 2007 under the DaO UN reform agenda, to finance both programmatic and operation functions at the country level. It is managed by the Multi-Partner Trust Fund (MPTF) Office in New York and resourced through Development partners' contributions at headquarters through mechanisms such as the Expanded Funding Window as well as at the country-level. Almost all UN agencies contributing to the UNDAP 2011-2015 in Tanzania draw upon the One Fund. Allocations are made on an annual basis by the JSC based upon agreed eligibility and performance criteria, defined in the One UN Fund MOU and Terms of Reference.

The Common Budgetary Framework offers increased transparency. Through the UNDAP web-based Results Monitoring System (<http://dad.synisys.com/undaprms>), partners may access detailed AWP, biannual reports and up-to-date information on progress to date across both programmes and operations. Moreover, through the MPTF Office GATEWAY (<http://mptf.undp.org/factsheet/fund/TZ100>) partners may access real-time data related to donor contributions, programme budgets and transfers to participating UN agencies under the One UN Fund.

The UNCMT utilises a voluntary code of Resource Mobilisation Engagement principles to ensure a transparent, coherent approach to engagement with donors and a clear delineation of responsibilities for the raising of monies for the unfunded elements of the UNDAP 2011-2015.<sup>4</sup> This is complemented by a fully aligned set of donor engagement principles agreed by the Friends of the UN. As supporters of the One UN process in Tanzania, this informal body of Development Partners meets to discuss issues with UN representatives, ranging from the global System-Wide Coherence reform agenda to UN development/humanitarian results at country level. During each AWP period, the RC ensures UN participation in at least two meetings at the level of Heads of Mission, using the fora as an opportunity to share results achieved and secure support for UN initiatives going forward. Further, the Office of the Resident Coordinator engages in at least three meetings per year at the technical level, inviting members of the UNCT to showcase aspects of their programming.

Figure II: Resource Mobilization at the Country Level



<sup>4</sup> Each Programme WG is required to produce and regularly update a Resource Mobilization Action and Monitoring Plan, for capture in the RMS.

### 4.4.1 FINANCIAL DELIVERY

Figure III shows the UNDAP four year budget alongside the accumulative expenditure for each Programme Working Group and combined initiatives under DaO (Communications, PME, Procurement, Human Resources, ICT, HACT/Finance, Gender Equality and Human Rights).

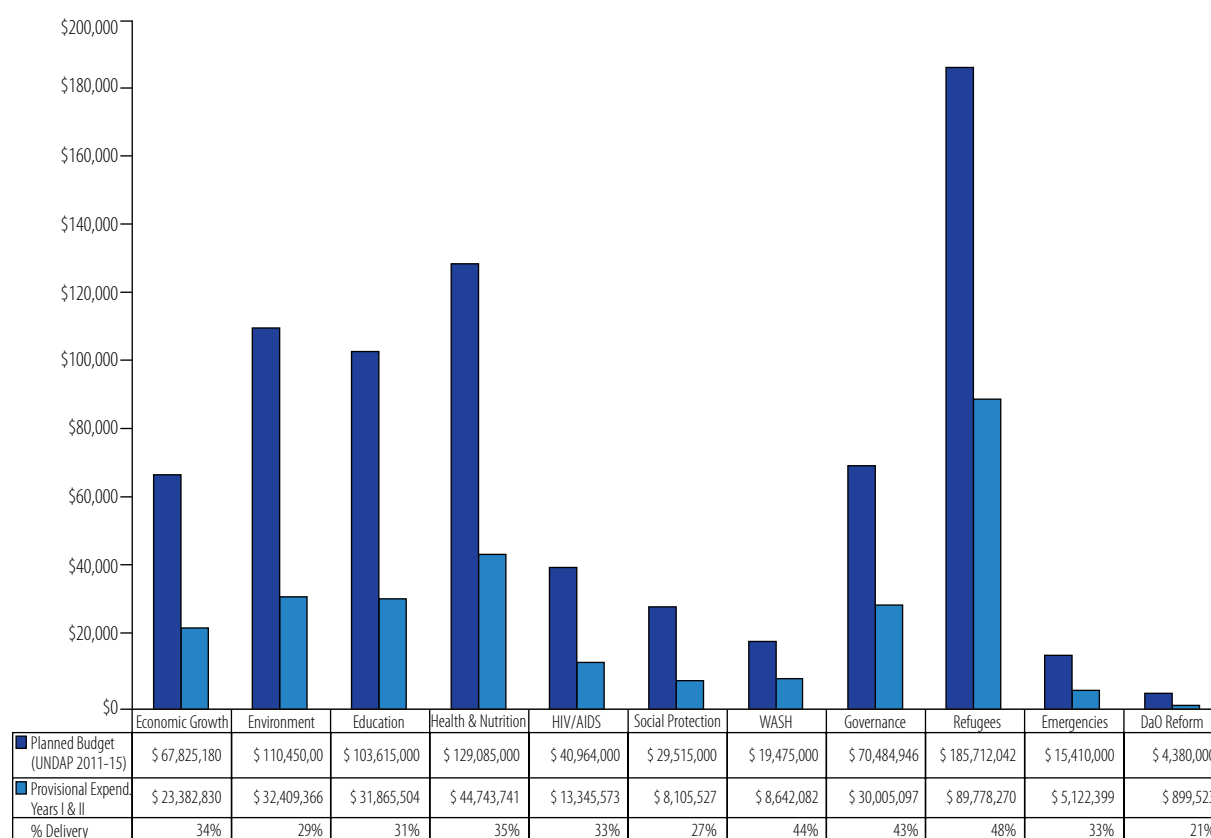
As noted in the introduction, these figures are provisional. The data has not been certified by relevant agencies' headquarters. Authorised figures will only be available in the second quarter of 2014, and will therefore be reported in detail in the DaO Annual Report, in compliance with One UN Fund reporting requirements defined in the MOU.<sup>5</sup>

According to provisional expenditure reporting, the initial delays in start-up experienced in the first year of UNDAP implementation were overcome with a strong showing across the Programme WGs. Provisional expenditure for the two years of UNDAP implementation averaged at 37% against the four year UNDAP planned budget. The Refugee WG scored

the highest rate of financial delivery at 48%, closely followed by WASH at 44% and Governance at 43%. The combination of milestone events, such as the closure of Mtabila Camp, and the strong direct delivery component, are evident in this high performance score.

The financial data can be further broken down, providing insight into delivery rates for Year II. Figure III shows the expenditure for each Programme WG and combined DaO initiatives against monies allocated for 2012-2013. Average financial delivery stood at 88%, with three WGs (Refugees, Economic Growth and Education) attaining scores of 94% or more. The DaO components also showed significant improvement, with expenditure totalling 95% over allocated funds. The figures demonstrate that WGs accelerated progress on key initiatives to compensate for slow delivery in Year I. It is anticipated that this positive trajectory will continue in Year III, across all WGs.

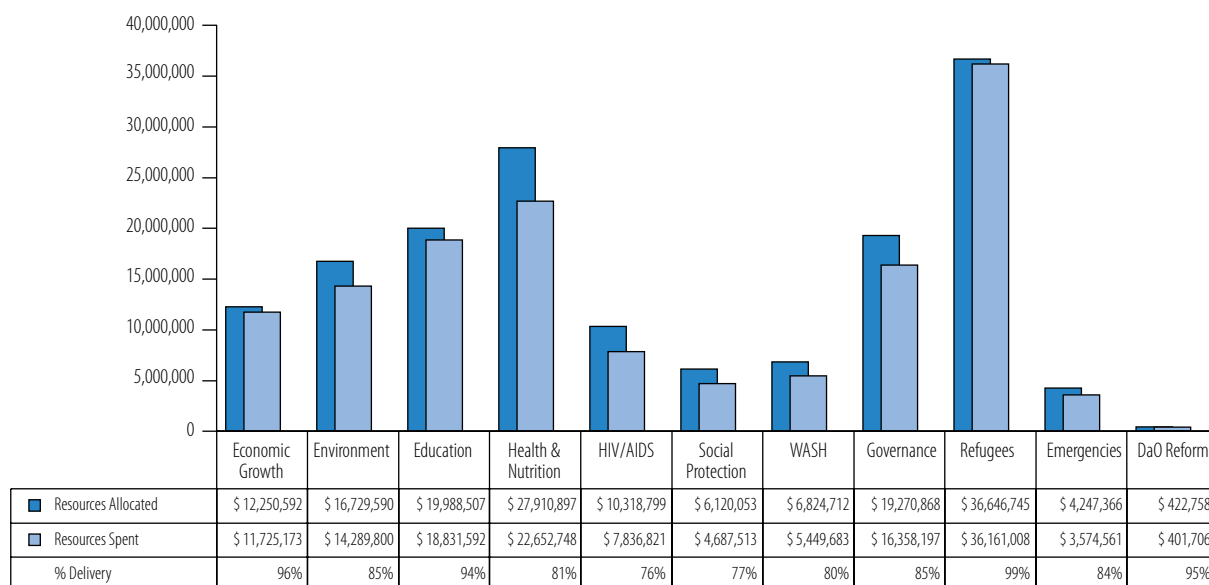
Figure III: UNDAP Planned Budget and Provisional Expenditure to Date



<sup>5</sup> The DaO Report is available in June of each year, encompassing results per calendar year. Each report is posted on the MPTF Office Gateway <http://mptf.undp.org/factsheet/fund/TZ100> and UN Tanzania website <http://tz.one.un.org>



Figure IV: AWP 2012-2013 Planned Budget and Provisional Expenditure







## 5.0 CONSTRAINTS AND CHALLENGES: OUR RESPONSE

A number of challenges influenced the effective and efficient delivery of planned results under the UNDAP. Listed below are specific remedial actions undertaken and/or planned for the remainder of the UNDAP to address these concerns. Sector specific constraints are addressed by the WGs through specific initiatives defined in Year III AWP. Progress on these will be regularly monitored, with a formal assessment made during the Mid Year Review, December 2013-January 2014.

### 5.1 UN/INTERNAL

#### Prioritisation and Renewed Focus on Resource Mobilization

A primary constraint listed by many WGs related to the availability of funds, both Agency and One Fund, in the current global economic climate. At the commencement of Year II AWP, agencies were required to prioritise results areas and reduce costs where possible to maximise the utility of funds available. During 2013, operationalisation of the UN Tanzania Resource Mobilisation Strategy and Action Plan received renewed impetus with the further development of the RMS. The system enables up-to-the-minute understanding of the UN's funding needs and priorities per Programme area, supported by regular mappings of the Development Partner environment (including non-traditional actors) for targeted, effective resource mobilisation.

#### Acknowledge Staff Contributions to DaO processes

Related to the effective functioning of the WGs was the challenge of consistent and quality contributions from Participating UN agency staff. Variance in staff capacity and commitment—the latter adversely affected by perceived competing agency priorities—resulted in an over-reliance upon a few key individuals to fulfil principal WG functions. In cases of absence or staff turnover, activities were discontinued, postponed or the ambition somehow reduced. This was especially felt within the Operations and Cross Cutting WGs, for which activities and planned results are essentially supplementary to staff core portfolios. Further take up regarding a voluntary set of guidelines for relevant staff's performance assessments (first agreed at the end of Year I), was therefore encouraged across UN Tanzania.

This was coupled with the renewal of pledges by the UN Country Management Team to ensure their staff fully commit and contribute to the delivery of UNDAP results, as determined by their capacities and agency portfolios.

#### Maximise Inter-Working Group Synergies

Given the current Division of Labour established through the UNDAP, which provides for single agency accountability at activity level, programme staff sometimes found it challenging to identify areas of synergy or secure collaborative partnerships to generate the value addition promised by DaO. Notwithstanding, agencies are increasingly finding ways to work together on a range of issues, as referenced in the key programme results identified under Section Three. In addition to these, there is the range of inter-agency processes which support or augment programme planned results, such as: joint advocacy; joint procurement; joint audits and evaluations; joint monitoring (and reporting); joint resource mobilisation. As UN Tanzania goes forward, communication products will include such examples of collaboration to further highlight how DaO is heightening impact and reducing costs.

### 5.2 GOVERNMENT/EXTERNAL

#### Support GoT to Address Capacity Gaps

Effective delivery under the UNDAP is impeded by capacity shortfalls within Government. MDAs and LGAs suffer from an insufficient quantity of trained and experienced personnel capable of executing their respective institutions' mandates and commitments therein. Such capacity constraints are further exacerbated by rapid staff turnover and funding gaps. The UNDAP is designed to contribute to a filling of this gap amongst national partners, with specific focus upon Government: 95% of all key actions relate to capacity development accounting for 66% of the planned budget. At the Output level, such capacity building interventions can be loosely divided into five categories (in order of significance): Implementation (42.05%); Strategy and Budget Allocation (20.08%); M&E and Learning (17.80%); Policy and Legislative (11.74%); Resource Mobilization (8.33%). Already capacity support is effecting change at the ground level, as the

list of key results achieved with UN support lengthens. This trajectory will be further built upon going forward to secure real advancements across key programming areas.

### Enhance Compliance with Government and UN Financial Reporting Procedures

The slow rate of fund disbursement through the Government Exchequer system is often cited as a key constraint to timely implementation. The UNCT endeavours to ensure the timely upload of cash transfer projections on the Aid Management Platform, however this information is not consistently reflected in the Government budget books impeding efficient disbursement to partners. Such delays are exacerbated by incomplete reporting and late fund requests from Implementing Partners. The UNCT has collaborated (and will continue to collaborate) with the Ministry of External Finance to build the capacity of respective Implementing Partners to ensure MTEFs are duly reflected in budget forecasts, subsequently captured in the budget books and the requisite allocation of budget vote numbers secured for timely transfer from the treasury to UN Implementing Partners. Further, the HACT/Finance Working Group will continue orientations on the use of the FACE form to ensure compliance with reporting requirements for timely release of disbursements.

### Heightened Partner Engagement

Agreed programming results were also adversely affected by delays in Government decision-making or shifting priorities. For example, a major constraint for the Education Working Group related to the delayed adoption of the IECD Policy (Outcome One). Despite in-depth and comprehensive discussions, including at the 2012 Joint Education Sector Review, the Government has yet to approve the policy. Without GoT endorsement, integrated approaches to early childhood development will continue to be delayed nationwide. In response to these concerns, the UNCT has strengthened outreach, improved communication and visibility at national and community level. Agencies have renewed collaborative advocacy efforts to secure progress on the UN's normative agenda as well as on emerging human rights and developmental issues. Moreover, the WGs have endeavoured to incorporate partners in their regular meetings (in addition to key planning and review events) and heightened use of the existing Government Dialogue Structure to secure support for planned initiatives.









## 6.0 SUPPORTING THE DELIVERING AS ONE GLOBAL AGENDA

As one of the eight countries to pilot DaO, UN Tanzania has been a leading advocate of and contributor to the reform on the global stage. Since 2008, UN Tanzania has participated in a range of DaO-related events and processes which have ensured lessons learnt have been documented, debated and converted into recommendations for progression of the reform agenda. This has borne fruit, with key directives of the QCPR promoting greater harmonisation of agencies' planning, partner engagement, monitoring and reporting procedures. Change at headquarters level is critical to limit duplication of effort at country level, maximise results and engender expected reductions in transaction costs. The UNCT will continue to advocate for this crucial component of the system-wide coherence reform agenda, utilising the various consultative and decision-making DaO platforms at every opportunity.

### 6.1 KEY CONTRIBUTIONS (2011-2013)

#### Independent Evaluation of DaO Pilots

In October 2011, UN Tanzania welcomed a country visit by representatives of the Independent Evaluation team, as one component of a comprehensive and fully independent review of DaO across the eight pilot countries. Covering the period 2006 to 2011, the Evaluation analysed the context, processes and progress of DaO, identifying lessons learned from the pilots' experiences and remaining challenges of the DaO approach. Systemic issues of UN reform related to or triggered by the DaO approach at headquarters, regional and country levels were also considered. In the final phase of the Evaluation, the UNCT participated in follow-up meetings with the Evaluation Management Group and Secretariat, providing detailed inputs to report drafts. The summary was presented to the President of the General Assembly during the 66th Session, contributing to discussions concerning system-wide coherence under the QCPR.

#### Joint DaO Audit

UN Tanzania was selected to be the first country team to undergo a joint DaO audit. The Internal Audit Services of seven UN organizations (UNDP, UNESCO, UNFPA, UNICEF, UNIDO, FAO and WFP) undertook a joint audit mission from 20 February to 2 March 2012.

The audit reviewed activities and processes under the five DaO pillars, implemented between 1 January 2010 and 31 December 2011, thereby encompassing the final 18 months of the Joint Programme period and the first 6 months of the UNDAF. Recommendations by the Audit Office were subsequently integrated in the AWP of relevant inter-agency WGs as well as management bodies for prompt and effective follow-up.

#### Business Operations Strategy

In December 2012, UN Tanzania responded to the undg call for volunteer pilots of the Business Operations Strategy (BOS), with a two year strategy formulated for the final period of the UNDAF. The BOS encompasses joint business operations such as procurement, security, human resources, ICT, transport etc, providing a strategic, medium term focus for the effective planning, implementation and monitoring of related results which are fully integrated into a country's UNDAF/UNDAF. UN Tanzania will provide feedback on the piloting phase to ensure lessons learnt are incorporated into a final model for global application.

#### Inter-Governmental Conferences on DaO

Tanzania also served as active participants to the five High-level Inter-Governmental Conferences on DaO, 2008-2012. During the UNDAF, the final two conferences were held: i) Montevideo, 8-10 November 2011; ii) Tirana, Albania, 27-29 June 2012. For each, the Government of Tanzania demonstrated both ownership and leadership of the reform, sending delegates supported by members of the UN Country Management Team including the Resident Coordinator. In addition to presenting the experience of DaO in the Tanzanian context—the challenges and recommendations for going forward—Government delegations shared statements in support of DaO, calling upon accomplishments at country level to be matched by comprehensive political commitment on the global stage.

#### Standard Operating Procedures for DaO

In support of the second generation of DaO, with a renewed focus on results for increased accountability and improved outcomes, a High Level Panel was created to formulate Standard Operational Procedures (SOPs) for the core components of each of the DaO Pillars. UN Tanzania's Resident Coordinator served on

the Panel, contributing lessons learned and good practice grounded in the Tanzanian experience. The SOPs form an integrated package of guidance regarding programming, leadership, business operations, funding and communications for country-level development operations, which may be adapted for various national contexts. Further, the SOPs afford clear recommendations on critical policy and procedural changes at agency headquarters for reduced transaction costs and improved synergies in delivering for results. UN Tanzania will continue to provide inputs to the SOP process, with contributions to the attendant guidelines planned for roll out in 2013 and beyond.

#### **Ad Hoc Presentations / Consultations**

Highlights include the 30th Meeting of the UNAIDS Programme Coordinating Board, in which the Resident Coordinator presented a paper on the Joint Programming approach, the consequent enhancement of UN accountability, support and effectiveness to the national AIDS response. The Resident Coordinator is also a regular contributor to the Utstein Spring consultations. The 2012 meeting focused upon the operationalisation of the Busan Outcomes, the post-2015 MDG agenda and the funding architecture of the UN. During the same period, Resident Coordinators from the DaO countries met to share experiences on the principal obstacles to cooperation and coordination on the ground, and how these might be resolved. More recently, the Resident Coordinator participated in the Burundi UN Country Management Team 2013 retreat, providing insights on the operationalisation of DaO, informing their preparations to become DaO self-starters.









## 7.0 CONCLUSIONS

Delivery under the UNDAP 2011-2015 continues to go from strength to strength. Initial delays—common at the beginning of programmes—have been overcome and the pace of implementation accelerated during Year II. There has been a tangible progression from start-up activities towards real results. The capacity of duty-bearers has been enhanced across a range of sectors to respect, protect and fulfil human rights in-country. Likewise rights-holders have been empowered to meaningfully participate in decision-making processes and contribute to improved delivery of services, in particular the most marginalised or disadvantaged groups.

In the year ahead, we will continue to experiment with new ways of working, methods and tools to ensure coherent, effective and cost-efficient implementation to realise our planned results. UN Tanzania will build upon partnerships forged both externally and within the UN family to elevate our contribution to the country's development, progressing ever closer to our agreed Outcomes.

On the global stage, UN Tanzania looks forward to the institutionalisation of key components of DaO across the UN system, in compliance with QCPR recommendations. As one of the original pilot countries, UN Tanzania will continue to contribute to a core repository of lessons learnt and good practice to ensure the effective realisation of DaO principles across both pilots and self-starters, with all the potential of enhanced UN effectiveness and efficiency it offers.

## ANNEX I: ABBREVIATIONS AND ACRONYMS

AMP	Aid Management Platform	GDP	Gross Domestic Product
ART	Anti-Retroviral Therapies	GEWE	Gender Equality and Women's Empowerment
AWP	Annual Work Plan	GoT	Government of the United Republic of Tanzania
BCC	Behaviour Change Communication	HACT	Harmonized Approach to Cash Transfers
BOS	Business Operations Strategy	HRBA	Human Rights-Based Approach
BRN	Big Results Now	IADG	Internationally Agreed Development Goals
CBOs	Community-Based Organizations	IAEA	International Atomic Energy Agency
CCA	Climate Change Adaptation	IAGG	Inter Agency Gender Group
CESCR	Covenant of Economic, Social and Cultural Rights	ICATT	Integrated Management of Childhood Illness Computerized Adaptation and Training Tool
CHRAGG	Commission for Human Rights and Good Governance	ICT	Information and Communication Technology
CMA	Capacity of the Commission for Mediation and Arbitration	IEC	Information, Education and Communication
CMO	Chief Minister's Office (Zanzibar)	IECD	Integrated Early Childhood Development
CMO - DMD	Chief Minister's Office – Disaster Management Department	IGCD	Interest Group on Culture and Development
CMTD	Community Managed Targeting and Distribution	ILO	International Labour Organisation
CODAS	Cooperative Data Analysis System	INSET	In-Service Education and Training
CSO	Civil Society Organization	IOM	International Organization for Migration
DaO	Delivering as One	IP	Implementing Partner
DCF	Development Cooperation Framework	IPPE	Integrated Post Primary Education
DHU	Dispute Handling Unit	ITC	International Trade Centre
DPG	Development Partners Group	JAST	Joint Assistance Strategy for Tanzania
DRR	Disaster Risk Reduction	JP	Joint Programme
EAC	East African Community	JSC	Government and UN Joint Steering Committee
ECD	Early Childhood Development	KAP	Knowledge Attitude and Practice
ECG	Emergency Coordination Group	LGAs	Local Government Authorities
EMOC	Emergency Obstetrics Care	LMIS	Labour Market Information System
eMTCT	Elimination of HIV Transmission from Mother to Child	LTA	Long Term Agreement
EPRP	Emergency Preparedness and Response Plans	M&E	Monitoring and Evaluation
ESCR	Economic, Social and Cultural Rights	MAF	MDG Acceleration Framework
FACE	Funding Authorization and Certificate of Expenditure	MARPs	Most at Risk Persons
FAO	Food and Agriculture Organization of the United Nations	MDAs	Ministries, Departments and Agencies
FSN	Food Security and Nutrition	MDGs	Millennium Development Goals
GBV	Gender Based Violence		



MIS	Management Information Systems	PLHIV	People Living with HIV
MKUKUTA	Kiswahili acronym of the National Strategy for Growth and Reduction of	PMO	Prime Minister's Office
Poverty		PMO-DMD	Prime Minister's Office - Disaster Management Department
MKUZA	Kiswahili acronym of the Zanzibar Poverty Reduction Plan	PMO-RALG	Prime Minister's Office - Regional Administration and Local Government
MLEYD	Ministry of Labour, Employment and Youth Development	PMTCT	Prevention of Mother-to-Child Transmission of HIV
MNCH	Maternal, Newborn and Child Health	POPC	President's Office Planning Commission
MoEVT	Ministry of Education and Vocational Training	PRSP	Poverty Reduction Strategy Paper
MoF	Ministry of Finance	PSSN	Productive Social Safety Net
MoHA	Ministry of Home Affairs	PUN	Participating UN Organisation
MoHSW	Ministry of Health and Social Welfare	QCPR	Quadrennial Comprehensive Policy Review
MoLDF	Ministry of Livestock Development and Fisheries	RBM	Results Based Management
MoNRT	Ministry of Natural Resources and Tourism	RBM	Results Based Management
MoTTI	Ministry of Trade, Tourism and Industry	RC	United Nations Resident Coordinator
MoU	Memorandum of Understanding	RCH	Reproductive and Child Health
MPTF	Multi-Partner Trust Fund	RCO	United Nations Resident Coordinator's Office
MSD	Medical Stores Department	REDD	Reducing Emissions from Deforestation and Forest Degradation
MTEF	Medium Term Expenditure Framework	RGoZ	Revolutionary Government of Zanzibar
MUAC	Mid-Upper Arm Circumference	RMS	Results Monitoring System
MUCHALI	Food Security and Nutrition Information (Swahili Acronym)	SAGCOT	Southern Agricultural Growth Corridor of Tanzania
MVC	Most Vulnerable Children	SAM	Severe Acute Malnutrition
NAFORMA	National Forest Monitoring and Assessment	SGBV	Sexual and Gender Based Violence
NBS	National Bureau of Statistics	Sheias	Zanzibar Local Government Authorities
NCD	Non-Communicable Diseases	SMEs	Small and Medium-sized Enterprises
NCPA	National Costed Plan of Action for Most Vulnerable Children	SOP	Standard Operational Procedures
NGO	Non-Governmental organization	SRH	Sexual and Reproductive Health
NMSF	National Multi-sectoral Strategic Framework	SSRA	Social Security Regulatory Authority
NOG	National Operational Guidelines	STEM	Science, Technology, Engineering and Mathematics
NPA	National Plan of Action	SWAP	Sector Wide Approach to Programming
NRA	Non-resident Agency	TACAIDS	Tanzania Commission for AIDS
ODA	Overseas Development Assistance	TANEA	Tanzanian Evaluation Association
OHCHR	Office of the High Commissioner for Human Rights	THIMS	Tanzania HIV/AIDS and Malaria Indicator Survey
OMT	Operational Management Team		
One UN Fund	One United Nations Fund for the United Republic of Tanzania		

TOPT	Tanzania One Procurement Team	VPO	Vice President's Office
ToR	Terms of Reference	WASH	Water Sanitation and Hygiene
TSED	Tanzania Socio-economic Database	WEC	Ward Education Coordinators
TVET	Technical Vocational Education and Training	WFP	World Food Programme
UN	United Nations	WG	Working Group
UNA	United Nations Association	WHO	World Health Organization
UNAIDS	United Nations Programme on HIV/AIDS	WPP	Workplace Programmes
UNCDF	United Nations Capital Development Fund	YUNA	Youth of United Nations Association
UNCG	United Nations Communication Group	ZAC	Zanzibar Aids Commission
UNCMT	United Nations Country Management Team	ZAWA	Zanzibar Water Authority
UNCT	United Nations Country Team	zMoLPEEC	Ministry of Labour, Peoples Economic Empowerment and Cooperatives
UNCTAD	United Nations Conference on Trade and Development	ZSPP	Zanzibar Social Protection Policy
UNDAF	United Nations Development Assistance Framework		
UNDAP	UN Development Assistance Plan		
UNDG	United Nations Development Group		
UNDOCO	United Nations Development Operations Coordination Office		
UNDP	United Nations Development Programme		
UNEP	United Nations Environment Programme		
UNESCO	United Nations Educational, Scientific and Cultural Organization		
UNFPA	United Nations Population Fund		
UN-HABITAT	United Nations Human Settlements Programme		
UNHCR	United Nations High Commissioner for Refugees		
UNIC	United Nations Information Centre		
UNICEF	United Nations Children's Fund		
UNIDO	United Nations Industrial Development Organization		
UNODC	United Nations Office on Drugs and Crime		
UNV	United Nations Volunteers		
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women		
UPR	Universal Periodic Review		
VCT	Voluntary Counselling and Testing		







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