



*Empowered lives.  
Resilient nations.*  
**TANZANIA**

# Sustainable human

DEMOCRATIC GOVERNANCE

# development pathways

RESILIENCE BUILDING





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# ACRONYMS

ADD	Agriculture Delivery Division
AGC	Attorney General Chambers
AMCEN	African Ministerial Conference on the Environment
AMP	Aid Management Platform
AMSCO	African Management Services Company
AAP	African Adaptation Programme
ATMS	African Training and Management Services
AWS	Automated Weather Stations
BRN	Big Results Now
CBOs	Community Based Organisations
COCOBA	Community Conservative Banks
DaO	Delivering as One
DEP	Democratic Empowerment Project
DPG	Development Partners Group
EIF	Enhanced Integrated Framework
EMA	Environment Management Act
EMBs	Electoral Management Bodies
FAO	Food and Agriculture Organisation
GEF	Global Environment Facility
GoT	Government of United Republic of Tanzania
HLF	High Level Forum
IPSAS	International Public Sector Accounting Standards
JAST	Joint Assistance Strategy
KPL	Kilombero Plantation Limited
LSP	Legislative Support Project
MAF	MDG Accelerated Framework
MDAs	Ministries Departments and Agencies
MDGs	Millennium Development Goals
MEM	Ministry of Energy and Minerals
MPTF	Multi-Partner Trust Fund
NACSAP	National Anti-Corruption Strategy and Action Plan
NAO	National Audit Office
NCCS	National Climate Change Strategy
NEC	National Electoral Commission
NGOs	Non Government Organisations
ODA	Official Development Assistance

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PDB	Presidential Delivery Bureau
PEI	Poverty Environment Initiative
PMO-DMD	Prime Minister's Office-Disaster Management Department
POPC	President's Office Planning Commission
PPP	Public Private Partnership
REA	Rural Energy Agency
REDD	Reducing Emissions from Deforestation and Forest Degradation
RUBADA	Rufiji Basin Development Authority
SACGOT	Southern Agriculture Growth Corridor of Tanzania
SAIPRO	Same Agriculture Improvement Project
SE4ALL	Sustainable Energy for All
SLM	Sustainable Land Management
SPANEST	Strengthening the Protected Area Network of Southern Tanzania
SRI	System Rice Intensification
SSC	South-South Cooperation
TANAPA	Tanzania National Parks Authority
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TCT	Tourism Confederation of Tanzania
THDR	Tanzania Human Development Report
TIC	Tanzania Investment Center
TMA	Tanzania Meteorological Agency
TSDP	Trade Sector Development Programme
TTIS	Tanzania Trade Integration Strategy
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNVs	United Nations Volunteers
ZAC	Zanzibar AIDS Commission
ZEC	Zanzibar Electoral Commission

# FOREWORD

**The world is undergoing rapid transitions. The African Continent has seen tremendous changes over the last two decades. In particular, sub-Saharan Africa has witnessed economic growth since the mid-1990s.**

These changes call for a much more diverse range of support modalities for countries in transition. UNDP partners with people at all levels of society to help build nations that can withstand crisis, drive, and sustain the kind of growth that improves the quality of life for everyone. We are on the ground in 177 countries including Tanzania where we have been supporting the Government of the United Republic of Tanzania since 1968 to improve the lives of people through three main areas of sustainable development, inclusive and effective democratic governance and resilience building.

***UNDP's mission is to help bring about transformational change to which countries aspire and to build countries' resilience to overcome whatever challenges they may face.***

Within the framework of the UN Delivering as One in Tanzania, UNDP has worked closely with the government, other UN agencies, bilateral donors and lending institutions to ensure support is channeled transparently into priorities to stimulate economic growth, and reduce poverty. UNDP takes a human development-based approach to programming which depends on national leadership and ownership of development interventions. This is essential so that development solutions reflect and are adapted to local circumstances and aspirations.

UNDP recognizes that reducing poverty depends on vibrant economic growth, driven by a strong private sector that creates jobs, produces goods and services that generate tax revenues for financing essential social services and infrastructure. UNDP will continue to support the government, within the framework of national ownership in its initiatives to enhance implementation and delivery in agriculture, energy and natural gas, transport, water and basic education.

UNDP provides a wide range of resources for our partners: an intellectual resource base that ranges from global and regional specialists to concrete country experiences across the globe; a proven ability to influence policy and build capacity and strategic advisory support to key national priorities, fiduciary management support, and provision of procurement services. UNDP is a trusted partner that works across sectors in building partnerships for change – between governments, with development partners, private sector and civil society.

In recent years, Tanzania has seen impressive economic growth amid a growing scope for the extraction of national resources and a steady flow of Official Development Assistance (ODA). With an increasing volume of Foreign Direct Investment, the Tanzanian economy is undergoing significant growth that can bring major benefits to the entire nation.

UNDP is committed to supporting the Government of the United Republic of Tanzania to transform the nation to a middle income country by 2025 through significantly reducing inequalities and exclusion by transforming national productive capacities, preventing depletion of social and natural capital, and lowering risks from emergencies.

***UNDP's vision is to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion.***

**UNDP Tanzania Management Team**

# SUSTAINABLE HUMAN DEVELOPMENT PATHWAYS

## FRAMEWORK

The principle framework for development priorities for the United Republic of Tanzania is the national poverty reduction strategy (MKUKUTA and MKUZA) that also addresses cross-cutting issues such as gender equality and environmental sustainability.

UNDP, in collaboration with other UN agencies operating in Tanzania have demonstrated our commitment to the strategy by working together to formulate the UN Development Assistance Plan (UNDAP), which aligns UN agencies' programmes with the national development priorities, and poverty reduction strategies under a single comprehensive UN Development Plan that seeks to accelerate national efforts in achieving the Millennium Development Goals (MDGs).






## FORWARD LOOKING

A large country network and core coordination function reinforces UNDP's strengths. With the changing demands, UNDP will be needed to help programme countries achieve stronger results either through UNDP-specific action or through partnerships with others, from the global through to the local level. We aim for a sharper focus that makes sense to programme countries and donors alike. The outcome of continuing change must be higher quality advice, more effective and efficient, and more knowledge-driven and innovative operations.



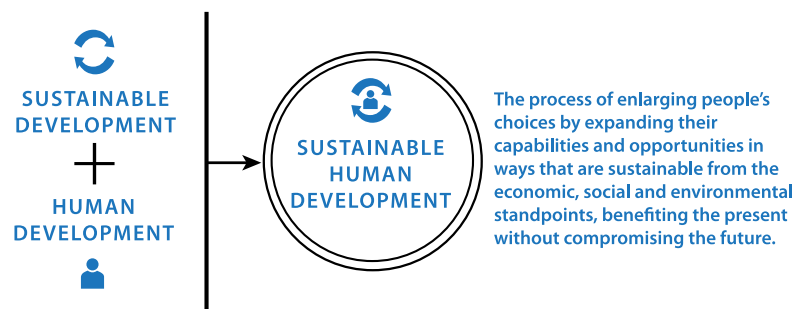
## DEVELOPMENT RESULTS

-  UNDP's **policy support** to partner countries builds on innovative participatory approaches to policy development as well as evidence-based advisory support involving all levels of government.
-  UNDP's **capacity development** approach takes point of departure in our partners' existing capacities and needs, and offers a comprehensive support package ranging from advisory support, training programmes leadership and skills development to strengthening national systems.
-  UNDP's **service delivery** support options offer a range of support mechanisms that enhance delivery of services, short or long term technical assistance support, critical infrastructure and equipment.

# GLOBAL TRANSITION LOCAL SOLUTIONS

**The global balance of economic influence is shifting, extreme poverty has dropped to a historic low, more people than ever before now live in cities, and new technologies are revolutionizing social behaviors and entire industries. Over the last decades, UNDP has been a key partner for many countries going through such transitions.**

For decades, UNDP has supported countries and territories to eliminate poverty and achieve sustainable human development, an approach to economic growth that emphasizes improving the quality of life while conserving the environment and natural resources for future generations. As countries have changed and graduated, UNDP's support has also changed so that tailor-made solutions that fit developing countries' priorities can be offered in a cost-effective manner.



UNDP has shifted to a more flexible issues-based development approach to generating solutions that have a clear focus on the poor and excluded, an urban outlook, and south-south cooperation. These solutions are achieved through three specific areas of work that include; transforming economies to become sustainable, enabling democracy, and managing risks to become resilient.

## UNDP – GLOBAL LEADER AND LOCAL PARTNER

**UNDP is recognized as a trusted partner because of its longstanding relationship at the country level and its ability to facilitate neutral dialogue and coordination. UNDP provides high-level advisory support on economic and social transformation, environmental sustainability, democratic governance, and supports the development plans and capacities to deliver them.**

Through our innovative knowledge management networks, UNDP facilitates knowledge partnerships across a range of sectors and themes between thousands of development professionals, South-South providers, government officials – and of course our own dedicated staff. Through these networks, policy centres and regional hubs, UNDP connects global lessons and solutions to address local challenges. Knowledge and experience are generated through innovative projects and locally-based development programmes that aim to provide decision-makers with tangible and scalable solutions.



As such, UNDP provides countries with the know-how to access and manage national and international resources.

Human Development Reports have been published globally, regionally and at a national level by UNDP since 1990. They are independent, empirically grounded analyses of major development issues, trends and policies that are intended to stimulate debate and dialogue and offer a bearing on progress towards the Millennium Development Goals and human development. UNDP is supporting the government of the United Republic of Tanzania to prepare its own Tanzania Human Development Report (THDR). The report that will examine emerging development issues and trends and also the new actors which are shaping the development landscape. The aim of the report is to make a significant contribution to the post 2015 development thinking by describing specific drivers of development transformation and by suggesting future policy priorities that could help sustain such momentum.

**UNDP SUPPORT TO THE MILLENNIUM DEVELOPMENT GOALS**

**The Millennium Development Goals are the most profound global anti-poverty movement ever developed. UNDP has the mandate to coordinate the UN System supporting countries in their development path to achieve the Millennium Development Goals by 2015.**

MDGs are part of what UNDP does and are an essential part of UNDP’s strategy to sustain human development. UNDP as the score keeper of the MDGs hinges on two key approaches namely; accelerating progress by focusing on the key steps that can be taken until the 2015 target date and tracking global and national progress towards achieving each goal. The overall aim of the MDGs is to half poverty by 2015. UNDP plays a leading role in MDG7, MDG8 and has provided extensive support towards MDG3 and



**MDG list**

1 ERADICATE EXTREME POVERTY AND HUNGER	2 ACHIEVE UNIVERSAL PRIMARY EDUCATION	3 PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	4 REDUCE CHILD MORTALITY
5 IMPROVE MATERNAL HEALTH	6 COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	7 ENSURE ENVIRONMENTAL SUSTAINABILITY	8 A GLOBAL PARTNERSHIP FOR DEVELOPMENT



## FORWARD LOOKING

- **As the global convener of the post-MDG process and lead of the UN Development Group, UNDP will spearhead pilot opportunities for sustainable human development programmes.**
- **Dedicated support to a scale up of the national safety net programme with TASAF presents a unique opportunity for multiple stakeholders to effectively roll-out large scale poverty support measures.**

MDG6. For the past 13 years, Tanzania has incorporated the MDGs within its poverty reduction strategies and national poverty monitoring system and has made considerable progress in achieving the goals.

UNDP has developed the MDG Acceleration Framework (MAF) in support of concrete country-led initiatives to achieving the MDGs based on national priorities. In Tanzania, UNDP supports the MDG Accelerated Framework (MAF) project which focuses on poverty eradication through providing technologies for irrigation, fish-farming and crops that are resistant to drought.

## SOUTH-SOUTH AND TRIANGULAR COOPERATION

**South-South Cooperation (SSC) enables developing countries to work together towards common solutions to development challenges. It promotes closer technical and economic cooperation by allowing countries to share best practices, diversify and expand their development options and economic links. UNDP is a unique facilitator of ties between these countries for partnership building and creating more independent and equitable forms of global cooperation and governance.**

Through its wide range of entry points for provider and recipient countries, UNDP hosts the UN Special Unit for South-South Cooperation and is furthermore in charge of the United Fund for South-South Cooperation. Through effective dialogue, policy research and fund management, UNDP has successfully gained major SSC providers' confidence in our work and added value. This is evidenced by the signing of several strategic partnerships agreements with Brazil, China, India, Indonesia, Singapore, and Turkey, which jointly promote and support SSC.

As a dedicated service provider, UNDP supports SSC by applying approaches in its global, regional and country programmes that extensively use UNDP's global knowledge network across all intervention areas. To promote knowledge sharing, UNDP Tanzania has facilitated engagement between the international poverty reduction centre in China and Tanzanian authorities since 2010 with a view of opening an "Africa Window" for Chinese support to African governments focusing on transfer of knowledge and peer learning. Similarly, UNDP has facilitated a range of strategic interactions between Tanzania and a number of recipient countries aimed at strengthening capacity within the Ministry of Finance to effectively manage ODA and build partnerships. Engagement is carried out through roundtable discussions about aid policies, strategic partnership and aid information management systems.

In Tanzania, UNDP facilitated a workshop entitled 'Increasing Effectiveness of South-South Cooperation for Development' for the purpose of sharing knowledge among practitioners of South-South and triangular cooperation. A follow-up study undertaken by UNDP highlighted the comparative advantages of South-South Cooperation in strengthening country knowledge, technical capacity, practical know-how and cost-effectiveness.



## FORWARD LOOKING

- As a specialist in policy formulation, capacity development and service delivery, UNDP seeks to facilitate and expand partnership opportunities for Government and development stakeholders through our global knowledge networks and policy research centres.

UNDP is running a number of global research and policy centres that continue to build ties and knowledge. Centres include: the International Centre for the International Poverty Reduction Centre in China; Inclusive Growth in Brazil; the UNDP Seoul Policy Centre for Global Development Partnership; the International Centre for Private Sector Development in Turkey; the International Public Service Excellence Centre in Singapore; the Human Development Centre in India; and the Rio+ Sustainable Development Centre in Brazil.



### Examples of UNDP facilitation of South-South Cooperation with the Government of Tanzania

<b>China</b>	Africa-China Conference organized by the International Poverty Reduction Center
<b>Ethiopia</b>	National Climate Change Functional fund
<b>Kosovo</b>	Aid information management systems
<b>Malawi</b>	Innovative approaches to mainstreaming debt management systems
<b>Malaysia</b>	Performance Management and Delivery Unit
<b>Mexico</b>	Federal Electoral Institute of Mexico Enhancing capacities of the Electoral Management Bodies to conduct credible elections
<b>Mozambique</b>	Innovative approaches to mainstreaming debt management systems
<b>Nepal</b>	Aid information management systems
<b>Philippine</b>	National Climate change functional fund
<b>Rwanda</b>	Development effectiveness and cooperation strategies

# UNDP CHAMPIONING COORDINATION

UNDP has a global responsibility to facilitate stronger coordination among all development partners. UNDP is committed to supporting partner countries in enhancing effective partnerships.

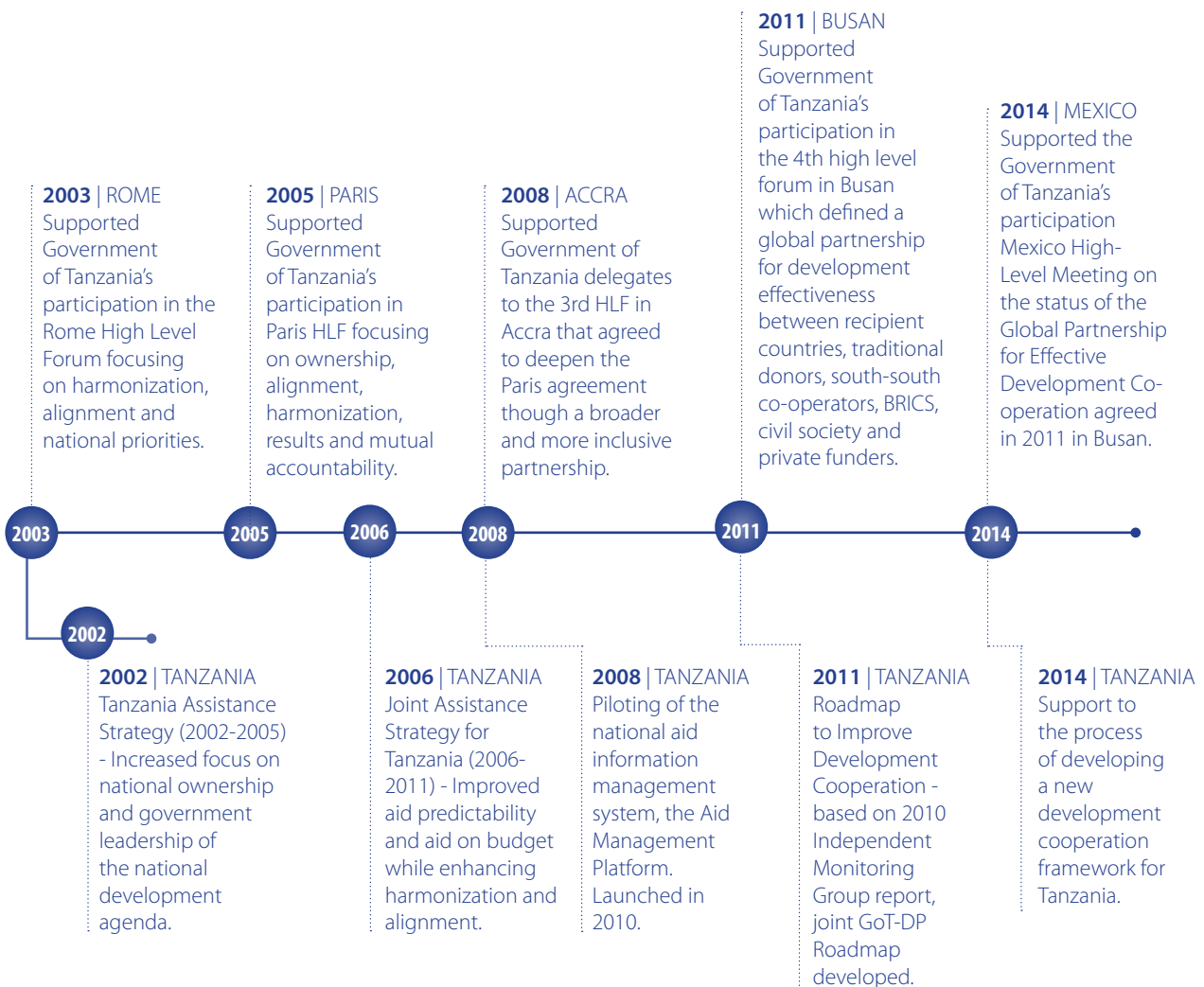
“We will invite the Organisation for Economic Co-operation and Development and the United Nations Development Programme to support the effective functioning of the Global Partnership, building on their collaboration to date and their respective mandates and areas of comparative advantage” Article 36 (d) Busan Agreement

## UNDP SUPPORTING AID COORDINATION IN TANZANIA

With approximately USD 3 billion channeled to Tanzania each year as Official Development Assistance – as grants and loans – there is need to continuously optimize and adjust coordination efforts to effectively strengthen synergies and harmonization in development cooperation while simultaneously reducing transaction costs.

Since 2004 when the Development Partners Group (DPG) was formally established, UNDP has been at the forefront of supporting a coordinated development partner response to Government’s national development frameworks. UNDP hosts the DPG Secretariat which supports the DPG and acts as the official anchor-point for communication between Government and Development Partners on development effectiveness principles. The DPG is permanently co-chaired by the UN Resident Coordinator/ UNDP Resident Representative together with an annually rotating bilateral donor partner co-chair.

**The DPG is comprised of all official bilateral and multilateral development partners to Tanzania. On average, 35 development partners and agencies attend the monthly meetings. It ensures that development partner voices in policy and technical dialogue with DPG coordination and relevant sector Ministries are coordinated and inclusive. As such, the DPG goes beyond information-sharing towards achieving harmonization and alignment to aid systems and priorities through the engagement with Government in the official dialogue structure endorsed in 2008.**

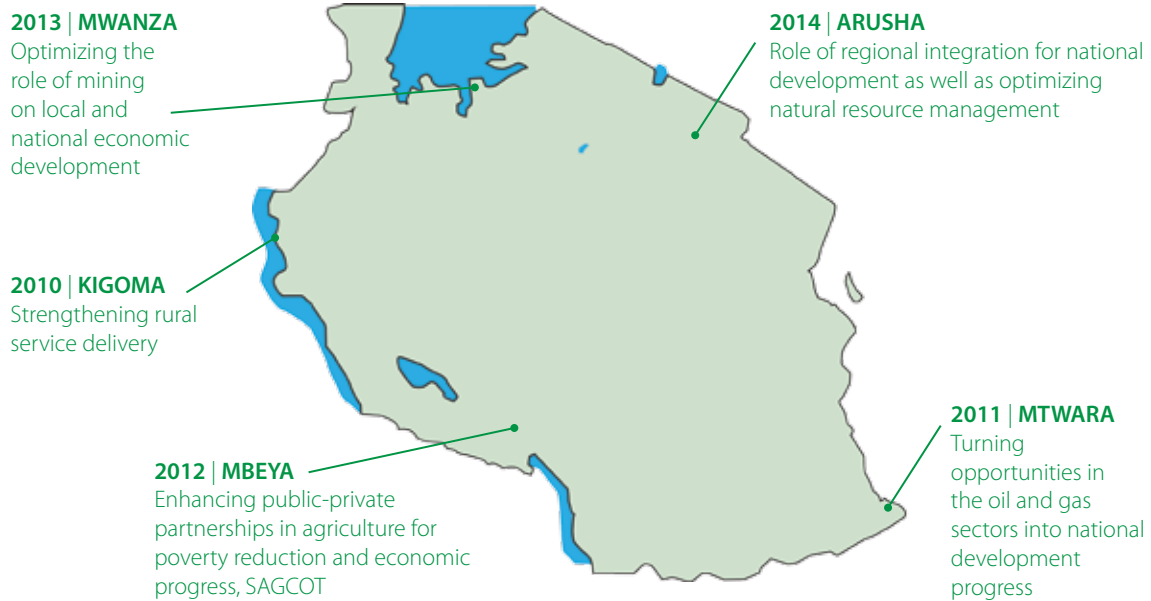


**UNDP arranges annual DPG field visits**





## Themes of annual DPG field visits in Tanzania



The annual DPG field visits of Heads of Cooperation and Agencies have strengthened the coordinated engagement between high-level DP and regional Government officials across all sectors and modalities. During each visit, space and opportunities are created to address in detail key development themes and challenges through the strong involvement of central stakeholder from government, private sector and civil society.

### THE DPG SECRETARIAT

- **Is the formal interlocutor between Government and Development Partners and provides a formal channel of communication on development coordination and aid management.**
- **Provides support on a continuous basis to the DPG Main, the Energy and Minerals Group, the HIV/AIDS group, the JAST working group, the Development Cooperation Forum, and the Poverty Monitoring Group**
- **Communicates to a wide internal and external audience through a number of channels such as the DPG website, assessments of development management and effectiveness, fact sheets, and other publications. See [www.tzdp.org](http://www.tzdp.org)**
- **Provides advisory support to Ministry of Finance Tanzania mainland and Zanzibar on aid management, aid coordination and development cooperation.**

## COORDINATION OF UN SYSTEM ACTIVITIES IN THE COUNTRY



United Nations  
**TANZANIA**  
Delivering as One

**UNDP has a global mandate to support the UN Resident Coordinator system at country level. The UNDP Resident Representative is also the UN Resident Coordinator. They ensure that all UN agencies work together efficiently and effectively at the country level. UNDP facilitates these coordination efforts as the host of the Resident Coordinator system in more than 130 countries.**

In response to the 2006 call for radically addressing the need for system-wide coherence within the UN, the UN Delivering as One (DaO) reform was born in eight pilot countries—**Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam**. The pilots experimented with ways to increase the UN system’s impact through more coherent programmes, reduced transaction costs for governments, and lower overhead costs for the UN system.

UNDP is the Chair of the UN Development Group comprising 14 UN agencies working on development. Through support at global as well as country level, UNDP has been a key driver of the DaO reform in Tanzania. Through the Resident Coordinator Office, UNDP facilitates the effective coordination of all UN agencies in Tanzania in close cooperation with the government. Providing a coordinated development approach ensures that UN support is more strategically aligned to national plans and priorities, to make operations more efficient and reduce transaction costs for the government. This helps the UN to be a more relevant and a reliable partner for the government.

In 2011 the UN Country Team in Tanzania established the first ever single coherent business plan for the whole UN in Tanzania: the UN Development Assistance Plan (UNDAP). The UN plan is nationally executed under the overall guidance of a Joint Steering Committee co-chaired by the Permanent Secretary of the Ministry of Finance and the UN Resident Coordinator UNDP Resident Representative.

### FAST FACTS

- 1. UNDP coordinates and administers the UN Capital Development Fund (UNCDF) and UN Volunteers (UNV) which fields over 7,500 volunteers from 160 countries in support of peace and development worldwide.**
- 2. UNDP is the Fund Manager for the Tanzania One UN Fund, a Multi Partner Trust Fund which provides opportunities for partners to channel funds to the UNDAP through a single-financing framework.**
- 3. In Tanzania, UNDP leads in 2 Programme Working Groups (Democratic Governance, Environment & Climate Change) under the UN Development Assistance Plan and two Operations Working Groups namely Procurement and Harmonized Cash Transfers.**
- 4. In Tanzania, UNVs are supporting capacity development and service delivery through UN Agencies (UNDP, UNHCR, UNFPA, UNICEF, UNEP, UNHABITAT, WFP, UNESCO, UNODC) with technical specialists embedded in government and civil society institutions in Mainland and Zanzibar.**
- 5. UNDP in Tanzania implements joint programing activities with UN Women, UNICEF, UNCTAD, UNESCO, UNODC, IFAD, and UNEP.**
- 6. UNDP provides Common Services for UN operations in Tanzania mainland and Zanzibar.**

# REDUCING INEQUALITIES THROUGH UNDP SUPPORT TO COMMUNITY DEVELOPMENT

## CAPACITY DEVELOPMENT

Support to local economic development in Mwanza  
Mwanza

## SMALL GRANTS PROGRAMMES (ENVIRONMENT)

Conservation of wetlands at Nyashishi on Lake Victoria Mwanza

Capacity building on integrated aquaculture at Namagondo Village Ukwere district Mwanza

## NATURAL RESOURCES MANAGEMENT

Lake Tanganyika Integrated Management Programme Kigoma Rural

Sustainable forest management in Miombo woodlands Tabora (Katavi)

## SMALL GRANTS PROGRAMMES (ENVIRONMENT)

Bee keeping activities for poverty reduction and environment conservation Ikungi

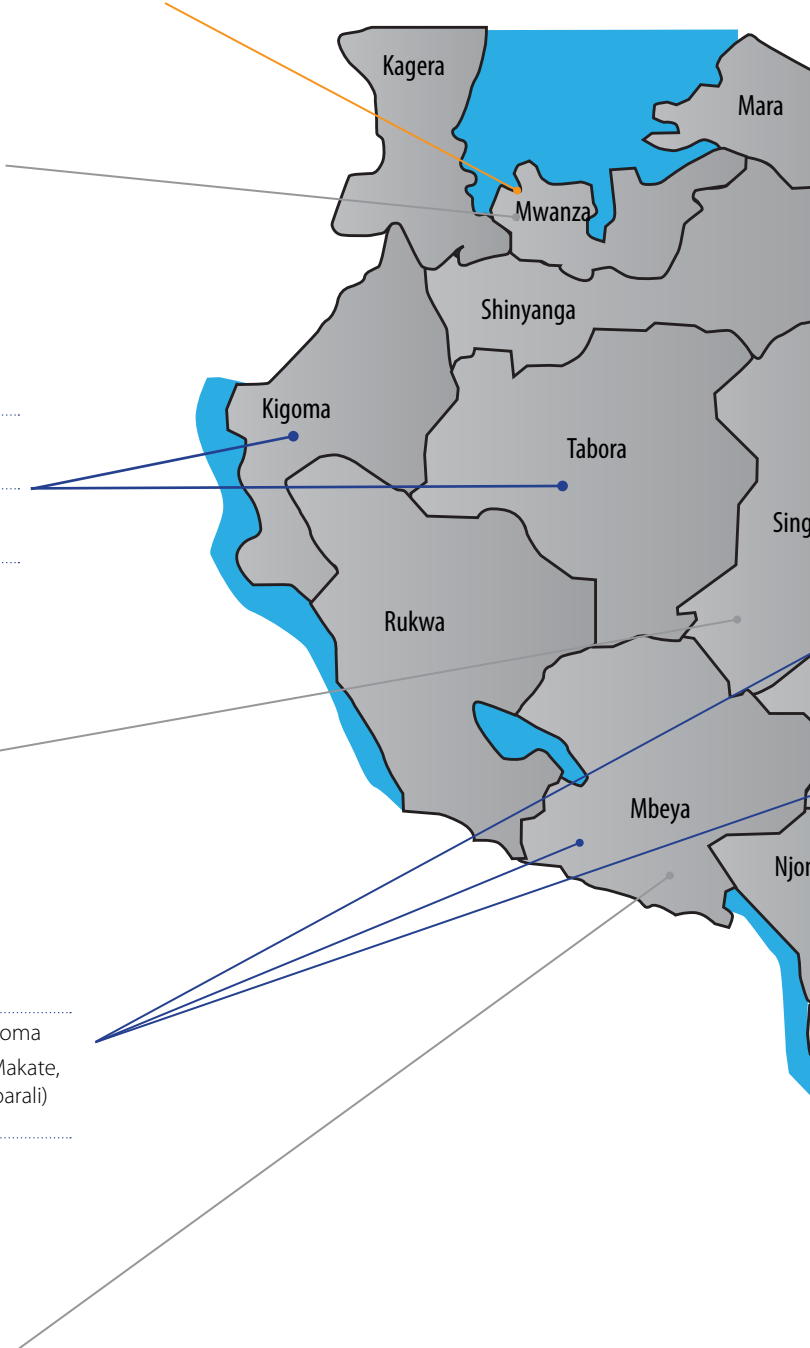
## NATURAL RESOURCES MANAGEMENT

Strengthening protected areas Network Iringa, Mbeya, Dodoma (Njombe, Mbeya, Makate, Wangingombe, Mbarali)

## SMALL GRANTS PROGRAMMES (ENVIRONMENT)

Rehabilitation of community water wells Kyela, Mbeya

Morogoro water catchment conservation and bee keeping Songea



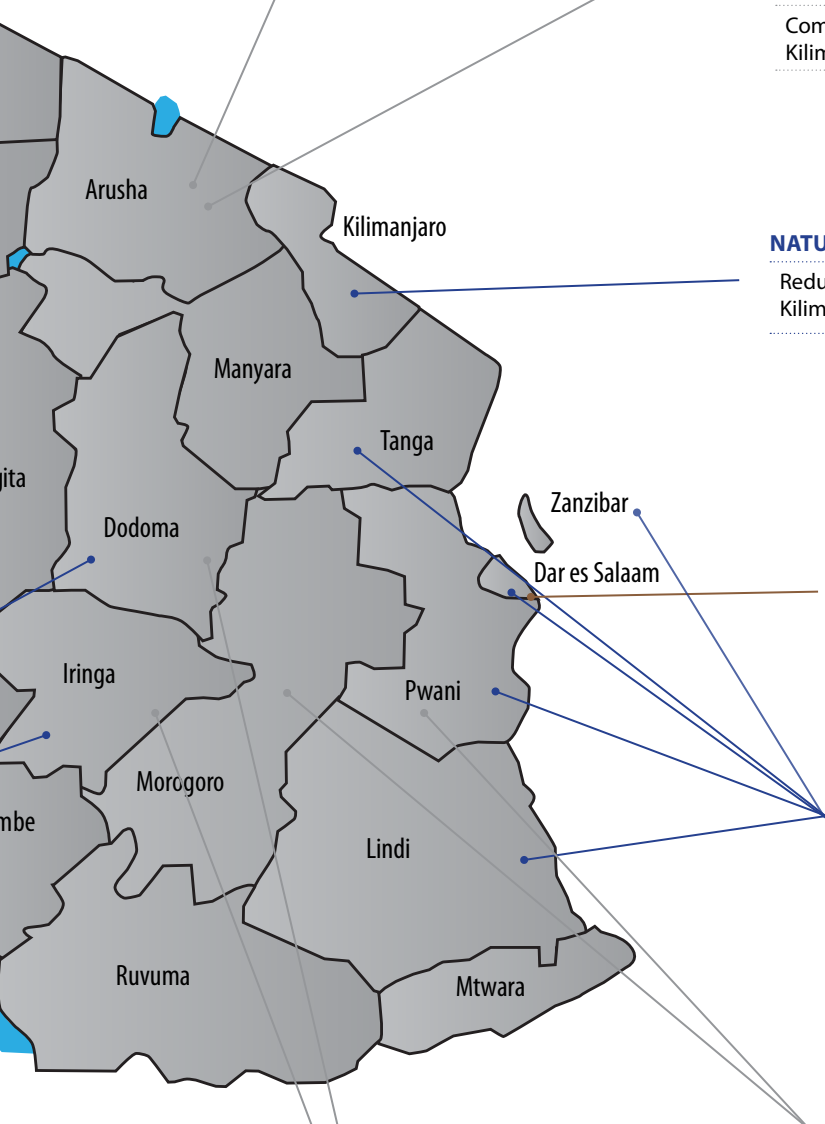


**SMALL GRANTS PROGRAMMES (ENVIRONMENT)**

Medical plant show and research garden for conservation of endangered species Arusha

**SMALL GRANTS PROGRAMMES (CLIMATE)**

Water supply gravity scheme for CC adaptation Longido  
 Empowerment of Maasai Women through sustainable Agriculture Monduli  
 Livestock practices and human-wildlife conflict management Longido  
 Development of Maasai stoves and solar project Longido  
 Community based management on Mt. Kilimanjaro Moshi



**NATURAL RESOURCES MANAGEMENT**

Reducing land degradation in Kilimanjaro (all 7 districts) Kilimanjaro

**PRIVATE SECTOR**

SACGOT Project Southern Tanzania growth corridor

**NATURAL RESOURCES MANAGEMENT**

Extending coastal forest protected areas subsystem Coastal region (Dar es Salaam, Tanga, Kitavi, Rufigi, Lindi, Tanga, Bagamoyo), Zanzibar  
 Mangrove afforestation Temeke

**SMALL GRANTS PROGRAMMES (ENVIRONMENT)**

Conservation of Nguu, Nguru and Uluguru Mountains Morogoro  
 Accelerating MDGs through conservation of water sources Kibaha

**SMALL GRANTS PROGRAMMES (CLIMATE)**

Climate Change Adaptation and Risk Management Bahi district  
 Adaptation of appropriate agricultural practices Iringa Rural

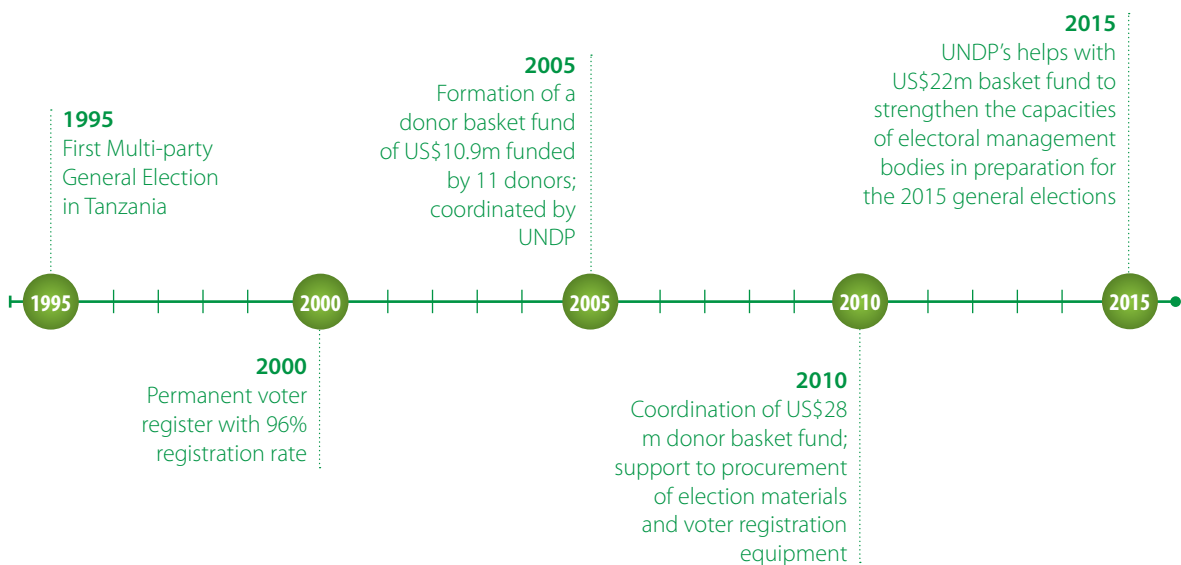
# 1 | DEMOCRATIC GOVERNANCE

More countries than ever before are working to build democratic governance. Their challenge is to develop institutions and processes that are more responsive to the needs of ordinary citizens, inclusive of the poor, and that promote development. UNDP helps countries strengthen electoral and legislative systems, improve access to justice, modernise public administration and develop a greater capacity to deliver basic services to those most in need.

Globally, 30% of UNDP's resources are directed to furthering Democratic Governance initiatives around the world of which 50% goes to Least Developed Countries.

## SUPPORT TO ELECTIONS

### UNDP Support to 5 election cycles in Tanzania



For two decades, UNDP supported the strengthening of Tanzania's national capacity to implement free, fair and credible elections. UNDP has played a vital role in supporting Tanzanian elections since 1995. For instance, UNDP has supported National Electoral Commissions in establishment of an improved election information management system resulting in transparent vote tallying. In 2009 UNDP worked with police and community institutions to facilitate pre-election dialogue and training to maintain election-time peace. The key to the success of UNDP's support to the 2010 general election is the well-established and strong partnership with national institutions and international donors.

Through the Election Support Project (2009-2010), UNDP provided extensive technical assistance to the National Electoral Commission (NEC) and Zanzibar Electoral Commission (ZEC) including procurement of new voter registry equipment.



In 2010, voter education was provided to women, first time voters and the disabled through community radios, theatre groups, and voter education in Braille for the blind. To uphold human rights, UNDP provided training to Judges, women candidates, 5100 party officials, 9000 police officers, and 7000 domestic election observers. UNDP established a mobile phone messaging system that allowed voters to find out the location of polling stations and their registration status.

## **SUPPORT TO PARLIAMENTS**

In 2005, a three year Deepening Democracy in Tanzania Programme was designed by UNDP to support government's efforts to consolidate and deepen democratic practices. Enhancing capacity of Parliamentary oversight, responsibility, and improved interface between Parliament and civil society was the focal point for the programme. Under the programme, training was provided to parliamentary chairpersons, staff, and journalists about budget analysis, bill analysis and tracking. In Moshi during a seminar, 550 people were educated on the roles of parliamentarians.

***“With support from UNDP, the National Electoral Commission’s capacity to organise and manage elections has been enhanced overtime. This is evidenced through the successful management of the 2010 General Elections.”***

**Rajabu Kiravu**  
Retired Director of NEC  
United Republic of Tanzania

In 2011, at the request of the National Assembly, UNDP designed a four year Legislative Support Project building onto four years successful partnership support through the UNDP Deepening Democracy Project. The project focuses on the capacity building goals of the National Assembly's corporate plan and Zanzibar House of Representatives strategic plan to further strengthen the oversight role of the legislature. The project was designed to assist Members of Parliament in exercising constitutional duties like citizen representation and overseeing government policy and law making. Through the project, UNDP supports women MPs to enhance gender equality and effective representation of women in legislatures. UNDP continues to strengthen committees on budget preparation and oversight, budget-cycle, parliamentary, gender concepts, and leadership trainings.

## SUPPORT TO ANTI CORRUPTION

Corruption cripples institutional and personnel capacity to contribute to human development. In collaboration with other development partners, UNDP has supported Tanzania's anti-corruption initiatives for the past 14 years. Through financial and technical assistance, UNDP has supported the development of anti-corruption strategies like the National Anti-Corruption Strategy and Action Plan (NACSAP), NACSAP II, and NACSAP III that aim to restore integrity in public resource management at all levels of society.

## LEGAL SECTOR REFORM

UNDP is working with Zanzibar Ministry of Justice and Constitutional Affairs to support the Legal Sector Reform programme. The objectives of the programme is to support a sector wide and comprehensive legal sector reform in Zanzibar to enhance the quality of justice administration and the efficiency of its services and to strengthen legal aid mechanisms for justice accessible to all citizens especially the vulnerable and marginalised. UNDP supported the reform's preparatory phase in which assessments of capacity needs, legal sector institutions, justice needs, and donor mapping were conducted. The findings informed the formulation of the longer-term assistance for legal sector reform.



### FORWARD LOOKING

- **Support the implementation of the National anti corruption Strategy and Action plan III and action plan in mainland Tanzania and Zanzibar to address the problem of corruption challenges in the public and private sector.**
- **Continue to support effective transformation of Election Cycle by supporting change to NEC and ZEC. Specifically support for deeper democratic elections 2015 and technical support to constitution referendum 2014.**
- **Support scaled up development of capacities of parliamentarians to represent citizens.**
- **Support to development of national infrastructure for peace.**

***“Through UNDP’s Legislature Support Project, the Zanzibar House of Representatives has registered significant achievements. The capacity of Members of the House of Representatives has substantially improved as a result of various capacity building activities conducted through this project.”***

**Pandu Ameir Kificho**  
Speaker of Zanzibar House of Representatives

Recent Democratic Governance Projects in Tanzania

<p><b>\$28m</b></p> <p>Election Support Project</p>	<p><b>\$23.7m</b></p> <p>Deepening Democracy in Tanzania Programme</p>	<p><b>\$22.5m</b></p> <p>Democratic Empowerment Project</p>	<p><b>\$7.8m</b></p> <p>Legislature Support Project</p>
<p><b>\$4.8m</b></p> <p>Support to Anti-Corruption initiatives</p>	<p><b>\$4m</b></p> <p>Legal Sector Reform Zanzibar</p>	<p><b>\$3.1m</b></p> <p>Strengthening Transparency, Integrity and Rule of Law</p>	<p><b>\$2m</b></p> <p>Disaster Management Project</p>



**EXAMPLES OF DEVELOPMENT RESULTS**

Policy support 
 Capacity development 
 Service delivery

- Through UNDP’s technical and financial support, the Zanzibar Ministry of Justice and Constitutional Affairs has developed the Zanzibar Legal Sector Reform Strategy.
- The National Anti-Corruption Strategy that supported the monitoring of sector action plans, increased corruption awareness, and strengthened civil society to engage in combating corruption.
- A policy resource center established at the Ministerial cabinet secretariat to ease access to information and documents on policy coherence
- UNDP procured a large range of IT equipment for processing candidate nomination information and voting results which has contributed to increased vote tallying during elections.
- A functional African Peer Review Mechanism Secretariat established and the Country Review Report as well as the National Programme of Action completed and submitted.

## 2 | NATURAL RESOURCES MANAGEMENT

The poor are disproportionately affected by environmental degradation, and with a fast growing population, a greater burden is placed on natural resources. Environmental problems in low income countries are caused by deforestation due to logging, overgrazing, shifting cultivation, land use change, unsustainable harvesting of forest resources leading to decreasing water catchment areas. Through our integrated service package to partners, UNDP helps countries strengthen their capacity to address these challenges seeking out and sharing best practices, providing innovative policy advice and linking partners through pilot projects.

Globally, UNDP has implemented environmental and sustainable development programmes in more than 120 countries disbursing over \$ 500 million through 3200 plus projects. The joint UNDP-UNEP Poverty Environment Initiative is supporting programmes in 17 countries around the world and provides technical advisory services to additional 5 countries. Through our country teams working on environment and energy solutions in 135 developing countries, UNDP helps partners build their capacity to integrate environmental considerations into development plans and strategies, establish effective partnerships, and secure resources.

**Participatory Forest Management ensures sustainable and durable solutions to complex challenges;** UNDP is partnering with the Government of Tanzania in building capacity and systems for conservation of forests and management of protected area systems as well as solutions for land degradation and water catchment. To ensure protected area conservation, UNDP advocates for participatory forest management approaches in which unprotected areas are placed under community-based management and ownership. Villagers are involved in taking charge against illegal timber harvesting. GEF/UNDP, in collaboration with the United Nations Foundation, launched the Community Management of Protected Areas Conservation Project, to support existing conservation programmes, increase community-based initiatives of biodiversity conservation in and around World Natural Heritage Sites, such as Kilimanjaro Mountain in Northern Tanzania.

**Eastern Arc;** in partnership with GEF, UNDP has supported the development of a conservation strategy for the Eastern Arc promoting the protection and management of catchment forests and a site-based project in the Uluguru Mountains. With support from the Government of Germany, a system for management of selected nature reserves within the Eastern Arc was put in place. In 2013, UNDP in collaboration with Tabora Region launched a 'Sustainable Management

*“Conserving our forests is critical for protecting fragile ecosystems and ensuring biodiversity. UNDP/GEF support to Tanzania has enabled communities to improve agriculture and improve incomes and livelihoods.”*

**Dr. Julius Ningu**  
Director of Environment  
Vice Presidents Office  
United Republic of Tanzania





of Miombo Woodland Resources of Western Tanzania' project covering 133,400 hectares and targeting 12,530 households in 30 villages to provide long-term solutions to threats affecting biodiversity and livelihoods in the Miombo woodlands area including deforestation and degradation resulting from land clearance and burning for agriculture, saw milling, tobacco processing, and charcoal production.

**Coastal forest protected area sub-system;** UNDP through GEF funds has extended support to the coastal forest protected area sub-system to ensure that coastal forest biodiversity and ecosystem values are conserved and provide sustainable benefit flows at local, national and global levels. This has directly benefited local communities living adjacent to Protected Areas including the Forest Reserves and Village Land Forest Reserves. The project has enabled trainings on beekeeping practices and establishment of savings and credits societies/groups locally known Community Conservation Banks (COCOBA). The COCOBA groups have significantly improved livelihoods among local communities. For instance, in Ndawa village in Lindi Landscape, COCOBA members were able to roof their grass-thatched houses with corrugated iron sheets simply by accessing loans from local community banks.

**Sustainable Land Management (SLM);** As a GEF implementing agency, UNDP offers highly specialized technical services for eligibility assessment, programme/project formulation, due diligence, mobilization of required co-financing, project implementation oversight, results management and evaluation, performance-based payments and knowledge management. In Kilimanjaro, Tabora and Kitavi, 250,000 hectares of land are being conserved through the SLM approach. A total of 10,288 hectares are currently being managed under UNDP supported the Sustainable Land Management (SLM) project, for Kilimanjaro and associated mountains, which includes measures to control soil erosion by terracing, mulching, and ground cover. The project has improved land-use practices and use of improved crop varieties. The project has also introduced non-timber forest enterprises such as bee-keeping, fish-farming, agri-processing, and high value crops.

**Protected Area Network of Southern Tanzania;** UNDP/ GEF has supported the Tanzania National Parks Authority (TANAPA) to strengthen the protected area network of Southern Tanzania through the SPANEST project focusing on conserving the landscape of Tanzania's Southern circuit, including Ruaha, Kitulo, Mpanga Kipengere and Mount Rungwe protected areas. Through UNDP technical and financial support, the project undertook a census that showed a notable decline in elephant populations in the Ruaha-Rungwa ecosystem, falling from 31,625 elephants in 2009 to just 20,090 in 2013. The project therefore initiated a number of actions to

support the Ministry of Natural Resources and Tourism with the development of a national strategy to combat poaching and wildlife trafficking, including provision of basic infrastructure and equipment for the functioning and management of the parks. In 2014, UNDP delivered three anti-poaching vehicles and a grader to Ruaha National Park, the largest protected area in Tanzania and home to the greatest number of elephants in southern Tanzania. Consequently, the park's management has rehabilitated the internal tourism circuit routes and opened the connecting road to Kitulo National Park which is located 534 kilometres away. The connection provides an opportunity for the growing number of tourists to visit the parks and facilitates easy access for patrol teams to monitor areas susceptible to poachers.

**Support to Combat Illegal Poaching and Wildlife Trade:** UNDP globally extends its support to countries to strengthen their protected area systems, including support to over 1,000 protected areas covering 300 million hectares. Much of this work has been centred on strengthening governance in national institutions responsible for wildlife management and enforcement; strengthening local community livelihoods and benefit sharing schemes in order to reduce the incentive for such communities to be recruited into poaching activities by criminal syndicates. UNDP Tanzania is supporting the Government to implement the 'National Response Strategy to Combat Poaching and Illegal wildlife Trade' in addition to spearheading the coordination of key stakeholders to drive this agenda. In this Strategy, UNDP will support the strengthening of intelligence capacities in the wildlife sector through the creation of a Wildlife Crime Unit; strengthening of law enforcement; officiating a 'Container Control Programme' that will increase capacities for law enforcer's efficiency thorough monitoring of export containers at sea and ports and to deter poaching and trafficking crimes. In 2014, UNDP facilitated a Roundtable discussion with the Government of Tanzania and other partners to address challenges of poaching and illegal wildlife trafficking. In the discussions, strengthening law enforcement systems, preventing illegal trafficking across borders and mechanisms of curtailing poaching on the ground were identified as critical to the elimination of wildlife poaching and illicit trade.

#### SMALL GRANTS

Since 1996, UNDP/GEF Small Grants Programme has supported over 170 projects in almost all Tanzanian regions to conserve and restore the environment while enhancing people's well-being and livelihoods at a cost of \$7 million







## FORWARD LOOKING

- Enhance UNDP support services to the national response to combat poaching and wildlife trafficking and poaching.
- Expand advisory, financial and implementation support services for interventions on reducing soil erosion and improving sustainable land management with key partners to maintain land-based ecosystem integrity
- Provide partnership opportunities for improving biodiversity and livelihoods through Joint forest management practices for communities living adjacent to affected areas.



## EXAMPLES OF DEVELOPMENT RESULTS



Policy support



Capacity development



Service delivery

- The protected area network project facilitated conducting two animal census for the Ruaha-Rungwa ecosystem covering an area of 50,889 kms comprising Ruaha National Park, Rungwa, Muhesi, Kizigo Game Reserves, Itigi thickets and open area/village land outside protected areas. In 2014, UNDP supported the preparation of a strategy to combat wildlife trafficking and elephant poaching in Ruaha National Park.
- UNDP/GEF have facilitated demarcation of boundaries in Ruaha National Park by purchasing a grader to improve access for tourism and surveillance elephant poaching.
- Management Plans in 6 Nature Reserves in national priority landscapes approved and launched.
- 10 additional environmental regulations and by-laws adopted and operationalised of the Environment Management Act (EMA) including the environmental management (biodiversity, genetic resources, noxious smell emissions quality standards) and regulations.
- Management of Protected Areas in Zanzibar strengthened through re-constitution of the National Protected Area Board.
- Over 50% of communities in pilot villages of Lake Tanganyika catchment area continue to adopt and practice sustainable land use practices where land use plans have been prepared and approved.
- In 2012, UNDP in collaboration with UNEP, EU, Norway and DFID supported the Government of Tanzania to successfully host the 14th African Ministerial Conference on the Environment (AMCEN) session in Tanzania. The 300 participants conference, increased awareness of sustainable natural resources management for lower negative environmental impacts.

### Recent Natural Resources Management Projects in Tanzania

<b>\$11.7m</b> Eastern Arc project	<b>\$6.3m</b> Strengthening protected areas Network in southern Tanzania project	<b>\$4.6m</b> Extending the coastal forest protected areas subsystem in Tanzania project	
<b>\$4.0m</b> Enhancing the Forest Nature Reserves Network for Biodiversity Conservation project	<b>\$3.1m</b> Sustainable Land Management Kilimanjaro project	<b>\$2.9m</b> Conservation of Miombo woodlands in Western Tanzania project	<b>\$2.8m</b> Lake Tanganyika Integrated Projects

## 3 | CLIMATE CHANGE AND ENERGY

**Climate change is one of the defining challenges of our time. Receding forests, changing rainfall patterns and rising sea levels will worsen existing economic, political and humanitarian challenges and consequently affect human development. UNDP provides a wide variety of opportunities for partner countries to address climate change challenges such as lack of access to clean and affordable energy services.**

**Energy is an integral component of UNDP's development agenda. Building on more than 15 years of experience, UNDP helps developing countries to strive towards vibrant economies fueled by low carbon energy technologies, appropriate energy policies and sustainable transport systems. UNDP has mobilized roughly US \$3 billion to fund over 400 large-scale and 1,000 small-scale energy and climate-related projects globally.**

### MAINSTREAMING CLIMATE CHANGE

Through strategic partnerships, UNDP supports the Governments of Tanzania and Zanzibar in mainstreaming climate change into national development plans and strengthening capacity for climate change governance. UNDP for instance supported the drawing up of the Tanzanian National Action Plan for energy and combating desertification. In 2013, UNDP supported the development of the National Climate Change Strategy and the process to establishing a National Climate Finance Mechanism in Tanzania to address the growing impact of climate change and climate unpredictability on the country's social, economic and physical environment.

UNDP makes global lessons and experience work for local communities. Under the Global Environment Facility's (GEF) five-year initiative of "Mainstreaming Climate Change Adaptation through Small Grants Programmes," UNDP supports NGOs and Community based organisations (CBOs) that develop and implement small-scale projects that address local community needs and improve people's livelihoods through reducing vulnerabilities and increasing climate change resilience. This includes drawing on lessons from UNDP's successful partnerships in 177 countries and territories on early adaptation actions for local communities or demonstrating successful community-based climate change adaptation initiatives for marginalised people living in affected areas. Over 10,000 people mostly farmers and pastorists in Lingido, Iringa rural, and Bahi districts have received support from the GEF small grants project to cope with drought and water scarcity problems related to climate change effects.

### AFRICA ADAPTATION PROGRAMME (AAP)

In 2008, UNDP in partnership with other UN agencies launched the five-year AAP to assist 20 African countries to incorporate climate change challenges into national development processes in order to strengthen local decision-making and implementation of durable solutions. The AAP enhanced Tanzania's capacity to design a wide range of analytical and technical climate adaptation measures. Enhanced capacity has provided the backbone for development of the National Environment Action Plan. Another result of the AAP has emerged through the Same Agricultural Improvement Project (SAIPRO) that has seen the construction of key initiatives such as a 220,000 litre micro-dam that benefit over 150 households in Mwembe Village in Kilimanjaro region. AAP also significantly contributed to enhance Tema Municipal Assembly's capacity to generate and process meteorological information that can be used to run regional climate models and produce more accurate forecasts of climate changes through the supply and installation of seven (7) automated weather stations. At a national level, UNDP



provides decision-makers with access to lessons drawn from tested pilot interventions like the SAIPRO project or experiences from Tema Municipal for scaling up of climate change interventions.

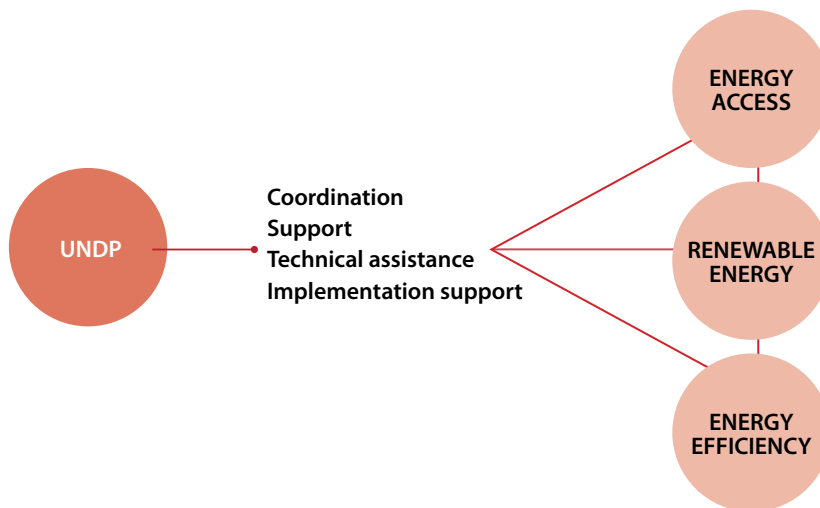
## UNDP SUPPORT TO ENERGY

UNDP provides a range of services that support reforms of the energy sector including upgrading and expansion of energy infrastructure, local solutions and alternative sustainable options. This includes UNDP support to building capacities of national institutions through technical and financial support or facilitating partnerships between private and public institutions to promote the use of renewable energy sources, energy efficiency, and energy policies. The Sustainable Energy for All (SE4ALL) initiative launched in 2011 by the UN Secretary General aims at ensuring universal access to modern energy services, doubling the rate of energy efficiency, and doubling the share of renewable energy around the globe by 2030. In-country, UNDP plays a key role in coordinating the initiative and provide advisory support, technical assistance and implementation support around the three goals of the SE4ALL; energy access, renewable energy and energy efficiency.

***“UNDP has demonstrated effective and efficient service delivery and we are looking forward to partnering with UNDP towards achieving the Africa Mining Vision in Tanzania.”***

**Eliakim Maswi**  
 Permanent Secretary  
 Ministry of Energy and Minerals  
 United Republic of Tanzania

### Three goals of the SE4ALL



## REDUCING EMISSIONS FROM DEFORESTATION AND FOREST DEGRADATION (REDD)

Through the UNREDD programme, UNDP in collaboration with UNEP and FAO is supporting integration of the national strategy for Reducing Emissions from Deforestation and Degradation (REDD) into the sectoral policies, programmes, and initiatives. The programme has provided facilitation and support to analytical work (cost elements of REDD+) of institutions (National REDD+ Task Force, National Carbon Monitoring Centre) and to policies (notably the National REDD+ Strategy and an Action Plan for Implementation). UN-REDD has strengthened the capacity of the Ministry of Natural Resources and Tourism to integrate climate change concerns in its policies, projects, and programming. The programme has facilitated information sharing where a wide range of awareness materials have been made available. UNDP facilitated the training of 400 foresters and 30 journalists on reducing carbon emissions, deforestation, and environmental degradation.



### FORWARD LOOKING

- **Strengthening national communication and early-warning systems is key for improving resilience. As such, UNDP will partner with the Prime Minister's Office-Disaster Management Department (PMO-DMD) and the Tanzania Meteorological Agency (TMA) to improve weather information and communication system through the procurement and installation of automated weather stations as well as providing training to relevant government officials.**
- **Addressing greenhouse gases emission is a global challenge. Being a development partner, UNDP plans to support the government of Tanzania in building the national capacity to effectively integrate low emission approaches and strategies in the development plans through support to be provided in supporting setting up of greenhouse gases inventory; establishing framework for Monitoring, Reporting, and Evaluation (MRV), and piloting of Nationally Appropriate Mitigation Actions (NAMAs) projects in various sectors such as energy and transport.**
- **Given the increasing availability of global solutions for alternative energy production and addressing the current national energy crises in Tanzania, UNDP plans to strengthen support to national stakeholders such as the Ministry of Energy and Minerals (MEM) and the Rural Energy Agency (REA), particularly around strengthening policy coherence and technical capacity to provide the necessary leadership as well as implement sustainable solutions for energy production.**



## EXAMPLES OF DEVELOPMENT RESULTS

Policy support

Capacity development

Service delivery

- National Climate Change Strategy (NCCS) developed and launched to effectively guide stakeholders on both political and institutional frameworks and strategic areas of interventions for improved climate change governance.**
- Successful incorporation of climate change strategies like National Climate Change and National REDD+ Strategy and Investment Plan into national policies; and establishment of the National Climate Change Finance Mechanism and REDD+.**
- Through effective institutional support for climate change governance relevant Ministries and Local Government Authorities have mainstreamed climate change into development plans and strategies.**
- UNDP facilitated the Government of Tanzania Meteorological Agency to procure automatic weather stations that have enhanced the weather early warning system.**
- UNDP extended procurement services such as equipment to the Ministry of Energy and Minerals.**

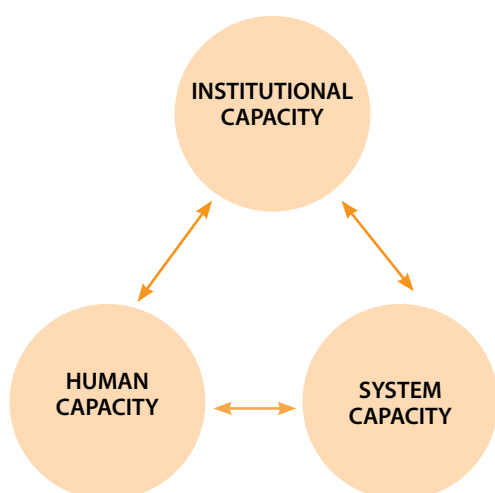
### Recent Climate change and Energy Projects in Tanzania

<b>\$5.2m</b> Mainstreaming Climate Change Adaptation through Small Grants Programmes	<b>\$4.9m</b> Mainstreaming Environment and Climate Change in Implementation of National Policies and Development Plans		<b>\$4.6m</b> Capacity Development in the Energy Sector and Extractive Industries
<b>\$3.6m</b> UN Reduction of Emissions from Deforestation and Forest Degradation (UN-REDD)	<b>\$2.9m</b> Africa Adaptation Programme (AAP)	<b>\$2.8m</b> Strengthening Climate Change Governance in Zanzibar	<b>\$2.8m</b> Climate Information and Early Warning Systems

## 4 | CAPACITY DEVELOPMENT

Long-term development should be a nationally led and managed process that builds upon existing capacity in designing and implementing effective strategies to further boost development. UNDP provides capacity development support based on a rigorously tested and refined approach that builds on the basic notion that for an intervention to be successful three areas of support must be considered.

UNDP globally researches, develops, champions, and provides evidence-based capacity development approaches, methodologies, and innovations in more than 160 countries. Customizing advice and support based on the priorities of and requests from partner countries, UNDP works through a systematic capacity development process to help analyse existing capacity, pin-point what can be strengthened and advice on policy and investment choices that can protect, retain, and grow national capacity.



UNDP's approach to capacity development addresses capacity constraints at three levels. A policy alone will not yield much progress if not combined with the right institutional arrangements, human capacity to execute and ability of systems to strengthen oversight and performance. UNDP supports capacity development initiatives of national governments, civil society organizations, independent national and regional institutions and other stakeholders through advocacy, policy advisory, and implementation services.

In Tanzania, UNDP has supported strategic interventions aimed at building and developing capacity to implement national policies for poverty reduction.

### ENHANCING AID MANAGEMENT CAPACITY

Tanzania receives approximately USD 3 billion every year that is channeled through general budget support, basket support, direct project support as well as technical assistance. In order to address specific challenges related to national ownership, alignment of Official Development Assistance (ODA) to national priorities and enhancing management for results, UNDP has since the mid 1990's supported the Ministry of Finance in parallel to supporting the harmonization agenda with Development Partners. For instance, since 2007 UNDP supported the gradual roll-out of an Aid Management Platform (AMP) that gives full overview of aid allocations nationally and as such impacts directly on national planning through the direct link to the budgeting process. The AMP facilitates key information flows on Development Partner medium-term forecasting, firmer annual commitments as well as actual disbursement information that are used for the annual budgeting and planning processes. As a result, the transparency of ODA flows in Tanzania has significantly improved while simultaneous interventions have strengthened the Ministry of Finance is capacity for aid analysis, aid management and leadership capacity for dialogue.



## STRENGTHENING INSTITUTIONAL CAPACITIES

Tanzania has launched the highly ambitious Big Results Now (BRN) initiative which seeks to enhance implementation and service delivery in key sectors which contribute significantly to economic growth, investments, and job-creation. To oversee implementation of Ministerial Key Result Areas and accountability, a Presidential Delivery Bureau (PDB) has been established.

To spearhead this innovative approach, UNDP in partnership with the President's Office has mobilized USD 9 million through the Bill and Melinda Gates Foundation for a specialized support function that will oversee the implementation of the BRN in agriculture. This new UNDP support project aims at providing critical technical assistance and seed funding to jump start the establishment of the Agriculture Delivery Division tasked to oversee the BRN implementation.

In Zanzibar, UNDP is supporting a four-year Capacity for Reform Management project under the Planning Commission by providing policy guidance, oversight coordination, reform implementation, as well as supporting the second generational poverty reduction strategy (MKUZA II) implementation plan. The aim of the project is to promote strong advisory mechanisms, sustained institutional arrangements, and skills advancement to deliver development results.

Over the last two decades, UNDP has strengthened institutional capacity of the National AIDS Commission (TACAIDS) and the Zanzibar AIDS Commission (ZAC) to respond to HIV/AIDS and its impact as well as social-economic factors that lead to the epidemic. UNDP's interventions have enabled both Tanzania and Zanzibar governments to mainstream HIV/AIDS in all ministries, department and agencies (MDAs) in their development agenda.

## POVERTY ENVIRONMENT INITIATIVE AND MAF

The UNDP Poverty-Environment Initiative (PEI) has assisted Tanzania to integrate poverty-environment linkages into national and sub-national development planning, from policymaking to budgeting, implementation and monitoring.

Given that environmental sustainability is needed to achieve MDGs and sustain progress, UNDP introduced the MDGs Acceleration Framework (MAF) to accelerate the implementation of the MDGs for the purpose of reducing extreme poverty and hunger with strong emphasis on agriculture (sunflower and paddy farming), aquaculture (fish farming) and poultry keeping.

***“UNDP’s continued support has strengthened the capacity of the government to develop and implement better policies in a range of areas such as reform coordination; Aid management, national M&E, and the recent Big Results Now initiative. The comprehensive focus on individuals, institutions and policies enables government to achieve real change.”***

**Mr. Kessy Maduka**  
Presidents Office  
United Republic of Tanzania

Through the Kagera NGO network UNDP provided funds for implementing MAF interventions in Bukoba district. The project enabled an increase in agricultural productivity and addressed poverty and food security challenges. In Bukoba Rural District and Bunda Districts UNDP has supported the establishment of Agricultural ICT centres for farmers to obtain market information and seed technologies.

## EVIDENCE-BASED PLANNING AND MONITORING

UNDP has supported key national institutions to enhance of evidence-based pro-poor economic development policies and strategies. UNDP has provided capacity development support to the President's Office Planning Commission (POPC) in budgeting and monitoring of the Five Year Development Plan and Tanzania's third generational poverty reduction strategy (MKUKUTA III) in Tanzania mainland as well as in Zanzibar (MKUZA III) including targets on gender and environmental sustainability. In recent years and on Government's request, UNDP support has been focused towards strengthening national capacity to adopt an outcome-based approach with an aim to better capture actual changes in income, social services and good governance. Through UNDP's extensive knowledge networks, carefully selected national and regional experts support the creation and application of development responses that can be incorporated into local plans by the Tanzanian government.



### FORWARD LOOKING

- **Facilitate strong linkages to the post-2015 process so as to offer avenues for partnership building around strengthening sustainable human development initiatives.**
- **Strengthen M&E capacity in the Cabinet Secretariat to effectively monitor national development.**
- **From 2014, UNDP is supporting the Tanzania Human Development Report which provides agenda-setting research and analysis to inform decision-makers and stakeholders.**
- **UNDP will continue to support national efforts to strengthen national aid management capacity through advisory support as well as coordination support to Development Partners based on national priorities. This includes supporting national involvement in international fora that guide the post-Busan process to ensure a coordinated recipient engagement and knowledge sharing.**





## EXAMPLES OF DEVELOPMENT RESULTS

Policy support

Capacity development

Service delivery

- UNDP supported the preparation and implementation of the Joint Assistance Strategy for Tanzania 2006-2011, seen internationally as a forerunner of the international Accra (2008) and Busan (2011) agreements.
- With UNDP support, national M&E systems have been significantly strengthened and continue to evolve and adapt to the changing national context. Systems are currently able to capture sector specific disaggregated data and outcome trends.
- The introduction of the Aid Management Platform (AMP) has significantly improved donor reporting on aid disbursement of both programme/project and general budget support.
- NAO capacity to conduct results-based e-audit strengthened and NAO is able to provide advice on results-oriented programming. UNDP procurement support has furthermore strengthened ICT capacity in the NAO.
- Support to the launch of the first Tanzania Human Development Report (THDR) in 2014.
- Support to a postgraduate programme that has enabled more than 200 students to obtain post graduate courses between 2004 to 2013

### Recent Capacity Development Projects

<b>\$13.5m</b> Capacity Strengthening for Development Management	<b>\$12.2m</b> Strategic Support to Poverty Reduction in Zanzibar	<b>\$8.8m</b> Capacity for Reform management and implementation in Zanzibar	<b>\$8.8m</b> Capacity Building for Zanzibar	
<b>\$8.7m</b> Capacity development for result based management, evaluation and Audit	<b>\$5.6m</b> Poverty Eradication Initiatives	<b>\$5.1m</b> Strengthening institutional capacity to respond to HIV/AIDS	<b>\$4.2m</b> Enhancing Aid management in Tanzania Mainland & Zanzibar	<b>\$2.2m</b> Tanzanian Human Development Report

## 5 | PRIVATE SECTOR AND TRADE

**The private sector is an essential engine of development and growth that creates jobs and provides goods and services for the poor, as well as generates tax revenues to finance essential social and economic infrastructure. National policies determine the effectiveness of the private sector in development, and UNDP therefore works as a policy advisor and advocate for national governments to shape policies resulting from national consultations with many partners in the private sector, research, and knowledge networks.**

Globally, UNDP provides catalytic support to private sector institutions and organizations to build capacities required for the country's competitiveness. UNDP's current private sector portfolio consists of 530 programmes in more than 100 countries, with a value of over \$100 million a year. The impact is far-reaching and underlines UNDP's commitment to achieving the Millennium Development Goals (MDGs). For example, through a \$1 million grant from Microsoft, UNDP – through its Global ICT Skills Building Programme - is helping to narrow the digital divide in 10 countries in Africa, Asia, Latin America and Eastern Europe by widening access to information and communications technology.

### UNDP/AMSCO PARTNERSHIP

In collaboration with African Management Services Company (AMSCO), UNDP supports the strengthening of capacities in small and medium Tanzanian enterprises as part of a larger intervention involving over 25 African countries through the African Training and Management Services (ATMS) project. The ATMS is UNDP Sub-Saharan Africa's biggest project, which has strengthened the capacity of private companies, improving their human capital by imparting relevant skills, strengthening operational and managerial capacities of private enterprises as well as commercially operated state enterprises.

In Tanzania, the ATMS project supported more than 30 local enterprises with about 50 AMSCO advisors and managers seconded to the institutions. As a result, jobs have been created, tax revenue has increased and export base has expanded, and there is strong evidence of positive transformational change in companies previously struggling. For instance, through UNDP's support and the ATMS, a rice farm located in Ifakara, Morogoro region run by Kilombero Plantation Limited (KPL) has turned its operations and performance around to become a highly successful farm operation not only in Tanzania but in the East Africa region. UNDP Tanzania services include facilitation of placements by AMSCO experts/managers to firms operating in Tanzania and provide professional advice to AMSCO and the National Steering Committee.

### CAPACITY FOR TRADE DEVELOPMENT

UNDP supports trade capacity development by coordinating international support and creating an enabling environment for partnership building around inclusive growth. UNDP's support package includes a five-year Tanzania Trade Integration Strategy (TTIS) with the aim of strengthening Government capacity to formulate a trade sector development strategy, including mainstreaming of trade in the MKUKUTA (Tanzania's overall development strategy) and strengthen private sector capacity to participate in trade policy and strategy formulation. This has enabled Tanzania to access resources and expertise from the international community and develop capacity to create sustainable economic development.



## INTEGRATED FRAMEWORK AND ENHANCED INTEGRATED FRAMEWORK (EIF)

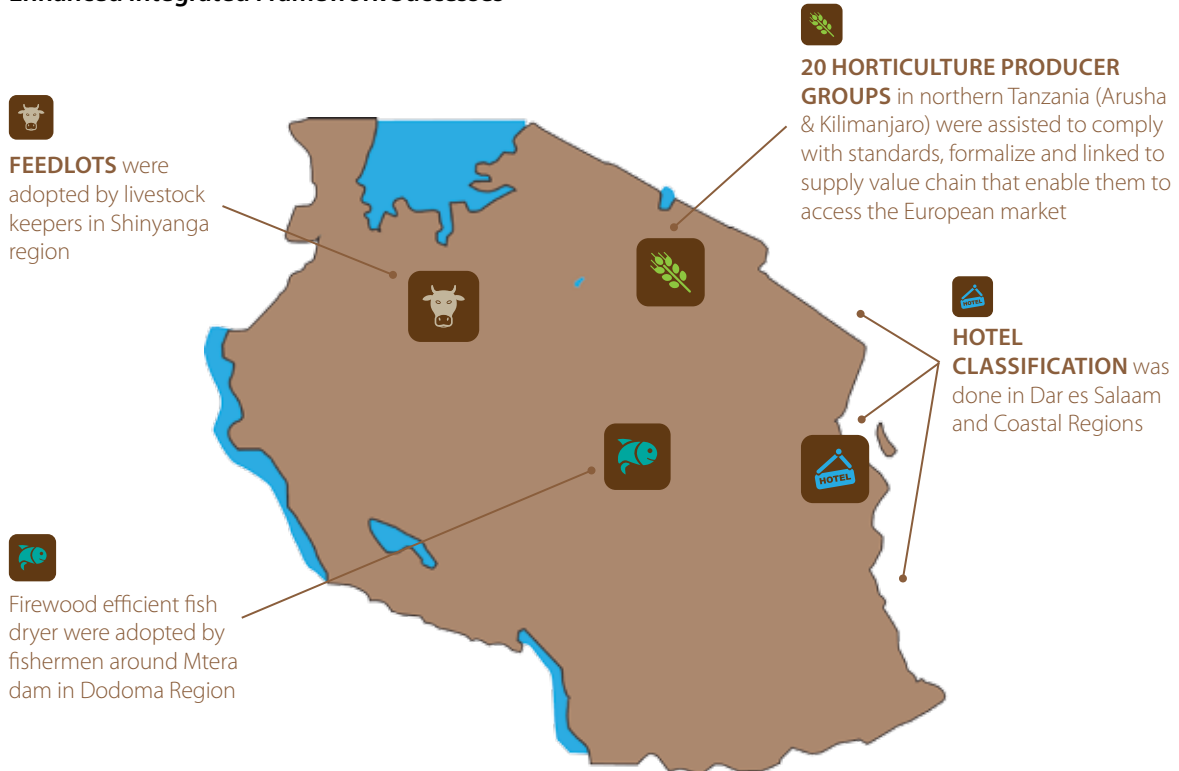
In support to trade, UNDP is actively promoting the aid-for-trade approach through the Enhanced Integrated Framework (EIF), a global initiative for supporting countries to build their capacity in trade, integrate trade into national poverty reduction. From 2009 to 2010, UNDP in response to the Diagnostic Trade Integration Study recommendations supported the Ministry of Industry and Trade through a Trade Development and Integration project to successfully implement interventions in horticulture, tourism and livestock sectors.

In a recent project, UNDP in collaboration with the Enhanced Integrated Framework Secretariat will see the strengthening of the Ministry of Industry and Trade capacity to guide, monitor and coordinate trade development interventions, and to effectively implement the Trade Sector Development programme (TSDP). The Government has requested UNDP to be the main Implementing Entity for the EIF Tier support in the project.

***“UNDP’s support to government is enabling smallholder farmers, enterprises and businesses to thrive and we are happy to have been associated with endeavours like the capacity development initiative through the African Management Services Company project which has supported a number of successful enterprises in Tanzania ”***

**Mr. Peniel Lyimo**  
Deputy Chief Executive Officer  
Agricultural Delivery Division, PDB  
United Republic of Tanzania

## Enhanced Integrated Framework Successes



## SUPPORT TO EXTRACTIVE INDUSTRIES

In 2008, UNDP initiated a regional project for Capacity Development for Negotiation and Regulation of Investment Contract in Liberia, Mozambique, Rwanda, Sierra Leone and Tanzania. Through this project, the Government of Tanzania identified capacities required for effective negotiation and management of investment contracts. In collaboration with the Attorney General’s Chambers (AGC), the project aimed at strengthening the capacities of officials in the AGC and Ministry of Energy and Minerals (MEM) to better address challenges in the existing investment contracts and to effectively negotiate and manage complex large scale investment contracts.

UNDP has recently launched a new Regional Project “Harnessing Extractive Industries for Human Development in Sub-Saharan Africa,” which offers for multiple entry points to support the sustainable management of extractives and its unique position to provide an integrated package of services. The extractive sector is expected to play a catalytic role for development in many African countries, including Tanzania.

## CAPACITY DEVELOPMENT FOR THE SOUTHERN AGRICULTURE CORRIDOR OF TANZANIA (SAGCOT)

UNDP is a signatory of the Capacity Development for the Southern Agriculture Corridor of Tanzania (SAGCOT). The project provides institutional capacity building to the SAGCOT Centre, builds capacity of smallholders farmer to increase productivity and engagement along the corridor and to enhance capacity of RUBADA to unlock investment opportunities in the corridor.

Through support given to Rufiji Basin Development Authority (RUBADA) to undertake land use planning, a total of 11,000 ha of land have been identified for agricultural investments and mapped in the SAGCOT corridor and land use plans have been prepared for villages in Morogoro Rural and Ludewa districts. Also, a draft review of the RUBADA Act has been prepared and submitted to Cabinet Secretariat for scrutiny and approval.

## TANZANIA INVESTMENT WINDOW E-REGISTRATION TANZANIA

Through UNDP’s pro-poor growth and environmentally sustainable development project, UNDP has collaborated with United Nations Conference on Trade and Development (UNCTAD) and Tanzania Investment Center (TIC) to offer investors and entrepreneurs the possibility to register a company in Tanzania Online. A Web-based e-registration tool will help Tanzania to improve its investment and business climate through transparency, simplification and automation of rules and procedures relating to enterprise creation and operations. The project will support TIC to simplify company start up procedures and provide technical support for installation of an e-Registration facility. UNDP has provided resources to UNCTAD to cover project coordination, technical expertise, IT development, consultant recruitment, travel, training workshops and material, IT equipment, programme support and , communication events and tools.

## INCLUSIVE GROWTH

UNDP Tanzania envisages working with the government to launch an Inclusive Growth project that aims to support private sector development initiatives and the country’s public private partnership interventions. This project will augment national efforts to reduce income poverty through promoting inclusive, sustainable and employment-enhancing growth by focusing on enhancing managerial capacities and building skills of employees in selected public owned enterprises, building entrepreneurial capacities for, youth and women entrepreneurs. The project will also support value chain development, Public-Private Partnership (PPP) initiatives through institutional support and technical assistance to focal entities, design of policy and implementation frame work for Zanzibar. The project therefore aims to promote entrepreneurship for development of local private sector, strengthen existing national Public Private Partnership structures and assist Zanzibar to formulate a PPP policy together with relevant institutions.



### FORWARD LOOKING

- **Diversifying partnerships in support of the agricultural transformation principles under the Big Results Now (BRN) initiative, and in particular the effectiveness of the Agriculture Delivery Division (ADD)**
- **Registration and support to Land Use Planning**
- **Support Energy/Extractive Industries in Tanzania especially institutional and policy frameworks help the country to better implement the Africa Mining Vision and better regulate the extractive sector**

### Recent Private Sector and Trade Projects

<p><b>\$15.6m</b></p> <p>Pro-poor policy development and Wealth Creation</p>		<p><b>\$4.3m</b></p> <p>Capacity Development for Mainstreaming Trade</p>		<p><b>\$4.0m</b></p> <p>Support for Inclusive Growth</p>	
<p><b>\$2.0m</b></p> <p>Southern Agriculture Corridor of Tanzania project</p>		<p><b>\$2.0m</b></p> <p>SACGOT Capacity Development Project</p>		<p><b>\$2.0m</b></p> <p>Extractive industries contract negotiation</p>	
				<p><b>\$1m</b></p> <p>Trade Development and Integration project</p>	



## EXAMPLES OF DEVELOPMENT RESULTS

Policy support

Capacity development

Service delivery

- Through UNDP's ATMS Regional Project, 34 of the 47 beneficiary organizations that AMSCO worked with were provided with competent management and required skills development, which improved profitability that in turn led to protection of existing jobs, created of additional jobs, and increased tax revenue of US\$20.57 million paid by ATMS/ AMSCO beneficiaries to the Government of Tanzania.
- Through UNDP support to the SAGCOT initiative, a draft of amended Rufiji Basin Development Authority (RUBADA) Act to reform RUBADA was completed and submitted to the Cabinet Secretariat for scrutiny and approval.
- Capacity of 86 field extension officers built from all of the 78 BRN rice schemes in the SAGCOT corridor through training in System Rice Intensification techniques (SRI) which has benefited a total of 70,434 small holder farmers.
- Total of 11,000 ha of land have been identified for agricultural investments and mapped in the SAGCOT corridor and land use plans have been prepared for villages in Morogoro Rural and Ludewa districts.
- UNDP provided financial support to the RUBABA through field work and purchase of land survey equipment that has expedited land use planning and as a result 11,000 ha have been identified in Rufiji District for investment.

### LOCAL ENTERPRISES SUPPORTED BY UNDP AND AMSCO

#### AGRICULTURE

- Kilombero Plantations Ltd
- Kuku Poa
- Africado Ltd

#### HEALTH SERVICES

- AAR Health Services Tanzania Ltd
- Sanitas Medics & Diagnostics
- Chemi Cotext Industries

#### PROFESSIONAL SERVICES

- Ako Law
- CRB Attorneys Ltd
- Synovate Tanzania
- Velma Law Chambers

#### INFORMATION TECHNOLOGY & COMMUNICATION

- Dovetel Tanzania Ltd
- Zanzibar Telecoms Ltd
- HTT Infraco Tanzania Ltd

#### FINANCIAL SERVICES

- AAR Insurance Ltd
- Exim Bank Tanzania Ltd

- Letshago Tanzania Ltd
- Maxinsure Tanzania Ltd
- Strategis Insurance Tanzania Ltd
- Advans Bank Tanzania
- Heritage Insurance Tanzania Ltd
- Kickstart Tanzania Ltd
- Tujijenge Tanzania Ltd
- Alios Finance Ltd
- Finca Tanzania Limited

#### ENERGY

- Simgas Tanzania Ltd
- Devergy Tanzania

#### INVESTMENT

- Inreturn Tanzania Ltd

#### TRANSPORT

- Alistair James Company Ltd

#### ARCHITECTURE

- Architectural Pioneering Consultants

#### EDUCATION

- Haven of Peace

# UNDP's MAIN NATIONAL IMPLEMENTING PARTNERS

UNDP will continue to engage with national implementing partners to execute national priorities and programmes. UNDP project support is embedded in Ministries, Departments, and Agencies and follows government procedures and systems based on the needs expressed by implementing partners. Our support includes cash transfers, fund management, policy and technical advice, and direct implementation support services.

IMPLEMENTING PARTNER	PROJECT TITLE
Cabinet Secretariat	Policy Coherence, Core reforms and government monitoring system
Commission for Human Rights and Good Governance	Support To National Human Rights Action Plan
Ministry of Energy and Minerals	Capacity Development in the Energy Sector and Extractive Industries
Ministry of Finance	Enhancing Aid Management Capacity in Mainland Tanzania
	Capacity Development for Results Based Management, Evaluation & Audit
	Mainstreaming Environment & CC in the implementation of national policies and development plans
Ministry of Natural Resources and Tourism	Extending Coastal Forests Protected Areas Subsystem in Tanzania
	UN-REDD
	Support to National Response to Anti-poaching
National Assembly	Legislatures Support Project
National Electoral Commission	Deepening Democracy Project
President's Office Planning Commission	Pro-Poor Economic Growth and Sustainable Environmentally Development
Presidents Office, Good Governance Unit	Support To National Anti-Corruption Mechanisms
Prime Minister's Office – Disaster Management Department	Disaster Management Project – Mainland
Regional Administrative Secretary- Tabora	Mainstreaming Sustainable Forest Management in the Miombo Woodlands
Regional Administrative Secretary-Kilimanjaro	Sustainable Land Management - Kilimanjaro
Tanzania AIDS Commission	Strengthening Institutional Capacity for Gender and Human Rights responsive policies for HIV/AIDS in Tanzania Mainland
Tanzania Chamber of Commerce, Industry and Agriculture	Asia Youth Volunteer Project
	UNV Support to the Strengthening of the TCCIA for Innovative Business Support Services



<b>Tanzania National Parks Authority</b>	Strengthening Protected Areas Network in Southern Tanzania
<b>Vice President's Office</b>	Disaster Management Project
	Africa Adaptation Programme
	Strengthening Environment & Climate Change Governance
	Mainstreaming Environment & Climate Change in the implementation of national policies and development plans
<b>Zanzibar AIDS Commission</b>	Strengthening Institutional Capacity for Gender and Human Rights responsive policies for HIV/AIDS in Zanzibar
<b>Zanzibar Anti-Corruption and Economic Crimes Authority</b>	Support for Anti-Corruption-Zanzibar
<b>Zanzibar Electoral Commission</b>	Deepening Democracy Project
<b>Zanzibar House of Representatives</b>	Legislatures Support Project
<b>Zanzibar Ministry of Finance</b>	Enhancing Aid Management Capacity in Zanzibar
<b>Zanzibar Ministry of Justice and Constitutional Affairs</b>	Legal Sector Reform
<b>Zanzibar Planning Commission</b>	Evidence Based Planning and Monitoring MKUZA
	Capacity for Reform Management and implementation
<b>Zanzibar Vice President's Office</b>	Strengthening Environment & Climate Change Governance
	Disaster Management Project-Zanzibar



# UNDP DEVELOPMENT PARTNERS

UNDP collaborates with a range of partners to achieve common objectives of accelerating progress towards the Millennium Development Goals under the leadership of the Government of the United Republic of Tanzania. In addition to financial contributions received through the Multi-Partner Trust Fund (MPTF), which is managed by UNDP, many partners have contributed considerable resources to UNDP directly. All funds received are managed following UNDP global rules and regulations according to International Public Sector Accounting Standards (IPSAS) practices.

All partners play a crucial role in financing and promoting strategies to enable UNDP's comprehensive and innovative development work, and – for instance - remain an integral part of each project's decision-making and governing structure, and participate in the monitoring of progress towards results while also evaluating UNDP's activities and achievements across sectors.

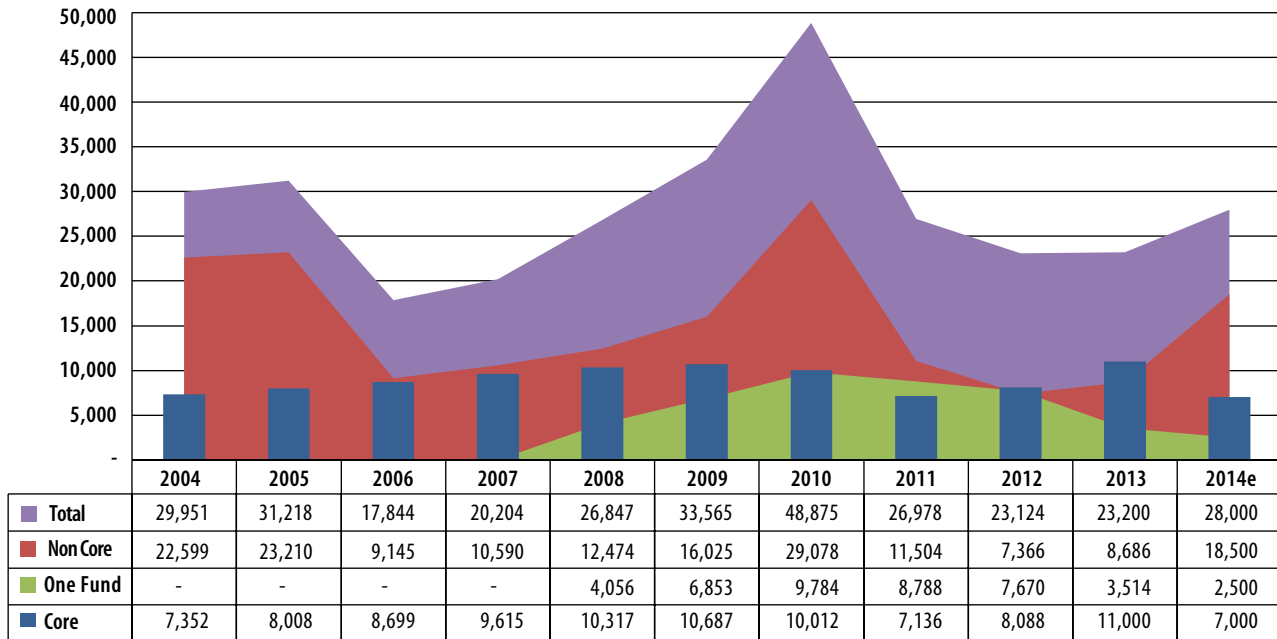
Depending on the services needed and outcomes aimed for, UNDP Tanzania partners with a wide range of stakeholders. UNDP's global resources are often put to good use by amplifying the total project portfolio through cost sharing arrangement with Development Partners but also foundations, private sectors – and Governments that can provide financing in order to address specific delivery or capacity challenges such as strategic procurements or highly specialised advisory support.

## UNDP PARTNERS IN TANZANIA INCLUDE;



# UNDP TANZANIA PROGRAMME DELIVERY

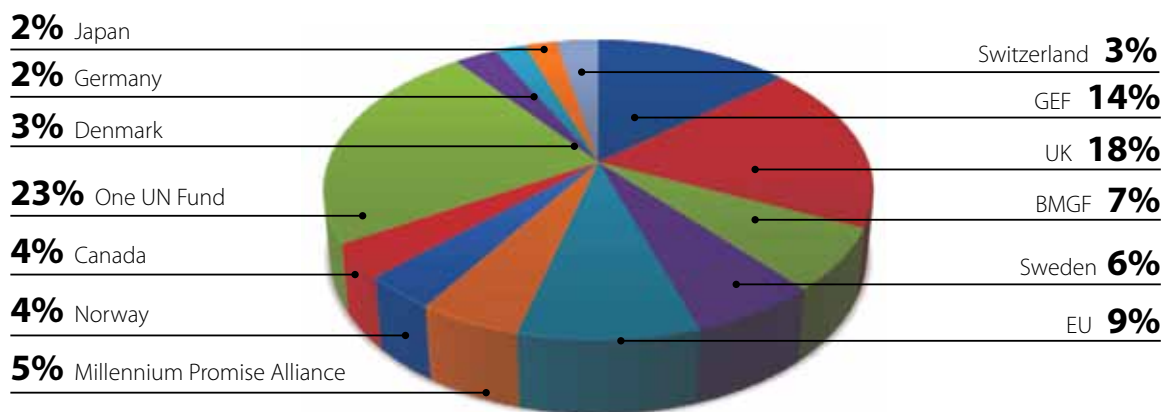
## Country Office Programme Spending by Fund Source 2004 – 2014 (\$'000s)



\*(e) estimate

## COUNTRY OFFICE KEY PARTNERS 2007 – 2014

Top donor partners from 2007 to 2014 based on contributions received and committed.



GEF Global Environment Facility  
 BMGF Bill & Melinda Gates Foundation  
 EU European Union





*Empowered lives.  
Resilient nations.*

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